

2021-22

Annual report



AUSTRALIAN MUSEUM

2021–22

Annual report

Australian Museum
1 William Street
Sydney NSW 2010
Australia



Exploring the Dinosaurs Gallery.
Photo Anna Kucera

Australian Museum Annual Report 2021-22
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Acknowledgements

The Australian Museum acknowledges and pays respect to the Gadigal people as the First Peoples and Custodians of the land and waterways on which the Australian Museum stands.
Compiled by Elizabeth Fortescue and Farley Fitzgerald
Design and production by Mark Joseph and Austen Kaupe
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Contact

- Australian Museum
1 William Street Sydney NSW 2010
Open daily 10am – 5pm
Closed Christmas Day

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

 facebook.com/australianmuseum
 twitter.com/austmus
 instagram.com/australianmuseum
 youtube.com/austmus
 australian.museum/learn/news/podcasts

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 \$7,000.

Minister

The Hon. Benjamin Franklin, MLC. Minister for Tourism, Aboriginal Affairs, the Arts and Regional Youth.

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 and 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.

Lifetime Patron

Sir David Attenborough OM GCMG CH CVO CBE

Admission charges

General admission to the Australian Museum as at 30 June 2022:
Free general admission for all, thanks to support from the NSW Government.
Additional charges may apply to special exhibitions, activities and educator led group tours.

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Welcome to the Australian Museum



The new First Nations play
and education space, Burra.
Photo Anna Kucera



President’s foreword

A bright future

Over the past year, the Australian Museum (AM), like every organisation, continued to manage the ongoing impacts of the COVID-19 pandemic. Led by Director and CEO Kim McKay AO, and the AM executive leadership team, the entire AM team responded in the best way possible, ensuring our AM staff, visitors and community were our priority.

Following a temporary closure of three and a half months due to COVID-19 lockdown, the AM reopened on Monday 11 October 2021 in line with the NSW Government Reopening NSW Roadmap.

Despite the lockdown, the AM continued to deliver on its FY2021-23 Corporate Strategic Plan (CSP), focusing on expanding the AM’s reach and influence, highlighting climate change solutions and giving voice to First Nations cultures.

The AM reopened with its award-winning *Unsettled* exhibition, which was extended beyond its original dates to run free to the public through to 27 January 2022. The AM estimates this First Nations-led exhibition, which gave an insight into the lived experience of First Nations Peoples over the last 250 years, was seen by more than 70,000 visitors and the digital experience continues to draw audiences online. *Unsettled* received many prestigious national and state awards recognising its ground-breaking, truth-telling work.

This year had many other highlights, including the opening of the blockbuster *Jurassic World* by Brickman® exhibition, which saw new dinosaur and LEGO® brick-loving audiences flock to the AM to experience the largest exhibition of its kind in Australia.

To accompany these fantastic exhibitions, the AM team produced an engaging lineup of special programs and events for our audiences, including the return of the ever-popular Dinosaur Festival during one of our busiest school holiday periods ever experienced at the AM.

Beyond the public facing exhibitions, programs and events, which continued to draw record visitation to the Museum despite a lack of international tourists, the AM also continued to conduct its world leading science led by the Australian Museum Research Institute (AMRI).

FY21-24 Corporate Strategic Plan

Mission

To ignite wonder, inspire debate and drive change

Vision

To be a leading voice for the richness of life, the Earth and culture in Australia and the Pacific. We commit to transform the conversation around climate change, the environment and wildlife conservation; be a strong advocate for First Nations cultures, and continue to develop world-leading science, collections, exhibitions and education programs.

Strategic priorities



This year had many other highlights, including the opening of the blockbuster *Jurassic World* by Brickman® exhibition, which saw new dinosaur and LEGO® brick-loving audiences flock to the AM to experience the largest exhibition of its kind in Australia.

A major priority continues to be the Collection Enhancement Project (CEP), a project where the team is digitising millions of specimens and objects, rendering our collections even more accessible to scientists and to the public.

The AM also embarked on the update to the Master Plan at the start of 2022, thanks to the support of a grant from the NSW Government. Working with Create Infrastructure, the update of the Master Plan is led by a Project Steering Committee (PSC) which I chair. We aim to submit the exciting and innovative updated plan to the NSW Government by the end of 2022.

Through updating the AM’s Master Plan, our goal is to double public floor space, deliver a dedicated STEM education facility and create an expanded scientific research capability for Sydney and NSW. Our aim is to build a world-class museum for the global city of Sydney, elevating our role as the leading natural history, culture and science museum across our region for the next 100 years and beyond, just in time for the AM’s 200th anniversary in 2027.

None of the great work the AM has accomplished this year would have been possible without the support of the NSW Government.

I would especially like to acknowledge NSW Premier, The Hon. Dominic Perrottet, NSW Treasurer, The Hon. Matt Kean, and NSW Minister for Tourism, Aboriginal Affairs, the Arts and Regional Youth, The Hon. Benjamin Franklin, MLC, as well as his predecessor, The Hon. Don Harwin, MLC.

The NSW Government continues to be unwavering in its support of the AM, including extending free general admission for our visitors and Blockbuster funding support for the *Jurassic World* by Brickman® exhibition and future exhibitions, include the AM homegrown exhibition, *Sharks*, which opened on 23 September 2022.

We remain indebted too to the important fundraising efforts of the Australian Museum Foundation (AMF), led by AMF Chairman Brian Hartzer, and the Lizard Island Reef Research Foundation (LIRRF), led by Kate Hayward. The tireless philanthropic efforts of their Trustees allow us to do new extraordinary projects at the AM and are hugely valued.

As ever, I am enormously grateful for the valuable support I continue to receive from all my fellow AM Trustees, including Jennifer Bott AO, who was awarded an Honorary Doctor of Letters honoris causa from the University of New England in recognition of her significant contribution to the arts. I’d also like to thank the newly expanded AM Executive Leadership Team and AM staff, and our determined Director and CEO Kim McKay AO, who received an Honorary Doctorate of Science from the University of Wollongong this year in recognition of her outstanding contribution to science.

Finally, I would like to thank the AM community who the AM Trust are so proud to serve. Your support truly matters and is sincerely appreciated.

David Armstrong
President, Australian Museum Trust

Visitors enjoy the blockbuster *Jurassic World* by Brickman® exhibition, which sold more than 200,000 tickets and drew new visitors to the AM. Photo Cassandra Hannagan



Director and CEO



Year in review

Despite ongoing challenges and forced closures due to the COVID-19 pandemic, the Australian Museum continued to deliver on its vision to be a leading voice for the richness of life, the Earth and culture in Australia and the Pacific.

We reached significant milestones this year, including achieving record visitation thanks to free general admission, blockbuster exhibitions like *Jurassic World* by Brickman®, and enhanced spaces and amenities from our major transformation known as Project Discover. This year, we also celebrated 50 golden years of Australian Museum Members and ten years of citizen scientists being involved with the DigiVol program.

The AM also received many accolades this year for our new spaces, exhibitions and commitment to sustainability.

Project Discover was recognised at both the national and state level, including the 2021 National Award for Public Architecture, the 2021 National Award for Heritage Architecture and three gongs at the 2021 Australian Institute of Architects (AIA) NSW Architecture Awards, including its top honour, the NSW Architecture Medallion. The NSW Architecture Medallion is selected by the jury chairs from across the categories.

The jury said that Project Discover “creates a singular civic space, and the design prioritises changes that will sustain the Museum into the long term. It reveals and celebrates the Museum’s rich historic layering, creates legibility of movement, universal public access throughout and enhances the Museum’s engagement with William Street.”

“The result is a new civic space for Sydney, where visitors enjoy the architecture alongside the exhibitions.”

We are so proud of what we’ve been able to accomplish with the help of our Project Discover collaborators, including our amazing architects, Rachel Neeson (Neeson Murcutt + Neille) and Joe Agius (Cox Architects) and their teams.

Two of the Museum’s key strategic focus areas are prioritising First Nations voices and cultures and transforming the conversation around climate change. Our world leading exhibitions and commitment to sustainability were also recognised at state, national and international levels this year.

The First Nations truth-telling exhibition, *Unsettled*, was one of the most significant exhibitions in the AM’s history, and I am pleased to report it is also one of the most celebrated.

In June 2022, the AM was announced as the overall National Winner of the 2022 Museums and Galleries National Awards (MAGNAs) for *Unsettled*. *Unsettled* also took home the award for best temporary exhibition in its category.

Along with the MAGNAs, the AM also won a Museums Australasia Multimedia and Publication Design Award (MAPDA) for the “How we are Unsettled” presentation and received a highly commended accolade for the Unsettled Digital Twin Experience.

Unsettled also won the Museums & Galleries of NSW IMAGinE Award for Exhibition Project, Large Museums, and the IMAGinE ACHAA Award for Excellence by an Aboriginal Curator (Director, First Nations, Laura McBride).

I’d like to thank AM Director, First Nations, Laura McBride and the entire Australian Museum team and community for supporting us in delivering this often confronting, ground-breaking exhibition.

The physical exhibition closed at the end of January, but visitors can continue to experience *Unsettled* through an online digital experience, available on the AM’s website. We are also looking for ways to integrate parts of Unsettled into the AM’s future plans, as we know many more people would like the opportunity to experience and learn about this history.

In April 2022, the AM took home the Climate SmART Award at the Leading Cultural Destinations (LCD) annual awards in Berlin. The Museum was praised for “actively evolving to rise to the challenges of its time, both in the climate education services it provides and the sustainability commitments it has undertaken.”

Many people may think of museums as places where we focus on the past, but these awards highlight that through its ambitious exhibitions, world-leading science and other public engagement, the AM contributes to critical current debates and discussion.

In June 2022, the AM was announced as the overall National Winner of the 2022 Museums and Galleries National Awards (MAGNAs) for *Unsettled*. *Unsettled* also took home the award for best temporary exhibition in its category.

I’d also like to congratulate Amanda Farrar, Director, Public Affairs and Development at the AM, who was recognised with the Public Service Medal (PSM) for outstanding public service to arts and culture in New South Wales. The award was announced in June as part of the Queen’s Birthday Honours List 2022.

To help the AM achieve its future vision to build a new home for the beating heart of science, education, and cultural knowledge at the gateway to Sydney’s CBD, we expanded the AM’s executive leadership team, welcoming Heather Harris to the newly created role of Chief Operating Officer, and Brett Ogier joining us as our new Chief Financial Officer. It has been fantastic to have Heather and Brett bring their broad international museum and government experience to the AM – we are lucky to have them on the team. I would like to thank John Buttle for his role as interim Director Corporate Services and Chief Financial Officer and ensuring a smooth handover to Heather and Brett as they began their roles this year.

I would also like to acknowledge the NSW Government, led by NSW Premier, The Hon. Dominic Perrottet, NSW Treasurer, The Hon. Matt Kean, and NSW Minister for Tourism, Aboriginal Affairs, the Arts and Regional Youth, The Hon. Benjamin Franklin, MLC, for their unwavering support and continued funding.

Together with the other state cultural institutions, this year also saw the AM move from the NSW Department of Premier and Cabinet to the NSW Department Enterprise, Investment and Trade (DEIT). A huge thanks to the NSW DEIT, in particular Group Deputy Secretary Tourism, Sport and Arts Kate Foy. Their support has been constant and their expert guidance invaluable.

Finally, I would like to thank the Trustees of the Australian Museum Trust, led by the sound strategic approach of David Armstrong, together with the entire executive leadership team, the hard-working staff of the AM and our extraordinary volunteers, without whom the achievements of this year could not have been possible.

Kim McKay AO
Director and CEO, Australian Museum

Members of the Australian Museum *Unsettled* team, including curators Laura McBride and Dr Mariko Smith, accept prestigious national awards for the *Unsettled* exhibition, including the overall National Winner of the 2022 Museums and Galleries National Awards (MAGNAs).



