

2019-20

Annual report



AUSTRALIAN MUSEUM

A prefabricated section of the main stairwell is maneuvered into position by the crane.
Photograph by James Alcock.





2019–20

Annual report

Australian Museum
1 William Street
Sydney, NSW, 2010
Australia



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Acknowledgements

The Australian Museum acknowledges and pays respect to the Gadigal people of the Eora Nation as the First Peoples and Traditional Custodians of the land and waterways on which the Australian Museum stands.

Compiled by Jacinta Spurrett and Jacqueline Soars
Design & Production by Mark Joseph
Editing by Catherine Marshall and Alice Gage

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unless otherwise indicated.

Contact

Australian Museum
1 William Street Sydney NSW 2010
Open daily 9.30am – 5pm
Closed Christmas day

T 02 9320 6000
F 02 9320 6050
E info1@australian.museum
W australian.museum



facebook.com/australianmuseum



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Availability

This annual report has been designed for accessible online use and distribution. All the Museum's annual reports since 1853, including this one, are available at australian.museum/about/organisation/reports/annual-reports

Further information on the research and education programs and services of the Australian Museum can be found at australian.museum

Cost of production

The production cost of this report is estimated at \$2,000.



Minister

The Hon Don Harwin, MLC

Special Minister of State, and Minister for the Public Service and Employee Relations, Aboriginal Affairs and the Arts.

Governance

The Australian Museum was established under the Australian Museum Trust Act 1975 and is governed by a Board of Trustees. The objectives of the Australian Museum are to propagate knowledge about the natural environment of Australia and to increase that knowledge, particularly in the natural sciences of biology, anthropology and geology. The Board of Trustees has 11 members, one of whom must have knowledge of, or experience in, science; one of whom must have knowledge of, or experience in, education; and one of whom must have knowledge of, or experience in, Australian Indigenous culture.

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

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

Admission charges

General admission to the Australian Museum as at 30 June 2020:

Adult **\$15**

Child (under 16 years) **Free**

Concession \$8 (see accepted concession cards below)

Pre-booked Australian school groups (per child) **Free**

Pre-booked preschool groups **Free**

Australian Companion card holder's attendant carer **Free**

ICOM and Museums Australia members **Free**

Australian Museum Members **Free** with membership

Concession cards accepted:

Seniors Card-holders (all states)

International seniors aged over 60 years

International Student Card-holders

Australian Student Card-holders

Centrelink Healthcare Card-holders

Australian Government Pension Card-holders

Australian Veterans' Affairs Gold Card-holders

Additional charges may apply to special exhibitions, activities and educator led group tours.

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On 17 and 18 August the Australian Museum had a free museum weekend before closing its doors to the public for approximately 12 months. Photograph by Nick Langley.

Part 1

The past matters



About the Australian Museum

Australia's first museum

For more than 190 years, the Australian Museum (AM) has been at the forefront of Australian scientific research, collection and education. Australia's first public museum was established in Sydney in 1827 with the aim of procuring "many rare and curious specimens of Natural History," according to a dispatch written to New South Wales Governor Darling from Downing Street that year.

In 1829, William Holmes was appointed as the first custodian of the fledgling collection, then located in the old post office building in Macquarie Place. Initially known as the Sydney Museum or Colonial Museum, the institution was formally named the Australian Museum in 1836. It was also stipulated that the Museum and The Royal Botanic Garden Sydney be jointly governed by a 'Committee of Superintendence,' made up of eminent men of the colony.

The collection was housed in various buildings around Sydney until colonial architect Mortimer Lewis designed a dedicated museum building. Construction began in 1846 on a site in William Street near Hyde Park, and the new museum opened to the public in 1857 with just one exhibition gallery. Since then, the site has been modified many times to accommodate the growing needs of exhibitions, collections and staff. In 2007, a new wing to the east of the site was built to house scientific staff and collections, now known as the Australian Museum Research Institute (AMRI) building.

Today, the AM continues its roles in scientific research, education and cultural outreach.

The AM has grown to house an internationally recognised collection of over 21.9 million cultural and scientific objects and specimens. It plays a leading role in taxonomic and systematic research, and facilitates significant research on coral reef ecology at the AM Lizard Island Research Station. Through exhibitions and other public programs, the AM continues to inspire and inform generations of visitors about the richness of life and culture in Australia and the Pacific.

The AM is a dynamic source of reliable scientific information and a touchstone for informed debate about some of the most pressing environmental and social challenges facing our region: the loss of biodiversity, a changing climate, and the search for cultural identity.

Facing page: Wild Planet gallery in the historic Barnet Wing.
Photograph by Daniel Boud.





President's Forward

The AM's role as a leading natural history and culture museum

As we look forward to the Australian Museum reopening in Spring 2020, it's also a time to look back over a challenging year. Drought, unprecedented bushfires and COVID-19 have all had a significant impact, not just on our community, but also on the AM's scientific focus and operations.

The repercussions of the 'Black Summer' bushfires on Australia's biodiversity are on a scale that has not been seen since record-keeping began in the mid-1800s. It is estimated we have lost literally trillions of animals, when considering the total number of insects, spiders, birds, mammals, frogs, reptiles, invertebrates and even sea life impacted over such a vast area.

As outlined in the February 2020 joint statement, signed by the directors of the nation's six pre-eminent natural history museums, our institutions are committed to joining together to provide real research outcomes, support programs and mitigation strategies to combat the effects of climate change. Additionally, the devastation of the 'Black Summer' bushfires has reinforced that we have much to learn from First Nations people and that First Nations' understanding of our natural species and land management is to be embraced in our research.

Working together, we can make a difference, and natural history and culture museums like the AM are a great place to start. Museums play a vital role in our understanding of biodiversity, evolution and climate change. The AM is a museum at the cultural and scientific heart of the city. More than a leading Sydney attraction, the AM is a hub of information, education, resources and research, available to everyone across the state, the nation and the globe.

Despite the challenges of the bushfires, the outbreak of COVID-19 and the closure of the AM for Project Discover, I am proud of the AM's tremendous contributions this year. In addition to the commencement of Project Discover, which nears completion as I write, the AM has continued at pace its crucial work in research, education and outreach, as you will discover in this report.

The AM has also developed a new Corporate Strategic Plan for 2020-21 and beyond, encompassing issues such as climate change and greater emphasis on First Nations voices. The plan includes significantly upgraded care for the largest collection in the Southern Hemisphere, encompassing more than 21.9 million objects and specimens.

The repercussions of the 'Black Summer' bushfires on Australia's biodiversity are on a scale that has not been seen since record-keeping began in the mid-1800s.

Thanks to our supporters

Our major supporter is the NSW Government. Apart from our annual operating grant, it has also provided a capital injection of \$50.5 million for Project Discover, with our philanthropic supporters and community members providing a further \$7 million for the project. I would like to especially acknowledge NSW Premier Gladys Berejiklian, the NSW Minister for the Arts, the Hon Don Harwin, MLC, and the NSW Treasurer, Dominic Perrottet, for their unwavering support.

We are very grateful for the dedicated fundraising work of the Australian Museum Foundation led by Diccon Loxton and the Lizard Island Reef Research Foundation led by Kate Hayward. Without their philanthropic efforts, the AM would not be able to achieve its ambitious goals.

I would also like to thank my fellow AM Trustees, who give freely of their time. This year, we had the pleasure of welcoming Distinguished Professor Larissa Behrendt AO as a new member to the Board of Trustees, who provides first-hand knowledge and experience in Australian Indigenous culture. We also said farewell to Dr Elie Hammam, who served on the Board since 2016 and has now relocated to South Australia. A huge thanks to the Executive Leadership Team and AM staff, led by the redoubtable Director & CEO Kim McKay AO, for their support, hard work and determination in persevering through this challenging year to realise Project Discover before the reopening in Spring 2020.

On behalf of the Board of Trustees, I would like to thank the entire AM community for supporting the important work of the Australian Museum throughout the year. I look forward to welcoming our friends and supporters back to the 'new' AM soon.

David Armstrong

President, Australian Museum Trust



Director & CEO review

2019-20 has certainly been a tumultuous year, as we responded to new challenges presented by the Covid-19 pandemic and remained focused and resilient during a time of immense disruption. The AM has continued to persevere through these challenges to deliver a greatly improved experience for the people of NSW and future visitors to our state.

Building a better museum – Project Discover

The AM temporarily closed to the public in August 2019 to allow for our major transformation, Project Discover.

We are now in the final throes of this \$57.5 million redevelopment of the AM, which incorporates a new lobby space; the new Hintz Hall at the heart of the museum; a 1,000 square metre exhibition hall in the basement with capacity to extend a further 500 square metres; a new café and shop, cloak and amenities, education rooms, Members' lounge; and an impressive central Escher staircase.

This vast transformation increases our ability to display more of the collection of over 21.9 million objects and specimens and attract international touring exhibitions to the AM while providing our visitors a better experience.

Project Discover is the first step in the realisation of the AM's Master Plan and vision for the future. Once completed, Project Discover will propel the AM into a new era as the leading natural history and culture museum in the region and will enhance NSW's reputation as a world centre for cultural experiences and creative industries, as well as for scientific discovery and innovation.

The planned blockbuster exhibition due to open in February 2021, *Tutankhamun Treasures of the Golden Pharaoh*, has now been postponed – a casualty of the pandemic. Following its early closure in London due to COVID-19, the exhibition has recently returned to Egypt for storage while its future plans are determined by the promoters, IMG. Our team responded quickly to this challenge and were able to secure the return from Scotland of the AM-created touring exhibition, *Tyrannosaurus – Meet the Family*, for our reopening in Spring 2020.

While we've missed the buzz of visitors, the squeals of delight from children and having our volunteers on site during our closure, we've turned online using digital tools to continue engaging our audiences and bringing energy and purpose to the AM's programs.

Engaging virtually and off-site

The emergence of COVID-19 served as a global disruptor on an unthinkable scale, bringing connections between wildlife, disease, environment and our global society and economy into sharp focus.

Like all cultural institutions throughout the world, COVID-19 has had a significant impact on the AM and forced closure of the site to staff. It is only the second time in AM's history that the Museum has been closed for any length of time, the first being during the Spanish Flu pandemic in 1918.

The majority of our 250+ staff have continued to work from home during the pandemic. To keep in contact and provide updates on the AM's projects, I sent our team personal updates from me, initially daily. The first update was sent on 20 March 2020 and now more than 150 of them have been sent, all of which are stored on the AM's intranet, AMplify. One day, I imagine these updates will make for interesting reading, just like reading about the

This vast transformation increases our ability to display more of the collection of over 21.9 million objects and specimens and attract international touring exhibitions to the AM while providing our visitors a better experience.

1918 pandemic in our archives is for me, as they chronicle the amazing work that has gone on at the AM despite staff working remotely during the 2020 pandemic.

With school closures occurring during the lockdown, the AM created a new online portal – AM Inside Out – which provides digital learning resources on science and culture for teachers and home-schooling parents. Since its launch in March, it has attracted tens of thousands of new visitors to the AM website.

We also launched the online photography exhibition, *Capturing Climate Change*, which encourages the community to share images on social media that represent their responses to climate change. In the first six months, the online exhibition drew more than 15,000 visitors, with many photographers posting their own images of the devastating bushfires.

COVID-19 also saw the AM's citizen science projects rise to the challenge of providing those confined at home with activities to educate and engage. Research shows that interacting with nature can significantly improve mental wellbeing and projects like FrogID provide a way to incorporate physical and mental wellness into life during lockdown. We've seen a marked increase in participation in our citizen science projects, with thousands of Australians engaging with our programs throughout the pandemic.

Prior to COVID-19, we turned online to respond to bushfire recovery with citizen science-driven monitoring. Tools like FrogID enabled citizen scientists to contribute more than 1,000 records of over 85 frog species in areas burnt during the fires. This data is helping drive research efforts by the AM and informing government decision-making.

New way forward

Despite the challenges of bushfires and COVID-19, 2019-20 has been a huge year for science, with 201 new species described and 214 papers published by AM scientists, underscoring the AM's reputation as one of the leading natural history and culture institutions in Australia and the region.

Dr Rebecca Johnson AM, who had served at the Australian Museum for 16 years, five of those as Director of the Australian Museum Research Institute (AMRI), received global recognition in 2018 after leading the international team that sequenced the genome of the koala for the first time. Dr Johnson left the AM in early 2020 to take up the prestigious role of Chief Scientist and Associate Director of Science of the Smithsonian National Museum of Natural History (NMNH) in Washington, D.C. The entire AM family is proud of Dr Johnson's outstanding success, and while it is sad to lose her from the AM executive team, her contribution to the international museum sector will ensure she continues to collaborate with the AM well into the future.

In April 2020, the AM announced the appointment of Professor Kristofer M. Helgen as the new Director of AMRI and the AM's Chief Scientist. Professor Helgen was most recently Professor of Biological Sciences at the University of Adelaide. Originally hailing from Minnesota, his research has focused primarily on fieldwork with living animals, museum collections and solving important problems in biomedicine. Formerly head of the Smithsonian's Mammal Division, the largest collection of its kind in the world, Kris will be a significant asset to the AM team as we respond to the biodiversity challenges ahead.

Resilience and flexibility

Leading the AM is a great privilege and working with the talented and dedicated team is allowing us to forge new ways forward in all aspects of our operations.

Without the support of the entire AM community – including our Trustees, led by AM President David Armstrong, our staff and volunteers, the Australian Museum Foundation, Lizard Island Reef Research Foundation, major donors and our partners across the education and corporate sectors – we would not be in the positive position we are in now, soon to reopen to the public to showcase our transformed museum. It has truly been a monumental team effort and I would like to express my sincere thanks to everyone for their contributions and unflagging support during this past year. I would especially like to thank our architects, Rachel Neeson (Neeson Murcutt + Neille) and Joe Agius (Cox Architecture) and their teams, for their creativity collaboration and problem solving for Project Discover.

Kane Constructions, who collaborated with Neeson Murcutt + Neille to build Brian Sherman Crystal Hall, also managed the build of Project Discover.

We are pleased to work closely with the NSW Government, led by Premier Gladys Berejiklian, and to have the support of the NSW Minister for the Arts, the Hon Don Harwin, MLC, in accomplishing Project Discover. The AM is also grateful to the NSW Department of Premier & Cabinet, Create NSW, and NSW Treasury. We have worked closely with all of them during the year.

Thank you to Secretary Tim Reardon and Deputy Secretary Kate Foy within the NSW Department of Premier & Cabinet, who have provided unwavering support and guidance.

We look forward to continuing to work with the NSW Government over the coming 12 months, particularly as the AM celebrates the completion of Project Discover and reopens to the public in Spring 2020.

Finally, I would like to thank the Trustees for their commitment during this testing time, and all the AM staff, who are extremely dedicated to their work. The Executive Leadership Team demonstrates its outstanding commitment to the AM daily and strives to deliver the best possible museum for the people of NSW, visitors and our staff. The experiences we have all gained this year will help us build a more resilient, adaptable and creative sector.

The AM and other major cultural institutions play an important role in our city, state and nation. Not only do museums help contribute to the wellbeing of the entire community, but they also enrich our lives in an intangible way. We are resolutely ambitious for the future, as institutions like the AM are needed now more than ever – they are vital to the human experience.

Kim McKay AO
Director & CEO

Awards

- The AM received an Honourable Mention for its restoration of Australia's first gallery, the Westpac Long Gallery, at the UNESCO Asia-Pacific Awards for Cultural Heritage, held on 14 October 2019 in Penang, Malaysia.
- The AM FrogID team won the Department of Industry, Science, Energy and Resources Eureka Prize for Innovation in Citizen Science in August 2019. FrogID is the AM's flagship national citizen science project aimed at understanding and conserving one of the most threatened groups of animals on the planet. Using a free smartphone app, participants record and submit information on calling frogs. In less than two years, FrogID has built an unparalleled database of Australian frogs and transformed the scientific community's understanding of the distributions, breeding seasons and habitats of frogs.
- FrogID also received a Gold award for Digital – EdTech from DRIVEN x DESIGN Sydney Awards 2019 in September 2019.
- The 2019 AMRI Medal was awarded to Senior Fellow Mark McGrouther. The AMRI Medal is presented to an individual staff member, senior fellow or team from the AMRI for outstanding science and communication of their research outcomes. Mark McGrouther was recognised for his exceptional work managing, developing and improving the AM's Ichthyology Collection, the largest of its kind in the Southern Hemisphere, over the last 30 years. In 2016, Mark launched the Australasian Fishes project, enabling citizen scientists to upload, identify, and comment on observations of Australian and New Zealand fishes.
- Scientific illustrator Rachel Klyve from the University of Newcastle, was awarded the 2020 Australian Museum Scientific Illustration Scholarship. With masterful illustrations that precisely depict Australia's flora and fauna, Klyve's passion for science, art and the natural world shines through.

Our Mission

Corporate Strategic Plan 2017–20

The Corporate Strategic Plan 2017–20 (CSP) is directly connected to our Mission. Under each of the seven key strategic areas, the objectives and time frames are on track after the last year of implementation. The CSP also aligns with the transformation of the AM, consolidating strategies and operational procedures ahead of the delivery of Project Discover in Spring 2020. This work will deliver a world-class museum to the people of NSW and beyond.

The CSP was developed with a five-year rolling time frame, with the first three years detailing clear objectives, targets and time frames. Seven strategic areas were identified:

- Audience Engagement
- People & Culture
- Scholarship & Research Excellence
- Collections
- Stakeholders & Governance
- Financial Sustainability
- Digital Platform

The CSP demonstrates the connection to the AM's Mission and strategic direction.

The AM has developed a new CSP for 2020–23, which will revitalise the Museum's Mission and Vision, and clearly outline five strategic priorities and five strategic outcomes. In developing the CSP for 2020–23, we have considered the recent changes in the environment we operate in and the longer-term implications, and what it means to be a 'museum of the future.' It is a constantly evolving endeavour, where the focus and success of our strategy will be affected by key internal and external drivers.

The Australian Museum's current Mission is to make nature and science accessible and relevant, and to act as a hub of discovery, exploration and sharing of First Nations and Pacific cultures.

Below: The exterior of the AM. Photograph by Abram Powell.



Financial summary

Revenue

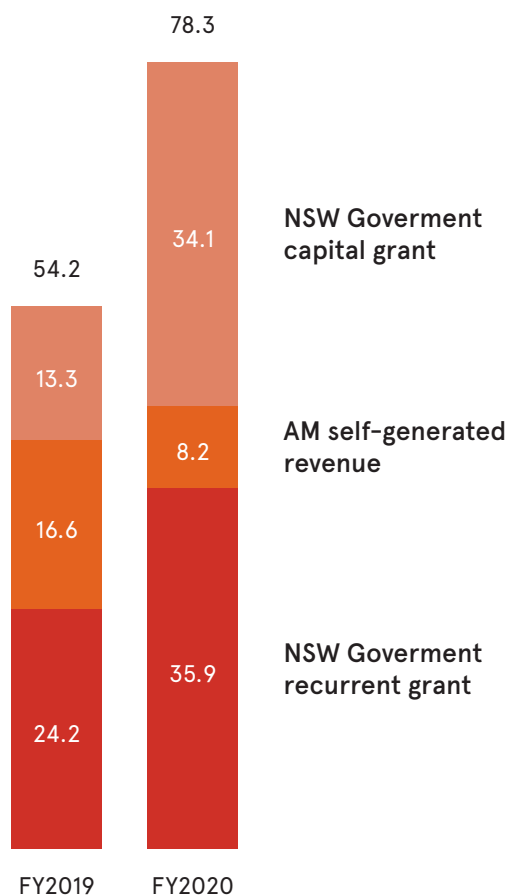
The Australian Museum closed to the public in August 2019 to enable the completion of the major refurbishment project, Project Discover. As a result, almost all aspects of AM's revenue were impacted, with major reductions in operational revenue, and major increases in NSW Government operating and capital expenditure funding. Total revenue in FY2020 was \$78.3 million, which is \$24.1 million and 44% greater than the prior year.

Total revenue comprised:

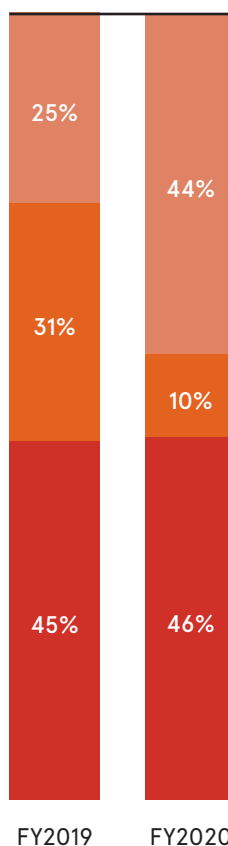
- NSW Government grants of \$70.1 m (FY2019: \$37.5 m), incorporating capital grants of \$34.1 m (FY2018: \$13.3 m)
- Self-generated revenues of \$8.2 m (FY 2018: \$16.6 m).
- Self-generated revenue is significantly lower due to the AM's closure to the public from August 2019 to enable the completion of the AM's major refurbishment, Project Discover.

Figure 1.1

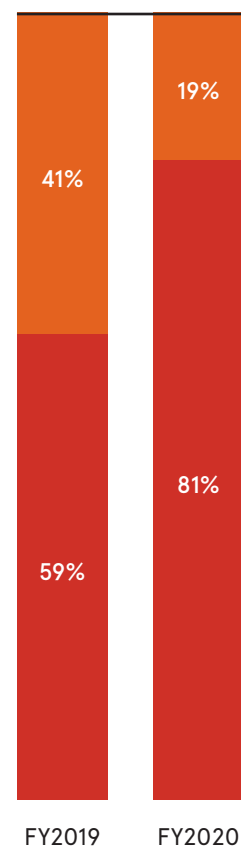
**Total revenue –
all sources in \$ million**



**Total revenue –
all sources in %**



**Total revenue
excluding NSW Gov
capital grants in %**



Expenses

The AM's total expenses decreased by \$8.9 m, principally due to the impact of closure to the public for the last 10 months of the financial year.

Financial position

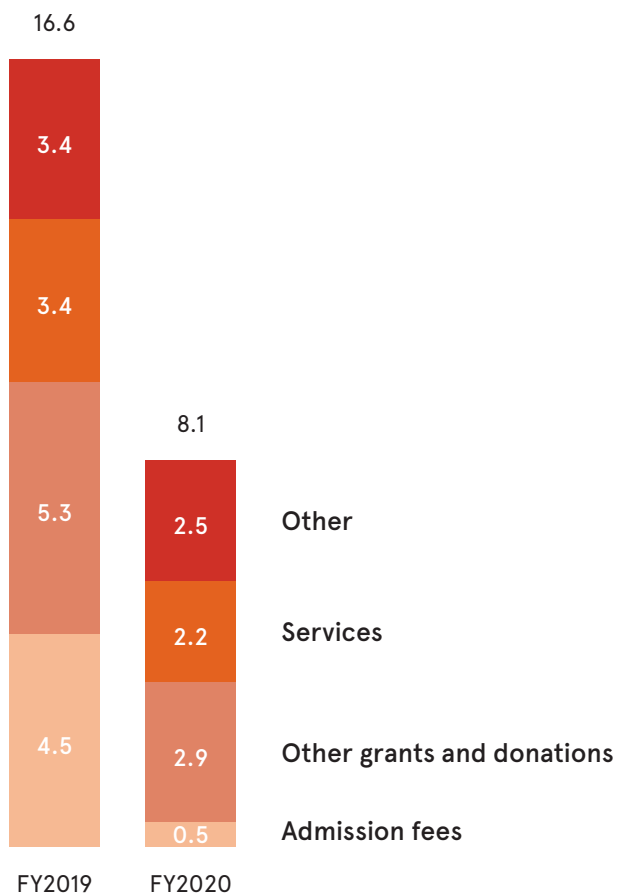
The AM's financial position remains sound with improved liquidity and net assets exceeding \$1 b.

Cash flows

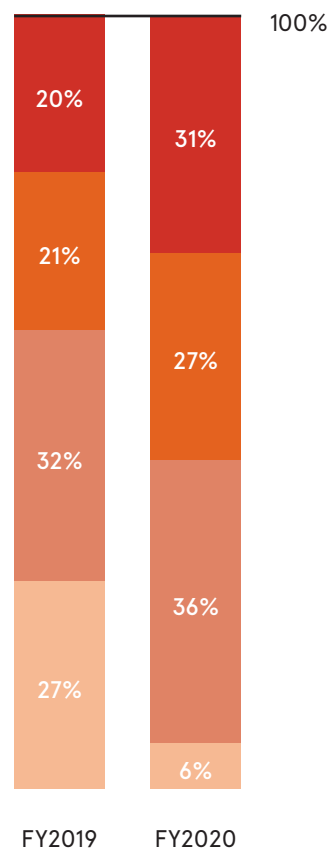
The AM's total cash and cash equivalents increased by \$24.4 m (FY2019 \$0.1 m) with cash at the end of the year totalling \$34.6 m, of which \$31.2 is held for restricted purposes – principally for Project Discover capital works.

Figure 1.2

Sources of self-generated revenue
FY2020 in \$ million



Sources of self-generated revenue
FY2020 in %



Highlights



**30,500
hours**

of service contributed
by 276 volunteers



**201
new species**

described by AMRI
scientists (including senior
fellows and associates)



**45K
Ichthyology
specimens**

added to the collection



**21.9M
objects and
specimens**

in the AM collection



**214
publications**

by AMRI scientists
(including senior fellows
and associates)



**400K
visitors**

to six touring AM exhibitions
across Australia and
internationally



**34
virtual
excursions**

with 1,834 participants
from 74 schools
and communities
throughout Australia



6,265,871

website sessions

5,066,158

users conducting

9,154,510

page views



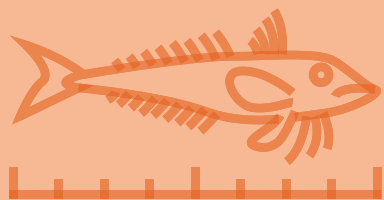
**54,893
participants**

engaged with off-site
educational activities



33,032
tasks of

camera-traps, specimen labels and archival material for the AM were transcribed by DigiVol Online citizen scientists



21,627
observations

for the Australasian Fishes citizen science project



12K
school children

engaged with onsite education activities prior to closing to the public

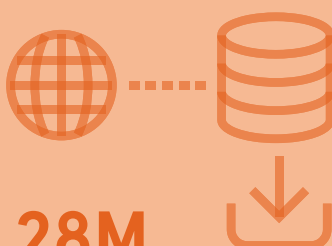


93K
verified
frog calls

of 181 species by FrogID



1,953
'Ask an Expert'
questions answered

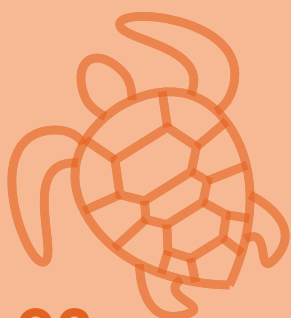


28M
downloads

of AM data from the Atlas of Living Australia



111
funded
research projects



92
research
projects

conducted at the Lizard Island Reef Research Station



87,620
visitors onsite

at the AM prior to closing to the public



19,824
AM members



Boy & girl with T.rex. Photograph by Daniel Boud.



Part 2

Our reach and influence

Visitation

87,620 people visited the Australian Museum in 2019–20, which was a reduced number due to only six weeks operation before the Museum's closure from August 2019 for redevelopment. Most visitors were from greater Sydney (60%, see Table 2.1). International tourists represented the next largest visitor group, making up 24%. The largest group of international tourists was from China (9% of total admissions), followed by visitors from the USA (4%) and the UK (2%). Public programs and venue events continued for a few more months.

Six Australian Museum created exhibitions toured around Australia, the United Kingdom and North America, reaching over 356,966 people.

The exhibition, '*Splendid Traditions: Treasures of the Australian Museum's Chinese Collection*,' opened in November 2019 at the University of Wollongong Panizzi Gallery, curated and managed by AM staff. The cultural exhibition displayed precious objects that illustrated fine Chinese craftsmanship and the longevity of Chinese culture.

Tyrannosaurs – Meet the Family extended its global reach into Europe, premiering at the National Museum of Scotland in Edinburgh in January 2020. The exhibition is currently booked to tour through till September 2022.

Capturing Nature: Early photography at the Australian Museum 1857 – 1893 began its Australian tour with great success at both Newcastle Museum and Orange Regional Museum with solid bookings through until March 2022. Venues also complemented the exhibition with well attended public programs.

The Australian tour of *Spiders*, an exhibition developed and toured by the AM and Questacon – The National

Science and Technology Centre – ended in Brisbane in March 2020. Since premiering in November 2015, more than 602,478 people saw the exhibition across six venues.

The AM continues its partnership with Stockland with a new touring exhibition, *Sharks*, visiting shopping centres across NSW and Queensland

Table 2.1
Onsite visitation to the AM by access type, 2019–20*

Visitor Type	Access	Total
General admission	All AM access including school visits (7,316) except paid temporary exhibitions and programs	38,415
Special exhibition	Paid temporary exhibitions and general admission	0 **
Paid programs	Various onsite programs and general admission including ' <i>Science in the City</i> ' (11,093 visitors from 6–18 Aug 2020)	12,854
Event attendance	Visitors attending formal events at the Museum	3,116
Unpaid Admission (kids under 16)	Including Members' Children	18,042
Free Weekend	Saturday: 6,679 Sunday: 8,514	15,193
Total		87,620

*AM was only open to the public for 6 weeks prior to closure

**There was no special exhibition in 2019–20 due to closure

Table 2.2
Visitors to the AM by region, 2019-20

Region of origin	Visitors	% of total
Sydney	33,811	60%
Intra NSW	5,029	9%
Interstate	3,701	7%
International	13,915	24%
Total	56,456	100%

*Excluding paid programs and events and Free Weekend

Table 2.3
International visitors to the AM top three countries, 2019-20

Country of origin	Visitors	% of total
China	4,843	9%
USA	2,234	4%
UK	1,173	2%

*Excluding paid programs and events and Free Weekend

Table 2.4
Domestic touring exhibitions visitation, 2019-20

Exhibition	Venue	Visitors
<i>Spiders</i> (developed and toured in conjunction with Questacon - The National Science and Technology Centre)	Queensland Museum, Brisbane, QLD	70,573
<i>Capturing Nature: Early photography at the Australian Museum 1857 - 1893</i>	Newcastle Museum, Newcastle, NSW	52,518
<i>Capturing Nature: Early photography at the Australian Museum 1857 - 1893</i>	Orange Regional Museum, Orange, NSW	1,683
<i>Transformations: Art of the Scott Sisters</i>	Swansea Centre, Swansea, NSW	521
<i>Transformations: Art of the Scott Sisters</i>	Coalface Art Gallery, Moranbah, QLD	1,620
<i>Sharks</i>	Stockland Shopping Centre, Shellharbour, NSW	36,346
Total		163,261

Table 2.5
International touring exhibitions visitation, 2019-20

Exhibition	Venue	Visitors
<i>Tyrannosaurs - Meet the Family</i>	Durham Museum, Omaha, Nebraska, USA	59,428
<i>Tyrannosaurs - Meet the Family</i>	National Museum of Scotland, Edinburgh, Scotland, UK	51,127 (before COVID-19 closure)
<i>Spiders - From Fear to Fascination</i>	Montreal Science Centre, Montreal, Canada	83,150
Total		193,705



Left: An Australian Museum staff member helps a visitor in the Crystal Hall. Photograph by Cybele Boud.