Financial summary

Revenue

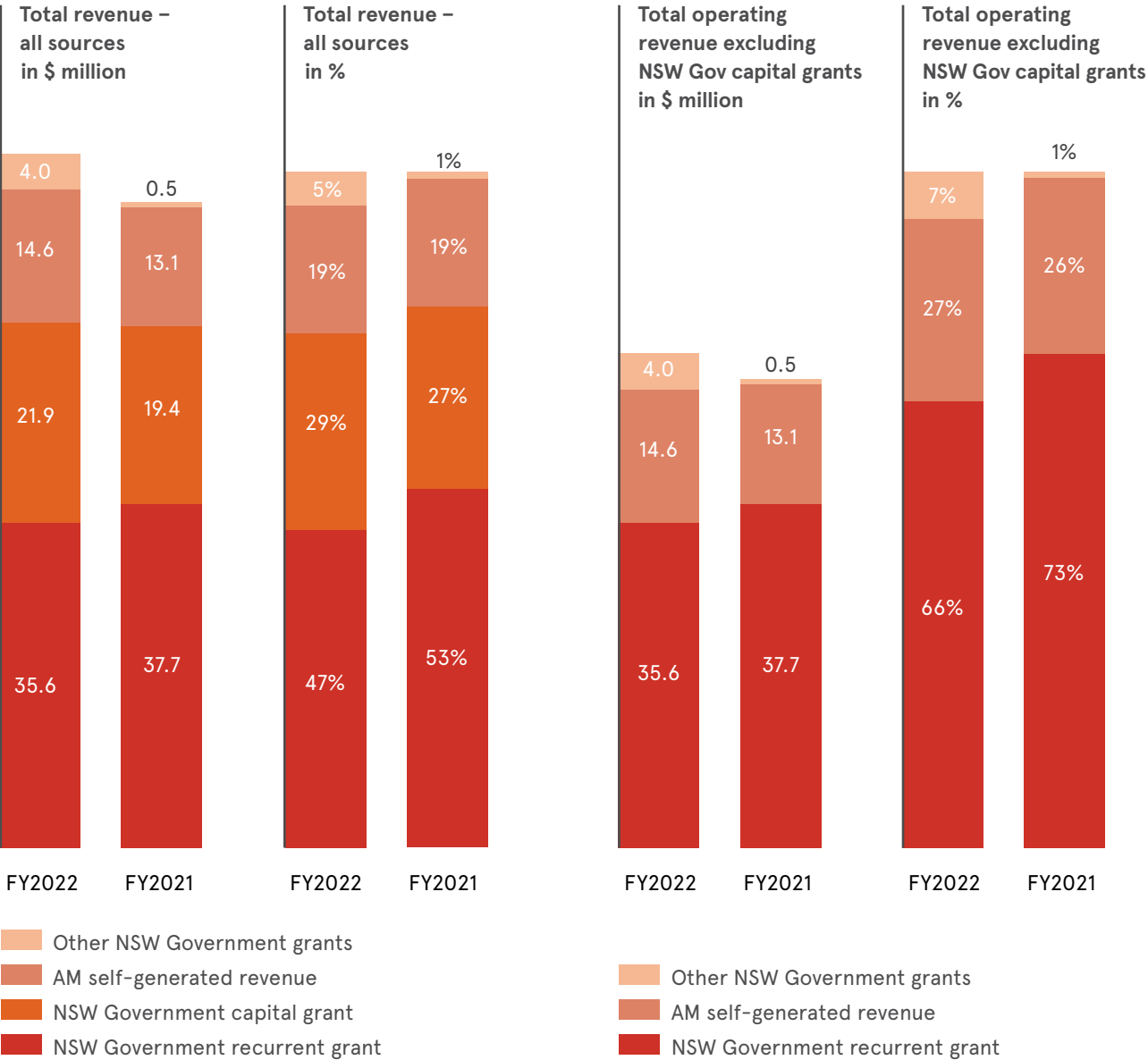
The Australian Museum’s total revenue in the 2021-22 financial year (FY2021-22) was \$76.1 million, which was \$5.4 million and 7.6% more than the previous year. This was mainly due to:

- a \$2.5 million net increase in capital grants due to additional monies received in FY2021-22 for the stimulus program that was largely offset by grants received in FY2020-21 to complete the major transformation project, Project Discover; and
- \$2.9 million increase in amounts received from insurance claims recovery.

Self-generated revenues were \$1.5 million more than the previous year, noting both years were impacted by closures. The Australian Museum was closed to the public from 24 June to 10 October 2021 in line with NSW Government Health Orders. During FY2020-21 the Australian Museum was closed until November 2020 when it re-opened to the public after the completion of the major transformation project, Project Discover.

Total revenue comprised:

- NSW Government grants of \$61.5 million (FY2020-21: \$57.2 million), incorporating capital grants of \$21.9 million (FY2020-21: \$19.4 million)
- Self-generated revenues of \$14.6 million (FY2020-21: \$13.1 million).



Expenses

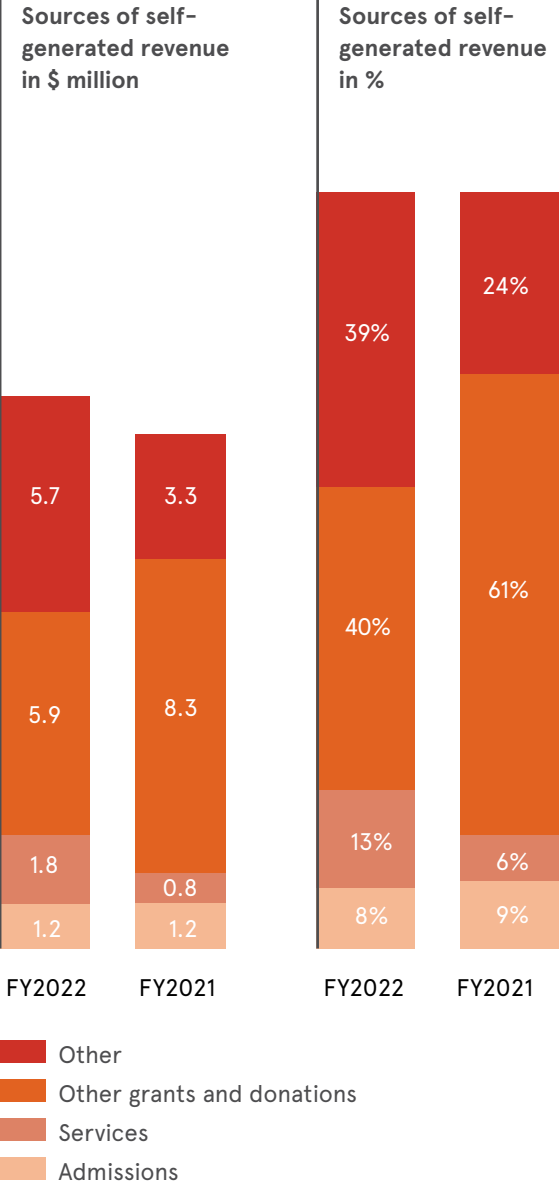
The AM’s total expenses increased by \$2 million to \$56.8 million (FY2020-21: \$54.8 million), reflecting increased expenditure on operations due to the reopening of the Museum.

Financial position

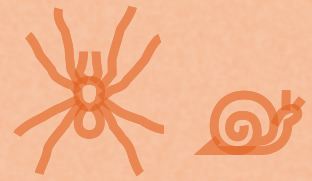
The AM’s financial position remains sound with improved liquidity and net assets exceeding \$1.2 billion.

Cash flows

The AM’s total cash and cash equivalents increased by \$14.3 million (FY2020-21: decreased by \$25 million). This increase is mainly due to monies received in FY2021-22 that will be spent in FY2022-23. Cash at the end of the financial year totalled \$23.8 million with \$15.4 million being held for restricted purposes mainly for research projects and the completion of projects.



Highlights 2021–22



184
new species
described by AMRI scientists
(including senior fellows
and associates)



188K
visitors
to three touring
AM exhibitions across
Australia and the USA



70K
visitors
attended AM's
Unsettled exhibition



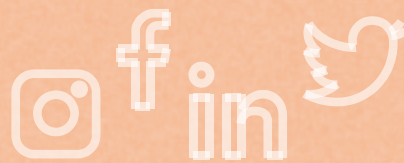
52K
observations
for the Australasian Fishes
citizen science project



67K
new objects
added to the
collection



4,948,398
transcriptions
of camera-traps, specimen
labels and archival material
for the AM by DigiVol Online
citizen scientists



+37% **+7%**
LinkedIn **Facebook**
+11% **+3%**
Instagram **Twitter**
AM's social media channel
followings growth, compared
to the previous year

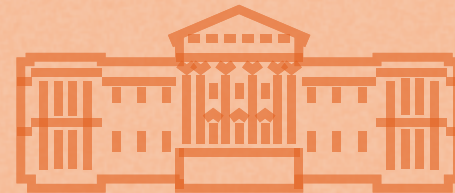


15K
visitors
attended Nights at the
Museum on Thursday nights



More than
44M
people

engaged with the AM
in FY2021–22



510K
visitors onsite
at the AM, a 10% increase
on the then-record figures
achieved in 2020–21

60%
increase in
visitors onsite
in the 20 months post-\$57.5M
Project Discover renovation



213,750
visitors
to the *Jurassic World*
by Brickman® exhibition



72K
participants
engaged in the AM's onsite and
online education programs



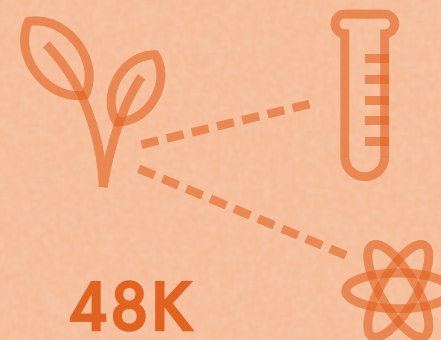
245
publications
by AMRI scientists (including
senior fellows and associates)



29,021
AM members
the largest number in history



2K
guests
celebrated the Eureka Prizes



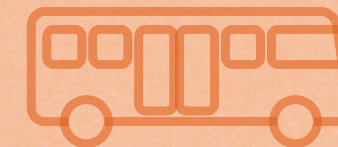
48K
people
contributed across 40,000
Sydney Science Trail sessions



20,239
hours
of service contributed
by AM volunteers



1,778
'Ask an Expert'
questions answered



6K
school children
and their chaperones engaged
with onsite education activities
as part of school or group visits



10,751
media stories
with estimated reach
of more than 30M



6,716,232
users
8,280,409
sessions
12,765,605
page views
engagements on AM website
Sessions increased 21%
compared to last year



32M
downloads
of AM data from the
Atlas of Living Australia



165K
frog call
submissions
resulting in over 279K records
of frogs – an increase of 43% from
the previous year
18,000 FrogID citizen scientists
contributed, an increase of almost
53% from the previous year



86
funded
research projects

Recognition and awards

Staff recognition

Australian Museum Trustee, Jennifer Bott AO, awarded Honorary Doctor of Letters honoris causa from the University of New England, in recognition of her significant contribution to the arts.

Amanda Farrar, Director, Public Affairs and Development, recognised with Public Service Medal (PSM) for outstanding public service to arts and culture in NSW.

Kim McKay AO, Director and CEO, awarded Honorary Doctorate of Science from the University of Wollongong recognising outstanding contribution to science.

Exhibitions

Unsettled, Overall National Winner of the 2022 Museums & Galleries National Awards (MAGNAs)

Unsettled, Best Temporary Exhibition in its category, 2022 Museums & Galleries National Awards (MAGNAs)

How we are Unsettled unit of work, Museums and Australasia Multimedia and Publications Design Award (MAPDA)

Unsettled, Imagine Award Winner for Exhibition Project, Large Museums

Unsettled, Imagine ACHAA Award for Excellence by an Aboriginal Curator (Director, First Nations, Laura McBride)

Sustainability

Climate SMART Award at the Leading Cultural Destinations (LCD) annual awards in Berlin

Architecture, design and heritage

Project Discover, 2021 Australian Institute of Architects (AIA) National Award for Public Architecture, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover, 2021 Australian Institute of Architects (AIA) National Award for Heritage Architecture, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover, the NSW Architecture Medallion, 2021 Australian Institute of Architects (AIA) NSW Architecture Awards, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover, the John Verge Award for Interior Architecture, 2021 Australian Institute of Architects (AIA) NSW Architecture Awards, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover, Greenway Award for Heritage, 2021 Australian Institute of Architects (AIA) NSW Architecture Awards, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover, 2021 Australian Interior Design Awards – Award for Public Design, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover, 2021 DIA Designers Australia Awards – Award of Merit, architects Neeson Murcutt + Neille in collaboration with COX Architecture

Project Discover wayfinding (Entro), 2021 World Design Awards winner

Project Discover wayfinding (Entro), gold award in the SYDNEY Design Awards 2021

Project Discover wayfinding (Entro), gold award in the Montreal-based, global awards, INT. design



Australia's foundation story is more than the voyage of James Cook or the arrival of the First Fleet. It is a story about the seizure of land from First Nations peoples, denial of indigenous sovereignty, devastating frontier wars, and separation from families and homelands.

We live in the legacy of this history. This has privileged many but has left others disadvantaged. Recognising and understanding this shared past is an important step of our journey towards a better shared future.

This can only be done if we discuss this nation's history truthfully and listen to First Nations voices which have been absent from Australia's foundation narratives.

At the white man's school,
what are our children taught?

Are they told of the battles
our people fought,

Are they told of how
our people died?

Are they told why
our people cried?

Australia's true history
is never read,

But the blackman
keeps it in his head.

BILL DAY, 1971

Unsettled exhibition.
Photo James Alcock

Part 1

Reach and influence



Visitor with Erth dinosaur puppet at the
Dinosaur Festival 2022, held at the AM during
the April School Holidays.

Visitation

Onsite visitation

It is self-evident that a museum's success can be measured in visitor numbers. Visitors enter a museum's doors to be intrigued, informed and inspired, and in doing so they contribute to its life and vibrancy. The Australian Museum (AM) was therefore thrilled to have set a modern visitation record in 2021-22. This record was especially gratifying, having been achieved in the face of the ongoing COVID-19 pandemic which necessitated the AM's closure for three and a half months under a Government mandate.

Around 510,000 visitors chose to spend time among the AM collections or to take part in its various onsite programs during the months when it was able to welcome the public to the William Street buildings. This was a 10 percent increase on 2020-21.

The AM's highest daily visitation of 7649 was recorded during the April 2022 school holidays. That so many families and individuals would choose to dwell among the AM collections and exhibitions in these difficult global times was resounding proof of the trust and affection that surrounds Australia's first museum.

These visitor numbers continue to reflect two transformations implemented by the AM in the previous financial year. In November 2020, phase one of the Project Discover building redevelopment was unveiled. At the same time, due to the support of the NSW Government, general admission fees were abolished.

These twin strategies played a major role in the 60 percent increase in visitor numbers the AM experienced since re-opening after Project Discover. In 2021-22 average monthly visitation was 59,959 compared to approximately 37,000 in the 2018-19 financial year (before phase one of Project Discover was opened).

The inspiring new spaces and resources already delivered by Project Discover are ongoing assets, increasing the AM's capacity to ignite wonder and extend its reach through unique programming and exhibitions.

Abandoning general admission fees quite simply reshaped the public's interaction with the Museum. People could now visit whenever and as often as they liked. They voted with their feet, and in doing so they stitched the AM more tightly than ever into the fabric of its community.

Families enjoying the *Jurassic World* by Brickman® exhibition, a blockbuster hit at the Australian Museum.

Exhibitions

For the AM's Exhibitions team, 2021-22 was marked by stark contrasts related to the pandemic.

The year began with COVID-19 lockdowns during which the team focused on the concept development, design and fabrication of the AM's next suite of exhibitions and education spaces. These included the new First Nations play and education space, Burra, the new permanent exhibitions in development, *Minerals* and *Pasifika*, and the blockbuster exhibition, *Sharks*, which is set to open in Spring 2022 before touring internationally.

In line with the NSW Government's Reopening NSW roadmap for COVID-19, the AM opened its doors again on Monday 11 October. People immediately streamed in to experience *Unsettled*, the AM's award-winning exhibition in which Australia's foundation story was told by First Nations voices.

The annual *Australian Geographic Nature Photographer of the Year*, a South Australian Museum exhibition, was hosted for the sixth consecutive year. Visitors were enthralled by photographs of diverse subjects from a matchbox-sized octopus nestled in a seashell in the Lembeh Strait of Indonesia, to a Blue-tongued Lizard rescued from the cruel and illegal wildlife trade. A Melbourne postal worker had found the creature stuffed inside a DVD player, ready to be posted to Asia.

The exhibition *Jurassic World* by Brickman® astonished audiences with dinosaurs and props made from six million LEGO® bricks by Ryan 'The Brickman' McNaught and his team. The whopping 4.8 metre long *Baryonyx* alone was made up of 102,317 LEGO® bricks and took its place in the largest LEGO® brick exhibition ever seen in Australia. Visitors did much more than gaze in awe – they made their own weird and wonderful creations from the 2.5 million LEGO® bricks made available for the purpose.

As well as planning and creating new spaces, the AM farewelled the temporary play space *Prehistoric Playground*, making way for Burra.

The team continued to work on an upgrade of the showcases and displays in *Wild Planet*, where an elephant, a rhinoceros, a lion, and a bear are among more than 400 animals on permanent view.

The Exhibitions team conducted a review of collection, acquisition and consultation policies and procedures as part of the AM's application for re-approval in the Federal Government's Protection of Cultural Objects Loan Scheme. Continuing approval in the scheme is vital for enabling exhibitions such as the highly anticipated *Ramses the Great and the Gold of the Pharaohs*, to be seen at the AM in 2023.





Visitors enjoy the 2021 Australian Geographic Nature Photographer of the Year exhibition in Hintze Hall. Photo Tim Levy

Table 1.1
Touring exhibition visitation figures 30.06.22

Name of Exhibition	Display Venue	FY 21/22 Display Dates	FY 21/22 Recorded Visitation
<i>Capturing Nature: Early photography at the Australian Museum 1857 – 1893</i>	Redcliffe Museum, Redcliffe, QLD	14 May – 30 June 2021	1,184
<i>Capturing Nature: Early photography at the Australian Museum 1857 – 1893</i>	Swansea Centre, Swansea, NSW	11 December 2021 – 13 March 2022	382
<i>Capturing Nature: Early photography at the Australian Museum 1857 – 1893</i>	Western Plains Cultural Centre, Dubbo, NSW	4 – 30 June 2022	8,543
<i>Transformations: Art of the Scott Sisters</i>	Museum of the Riverina, Wagga Wagga, NSW	10 June – 30 June 2022	442
DOMESTIC VISITATION			10,551
<i>Tyrannosaurs – Meet the Family</i>	Science Museum of Virginia, Richmond, Virginia, USA	1 July – 3 October 2021	50,777
<i>Tyrannosaurs – Meet the Family</i>	St Louis Science Centre, St Louis, Missouri, USA	30 October – 25 January 2022	14,324
<i>Tyrannosaurs – Meet the Family</i>	Milwaukee Public Museum, Milwaukee, Wisconsin, USA	18 February – 18 May 2022	88,469
<i>Tyrannosaurs – Meet the Family</i>	Fernbank Museum of Natural History, Atlanta, Georgia, USA	11 – 30 June 2022	24,672
INTERNATIONAL VISITATION			178,242
COMBINED VISITATION			188,793

Touring exhibitions

New touring exhibitions under development during the year included the blockbuster, *Sharks*, which opens at the AM in September 2022 before heading to the USA.

Three AM exhibitions toured to eight venues in Australia and the USA, with an overall visitation of 188,793. The three exhibitions were:

- *Tyrannosaurs – Meet the Family*, which toured to four venues across the USA. *Tyrannosaurs* has been on display at 14 venues since premiering at the AM in November 2013. It has welcomed a total of around 1.2 million visitors
- *Capturing Nature: Early photography at the Australian Museum 1857–1893*, which toured to Swansea and Dubbo in NSW and to Redcliffe in Queensland
- *Transformations: Art of the Scott Sisters*, which opened in Wagga Wagga, NSW, in June 2022

The international touring exhibition, *Spiders – From Fear to Fascination*, returns to the USA next year. It was developed by the AM in 2017.

Digital visitation

Engaging, science-backed digital content drew a record audience to the AM website during the reporting period. An extraordinary 6,716,232 users visited the website in 2021–22, up 25 percent on the preceding year.

The Discover & Learn section of the website continued to be the biggest drawcard of all the AM’s online content, with 61 percent of all site page views.

The website’s climate change section expanded to include 43 information web pages, and almost tripled its visitation to 67,005 page views.

Exploration of First Nations material on the website more than doubled, with 253,291 page views. The virtual tour of *Unsettled* was the highest-ranked landing page of the First Nations digital section, with 57,434 page views and 39,000 users. The digital tour went on to be Highly Commended at the Museums Australasia Multimedia and Publication Design Awards.

The AM produced a digital version of *Spark*, the popular exhibition that showcased Australian scientific innovations for tackling climate change.

The AM also joined with the ABC to present *Mt Resilience*, an interactive augmented reality experience that highlights community planning and climate change disaster preparedness.

New touring exhibitions under development during the year included the blockbuster, *Sharks*, which opens at the AM in September 2022 before heading to the USA.

Media and promotion

The Australian Museum is a treasure trove for media, with its world-leading science and exhibitions continuing to generate significant media interest both at home and abroad. In 2021–22, the work of the AM was captured by 10,751 media stories, with a cumulative potential reach of more than 30 million.

Committed to elevating the voices of First Nations Peoples, the *Unsettled* exhibition continued to generate strong interest into 2021–22 with the ABC and News Corp.

Remarkable discoveries by scientists from the Australian Museum Research Institute dominated news, with new findings on cockatoos’ foraging skills by Dr Richard Major reported across 30 countries, including the US and the UK, in the Associated Press, CNN, NPR, The Atlantic and more.

In an exciting development in palaeontology, Dr Matthew McCurry spoke to international media about his discovery of high-quality fossils near Gulgong, NSW, with coverage appearing in outlets including The New York Times, The Guardian UK, National Geographic, Nine newspapers and the Australian Associated Press.

The AM’s ongoing flagship citizen science project, FrogID – led by Dr Jodi Rowley – resulted in a steady drumbeat of headlines, increasing awareness of issues affecting the decline in local frog populations.

Director and CEO, Kim McKay AO, also appeared regularly in the news, speaking to the AM’s award-winning transformation, exhibitions, science and more.

The AM continued to expand its social media reach, increasing its followings on Facebook and Instagram by 7 percent and 10.9 percent, respectively, during 2021–22. The period also saw 37 percent year-on-year growth in the AM’s LinkedIn follower numbers. The AM’s social media channels received more than 82 million impressions and more than one million engagements during 2021–22. In addition to serving content to existing social media followers, the AM deployed several targeted advertising campaigns this year to promote its exhibitions, events and other activities to those outside of its traditional audience base.

Table 1.2
Online visitation figures 30.06.21

Channels	FY 21/22	FY 20/22	YoY %
Facebook	92,913	86,356	7%
Instagram	44,872	39,997	10.9%
LinkedIn	9,909	7,209	37%
Twitter	24,719	24,003	2.9%

Education, outreach and public programs

Education

Overall, 71,680 people engaged with the AM's onsite and online education programs in 2021-22. Online resources were eagerly accessed by students, teachers and parents when COVID-19 disrupted school group visits from July to December 2021. When school visits and group visits could be reinstated, they were accessed by 6271 visitors.

The AM was proud to roll out several education initiatives funded by the Australian Museum Foundation. These included:

- Cube, a mobile teaching platform for use directly in the permanent galleries. Targeted at primary school students and aligned with the curriculum, the Cube program was attended by 1281 visitors. In addition, 757 students enjoyed gallery tours, 402 participated in Biological Diversity Study Days, and 259 teachers attended quarterly teacher preview nights.
- A Day at the Museum offered a thought-provoking and educational experience for students from disadvantaged areas. The new program, which commenced in March 2022, welcomed 768 students from 13 schools.

The AM's Education team offered virtual excursions throughout the COVID-19 lockdown period, broadening the institution's reach into regional NSW and beyond. The team reached 3099 students and teachers who participated in First Nations virtual excursions, and an additional 103 who joined a Meet the Experts session with the FrogID team.

The AM's popular Biological Diversity Study Days were again delivered in partnership with the Royal Botanic Garden Sydney, Taronga Zoo and the North Coast Regional Botanic Garden in Coffs Harbour. Although outreach events were limited due to COVID-19, 280 students were still able to participate in the program at Coffs Harbour and Taronga Zoo, with an additional 353 students engaging with the program in its virtual format.