Media and promotion

Despite closure, the AM received significant media coverage in 2019-20, with 3,112 online articles, 3,098 print articles and 6,756 broadcast media stories, reaching over 318 million people in Australia and internationally. Project Discover was a rich area for media interest, with substantial coverage of the AM closure and renovation. The *Sunday Telegraph* ran a double page spread, plus an online image gallery, and *The Sydney Morning Herald* ran a page 5 story. *Nine* continued to cover Project Discover in late 2019 with the announcement of Kane Constructions' successful tender for the renovation.

The activities of the Australian Museum Research Institute (AMRI) continued to garner strong media interest this year. Former AMRI director Dr Rebecca Johnson's appointment to the Smithsonian Institution drove major media coverage. The announcement of AMRI's new Chief Scientist and Director, Professor Kris Helgen, received coverage in major daily publications which was picked up by all local and national radio outlets.

AMRI scientists, Dr Leah Tsang and Dr Richard Major, received notable coverage with a full-page article in *The New York Times* on the birds of Sydney, featuring stunning photographs. In other bird news, *The Daily Telegraph* also ran a full-page article on an 'extinct' bird from Lord Howe Island, featuring an interview with Dr Tsang, that became the News Corp 'story of the week.'

Our scientists were also called upon to offer commentary and analysis of the 'Black Summer' bushfires, cumulating in 18 interviews on radio and in print which were syndicated across the country throughout the holiday period. COVID-19 and associated lockdowns also drove huge interest in the AM's citizen science projects and online experiences, with coverage from *The Sydney Morning Herald*, the ABC, *The Guardian*, *The Conversation* and *Australian Geographic*.

FrogID continued to receive wide coverage across print, online and broadcast media throughout the year, with peaks in interest around FrogID Week in November. This included a profile on Dr Jodi Rowley in *Nature Magazine*, as well as coverage of her receiving an Australian Museum Eureka Prize.

AM website and social media

The Australian Museum website continued to grow its online reach and engagement through the publication of new content. A central part of this was the 'AM Inside Out' section which offered learning resources and fascinating stories for inquisitive minds during the COVID-19 stay-home period. This new section features expedition videos, kids' activities such as First Nations string-figure making guides, online jigsaws and interactive 3D photogrammetry of collection objects.

The Digital team also developed the *#CapturingClimateChange* online photography exhibition, presenting a bespoke image gallery format and integration with Instagram. The exhibition provides an image gallery as well firsthand experiences of First Nations people, and stories about nature and culture in Australia and the Pacific. The exhibition, and other online content, can be found on the AM website, URL: <https://australian.museum>.

This year also marked the creation of a new First Nations section of the website. Curated by Laura McBride and Dr Mariko Smith, the First Nations webpages feature online collections and knowledge shared by First Nations writers – revealing their expertise and opinions on issues important to Aboriginal people.

The best performing Instagram post for the year, reaching 18,456 accounts, was posted on 1 January 2020 regarding the devastating bushfires. "The Australian Museum team is devastated by the impact of the fires ravaging our communities and our wildlife. Australian Museum scientists are dedicated to understanding and conserving our biodiversity and are overcome by the scale of loss we are witnessing."

The weekly average reach for Facebook from June 2019 to December 2019 was 86,303. From January 2020 to June 2020, the average weekly reach dropped to 59,643, reflecting the AM's closure. However, all four major social media platforms recorded increased visitation throughout the year.

Table 2.6
Website and social media visitation

Platform	2017-18	2018-19	2019-20	Comparison
Facebook	66,230	74,304	77,542	Up 4.35%
Twitter	20,375	21,854	23,122	Up 5.8%
Instagram	22,655	28,352	31,055	Up 9.5%
Website	5,925,842	5,950,30	6,259,522	Up 5.1%

Education

The Education team delivered engaging programs and learning resources for all age groups, from children aged under five to primary, high school, tertiary and adult learners. Onsite education activities reached a total of 11,664 participants before the AM closed on 19 August to begin work on Project Discover (see Table 2.7). This included 2,323 visitors who participated in an educator-led program and an additional 2,784 self-guided visitors. After the AM closed to the public for Project Discover, audiences continued to engage with AM learning programs via online learning resources and outreach activities, including virtual excursions, incursions and Museum in a Box, though they were impacted by COVID-19. The team worked to provide more digital content to be accessible to AM audiences during lockdown. This included virtual excursions for the Biological Diversity Study days and an increased range of video conference content to engage with schools and community groups in their own location.



Above: Students harness their creativity whilst learning traditional Aboriginal weaving techniques and create their own woven object. Photograph by Daniel Boud.

Table 2.7
AM Education engagement 2019-20

Onsite education activities	Participants
Self-guided visits*	2,784
Self-guided plus educator-led visits*	2,323
Self-guided plus special exhibition visits*	0**
Biological Diversity Study Days (Sydney)	443
Science in the City school program	5,858
Science in the City Little Explorers Big Day Out	256
Total	11,664
Offsite education activities	Participants
Museum in a Box	51,203
Virtual excursions	1,834
Biological Diversity Study Days (suburbs and regional)	519
Biological Diversity Study Days (virtual excursions)	402
Incursions	935
Total	54,893
Other education programs	Participants
Teacher professional development (including Science in the CityTeach Meet)	244
High school work experience	15
University internships	5
Other education programs and events	610
Total	874
Total number of people engaged in education programs	67,431

*Covers the period 1 July to 18 August 2019

**No special exhibition in 2019-20 due to closure

Museum outreach

The AM's outreach programs have never been more relevant and in demand, particularly considering the challenges faced by teachers and parents in the COVID-19 environment. Along with online learning resources provided as part of the *AM Inside Out* web initiative, the team has worked to provide appropriate education content for schools, early learning centres, libraries, local councils, universities, community groups and aged care facilities across NSW and nationally. Whilst the following numbers have been significantly reduced due to the effects of COVID-19, the AM is pleased to have engaged large numbers of people as possible during uncertain times.

Museum in a Box

The Museum in a Box (MIAB) program reached 51,203 people through the loan of 297 boxes across the diverse range of box topics. Highlights of MIAB include the refurbishment of the Seashores and Sea Creatures boxes, with the creation of four new stunning 'Under the Ocean' dioramas.

Pacific Cultures is one of two new box topics developed and available for loan this year. The six new Pacific Cultures boxes, made possible by a grant from Perpetual, provide a variety of hands-on resources, such as over 31 specimens and cultural objects and educational activities for primary and secondary school students, to enrich their understanding of the wide variety of cultures of the Pacific islands of Micronesia, Melanesia and Polynesia.

Eight 'Biodiversity on My Land' boxes were produced in partnership with the Biodiversity Conservation Trust. The 'Biodiversity on My Land' box will encourage students to explore the role they, and other private landholders, can play in protecting biodiversity in NSW. The 32 dioramas featured were created with the expertise of the Museum Outreach Unit, with each diorama showcasing over 30 species of Australian fauna and flora in a realistic recreation of the Australian bush.

Right: Evolution of Australian Biota - Museum in a Box
Photograph by James Horan.

Virtual excursions

The AM delivered 34 virtual excursions, allowing 1,834 participants from 74 schools and communities throughout Australia to connect directly with the AM, showcasing research, collections and cultural knowledge. A series of sessions were delivered to align with National Science Week, focusing on curriculum-relevant museum content like FrogID, Lizard Island reef research and insects. This year, we have also increased our First Nations-led virtual excursions, with our talented team developing and delivering successful programs for NAIDOC Week and in recognition of the International Year of Indigenous Languages.

Incursions

Incursions continued to be a successful way for the AM Education team to reach schools, early years groups and community organisations across greater Sydney, particularly those who find it challenging to visit onsite. In 2019 and early 2020, the team delivered a variety of content to 935 people across the region.



Programming

Public programs began the year with the June/July school holiday program delivering science shows, 'scientist for a day' activities, and a variety of popular interactive workshops.

As part of National Science Week, the AM's education program provided an opportunity for students and educators to participate in and engage in the largest science-based education program in NSW, 'Science in the City'. The Science Expo presented more than 40 organisations from the science community delivering science shows, displays and interactive programs. NSW educators were invited to participate in the AM's Science Communication Professional Development workshop.

The inaugural program, 'Little Explorers, Big Day Out,' for children aged under seven was jam-packed with science activities for budding young scientists. Sold-out 'Super Science Saturday' continued to engage a multi-generational audience and the 'Night Talk with Alan Duffy on the Moon,' featuring the AM's Mineral Collection Manager, Ross Pogson, showcased lunar meteorites and iron meteorites from the collection.

With the Museum closed for Project Discover, the second iteration of the Human Nature Series was delivered off-site at the Anzac War Memorial in Hyde Park with guest speakers presented by partner universities, including Mark Carey discussing the culture and politics of ice, Andrea Gaynor remembering the Anthropocene and Katherine Gibson and Juan Francisco Salazar presenting lessons on resilience from a bamboo bridge.

In November, an exciting new partnership was formed with The Royal Botanic Garden Sydney to present a re-imagined education and community program during National Science Week. 'Sydney Science Trail' was programmed to be delivered across both sites in August 2020. In March, due to COVID-19, the decision was made to deliver the program online as a digital offering. The education program was delivered in partnership with the NSW Department of Education with the community program delivered in collaboration with the Sydney science community.

Memberships

During a period of such flux for both the AM and the community, driving engagement with our Members, while providing Membership value via experiential benefits, was our priority. Highlights included a successful AM partnership with Taronga Zoo, with AM Members enjoying free general admission for a week; a series of behind-the-scenes tours of selected AMRI collections and the Archives and Research Library; and annual free entry for Members to Sydney Living Museums. There has been a small but steady stream of Membership sales and donations, even with no active campaigns during Project Discover and COVID-19. Membership numbers reached 19,824, a 3% decrease on the previous year, despite the AM being closed to the public.

Below: A couple explore the First Nations gallery.
Photograph by Daniel Boud



Scientific and cultural enquiries

The Visitor Experience Enquiry Service supports the AM's scientific and cultural staff by answering intriguing questions from visitors and helping identify the puzzling specimens submitted for identification. Through the AM's website 'Ask an Expert' portal, the dedicated team answered 1,953 queries over the year despite lockdown.

Below: Members get a behind the scenes tour of the Archives Department with some of the more unusual and treasured documents and objects on display. Photograph by Abram Powell.

Table 2.8
Breakdown of enquires by type

Enquiry	Number answered
Online	1,468
Phone	288
Physical	186
Postal	11
Total	1,953



Accessibility and inclusion

Accessibility and Inclusion Action Plan

The AM's Access and Inclusion Plan is in its third year of implementation and considerable progress has been made during the reporting year. In consultation with the Accessibility Advisory Panel and Australian Network on Disability, the AM has committed to champion the importance of accessibility and inclusion by ensuring that the exploration of nature and culture is accessible to all.

Project Discover has delivered significant improvement to the site, including:

- Providing an accessible pick-up and drop-off area
- Removal of previous corridor bottlenecks and increasing the ease of movement through the Museum spaces
- Installation of an additional two new lifts
- Installation of a hearing loop in the new Hintze Hall

The Australian Museum Foundation provided funding to design an Early Birds program to provide specialist material and services for people with sensory sensitivities or autism. The AM will commence the program in early 2021. Extensive staff training was also delivered on welcoming visitors with disability.

The AM's Workplace Adjustment Policy and Procedure was completed, which will enable employees with disability to perform their job in a way that minimises the impact of their disability. To support this new policy, all managers undertook disability confidence training tailored to support their staff.

Consultation has begun for the development of the AM's next Accessibility and Inclusion Action Plan 2021-24.

Education and Accessibility

The AM education team is committed to providing learning programs and activities that are accessible and inclusive. To achieve this, the team has worked closely with specialist schools, support units, organisations and community groups to develop and deliver high-quality programs, resources and facilities. The team works to enrich the AM experience and learning for children and adults, supporting teachers, carers and students living with a variety of accessibility and additional needs.

Below: Providing Accessible and Inclusive exhibits is a priority for the AM, culminating in the Accessibility and Inclusion Action Plan 2018-2021. Photograph by James Alcock.

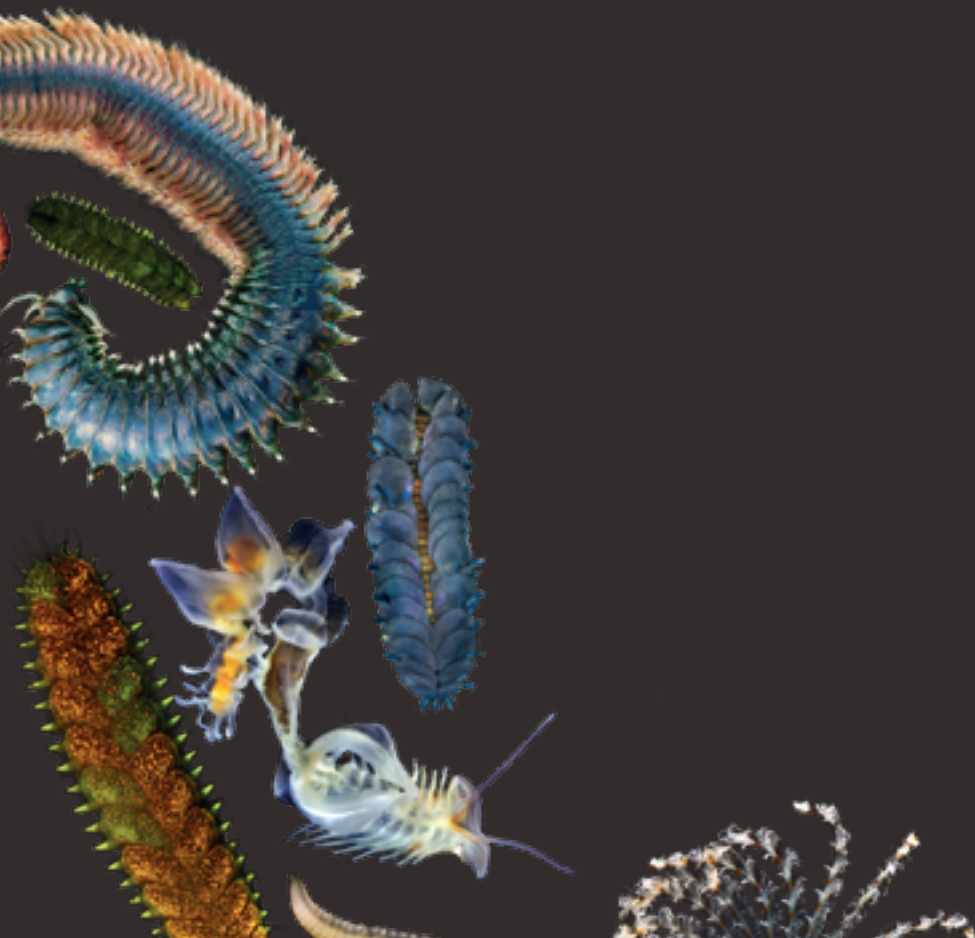




Live seaworm specimens photographed at the Australian Museum Lizard Island Research Station.
Photograph by Alexander Semenov.

Part 3

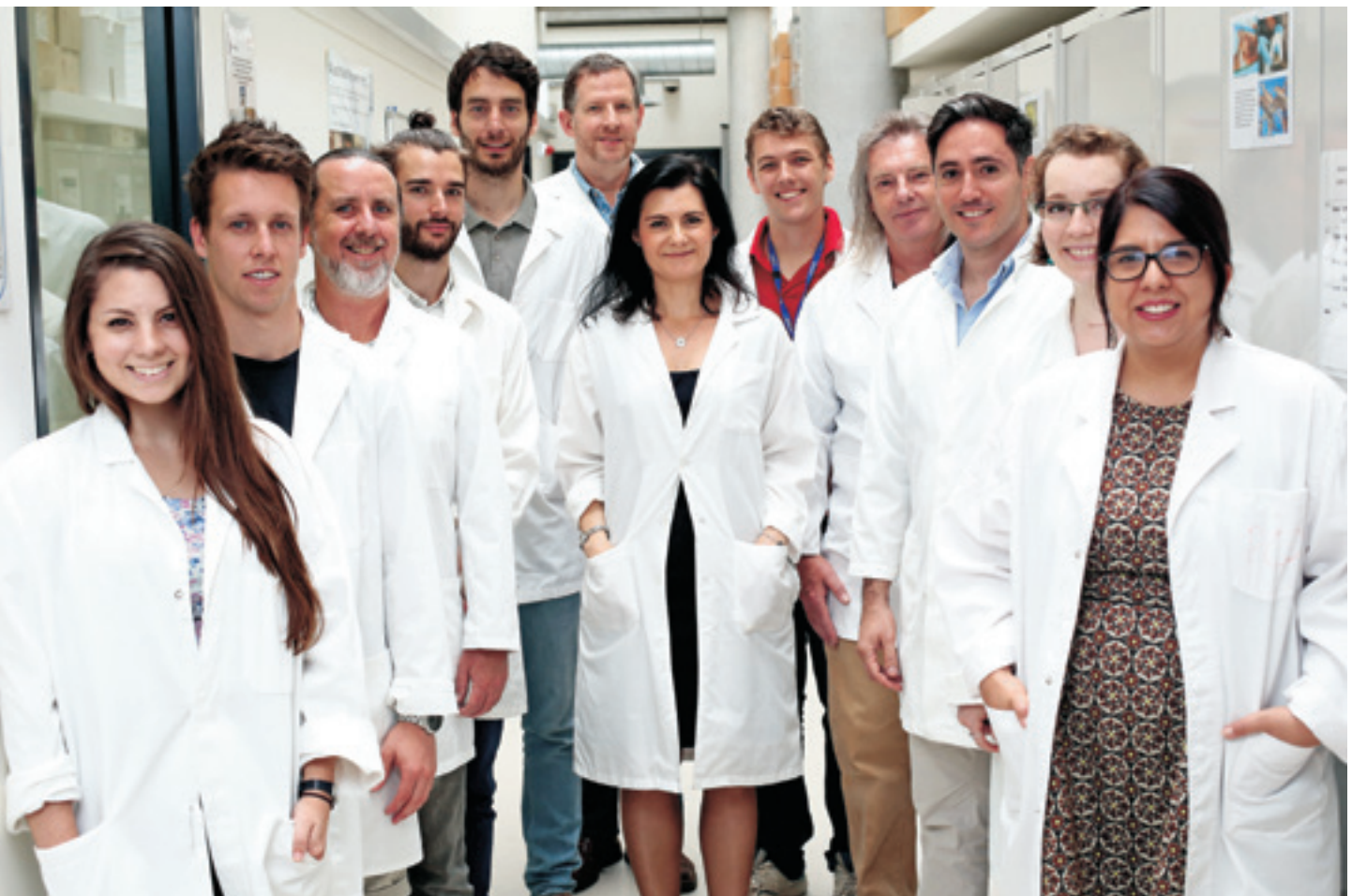
Our world-leading science and engagement



Australian Museum Research Institute

Like many Australian organisations, the Australian Museum faced a challenging year due to the effects of drought, bushfire, climate change and COVID-19. Australian Museum Research Institute (AMRI) researchers focused on many important issues, from looking at the impact of climate change and feral species on the faunas of Lord Howe Island and Norfolk Island, to helping fight the illegal international wildlife trade. AMRI responded to bushfire recovery with citizen science-driven monitoring and thousands of Australians participated in our citizen science programs throughout the COVID-19 pandemic.

Below: AMRI staff and students included in the Australian Centre for Wildlife Genomics 2019 Summer internship.
Photograph by David Alquezar.



Natural sciences

Globally significant research

Despite the many hurdles of the past year, AMRI scientists delivered outstanding results, describing 201 species and publishing 214 papers, sustaining the successes of the previous year.

From July to December 2019, AMRI scientists were in the field undertaking a variety of activities, including conducting fossil digs at Eden NSW, delivering collaborative workshops in the Middle East on environmental DNA, and looking for jellyfish on the NSW Central Coast.

By late October, it was clear that bushfires would impact much of Australia. Unfortunately, AMRI scientists lost most of their field sites during the fire season. AMRI scientists were active in drawing the public's attention to the plight of Australia's wildlife in such extensive fires and are now keen to get back in the field post-COVID-19 lockdown to investigate impacts.

This year, the Australian Amphibian and Reptile Genomics Initiative (AusARG) was established. The consortium, funded by Bioplatforms Australia, is made up of many museums, universities, and research agencies around Australia that seek to better conserve Australia's unique reptiles and frogs through an understanding of their genomic make up. The Australian Museum is a leading AusARG partner, and Dr Jodi Rowley is leading the frog section of the project. This national collaboration will be essential to understanding the genetic impact of the recent drought and bushfires, alongside other environmental threats, on many of the most threatened frog and reptile species.

Dr Frank Koehler and Dr Isabel Hyman had a highly successful collecting trip to Norfolk Island, continuing their investigation of the snail species of the Pacific Islands. They located the endemic Campbell's Keeled Glass Snail (*Advena campbelli*) on Norfolk Island. This species, thought to be extinct, hadn't been seen for years prior to their discovery.



Above: Around 70+ fossils were relocated into new facilities at Canowindra. In the process Michael Rampe photographed them for photogrammetry – the process of building 3D models of species from multiple photographs. Photographs by Matt McCurry and Patrick Smith.

AMRI geologists have been investigating the minerals and structures of Jenolan Caves for many years, but this year, they made a particularly exciting discovery. They identified a rare phosphate mineral from the caves, called Woodhouseite (calcium aluminium phosphate sulphate). The mineral has not previously been reported from Jenolan Caves and this is only the second time it has been found in a cave system anywhere in the world.

The flightless Lord Howe Island Woodhen (*Gallirallus sylvestris*) has, over some years, dwindled in numbers due to human exploitation and predation by introduced feral animals. But, after an intensive recovery program, numbers have increased. To measure the genetic variability of this species, AMRI scientists used blood samples collected from woodhen surveys and several AM and other museum specimens to extract DNA and compare genetic diversity between past and present populations. The data was used to understand the genetic variability that has been lost over time. The results of this analysis determined that birds on the mountain summit were genetically distinct from those living in the lowlands, with the latter showing lower genetic variability. This study provides breeding and translocation recommendations to safeguard the remaining genetic diversity of this endangered species. It also illustrates the value of museum collections in allowing scientists to travel into the past to unravel ecological impacts and threatening processes that have shaped species demographics in the present.

The Red-tailed Black Cockatoo (*Calyptorhynchus banksii*), a species familiar to most Australians, is distributed across mainland Australia. It is threatened by loss of habitat and the illegal wildlife trade. For the first time, AMRI scientists and collaborators assessed the genetic diversity, population structure and evolutionary history of the species across its entire distribution, using samples from AM specimens – including old specimens. This resulted in proposed taxonomic changes to the classification of the Red-tailed Black Cockatoo. The study recommended that five subspecies can be recognised across Australia, one of which, *C. b. escondidus* of south-western Australia, was named and recognised for the first time. Studies like this one are important not just for classification, but also for understanding how to prevent inbreeding, protect and bolster genetic diversity, and to best develop and progress conservation strategies to prevent declines and extinctions—in this case for one of Australia's most iconic birds.

The Australian Museum: a leading museum with world-class collections

A major achievement this year was the rehousing of the AM's significant Devonian fish fossils, permanently held at Canowindra. These fossils were excavated by the AM's Dr Alex Ritchie in the early 1990s and represent some of the most important Devonian fish fossils in the world. The fossils are a unique record of a mass fish kill event that occurred around 365 million years ago. In total, the collection contains thousands of individual fish that document the fauna that lived during the "Age of Fishes."

While the best of the fossils are on display at the Age of Fishes Museum (AOFM) in Canowindra, nearly 100 tonnes of fossils have been in temporary housing for many years. A purpose-built, state of the art store, funded by Cabonne Shire Council and the NSW Government, enabled a large-scale operation to move the fossils from the showground storage room to the new store beside the AOFM. A collaboration between AM, Cabonne Council, the AOFM, and the 3D display company, Pedestal, enabled AMRI staff to stocktake the fossils, undertaking 3D scanning and photogrammetry of each fossil.

This year has also seen continued improvements to the storage of the AM's natural history collections. A long-term project to rehouse the Entomology collection into pest resistant non-naphthalene cabinets continued, as did work on replacement storage units in Malacology. One of the large tank stores, which holds larger animals in ethanol, is also in the process of being renewed.

With a collection of 19.5 million natural history specimens, exciting discoveries are often made within the collections, but few have the resonance of our Ornithology Collection Manager's discovery in March 2020. While investigating a box of unregistered material, Dr Leah Tsang discovered precious skeletal material (pectoral girdles) of several rare and extinct species. The list includes the Ground Parrot (*Pezoporus wallicus*), Regent Honeyeater (*Anthochaera phrygia*), Swift Parrot (*Lathamus discolor*), and the New Zealand Kakapo (*Strigops habroptilus*). Most poignant of all was the discovery of six specimens of the extinct Paradise Parrot (*Psephotellus pulcherrimus*), some dating back to 1876. The Paradise Parrot, a stunningly beautiful bird, was last seen in the wild in 1927.

Finally, this year, one of the AM's Tasmanian Devil skeletons (*Sarcophilus harrisii*) was featured on a new 2020 \$5 Silver Proof Coin that is part of a three-coin series showcasing Australia's most deadly animals. AM's Mammalogy staff worked closely with the Royal Australian Mint's artist to ensure that the rendering was accurate.

Citizen science

The year started on a high note for FrogID, with the program winning the highly coveted Eureka Prize for Innovation in Citizen Science

Building a better future through citizen science

The Australian Museum Centre for Citizen Science (AMCCS) is an international leader in its field, with a suite of innovative and engaging projects that enable the public to make a meaningful contribution to science. It has been an important year for the AM's citizen science, reaching new milestones, winning awards and providing valuable data on wildlife following the devastating bushfires.

FrogID is the AM's flagship national citizen science project that enables anyone to record and upload frog calls, along with time and location data, using a free app. Led by Dr Jodi Rowley, chief scientist of FrogID, research outcomes are at the core of the project. FrogID continued to reach epic milestones throughout the year, verifying 93,000 frog calls of 181 species, and reaching 32,301 registered users this year. Four scientific publications based on FrogID data have been authored this year, with numerous others referencing the project.

The year started on a high note for FrogID, with the program winning the highly coveted Eureka Prize for Innovation in Citizen Science – a proud achievement for the team to be held in such high regard by peers. In addition, the FrogID app also won the Design & Development, Sydney Design Award for Educational Technology in partnership with IBM Australia.

The AM's relationship with Bunnings provided considerable support for AM's FrogID project through the 'National Frog Pond Building Project', which saw a further 100 'frog-friendly' ponds built in schools across Australia bringing the total to over 200 ponds. This project continues to involve thousands of students in frog research thanks to this great partnership. There was also strong support of FrogID week through displays, FrogID workshops and kids' activities across Bunnings network of nationwide stores.

Another popular AMCCS program is Australasian Fishes, which allows the public to upload, identify and comment on observations of Australian and New Zealand fishes. Now in its third year, Australasian Fishes continues to produce outstanding results, with 21,627 observations uploaded this year. The project now has more than 86,000 observations in total from more than 2,750 citizen scientists across more than 2,500 species – including significant range extensions, recordings of fish species new to Australian waters and possible new fish species.

The AM and the Atlas of Living Australia (ALA) continued their long and fruitful partnership with the DigiVol project. DigiVol Online now boasts more than 7,000 citizen scientists, an increase of more than 2,000 in 2019–20. DigiVol's volunteers have transcribed and classified 2.3 million collection items since its inception in 2011.

The DigiVol project continued to engage the community onsite and online in digitising not only the AM collections but collections from around the world. DigiVol Lab collaborates with a diverse range of collections and is integral to the AM's digitisation effort. Ninety-six national and international institutions have used DigiVol for transcription and image classification of their collections.

Once again, the AM hosted WeDigBio (Worldwide Engagement for Digitization of Biocollections), a global transcription event held over four days in October 2019. Its aim is to accelerate the digitisation of museum collections and raise their profile. The event was organised through collaboration with the AM's DigiVol project, the Smithsonian Institution and the USA digitisation project iDigBio (Integrated Digitized Biocollections).

AM citizen science and bushfire recovery

The importance of citizen science was again demonstrated during the 'Black Summer' bushfires. By area burnt, this fire season was the largest in south-eastern Australia since European occupation. The huge coverage and great intensity of the fires has taken a great toll on Australia's wildlife, particularly for those species already in trouble, including frogs.

However, little information exists on biodiversity's response to fire. Real time data was urgently needed to understand how wildlife was faring after the fires and to inform conservation management decisions.

The massive size of the fire zone made it nearly impossible for scientists alone to survey for wildlife in the months after the fires. However, by working with a team of thousands of citizen scientists using FrogID, scientists at the AM were able to reveal that many frog species have remarkably persevered in the short run through the fire events.

FrogID enabled citizen scientists to contribute more than 1,000 records of over 85 frog species in areas burnt during the fires. The frog species recorded in burnt areas post-fire included common species of low conservation concern as well as rare and threatened species including the threatened Southern Barred Frog (*Mixophyes balbus*), and Mountain Frog (*Philoria kundagungan*). This data is helping drive research efforts by the AM and informing government decision-making.

The Wildlife Spotter project, part of the DigiVol Online platform, also sourced valuable data on wildlife following the 'Black Summer' bushfires. Wildlife Spotter worked with government environment agencies in NSW and South Australia to engage citizen scientists in processing camera-trap images that contributed to understanding the impacts of bushfires on Australia's fauna. These "virtual expeditions" proved hugely popular with volunteers and provided tens of thousands of records on the post-fire occurrence and abundance of animals such as the Mountain Pygmy Possum (*Burramys parvus*), the Kangaroo Island Dunnart (*Sminthopsis aitkeni*) and pest species that may impact their survival.