The AM continued its partnership with science education company Arludo to produce *Battery Low*, a series of monthly live-streamed science shows delivered via Twitch. *Battery Low* reached an online audience of 58,637 across five episodes.

Members of the AM's Ask an Expert team continued their frontline connection with the public. They assisted 1778 callers with enquiries, many of which related to specimen identification. The database of more than 30,000 visitor enquiries was transferred to a new customer system to make it easier to respond to questions and track enquiry data.

Public programming

The AM hummed with a celebratory atmosphere when NSW Government-mandated COVID-19 lockdowns were lifted. Visitors were welcomed back with live performances in the Hintze Hall every weekend until Christmas. Nights at the Museum (NATM) returned in January. NSW Government funding enabled the AM to recruit staff to manage and deliver the six-month program of live music and entertainment. Roving performers, tours, talks and workshops were all enjoyed by the public.

NATM drew 15,250 visitors across 28 evenings. Most were young and early working age adults. Of those surveyed, 67 percent had come to the CBD specifically for NATM.

NATM signature events included a four-session VIVID Talk Series with Destination NSW, and the annual Talbot Oration attracting an audience of more than 300 people. NATM also delivered *Ngalu Warrawi Marri* (We Stand Strong), a free, after-hours evening of live music, conversations, workshops, tours and performances celebrating the continued resistance and ongoing resilience of First Nations Peoples.

The AM offered its first Pasifika evening, *Wan Sol Moana* (One Ocean), where Sydney's Pasifika cultures were celebrated with live music, hands-on workshops and dance performances.

Monthly Brickman Up Late events, including masterclasses with The Brickman himself, were set at a high price point but sold out quickly. (These masterclasses accompanied the AM's popular exhibition, *Jurassic World* by Brickman®.)

Face-to-face holiday programs recommenced in January. In spite of high COVID-related cancellations across the period, the free Dinosaur Festival in April in tandem with *Jurassic World* by Brickman® saw record attendances of 40,367 over the six days of activity. The Dinosaur Festival was presented for the first time since 2019, and 84 percent of survey respondents rated their experience as good or excellent. Notably, 24.8 percent of respondents said Dinosaur Festival was their first visit to the AM, demonstrating the important role played by free or low-cost activities in attracting enthusiastic new audiences.

Celebrating Sydney's Pasifika cultures with dance performances at the AM's first Pasifika evening, *Wan Sol Moana* (One Ocean).

The AM's Early Birds autism and sensory-friendly program welcomed families back to the AM in December, February and April. Attendances grew in 2021-22, with 934 visitors across the three sessions.

COVID-19 lockdowns forced the Sydney Science Trail, part of National Science Week, to go online. More than 48,000 people participated, and more than 20 talks and events were presented by the AM, the Royal Botanic Garden Sydney and other partners including ANSTO and UTS.

UTS scientists participated in panels and livestreamed events. Engaging with the SST online platform also allowed UTS to present its educational content across a far-reaching platform to new digital audiences.

ANSTO highlighted its 'Hackathon' concept across the SST program. The AM partnership provided mentors for the program with CEO and Director Kim McKay AO announcing the winners in a virtual award ceremony. The AM also provided a digital platform for ANSTO scientists to share their knowledge around exciting scientific initiatives across live panels and on demand viewers.

The Australian Museum also worked with ABC Radio Sydney to create a promotional sizzle reel for SST with ABC presenter James Valentine. In partnership the AM developed a series of ABC and Royal Botanic Garden Sydney giveaways for ABC Radio's daily promotion of SST during Science Week. This mutually beneficial alignment ensured scientific knowledge reached broad audiences while the AM activities shared multiple media platforms including on-air radio, social and eDM outreach.



Sydney Grammar students tour the Wild Planet gallery. Photo Anna Kucera



Donors and fundraising

The AM's community of donors provided generous support of \$6.8 million for research, acquisitions, education, cultural exchange, equitable access programs, outreach, capital programs and more.

The Australian Museum Foundation received \$2.89 million in donations across the year, including a substantial bequest from the late Helen Molesworth.

The AM directly received a further \$3.91 million in donations.

This wonderful support provided additional funds for the AM to carry out scientific research projects and present important exhibitions and public programs. These included:

- *Unsettled* exhibition
- A Day at the Museum education program
- The discovery and excavation of McGraths Flat, an exceptional new fossil site in NSW revealing clues about Australia's ancient rainforests.

The Australian Museum Foundation's gala dinner, Night at the Museum, raised a record \$300,000 for education programs. The Foundation also hosted a number of other events throughout the year to thank donors for their extraordinary support. These events included a family preview of the *Jurassic World* by Brickman® exhibition, and behind the scenes experiences.

The AM also held appeals across the year including the End of Financial Year appeal, and an urgent frog appeal to support research in the wake of a mass frog die-off event.

Museum Members and the general public displayed great generosity through new donation pathways including options for donations with tickets and membership, and onsite donation digital tap points.

Donations from the initial Project Discover Capital Campaign that raised \$12 million in philanthropic support are still bearing fruit in phase two of the project, including the new Burra learning place, the new *Minerals* gallery and a new *Pasifika* gallery to open in 2022-23.

AM Members

The AM attracted 29,021 Members during the year, the highest number in the history of the Members program. The popularity of *Jurassic World* by Brickman® brought in new Members. Many people spent their NSW Government Discover vouchers and Parents vouchers on Membership, and the AM's targeted digital campaign was also a factor in growth.

The AM Members program marked its 50th anniversary in 2021-22. The AM recognised the vital support of its Members by inviting them to enjoy free access to special exhibitions and exclusive events. Highlights included the chance to meet Ryan McNaught (aka The Brickman) at the preview of *Jurassic World* by Brickman®. Other opportunities for Members included a sneak-peek tour of the Palaeontology department, a conversation with *Unsettled* curators Laura McBride and Dr Mariko Smith, and a monthly schedule of family focused science shows and workshops.

Members' families enjoyed a special event with Ryan 'The Brickman' McNaught at a preview of the *Jurassic World* by Brickman® exhibition.



The Australian Museum Foundation's gala dinner, Night at the Museum, raised a record \$300,000 for education programs. The Foundation also hosted a number of other events throughout the year to thank donors for their extraordinary support.



Below left: The Hon. Benjamin Franklin, MLC speaks at the 2022 Australian Museum Foundation Gala Dinner, Night at the Museum.

Below right: Ryan McNaught and Delta Goodrem attend the Australian Museum Foundation Gala Dinner.

Bottom: Special performance by singer-songwriter Delta Goodrem at the Australian Museum Foundation Gala Dinner. Photos Tim Levy



World cultures, archives and library

The name John Gould is synonymous with natural history, and particularly with birds. Gould is famous for his folio volumes of colour-plate illustrations of birds. He came to Australia in 1839 and visited the AM, which then purchased the bulk of his publications for the collections. This year, 13 volumes of those superb, rare books were digitised and can now be enjoyed on the AM website. Additional web content now highlights the artistic contribution of Elizabeth Gould to her husband's publications.

Also on the subject of birds, the AM received a bequest of Les Chandler's bird photography. Chandler was a First World War soldier-settler from the Sunraysia region of Victoria and a pioneering naturalist. His love of birds was so great that he was still climbing tall trees with his camera when he was in his late 80s.

The AM undertook conservation and research on its collection of four Egyptian cartonnage masks, work that was supported by the Australian Museum Foundation.

The Museum's World Cultures textile and puppet collections received new cabinets to house them safely for the future.

Accessibility and inclusion

Access and Inclusion Action Plan

The Australian Museum belongs to the people. Its heritage building, its new buildings, its collections, exhibitions, programs and activities are public assets, and the Museum is committed to ensuring that access is equally available and that everyone is welcomed.

The AM's Access and Inclusion Action Plan (AIAP) steers its adherence to this important commitment. The 2019-2021 AIAP has now been completed with approximately 90 percent of actions implemented. The plan was developed and actioned in consultation with the Museum's Accessibility and Inclusion Advisory Panel, the Australian Network on Disability and an internal Accessibility and Inclusion working committee.

The AIAP supports the four key goals of the *NSW Disability Inclusion Act 2014*. These are: changing community attitudes towards people with disability; increasing

During 2021-22, the Museum offered paid internships for university students with disability to work at the AM in a variety of roles.

community participation; increasing employment opportunities for people with disability, and removing barriers to systems and processes.

During 2021-22, the Museum offered paid internships for university students with disability to work at the AM in a variety of roles. This strategy created pathways for students with disability to apply to work at the Museum and increased the competence of managers and staff.

The Early Birds Access Mornings continued during the year. This program provided a quieter, more relaxed and supportive environment for visitors on the autism spectrum or for those with other access requirements, together with their family and friends. Training in Welcoming Visitors with Disability was delivered to front-of-house and security staff and volunteers. Feedback about the pilot program from staff, volunteers and the public was overwhelmingly positive.

How do you continue to reach visitors during COVID-19 lockdowns?

The Australian Museum dived into cutting edge computer technology in 2021-22, producing "digital twins" for its *Unsettled* and *Spark* exhibitions.

Unsettled digital twin experience.



The AM worked with immersive technology studio PHORIA to create the digital twins so the exhibitions could be accessed during COVID-19 lockdowns and preserved for posterity. Soundscapes, videos and animations were embedded in the digital twins, creating an immersive experience for online visitors.

"We had already planned to do it for documentation purposes, but we fast-tracked it and it was very popular," Lawrence said.

"It allowed a new and unique experience to emerge."

Trent Clews-de Castella, CEO and co-founder of PHORIA, explained that hundreds of interactive tags in the *Unsettled* digital twin allowed users to access deeper learning journeys.

The Museum worked with PHORIA again on the *Mt Resilience* online project. Originally produced by the ABC and PHORIA, a subsequent partnership with the AM enabled *Mt Resilience* to greatly expand its audience reach including into schools.

Mt Resilience is an interactive webAR experience that highlights community planning and climate change disaster preparedness in a fictional Australian rural town.

"A digital twin is the virtual version of a real space," explained AM Head of Digital, Megan Lawrence.

"During lockdown we did a virtual capture of the exhibition spaces so people could experience them through a screen or by using a virtual reality headset. It really gives you a sense of the exhibition in a way we have never captured before."

Part 2

World-leading science and collections

Cirrhitilabrus solorensis is presently misapplied to several fishes, its true taxonomic identity shrouded in confusion. Photo Yi Kai Tea



Australian Museum Research Institute

The Australian Museum Research Institute (AMRI) brings together a team of more than 100 staff including research scientists, collection scientists, collection officers and more than 130 associates, fellows and students. AMRI research is underpinned by significant scientific infrastructure including the Australian Centre for Wildlife Genomics, the Collection Enhancement Project and the Australian Museum Centre for Citizen Science, Collection Care and Conservation, and the Lizard Island Research Station, situated on Australia's Great Barrier Reef.

AMRI

Australian Centre for Wildlife Genomics

Lizard Island Research Station

Digital Collections and Citizen Science

Collection Care and Conservation

Life and Geosciences

AMRI's Australian Centre for Wildlife Genomics

The Australian Museum's Australian Centre for Wildlife Genomics (ACWG) provides vital research and genetic services that contribute to the understanding of taxonomy, biosecurity and wildlife conservation. The ACWG's work provides vital support to AMRI scientists as well as expert advice to government, the aviation industry and other industry partners.

The ACWG continued to service its government and private stakeholders through its Airstrike and Wildlife Forensic programs, reaching two significant milestones in this reporting period. In the first of these milestones, the ACWG processed its 2000th airstrike sample since reporting began in 2005. This highlights the ongoing work undertaken for the aviation industry to ensure due diligence is performed and aviation safety is maintained following aircraft collisions with wildlife.

The second milestone was the processing of the ACWG's 1000th sex determination test for the Orange Bellied Parrot Recovery Program to determine the sex of chicks born in the wild and in their captive breeding program.

Important koala research was undertaken by ACWG and AMRI scientists during the year, including a publication that highlights the most comprehensive assessment of the genetic diversity of koalas to date. The research demonstrated that while the koala is one species, there are five distinct groups or population clusters currently existing in Australia. The study provided insight into how the koala has responded to past climate change. It also has valuable potential to help develop evidence-based management practices that will mitigate the decline in the species and ensure koala conservation into the future.

Right: Prof Kristofer Helgen examines a koala specimen. Photo Annie Post

Below: Airstrike poster created in collaboration with AAWHG.



Lizard Island Research Station

The AM’s Lizard Island Research Station (LIRS), located at the top of the Great Barrier Reef in Queensland, supports world-leading research about coral reefs. While 280 people visited LIRS during 2021-22, this was much lower than pre-COVID due to travel restrictions.

After having to postpone several times due to COVID-19, LIRS was this year able to offer its inaugural Lizard Island Coral Reef Study Tour. Thirteen high-achieving secondary school Biology students and two inspirational teachers, all from NSW Government schools, were immersed in coral reef science during a nine-night trip to LIRS. Participants in the tour were able to observe the extent of coral recovery after the depredations of the Crown-of-Thorns starfish outbreak. They were also able to observe coral bleaching. The students undertook scientific training and enjoyed specialist lectures by the tour leaders and by international researchers from universities in Hawaii and Scotland.

The reopening of the Queensland border in December 2021 and the international border in February 2022 were key to the resumption of research and education activities at LIRS. International visitors had been absent for more than two years when the first overseas team returned in April 2022 to continue its disrupted research.

LIRS was used for 2940 person nights, up slightly from 2386 in 2020-21 but still well short of the normal 6000 to 7000. Correspondingly, 47 research projects were conducted by scientists from seven Australian institutions and five overseas universities. The number of projects is usually around 100.

The Lizard Island Fellowships and Grants program resumed after a year’s hiatus due to COVID-19. Seven new Fellowships and one new Critical Grant were awarded for

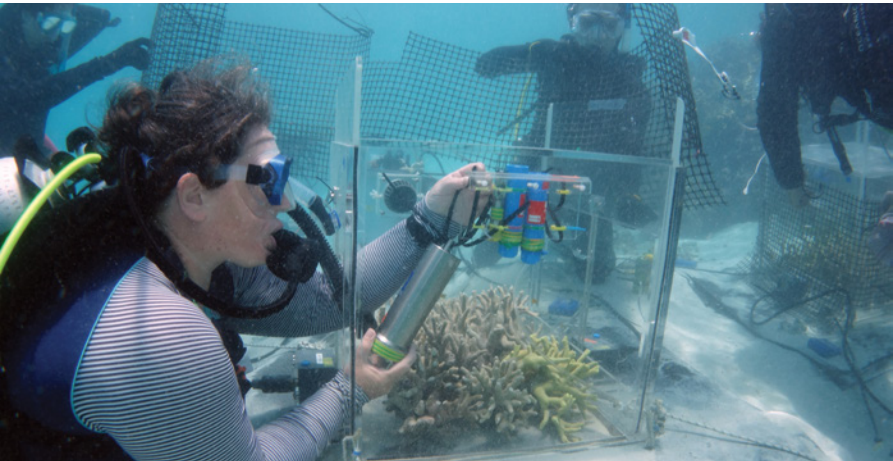
a total of \$192,000 over two years. Critical Grants are a new part of the program. They support time-critical coral reef research for which it is difficult to obtain funding through other channels. The Fellowships and Grants are fully funded by the Lizard Island Reef Research Foundation.

With plenty of Queensland sun available, last year’s LIRS solar power upgrade performed above expectation by producing more than 95 percent of the Station’s electrical power during the year.

For the third year in a row, coral bleaching occurred at Lizard Island in late summer due to marine heatwave conditions. This was part of the fourth reef-wide mass coral bleaching event declared by the Great Barrier Reef Marine Park Authority since 2016. Fortunately, as in the previous two years, the weather changed and the water temperature dropped in time to prevent a mass death of corals around Lizard Island. Recovery of corals around the island is proceeding naturally, with some areas now looking as healthy as before the massive devastation caused by cyclones and bleaching in 2014 and 2017.

A total of 77 new peer-reviewed papers were published by researchers using LIRS during the year, and LIRS welcomed 12 volunteers who were able to assist with its activities.

The Lizard Island Field Guide (LIFG) experienced a great year, with photographs of more than 3300 local species added to its website. Thanks to decades of research at LIRS, it is now known that at least 7500 species are present in the area. However, many more species remain to be discovered. The LIFG is a valuable resource for scientists, students and anyone who wants to understand what they are seeing on Lizard Island and in the surrounding waters.



University of Queensland researchers studying carbonate metabolism of reefs at the AM’s Lizard Island Research Station. Photo Lyle Vail

Collection Enhancement Project



An important part of the AM’s mission is to widen access to its extraordinary collection of 22 million objects and specimens. Digitisation is clearly a major tool in fulfilling that mission, and the Collection Enhancement Project (CEP) running from 2020 to 2030 is the AM’s most ambitious digitisation project yet.

The CEP involves the digitisation of as many of the Museum’s objects as possible and will revolutionise access within the institution and among researchers, students, members of the public and First Nations’ communities.

The various levels of digitisation being undertaken include barcoding Museum locations as well as specimen and collection material, registering collection material, high resolution photography, 3D imaging and/or x-raying, and undertaking targeted research to generate deeper knowledge of specific objects.

Barcoding activities, enabling the Museum to track the movements of specimens and objects in real time, are an important dimension of the CEP. This year the Museum barcoded storage infrastructure in the Palaeontology Basement and Castle Hill collections and uploaded these to the EMu database. The Museum also barcoded individual objects and scanned each one to its unique location. Palaeontology collection staff have been trained in the use of the barcoding technology and are already using it to track specimen and object movements.

Table 2.1
Digital data by department of the Australian Museum Collections, 2021-22

Collection	Objects	Multimedia	Tissues
Cultural Collections	148,071	179,434	-
Arachnology	129,793	19	59
Archives	125,858	115,661	-
Entomology	464,556	179,343	28
Herpetology	207,873	3,448	22,732
Ichthyology	223,767	23,658	7987
Marine Invertebrates	250,263	22,634	1754
Malacology	575,308	203,934	5354
Mammalogy	92,939	15,559	18,471
Mineralogy	54,647	39,034	-
Ornithology	105,737	27,725	13,225
Palaeontology	178,402	18,634	-
Total	2,557,214	829,083	69,610

Australian Museum Centre for Citizen Science



Another key component of the CEP is DigiVol, a crowd-sourcing platform developed by the Museum in collaboration with CSIRO’s Atlas of Living Australia. The DigiVol lab is based onsite at the AM and has a large team of skilled and dedicated volunteers photographing objects, object labels, microscope slides and other materials. These images are uploaded on to the DigiVol.org website where online volunteers transcribe the written materials into digital form. This crucial information is then added to the records for the objects within the AM’s database.

Prionocidaris australis, J.193.
Photo Laetitia Gunton

Table 2.3
Applications of Australian Museum data accessed through the Atlas of Living Australia, 2021-22

Applications	Download events	Records
Biosecurity management/planning	110	300,581
Citizen science	460	805,341
Collection management	417	1,227,191
Conservation management/planning	536	770,843
Ecological research	1,796	2,594,882
Education	1,910	3,557,299
Environmental assessment	966	972,758
Other	300	615,069
Restoration/remediation	99	13,885
Scientific research	4,117	16,889,038
Species modelling	617	1,058,973
Systematic research/taxonomy	150	83,648
Unclassified	118	3,313,735
Total	11,596	32,203,243

Table 2.2
New records by Department of the Australian Museum Collections, 2021-22

Collection	Number
Cultural collections	14,881
Arachnology	315
Archives	8799
Entomology	7958
Herpetology	2295
Ichthyology	1983
Invertebrates – marine and other	3361
Malacology	7815
Mammalogy	2233
Mineralogy	2441
Ornithology	1185
Palaeontology	13,218
Total	66,579

The AM is justly proud of its world-class scientists, but it is also important to acknowledge the vital role of citizen scientists in amassing vast pools of raw data and on-the-ground observations. Citizen science is a rapidly growing discipline with significant impacts in research, education and communication at the AM and beyond. The AM is a world leader in this area.

The AM’s engagement with citizen scientists increased enormously in 2021-22. The Museum’s trio of citizen science projects – FrogID, DigiVol and Australasian Fishes – engaged more than 80,000 citizen scientists who captured biodiversity and cultural data that contribute to a broad range of activities including scientific research, collection management, policy development, conservation planning and education.

The AM believes in the important contribution of citizen scientists. It works with Macquarie University and the University of Wollongong to learn more about why people volunteer for the DigiVol project and how to optimise citizen science from the point of view of research as well as the volunteers themselves.

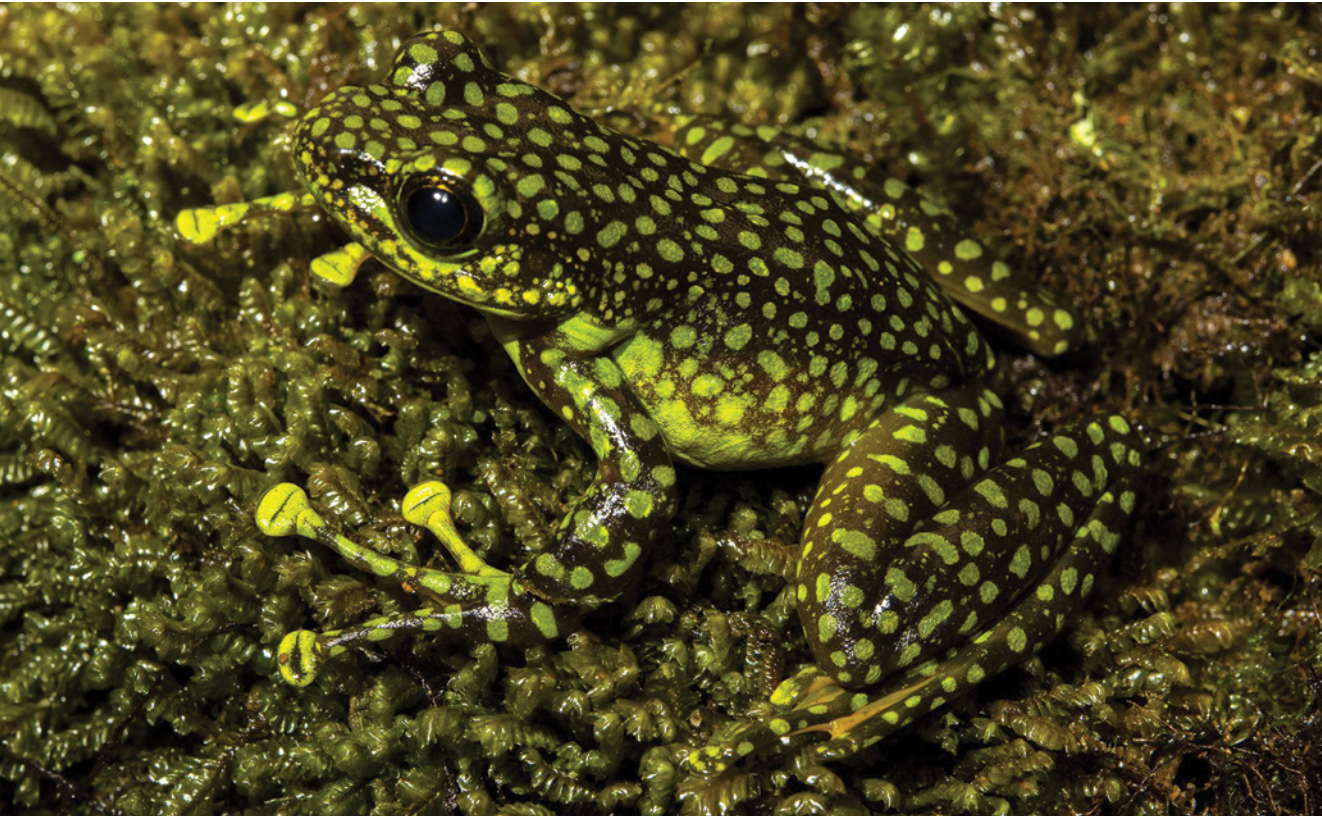
FrogID

FrogID is the AM’s flagship citizen science project. All over Australia, froggers are making a valuable contribution to conservation and land-use policy and planning by downloading the FrogID app and recording frog calls on their smartphones. This simple act provides a unique, time-stamped, geo-referenced audio recording that helps scientists to understand and conserve Australia’s 245 known frog species.