Below: The FrogID Team, with Dr Jodi Rowley, at Camdenville Public School, launching the National Frog Pond Building Project in partnership with Bunnings. Photograph by Nick Langley.



Rising to the challenges of COVID-19

The AM's citizen science projects provided those confined at home during the COVID-19 lockdown with activities to educate and engage. Research shows that interacting with nature can significantly improve mental wellbeing.

Citizen science projects like FrogID and DigiVol provide a way to incorporate physical and mental wellness during challenging times, enabling the public to connect and build on their understanding of nature without having to leave their home or backyard. These projects also provide a sense of purpose by allowing anyone to contribute valuable data to real-world conservation issues. Interestingly, senior citizens, make up approximately 15% of FrogID users.

During COVID-19, FrogID significantly expanded its online community. FrogID's Facebook page reached more than 1 million views, compared to half a million in the previous year and averaged over 200 submitted frog calls per day (triple compared to the calls recorded during this time last year).



DigiVol also experienced a huge increase in activity during COVID-19. Between March and June 2020, the numbers of transcriptions completed per month increased from 150,000 to over 500,000, with the leading individual citizen scientist completing their 500,000th transcription. Over 1,800 new volunteers joined DigiVol between March and June 2020, more than doubling the usual number.

Isolation also resulted in new interest from institutions wanting to use DigiVol to digitise their collections, with 25 institutions running new expeditions. These included the South Australian Department of Environment and Water, Geosciences Australia, National Herbarium of Canada, Auckland Museum, and Harvard Botany Library.



Above: DigiVol volunteers and their staff supervisors.
Photograph by Abram Powell.

Left: Squid specimen in the Malacology spirit collection.
Photograph by Ron Lovatt, DigiVol volunteer.

Conservation Care and Collections

Preserving collections for the future

The Collections Care and Conservation (CC&C) team, formerly known as Materials Conservation, underwent a unit name change this year to better reflect the wide range of work undertaken by the team. CC&C is the centre of preservation and collection risk management across the AM. It continues to deliver wide ranging expertise in high level conservation and preventive practices for the AM Collections.

CC&C has been engaged on many diverse fronts during the year. It has supported Project Discover; carried out essential collection inspections; ongoing pest management; environmental monitoring; gallery maintenance and other works; assisted the new *Changing Climates* display; performed materials testing; and more. During Project Discover, CC&C undertook vibration assessments and a monitoring program in affected collection areas. CC&C also rolled out a collection-wide remote environmental monitoring system to provide all collection areas, exhibitions galleries, and offsite storage facilities with temperature and relative humidity monitors. Once finalised, this will allow for real-time monitoring, enable quick responses in emergency situations, and provide warnings of unusual changes in collection store conditions. Importantly, Project Discover will provide a new CC&C laboratory that will also support enhanced training and science communication initiatives.

CC&C completed the relocation of the Pacific Collection to new offsite specialist storage facilities. This included the move of 45,000 objects over a six-month period. The Tapa (bark) cloth collections, exceeding 2,000 cloths, were also rehoused. Natural Science collection storage updates at Castle Hill commenced, with a focus on Ornithology and Mammalogy. In addition, the Egyptian Collection condition assessment survey (which exceeds 700 items) commenced during the year.

A project to assess the condition and upgrade the storage quality of the Dry Type collection began in March 2020. Since then, condition reports for 450 specimens have been completed and approximately 3,000 documentation photographs have been captured and linked to the AM's collection management system.



Right: Conservator's Sheldon Teare and Clare Kim cleaning historic bird specimens from the Lord Howe Island diorama. Photograph by Heather Bleechmore.

Australian Centre for Wildlife Genomics

Ecological applications: species identification, conservation and small population management

The AM's multifaceted Australian Centre for Wildlife Genomics (ACWG) continues to provide research infrastructure to support AMRI scientists and collaborators, while simultaneously providing expert advice to government and industry partners on species taxonomy and distributions. Several ongoing and new projects have provided important insights into native Australian species as well as non-native invasive species.

Of particular significance and building on the previous year's Koala Genome success, the ACWG has continued research into one of Australia's most iconic species by investigating the evolutionary processes that shape koala distributions considering continuous changes to the environment, including human-mediated environmental impacts. It also continues to support the NSW Koala Strategy by hosting the NSW Koala tissue biobank. Other notable ACWG studies have focused on a wide range of species with broad taxonomic and population management questions. Examples include studies on Bilbies (*Macrotis lagotis*), Eastern Pygmy Possums (*Cercartetus nanus*), the critically endangered Orange-bellied Parrot (*Neophema chrysogaster*), Shingleback Lizards (*Tiliqua rugosa*) and the invasive Red-eared Slider Turtle (*Trachemys scripta elegans*).

The ACWG's Frozen Tissue Collection has been steadily growing and provides an important research resource for scientists studying wildlife. This past year has seen significant new additions, with over 4,000 registered samples incorporated into the collection. New additions include samples from Principal Research Scientist Dr Richard Major's bird projects (robins and ibis); Short-beaked Echidnas (*Tachyglossus aculeatus*) from the University of Tasmania; Lord Howe Island Woodhens; and Long-nosed Bandicoots (*Perameles nasuta*) from North Head and surrounds. Additional Frozen Tissue Collection initiatives within the ACWG include partnering with other government departments, such as the Department of Primary Industry (DPI), to improve biosecurity monitoring through the development of the Non-indigenous Animal Biobank. This initiative provides a coordinated resource for identification, research and ongoing monitoring of exotic species incursions within the state.

The ACWG has continued to service the aviation industry via its specialist molecular diagnostics capabilities and through engagement with the Australian Aviation Wildlife Hazard Group (AAWHG). At the 2019 AAWHG conference, the ACWG co-hosted more than 50 conference participants and co-ordinated behind-the-scenes tours of the DNA laboratories as well as the mammal and bird collections in conjunction with other scientists within AMRI.

Lizard Island Reef Research Station

Revolutionising reef research

Up to March 2020, the AM's Lizard Island Research Station (LIRS) was progressing through another successful year facilitating research and education on the Great Barrier Reef (GBR). Fieldwork usage was high at 5,317 person nights between 1 July 2019 and 24 March 2020 – well on track to meet or exceed the annual target of 7,000. Ninety-two research projects were conducted by 104 research team leaders from 13 Australian and 20 overseas institutions. The reefs around Lizard Island were also recovering strongly from major damage caused by cyclones and coral bleaching between 2014 and 2017.

High temperatures and calm conditions in February and March 2020 led to a major coral bleaching event on the GBR, the third in five years. Corals at Lizard Island bleached and were on the same trajectory as the devastating event in 2016. Fortunately, in mid-March the weather changed, and the water cooled in time to avoid mass mortality of corals in the area. Other parts of the GBR were not so fortunate. As the risk to the local reefs was diminishing, the COVID-19 pandemic struck, and all research activity ceased. There were no visitors at LIRS from 25 March to the end of the reporting period. Staff remained at LIRS throughout the closure and they were able to complete many tasks that were facilitated by an “empty” station.

Right: Since 1973 over 1200 scientific publications have documented the work at LIRS. Among the thousands of specimens collected in the course of such research are a Striped Surgeonfish, *Acanthurus lineatus*; a Spotted Moray, *Gymnothorax isingteena*; and an emperor fish of the Lethrinidae family. Photograph by Stuart Humphreys.

Facing page: Nephtheid soft corals at Lizard Island. Photograph by Lyle Vail.

The Lizard Island Reef Research Foundation (LIRRF) continued its vital support for research at Lizard Island. It contributed \$277,000 as direct contributions to research and education, including a record-breaking 12 new fellowships and grants for 2020 for a broad range of coral reef projects. It also included a new program – the Coral Reef Study Tour – to enable an educational visit to LIRS by 16 high-achieving Year 11 students and two inspirational teachers from NSW government schools. The inaugural trip was planned for 10 April but had to be cancelled due to the COVID-19 pandemic. The LIRRF also contributed \$35,500 for new equipment and upkeep at LIRS. A major new project for 2021 is the expansion of the solar power system at LIRS which will be funded by donors. This upgraded system will provide 95% of the station's electrical power.





Collections

Digitising the collections

The AM's collection of over 21.9 million objects and specimens is the largest in the southern hemisphere. In order to protect, preserve and provide access to the collections, the AM has embarked on an ambitious digitisation effort. With just over two million specimens currently digitised (see Table 3.1), establishing digital records across all collections, particularly Entomology, which is the AM's largest collection, remains a significant task.

Collection Enhancement Project

During 2020, the AM commenced a 10-year project to digitise and barcode all of the AM's collections with new funding provided by the NSW Government. Planning and recruitment for the Collection Enhancement Project (CEP) has begun, with the first 12 months focusing on preparing and planning for the project. The major focus of the project is the creation of a digital record and image for all specimens and objects in the collections. Other goals of the project include barcoding the collection items and their storage locations to increase collection management and auditing efficiency; and capturing 3D imagery of high-value objects to enhance education and research outcomes. The CEP will continue the involvement of DigiVol in digitising the AM's collections, as volunteers are a key part of the digitising workflow.

A Digitisation Conservator has been appointed to focus on preservation enhancements across all collections and provide conservation expertise to the project group. During 2020, 900 specimens in Palaeontology were assessed, and 120 entomological specimens were treated.

The efforts of DigiVol and collection staff, despite the interruptions caused by COVID-19, still saw over 46,000 new records being uploaded into the AM's collection management database in 2019-20 (see Table 3.2).

The AM continues to be the leading museum contributor of biodiversity data to the Atlas of Living Australia (ALA), a national portal for sharing records of Australia's flora and fauna. At the end of June 2020, the AM had 1,541,686 records available through the ALA. Table 3.3 summarises what the data applications that AM collections downloaded from the ALA were used for in 2019-20.

Table 3.1
Digital data by department of AM collections

Collection	Catalogue	Multimedia	Tissues (Frozen Collection)
Anthropology	135,929	129,226	0
Arachnology	129,016	17	56
Archives	89,474	99,183	0
Entomology	447,006	169,926	34
Herpetology	202,848	2,950	20,506
Ichthyology	219,850	21,477	7,166
Marine Invertebrates	242,596	19,907	1,700
Malacology	559,855	195,100	5,298
Mammalogy	85,290	10,965	15,536
Mineralogy	45,664	35,169	0
Ornithology	102,366	9,064	10,729
Palaeontology	153,425	20,860	0
Total	2,413,319	713,844	61,025

Note: the first column includes the tissue collection.

Table 3.2
New digital records created by department of AM collections

Department	2018–19	2019–20
Anthropology	1,705	1,274
Arachnology	1,396	1,046
Archives	3,726	2,949
Entomology	30,281	18,436
Tissue Collection (Frozen)	2,603	1,116
Herpetology	1,641	2,071
Ichthyology	4,278	3,087
Invertebrates - Marine & Other	5,702	2,886
Malacology	7,150	5,332
Mammalogy	1,690	3,861
Mineralogy	5,544	3,002
Ornithology	2,388	1,672
Palaeontology	110	1
Total	68,214	46,733

Table 3.3
Applications of AM data accessed through the Atlas of Living Australia

Applications	Download events 2018–19	Download events 2019–20	Records accessed 2018–19	Records accessed 2019–20
Biosecurity management/ planning	644	95	182,913	58,508
Citizen science	7,369	467	1,241,604	1,084,903
Collection management	2,738	1,126	565,198	1,678,598
Ecological research	3,652	5,370	4,194,026	4,794,782
Education	9,386	1,402	1,932,507	3,807,574
Environmental assessment	20,591	997	3,165,216	1,365,156
Other/ unclassified	2,569	834	7,090,886	3,243,633
Other scientific research	58	11	3,539,905	1,408
Restoration/ remediation	679	81	89,216	18,014
Scientific research	17,325	2,623	7,462,282	9,823,107
Systematic research/ taxonomy	262	172	713,429	2,247,471
Total	65,273	13,178	30,177,182	28,123,154

Expeditions and fieldwork

Exploring our world: Expeditions

AMRI scientists continue to explore all corners of the Asia Pacific region and beyond in search of new discoveries. AMRI's work with the Kwaio community on the island of Malaita, Solomon Islands, continued in July 2019 with a team of AMRI staff travelling to three villages in East Kwaio – Kwainaa'isi, Kafarum and Aifasu – to survey these areas for frogs. The team has worked with the Kwaio people to co-produce a poster on the frogs of East Kwaio (in both Kwaio and scientific names) and have co-authored their first scientific manuscript. The Kwaio people were heavily involved in the survey work, and staff and locals found it a richly rewarding experience, with enormous cultural exchange benefits.

In late 2019, Kwaio and AM researchers jointly published survey results from Malaita. The publication of two scientific papers brought the 2018 ornithological expedition to completion. Their research showcased Malaita's unique bird fauna, including the island's first record of the elusive Solomons Nightjar (*Eurostopodus nigripennis*).

These expeditions, which were supported with donations from the Australian Museum Foundation, increased the understanding of the biodiversity of the Solomon Islands and were instrumental in assisting the Kwaio people in establishing the Baru Conservation Alliance. The Alliance aims at progressing local efforts to set up and manage conservation areas in East Kwaio – a significant outcome for biodiversity and cultural conservation efforts on Malaita. A workshop, led by the AMRI team, was held in Honiara in September 2019 and brought together a broad range of stakeholders to present and review the results of the AM's work in the Solomon Islands over the past five years. The Australian High Commission and Department of Foreign Affairs and Trade (DFAT) were represented at the workshop. Ensuing discussions with DFAT resulted in further funding for scientific work for the Baru Conservation Alliance.

Exploring our world: Field work

2019–20 has posed many challenges for fieldwork. Despite this, AMRI scientists were able to undertake fieldwork in many parts of Australia. One team was involved in a major trip to the Coral Sea, which enabled them to collect in an under-sampled area that is highly likely to contain new species. AMRI's scientists were also fortunate to be selected for a voyage on the CSIRO's RV Investigator, resulting in many new specimens to add to the collection, and contributing to the research of AMRI marine invertebrate scientists. AMRI scientists have revisited Lord Howe Island with volunteers looking at snails and beetles and working with the people of Norfolk Island to search for snail species that have not been seen for many years.

In a new joint position partnering with the University of Sydney, AMRI archaeologist Dr Amy Way, has started an exciting project working with First Nations peoples and the NSW National Parks and Wildlife Service in the Blue Mountains. This project documents the crisis facing First Nations cultural heritage as a result of the recent bushfires.



Above: Solomon Island Eye Lash Frogs, Malaita, Solomon Islands. Photograph by Jodi Rowley.

Fellowships and postgraduate awards

Table 3.4
AMRI fellowships and postgraduate awards

Fellowship	Name	Institution	Project
AMF/AMRI Visiting Postgraduate Award	Yi-Kai Tea	University of Sydney	Phylogenomics and systematic reappraisal of the Cirrhitilabroid fishes <i>Cirrhitilabrus</i> , <i>Paracheilinus</i> , and <i>Conniella</i> (Teleostei: Labridae)
AMF/AMRI Visiting Collections Fellowship	Daniela Pica	Università Politecnica delle Marche (Italy)	Stylasterid corals from the Australian Museum: identification and biogeographic implications
AMF/AMRI Visiting Collections Fellowship	Viktor Baranov	Ludwig Maximilian University of Munich (Germany)	Aquatic fossil insects of the NSW highlands: diving into the rivers of the deep past
AMF/AMRI Visiting Research Fellowship (Award has been deferred)	Prof Takahiro Asami	Shinshu University (Japan)	The evolutionary biology of left-right reversals in minute snails of the Australian genus <i>Pupoides</i> (Pulmonata: Pupillidae)
AMF/AMRI Visiting Research Fellowship (Award has been deferred)	Dr Danilo Harms	University of Hamburg (Germany)	Sydney Funnel-web Spiders: behaviour, population structure and an updated taxonomy for the world's deadliest spider
Peter Rankin Trust Fund for Herpetology (Award has been deferred)	Cassy Petho	Flinders University	The morphology of the humeri and ilia of Australian frog species using both qualitative features and geometric morphometrics to assess their utility for identification of taxa in a phylogenetic context
LIRRF grants			
Ian Potter Doctoral Fellowship	Sterling Tebbett	James Cook University	The functioning of future coral reefs: fishes, sediments and productivity
Gough Family Doctoral Fellowship	Makeely Blandford	James Cook University	Interactions between fish and coral reefs: the influence of habitat degradation on fish communities
Maple-Brown Family Foundation Postdoctoral Fellowship	Dr William Feeney	Griffith University	Mutualisms in a changing world: does the presence of Cleaner Wrasses confer resilience to coral reef ecosystems?
Raymond E. Purves Foundation Postdoctoral Fellowship	Dr Stephanie Gardner	University of New South Wales	Rise of the turfs: Unlocking the secrets of our changing reefs
John and Laurine Proud Postdoctoral Fellowship	Dr Christopher Goatley and Dr Simon Brandl	University of New England and University of Perpignan (France)	Function, biodiversity, and distribution of Australia's smallest vertebrates
Isobel Bennett Marine Biology Postdoctoral Fellowship	Dr Zegni Triki	Stockholm University (Sweden)	Does brain morphology explain the sex differences in the cognitive abilities of cleaner fish?
Crown-of-Thorns Starfish Research Grant	Dione Deaker and Prof Maria Byrne	University of Sydney	Resilience to food scarcity: the development and microbiome of COTS larvae in natural oligotrophic reef conditions

Fellowship	Name	Institution	Project
Crown-of-Thorns Starfish Research Grant	Prof Morgan Pratchett and Dr Sven Uthicke	James Cook University and Australian Institute of Marine Science	Effective sampling of <i>Acanthaster cf. solaris</i> to improve understanding and management of population irruptions
Plastics Pollution Research Grant	Dr Frederike Kroon and Dr Mark Meekan	Australian Institute of Marine Science	The effects of microplastic contamination on mesozooplankton: a unique threat?
Lizard Island Reef Research Foundation Research Grant	Dr Maria Dornelas and Dr Joshua Madin	Ludwig Maximilian University of Munich (Germany)	Aquatic fossil insects of the NSW highlands: diving into the rivers of the deep past
Lizard Island Reef Research Foundation Research Grant	Dr Joseph DiBattista	Australian Museum	Lizard Island reef eDNA project
Lizard Island Reef Research Foundation Research Grant	Dr Daniela Ceccarelli	Independent researcher	Repeat fish survey at Lizard Island in the wake of multiple disturbances



Above: Dr Lyle Vail, Co-Director of LIRS, holding a Crown of Thorns retrieved from a reef near Lizard Island. Note that he is holding it with tongs. Photograph by Charlie Shutrim.

Right: Extraordinary regrowth of coral at Lizard Island. This area had been destroyed by cyclones and coral bleaching between 2014 and 2017. Photograph by Anne Hoggett.



Species discovery and publications

Highlights

During 2019–20, a total of 201 newly described species were published from the AM. These newly described species appear below in Table 3.5.

Table 3.5
New species discovered 2019–20

Species	Discoveries
Insects	98
Molluscs	30
Crustaceans	17
Polychaetes/Marine Worms	23
Fishes	17
Frogs	2
Mammals	2
Mineral	1
Fossils	11
Total	201

Highlights from this year of research and species discovery include the new subspecies of Red-tailed Black Cockatoo, *Calyptorhynchus banksii esconditus*. Scientists from AMRI, University of Sydney, University of Edinburgh and CSIRO conducted the first comprehensive genetic assessment of the bird across its entire distribution. The research also provided conservation strategies for all Red-Tailed Black Cockatoo subspecies.



A new species of squid was discovered in the Okinawa and Yaeyama Islands of the Ryukyu archipelago as part of an international collaboration between AMRI's Dr Mandy Reid and colleagues from Japan, Austria, and the United States. Brenner's Bobtail Squid (*Euprymna brenneri*) was named in honour of renowned molecular biologist and Nobel Prize winner, Prof. Sydney Brenner (1927–2019).

Several new frog species were discovered and described in 2019–20, including the Trieng Tree Frog (*Gracixalus trieng*) and the Crescent Moon Spadefoot Frog (*Leptobrachium lunatum*), both found in Vietnam. In addition, research into the effects of Amphibian Chytrid Fungus (*Batrachochytrium dendrobatidis*) in amphibian populations in Australia was a key focus, particularly in the New England Tablelands.

With the help of citizen scientists, two new species and one new genus of trilobite from the Late Ordovician Period were discovered: *Prophalaron jonsei*, a highly unusual trilobite, and *Dicranurus webbyi*, the first odontopleurid recorded from the Ordovician of Australia.

AMRI staff, senior fellows and research associates published 214 papers in international and national peer-reviewed scientific journals, conference proceedings and books, largely based on the AM's natural history collections.

Contributions to the scientific literature by researchers using the AM's LIRS increased by 88 during the year.

The AM released two publications during the year. The first was a journal article on lantern slide collections and the role of women colourists at the AM. The second, was *Living with the Anthropocene: Love, Loss and Hope in the Face of Environmental Crisis*, Cameron Muir, Kirsten Wehner, Jenny Newell (eds), NewSouth Publishing, Sydney, 2020.

Above: A specimen of the new genus and species (*Prophalaron jonsei*) showing the beautiful yellow colouring of siderite (after calcite) against the dark green matrix. Photograph by Patrick Smith.

Collections growth and acquisitions

Acquisitions

AMRI had an important year for collection additions in 2019–20 (see table 3.6 and 3.7). The most significant was the Ichthyology collection, which added over 45,000 specimens to the collection, notably the Ivantsoff collection. Dr Walter Ivantsoff, a former Research Associate of the Ichthyology section, died in March 2019. Walter was one of the leading experts on Atherinid (Hardyheads), Pseudomugiline (Blue Eyes) and Isonid (Surf Sardines) fishes, and throughout his career he described 25 species, with the type specimens lodged at the AM. Walter's collection has been donated to the AM and includes rare fishes that are only known from Australia, Papua New Guinea or Indonesia; six of these fish species are now listed as critically endangered, or threatened on the IUCN Red List.

The mammal collection revealed an unexpected discovery: two unlabelled young marsupials were identified as juvenile Bilbies (*Macrotis lagotis*), representing the only known surviving alcohol-preserved specimens of the extinct NSW population, probably collected during the 1880s. The last NSW Bilby record was from 1912.

Mineralogy and Petrology also received many important donations, including:

- Crystallised Gold in Quartz from the 'Father's Day Pocket,' Beta Hunt Mine, Kambalda, Western Australia;
- Beautifully crystallised, transparent, colourless and Smoky Quartz crystals from the Manuka Mine, Cobar, New South Wales;
- A research suite of Australian limestone cave rocks and minerals; and
- A twinned Orthoclase Feldspar crystal (Baveno twin) from the locality of Baveno, Italy.

Meteoritic acquisitions featured the 17 kilogram main mass of the Mossgiel stony meteorite (L4 Chondrite) from Killara Station, Mossgiel, donated through the Cultural Gifts Program.

Table 3.6
Natural History Collections Acquisitions

Collection	Number of specimens
Arachnology	30
Entomology	4,800
Herpetology	1,938
Ichthyology	45,069
Malacology	951
Mammalogy	2,859
Marine Invertebrates	581
Mineralogy	497
Ornithology	1,573
Palaeontology	1,232
Total	59,530

Table 3.7
AM Cultural Collections Acquisitions

Acquisition	Collection group	Source	Quantity
Leilira blade-gum hafted	Aboriginal and Torres Strait Island Collection	Donation from Jane Lovett Cameron	1
Boomerang - acquired in Torres Strait	Aboriginal and Torres Strait Island Collection	Donation from Kerry Bourne	1
Paintings by Gordon Syron	Aboriginal and Torres Strait Island Collection	Purchased for 'Unsettled' exhibition	5
Graphic novel study depicting the pulling down of Hyde Park Cook statue by a group of people wearing kangaroo masks	Aboriginal and Torres Strait Island Collection	Purchased for 'Unsettled' exhibition	1
Help 2015 (sculpture)	Aboriginal and Torres Strait Island Collection	Purchased for 'Unsettled' exhibition	1
Unfinished Business - 32 x 3D lenticular photos, and associated digital photos, films and documentation	Aboriginal and Torres Strait Island Collection	Donation from Belinda Mason and Dieter Knierim	1
Waterhouse object collection	Archives, Rare Books & Library Collection	Donation by the descendants of Dr G A Waterhouse. Stephen Waterhouse arranged the transfer	4
Cuthbertson Collection	Archives, Rare Books & Library Collection	Donation by Audrey Cuthbertson	71
Thomas Dick glass negative collection	Archives, Rare Books & Library Collection	Donation by descendants of Thomas Dick - Michelle Dick arranged the transfer.	176
Total			261

Loans

Table 3.8
Natural History Collections Loans

Collection	No of loaned specimens		Non-AM loans processed (whole loans only)
	Processed in	Processed out	
Arachnology	750	802	1
Entomology	1,881	88	0
Herpetology	69	12	2
Ichthyology	587	1,292	40
Malacology	805	387	11
Mammalogy	70	54	1
Marine Invertebrates	1,387	631	18
Mineralogy	22	20	0
Ornithology	75	36	0
Palaeontology	288	197	0
Total	5,934	3,519	73

Table 3.9
Cultural Collections

Collection	No. of loaned specimens		Non-AM loans processed (Collection)
	Loaned specimens	Non-AM loans	
Pacific Collection (Pacific Spirit Gallery)	90	0	-
Pacific Collection (Westpac Long Gallery)	-	84	1
Pacific Collection (Westpac Long Gallery L1 Case)	-	10	1
Aboriginal and Torres Strait Island Collection	4	10	-
Archives, Rare Books and Library Collection	-	130	-
International Collection (Egyptian collection)	1,040	-	-
Total	1,134	234	2

Eureka Prizes

The AM, in collaboration with prize partners and program supporters, presented the 2019 AM Eureka Prizes, recognising achievement across four categories: Research & Innovation, Leadership, Science Engagement and School Science. From the hundreds of entries, judges selected 50 finalists (including teams) to be in the running for 17 Eureka Prizes and \$170,000 in prize money. The winners were announced at a black-tie award dinner at Sydney Town Hall in August 2019, attended by more than 600 guests including State and Federal Government Ministers. Known as the 'Oscars of Australian science' the Eureka Prizes are now in their 30th year and showcase the Australian Museum's commitment to science innovation and education.



Above: FrogID team – Paul Flemons, Adam Woods, Dr Jodi Rowley, Christopher Portway, Megan Lawrence. Winners Department of Industry, Science, Energy and Resources Eureka Prize for Innovation in Citizen Science. 2019 Australian Museum Eureka Prizes.

Below: Opening speech by Kim McKay AO, Director and CEO of the Australian Museum. Photographs by Salty Dog.



AMRI Lifetime Achievement Award

On 31 July 2019 at a dinner in the Australian Museum's Westpac Long Gallery, ecologist Professor Lesley Hughes was honoured for her work on climate change with the 2019 Australian Museum Research Institute Lifetime Achievement Award. The award is presented to recipients in recognition of their significant and life-long contribution to science. The award was granted to Professor Hughes from Macquarie University, due to her ongoing and significant contribution to climate change research and its impact on species and their ecology – a field close to the heart of the AM. Under her many leadership positions in both environmental academia and governance, Professor Hughes' passion as a communicator of science with the wider community and policy makers is of great significance to the AM's common goal of inspiring the next generation of researchers.

Previous recipients of the AMRI award have included Robyn Williams AM, Professor Tim Flannery, Professor Frank Talbot AM, the 1971 Lord Howe Island Environmental Survey Group, and Catherine Livingstone AO.

To read Professor Lesley Hughes' award speech Six reasons for hope in the face of climate change, go to the AM website:

<https://australian.museum/blog-archive/amri-news/pioneering-australian-ecologist-wins-2019-australian-museum-research-institute-lifetime-achievement-award>

Below: AMRI Lifetime Achievement Award awarded to Professor Lesley Hughes in recognition of her significant contribution to climate change research and communication of current and future impacts on biodiversity. Photograph by James Alcock.





The aftermath of the Cobargo bushfire 31 Dec 2019. Photograph by Mark Gunning

Part 4

Responding to Climate Change

Climate Change projects

The climate challenge

An AM Climate Change Projects group was established in August 2019 and since then has significantly advanced climate change strategy through consultations with diverse teams, delivering content for programs, onsite and online exhibitions, education projects, publications and the website.

The Climate Change Projects group has established connections with a widening circle of collaborators, both locally and internationally. Locally, the AM established a Sydney GLAM Climate group and has engaged with experts working in climate solutions from technological, biotech, regeneration and community angles.

Led by Dr Jenny Newell, the AM also ran workshops for museum and heritage professionals from around the world at the conference of the International Council of Museums in Kyoto in November 2019, and at a conference hosted by the Smithsonian Institution in Washington, D.C. in March 2020. From convening the Climate Change Communications Working Party of staff representing each of the AM's teams, to developing the Core Strategic Priority on climate change and sustainability, the AM's Climate Change Projects group has worked to ensure that addressing climate change is embedded across the AM's activities.

Below: Jenny Newell, Project Manager Climate Change Initiative.
Photograph by Abram Powell.



Sustainability Action Plan

The AM's Sustainability Action Plan outlines a clear commitment to reducing operational impact on the environment with the following four strategic priorities:

- Reducing operational impacts on the environment
- Future-proofing the AM's infrastructure
- Engaging our people
- Educating visitors and stakeholders

The AM has achieved significant energy reduction with the most recent being a major transition to LED lighting which helped reduce energy use by 20%. In addition to this, demolition waste from Project Discover achieved an overall diversion rate from landfill of more than 90%. Great effort was taken to reuse materials, such as the timber floor boards that were previously in the Pacific Collection Stores. This timber has been reconditioned and laid in the new basement Touring Exhibition Hall. Recycled materials from the demolition works included wood, metal/wire, concrete, plasterboard, bricks/concrete mix, plastic and glass.

The AM is a founding partner of the City of Sydney's Sustainable Destination Partnership that outlines key targets including:

- Reducing food waste to landfill
- Water efficiency
- Waste data improvements
- Elimination of single use plastics pledge

As part of this partnership, the AM has pledged to reduce single use plastic and has achieved this with the support of the AM's catering partners, Create Catering. Plastic bottles have been changed to glass and single use plastic straws, cutlery and cups are no longer used. A discount is offered to customers with their own cup and neither the shop nor the café use plastic bags.



The AM commenced a greenhouse gasses (GHG) audit across its operations, with several measures including energy and water consumption, consumables, recycling and transport. The data formed a baseline for the AM to continue delivering the Sustainability Action Plan with the target to be carbon neutral by 2021.

Other energy management programs include the management of air conditioning of collection stores at peak optimum performance, allowing for a safe amount of temperature and humidity drift while air handling units are shut down for periods.

The overall (non-construction) waste for 2019-20 was 77.2 tonnes. Of this total, 26.02 tonnes were diverted from landfill for recycling and reuse, resulting in a diversion rate of 42%. Additionally, general waste material sent to Veolia's Mechanical and Biological Treatment facility, which separates and composts waste, increased the AM's total diversion rate from landfill to 59.8%.

Table 4.1
Energy usage at the Australian Museum 2017 to 2020

Category	2017-18	2018-19	2019-20
Energy use (kWh)	3,828,094	3,959,934	3,136,700
Gas (MJ)	7,008,605	7,433,158	7,378,802

Above: A variety of measures are taken at the AM to ensure sustainable and ethical consideration of the environment informs day-to-day operations. From soft plastic recycling, to composting kitchen waste and coffee grinds to separating packaging material from the AM store merchandise for recycling. Photograph by Abram Powell.



#CapturingClimateChange

Capturing Climate Change online exhibition

Making the conversation bold, visual, and accessible

Capturing Climate Change, the AM's innovative online photography exhibition, was launched in February 2020, just after the bushfires. The donor funded exhibition has brought new audiences to the AM's climate work and helped build an understanding of responses to climate impacts and solutions in the general community. It is the AM's first climate change exhibition since 2009 and will remain on the website as an ongoing means of sharing experiences and stories of our changing environment.

The exhibition featured a new guest photographer, artist or advocate contributing a gallery of works each month, enabling the exhibition to present powerful views from a variety of Australia's communities. The AM also invited the public to upload their own images and captions (over 350 during the first six months) to the public gallery throughout the course of the exhibition, either directly to the website or through Instagram. It has been an exciting offering that has 'captured' climate change, its impacts, and its solutions.

With eye-catching design and frequently changing content, the exhibition drew a positive response with over 14,300 visitors to the site over the first six months (early February to the end of July 2020), in addition to views on Instagram, Facebook and Twitter. Blogs from AMRI that highlighted the research images featured were published, prompted by the scientists making their current research available in a highly accessible form. The exhibition also attracted attention and requests for collaboration from industry peers within Australia and overseas (including Climate Visuals in the UK and the University of California), helping the AM to extend its professional networks and impact.

Capturing Climate Change has been effective in encouraging people to share their views, learn from others and reflect on changes and disasters brought on by climate change in their own places. The exhibition enabled the sharing of experiences and reflections in a personally engaged mode that is not often fostered in exhibitions and programs.

The exhibition has built new links with individuals, organisations and businesses, raising awareness nationally and internationally of the AM as an institution committed to advancing climate action. *Capturing Climate Change* has launched the AM in its new role as an active, innovative and inclusive driver of the conversation around climate change in Australia and beyond.

Left: *Capturing Climate Change* collage by Fiona Yap.



Textures from the Aboriginal & Torres Strait Islander Collection. The Aboriginal and Torres Strait Islands collection contains objects from First Nations on the Australian continent and surrounding islands. Photograph by Abram Powell

Part 5

First Nations and Pacific Cultures



First Nations voices

The AM's advocacy of First Nations voices continues within programs, education, public engagement, and activities.

The AM has one of the world's most significant First Nations collections, representing these rich and diverse cultures – with artworks, technologies and cultural material from First Nations communities across Australia. The AM is the custodian of more than 20,000 cultural objects held in the Aboriginal and Torres Strait Islander Collection and 60,000 objects from across the Pacific.

Increased collaboration with First Nations peoples and communities ensures the objects held in the AM's collection are interpreted appropriately. The rich knowledge embodied in the collections is activated through programs and exhibitions that provide connections to living practices and deepen public knowledge of First Nations cultures and lived experiences. The AM is an important site of cultural exchange and learning.

The AM is also planning for a permanent Pacific gallery in its redeveloped public space, which will activate community engagement in a new, larger home for the collection.

Facing page: Annabella and Arwyn of Djaadjawan Dancers ready for ceremony during Ngawiya Maan (we take to give), an audio visual piece by Amanda Jane Reynolds, for the Weave Festival of Aboriginal and Pacific Cultures. Photograph by Justine Kerrigan.



Cultural engagement

First Nations public programs

The First Nations public projects continue to deliver best practice cultural programs highlighting the collection and contributing to public conversations. 'Truth and Treaty' tours explored the complexities of treaty in Australia's history, with audiences engaging with the AM's collections from a First Nations' social justice perspective. NAIDOC activities included 'Race Matters' a panel conversation featuring Sara Khan and special guests; the AM also participated in the annual NAIDOC in the City (Hyde Park). Due to the museum closure, the ever-popular Winhangadhurinya Aboriginal meditation was delivered at Anzac memorial in Hyde Park to sold-out audiences. Mahn Curator floor talks and Waranara tours were highlights of the AM's offerings to visitors prior to closure. 'First Nations Flicks' is a program of First Nations films and documentaries curated internally for staff in anticipation and preparation for the upcoming exhibition *Unsettled* (2021). The program included opportunities for staff to participate in a live Q and A with filmmakers from *In My Blood It Runs*.

The AM continued to amplify First Nations voices in the sector and community, working with several external stakeholders including First Nations Film, Screen Australia, Sydney Elders group and Indigenous Arts Fair Elders. The AM also collaborated with the Redfern Community Centre to deliver an Aboriginal Children's Day Program. AM staff who are First Nations people were invited to attend and speak at several industry events including the State Library of NSW, Australia Council for the Arts First Nations Round Table, National Gallery of Australia's Indigenous Arts Leadership Conference, Digital Writers Festival and Create NSW. They participated in building and strengthening industry connections for a more resilient sector during the COVID-19 pandemic.

The AM celebrated Mabo Day on 3 June 2019, a day where we acknowledge the courageous fight Eddie Koiki Mabo made in overturning the fiction of terra nullius, or land owned by no one, which had characterised Australian law since the voyage of James Cook, 250 years ago. The 1992 Australian High Court decision recognised the land rights of the Meriam people, traditional owners of the Murray Islands, and paved the way for the Native Title Act (1993) to be passed by Parliament.

National Reconciliation Week in May 2020 was not only a time to explore how each of us can contribute to achieving reconciliation, but also to acknowledge those who fought hard towards equality for Aboriginal and Torres Strait Islander people. Dr Charles Perkins AO, an Arrernte and Kalkadoon man, was a civil rights activist who dedicated his life to achieving justice for First Nations people. Professor John Maynard, Chair of Aboriginal History at the University of Newcastle, was in conversation with the Australian Museum about Perkins' uncompromising contribution to the Indigenous Rights movement.



Above: First Nations Education Programs. Photograph by James Horan.

First Nations outreach

During 2019–20 a variety of First Nations-led education programs were delivered for First Nations students, young people, teachers and community members, through a variety of different partnerships and initiatives. The AM's outreach team expanded on existing relationships with Redfern Jarjums College, Dorchester Educational Unit at Reiby Juvenile Justice Centre, Northlakes High School, the Indigenous Science Experience at Redfern Community Centre and through the Murama Indigenous Youth Summit. Teacher professional learning was delivered for the Jarara Indigenous Education Unit, part of the Catholic Education Diocese of Parramatta, and as part of the Indigenous Digital Excellence initiative (IDX) at the National Centre for Indigenous Excellence. The team also delivered community workshops for NAIDOC Week with Baabayan Aboriginal Corporation.

Commissioned by the AM, the short film *No Distance Between Us*, tells the story of one of the most remarkable archaeological sites in the country through the voices of the traditional owners, Mutthi Mutthi, Barkandji and Ngiyampaa Aboriginal tribal groups. The short 11 minute documentary, about the discovery of the world's largest collection of ancient human footprints in Mungo National Park, was selected from over 1,000 films to screen at three international film festivals, Global Impact Film Festival (Washington, DC), Antenna International Documentary Film Festival (Sydney) and Female Eye Film Festival (Toronto).

No Distance Between Us was produced and directed by Vera Hong in collaboration with the Traditional Custodians, Willandra Lakes Region World Heritage staff, Aboriginal Advisory Group, NSW National Parks and Wildlife Service and Mungo National Park staff. The fossilised footprints show in startling clarity the movements of hunting groups and family groups across the land.

Pacific Collection

The AM's Pacific collections represent living cultures with thousands of artworks, cultural technologies and archaeological material from across Melanesia, Micronesia and Polynesia. The collections are also the foundation for wide-ranging research projects encompassing the material culture, history and archaeology of the Pacific. The primary focus is on the Melanesian nations of Papua New Guinea, Solomon Islands and Vanuatu.

A major part of the AM's Pacific Collection was relocated to a specialised offsite storage location, which was opened on 30 July 2019. Covering 4,434 square metres, the new collection store was celebrated with an exciting opening event attended by Pacific Community leaders.

The Pacific Cultural Collection Advisory Panel was established to oversee the successful move of the Pacific Collection. The panel are also responsible for increasing and improving communication between the AM and Pacific communities in NSW and contributing important knowledge to AM's Pacific programs and events. The Panel are currently overseeing the development of future exhibitions and galleries, including a new Pacific Gallery and Bilas exhibition, which promote increased knowledge and understanding of Pacific Cultures. This ensures our collections maintain a vital connection with contemporary communities and living cultures. The Panel includes two Australian Museum staff and up to six Pacific community representatives.

Repatriation

Due to the impact of the COVID-19 pandemic, a reduced amount of repatriation activity has taken place during the year. Two digital repatriations were undertaken to the Mornington Island community nation and the Western Yalanji, based in Mareeba.

In addition, one request for repatriation was received from the Tjuntjuntjara community in the Pitjantjatjara lands of central Australia.

Requests for repatriation of ancestral remains to the Jali Aboriginal Land Council and Tweed Byron Local Aboriginal Land Council were approved by the AM's Trustees, and will progress once the impacts of the COVID-19 pandemic permit.

Aboriginal and Torres Strait Islander Strategy 2017–20

Engaging with First Nations cultural heritage

In 2017, the AM commenced an ambitious journey of change to inform and transform work undertaken across the institution with the AM Aboriginal and Torres Strait Islander Strategy. The aim of the strategy was to broaden our shared understanding of the relationship between Western and Indigenous knowledge and connect people with culture and nature. Although the strategy concludes in 2020, the AM will continue this journey. Underpinning this journey of change is the AM's significant Aboriginal and Torres Strait Islander Collection and Pacific Collection.

The AM recognises that the Aboriginal and Torres Strait Islander Collection and the Pacific Collection belong to Ancestors, First Nations peoples of the present, and young people of the future. The AM supports the self-determination of First Nations peoples who are seeking their rights to determine how their cultural material is managed and represented. The AM has committed, through its actions, to make the AM a place of welcome, healing and richness for all First Nations people.

As with many modern museums, the AM is seeking to find its place in modern culture and within First Nations communities with respect to collecting practices of the past and its role as a supporter and enabler of community wishes in the future.

The AM's Aboriginal and Torres Strait Islander Strategy supports four strategic priorities:

1. Being culturally proficient
2. Involving and communicating/consulting
3. Partnering with people and communities
4. Developing and sharing knowledge

There were several significant activities supporting the AM's Aboriginal & Torres Strait Islander Strategy during 2019–20 including:

- The development of *Unsettled*, an AM exhibition and associated programming that will take place during 2021. *Unsettled* is a result of extensive community consultation around Australia. This data has been used to develop a First Nations-led response to the 250th anniversary of James Cook's voyage on HMB Endeavour along Australia's eastern coastline during 1770.
- 'First Nations Flicks' program commenced in February 2020 with a series of films that provide context to AM staff for the importance of the *Unsettled* exhibition.
- The Young Aboriginal Artist Fellowship program continues, with three young Aboriginal artists provided a residency in 2020 to deeply engage with Aboriginal and Torres Strait Islander cultural material and undertake mentoring with Aboriginal cultural workers across collections, education and programming.
- Development of a new learning centre, entitled 'Discovery Place' which integrate Aboriginal knowledge systems and western science together to create deeply engaging learning experiences outside the classroom. 'Discovery Place' is planned for opening in 2021.

Facing page: Gadigal yilimung (shield) made by Uncle Charles 'Chicka' Madden. Photograph by Abram Powell.



Details of the Kipuka cape displayed
in the Westpac Long Gallery.
Photograph by Abram Powell

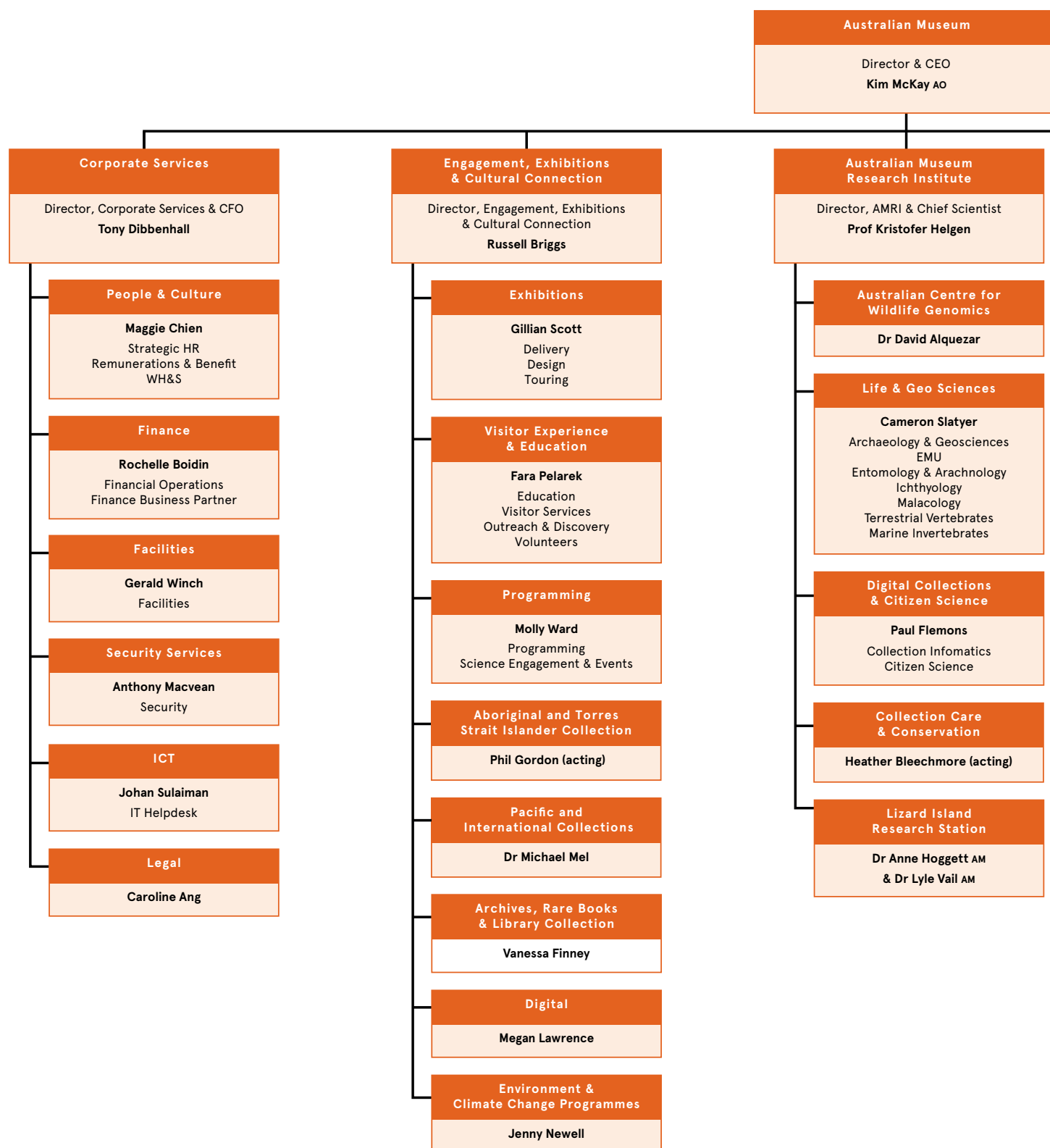


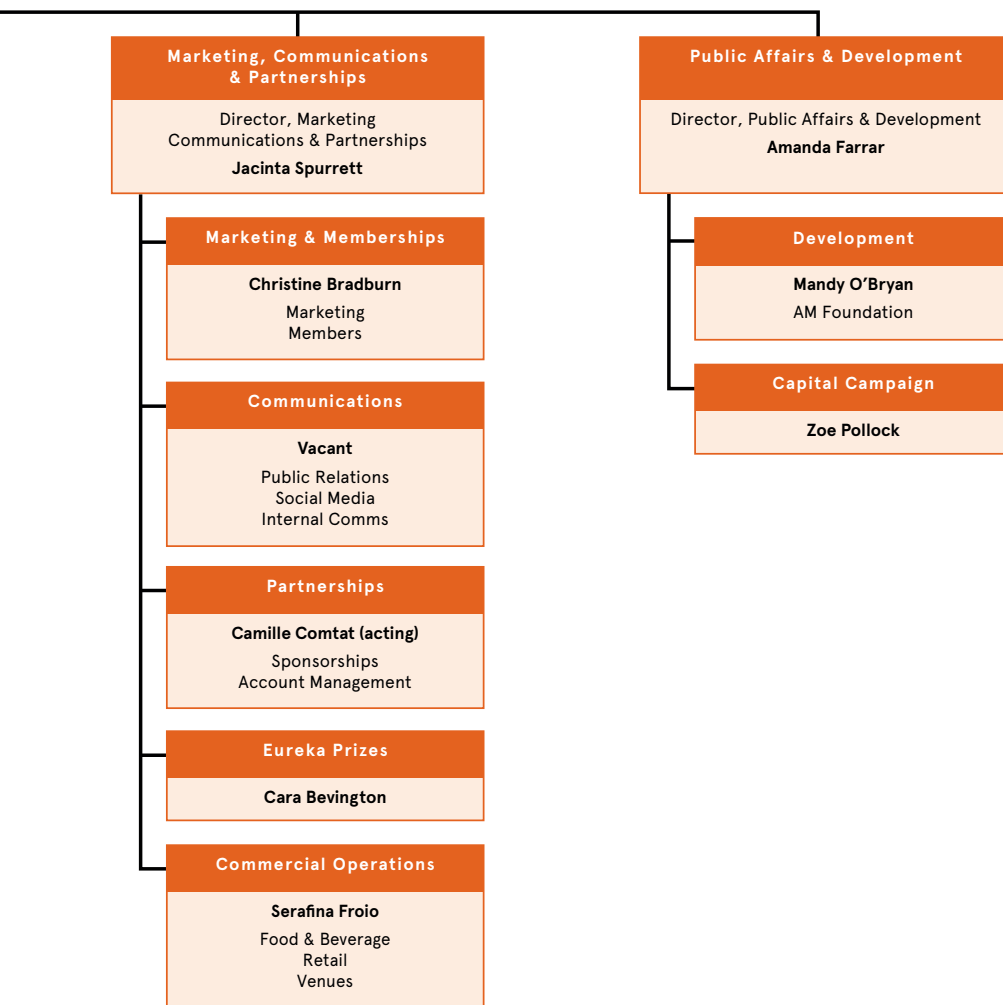
Part 6

Governance and operations



Organisational Chart





Organisational Structures

Trustees of the Australian Museum

The Australian Museum is established under the *Australian Museum Trust Act 1975* and is governed by a Board of Trustees. The 11 Trustees are appointed by the Governor on the recommendation of the Minister, including representatives with knowledge or experience in the areas of science, education and Aboriginal and Torres Strait Islander cultures. Trustees may serve for a maximum of three full terms, with a term being three years. The Trustees met six times in 2019-20, with attendances recorded in the table below (Table 6.1). The Trustees represent the community and oversee the management and policy direction of the Museum.

Table 6.1
Trustees of the Australian Museum and their attendance at
Trustee meetings, 2019-20

Trustee	Meetings attended
David Armstrong (President)	6 of 6
Larissa Behrendt AO	4 of 5
Jennifer Bott AO	5 of 6
Maile Carnegie	4 of 6
Prof. Merlin Crossley	5 of 6
Steven Gregg	3 of 6
Dr Elie Hammam	2 of 4
Shauna Jarrett	6 of 6
Dr Rod Kefford AM, FACE	5 of 6
Josephine Sukkar AM	5 of 6
Sara Watts	6 of 6

David Armstrong, President

David Armstrong is a Chartered Accountant and Non-Executive Director of the National Australia Bank. He is a Director of the Opera Australia Capital Fund, the Australian Museum Lizard Island Reef Research Foundation and the George Institute. David was a partner at PricewaterhouseCoopers for 24 years, specialising in providing professional services for financial services organisations throughout his career, and has lived and worked in London and New York. He has a BBus (UTS) and is a fellow of the Institute of Chartered Accountants in Australia. He was appointed to the Board of Trustees in January 2014 and became President in January 2018.

Larissa Behrendt AO

Distinguished Professor Larissa Behrendt AO is a Eulayai/Gamillaroi woman and the Director of Research and Academic Programs at the Jumbunna Indigenous House of Learning at the University of Technology, Sydney. She is a graduate of the UNSW Law School and has a Masters and SJD from Harvard Law School. She is a Fellow of the Academy of Social Sciences in Australia and a founding member of the Australian Academy of Law. She has published numerous textbooks on Indigenous legal issues, and is an award-winning filmmaker and writer. She is a board member of the Sydney Festival, the Sydney Community Fund and the Chair of the Cathy Freeman Foundation. Larissa was awarded the 2009 NAIDOC Person of the Year award and named 2011 NSW Australian of the Year. She is the host of Speaking Out on ABC Radio. She was made an Officer of the Order of Australia in 2020 for distinguished service to Indigenous education and research, to the law, and to the visual and performing arts. Larissa was appointed to the Board of Trustees in August 2019.

Jennifer Bott AO

Jenny Bott is a professional mentor, arts manager, board director and consultant. She is Chairman of the Bundanon Trust, and a director of the Australian National Academy of Music, the Southern Highlands Foundation and the Sydney Orthopaedic Research Institute. Jenny recently stepped down as Chair and CEO of NIDA. She is a member of Chief Executive Women and the former CEO of the Australia Council for the Arts and the UNSW Foundation. She also held senior roles at Opera Australia, Musica Viva Australia and the National Portrait Gallery. She was made an Officer of the order of Australia in 2012 for distinguished service to the arts through executive and leadership roles in national cultural organisations, and to the development of policy reform initiatives promoting funding and best practice. Jenny was appointed to the Board of Trustees in January 2015.

Maile Carnegie

Maile Carnegie leads the strategic development and delivery of a superior digital experience for ANZ's eight million retail, commercial and institutional customers. She holds shared responsibility for the financial results of ANZ's Australia Retail & Commercial business along with group accountability for data and analytics, human-centred design and marketing. She joined ANZ in 2016 from Google where she was Managing Director Australia and New Zealand. She also spent 20 years with Procter & Gamble.

Maile has contributed as one of six members on the Independent Review of the Australian Public Service. She was previously Vice-Chair of the ASIC External Advisory Panel and a board member of Innovation and Science Australia. She is currently Chair of the Vice-Chancellor's Advisory Board at the University of Technology, Sydney. Maile holds a degree in Business Administration in Finance, Economics and Marketing from the University of Technology, Sydney. Maile was appointed to the Board of Trustees in January 2019.

Professor Merlin Crossley

Merlin Crossley is the Deputy Vice-Chancellor Academic at UNSW Sydney. Prior to that, he was Dean of Science. A molecular biologist by training, he studied at the universities of Melbourne and Oxford (as a Rhodes Scholar) and has researched gene regulation and genetic disease at Oxford, Harvard, the University of Sydney and UNSW. His awards include the Australian Academy of Science's Gottschalk Medal, the Royal Society of NSW's Edgeworth David Medal, the Australian Society for Biochemistry and Molecular Biology's Roche Medal and the Lorne Genome Conference's Julian Wells Medal. He is also a committed teacher and has received a Vice-Chancellor's Award for Higher Research Degree Supervision. Merlin was appointed to the Board of Trustees in January 2012.

Steven Gregg

Steven Gregg has over 30 years' experience in investment banking and management consulting in Europe and Australia. He brings to the Board extensive executive, corporate finance and strategic experience.

Steven is Chairman of Ampol Limited (previously Caltex) and Chairman elect of Tabcorp Holdings Limited. He is a director of Challenger Limited, Challenger Life Company Limited, and William Inglis & Son Limited. He is also the Chairman of Unisson Disability Limited. He has previously served as Chairman of Goodman Fielder Limited and Austock Group Limited.

Steven has extensive Australian and international executive experience, with ABN Amro (as Senior Executive Vice President and Global Head of Investment Banking), Chase Manhattan, Lehman Brothers and AMP Morgan Grenfell. His most recent executive role was as a Partner at McKinsey & Company in Sydney and internationally. Steven has a BCom (UNSW) and was appointed to the Board of Trustees in January 2014.

Dr Elie Hammam

Dr Elie Hammam is a Neurosurgery Registrar at WCH and Flinders Medical Centre, and a neurophysiologist with an awarded doctoral thesis from Western Sydney University (WSU). His research in integrative physiology is conducted at the School of Medicine, WSU, and abroad at the Hong Kong University of Science and Technology. Elie has been a dedicated advocate for community welfare and has led outreach programs to promote higher education and health in Western Sydney, for which he was highly commended by the WSU Vice-Chancellor's Excellence Award in Engagement. Elie is also a passionate higher education teacher with a special interest in First Nations students' medical education. He is a graduate of the Australian Institute of Company Directors. Elie was appointed to the Board of Trustees in January 2016 and stepped down from the role in February 2020 to relocate interstate.

Shauna Jarrett

Shauna Jarrett is an experienced senior executive, non-executive director and lawyer with a skill set in strategic design and execution across the educational, legal, arts and community sectors. Her passion and commitment to the sustainability of community and social justice organisations is evident in her dedication to community projects. Shauna was the University of Sydney's Foundations' Director and Assistant Group Secretary (2008–2015). Shauna was appointed to the boards of Seton Villa in 2016 and Force Majeure in 2014. She has over 20 years' experience at board level promoting and implementing governance reforms as a platform for organisational sustainability, integrity and generational change. In particular, Shauna has held the position of Chair of the Public Interest Advocacy Centre and of Vice President of the NSW Law Society. She also serves on the Board of the Australian Museum Foundation and was appointed to the Board of Trustees in January 2018.

Dr Rod Kefford AM, FACE

Dr Rod Kefford was Headmaster of Barker College, Sydney (1996–2013) and of Wesley College, Perth (1984–1996). He was NSW/ACT Branch Chair of the Association of Heads of Independent Schools Australia (AHISA), and a member of its national board. In recognition of his contribution to AHISA and independent school leadership, he was made an Honorary Member of AHISA. As the inaugural chair, he played a key role in establishing the Independent Schools Teacher Accreditation Authority. He was also President of the Association of Independent Schools of Western Australia and Chair of the Western Australian chapter of the Australian College of Educators. Dr Kefford was made a Member of the Order of Australia in 2008 for service to primary and secondary education through administrative and teaching roles. He is a Fellow of the Australian College of Educators. His qualifications include BA (Hons), and MA (Sydney); MA (Hons) (Macquarie University); and Dip Ed, MEd Administration and PhD (University of New England). Dr Kefford has served on the Board of the Lizard Island Reef Research Foundation since 2019. Dr Kefford was appointed to the Board of Trustees in March 2014.

Josephine Sukkar AM

Josephine Sukkar is a professional company director who works across a range of industries, including property, construction, finance, sport, the arts, medical research and social services. She is Co-Owner and Principal of Buildcorp and serves on a number of private, public, government and not-for-profit boards, including Growthpoint Properties Australia, Washington H. Soul Pattinson and Company Limited, Opera Australia, Centenary Institute of Medical Research, Melbourne University Infrastructure Advisory Board, the Sydney University Football Club Foundation and the Buildcorp Foundation. She is President of Australian Women's Rugby and, through Buildcorp, has been a major sponsor of rugby in Australia for nearly 30 years. She has previously served as a director of The Trust Company, the Australian Rugby Foundation, and the YWCA NSW. Josephine is a Fellow of the University of Sydney, and in 2017 she was made a Member of the Order of Australia for her services to the community, the arts and sports. Josephine was appointed to the Board of Trustees in January 2019.

Sara Watts

Sara Watts is a Non-Executive director and an experienced audit and risk committee chairperson. Sara sits on the boards of Syrah Resources, Vision Australia, Uniting NSW/ACT and LiteracyPlanet. She also chairs the Audit and Risk Committee of the Victorian Government's Independent Broad-based Anti-corruption Commission. She has strong finance, governance and technology skills and is a Fellow of the Australian Institute of Company Directors and a Fellow of CPA Australia. Sara's previous executive roles include Vice-Principal Operations at the University of Sydney and Chief Financial Officer and Executive Sponsor Corporate Responsibility, IBM Australia and New Zealand. In November 2013, Sara was the recipient of the ARN WIITCA (Women in ICT Awards) Achievement Award for her leadership skills and commitment to women in the Australian ICT industry. Sara was appointed to the Board of Trustees in January 2018.

Executive Leadership Team

The AM's Executive Leadership Team (ELT), led by Kim McKay AO, provides strategic direction and oversight of the AM's operations and functions. ELT members and their profiles appear below in Table 6.2.

Table 6.2
Executive Leadership Team, Australian Museum 2019–20

Executive Leadership Team	Role
Kim McKay AO	Director & CEO
Russell Briggs	Director, Engagement, Exhibitions and Cultural Connection
Maggie Chien	Senior Human Resources Business Partner
Tony Dibbenhall	Director, Corporate Services & CFO
Amanda Farrar	Director, Public Affairs & Development
Prof. Kris Helgen	Director, AMRI and Chief Scientist (appointed June 2020)
Jacinta Spurrett	Director, Marketing, Communications & Partnerships
Dr Rebecca Johnson AM	Chief Scientist and Director, AMRI (until February 2020)
Cameron Slatyer	Acting Director, AMRI (July 2019, February 2020 to June 2020)

Kim McKay AO Director & CEO

Kim McKay is responsible for leading the strategic planning and management of the nation's first museum.

She has had a significant international career focused on the environment, marketing, communications and non-fiction television and cofounded the iconic Clean Up Australia and Clean Up the World campaigns in the 1990's.

Since being appointed to the Director and CEO role in 2014 (the first woman in the AM's 190+ year history), Kim has led the AM's master planning and has initiated a broad transformation program. This includes overseeing Project Discover, the AM's \$57.5m major transformation of public spaces. Due to be completed in Spring 2020, Project Discover is an important step in the realisation of the AM's Master Plan and vision for the future.