FrogID has now more than doubled the number of scientific records of frogs available in Australia in just four short years of the project’s life.

In 2021-22, FrogID received almost 165,000 submissions resulting in more than 279,000 records of frogs across Australia, a 43 percent increase over the previous financial year. More than 176,000 people across Australia contributed to the dataset in 2021-22, an increase of almost 53 percent.

The Splendid Torrent Frog (*Amolops splendissimus*), Vietnam.
Photo Jodi Rowley



In November 2021 the Museum delivered the fourth FrogID Week event, an annual snapshot of frog calls from across Australia. Records were again broken, with more frog records captured in every state and territory compared to any other FrogID Week in the past. More than 20,000 submissions were received from more than 4600 FrogID participants, resulting in a massive 37,000 frog records.

FrogID is improving scientific knowledge of Australia's unique frog species. It is also helping scientists understand the mass frog die-off that began in winter 2021 when the AM received hundreds of reports of sick and dead frogs from across Australia. FrogID is helping to identify the population-level impacts of the mass mortality event, and helping to reveal which species and sites require targeted scientific surveys.

Similarly, FrogID records are being used to research the impact on frogs of the recent extreme floods.

This financial year FrogID even helped identify two frog species that were new to science – the Slender Bleating Tree Frog (*Litoria balatus*) and the Screaming Tree Frog (*Litoria quiritatus*). Thousands of FrogID submissions were used to help describe the call of these newly recognised species.

During the year the FrogID team released the third instalment of the annually updated FrogID dataset. Thanks to the efforts of more than 16,000 citizen scientists, this third instalment includes more than a quarter of a million frog records. These are now online and open access for researchers and land managers to better understand and conserve Australia's unique frog species.

FrogID continued to provide government and environmental agencies with monthly reports for an important introduced pest species, the Cane Toad, including confirmed records of Cane Toads in NSW 'Cane Toad-free zones'. Tracking the spread of Cane Toads is a vital, ongoing conservation outcome of FrogID.

FrogID data has also contributed to the significant improvement of frog distribution maps. These maps have been added to the FrogID app and are published as the Australian Frog Atlas where they are open access for frog research and conservation. To date, FrogID has logged and identified some 700,000 frog records.

DigiVol

The AM created DigiVol to support collection digitisation at the Museum and similar institutions throughout the world. The project celebrated its 10th anniversary 2021-22 with an onsite event attended by volunteers, staff and the AM's DigiVol partner, the Atlas of Living Australia.

DigiVol has so far engaged 300 volunteers onsite to image more than 680,000 AM specimens, objects and documents, and 11,600 volunteers online to transcribe more than 4.8 million labels, documents and wildlife images from the Museum and other institutions.

DigiVol's 10th year was its most productive yet. More than 2750 volunteers contributed more than 56,000 hours, amassing almost 5 million transcriptions for 33 institutions.

DigiVol is a global leader in citizen science, with institutions such as the Royal Botanic Gardens, Kew and the Natural History Museum of Utah joining with the Museum to engage audiences in research and learning.

Australasian Fishes

The Australasian Fishes project set a high bar for marine citizen science in 2021-22, its fifth year. A total of 52,111 observations were added, bringing the total to 179,003 observations across 3259 species by 5437 citizen scientists.

A research paper published during the year showed that Australasian Fishes was better than more structured surveys at recording many rare, less abundant or cryptic species.

A recent study by AM scientists with the CSIRO and NSW Department of Primary Industries, using data from the Australasian Fishes project, revealed the top ten fish species recorded by citizen scientists and recommended how this data can contribute to effective conservation and fisheries management. As for which species were in the top ten, number one was the Bigbelly Seahorse (*Hippocampus abdominalis*) followed by the NSW state fish emblem, the Eastern Blue Groper (*Achoerodus viridis*).

Volunteers celebrating 10 years of DigiVol.



Collection Care and Conservation

When the COVID-19 lockdown was lifted in October 2021, members of the AM's Collection Care and Conservation (CC&C) team were able to return to their laboratories in the Museum building. The team immediately turned its focus to preparations required for upcoming exhibitions.

The AM's Natural Science conservators prepared wet and dry specimens for display in the forthcoming *Sharks* exhibition. This team was headed up by the Museum's newly appointed Senior Conservator, Natural Sciences, Sheldon Teare. This position is the first of its kind in Australia and is a significant development for the Museum's CC&C effort.

Work continued on documenting approximately 2000 mineral specimens through the CC&C labs. These minerals were destined for display in the AM's new permanent *Minerals* gallery.

CC&C held online, behind-the-scenes webinars during lockdown, as part of its continuing focus on bringing materials science to the public. CC&C delivered face-to-face tours of the new lab facilities that opened in May 2021. These access programs allowed the public to get up close to conservation projects including those for four Egyptian cartonnage masks, a Diprotodon jaw and early correspondence from the Archives collection.

Collection Care

Environmental monitoring and Integrated Pest Management (IPM) are two key aspects of the collection care program, and the AM maintains expertise in this area with a rigorous biosecurity program.

This year more than 1100 collection items were processed through the AM's IPM facilities.

CC&C is consulting to CSIRO and assisting a variety of other museums in the Pacific region with this critical area of collection care.

This year the environmental monitoring system was expanded to all collection areas. Environmental guidelines were developed that align with new international standards which extend the range of temperature and relative humidity set points. These guidelines are informed by world standards led by an understanding of how materials react to environment and sustainability targets.

Conservation

More than 1600 collection items were conserved in 2021-22. A highlight of the treatment program was the community-led repair of First Nations objects carried out remotely online during COVID-19 lockdown.

Major preventive programs were undertaken including the rehousing of more than 400 textiles from the World Cultures collection.

Below left: Tapa Cloth, Fiji, prepared for AM Sharks exhibition. Photo Stuart Humphreys

Below right: Egyptian cartonnage mask after conservation treatment.



A growing collection

Acquisitions and donations

A range of rare and fascinating items entered the AM’s collections this year.

Marine Invertebrate team members travelled to Lismore to retrieve the donated Coughran freshwater crayfish collection from Southern Cross University. In the collection are more than 100 lots of conservation-sensitive freshwater crayfish from hard-to-access localities in north-eastern NSW. The specimens’ state of preservation makes them suitable for DNA sequencing and they are directly relevant to current projects underway at the Museum.

Terrestrial Vertebrates team members secured the complete skeleton, tissue and tiny foetus of a 5.3m female Strap-toothed Whale (*Mesoplodon layardii*) stranded near Swansea, NSW in February 2022. The team also received a road-killed Kultarr (*Antechinomys laniger*) from west of Nyngan, NSW. The Kultarr is an endangered hopping, carnivorous marsupial. There are fewer than 30 Kultarr specimens in the mammal collection, and it is more than a decade since the last one was received.

As the Museum worked towards the opening of the new *Minerals* gallery in December 2022, the Mineralogy team received important donations and acquired some spectacular minerals. Donations included 119 Australian and overseas mineral, gemstone and rock specimens from the collection of the late Jack Taylor, and two polished rock slices donated by Tom Kapitany. The rock slices are from the oldest stratum in the world. One is a metamorphosed sandstone/conglomerate from the Yilgarn Craton in Western Australia which contains tiny zircon crystals dated to 4.4 billion years.

Other donations included oxidised zone minerals from Halls Peak, NSW; a polished travertine bowl from Egypt, and rare telluride minerals.

AM purchases included large, spectacular Australian minerals including a 74cm by 63cm polished slice of brilliantly coloured blue (chrysocolla), green (malachite) and red-brown (jasper) copper ore from the oxidised zone of the DeGrussa Mine, Western Australia.

Table 2.4
Acquisitions, Natural History Collections, 2021-22

Collection	Number of specimens lots/ units/accession lots
Arachnology	71
Entomology	35
Herpetology	2115
Ichthyology	1983
Malacology	2084
Mammalogy	977
Marine Invertebrates	501
Mineralogy	47
Ornithology	207
Palaeontology	140
Total	8160

Table 2.5
Loans, Natural History Collections, 2021-22

Collection	Number of loaned specimens		Non-AM loans processed
	Number processed in	Number processed out	(whole loans only)
Marine Invertebrates			12
Malacology	37	601	36
Entomology	72	64	2
Arachnology	0	4	0
Ichthyology	176	656	4
Herpetology	27	111 specimens 225 tissues	2
Mammalogy	404	455 specimens/ tissues	1
Ornithology	0	127	0
Palaeontology			0
Mineralogy	0	3	1
Total			63

Biosecurity

The Museum plays a major role in biosecurity, helping to ensure that pests and diseases from overseas are kept out of Australia.

This year the AM received from Queensland some important voucher (or representative) specimens of Apple snails. Apple snails are native to South America, Africa and Asia, but not to Australia. They are invasive crop pests which are not established in Australia, and it is vital to keep them out. Finding Apple snails in Queensland was a major concern, so keeping voucher specimens of these snails in the AM’s collection (including frozen tissue samples suitable for DNA study) is critical. In future, the specimens will be able to confirm initial species identification, for example by DNA barcoding.

Elsewhere in biosecurity, experts Dr Elena Kupriyanova, Dr Pat Hutchings and Dr Laetitia Gunton are working with the Department of Agriculture to update the National Introduced Marine Pest Information System for the tube worm *Hydroides dianthus*, to provide a better understanding of the biology, ecology and distribution of this marine pest.

Stephens’ Banded Snake.
Photo Dane Trembath



What does it mean to discover a new species?

The Australian Museum is a national leader in new animal species descriptions, each year adding about 200 previously undiscovered or unnamed species to the tree of life.

The AM described 184 new species in 2021–22. Chief Scientist and Director of the Australian Museum Research Institute Professor Kristofer Helgen explained what species description is all about.

‘Species description means that you are introducing a new name for an animal that has never before been named or discovered by western science,’ Professor Helgen said.

‘At this Museum, that could be anything from insects or deep sea marine invertebrates to things like frogs and even mammals. We describe a range of species across the whole animal tree of life.

‘There are several ways in which a new species gets described. One of them is that something new is found during fieldwork and it is instantly detectable as something that has never been described before. Other times it might be that something is collected on an expedition and is kept at the Museum for many

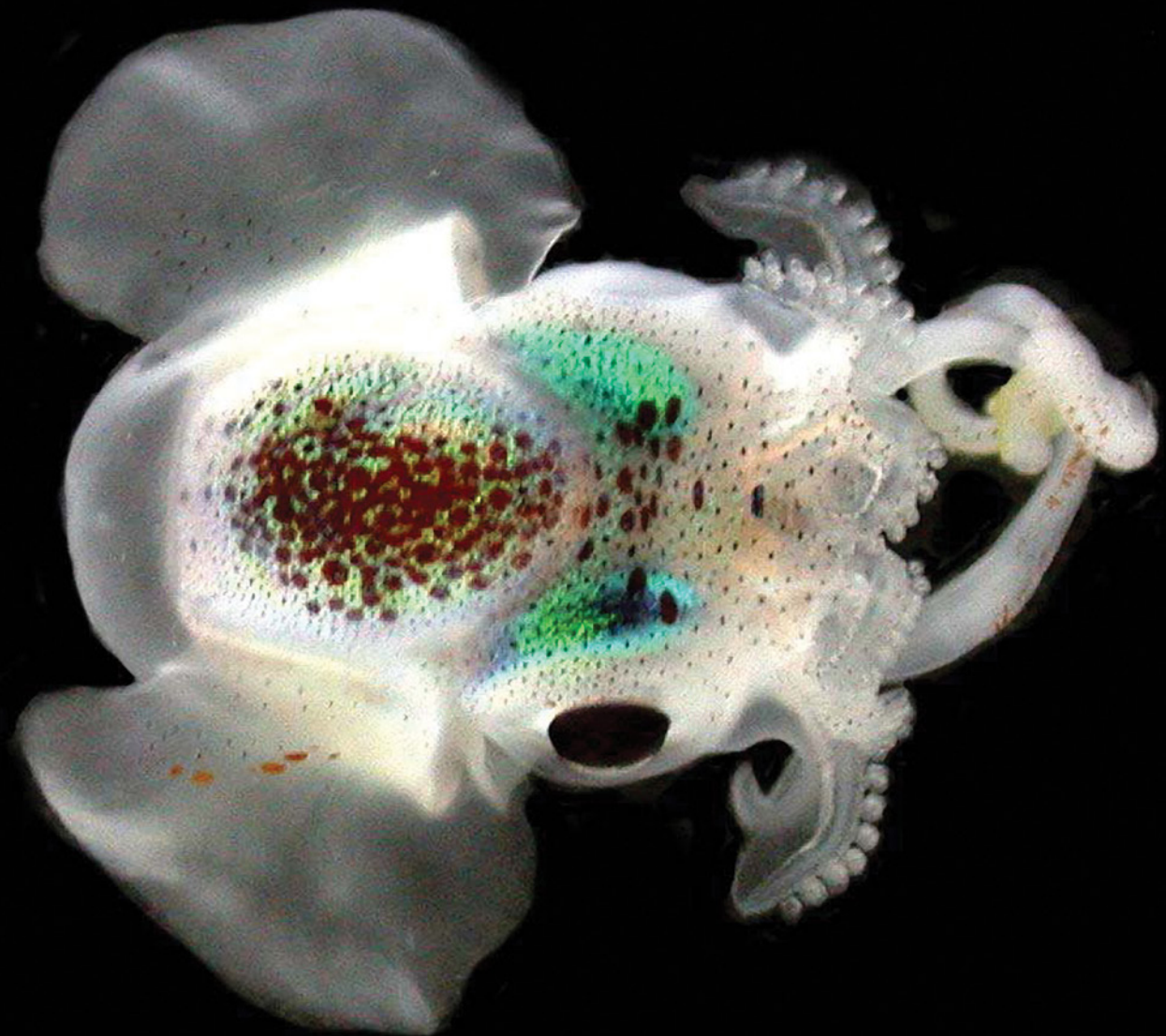
years before someone focuses on it. A lot of new species are discovered in the Museum collection because it’s so vast.

‘The third way is that some kind of new analysis produces information that allows us to see something in a new light. For example it might be that we get some genetic data that shows that something we thought was a single species might actually be two or three. The DNA gives us a more incisive look at what’s going on. Or we might get some information from FrogID showing that frogs that look very much alike are actually separate species on the basis of what they sound like.’

Professor Helgen said any new species discovery is not official until it is peer reviewed by the scientific community. When a new species is ultimately named and rubber-stamped, it is ‘such an exciting feeling,’ he said.

As for the species described in 2021–22, Professor Helgen had trouble choosing his favourite. However the two newly-named species of butterfly bobtail squid were ‘pretty cool,’ he said.

Spectacular new butterfly bobtail squid (*Iridoteuthis merlini*) named to honour Professor Merlin Crossley. Photo Karen Gowlett-Holmes, CSIRO



Natural science collections

Preparations for the forthcoming *Sharks* exhibition relied heavily on the expert contributions of AMRI’s Ichthyology, Palaeontology and digitisation teams. *Sharks* will showcase more than 70 collections objects, including wet and dry specimens and more than 30 shark fins. Visitors will be able to touch and handle models. These were built from scans of shark skin and teeth from the AM’s collection with the use of CT and 3D scanning technology. Scientifically accurate full-scale models of sharks will be a major attraction of the exhibition and would not have been possible without experts from the Australian Museum Research Institute.

As the AM prepared for the opening of *Minerals* in December 2022, the Mineralogy team worked closely with Exhibitions staff while Ross Pogson, Collections Manager, Minerals, also created content for an exhibition catalogue which will include many spectacular images.

Senior Conservator Sheldon Teare examines sharks as they are gradually transferred from ethanol/water to glycerol ahead of the *Sharks* exhibition.



Collection storage upgrades

Appropriate storage is critical to the preservation and security of AMRI’s collections, and 2021–22 saw the continuation or completion of a number of collections storage upgrades. The Ornithology department finished the upgrade of numerous older cabinets that housed the main skeleton reference collection and egg reference collection.

Entomology progressed with a multi-year project to upgrade and expand cabinetry for dry collections. The upgrade will be finalised in 2022–23 and will increase collections housing capacity by 50 percent.

The Mineralogy Annexe underwent renovations, entailing the temporary removal of more than 20,000 specimens.

The renovation of the Archaeology Laboratory in the Barnett wing, overseen by Dr Amy Way, was also completed during the year.

Relocations

The AM’s Chapman Mineral Collection was on temporary display in the Australian Fossil and Mineral Museum in Bathurst while preparations continued for the scheduled opening of *Minerals* in December 2022. With the opening of the new gallery on the horizon, however, staff from Life and Geoscience, CC&C and Exhibitions spent several weeks packing the Chapman Mineral Collection for its return to the Museum in William Street. This was a huge undertaking, involving the generation of bespoke packaging for each specimen to ensure the whole collection’s safety in transit.

Expeditions and fieldwork

The continuing challenges of the pandemic meant that no international expeditions took place in 2021–22. Museum scientists instead undertook important research within Australia, including research on spiders living in Jenolan Caves. Here, surveys conducted by Dr Helen Smith and Dr Anne Musser found that a blind species of spider was successfully recolonising following the flooding of a lower section of the caves. The spider surveys were carried out to inform future works that have the potential to impact cave invertebrates.

This year, a week-long field trip to Tathra Wharf on the NSW South Coast resulted in the collection of fauna inhabiting the historic piles prior to their restoration. Team members from the AM’s Marine Invertebrates, Malacology and Ichthyology teams retrieved specimens from under the wharf as well as on the shoreline.

Dr Amy Way took First Nations representatives and students on archaeological field trips to the Bells Line of Road at Mt Tomah in the Blue Mountains, where a test excavation showed that intact cultural deposits remained in the rock shelter under investigation.

Fieldwork on Lord Howe Island by Dr Frank Köhler, Dr Isabel Hyman and Junn Foon rediscovered two species of land snail that were feared extinct. These were the Lord Howe Microturban (*Monterissa gowerensis*), not recorded since 1913, and *Deliciola charis*, previously known from a single shell that pre-dated 1945. Other rare and endangered species of land snail on the island, unobserved for many years, were shown to have survived

the impacts of rodent predation and may be rebounding because of recent rodent eradication. In related work, Dr Chris Reid was successful in having two species of beetle listed as Threatened Species. The beetles had been rediscovered on Lord Howe Island.

After the mass frog die-off that occurred during the year, Dr Jodi Rowley led the Museum’s response which included more than 40 field surveys across NSW. The Museum received almost 1700 reports of dead and sick frogs from all over Australia but mainly on the east coast. Frog mortality of this scale could dramatically impact frog species, particularly threatened species such as the Green and Golden Bell Frog and the Giant Barred Frog. Specimens of both of these species were among frogs reported to the Museum as dead or dying. Almost 400 specimens or samples of 23 frog species were collected by members of the public and Museum testing of these items has revealed that most are positive for the amphibian chytrid fungus. Collaborative research remains underway into the potential role of other pathogens and stressors, including toxins.

The AM’s Herpetology team also took a short field trip to retrieve a dead Leatherback Sea Turtle washed up on Forresters Beach on the NSW Central Coast in April 2022.

The Palaeontology Group led by Dr Matt McCurry continued work at the McGraths Flat fossil site near Gulgong, NSW, where an amazing diversity of plants, insects, spiders and fish have already been unearthed. Two excavations, funded by the descendants of former AM curator Robert Etheridge Jnr, took place during the year. The site was deposited during the Miocene, 23 million to five million years ago. This was a time when Australia became more arid, a process that established many of the

biomes that we see today. Fossil specimens of exceptional quality found at McGraths Flat show that the area was once a temperate wet rainforest.

Dr Joseph DiBattista collaborated with the NSW Department of Primary Industries to develop species-specific environmental DNA assays to estimate the abundance of Mulloway and Golden Perch and the critically endangered Murray Cod in NSW. All are important fishes to anglers. The project involved fieldwork in the Murrumbidgee and Hawkesbury Rivers alongside cutting-edge fish acoustic surveys and other technologies.

Dr DiBattista and Amanda Hay visited the AM’s Lizard Island Research Station where their activities included environmental DNA sampling to audit marine biodiversity. They also undertook larval fish sampling in an effort to better understand the complex life cycle of coral reef fishes. This research project was a collaboration with Dr Chris Goatley (University of New England), and Dr Simon Brandl, Dr Jordan Casey and Dr John Majoris of the University of Texas, Marine Science Institute.

Dr Steve Keable co-authored two papers documenting the spread of tropical species of sea star and jellyfish into temperate NSW waters. Both received scientific and public attention and show the immense value of the AM’s collections and scientific expertise in documenting examples of climate-induced biotic change in Australia as it happens.

Ross Pogson and Senior Fellow Dr Lin Sutherland studied rhyolite and trachyte volcanic rocks and their mineral textures in new finds of Triassic-Cenozoic lavas in Lorne Basin on the NSW coast.

Two papers, co-authored by Dr Mark Eldridge, were published on rock wallaby genetics, a subject that has puzzled and intrigued researchers for decades.

In bushfire-related work, Dr Frank Köhler and Junn Foon discovered living populations of two species of land snail which had lost more than 70 percent of their distribution ranges in the 2019–20 bushfires. The team found living specimens of *Pommerhelix depressa* and *Marilyropa*, showing the snails have the potential to survive bushfires by hiding deep in the rocks where they can escape the heat.

As part of the Bell’s Line of Road project, Dr Amy Way – in collaboration with Wayne Brennan, Indigenous Advisory Committee members and university students – undertook rock art surveys at sites affected by the bushfires.

Dr Mark Eldridge and Dr Jodi Rowley from Terrestrial Vertebrates and Dr Greta Frankham and Dr Matthew Lott from the Australian Centre for Wildlife Genomics analysed new and existing genomic data to inform ongoing management of bushfire-impacted vertebrates in a large collaborative project coordinated by the Centre for Biodiversity Analysis, ANU. The koala, eastern pygmy possum, brush-tailed rock wallaby and long-nosed potoroo, along with Brown Tree Frogs and Eastern Banjo Frogs, were among the species examined.

Species discovery

A total of 184 new species were described by AMRI staff, Senior Fellows and Research Associates in 2021–22. These included the Slender Bleating Tree Frog (*Litoria balatus*) and the Screaming Tree Frog (*Litoria quiritatus*). These two species were discovered with the help of FrogID audio, and were named for their loud, piercing calls.

AM scientists worked with colleagues from the Auckland Museum to identify a beautiful new cryptic fish species endemic to Aotearoa, New Zealand. The new species is the Manaia Pygmy Pipehorse. Like other cryptic fish, the Manaia Pygmy Pipehorse is associated with seaweed or the sea bed.

Two new species of butterfly bobtail squid were discovered among the Museum’s collections. One has been named *Iridoteuthis merlini* after Molecular Biologist Professor Merlin Crossley of UNSW, a long-standing Museum supporter and former Trustee.

Australia’s extraordinary monotremes were the subject of new research by a team of international scientists led by the AM’s Chief Scientist and Director of AMRI Professor Kristofer Helgen, and Professor Tim Flannery who is an Honorary Associate of the Museum. The research team examined every known significant monotreme fossil in order to chart the history and evolution of monotremes. This work showed that monotremes are the last survivors of a diverse set of fossil species that once roamed the southern continents. In particular, the team investigated the oldest and smallest known monotreme, *Teinolophos trusleri*, and found evidence that this creature had an electro-sensitive bill or beak to help it find food in snowy, seasonal darkness when south-eastern Australia was part of the Antarctic Circle 130 million years ago. This tiny species was so different from later monotremes that the team erected a new taxonomic family, *Teinolophidae*, for it. The team also named a new genus, *Murrayglossus*, for the largest egg-laying mammal yet known, a giant echidna that lived in south-western Western Australia tens of thousands of years ago.

Amazing recovery of corals at Lizard Island. Photo Andy Lewis



Table 2.6
New species discovered, 2021–22

Species	Discoveries
Crustacea	16
Fishes	41
Fossils	28
Frogs	6
Insects	25
Molluscs	45
Polychaetes/marine worms	23
Total	184

Publications and awards

Publications

During 2021–22, AMRI staff, senior fellows and research associates published a total of 245 papers in international and national peer-reviewed scientific journals, and books, largely based on the AM’s natural history collections, making it another milestone year of publications for the AM.