Other developments at the AM under Kim's leadership include enshrining free general admission for children into government policy; constructing a new award-winning entrance pavilion, Crystal Hall; creating new galleries and programs, including the Westpac Long Gallery, establishing the Australian Museum Centre for Citizen Science and undertaking a comprehensive re-branding campaign. Prior to being appointed, she served for two years as a Trustee of the AM (2012–2014).

Before joining the AM, Kim was managing director of Momentum2 Pty Ltd, a Sydney-based sustainability and communications agency. Prior to this she worked in the USA for the Discovery Channel and National Geographic Channels International where she was Senior Vice President Global Marketing & Communications and held long-term consulting roles with the National Geographic Society.

She was awarded Australian Geographic's Lifetime of Conservation award in 2013 and was named on the as one of *The Australian Financial Review* and Westpac 100 Women of Influence in 2011. The co-author of five books in the *True Green* series published in Australia (ABC Books) and internationally by *National Geographic*, Kim holds a BA in Communications from UTS and is an honorary Adjunct Professor at the Macquarie Graduate School of Management.

She received the UTS Chancellors Award for Excellence in 2010. Kim was made an Officer of the Order of Australia (AO) in 2008 for distinguished service to the environment and the community.

Russell Briggs

Director, Engagement, Exhibitions & Cultural Connection

Russell Briggs is the Director of Engagement, Exhibitions & Cultural Connection at the Australian Museum, beginning his tenure in September 2017. Russell leads the team responsible for permanent, temporary and touring exhibitions; Visitor Services and Front of House; Digital; public and education programs; the AM's Archives and Library; and the extensive cultural collections, which include Aboriginal, Torres Strait Islander, Pacific and international objects.

A native of California, Russell moved to New Zealand in 2002 and joined the team at Auckland Museum from 2007 to 2012. There he held the position of Director of Exhibitions and Programmes and was Director of the War Memorial during planning for the WWI Centenary. He then joined the Australian Centre for the Moving Image in Melbourne, where he was Director of Exhibitions and Collections from 2012 to 2017. Russell holds a Bachelor of Fine Arts from the University of California, Los Angeles, and graduated in 1983.

Maggie Chien

Senior Human Resources Business Partner,
People & Culture

Maggie Chien is the Australian Museum's Senior Human Resources Business Partner, bringing over 15 years of comprehensive human resources experience to the AM. She is an HR professional focusing on both strategy and operations and has a detailed working knowledge of the NSW Government sector. Maggie holds a Masters of Human Resources Management from UNSW Sydney and is an AHRI Certified Academic of Human Resources (CAHR). Maggie joined the Australian Museum in 2006 and was appointed to the Executive Leadership Team in February 2018.

Tony Dibbenhall

Director, Corporate Services & CFO

Tony Dibbenhall leads the Corporate Resources Division incorporating Finance, Human Resources, Information and Communications Technology, Security, Facilities Management, and Legal. As Chief Financial Officer, Tony is responsible for the AM's financial management, planning processes, performance monitoring, and financial reporting to stakeholders. As a member of the Executive Leadership Team, Tony has a key role in strategy development and implementation and is responsible for the delivery of Project Discover. Tony is a Chartered Accountant and finance executive with over 20 years experience in financial management, having held leadership roles in both Australia and the UK. Since beginning his career at PricewaterhouseCoopers, Tony has held senior and executive roles at two globally significant research-intensive universities, at one of the UK's largest transport groups, and with one of Australia's leading social purpose charities. Tony joined the AM and the Executive Leadership team in 2018. Tony is a Fellow with Chartered Accountants Australian and New Zealand. Tony was awarded a Bachelor of Accountancy from the University of South Australia (1997).

Amanda Farrar

Director, Public Affairs & Development

In July 2018, Amanda Farrar was appointed as Director, Public Affairs & Development, responsible for the development of corporate strategic projects, government relations and stakeholder relations. This role also has oversight of philanthropic support for the Australian Museum from private sources including individual donors, trusts, foundations and bequests. In 2018, Amanda was selected to participate in the Council of Australian Museum Directors Executive Mentoring Program. Amanda was formerly the AM's Manager, Public Affairs & Community Relations from 2016 to 2018. She is a public affairs and marketing executive with over 30 years experience in media management, stakeholder relations, marketing and communication. Amanda was previously a senior advisor to former NSW Premier, the Hon Mike Baird and is a former Managing Director of National Geographic Channel Australia/New Zealand and has a depth of marketing, advertising, communications and digital broadcasting experience. Amanda has a personal interest in First Nations affairs and community building and has been actively engaged in a number of place management and community building committees.

Professor Kris Helgen

Director, AMRI and Chief Scientist

Professor Kristofer M. Helgen was appointed Chief Scientist and Director of the Australian Museum Research Institute (AMRI) in June 2020. He is responsible for the AMRI team of more than 90 staff, including research scientists, collection scientists, collection officers and more than 100 associates, fellows and students, who research and explore the natural world.

Kris was most recently Professor of Biological Sciences at the University of Adelaide. He has focussed his research primarily on fieldwork with living animals and on museum collections to document the richness of life, understand global change, and contribute to important problems in biomedicine. Originally from Minnesota, Kris gained his undergraduate degree in Biology at Harvard University and his PhD in Zoology at the University of Adelaide. From 2008–2017 he served as Curator-in-Charge of Mammals at the Smithsonian's National Museum of Natural History in Washington, D.C.

Kris holds additional academic appointments at the Natural History Museum (London), the American Museum of Natural History (New York), the Bishop Museum (Hawaii), the South Australian Museum (Adelaide), and George Mason University (Virginia). He is a board member of Zoos South Australia, Conservation International (Australia), the International Koala Centre of Excellence, and TCS World Travel. He has been recognised as a Fulbright Fellow, a National Geographic Society Explorer, a CNN Inspirations Researcher, and was named on the list of the "Most Innovative Under 40" by Business Insider magazine in 2013.

Jacinta Spurrett

Director, Marketing, Communications & Partnerships

Jacinta joined the AM as Director, Marketing, Communications and Partnerships in 2016. She is a highly experienced leader in all three sectors and brings a wide range of strategic skills and knowledge to the role. An executive and director, with a demonstrated history of working in both the 'for profit' and 'not for profit' sectors, her 25+ year professional career encompasses specialist fiscal and general management experience across a diverse group of organisations. For the eight years prior to joining the AM, Jacinta was CEO of the Eye Surgeons' Foundation where she managed a significant strategic and financial turn-around for the organisation. Previous roles include Managing Director of the National Geographic Channel Australia/New Zealand and Managing Director of leading Sydney public relations firm Prue MacSween & Associates. Jacinta has a Bachelor of Arts in Communication and Media Studies from the University of Canberra.

As part of the Executive Leadership Team at the AM, Jacinta is responsible for the oversight, business development and revenues associated with marketing, communications, sponsorship and partnerships, visitation, membership, tourism, retail, venues and other commercial activities.

Dr (Adjunct Professor) Rebecca Johnson AM,
Director, AMRI and Chief Scientist

Dr Rebecca Johnson AM is a Wildlife Forensic Scientist, conservation geneticist and the former Chief Scientist and Director of the Australian Museum Research Institute, the first woman to hold this position in the AM's 190+ year history. She is Co-Chief Investigator of the Koala Genome Consortium, an Australian-led group carrying out sequencing of the koala genome and its genes for direct conservation application and, as Director of AMRI, the co-founder of the Oz Mammals Genome Initiative.

Rebecca has an honours degree from the University of Sydney and a PhD from La Trobe University, Melbourne, in the field of molecular evolutionary genetics. Rebecca worked as a molecular geneticist in Australia and the USA, before joining the AM in 2003. Since then, with her team, she established the AM as one of the global leaders in the field of wildlife forensics and conservation genomics through the ISO17025 accreditation of the Australian Centre for Wildlife Genomics facilities (one of only six such laboratories globally). Rebecca was one of 28 individuals certified as a wildlife forensic scientist globally and one of only two experts appointed by the Federal Environment Minister as an examiner in wildlife forensics under Commonwealth legislation. In 2016 she became an Adjunct Professor at the University of Sydney.

Rebecca has been named one of the 30 inaugural "Super Stars of STEM" by Science and Technology Australia. She was awarded the 2016 University of Sydney, Faculty of Science Alumni Award for Professional Achievement and in September 2016, she was announced as one of *The Australian Financial Review* and Westpac "100 Women of Influence." Rebecca is a member of the Australian Academy of Forensic Sciences and has represented the AM on a range of government and industry committees. Rebecca was appointed to the Executive Leadership Team in April 2015 and stepped down from her role at the AM in February 2020 to take up the appointment of Associate Director for Science and Chief Scientist at the Smithsonian Institution, National Museum of Natural History in Washington, D.C.

Cameron Slatyer
Acting Director, AMRI

Cameron Slatyer was acting Director of the Australian Museum Research Institute (AMRI) in July 2019 and from February to June 2020. He is usually responsible for Life and Geosciences within AMRI, comprising natural history and archaeological research, and the management of the AM's natural history collections research infrastructure. In his previous government roles, he developed spatial heritage identification for the Australian Heritage Commission and Australian Government Department of Environment, receiving a departmental Australia Day award for the development of the Australian Natural Heritage Assessment Tool. He was Director of the Australian Biological Resources Study, receiving a second Australia Day award for restructuring the grants processes into the National Taxonomy Research Grants Programme and for developing BushBlitz, a multi-million-dollar public private partnership between BHP Billiton, the Australian Government and Earthwatch.

Since joining the AM, his focus has been the research infrastructure of the natural science collections, leading the valuation of the natural science collections and contributing to the development of a national framework for collection valuation. Cameron has a Bachelor of Science (Forestry) from the Australian National University and has worked as a forester and regional wildlife officer in NSW.

Management and activities

For the purposes of Schedule 1 of the *Annual Reports (Statutory Bodies) Regulation 2015* the following information relates to the Australian Museum's management and activities.

The AM is a NSW Government Statutory body, established by the *Australian Museum Trust Act 1975*. The objects of the AM as set out in that Act are to 'propagate knowledge about the natural environment of Australia and to increase that knowledge.' To fulfil its objects, the AM has identified three core outcome areas to which its diverse activities contribute:

- Manage and curate a natural sciences and cultural heritage collection with an emphasis on Australia and its relationship to the rest of the world
- Undertake impactful research and provide scientific expertise on the natural sciences and cultural heritage associated with Australia and its relationship to the rest of the world
- Inspire, educate and engage the public on the natural sciences and cultural heritage of Australia and its relationship to the rest of the world

This annual report sets out the wide-ranging ways that the AM fulfils its objects together with a variety of performance measures. No external or formal internal performance reviews were conducted during the financial year.

A considerable part of the year was dedicated to the development of a new strategic plan for the AM, which was confirmed by the Board of Trustees and launched in October 2020. Performance against that strategic plan and its key measures will be addressed in the 2020-21 annual report.

As noted in other parts of this annual report, the major work in progress during 2019-20 has been the AM's Project Discover. At the time of preparation, this project remains on time and on budget, with principal construction due for completion on 30 October 2020 and AM's reopening to the public planned for late 28 November 2020. The final aspects of Project Discover will be delivered after reopening and during 2021-22 in accordance with the project plan.

Trustee subcommittees

Internal Audit & Risk Committee

The Internal Audit & Risk Committee (IARC) was established as a subcommittee of the AM Board of Trustees in 2009. The role of the IARC is to provide independent assistance to the Australian Museum Trust by overseeing and monitoring the AM's governance, risk, control frameworks and its external accountability requirements.

Members of the IARC at 30 June 2020 were Ms Sara Watts (Chair) and Mr David Armstrong (Independent member). Dr Elie Hammam (Independent member) stepped down from the role in February 2020 when he resigned from the Board of Trustees.

Attendances:

Table 6.3 Members of IARC and their attendance at IARC meetings, 2019-20

Member and	Meetings attended
Sara Watts (Chair)	7 of 7
David Armstrong	6 of 7
Dr Elie Hammam	4 of 5

Further details on the IARC are set out in the Internal Audit Risk Management statutory disclosure further on in this section.

Science Advisory Board (SAB)

The Science Advisory Board was established as a subcommittee of the AM Board of Trustees in March 2012.

The role of the SAB is to provide advice to the Director & CEO, the Chief Scientist and Director of AMRI, and the AM Board of Trustees on the strategic direction of research and collections. The purpose of the SAB is to provide a formal platform for AM to gain advice and recommendations from a leading group of scientists, communicators and advocates for its scientific direction, initiatives, collaborations and project publicity. In so doing, the Science Advisory Board:

- Advises on initiatives
- Provides networks and contacts to promote collaboration
- Provides support and help to communicate and publicise the importance of the projects, particularly in order to generate resources or allow implementation of projects.

All SAB members are recruited based on their experience and knowledge in their respective fields, with most having a strong focus on science, research and management.

Members of the SAB at 30 June 2020 were:

- Professor Merlin Crossley (Chair; Deputy Vice-Chancellor Academic, UNSW Sydney, and AM Trustee)
- David Armstrong (ex officio as President of the AM Board of Trustees)
- Kim McKay AO (ex officio as AM Director & CEO)
- Dr Rebecca Johnson AM (ex officio as Chief Scientist and Director, Australian Museum Research Institute) [term ceased in February 2020]
- Dr Jim Peacock AC (Fellow, CSIRO, former Chief Scientist of Australia)
- Professor Steve Simpson AC (ARC Laureate Fellow, University of Sydney with museum leadership experience)
- Dr Georgina Kelly (Executive Director, Science Division, Office of Environment and Heritage)
- Professor Michael Withford (Distinguished Professor, Macquarie University and Director of the OptoFab Node, Australian National Fabrication Facility)
- Dr Linda Broadhurst (Research Scientist, CSIRO; Director, Australian National Herbarium and Director, Centre for Australian National Biodiversity Research)

Other committees

Pacific Collection Advisory Panel

The Pacific Cultural Collection Advisory Panel was established in July 2019 and its role is to:

- Provide advice on the access and display of the Australian Museum's Pacific collection.
- Address matters of importance to the Pacific Communities of NSW community in relation to the Australian Museum's Pacific Collection.
- Promote an increased knowledge and understanding of the strong relationship between Pacific culture and society in the wider Australian community.
- Advise the AM on programming of Pacific cultural exhibitions, events and programs.
- Provide input to policy development in relation to the access and display of the Pacific Collection.
- Provide networks and contacts to actively promote and facilitate reconciliation between the Pacific community and the Australian Museum.

The Advisory Panel comprises members of the Pacific Communities. The Panel members are:

- Malaemie Fruean (Co-Chair)
- Michael Mel, Ph.D. (Co-Chair)
- Myles Maniapoto (Community Representative)
- Steven Gagau (Community Representative)
- Rita Uechtritz (Community Representative)
- Waskam Emelda Davis (Community Representative)

Access and Inclusion Advisory Panel

The AM's Accessibility and Inclusion Advisory Panel has been critically important in the implementation and delivery of the plan to date. The AM acknowledges the significant contribution made by the panel, particularly with Project Discover.

The AM's Access and Inclusion Advisory Panel members are:

- Sabrina Houssami-Richardson, Diversity and Inclusion advocate
- Troy King, Inclusion Logistics Specialist
- Sylvana Mahmic, CEO Plumtree Children's Services Inc.
- Naomi Malone, Accessibility and Inclusion Specialist Advisor
- Paul Nunnari, Accessibility Consultant
- Mark Tonga, Opportunity Guide

Animal Care and Ethics Committee (ACEC)

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

In accord with the requirements of the Act and the Code, the AM established the Animal Care and Ethics Committee to apply principles that govern the ethical conduct of persons whose work on behalf of the AM involves the use of animals for scientific research 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. From 2019, the number of animals used has been reduced where possible, and the use of remote camera surveys has replaced the need to directly work with live animals.

During 2019-20 the ACEC met on: 21 August 2019, 20 November 2019, 19 February 2020, 20 May 2020 (via Microsoft Teams)

The committee members at 30 June 2020 were:

Category A – Veterinary Representative

Glenn Shea
Damien Higgins
David Vella

Category B – Research Representative

Mark Eldridge – Chair
Sally Reader
(Dane Trembath – joined 16 July 2020)

Category C – Welfare Representative

Daniel Large
Storm Stanford

Category D – Community Representative

Karen Lambert
Hayley Colley (joined 20 November 2019)

Executive Officer

Anja Divljan

Work, Health and Safety Committee (WHS)

The AM continues its strong commitment of continuous improvement in safety performance by reporting and investigating all incidents including near-miss incidents, as well as identifying, assessing and controlling workplace hazards.

Work health and safety is a priority standing item at the Board of Trustees meeting and monthly Executive Leadership Team meetings.

In line with the WHS Act 2011, the WHS Committee provides an open and relaxed forum for consultation regarding health and safety throughout the AM's unique and diverse workspaces. The AM's WHS Committee meets on a monthly basis to review procedures and practices and make recommendations to management where required. Quarterly reports on WHS are reviewed by the Internal Audit and Risk Committee and the Board of Trustees.

WHS Committee members at 30 June 2020 were:

- Andrew King – Australian Centre for Wildlife Genomics Research Assistant
- Gerald Winch – Manager, Facilities Operations
- Ingrid Potts – Events & Venues Officer
- Maggie Chien – Senior HR Business Partner
- Melissa Murray – Interpretive Officer
- Heath Fullarton – Retail Manager
- Andrew Cutbush – WHS Coordinator

Sustainability Action Plan Steering Committee

The Green Team, a group of staff volunteers established in 2015, merged into the Sustainability Action Plan Steering Committee in 2019 as part of the launch of the AM's Sustainability Action Plan 2019-21.

The committee report on a bi-monthly basis to the AM's Board of Trustees on four strategic priorities, which demonstrate the AM's commitment to sustainability.

Key goals for the Sustainability Action Plan Steering Committee for the next financial year include:

- The efficient use of energy, water and other resources
- Implementation of an environmental management system to monitor, record and communicate the AM's environmental performance
- Carbon neutrality by 2021
- Communicating climate change science and advocating for behavioural change

Cultural Collections Acquisitions Committee

The Cultural Collections Acquisitions Committee assesses potential acquisitions for the Aboriginal and Torres Strait Islander Collection, Pacific and World collections and Archives. The committee is tasked with determining whether the acquisition is consistent with the Cultural Collections Acquisition Policy 2014-2017 and meets on a 'as needed' basis.

The committee members are:

- Russell Briggs – Director, Engagement, Exhibitions and Cultural Connection
- Phil Gordon – Manager, Aboriginal and Torres Strait Islander Collection
- Michael Mel – Manager, West Pacific Collection
- Jenny Newell – Manager, East Pacific Collection
- Vanessa Finney – Manager, Archives
- Rebecca Fisher – Secretary, Collections Officer

AM's Senior Management Group

The AM's Senior Management Group meets on a bi-monthly basis to address organisational strategic planning, development, and operational priorities. During 2019-20, the Senior Management Group supported the ELT on the following key projects:

- Project Discover key milestones
- Development of the new Corporate Strategic Plan
- Operational readiness for the AM's reopening to the public
- Development of COVID-19 safe plans
- Implementation of the Accessibility and Inclusion Action Plan
- Implementation of the Sustainability Action Plan
- Implementation of the Aboriginal and Torres Strait Islander Strategy and Reconciliation Action Plan
- Policy review and development

Australian Museum volunteers 2019-20

The AM research and visitor interactions are enhanced through the generous support of dedicated and skilled volunteers in our volunteering programs. Over 275 AM and AMRI volunteers assisted staff, visitors, and the community onsite and off-site in 2019-20, contributing more than 30,600 hours of service over nine months until the COVID-19 pandemic required a temporary cessation in March (155,000 hours of service contributed in 2018-19).

The 2019-20 period saw 2965 new volunteers join the DigiVol website, with DigiVol Online citizen scientists transcribing 450,000 tasks of camera-traps, specimen labels and archival materials, 33,032 of those for the AM. 87 DigiVol volunteers have now achieved the 10,000-milestone mark, and seven volunteers have completed more than 100,000 tasks. DigiVol Online boasts over 7,000 active citizen scientists and continues to be the world's leading collection transcription platform. Overall, DigiVol's volunteers have transcribed and classified 2.3 million collection items since its inception in 2011.

In addition, a number AM staff also volunteered their time in support of the AM 2019 Eureka Prizes.

The major challenge of the past year has been ensuring that volunteers were kept informed and given strong support during both Project Discover building works and the restrictions resulting from the COVID-19 pandemic.

In July, all onsite volunteers were invited to a morning tea briefing about Project Discover presented by Kim McKay AO. Front of house volunteers who assist visitors ceased volunteering when the AM closed in August. Volunteer programs 'Behind the scenes', the DigiVol Lab, and DigiVol Online programs were not affected by building works and volunteering was able to continue.

The annual end of year event to thank volunteers was hosted in December 2019 by Director & CEO Kim McKay AO. in the AM's Harbour View Room. More than 90 volunteers attended, with 17 volunteers recognised for their years of service. Certificates were presented to: John Rankin (10 years, Archives); Karen Gardener, Dave MacKinnon, Annette McGregor, Lainie Philip, Gaye Ross, Susan Sweller (10 years, Front of house); Jane Stephenson (10 years, Ichthyology); Ian Loch (10 years, Malacology); Graham McLean (15 years, Palaeontology); Susan Myatt (25 years, Archives); Peter Andrews (25 years, Front of house); Maureen Haydon, Margot O'Donoghue, Greg Towner, Wendy Walker (25 years, Marine Invertebrates) and Win Alliston (30 years, Mineralogy).

With the COVID-19 outbreak, NSW Government guidelines were implemented, and volunteers were directed not to attend the AM site commencing 17 March 2020. DigiVol Online volunteers and any other programs that were able to continued remotely. Staff supervisors of volunteers were kept informed through bulletins and volunteers were supported during this time with volunteer communications, newsletters for specific programs, virtual meetings, and phone calls. An overview of AM volunteers can be found at Table 6.4.

Highlights include:

- 10 front-of-house volunteers and 17 Events volunteers assisted staff with visitors on the Free Weekend.
- Six Event volunteers gaining skills assisting Programming staff and visitors at Night Talks in July and August.
- Event and front of house volunteers helped staff with schools and families during the Sydney Science Festival in August 2019.
- 283 people, mostly university students, registered for short-term event volunteering.
- Front of house volunteers took 128 visitors on free orientation tours of the AM in July and August and engaged 12,647 visitors on touch tables in galleries, with *Birds*, *Wild Planet*, and *Westpac Long Gallery* touch tables attracting the most interactions. This was an increase of 3,000 visitor engagements for the equivalent period in the prior year.
- National Volunteers Week was held in May, but COVID-19 restrictions prevented the usual offers of tours and tickets. Instead, Sydney Cultural Institutions Volunteer Managers Network (SCIVMN), who manage volunteer programs from 14 cultural and natural history institutions including the AM, organised a well-received online 'virtual' offer for the 8,000+ volunteers from the institutions.

Table 6.4
Summary of volunteer groups 2019–20

Division	Unit	Number of volunteers	Number of hours
AMRI	DigiVol online	2,965	76,727
AMRI	Life & Geo Sciences, Digital Collections & Citizen Science, Collection Care & Conservation	155	21,390
AMRI	Lizard Island Research Station	13	788
Engagement, Exhibitions & Cultural Connection	Aboriginal & Torres Strait Islander Collection, Archives, Climate Change, Rare Books & Library Collection, Pacific & International Collections, Programming, Visitor Experience & Education	107	8,368
Marketing, Communication & Memberships	Marketing and Memberships	1	138
Total		3,241	107,411

Facilities Management

Building upgrades

Outside of Project Discover

The AM continues to upgrade and refurbish its building assets in line with state government requirements. Projects completed in the 2019-2020 financial year include:

- As part of the NSW Government Minister's Stonework Program, the AM commenced the College Street sandstone restoration project. This involved replacing about 100 stones and installing lead weathering protection. Once these heritage works are completed, they will have greatly improved both the aesthetic of the Museum and protected the collections from the elements.
- Vernon Wing box gutter replacement – the heritage box gutter was replaced and modified to prevent water overflow.
- Installation of HVAC units in two mineral collection stores. As a result, dehumidification has greatly improved conditions for the specimens.
- Replacement of house lights with energy saving LED lights throughout the AM.
- Major restoration to Barnet Wing heritage ceilings.
- Refurbishment of Child Welfare offices.
- Installation of HVAC in ICT area of former National School building.
- Refurbishment of the cooling towers.

Building maintenance

The maintenance of buildings at the William Street site continued throughout 2019-20 to ensure all building codes and compliance were met, while operating to strict museum collection area and gallery environmental conditions. Strict environmental conditions were also maintained at the AM's Pacific Collection store at Rydalmere.

Energy Management

Electricity	The monthly average electricity consumption for 2019-20 FY was 45,268 Kilowatt hours, which represents a 21% reduction in annual electricity usage. Whilst it is difficult to compare with previous years due to the Project Discover and COVID-19 closures, the LED upgrade throughout the AM is predicted to deliver a 10% annual reduction.
Gas	Gas is used to power the AM dehumidification units. Operation of all spaces with strict environmental controls were unaffected by Project Discover. There is a small reduction in usage, most likely due to the closure of the AM kitchens due to Project Discover.
Water	The cooling towers had begun to show a trend of increased water usage due to the deteriorating condition of the fan motors and the evaporative fill medium. The cooling towers were replaced over winter 2020 and will provide greater water efficiency over the coming summer.

Commercial Operations

Motor Vehicle Fleet

The AM's small permanent motor vehicle fleet is acquired and maintained in accordance with the NSW Government fleet management policy, including purchase of fuel-efficient cars.

The AM's fleet comprises six motor vehicles including a Prius Hybrid wagon, a large van, a small van/people mover, one medium 4WD and two utility 4WD's for field work and collection management as well as towing the small AM boat and these all use diesel. There are an additional three vehicles for Lizard Island Research Station; a Polaris Ranger, Toyota Landcruiser and a Honeycombes Tractor.

The AM overachieves the NSW Government policy that five% of passenger fleets be hybrid, plug-in hybrid electric or electric vehicles. The AM motor vehicle procedures provide guidelines for environmentally sound driving.

Recycling and Waste

The AM's recycling and waste systems aim is to reduce waste in both public and non-public areas through the placement of recycling stations throughout the Museum. The AM's waste streams include fluorescent lights, print cartridges, batteries, mobile phones, soft plastics, organics, cardboard and paper, plastic/glass and aluminium as well as general waste. The waste from these stations is collected regularly by AM cleaners and waste contractors. Designated skips are also provided on site for timber and electrical goods.

Food and Beverage

In its fourth year, the Museum's café, No. 1 William, saw promising trade before the closure in August 2019. The café temporarily continued trading to staff and contractors at reduced hours. The operator, Create Catering, delivered an impressive 63 functions in AM venues before Project Discover required that venues close. COVID-19 further impacted function bookings at AM venues.

Retail

The retail team traded well in July before commencing the close-down process to enable Project Discover. Following the closure, the team switched to design and development of the new shop being built as part of Project Discover and commenced the design and establishment of the AM's new online shop.

Customer Service Delivery

Consumer feedback

The AM collects consumer feedback responses in a variety of ways:

- Onsite feedback
- Electronic feedback
- Written correspondence
- Social media commentary

When the AM is open to the public, visitors are invited to provide feedback onsite or online and this feedback is collated into a monthly report. The report is shared with relevant personnel to improve customer service. All consumers who provide contact information and seek a response are replied to within 72 hours. If the issue is complex, a time frame for a formal response is provided.

While the AM has been closed to the public, consumer feedback has significantly decreased.

Consumer feedback summary

In 2019-20 the AM collected 272 items of consumer feedback. Of this, 79% were positive and 21% sought improvements.

Table 6.5

Summary of consumer feedback 2019-20

Month	Positive	Negative	TOTAL
Jul 2019	61	29	90
Aug 2019	57	15	72
Sep 2019	21	4	25
Oct 2019	22	3	25
Nov 2019	24	4	28
Dec 2019	7	0	7
Jan 2020	3	1	4
Feb 2020	11	2	13
Mar 2020	6	0	6
Apr 2020	0	0	0
May 2020	1	0	1
Jun 2020	1	0	1
Total	214	58	272

Many of positive comments received in 2019-20 related to the customer experience or permanent exhibition content.

From feedback provided before the AM closure, visitors were impressed with the educational and engaging displays in the permanent exhibitions. Many consumers commented on the family-friendly atmosphere and hands-on activities for children. Visitors who attended the Free Weekend before the closure were appreciative of the waived entry fee and excited to revisit the museum after the redevelopment. The panoramic views of Sydney from the No. 1 William café remain a highlight for visitors.

Most of the negative feedback related to the closure of the AM for the Project Discover renovations. Though there was widespread communication regarding the closure, some visitors found the AM closed upon arrival and were disappointed.

Members of the AM were likewise disappointed with the closure, and many commented on their concern about value for money of the membership. The AM team worked diligently to address the concerns of Members.

Compliance

Consultants

In accordance with NSW Government guidelines, projects for which consultants received more than \$50,000 are to be listed individually. Those involving \$50,000 or less are grouped under a total figure.

The AM did not have any consultants over \$50,000 in 2019-20.

A total of 14 consulting engagements of \$50,000 or less totalling \$242,215.

Heritage management

The entire site, bordered by College, William and Yurong Streets, is included on the State Heritage Register (No. 805). The AM is also listed on the Australian Heritage Database (formerly the Register of the National Estate) and in Schedule 5 of the Sydney Heritage Local Environmental Plan 2012 and classified by the National Trust of Australia (NSW).

A revised conservation management plan is in development to assist in the management and maintenance of the site, incorporating Project Discover and the restoration of the sandstone façades.

Land disposal

The AM did not dispose of any land during the reporting period.

Legal Change

No changes were made to the Australian Museum Trust Act 1975 (NSW) during the reporting period, and there were no significant judicial decisions affecting the AM.

Public Access, Public Interest, and Privacy and Personal Information Protection

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

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

australian.museum/about/organisation/reports/privacy-management-plan/

Copies may be obtained by contacting:

Privacy Contact Officer
Australian Museum
1 William Street, Sydney NSW 2010
Telephone 02 9320 6000

The Museum's Web Privacy Statement is available at australian.museum/privacy/.

No applications for internal review were received during the year 2019-20.

Privacy and Personal Information Protection

No actions were required in relation to the *Privacy and Personal Information Protection Act 1998* (PPIPA). No reviews were conducted during the year.

Public Interest Disclosures

During the 2019-20 reporting period, no public officials made a Public Interest Disclosure to the AM, no Public Interest Disclosures were received, and no Public Interest Disclosures were finalised.

Government Information (Public Access)

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

The Act requires the production of a publication guide that details who AM is, what AM does and how members of the public, community organisations, media and government agencies can interact with the AM. The AM's publication guide is available on at australian.museum/about/organisation/reports/.

No requests for information under the Act were received during the year 2019-20.

Risk management and insurance arrangements and activities

The Internal Audit & Risk Committee is a subcommittee of the Board of Trustees and provides oversight on management's risk management processes. The AM maintains a risk register as part of its risk management processes.

The AM's insurance arrangements are provided by icare NSW through its Treasury Managed Fund.

Disclosure of controlled entities

These are set out in note 1(a) of the financial statements.

Internal Audit Risk Management

Internal Audit and Risk Management Attestation Statement for the 2019–20 Financial Year

I, David Armstrong, am of the opinion that the Australian Museum has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*.

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

IARC Membership

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

Role	Name	Term of appointment	Term as Chair (if applicable)
Chair	Sara Watts	1/1/2018 – 31/12/2020	1/1/2018 – 31/12/2020
Independent member	David Armstrong	1/1/2014 – 31/12/2019	1/1/2016 – 31/12/2017
Independent member	Larissa Behrendt AO	11/8/2020 – 10/8/2020	Not applicable
Independent member	Elie Hammam	1/1/2018 – 01/02/2020	Not applicable

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

Signed in accordance with a resolution of the Trustees of the Australian Museum Trust.

Signed



David Armstrong
President, Australian Museum Trust
13 October 2020

Cyber Security

Cyber Security

Digital Information Security

Cyber Security Annual attestation statement for the 2019-20 financial year

I, David Armstrong, am of the opinion that:

- The Australian Museum (AM) has assessed its cyber security risks and is putting in place systems and processes to further strengthen the cyber security environment in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.
- The management of the AM's information and systems risks has improved since the 2018-29 financial year through the implementation of a compliant ISMS.
- Governance is in the process of being established to manage the AM's cyber security maturity and initiatives.
- Cyber security incidents, should they occur, are escalated to AM and Department of Premier and Cabinet governance forums as required. The AM is enhancing its cyber incident response plan and has scheduled a formal test of the plan.
- Following on from the work performed in 2018-19, plans are being developed to further improve the management of cyber security governance and resilience in a timely manner.

Signed



David Armstrong
President, Australian Museum Trust
13 October 2020



Macro shots of Australian Bird feathers taken in the Birds Of Australia exhibit on Level 2 of the Westpac Long Gallery.
Photograph by Abram Powell.

Part 7

Financial statements





To the members of the Trust

Australian Museum Trust

Auditor's Independence Declaration

As auditor for the audit of the financial statements of the Australian Museum Trust for the year ended 30 June 2020, I declare, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read "Margaret Crawford".

Margaret Crawford
Auditor-General for New South Wales

7 October 2020
SYDNEY

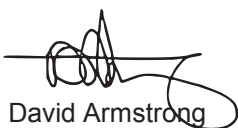
AUSTRALIAN MUSEUM TRUST

RESPONSIBLE PERSONS' DECLARATION

Pursuant to s 60.5 of the *Australian Charities and Not-for-profit Commission Regulations 2013* (Cwth) the responsible persons declare that in the responsible persons opinion:

1. There are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
2. The financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-Profit Commission Act 2012* (Cwth).

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulations 2013* (Cwth).



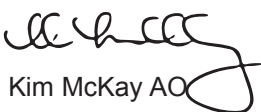
David Armstrong
President

13 October 2020



Sara Watts
Trustee

13 October 2020



Kim McKay AO
Secretary

13 October 2020

Statement of comprehensive income for the year ended 30 June 2020

	Notes	Consolidated entity			Parent entity	
		Actual	Budget	Actual	Actual	Actual
		2020	2020	2019	2020	2019
		\$000	\$000	\$000	\$000	\$000
Revenue						
Sale of goods and services from contracts with customers	2(a)	4,537	3,001	11,117	4,537	11,117
Investment revenue	2(b)	167	257	21	167	21
Grants and other contributions	2(c)	71,950	86,068	41,358	71,950	41,358
Acceptance by the Crown Entity of employee benefits and other liabilities	2(d)	1,156	1,090	1,594	1,156	1,594
Other Income	2(e)	477	-	101	477	101
Total revenue		78,287	90,416	54,191	78,287	54,191
Gains and losses						
Gains (losses) on disposal	3(a)	(334)	-	(367)	(334)	(367)
Other gains (losses)	3(b)	(5)	(5)	(825)	(5)	(825)
Total gains and losses		(339)	(5)	(1,192)	(339)	(1,192)
Expenses						
Personnel services	4(a)	-	-	-	23,748	25,231
Employee-related expenses	4(b)	23,748	27,044	25,231	-	-
Operating expenses	4(c)	12,130	9,318	16,793	12,130	16,793
Depreciation and amortisation	4(e)	8,075	6,136	10,825	8,075	10,825
Finance costs	4(f)	35	7	-	35	-
Total expenses		43,988	42,505	52,849	43,988	52,849
Net result	18	33,960	47,906	150	33,960	150
Other comprehensive income						
<i>Items that will not be reclassified to surplus or deficit in subsequent periods</i>						
Changes in revaluation surplus of property, plant and equipment	10	-	-	10,392	-	10,392
Total other comprehensive income		-	-	10,392	-	10,392
TOTAL COMPREHENSIVE INCOME		33,960	47,906	10,542	33,960	10,542

The accompanying notes form part of these financial statements.

AUSTRALIAN MUSEUM TRUST
Statement of financial position as at 30 June 2020

	Notes	Consolidated entity			Parent entity	
		Actual	Budget	Actual	Actual	Actual
		2020	2020	2019	2020	2019
		\$000	\$000	\$000	\$000	\$000
ASSETS						
Current assets						
Cash and cash equivalents	6	34,586	8,497	10,196	34,586	10,196
Receivables	7	1,594	2,003	883	1,594	883
Inventories	8	213	185	256	213	256
Total current assets		36,393	10,685	11,335	36,393	11,335
Non-current assets						
Other financial assets	9	436	-	436	436	436
Property, plant and equipment	10					
Land and buildings		242,010	265,330	219,711	243,734	219,711
Plant and equipment		11,428	12,674	9,977	9,896	9,977
Collections		800,434	800,125	800,125	800,242	800,125
Total property, plant and equipment		1,053,872	1,078,129	1,029,813	1,053,872	1,029,813
Right-of-use-assets	20	1,805	4,087	-	1,805	-
Intangible assets	11	2,609	2,180	2,825	2,609	2,825
Total non-current assets		1,058,722	1,084,396	1,033,074	1,058,722	1,033,074
Total assets		1,095,115	1,095,081	1,044,409	1,095,115	1,044,409
LIABILITIES						
Current liabilities						
Payables	12	7,509	3,154	2,015	10,388	4,788
Contract liabilities	13	3,147	2,917	-	3,147	-
Borrowings	14	542	39	39	542	39
Provisions	15	2,800	2,639	2,698	-	-
Other current liabilities	16	16,075	2,759	5,044	16,075	5,044
Total current liabilities		30,073	11,508	9,796	30,152	9,871
Non-current liabilities						
Contract liabilities	13	885	-	-	885	-
Borrowings	14	1,393	4,179	120	1,393	120
Provisions	15	79	60	75	-	-
Other non-current liabilities	16	50	-	50	50	50
Total non-current liabilities		2,407	4,239	245	2,328	170
Total liabilities		32,480	15,747	10,041	32,480	10,041
Net assets		1,062,635	1,079,334	1,034,368	1,062,635	1,034,368
EQUITY						
Accumulated funds		620,470	639,062	592,203	620,470	592,203
Reserves		442,165	440,272	442,165	442,165	442,165
Total equity		1,062,635	1,079,334	1,034,368	1,062,635	1,034,368

The accompanying notes form part of these financial statements.

AUSTRALIAN MUSEUM TRUST

Statement of changes in equity for the year ended 30 June 2020

	Notes	Consolidated and Parent entity		
		Accumulated funds	Asset revaluation reserve	Total equity
		\$000	\$000	\$000
Balance at 1 July 2019		592,205	442,165	1,034,370
Changes in accounting policy	1(j)	(5,695)		(5,695)
Restated balance at 1 July 2019		586,510	442,165	1,028,675
Net result for the year		33,960	-	33,960
Balance at 30 June 2020		620,470	442,165	1,062,635
Balance at 1 July 2018		592,053	404,513	996,566
Correction of error		-	27,261	27,261
Restated balance at 1 July 2018		592,053	431,773	1,023,826
Net result for the year		150	-	150
Other comprehensive income:				
Net increase (decrease) in property, plant and equipment due to revaluation		-	10,392	10,392
Total other comprehensive income	10	-	10,392	10,392
Total comprehensive income for the year		150	10,392	10,542
Balance at 30 June 2019		592,203	442,165	1,034,368

The accompanying notes form part of these financial statements

AUSTRALIAN MUSEUM TRUST
Statement of cash flows for the year ended 30 June 2020

	Notes	Consolidated entity			Parent entity	
		Actual	Budget	Actual	Actual	Actual
		2020	2020	2019	2020	2019
		\$000	\$000	\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
Sale of goods and services		5,133	4,698	10,125	5,133	10,125
Interest received		178	257	10	178	10
Grants and other contributions		37,321	36,528	27,948	37,321	27,948
Total receipts		42,632	41,483	38,083	42,632	38,083
Payments						
Personnel services		-	-	-	(22,300)	(23,534)
Employee related		(22,300)	(25,954)	(23,534)	-	-
Suppliers for goods and services		(15,930)	(13,318)	(20,146)	(15,930)	(20,146)
Finance costs		(37)	(7)	-	(37)	-
Total payments		(38,267)	(39,279)	(43,680)	(38,267)	(43,680)
Net cash inflows (outflows) from operating activities	18	4,365	2,204	(5,597)	4,365	(5,597)
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from grants	27	45,548	48,548	13,330	45,548	13,330
Proceeds from donations		1,285	1,000		1,285	
Purchase of property, plant and equipment		(25,737)	(52,801)	(6,314)	(25,737)	(6,314)
Purchase of intangible assets		(535)	-	(1,007)	(535)	(1,007)
Proceeds from sale of plant and equipment		-	-	7	-	7
Net cash inflows (outflows) from investing activities		20,561	(3,253)	6,016	20,561	6,016
CASH FLOWS FROM FINANCING ACTIVITIES						
Repayment of borrowings		(39)	(546)	(40)	(39)	(40)
Payment of principal portion of lease liabilities		(497)	-	-	(497)	-
Net cash inflows (outflows) from financing activities		(536)	(546)	(40)	(536)	(40)
NET INCREASE (DECREASE) IN CASH		24,390	(1,595)	379	24,390	379
Cash and cash equivalents at the start of the year		10,196	10,092	9,817	10,196	9,817
Cash and cash equivalents at the end of the year	6	34,586	8,497	10,196	34,586	10,196

The accompanying notes form part of these financial statements.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

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

The AM as a reporting entity, comprises the entity under its control, namely, the Australian Museum Trust Staff Agency (AMS). The AMS is an entity created by Administrative Order on 24 February 2014 under the *Government Sector Employment Act 2013* (NSW) (GSE Act). The objective of the AMS is to provide personnel services to the parent entity, the Australian Museum Trust. In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entity, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies. These financial statements for the year ended 30 June 2020 have been authorised for issue by the Director & CEO and the President of the Board of Trustees on 13 October 2020.

(b) Basis of preparation

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

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* (NSW) and the Public Finance and Audit Regulation 2015 (NSW)
- NSW Treasurers Directions issued under the Act.
- the requirements of the *Australian Charities and Not-For-Profits Commission Act 2012* (Cwth) and Australian Charities and Not-For-Profits Commission Regulations 2013 (Cwth).

The financial statements are prepared on a historical cost basis, except where specified otherwise.

Judgements, key assumptions and estimations management have made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the AM's presentation and functional currency.

(c) Statement of compliance

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

The accrual basis of accounting and applicable accounting standards have been adopted.

(d) Insurance

The AM'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.

(e) 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 AM 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 Statement of cash flows 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.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Taxation status

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

(g) Services provided at no cost

Where material contributions are made to the AM at no charge, an expense is recorded in the accounts to reflect the activities at the AM and is offset by an equivalent revenue entry. AM have determined that the assistance provided by the volunteers for whom payment was not made was not material and is not included in the surplus (deficit) for the year.

(h) 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 AM's policy on the revaluation of property, plant and equipment as discussed in note 10.

(ii) Accumulated funds

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

(i) 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.

(j) Changes in accounting policy, including new or revised Australian Accounting Standards

Effective for the first time in FY2019-20

The AM applied AASB 15 Revenue from Contracts with Customers, AASB1058 Income of Not-for-Profit Entities, and AASB 16 Leases for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Changes in accounting policy, including new or revised Australian Accounting Standards (continued)

AASB 15 Revenue from Contracts with Customers

AASB 15 supersedes AASB 111 *Construction Contracts*, AASB 118 *Revenue* and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires relevant disclosures.

In accordance with the transition provisions in AASB 15, the entity has adopted AASB 15 retrospectively with the cumulative effect of initially applying the standard recognised at the date of initial application, i.e. 1 July 2019. The entity has used the transitional practical expedient permitted by the standard to reflect the aggregate effect of all of the modifications that occur before 1 July 2018 when

- identifying the satisfied and unsatisfied performance obligations
- determining the transaction price
- allocating the transaction price to the satisfied and unsatisfied performance obligations.

The impact of applying the above practical expedients is not expected to significantly affect the financial statements. The effect of adopting AASB 15 is as follows:

		Consolidated and Parent entity		
		30-Jun 2020	30-Jun 2020	30-Jun 2020
			Without adoption of	Impact of
		AASB 15	AASB 15	AASB 15
		\$000	\$000	\$000
		Notes		
Impact on the Statement of Comprehensive Income (increase (decrease)):				
Revenue				
Sale of Goods and services from contracts with customers	2 (a)	4,537	4,437	100
Grants with sufficiently specific performance obligations	2 (c)	1,964	2,954	(990)
Operating result		33,960	34,850	(890)
Net result		33,960	34,850	(890)
Impact on the Statement of Financial Position (increase (decrease)):				
Liabilities				
Contract Liabilities - current	13	3,147	-	3,147
Contract Liabilities - non current	13	885	-	885
Unearned Revenue - current	16	-	1,125	(1,125)
Unearned Revenue - non current	16		885	(885)
Total adjustment to Equity				
Accumulated funds		620,470	622,493	(2,022)

The adoption of AASB15 resulted in the identification of separate performance obligations for specific purpose grants and other contributions that changed the timing of recognition for revenues to align with the performance of the contract deliverables. The adoption of these standards will primarily result in the recognition of increased liabilities reported on the Statement of financial position, consisting of contract liabilities. The adoption of AASB 15 did not have an impact on Other comprehensive income and the Statement of cash flows for the financial year.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Changes in accounting policy, including new or revised Australian Accounting Standards (continued)

AASB 16 Leases

AASB 16 supersedes AASB 117 *Leases*, Interpretation 4 *Determining whether an Arrangement contains a Lease*, Interpretation 115 *Operating Leases – Incentives* and Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet.

Lessor accounting

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify leases as either operating or finance leases using similar principles as in AASB 117. Therefore, AASB 16 does not have a significant impact for leases where AM is the lessor.

Lessee accounting

AASB 16 requires AM to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under AASB 117. As the lessee, AM recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the lessee's incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located. AM has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated. In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 1.45%. The corresponding right-of-use asset is initially recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position as at 30 June 2019. The exception is right - of-use assets that are subject to accelerated depreciation. These assets are measured at their fair value at 1 July 2019.

The AM did not hold any financial leases as a lessor at the transition date of 1 July 2019.

The entity elected to use the practical expedient to expense lease payments for lease contracts that, at their commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low-value assets).

In applying AASB 16 for the first time, AM has used the following practical expedients permitted by the standard:

- applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

The effect of adopting AASB 16 as at 1 July 2019 increase (decrease) is as follows:

	\$000
Assets	
Right-of-use-asset	2,198
Total assets	2,198
Liabilities	
Borrowings	2,198
Total liabilities	2,198
Equity	
Accumulated Funds	-
	-

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The lease liabilities at 1 July can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	\$000
Operating lease commitments as at 30 June 2019 (GST included)	2,382
(less:) GST included in operating lease commitments	217
Operating lease commitments as at 30 June 2019 (GST excluded)	2,165
Weighted average incremental borrowing rate as at 1 July 2019	1.45%
Discounted operating lease commitments as at 1 July 2019	
Add: lease payments not included in operating lease commitments as at 30 June 2019	122
	2,287
Add/(less): adjustments relating to changes in the index rate	(89)
Lease Liabilities as at 1 July 2019	2,198

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 replaces most of the existing requirements in AASB 1004 *Contributions*. The scope of AASB 1004 is now limited mainly to contributions by owners (including parliamentary appropriations that satisfy the definition of a contribution by owners), administrative arrangements and liabilities of government departments assumed by other entities.

AASB 1058 applies to income with a donation component, i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives; and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, AASB 137) to a transaction before recognising income.

Not-for-profit entities need to determine whether a transaction is/contains a donation (accounted for under AASB 1058) or a contract with a customer (accounted for under AASB 15).

AASB 1058 requires recognition of receipt of an asset, after the recognition of any related amounts in accordance with other Australian Accounting Standards, as income:

- when the obligations under the transfer is satisfied, for transfers to enable an entity to acquire or construct a recognisable non-financial asset that will be controlled by the entity.
- immediately, for all other income within the scope of AASB 1058.

AM have not recognised volunteer services for whom payment was not made as it was determined it was not material and is not included in the surplus (deficit) for the year.

In accordance with the transition provisions in AASB 1058, AM has adopted AASB 1058 retrospectively with the cumulative effect of initially applying the standard at the date of initial application, i.e. 1 July 2019. The entity has adopted the practical expedient in AASB 1058 whereby existing assets acquired for consideration significantly less than fair value principally to enable the entity to further its objectives, are not restated to their fair value.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The effect of adopting AASB 1058 is as follows:

		Consolidated and Parent entity		
		30-Jun 2020	30-Jun 2020	30-Jun 2020
			Without adoption of	Impact of
		AASB 1058 \$000	AASB 1058 \$000	AASB 1058 \$000
Impact on the Statement of Comprehensive Income (increase (decrease)):				
Revenue				
Capital Grants from NSW government	2c	34,145	45,548	(11,403)
Operating Result		33,960	45,363	(11,403)
Net Result		33,960	45,363	(11,403)
Impact on the Statement of Financial Position (increase (decrease)):				
Liabilities				
Liabilities under transfers to acquire or construct non-financial assets to be controlled by AM	16	15,967	(0)	15,967
Total adjustment to Equity				
Accumulated funds		620,470	636,437	(15,967)

The adoption of AASB 1058 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

Issued but not yet effective

AASB 1059 *Service Concession Arrangements: Grantor* (AASB 1059) is effective for financial reporting periods commencing on or after 1 January 2020. Therefore AASB 1059 will be effective from 1 July 2020. Based on AM's assessment, it is expected that the first-time adoption of AASB 1059 will not have a material impact on the transactions and balances recognised in the financial statements for the year ending 30 June 2021.

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
2 REVENUE				
(a) Sales of goods and services from contract with customers				
Shop sales	227	1,208	227	1,208
Rendering of services	2,155	3,427	2,155	3,427
Sponsorships	1,648	2,024	1,648	2,024
Admission fees	507	4,458	507	4,458
	4,537	11,117	4,537	11,117

Recognition and measurement

The change in accounting standard from AASB 111 *Construction Contracts*, AASB 118 *Revenue* and AASB 1004 *Contributions* to AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* has had no effect of the recognition of revenue for the sale of goods and services.

Until 30 June 2019

Sale of goods

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

Rendering of services and sponsorship

Revenue is recognised when the service is provided or by reference to the stage of completion.

Admission fees

Revenue is recognised when the service is provided.

From 1 July 2019

Sale of goods

Revenue from sale of goods is recognised as when AM satisfies a performance obligation by transferring the promised goods. AM typically satisfies its performance obligations when the control of the goods is transferred to the customers. Revenue from these sales is recognised based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as the sales are made with a short credit term. No volume discount or warranty is provided on the sale.

Rendering of services and sponsorship

Revenue from rendering of services and sponsorship is recognised when the AM satisfies the performance obligation by transferring the promised services. The entity typically satisfies its performance obligations when performance obligations are satisfied over time or when the control of the goods is transferred to the customers. The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when service is provided.

Refer Note 13 for the disclosure of the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, and when the entity expects to recognise the unsatisfied portion as revenue.

Admission fees

Revenue from admission fees is recognised when the AM satisfies the performance obligation by transferring the promised services. The entity typically satisfies its performance obligations when the service is transferred to the customers.

(b) Investment revenue

Interest income from financial assets at amortised cost	167	21	167	21
	167	21	167	21

Recognition and measurement

Interest income

Interest income is recognised using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
2 REVENUE (continued)				
(c) Grants and other contributions				
Recurrent grants from NSW Government ¹	32,919	22,348	32,919	22,348
Capital grants from NSW Government ¹	34,145	13,330	34,145	13,330
Scientific research grants from Australian Government	-	412	-	412
Research contributions (other grants, donations)	-	4,552	-	4,552
Other NSW Government grants	1,848	272	1,848	272
Donations and bequests	984	364	984	364
Donations to collections	90	80	90	80
Grants with sufficiently specific performance obligations				
Scientific research grants from Australian Government	511	-	511	-
Research contributions (other grants, donations)	1,453	-	1,453	-
	71,950	41,358	71,950	41,358

For conditions on Grants and Contributions not described elsewhere as a liability see Note 5.

Notes:

1. The AM receives its funding under appropriations from the grant funding received from Department of Premier and Cabinet which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Bill that is prepared and tabled for that year. Due to COVID-19, the State Budget and related 2020-21 Appropriation Bill has been delayed until November/December 2020. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2020 until the release of the 2020-21 Budget or Appropriation Bill.

Recognition and measurement

Until 30 June 2019

Grants and contributions include grants from the Department of Planning and Environment. They are generally recognised as revenue when the AM obtains control over the assets comprising the grants/contributions. Control over grants and contributions is normally obtained upon fulfilment of any conditions.

From 1 July 2019

Grants and contributions include grants from the Department of Premier and Cabinet. Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the entity is recognised when the entity satisfies its obligations under the transfer. The entity satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. The actual cost incurred is used to recognise income, because this most closely reflects the progress to completion.

Revenue from grants with sufficiently specific performance obligations is recognised when AM satisfies a performance obligation by transferring the promised goods or matching revenue to percentage completed. Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied. Income from grants without sufficiently specific performance obligations is recognised when the entity obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services measured at fair value.

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000

2 REVENUE (continued)

(d) Acceptance by the Crown Entity of employee benefits and other liabilities

Superannuation-defined benefits	147	179	147	179
Long service leave	1,001	1,405	1,001	1,405
Payroll tax	8	10	8	10
	1,156	1,594	1,156	1,594

(e) Other income

Insurance claims recovery and hindsight adjustment	477	101	477	101
	477	101	477	101

(f) Deemed appropriations

Summary of compliance:

Opening balance	-	-	-	-
Adjustment for appropriations deemed on commencement of section 4.7	10,196		10,196	
Adjusted opening balance	10,196	-	10,196	-
Add : additions of deemed appropriations	89,465	51,041	89,465	51,041
Less: expenditure charged against deemed appropriations	(65,075)	(51,041)	(65,075)	(51,041)
Closing balance	34,586	-	34,586	-

Notes:

1. The summary of compliance is based on the assumption that annual appropriations monies are spent first (except where otherwise identified or prescribed).
2. 'Expenditure' refers to cash payments. The term 'expenditure' has been used for payments for consistency with AASB 1058 Income of Not-for-Profit Entities.

3 GAINS AND LOSSES

(a) Gain (loss) on disposal of property, plant and equipment

Proceeds from disposal of plant and equipment	-	7	-	7
Carrying value of assets disposed	(334)	(374)	(334)	(374)
Net (loss) on disposal of property, plant and equipment	(334)	(367)	(334)	(367)

(b) Other gains (losses)

Write-down of inventories	(2)	(10)	(2)	(10)
Decrease (increase) in allowance for expected credit loss	(1)	97	(1)	97
(Increase) in allowance for impairment loss	-	(912)	-	(912)
Foreign exchange gains(losses)	(2)	-	(2)	-
Net other gains (losses)	(5)	(825)	(5)	(825)

Recognition and measurement

Impairment losses

Impairment losses may arise on assets held by the entity from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:

Receivables – Note 7

Inventories – Note 8

Property, plant and equipment – Note 10

Intangible assets – Note 11

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2020

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
4 EXPENSES				
(a) Personnel services expenses				
Salaries and wages (including annual leave)	-	-	19,577	20,402
Superannuation – defined benefit plans	-	-	147	179
Superannuation – defined contribution plans	-	-	1,639	1,692
Payroll tax and fringe benefits tax	-	-	1,175	1,273
Long service leave	-	-	1,041	1,516
Workers' compensation insurance	-	-	169	169
	-	-	23,748	25,231
(b) Employee related expenses				
Salaries and wages (including annual leave)	19,577	20,402	-	-
Superannuation – defined benefit plans	147	179	-	-
Superannuation – defined contribution plans	1,639	1,692	-	-
Payroll tax and fringe benefits tax	1,175	1,273	-	-
Long service leave	1,041	1,516	-	-
Workers' compensation insurance	169	169	-	-
	23,748	25,231	-	-

Employee related cost that have been capitalised in property, plant and equipment and therefore excluded from the above: \$830,679 (2019: \$305,000).

(c) Other operating expenses				
Auditor's remuneration – audit of the financial statements (Audit	102	122	102	122
Cleaning	416	673	416	673
Consultants*	1,168	976	1,168	976
Contractors	1,923	3,701	1,923	3,701
Cost of sales	141	533	141	533
Electricity, gas and water	722	800	722	800
Exhibitions	210	792	210	792
Freight	26	1,623	26	1,623
Insurance	486	395	486	395
Maintenance	1,666	1,812	1,666	1,812
Marketing and promotions	447	1,244	447	1,244
Operating lease rental expense	-	340	-	340
Software licences and consumables	2,387	1,269	2,387	1,269
Other	2,436	2,513	2,436	2,513
	12,130	16,793	12,130	16,793

*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.

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000

4 EXPENSES (continued)

Operating lease rental expense

Until 30 June 2019

Operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term. An operating lease is a lease other than a finance lease.

From 1 July 2019

AM recognises the lease payments associated with the following types leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term. i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.
- Variable lease payments not included in the measurement of the lease liability. These payments are recognised in the period in which the event or condition that triggers those payments occurs.

(d) Maintenance expenses (all types)

Classified as personnel services expenses in Note 4(a)

Classified as employee related expenses in Note 4(b)

Classified as maintenance expenses in Note 4(c)

Total maintenance expenses (all types)

-	-	464	294
464	294	-	-
1,666	1,812	1,666	1,812
2,130	2,106	2,130	2,106

(e) Depreciation and amortisation expense

Depreciation

Buildings

Plant and equipment

Right-of-use-assets

Amortisation

Intangible assets

3,892	2,235	3,892	2,235
2,928	4,631	2,928	4,631
504	-	504	-
751	3,959	751	3,959
8,075	10,825	8,075	10,825

Refer to note 10 and note 20 for recognition and measurement policies on depreciation and amortisation.

(f) Finance costs

Interest expense from lease liabilities

Interest expense from other borrowings

29	-	29	-
6	-	6	-
35	-	35	-

Recognition and measurement

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW GGS entities.

5 CONDITIONS ON CONTRIBUTIONS AND RESTRICTED ASSETS

The AM receives contributions from various bodies for specific purposes (see Note 2). Generally, contribution conditions restrict the use of the amount to specific purposes and cash and investments are held equal to unutilised balances. The following represents restricted cash not described elsewhere as a Liability.

Unexpended balances for restricted amounts at 30 June

Grants and Contributions

5,679	9,308	5,679	9,308
5,679	9,308	5,679	9,308

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000

6 CURRENT ASSETS – CASH AND CASH EQUIVALENTS

Cash at bank and on hand	34,586	10,196	34,586	10,196
Closing cash and cash equivalents	34,586	10,196	34,586	10,196

For the purpose of the Statement of cash flows, cash and cash equivalents include cash at bank, cash on hand, TCorp at call deposit and short term deposits with original maturity of three months or less.

The AM has the following banking facility which authorises the bank to debit the AM's operating bank account up to the limit.

Citibank Commercial Card facility (Total credit limit)	500	500	500	500
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Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

7 CURRENT ASSETS – RECEIVABLES

Trade receivables from contracts with customers	440	-	440	-
Sale of goods and services	-	549	-	549
Less: Allowance for expected credit losses *	(2)	(1)	(2)	(1)
Accrued revenue	-	11	-	11
Prepayments	186	142	186	142
GST receivables	970	182	970	182
	1,594	883	1,594	883

* Movement in the allowance for expected credit loss

Balance at the beginning of the year	(1)	(101)	(1)	(101)
Amounts written off during the year	-	3	-	3
Decrease (increase) in allowance recognised in statement of comprehensive income	(1)	97	(1)	97
Balance at end of year	(2)	(1)	(2)	(1)

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

Recognition and measurement

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The AM holds receivables with the objective to collect contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any expected credit loss. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The AM recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cashflows and the cash flows that the AM expects to receive, discounted at the original effective interest rate.

For trade receivables, the AM applies a simplified approach in calculating ECL's. The AM recognises a loss allowance based on lifetime ECL's at each reporting date. The AM has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward looking factors specific to the receivable.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2020

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000

8 CURRENT ASSETS – INVENTORIES**Held for resale**

Inventories on hand – at cost	213	256	213	256
Less: Allowance for impairment	-	-	-	-
	213	256	213	256

Recognition and measurement

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 AM 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.

9 NON-CURRENT ASSETS – OTHER FINANCIAL ASSETS

Security deposit	436	436	436	436
	436	436	436	436

Recognition and measurement

All other financial assets are recognised at the lower of cost and net realisable value.

10 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Consolidated and Parent entity				
	Assets under construction \$000	Land and Buildings \$000	Plant and equipment \$000	Collections \$000	Total \$000
(a) At 30 June 2020 - at fair value					
Gross carrying amount	32,621	216,036	27,016	800,242	1,075,915
Accumulated depreciation and impairment		(4,923)	(17,120)	-	(22,043)
Net carrying amount	32,621	211,113	9,896	800,242	1,053,872
At 1 July 2019 - at fair value					
Gross carrying amount	4,707	216,035	25,398	800,125	1,046,265
Accumulated depreciation and impairment	-	(1,031)	(15,421)	-	(16,452)
Net carrying amount	4,707	215,004	9,977	800,125	1,029,813

Reconciliation

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

Net carrying amount at start of the year	4,707	215,004	9,977	800,125	1,029,813
Purchases of assets	27,914	-	3,180	28	31,122
Disposals	-	-	(333)	-	(333)
Donated assets	-	-	-	89	89
Depreciation expense - asset owned	-	(3,891)	(2,928)	-	(6,819)
Net carrying amount at end of the year	32,621	211,113	9,896	800,242	1,053,872

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

At 30 June 2019

Fair value

Gross carrying amount	4,707	216,035	25,398	800,125	1,046,265
Accumulated depreciation and impairment	-	(1,031)	(15,421)	-	(16,452)
Net carrying amount	4,707	215,004	9,977	800,125	1,029,813

At 1 July 2018

Fair value

Gross carrying amount	9,720	252,011	94,866	800,029	1,156,626
Accumulated depreciation and impairment	-	(63,873)	(66,642)	-	(130,515)
Net carrying amount	9,720	188,138	28,224	800,029	1,026,111

Reconciliation

Year ended 30 June 2019

Net carrying amount at start of the year	9,720	188,138	28,224	800,029	1,026,111
Net revaluation increment	-	10,392	-	-	10,392
Purchases of assets	-	2,250	4,043	28	6,321
Disposals	-	-	(374)	-	(374)
Donated assets (to) from	-	-	-	80	80
Transfer (to) from another asset type	-	16,459	(17,914)	16	(1,439)
Transfer from AUC to final asset	(5,013)	-	5,041	-	28
Depreciation and impairment expenses	-	(2,235)	(9,043)	-	(11,278)
Net carrying amount at end of the year	4,707	215,004	9,977	800,125	1,029,813

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

Recognition and measurement

Acquisitions

Assets acquired are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards. Assets acquired at no cost or for nominal consideration, are initially recognised at their fair value at the date of acquisition. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Capitalisation thresholds

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

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* (NSW TPP 14-01), which adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 13 *Fair Value Measurement*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Please refer to Note 10(b) for further information regarding fair value.

The AM revalues land and buildings at least every three years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation of land and buildings was completed on 31 March 2019 and was based on an independent assessment. The land and buildings are valued using the cost approach.

Collection assets are revalued at least every five years by an external valuer. The last revaluation was at 30 June 2018.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as an approximation of fair value. The AM has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. For other assets valued using other revaluation techniques, 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.

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

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.

Revaluation increments are recognised in other comprehensive income (OCI) and credited to revaluation surplus in equity. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

Collections

Collection assets include heritage, scientific and cultural assets that are classified as non-current physical assets that the AM intends to preserve because of their unique historical, cultural or environmental attributes. Only those collection assets that are considered to be registerable because they can be used by the AM for display, sharing and or research purposes are included within the valuation. Items that the AM has determined are unregistered, such as secret and sacred items, are carried at nil value as they cannot be reliably measured due to their unique nature.

Collection assets are valued based on the requirements of Australian Accounting Standards and are valued in accordance with NSW policy guideline *TPP 14-01 Valuation of Physical Non-current Assets at Fair Value*. The collection has been revalued using a combination of both market and cost approach. Collection assets are considered to be an item of property, plant and equipment for financial reporting purposes and an entity can choose to either recognise collection assets via either the cost model or the revaluation model.

A registered collection item whose fair value can be measured reliably can be carried at a revalued amount, being its fair value (valued at its highest and best use) at the date of the revaluation less any subsequent accumulated depreciation and impairment losses.

All other registered collection assets, where there is a lack of market based evidence are revalued using the cost approach. The cost model utilised by the AM is a 'recollection cost' model, which 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 and therefore the recollection costs applied to other collection items are an estimate based on the current gross replacement costs of those assets.

Collection assets purchased by the AM are recorded at cost when purchased. Donated registered collection assets are valued by AM collection management staff initially at their fair value, which may be determined by their 'recollection cost'.

Collection items are not depreciated as the AM has determined that these assets are intended to have an infinite useful life. However, the AM undertakes an annual impairment assessment looking for indicators of registered collection assets that are impaired due to damage or deterioration. Revaluation increments for collections are treated consistently with other classes of property, plant and equipment as disclosed above.

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 for that purpose.

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

Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material.

AM assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the AM estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Specialised assets held for continuing use of their service capacity are rarely sold and their cost of disposal is typically negligible. Their recoverable amount is expected to be materially the same as fair value, where they are regularly revalued under AASB 13.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

Depreciation of property, plant and equipment

Except for collections and 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.

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 non-heritage buildings at the Sydney site are divided into Major buildings that are depreciated over their estimated life of 100 years and Minor buildings that are depreciated over their remaining estimated life of 11 to 51 years.

The leasehold improvement buildings on Lizard Island are depreciated over the shorter of their lease term or economic useful life.

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

Buildings: 15 to 100 years
 Plant and equipment: 3 to 46 years
 Vehicles: 6 to 7 years
 Vessels: 6 to 7 years
 Exhibitions: 1 to 10 years

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.

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.

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

(b) Fair value measurement of non-financial assets

Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

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

Level 1 – quoted (unadjusted) prices in active markets for identical assets / liabilities that the AM can access at the measurement date.

Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.

Level 3 – inputs that are not based on observable market data (unobservable inputs).

Depreciated historical cost approximates fair value for plant and equipment.

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

Fair value hierarchy

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Tot
2020				
Land and buildings	-	-	212,813	21
Collections	-	-	800,242	80
	-	-	1,013,055	1,01
2019				
Land and buildings	-	-	219,423	21
Collections	-	-	800,153	80
	-	-	1,019,576	1,01

Land and buildings valuation techniques, inputs and processes:

The fair value of land and buildings is determined from market-based evidence. Fair value is measured having regard to the 'highest and best use' only when there exist feasible alternative uses in the existing natural, legal, financial and socio-political environment and the alternative users are feasible within the near future. Where there are natural, legal, financial or socio-political restrictions on use and disposal of an asset, such that there is no alternative use in the relatively near future, such an asset should be valued at fair value for its existing use. When establishing the fair value of the land, 'value in use' has been taken into account.

Land and buildings were valued at 31 March 2019 by an external expert valuer. The land has been valued using the direct comparison approach as of 31 March 2019. The market evidence used was land transactions within the CBD and fringe commercial areas. The valuer found limited comparable sales evidence and having regard to the site's heritage listing which would restrict future commercial use, found no observable inputs for the asset and as a result has reassessed the land at Level 3 on the fair value hierarchy. The fair value of buildings was measured by its replacement cost.

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000

11 NON-CURRENT ASSETS – INTANGIBLE ASSETS
At 30 June

Cost (gross carrying amount)	4,123	4,032	4,123	4,032
Accumulated amortisation and impairment	(1,514)	(1,207)	(1,514)	(1,207)
Net carrying amount	2,609	2,825	2,609	2,825

Year ended 30 June

Net carrying amount at start of year	2,825	838	2,825	838
Additions	535	1,007	535	1,007
Transfer (to) from another asset type	-	1,439	-	1,439
Amortisation	(751)	(459)	(751)	(459)
Net carrying amount at end of year	2,609	2,825	2,609	2,825

Recognition and measurement

The AM recognises intangible assets only if it is probable that future economic benefits will flow to the AM 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.

Following initial recognition, 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 are amortised using the straight line method over a period of up 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.

12 CURRENT LIABILITIES – PAYABLES

Creditors	848	666	848	666
Accrued salaries, wages and on-costs	361	174	-	-
Sundry accruals	6,300	1,175	6,300	1,175
Personnel services expenses payable	-	-	3,240	2,947
	7,509	2,015	10,388	4,788

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 19.

Recognition and measurement

These amounts represent liabilities for goods and services provided to the AM and other amounts. Trade and other payables are recognised at fair value, usually based on the transaction cost or face value. The amounts are unsecured and are usually paid within 30 days of recognition.

Consequential on-costs

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

13 CURRENT AND NON-CURRENT LIABILITIES - CONTRACT LIABILITIES

	2020	1 July 2019 \$'000 adjusted for AASB15	2020	1 July 2019 \$'000 adjusted for AASB15
	\$000		\$000	
Contract liabilities - current	3,147	1,132	3,147	1,132
Contract liabilities - non-current	885	-	885	-
	4,032	1,132	4,032	1,132
Contract receivables (included in note 7)	421	-	421	-

Recognition and measurement

Contract liabilities relate to consideration received in advance from customers in respect of rendering of services, sponsorship, scientific research grants and research contributions.

Revenue recognised that was included in the contract liability balance (adjusted for AASB 15) at the beginning of the year	2020 \$000
	829
Transaction price allocated to the remaining performance	4,032

The transaction price allocated to the remaining performance obligations relates to rendering of services, sponsorship revenue, scientific research grants and research contributions. 78% is expected to be recognised in the 2020-21 financial year and 22% recognised in later years.

Consolidated entity		Parent entity	
2020	2019	2020	2019
\$000	\$000	\$000	\$000

14 CURRENT AND NON-CURRENT LIABILITIES – BORROWINGS

CURRENT

Crown loan	40	39	40	39
Lease liability (see Note 20)	502	-	502	-
	542	39	542	39

NON-CURRENT

Crown loan	83	120	83	120
Lease liability (see Note 20)	1,310	-	1,310	-
	1,393	120	1,393	120
	1,935	159	1,935	159

Recognition and measurement

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 surplus for the year on derecognition. From 1 July 2019, lease liabilities are determined in accordance with AASB 16.

14 CURRENT AND NON-CURRENT LIABILITIES – BORROWINGS (continued)

	Crown loan	Lease liabilities	Total liabilities from financing activities
Changes in liabilities arising from financing activities			
1 July 2018	199	-	199
Cashflows	(40)	-	(40)
30 June 2019	159	-	159
Recognised on adoption of AASB 16	-	2,198	2,198
1 July 2019	159	2,198	2,357
Cashflows	(39)	(497)	(536)
Additions	3	111	114
30 June 2020	123	1,812	1,935

Consolidated entity		Parent entity	
2020	2019	2020	2019
\$000	\$000	\$000	\$000

15 CURRENT AND NON-CURRENT LIABILITIES – PROVISIONS

CURRENT

Employee benefits and related on-costs

Annual leave	1,911	1,849	-	-
Long service leave	889	849	-	-
	2,800	2,698	-	-

NON-CURRENT

Employee benefits and related on-costs

Long service leave	79	75	-	-
	79	75	-	-

Aggregate employee benefits and related on-costs

Provisions – current	2,800	2,698	-	-
Accrued salaries, wages and on-costs (Note 12)	361	174	-	-
	3,161	2,872	-	-
Provisions – non-current	79	75	-	-
	3,240	2,947	-	-

Recognition and measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

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

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted).

Actuarial advice obtained by NSW Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 7.9% (2019: 7.9%) of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The AM has assessed the actuarial advice based on the AM's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the liability is not expected to be settled within 12 months as the AM does not have an unconditional right to defer settlement.

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.

		Consolidated entity		Parent entity	
		2020	2019	2020	2019
		\$000	\$000	\$000	\$000

15 CURRENT AND NON-CURRENT LIABILITIES – PROVISIONS (continued)

Long service leave and superannuation

The AM's liabilities for long service leave and defined benefit superannuation are assumed by the NSW Crown Entity. The AM accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Trust of employee benefits and other liabilities'.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

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

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

Other provisions

Provisions are recognised when: the AM has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the AM expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of comprehensive income.

16 CURRENT AND NON-CURRENT LIABILITIES – OTHER

CURRENT

Unearned revenue	-	5,044	-	5,044
Deposits	108		108	
Liabilities under transfers to acquire or construct non-financial assets to be controlled by AM	15,967	-	15,967	-
	16,075	5,044	16,075	5,044

NON-CURRENT

Security deposit	50	50	50	50
	50	50	50	50

Reconciliation of financial assets and corresponding financial liabilities arising from transfers to acquire or construct non-financial assets to be controlled by AM

Liabilities arising from transfers to acquire/construct non-financial assets to be controlled by AM recognised upon initial application of AASB 1058

	4,564
Add : receipt of cash during the financial year	37,548
Deduct: income recognised during the financial year	26,145
Closing balance of liabilities arising from transfers to acquire/construct non-financial assets to be controlled by AM	15,967

Refer to note 2(c) for a description of AM's obligations under transfers received to acquire or construct non-financial assets to be controlled by AM. AM expects any liability for unsatisfied obligations at the end of the reporting period in the next 12 months as the related asset is constructed/acquired.

	Consolidated entity		Parent entity	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000

17 COMMITMENTS FOR EXPENDITURE
Capital commitments

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

Not later than one year

Total (including GST)

12,583	546	12,583	546
12,583	546	12,583	546

18 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

Reconciliation of cash flows from operating activities to the net result as reported in the statement of comprehensive income as follows:

Net cash used on operating activities	4,365	(5,597)	4,365	(5,597)
Grants for capital expenditure	45,548	13,330	45,548	13,330
Donations for capital expenditure	1,285	-	1,285	-
Depreciation and amortisation	(8,075)	(10,825)	(8,075)	(10,825)
Allowance for impairment	-	97	-	97
(Increase) in provisions	(106)	(74)	(106)	(74)
Decrease (increase) in payables	(112)	1,090	(112)	1,090
(Increase) decrease in other liabilities	(6,468)	3,956	(6,468)	3,956
(Increase) in contract liabilities	(2,900)	-	(2,900)	-
(Decrease) increase in inventory	(43)	61	(43)	61
Increase (decrease) in receivables and other assets	711	(1,132)	711	(1,132)
Increase in other financial assets	-	436	-	436
(Loss) on disposal of plant and equipment	(334)	(360)	(334)	(360)
Other (losses)	-	(912)	-	(912)
Non-cash donations	89	80	89	80
Net result	33,960	150	33,960	150

19 FINANCIAL INSTRUMENTS

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

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

The AM's Board of Trustees has overall responsibility for the establishment and oversight of risk management and review and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the AM, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the IARC on a continuous basis.

(a) Financial instrument categories

			Consolidated and Parent entity	
			Carrying Amount	
Class	Notes	Category	2020	2019
Financial assets				
Cash and cash equivalents	6	Amortised cost	34,586	10,196
Receivables ¹	7	Amortised cost	438	559
Other financial assets	10	Amortised cost	436	436
Financial liabilities				
Payables ²	12	Financial liabilities measured at amortised cost	7,372	1,884
Borrowings	14	Financial liabilities measured at amortised cost	1,935	159
Other ²	16	Financial liabilities measured at amortised cost	50	50

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).

AM determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(b) Financial risks

(i) Credit risk

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

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

Credit risk associated with the AM'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 of NSW.

AM considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, AM may also consider a financial asset to be in default when internal or external information indicates that the entity is unlikely to receive the outstanding contractual amounts in full before taking into account and credit enhancements held by the entity.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within and outside of the NSW Treasury Banking System. Interest is earned on daily bank balances held with TCorp at the monthly average TCorp 11am unofficial cash rate, adjusted for management fee to NSW Treasury.

19 FINANCIAL INSTRUMENTS (continued)

Accounting policy for impairment of trade debtors and other financial assets

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 established in the NSW Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

AM applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors. To measure the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors including the ability of customers to settle the receivables.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery, amongst others a failure to make contractual payments for a period of greater than 90 days past due.

The AM is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2020. Based on past experience, debtors that are not past due or less than three months past due are not a credit risk. Together these represent 98% (2019: 99.8%) of the total trade debtors. The only financial assets that are past due or impaired are those arising from 'sales of goods and services' and are categorised as in the 'receivables' in the statement of financial position.

	30 June 2020					
	\$000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate					100%	
Estimated total gross						
carrying amount at default				-	8	8
Expected credit loss				-	2	2

	30 June 2019					
	\$000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate					100%	
Estimated total gross						
carrying amount at default				1	1	2
Expected credit loss				0	1	1

Notes

1. All amounts represent 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 shown will not reconcile to the receivables total recognised in the statement of financial position.

Authority deposits

The AM 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. These deposits are considered to be low credit risk, and the loss allowance (if any) would be recognised for a period limited to 12 months expected losses. AM has not recognised a provision for expected credit losses on its other financial assets in 2020 (2019:nil).

19 FINANCIAL INSTRUMENTS (continued)

(ii) Liquidity risk

Liquidity risk is the risk that the AM will be unable to meet its payment obligations when they fall due. The AM 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 AM does not maintain any credit standby arrangements.

During the current and prior year, there were no defaults of loans payable. A security deposit was pledged against a property lease. The AM'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 for the Arts to award interest for late payment. No interest was paid during the year.

19 FINANCIAL INSTRUMENTS (continued)

The table below summarises the maturity profile of the AM'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 interest %	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
Consolidated entity								
2020								
Payables	-	7,509	-	-	7,509	7,509	-	-
Borrowings								
Crown	2.5%	128	128	-	-	43	85	-
Lease liabilities	1.4%	1,930	-	-	-	-	-	-
Other	-	50	-	-	50	50	-	-
		9,617	128	-	7,559	7,602	85	-
2019								
Payables	-	2,015	-	-	2,015	2,015	-	-
Borrowings	2.5%	170	170	-	-	43	127	-
Other	-	50	-	-	50	50	-	-
		2,235	170	-	2,065	2,108	127	-
Parent entity								
2020								
Payables	-	10,388	-	-	10,388	10,388	-	-
Borrowings								
Crown	2.5%	128	128	-	-	43	85	-
Lease liabilities	1.4%	1,930	-	-	-	-	-	-
Other	-	50	-	-	50	50	-	-
		12,496	128	-	10,438	10,481	85	-
2019								
Payables	-	4,788	-	-	4,788	4,788	-	-
Borrowings	2.5%	170	170	-	-	43	127	-
Other	-	50	-	-	50	50	-	-
		5,008	170	-	4,838	4,881	127	-

Notes

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.

(iii) 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 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 AM 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.

19 FINANCIAL INSTRUMENTS (continued)

Interest rate risk

The AM 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 $\pm 1\%$ 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

The AM's exposure to interest rate risk is set out below.

		$\Delta -1\%$		$\Delta +1\%$	
	Carrying amount \$000	Surplus \$000	Equity \$000	Surplus \$000	Equity \$000
Consolidated entity					
2020					
Financial assets					
Cash and cash equivalents	34,586	2	2	(2)	(2)
Receivables	438	-	-	-	-
Other financial assets	436	-	-	-	-
Financial liabilities					
Payables	7,509	-	-	-	-
Borrowings	1,935	-	-	-	-
Other	50	-	-	-	-
2019					
Financial assets					
Cash and cash equivalents	10,196	95	95	(95)	(95)
Receivables	559	-	-	-	-
Other financial assets	436	-	-	-	-
Financial liabilities					
Payables	2,015	-	-	-	-
Borrowings	159	-	-	-	-
Other	50	-	-	-	-
Parent entity					
2020					
Financial assets					
Cash and cash equivalents	34,586	2	2	(2)	(2)
Receivables	438	-	-	-	-
Other financial assets	436	-	-	-	-
Financial liabilities					
Payables	10,388	-	-	-	-
Borrowings	1,935	-	-	-	-
Other	50	-	-	-	-
2019					
Financial assets					
Cash and cash equivalents	10,196	95	95	(95)	(95)
Receivables	559	-	-	-	-
Other financial assets	436	-	-	-	-
Financial liabilities					
Payables	4,788	-	-	-	-
Borrowings	159	-	-	-	-
Other	50	-	-	-	-

(c) Fair value compared to carrying amount

Management assessed that 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.

20 LEASES

AM leases land, property and motor vehicles. Lease contracts are typically made for fixed periods of 3 to 5 years, but may have extension options. Lease of land has a period of 30 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The entity does not provide residual value guarantees in relation to leases.

Extension and termination options are included in property leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows of \$2.2 million have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

From July 1, 2019 AASB16 *Leases* requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

Right-of-use assets under leases

The following table presents right-of use assets that do not meet the definition of investment property.

	Consolidated and Parent entity		
	Land	Buildings	Plant and equipment
	Concessionary Leased Asset		
	\$000	\$000	\$000
Balance at 1 July 2019	37	2,140	21
Additions	-	-	111
Depreciation expense	(1)	(476)	(27)
Balance at 30 June 2020	36	1,664	105

Lease liabilities

The following table presents liabilities under leases.

	Lease liabilities
Balance at 1 July 2019	2,198
Additions	111
Interest expense	29
Payments	(526)
Balance at 30 June 2020	1,812

The following amounts were recognised in the statement of comprehensive income for the year ended 30 June 2020 in respect of leases where AM is the lessee :

Depreciation expense of right-of-use-asset	504
Interest expense on lease liabilities	29
Total amount recognised in the statement of comprehensive income	533

The AM had total cash outflows for leases of \$526,229 in FY2019-20

20 LEASES (continued)

Future minimum lease payments under non-cancellable leases as at 30 June 2020 are, as follows:

	Operating lease
Within one year	577
Later than one year and not later than five years	1,474
Later than five years	50
Total (including GST)	2,101
Less: GST recoverable from the Australian Tax Office	191
Total (excluding GST)	1,910

Leases at significantly below-market terms and conditions principally to enable the entity to further its objectives

On 1 July 2018 the AM entered into a 30 year lease with the State of Queensland for the use of land inside Lizard Island national Park for the purpose of research and educational endeavours. The lease contract specifies lease payments of \$1,246 per annum, indexed annually. The land accounts for a small portion of the similar assets the entity is using to pursue its objectives. Therefore, it does not have a significant impact on AM's operation.

Recognition and measurement

AM assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The entity recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

(i) Right-of-use-assets

AM recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land	50 years
Buildings	5 years
Motor Vehicles	3 years

The right-of-use assets are also subject to impairment. The entity assess, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, AM estimates the asset's recoverable amount. When the carrying amount of the asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

(ii) Lease liabilities

At the commencement date of the lease, AM recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the entity; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

20 LEASES (continued)

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the AM's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. AM does borrow from the open market and would use TCorp borrowing rates as AM's incremental borrowing rate.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The entity's lease liabilities are included in borrowings.

(iii) Leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the entity to further its objectives, are measured at cost.

These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment.

Recognition and measurement (under AASB 117 until 30 June 2019)

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset (or assets), even if that asset (or those assets) is not explicitly specified in an arrangement.

Until 30 June 2019, a lease was classified at the inception date as a finance lease or an operating lease. A lease that transferred substantially all the risks and rewards incidental to ownership to the entity was classified as a finance lease.

The AM did not have any finance leases. Operating lease payments were recognised as an operating expense in the statement of comprehensive income on a straight-line basis over the lease term.

21 NON-CASH FINANCING AND INVESTING ACTIVITIES

Non-cash financing and investing activities represented the acquisition of property, plant and equipment assets through donations of items to the Collections totalling \$0.09 million (2018: \$0.1 million) – refer Note 2.

22 BEQUESTS, SPECIAL FUNDS AND DONATED COLLECTIONS

The AM may receive donations of monies, cultural and natural science collections, including scientific specimens or associated materials. Donated collections recognised as revenue in 2020 total \$0.09 million (2019: \$0.1 million).

23 CONTINGENT ASSETS AND LIABILITIES

The AM has no material contingent assets or liabilities as at 30 June 2020 (2019: Nil).

24 BUDGET REVIEW

Budgeted amounts

The budgeted amounts are drawn from the original budget financial statements presented to NSW Parliament in respect of the reporting period. Subsequent approved amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

Net result

Total revenue was \$12.1 million unfavourable to the budget, of which \$12.4 million was due to changes in accounting standards relating to recognition of revenue (AASB 15, AASB 1058). Expenditure was \$1.4 million unfavourable to the budget, to which \$1.9 million relates to increases in depreciation and amortisation arising from the increase in value of non-current assets. Overall, the net result for the year was \$13.9 million unfavourable to the budget.

Assets and liabilities

The AM's total asset position is consistent with the budget, noting a timing difference between Cash and equivalents and Property, plant and equipment. This timing difference relates to revisions to the original timetable for AM's major refurbishment, Project Discover. AM's total liabilities are \$16.7 million greater than budget, principally in other current liabilities. This is primarily due to the adoption of AASB 1058, which was not anticipated when the budget was formulated. Refer to note 1 for more information on the impact of adopting AASB 1058.

Cash flows

Net cash flow from operating activities is \$2.2 million favourable and is principally due to decrease in salaries and other expenditure compared to budget. Net cash flow from investing activities is \$23.7 million favourable to the budget and is principally due to the Project Discover and minor works expenditure profile changing since when the budget was formulated.

25 PROGRAM GROUP STATEMENT

The AM operates under one NSW government program group whose purpose is to achieve excellence in arts, culture and heritage. In supporting the program group AM fulfils its own objects, which are to propagate knowledge about the natural environment of Australia and to increase that knowledge. When acting in pursuance of its objects, the AM shall give particular emphasis to propagating and increasing knowledge in the natural sciences of biology, anthropology and geology.

26 RELATED PARTY DISCLOSURES

The AM's Key Management Personnel (KMP) compensation for the 8 KMP (2019: 7 KMP) is as follows:

	2020	2019
	\$000	\$000
Short-term employee benefits:		
Salaries	1,822	1,658
Other monetary allowances	-	-
Non-monetary benefits	14	18
Total remuneration	1,835	1,676

During the year, the AM did not enter into material transactions with any key management personnel, their close family members, or their controlled or jointly controlled entities.

Refer to note 2(c) for grants and contributions received from government and note 2(d) for employee benefits accepted by the crown. During the year, AM entered into transactions with NSW government related entities that are controlled or significantly influenced by NSW Government. These transactions are all at arms length and in the ordinary course of the business of AM. No transactions were entered into with Ministers.

27 RECLASSIFICATION OF CAPITAL GRANT CASH FLOWS

The AM receives grants and donations for capital expenditure. These amounts have been reclassified as investing activities to more fairly reflect their nature and purpose in accordance with Australian Accounting Standard AASB 107 *Cash flow statements*. Capital grants and donations received in 2020 were \$46.8 million (2019: \$13.3 million).

28 IMPACT OF THE COVID-19 PANDEMIC

The AM has performed an assessment to confirm the impact of the COVID-19 pandemic (COVID-19) on its operations and financial reporting. In particular the AM has considered the following aspects of COVID-19:

- Impact on current and future operations
- Impact on the revenue earned
- Impact on the potential changes in values of significant classes of assets including those related to land and buildings, collection assets, and financial investments

The AM has been closed to the public since August 2019 and has had limited exposure to the effects of COVID-19 beyond staff working arrangements. AM's processes, activities, and technology infrastructure – after appropriate control environment modifications – have continued to operate effectively during a period when the majority of staff worked remotely.

When AM reopens to the public it expects that the decrease in tourism to Australia will cause a decrease in visitation. In addition, Government guidance on social distancing is also expected to decrease visitation. These factors are expected to result in an overall decrease in self generated revenue. With the support of the NSW Government the AM has developed plans to minimise the financial impacts of decreased visitation-based revenue on its overall operations.

The AM has considered whether COVID-19 has had an effect on the fair values of reported assets and has determined that, with the exception of land and buildings, COVID-19 has not had an impact. There has not been sufficient market data available to quantify an impact in land and building values. AM's financial investment assets are held by NSW T-Corp, who provides fair values directly to the AM. As a result, AM has determined that COVID-19 has not had an impact on the fair values of its financial investment assets.

COVID-19 has had minimal impact on AM's operations and AM has determined that the going concern assumption remain appropriate.

29 EVENTS AFTER THE REPORTING PERIOD

There have been no significant events after the reporting period.

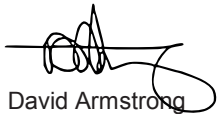
AUSTRALIAN MUSEUM TRUST

STATEMENT BY THE TRUSTEES

Pursuant to s41C(1C) of the *Public Finance and Audit Act 1983* (NSW) and in accordance with a resolution of the Australian Museum Trust, we, being the Trustees of the Australian Museum Trust, state that :

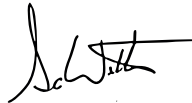
1. In our opinion, the financial report exhibits a true and fair view of the financial position of the Australian Museum Trust as at 30 June 2020, and financial performance for the year ended, given the required compliance with Accounting Standards as noted in paragraph 2.
2. The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), *the Public Finance & Audit Act 1983* (NSW), the Public Finance and Audit Regulation 2015 (NSW), 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 s 9(2)(n) of the Public Finance and Audit Act 1983 (NSW).

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



David Armstrong
President

13 October 2020



Sara Watts
Trustee

13 October 2020



INDEPENDENT AUDITOR'S REPORT

Australian Museum Trust

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Australian Museum Trust (the AM), which comprise the Statement of comprehensive income for the year ended 30 June 2020, the Statement of financial position as at 30 June 2020, the Statement of changes in equity and the Statement of cash flows for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information, and the Responsible Persons' Declaration of the AM and the consolidated entity. The consolidated entity comprises the AM and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the AM and the consolidated entity as at 30 June 2020, and of their financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012* and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the AM and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles 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
- precluding the Auditor-General from providing non-audit services.

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

Other Information

The AM's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Trustees of the AM are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Trustees pursuant to section 41C of the PF&A Act.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Trustees' Responsibilities for the Financial Statements

The Trustees are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, *the Australian Charities and Not-for-Profits Commission Act 2012*, and for such internal control as the Trustees determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the ability of the AM and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

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



Margaret Crawford
Auditor-General for New South Wales

14 October 2020
SYDNEY

Other financial disclosures

Table 7.1
Aged analysis at the end of each quarter in \$ thousand

Quarter	Not yet due	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue	Total
All suppliers						
September	530	5	-	6	-	541
December	21	-	(1)	(0)	2	21
March	67	-	(0)	-	(6)	61
June	841	2	-	1	4	848
Small business suppliers						
September	-	-	-	-	-	-
December	-	-	-	-	-	-
March	-	-	-	-	-	-
June	-	-	-	-	-	-

Investment performance

All Australian Museum surplus funds are invested with NSW TCorp. Investment performance is consequently consistent with that of NSW TCorp.

Budget for FY2021

The budget for FY 2021 has not been released by the NSW Government as at 20 October 2020.

Table 7.2
Accounts due or paid within each quarter

Measure	Sep 2019	Dec 2019	Mar 2020	Jun 2020
All suppliers				
Number of accounts due for payment (#)	1,150	823	769	795
Number of accounts paid on time (#)	998	679	621	694
Actual percentage of accounts paid on time (based on #)	87%	83%	81%	87%
Dollar amount of accounts due for payment (k\$)	5,006	9,236	9,638	16,964
Dollar amount of accounts paid on time (k\$)	4,560	8,616	9,045	16,239
Actual percentage of accounts paid on time (based on \$)	91%	93%	94%	96%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (m\$)	-	-	-	-
Small business suppliers				
Number due for payment to small businesses (#)	1	2	1	-
Number due to small businesses paid on time (#)	1	2	1	-
Actual percentage paid on time (based on #)	100%	100%	0%	0%
Dollar amount due for payment to small businesses (k\$)	0	1	1	0
Dollar amount due to small businesses paid on time (k\$)	0	1	1	0
Actual percentage paid on time (based on \$)	100%	100%	0%	0%
Number of payments for overdue interest	-	-	-	-
Interest paid to small businesses on late accounts (k\$)	-	-	-	-



The Albert Chapman Minerals Collection.
Photograph by Trent cash.

Part 8

Appendices



Appendix A

Workforce

Workforce profile

As at 30 June 2020 the Australian Museum employed 226 staff, with a full time equivalent (FTE) of 195.73. There were no exceptional movements in wages, salaries, or allowances in 2019–20.

Workforce diversity – outcomes

The representation and distribution of workforce diversity groups in the PSC workforce as at 30 June 2020 are provided in the tables below. The data reveals that the AM continues to lead the way in terms of participation of women in our workforce; an especially significant achievement is the high number of women on the AM's executive leadership team. There has been a slight decrease in the number of employees who disclose as being Aboriginal or Torres Strait Islander, and employees identifying as speaking a language other than English. This was a result of the decrease in staff numbers due to the Museum closure.

The AM will continue to attract, develop and retain a diverse workforce and increase its participation rates.

Multicultural Outcomes

The AM is at the forefront of innovative and accessible exhibitions, programming and online content. The AM develops a range of initiatives which aim to reach a culturally and linguistically diverse (CALD) audience. These occur onsite, across Australia through regional outreach programs, and online. This content is developed with an express objective to connect the AM with all community groups.

The AM is currently in the process of developing a Multicultural plan and policy for launch in 2021–22, which will set out strategic outcomes, priorities, and targets. Strategies and activities during 2021–22 will include a series of new exhibitions and related programming, cultural competency training for all staff appointments, and a focus on increasing the number of women from a CALD background in leadership positions, together with their professional development. The AM currently has not entered into an agreement with Multicultural NSW.

Response to COVID-19

One of AM's responses to the impact of the COVID-19 pandemic was to create an online photographic exhibition titled '*Capturing Climate Change*', which shares the experiences of various peoples from CALD backgrounds arising from climate change in Australia and the Pacific.

Number of female leaders from CALD backgrounds

The number of female leaders from cultural and linguistically diverse (CALD) backgrounds in the AM as at 30 June 2020 totals 1 (as at 30 June 2019: 1).

Table A.1
Staff profile

Staff headcount in classifications	2017-18	2018-19	2019-20
Administrative and Clerical Staff	215	241	212
Conservators	10	11	11
Exhibition Project Officers	18	18	14
Librarians and archivists	4	5	6
Preparators	3	2	2
Research Scientists	10	11	11
Scientific Officers	26	27	25
Senior Executive Staff	7	6	7
Technical Officers	50	38	36
Total	343	359	324
Staff (annual full time equivalent)	202	205	192

Table A.2
Senior Executives as at the end of the financial year

Band	2018-19			2019-20		
	Female	Male	Average remuneration	Female	Male	Average remuneration
SE Band 4	0	0	0	0	0	0
SE Band 3	1	0	430,756	1	0	441,525
SE Band 2	0	0	0	0	0	0
SE Band 1	3	2	217,032	3	3	240,836
Totals	4	2		4	3	
	6			7		

Note: For 2019-20, total 7.7 % employee related expenditure was relating to senior executives. (2018-19: 8.4%)

Table A.3
Annual trends in the representation of workforce diversity groups

Workforce diversity group	Benchmark (%)	2018 (%)	2019 (%)	2020 (%)
Women	50.0%	57.8%	61.1%	60.0%
Aboriginal people and Torres Strait Islanders	3.3%	4.2%	4.5%	3.8%
People whose first language spoken as a child was not English	23.2%	17.7%	19.7%	16.3%
People with a disability	5.6%	1.8%	1.1%	1.1%
People with a disability requiring work-related adjustment	N/A	0.0%	0.0%	0.0%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

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

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

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. More information can be found at: Jobs for People with Disability: A plan for the NSW public sector. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

Table A.4
Trends in the Distribution of Workforce Diversity Groups

Workforce diversity group	Benchmark (%)	2018 (%)	2019 (%)	2020 (%)
Women	100	97	94	94
Aboriginal people and Torres Strait Islanders	100	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	94	93	95
People with a disability	100	N/A	N/A	N/A
People with a disability requiring work-related adjustment	100	N/A	N/A	N/A

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

Industrial relations

Policy and practice

The employment practices of the AM are compliant with industrial relations requirements, including those contained in the *Government Sector Employment Act 2013* (GSE Act) and the Crown Employees (Public Service Conditions of Employment) Award 2009.

WHS

Incident Reporting

Hazard reports: 11
Safety inspections: 15
Near miss reports: 5
Work-related incidents: 8
Visitor injuries: 4

Workers Compensation Claims

Number of work-related injuries resulting in workers compensation claims: 2
Number of work-related illnesses: 0
Number of time lost injuries: 1
Time lost due to work-related injury (hours): 14

An Incident at the Cultural Collections Centre

On 4 November 2019, a contractor knocked a water sprinkler pipe on the ceiling with the forklift they were operating, resulting in the pipe bursting and water flooding the main corridor.

Fortunately, staff were on hand to ensure that no water flowed into the collection areas, and emergency procedures were followed to safeguard the welfare of all staff at the facility. AM Security had seen the incident via live video-feed and called all appropriate Emergency Units, including the Fire Brigade, to help stem the flow of water. The leak was brought under control and no major damage was done to the collections.

Staff worked for the remainder of the day to clean up the water and sediment from the burst pipe. Reports of the Incident were submitted, and AM Security followed up with interviews to provide a comprehensive report of the incident. A professional cleaning company was engaged to clean the corridor and collection areas as a result of the flooding.

Appendix B Grants

Grants and donor funded projects

There were 111 grants and gift agreements, with a total value of \$1,555,608 in 2019-20 for the AM and AMRI projects.

Table B.1 lists AM projects being undertaken by AMRI supported by granting bodies and donors. Table B.2 lists research projects administered by other institutions where an AM scientist was nominated as either a principal investigator or co-investigator.

There were 102 grant and gift agreements to support AMRI projects in 2019-20 with a total value of \$1,285,418 (2018-19: \$1,603,278) with an average value of \$38,952 (2018-19: \$44,536). These amounts represent grants and gifts under contract regardless of whether the projects have commenced or revenue has been recognised.

Table B.3 lists grants and gift agreements to support projects by the Engagement, Exhibitions & Cultural Connection division of the AM in 2019-20. There were nine grants and gift agreements to support AM projects in 2019-20 with a total value of \$270,190.

The Australian Museum gratefully acknowledges the support of grants organisations and particularly the Australian Museum Foundation that has provided \$330,102 in gifts to the AM in support of 22 research projects and seven collection acquisitions in 2019-20.

The AM does not issue grants to non-government community organisations.

Table B.1

Grant and externally funded projects for research and collections administered by the Australian Museum 2019-20

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body
S Ah Yong	Revision of the Australian Faunal Directory – Crustacea Checklist (Stomatopods & Decapods)	Department of the Environment and Energy (ABRS)
S Ah Yong	Expanding Marine Invertebrates research and collections capacity	Bequest (Estate of Eileen Silk)
D Alquezar, G Frankham	Eastern Pygmy Possum Genetics	Roads and Maritime Services
F Criscione, A Hallan	Into the abyss: systematics and evolution of temperate Australian deep-sea 'turrid' gastropods	Department of the Environment and Energy (ABRS)
J DiBattista	Bridging the gap between researchers, resource managers, and educational institutions in Australia and Oman	Department of Foreign Affairs and Trade
J DiBattista	Lizard Island Reef e-DNA Project	Lizard Island Reef Research Foundation
J DiBattista	Building solutions to climate change hotspots: a strategic push to obtain DNA for East Australian fishes and invertebrates	Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund
M Eldridge	Australian Biodiversity Research: Phylogeography of NSW: impact of the Sydney Basin and other barriers to gene flow	Mary Holt and the late Dr John Holt
P Flemons	DigiVol	Australian Museum Foundation
P Flemons	Exploring 3D models of collection objects and specimens for research, education and exhibition applications	Australian Museum Foundation
P Flemons	Support for the strategic direction of the Australian Citizen Science Association and scoping a Citizen Science project with national and international appeal	Inspiring Australia

Grant funded projects, continued

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body
P Flemons	Support for Australian institutions in the use of DigiVol for digitising their collections	CSIRO – Atlas of Living Australia
P Flemons, A Woods, J Rowley	Australian Museum FrogID – 2019 and beyond	John T Reid Charitable Trusts
P Flemons, M McCurry	Crowdsourcing the age of fossils	Australian Museum Foundation
G Frankham	Non-Indigenous Animal Biobank Project: Molecular tools for tracking and tracing illegally traded turtles, Red Eared Slider Turtles (REST)	Department of Primary Industries
L Gunton	Species Distribution and connectivity of Australian Eastern Abyssal Ampharetids	The Linnean Society of NSW
L Gunton	Biodiversity and connectivity of Australian Ampharetidae (Polychaeta)	Deep-sea Biology Society
A Hoggett	Lizard Island Fellowships	Lizard Island Reef Research Foundation
R Johnson	Wildlife Genomics	Australian Museum Foundation
R Johnson	Australian Museum Teaching Development Grant	Sydney Grammar
R Johnson	Australian Museum Research Institute Visiting Fellowships	Australian Museum Foundation
R Johnson	Joint appointment of scientists in Terrestrial Vertebrates and Palaeontology with University of New South Wales	University of New South Wales
R Johnson, P Flemons	It's not just rats and bats! Uncovering and conserving the biodiversity of the Solomon Islands Archipelago	Australian Museum Foundation
R Johnson	Development of genetic methods for management of Australasian wildlife	University of Sydney and Zoo & Aquarium Association
R Johnson, T Flannery	Community Conservation of Solomon Islands endemic mammals – Phase II	Fondation Segré
R Johnson, C Slatyer	Joint appointment of scientist in Archaeology with the University of Sydney	The University of Sydney
R Johnson	Timor-Leste expedition (databasing)	Australian Museum Foundation
R Johnson	Chadwick Biodiversity Fellowship	Bequest from the Estate of the late Clarence E. Chadwick
R Johnson, D Alquezar, C Slatyer, P Flemons	World Class Collections – Multi-dimensional access to Australia's Natural History Icons Online – a Pilot Project	Australian Museum Foundation
R Johnson	Solomon Islands Community Conservation Project	Rendere Trust – Jim Phillipson
R Johnson, P Flemons	FrogID – the Australian Museum's national citizen science project	Department of Industry, Innovation and Science – Inspiring Australia Science Engagement Programme – Citizen Science Grant

Grant funded projects, continued

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body
R Johnson, P Flemons	Documenting the Solomon Islands Expedition	Australian Museum Foundation
R Johnson, K McKay Ao	Distinguished Visiting Fellowship in Climate Change at the Australian Museum	PK Gold Foundation and a private donor (via the Australian Museum Foundation)
R Johnson, C Slatyer	Research partnership and joint appointment with Curtin University for ichthyology research	Curtin University
F Koehler, I Hyman	Lord Howe Island Critically Endangered Land Snails 2019–2021	NSW Department of Planning, Industry and Environment (formerly Office of Environment and Heritage)
F Koehler, I Hyman	Illustrated Field Guide to the Land Snails of Lord Howe Island	Australian Museum Foundation
F Koehler, I Hyman	Conservation management of threatened island invertebrates on Lord Howe Island	Graeme Wood Foundation
F Koehler, I Hyman	Evolutionary systematics and conservation biology of the land snails of Lord Howe Island and Norfolk Island	Department of the Environment and Energy
E Kupriyanova, P Hutchings	Identification tool for all marine Annelida families and the Australian abyssal fauna	Department of the Environment and Energy
E Kupriyanova, P Hutchings	Deep Sea Polychaete Genetics	Private donor (via the Australian Museum Foundation)
M Lott	Genetic management of threatened Koala populations: using exome sequencing to define meaningful conservation goals	NSW Department of Planning, Industry and Environment (formerly Office of Environment and Heritage)
R Major	A targeted approach to containing the spread of pest birds: genetic identification of invasion pathways of the Common (Indian) Myna	Australian Museum Foundation
R Major	Lord Howe Island Woodhens	Private donor (via the Australian Museum Foundation)
M McCurry	Excavation of an exceptional new fossil site in central NSW	Etheridge Descendants
M McCurry, P Smith	Discovering Australia's Ancient Marine Giants	Australian Museum Foundation
A Mitchell, T Lee	Taxonomic revision and phylogenetic study of the endemic Australian genus <i>Bathytirichia</i> (Lepidoptera: Noctuidae: Hadeninae)	Australian Lepidoptera Research Endowment (via Perpetual Foundation)
A Mitchell	A museum oriented high-throughput sequencing pipeline for silverfish and other insects	Private donor (via the Australian Museum Foundation)
J Nguyen	The lost birds of Lord Howe Island: understanding bird diversity and extinctions using fossils	Australian Museum Foundation

Grant funded projects, continued

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body
J Rowley, T Cutajar, C Portway	In search of missing frogs on the New England Tablelands of NSW	Australian Society of Herpetologists
A Reid	Malacology donation	Bequest from the Estate of Jessie Campbell Wise
A Reid	Malacology donation - teaching microscope	Private donation (via the Australian Museum Foundation)
C Reid	Diagnostic key for exotic pest species of leaf beetles (Chrysomelidae)	Department of Agriculture & Water Resources
C Slatyer, F Koehler	Species naming - Brindabella Semislug	Australian Museum Foundation
C Slatyer	Taxonomy of specimens collected from the RV Investigator voyages	Museums Victoria and CSIRO
D Smith, C Reid	Revision of the Australian Faunal Directory - groups within the orders Diptera and Coleoptera (phylum Arthropoda)	Department of the Environment and Energy

Table B.2

Grant and externally funded projects for research and collections administered by institutions other than the AM in 2019-20

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body (administered by)
S Ah Yong	Sampling the abyss: latitudinal biodiversity patterns along the base of Australia's eastern continental margins	CSIRO
D Alquezar, G Frankham	Population diversity and connectivity of the Long-nosed Bandicoot (<i>Perameles nasuta</i>) populations at North Head and surrounding areas	Australian Wildlife Conservancy
J DiBattista	Surveys of aquatic biodiversity in the Rio Cruces Ramsar Sanctuary through environmental DNA	Fondo de Investigación Centro de Humedales del Río Cruces (administered by Austral University, Chile)
J DiBattista	Estimating the biomass of fish stocks using novel genetic techniques	Fisheries Research & Development Corporation (administered by the Department of Primary Industries - Fisheries)
J DiBattista	Using e-DNA forensics to illuminate the 'dark diversity' of marine vertebrates utilising the Lord Howe Island Marine Park	Sea World Research and Rescue Foundation (administered by Sydney Institute of Marine Science)
J DiBattista	Gulliver and the Lilliputians: Comparative Genomics of the Giant Humphead Wrasse and the Pygmy Possum Wrasse	University of Sydney and Fudan University (China)
J DiBattista, A Hay, P Berents	Documenting the fish and invertebrates of the Coral Sea	ARC Centre of Excellence for Coral Reef Studies (James Cook University)
M Eldridge	Do chromosomal rearrangements drive genomic evolution and speciation?	Australian Research Council (administered by University of Canberra)
M Eldridge	Genomes of islands: Improving management of Australia's threatened mammals	Australian Research Council (administered by Australian National University)

Grant and externally funded projects for research and collections administered by institutions , continued

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body (administered by)
M Eldridge	Population structure of Sharman's Rock-wallaby	University of Queensland
D Faith	Scientific Support for IPBES Knowledge Generation	Future Earth (administered by University of Paris Sud)
P Flemons	Investigating the application of artificial intelligence for DigiVol	University of Florida
G Frankham	Species identification of non-human evidence using next generation sequencing	University of Technology Sydney
P Hutchings	Genetic studies of the marine flatworms from the order of Polycladia in south east Australia	Field Naturalists Club of Victoria Inc Environment Fund (administered by Macquarie University)
R Johnson	Returning Burrowing Bettongs to Bon Bon - survival outside fenced sanctuaries	Ian Potter Foundation (administered by Bush Heritage Australia)
R Johnson	Community conservation of the Solomon Islands endemic animals through a partnership with the Kwainaa'isi Cultural Centre	James Cook University (Dr David MacLaren representing the community of East Kwaio, Malaita, Solomon Islands)
R Johnson	The Earth Biogenome Project	Smithsonian Institution
R Johnson	Visiting Professorship – Kyoto University Wildlife Research Center	Kyoto University
R Johnson, M Eldridge	Building genomics resources to understand and protect Australia's mammals	Consortium of partners including BioPlatforms Australia, Australian National University, CSIRO
R Johnson, G Frankham	Understanding and intervening in illegal trade in non-native species	Centre for Invasive Species (CISS) (administered by University of Adelaide)
R Johnson, R Major	The role of transposable elements in rapid adaptation of invasive species	Marsden Fund – Royal Society of New Zealand Te Apārangi (administered by Auckland University)
R Johnson, L Neaves	Using DNA to understand Bamboo and the complexity of Giant Panda diet	Leverhulme Trust (administered by Royal Botanic Garden Edinburgh)
R Johnson, C Slatyer	The Sydney Harbour Research Program (SHRP): Expanding marine research capacity towards resilience of Australia's urban harbours	Ian Potter Foundation (administered by the Sydney Institute of Marine Science)
E Kupriyanova, P Hutchings	Review of polychaetes from the family Trichobranchidae belonging to the genus Terebellides	France-Australia Science and Innovation Collaboration (administered by the Centre National de la Recherche Scientifique, France)
E Kupriyanova, P Hutchings	Biodiversity of terebellids and connectivity of deep seas species	University of Bordeaux, France
E Kupriyanova, P Hutchings	Biodiversity and genetic connectivity of Australian deep-sea Terebelliformia (Annelida: Polychaeta)	The Polish National Agency for Academic Exchange (administered by University of Lodz)
R Major	Managing miners: quantifying the where and when of successful Noisy Miner removals for land managers	NSW Department of Planning, Industry and Environment (formerly Office of Environment and Heritage)

Grant and externally funded projects for research and collections administered by institutions , continued

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body (administered by)
R Major	Sequencing and understanding the Myna genome	The University of Auckland
M McCurry	Mechanical Megafauna: Novel Methods for Identifying Feeding Traces from Prehistoric Australia	Griffith University
G Milledge	Molecular Diagnostics Project – Terrestrial Invertebrates of Barrow Island	Murdoch University
A Mitchell, T Lee	Improving plant pest management through cross industry deployment of smart sensor, diagnostics and forecasting	Sugar Research Australia
J Nguyen	Genomes and Biodiversity in the Era of Big Data	Australian Academy of Science – Theo Murphy Fund (administered by University of Sydney)
J Nguyen	Australian songbird palaeontology	Flinders University
J Rowley	Systematics and conservation status of Australian monsoonal Rocket Frogs (<i>Litoria</i>) and Ornate Burrowing Frogs (<i>Platyplectrum</i>) for bioregional planning	Department of the Environment and Energy (ABRS) (administered by University of Western Sydney)
J Rowley	Saving Australia's frogs	AMP Tomorrow Makers (administered by J Rowley)
J Rowley	Taxonomy and systematics of Australia's most widespread frog, the Red Tree Frog (<i>Litoria rubella</i>)	Australian National University
J Rowley	Australian Amphibian and Reptile Genomics Project	Bioplatforms Australia
J Rowley, R Major	Reintroduction of locally extinct mammals - the landscape ecosystem approach	NSW Environmental Trust (administered by University of NSW)
J Rowley, R Major, A Woods	Optimizing biodiversity sampling by citizen scientists	NSW Environmental Trust (administered by the University of New South Wales)
C Slatyer, D Hoese	Taxonomic and nomenclatural treatments of fishes	Department of the Environment and Energy (ABRS)
C Slatyer	3D imaging of type specimens	Australian National University
C Slatyer	Multiscale 3D Imaging, Modelling and Manufacturing (ARC Training Centre for M3D Innovation)	Australian Research Council (administered by the Australian National University)
C Slatyer	A brain imaging database of rare and endangered Australian mammals	Australian Research Data Commons (administered by the University of NSW)
C Slatyer	Illuminating the last major phase in the evolution of the eastern Australian vertebrate fauna	Flinders University
R Torrence, V Finney	Merchants and Museums - Reconstructing museum specimen data through the pathways of global commerce	Australian Research Council (administered by the University of Sydney – Macleay Museum)
R Torrence	Centre of Excellence for Australian Biodiversity and Heritage	Australian Research Council (administered by University of Wollongong)
A Way	Mapping fire hit heritage	Australian National University

Table B.3

Grants and externally funded projects received by the Engagement,
Exhibitions & Cultural Connection division in 2019-20 FY

Principal Investigator(s)/ Person Responsible	Title of project	Funding Body
P Egan	Towards 2020: A museum oral history project 16,500	Australian Museum Foundation
P Egan	Early Kangaroo Lithographs 2,300	Australian Museum Foundation - Patricia Porritt Collection Acquisition Fund
V Finney	Early Australian Museum promotional publications 990	Australian Museum Foundation - Patricia Porritt Collection Acquisition Fund
V Finney	Thomas Dick Collection X	Australian Museum Foundation - Patricia Porritt Collection Acquisition Fund
L McBride	Barbara McGrady 13,500	Australian Museum Foundation - Patricia Porritt Collection Acquisition Fund
L McBride	Signal Fires 50,000	Australian Museum Foundation
M Mel	Pacific Collection Digitisation Project 50,000	Martin Terry
J Newell	#Capturing Climate Change online exhibition 10,000	Horizon Foundation
F Pelarek	Museum in a Box 100,000	Perpetual

Appendix C

Overseas travel

Table C.1
Overseas travel 2019-20

Officer	Destination/Dates	Purpose
K McKay	UK and France 1 July 2019 – 12 July 2019	Attend meetings at various museums with Minister Harwin in the UK. Attend <i>Tutankhamun</i> exhibition meetings in France.
R Johnson	Japan April 2019 – July 2019	Visiting Professor to the Wildlife Research Centre of Kyoto University
T Cutajar & J Rowley	Solomon Islands 18 July 2019 – 30 July 2019	Conduct biodiversity survey and cultural exchange
F Koehler	USA 11 August 2019 – 17 August 2019	Attend and present at World Congress of Malacology Conference
R Johnson	USA 26 August 2019 – 31 August 2019	Present plenary lecture at Genome 10K-Vertebrate Genomics Project and Earth Biogenomics Project conference
J Newell	Japan 30 August 2019 – 9 September 2019	Present at ICOM General Conference
R Johnson & P Flemons	Solomon Islands 9 September 2019 – 13 September 2019	Participate in workshops on biodiversity related scientific research and community lead conservation
S Ah Yong	New Caledonia 26 October 2019 – 8 November 2019	Participate in field expedition with Museum national d'histoire naturelle, Paris
J DiBattista	Oman 10 November 2019 – 24 November 2019	Present at the Arabian Coral Reefs conference and conduct scientific research
K McKay	USA 4 December 2019 – 12 December 2019	Conduct exhibition contract negotiations and attend museum meetings in Los Angeles
T Dibbenhall	USA 4 December 2019 – 10 December 2019	Conduct exhibition contract negotiations and attend museum meetings in Los Angeles
G Scott	China 9 December 2019 – 14 December 2019	Collaborative work with the Beijing Museum of Natural History
B Mitchell, T Cutajar & J Rowley	New Zealand 5 January 2020 – 11 January 2020	Present at International Herpetology Conference
R Briggs	UK and Netherlands 12 January 2020 – 23 January 2020	Attend Tyrannosaurs and Tutankhamun exhibitions and attend touring exhibition meetings
J Nguyen	Europe 11 February 2020 – 29 February 2020	Present at the Bird 10,000 Genomes consortium
J Newell	USA 1 March 2020 – 10 March 2020	Attend and present at Smithsonian Institution climate change symposium

Appendix D

Honorary appointments

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

The following people held an honorary appointment at 30 June 2020.

Honorary Associates

His Majesty Emperor
Emeritus Akihito of Japan
His Imperial Highness
the Crown Prince
Akishino of Japan
Dr Hal Cogger, John Evans
Memorial Fellow
Dr Desmond Griffin
AM, Gerard Krefft
Memorial Fellow
Mr Frank Howarth AM, PSM
Professor Frank Talbot AM
Dr Warren Somerville AM
Professor John Long
Professor Tim Flannery
Dr Rebecca Johnson AM

Senior Fellows

Dr Val Attenbrow
Mr Desmond Beechey
Dr Penny Berents
Dr Daniel Bickel
Dr Walter Boles
Dr Michael Gray
Ms Joan Henley
Dr Douglass Hoesle
Dr Pat Hutchings
Dr Alan Jones
Mr Robert Jones
Dr Kate Khan
Dr Brian Lassig
Dr Jeff Leis
Dr Jim Lowry
Mr Mark McGrouther
Dr Max Moulds
Ms Anna Murray
Dr John Paxton

Dr Winston Ponder
Dr Harry Recher
Dr Alex Ritchie
Dr Frank Rowe
Dr Bill Rudman
Dr Ross Sadlier
Dr Jim Specht
Dr Roger Springthorpe
Dr Lin Sutherland
Dr Robin Torrence

Research Associates

Dr Jennifer Anson
Dr Marion Anstis
Dr Larry Barron
Dr Michael Batley
Mr Robert Beattie
Dr Ingo Burghardt
Dr Maria Capa Corrales
Professor Gerry Cassis
Dr Renee Catullo
Associate
Professor Annie Clarke
Dr Stephanie Clarke
Mr David Colchester
Dr Kevin Conway
Ms Tessa Corkill
Dr Francesco Criscione
Mr Roger de Keyser
Mr Brian England
Dr Kyle Ewart
Dr Patrick Faulkner
Dr James Flexner
Mr Joseph M Forshaw AM
Emeritus Professor
Richard Frankham
Dr Michael Frese
Dr Anthony Gill

Dr Chris Glasby
Dr Christopher Goatley
Mr Graham Goodyear
Mr Kenneth Graham
Mr Owen Griffiths
Dr Anders Hallan
Professor
Kristofer M Helgen
Professor Peter Hiscock
Mr Kirk Huffman
Dr Stephen Jackson
Dr Bruce Jenkins
Dr Nina Kononenko
Mr Robert Lachlan
Dr Ashley Latimer
Dr Rafael Lemaitre
Dr Francis Lemckert
Professor Nathan Lo
Dr Matthew Lockett
Mr Wayne Longmore
Dr Daniel Lunney
Mr John Macdonald
Mr Stephen Mahony
Dr John Martin
Dr Peter J Matthews
Mr Ian McAllan
Dr Ross McEwing
Dr Ross McLean
Dr Tony Miskiewicz
Mr Christian Moeseneder
Professor
Hiroyuki Motomura
Dr Chris Muller
Dr Anne Musser
Dr Linda Neaves
Dr Jacqueline Nguyen
Dr Armstrong Osborne
Dr Harry Parnaby

Dr Hannelore Paxton
Mr Rohan Pethiyagoda
Dr Jude Philp
Dr David Pollard
Dr Sally Potter
Mr Dennis Reid
Dr James Rhoads
Dr Glenn Shea
Mr Michael Shea
Professor Guang Shi
Mr Graham Short
Mr Graeme Smith
Mr Phil Spark
Dr John Stanisic OAM
Dr Jeffrey Stilwell
Ms Josie Stokes
Dr Desmond Strusz
Mr Gerry Swan
Professor Ichiro Takeuchi
Mr John Tann
Professor
Gunther Theischinger
Dr Brian Timms
Mr Dane Trembath
Dr Eren Turak
Dr Geoff Williams AM
Dr Tony Wright
Ms Zoe Wyllie
Dr Gavin Young

Appendix E

Donors and benefactors

Donations to the Australian Museum

The Australian Museum received \$2,381,248 in the 2019-20 financial year and secured a further \$72,500 in pledges.

This included \$1,250,000 received towards the Project Discover capital campaign. A further \$1,131,248 was received towards AM acquisitions, collections and programs.

Australian Museum Foundation

The Australian Museum Foundation (AMF) is committed to raising funds to support AM projects including research, collections acquisition, education, cultural exchange, equitable access programs, outreach services and capital programs.

The AMF raised a total of \$6,428,235 during 2019-20, which will be used to support the AM in the future. AMF has raised these amounts through:

- An online fundraising auction in place of the AMF Annual Gala Dinner 'The Night at the Museum', which was cancelled due to COVID-19 restrictions.
- An end of financial year public appeal
- A substantial bequest supporting education at the Australian Museum.

The AM acknowledges the considerable support and of the AMF and the commitment given by each of its Trustees during the financial year, as follows:

- Diccon Loxton (Chair)
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Lizard Island Reef Research Foundation

The Lizard Island Reef Research Foundation (LIRRF) is dedicated to supporting scientific research on the Great Barrier Reef, principally conducted at the AM's Lizard Island Research Station (LIRS). In 2020 LIRRF provided \$308,245 to support these research activities which included \$277,300 in funding directed to Fellowships and grants.

The AM acknowledges the considerable support and of the LIRRF and the commitment given by each of its Trustees during the financial year, as follows:

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Benefactors

The AM gratefully acknowledges the generosity of all benefactors and partners and thanks them for their diverse contributions towards the Capital Campaign, exhibitions, programs, education, outreach and scientific research. We also sincerely thank those donors who have chosen to support the AM anonymously.

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Appendix F

Partners and Sponsors

Working together

The AM worked with 22 partners during 2019-20 to support a wide range of programs and exhibitions.

This included: FrogID Citizen Science Project, *Sharks* touring exhibition, Eureka Prizes 2019, Science in the City 2019 and *Treasures Illuminated*.

The AM continued building on its partnership with Stockland to create a bespoke, touring exhibition, *Sharks*. The pop-up exhibition allowed the AM to reach Stockland audiences and provided a deeper understanding of shark species with three interactive exhibition pods. The exhibition was due to tour four Stockland shopping centres across NSW and QLD but has been temporarily paused mid-tour due to COVID-19 restrictions, with plans to resume once restrictions ease.

As part of National Science Week in 2019, ANSTO and 3M Australia were key supporters of the AM's Eureka Prizes and Science in the City projects.

The combined value of financial and in-kind support from AM partners totalled \$1,583,141.

For a full list of Corporate Partners and Supporters see below.

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