The role of prehistoric social networking in the successful exodus of modern humans from Africa was the subject of a new study and publication by the Museum’s Dr Amy Way in concert with an international team of scientists. Archaeologists have long thought that a key to human beings’ survival is their ability to share knowledge with people who are not closely related to them. The new publication furthered this belief, providing evidence of early human social networks through the study of stone knives. The prehistoric knives were the same shape across multiple and widespread populations in Africa, indicating that these separate populations must have been in contact with each other.

Another publication the Museum produced this year was the Australian Frog Atlas, backed by data from the FrogID citizen science project. The Atlas provides updated distribution maps for all 248 species of Australian frogs. The Atlas is now open access for frog research and conservation.

Australian Museum Eureka Prizes

2021 marked the 31st year of the Australian Museum Eureka Prizes, with almost 1600 individuals contributing to entries from which 51 finalists across 16 prizes were selected by the judging panels.

For the second consecutive year, the Prizes were announced at a live, digital broadcast event. The online audience was presented with an engaging awards show and the opportunity to connect with the finalists, presenters and other guests live, via social media. More than 2000 guests registered to attend – double the number of the previous year – with a global audience joining from four continents.

Kim McKay AO, Director and CEO of the Australian Museum, opened the live broadcast and University of Sydney Mathematics and Science Ambassador Adam Spencer was master of ceremonies.

The 2021 AMRI Medal, presented to a staff member, senior fellow or team from AMRI for outstanding science and communication of research outcomes, was awarded to marine biologist Dr Penny Berents.



Marine biologist Dr Penny Berents recognised with the presentation of the 2021 AMRI Medal.

During Dr Berents’ 50-year career at the Museum she has described more than 20 new marine invertebrate species, headed research field trips around Australia and the Pacific, held a seat on the Council of Heads of Australian Faunal Collections, and helped to build the Museum’s world-leading marine invertebrate collections.

AMRI Lifetime Achievement Award

Professor William Sherwin, an eminent molecular ecologist from the University of New South Wales (UNSW), was the recipient of the AMRI Lifetime Achievement Award for 2021. COVID-19 delayed this announcement.

Professor Sherwin has dedicated almost 40 years to scientific research, with 30 of those years in various roles at the School of Biological, Environmental and Earth Sciences (BEES) at UNSW. In a massive boost to the ACWG’s Frozen Tissue Collection, Professor Sherwin donated more than 11,000 vertebrate tissue and DNA samples accumulated throughout his years of research. His donation was one of the largest and most significant of its kind, and significantly increased the Museum’s genomic research capacity.

Fellowships and postgraduate awards

Fellowship/Grant	Name	Institution	Project
AMF/AMRI Postgraduate Award	Joshua White	The Australian National University	Diet of Ancient Marine Reptiles
AMF/AMRI Visiting Collections Fellowship	Dennis Gordon	National Institute of Water and Atmospheric Research (NIWA)	Collection Enhancement of Australian Museum Bryozoa (lace corals) with a focus on New South Wales (NSW)
AMF/AMRI Visiting Research Fellowship	Junn Foon	N/A	DNA barcoding and phylogeny of the land snail genus Sauroconcha in central New South Wales to aid ecological assessment and conservation needs
AMF/AMRI Visiting Research Fellowship	Russell Bicknell	University of New England	Uncovering records of Paleozoic predation in Australia
Peter Rankin Trust Fund for Herpetology	Amber Brown	University of Technology Sydney	Minimising the illegal trade of shingleback lizards (<i>Tiliqua rugosa</i>).
Peter Rankin Trust Fund for Herpetology	Julianna Santos	University of Melbourne	How does pryodiversity influence genetic diversity?
Visiting Travel Fellowship	Hans Ho	National Museum of Marine Biology and Aquarium, Taiwan	Systemics of Paralepididae (Barrudinas) Coelphrys (Ogcocephalidae, Deep-sea Batfish) and of Chaunax, (Chaunacidae, Coffinfish) in Australian waters

Lizard Island Research Station			
Lizard Island Doctoral Fellowship	Joshua Connelly	James Cook University	Investigating constructed seascapes in the Lizard Island Group, Far North Queensland
Gough Family Doctoral Fellowship	Eric Fakan	James Cook University	The influence of habitat-degradation induced stress on population regulation of coral reef fishes
Ian Potter Doctoral Fellowship	Juliano Morais	James Cook University	Coral recovery dynamics on post-bleach coral reefs
Zoltan Florian Doctoral Fellowship	Valerio Tettamanti	University of Queensland	Damsels in colour: adaptations of the visual system and colouration during the development of coral reef damselfishes
Chris Joscelyne Postdoctoral Fellowship	Dr Fabio Cortesi	University of Queensland	Anemonefish hotels: Restoring Nemo’s home and its community for the future
John and Laurine Proud Postdoctoral Fellowship	Dr Ariana Lambrides	James Cook University	Understanding long-term Indigenous uses of the Great Barrier Reef: Re-excavating the Freshwater Bay Midden, Lizard Island
Maple-Brown Family Foundation Postdoctoral Fellowship	Dr Eva McClure	James Cook University	Effects of recurrent disturbances on coral reefs across the continental shelf
Critical Research Grant	Prof Andrew Baird	James Cook University; Museum of Tropical Queensland and University of Hawaii at Manoa	Taxonomy of the reef-building corals of Lizard Island

Part 3

Response to climate change and commitment to sustainability

Solar panels on AM roof.

Climate change projects

The Australian Museum’s response to the climate emergency gathered pace this year with the announcement on 2 June 2022 of the new Climate Solutions Centre (CSC). The CSC represents a major new focus, drawing together staff and external collaborators to help the public understand and engage with tackling climate change.

The CSC was announced at the Talbot Oration, a sell-out event at the Museum in which social researcher and author Dr Rebecca Huntley emphasised the power of imagery to galvanise climate action.

The CSC is guided by an Advisory Group of leaders in climate solutions in many fields. They met for the first time on 24 May 2022 and will continue to provide a sounding board for CSC activities. The CSC presence on the AM’s website has also been launched, and new digital content will be continually added.

The Museum’s exhibition, *Spark: Australian innovations tackling climate change*, was delivered onsite and online in 2021. *Spark* highlighted collective action and focused on ten top ways to reduce pollution, create affordable and clean energy, and support biodiversity. The exhibition showcased innovations including Australia’s first electric motorcycle, the world’s first domestic hydrogen battery and tiles made from waste glass and textiles. Regenerative agriculture, seaweed farming and caring for Country through cultural burning were all practices highlighted in the exhibition.

The *Spark* web presence received 17,813 page views in 2021-22, while the AM’s climate change web content

received 75,110 page views, up 49 percent on the previous year. The subsection of highest interest was Climate Change Impacts. These deeper-dive information pages accounted for nearly 58 percent of all climate change web traffic to the AM site (43,421 page views) with an exceptionally high average dwell time of 17.36 minutes.

One of the new digital interactives hosted on the AM’s climate site is *Mt Resilience*. Developed by the ABC, CSIRO and Phoria, it is an augmented reality experience that explores ways to mitigate the effects of climate change on a virtual rural township.

Comprehensive audience research has been carried out with social researchers FiftyFive5 throughout the year. Surveys have determined the percentage of climate attitudes represented within the general public and the AM’s audience, as well as ascertaining common questions the various audience segments have about climate and other environmental issues. Survey instruments have included exit surveys, surveys of AM Members, onsite and online visitors, and large-scale surveys of the cultural institution-visiting general public. The CSC hosted a workshop with Dr Rebecca Huntley for AM staff working in public engagement to introduce the ‘Climate Compass’, a segmentation of the Australian climate audience, providing deeper understanding of effective ways to engage each segment. The CSC also has a collaboration with the Australia Institute for *Climate of the Nation*, their annual survey tracking attitudes to climate change and climate solutions within Australia. The CSC will continue to draw on all these bodies of research in the design of its programs, exhibitions, and communications.



Kim McKay AO introduces panel at the Australian Museum’s Talbot Oration featuring author and social researcher Dr Rebecca Huntley, Tishiko King, a proud Kulkalaig woman and campaigner for climate and social justice, and Dr Saul Griffith, engineer and author of *The Big Switch*, in conversation with Distinguished Professor and AM Trustee Larissa Behrendt AO. Photo Anna Kucera

Our commitment to sustainability

Sustainability Action Plan

The AM completed the Sustainability and Climate Change Action Plan 2022-24, through consultation across the Museum.

In the 2021-22 year, the Australian Museum remained proudly Climate Active (Carbon Neutral), certified by the Federal Government. Climate Active certification provides independent verification of the Museum’s green credentials. It is an important example of the AM’s influential leadership role in sustainability best practice and aligns with the Museum’s strategic commitment to deliver action around climate change. The Museum achieved its Carbon Neutral status by implementing its original Sustainability Action Plan 2019-21.

In 2021-22, the Museum began a scoping process for the purchase of 100% renewable energy. Also, during this year, the Museum mapped its activities and projects against the United Nations’ Sustainable Development Goals which aim to build a greener, fairer, better world by 2030. The AM’s new Sustainability and Climate Action Plan 2022-24 actively advances these goals.

The AM continued to be proactively engaged in the City of Sydney’s Sustainable Destination Partnership. The AM eliminated all single-use plastic including plastic straws, cutlery and cups. Glass bottles replaced plastic bottles. Plastic bags were no longer offered at the shop or the café. Takeaway containers made from 100 percent compostable materials were introduced. A discount was offered to customers with their own reusable cup. Collection of organic waste for composting was introduced in public spaces and the filtered water stations saved more than 25,000 single-use plastic water bottles being sent to landfill in FY21-22.

In April, the AM took home the Climate SmART Award at the Leading Cultural Destinations (LCD) annual awards in Berlin. Australian Deputy Ambassador Simon Clayton joined the award ceremony to accept the award on behalf of the Australian Museum.

Deputy Ambassador Simon Clayton attends LCD award ceremony in Berlin and accepts the Climate SmART Award on behalf of the Australian Museum. Photo Cee Cee Creative

Energy use

Energy efficiency programs included the management of air conditioning to maximise peak optimum performance and allow for set temperature and humidity drift as the air handling units were shut down for periods.

Table 3.14
Energy usage at the Australian Museum 2019-2022

Year	2019-2020*	2020-2021*	2021-2022*
Energy Use (kWh)	3,136,700	3,909,933	4,118,907
Gas (MJ)	7,378,802	10,681,707	10,971,112

*The AM was closed to the public for Project Discover Phase 1 construction from August 2019 to October 2020 and from 26 June – 10 October 2022 for COVID-19 lockdown.

Waste management

The overall waste collected for 2021-2022 was 79 tonnes. Of this total, 39 tonnes were diverted from landfill for recycling and reuse, resulting in a total diversion rate of 51%.



How can museums help change the conversation on climate change?

The Australian Museum established its ground-breaking Climate Solutions Centre (CSC) in June 2022, significantly ramping up its already robust response to climate change.

The CSC is headed by Australian Museum Director and CEO Kim McKay AO and supported by the Executive Leadership Team. It is managed by Curator, Climate Change Projects, Dr Jenny Newell. With a background in environmental history, Dr Newell has worked with Pacific communities and collections at the British Museum, National Museum of Australia, the American Museum of Natural History (New York) and the Australian Museum to amplify voices on climate change for broad audiences.

“The CSC is focused on helping people to understand and engage with solutions to the climate crisis,” Dr Newell said.

“We need everyone to act – that’s a key message that the CSC is driving.

“We need people to come on board with clean energy and clean transport, with learning from First Nations approaches, healing Country, bringing nature back into our living spaces and helping to support biodiversity.”

Dr Newell said media reporting on climate change focuses on the distressing impacts rather than solutions. It is not surprising that social research in Australia reveals growing levels of climate-related anxiety. The role of the CSC is to empower people across society, through innovative, research-based exhibitions, events, school programs and digital resources, to recognise the benefits of taking positive action.

“Thankfully, there’s a number of actions we can take to embrace the technological solutions now in development,” Dr Newell said.

An expert Advisory Group for the CSC is in place. It will be joined by a Youth Advisory Group that will help to shape the CSC’s youth outreach, from live events to social media posts. Touring exhibitions and workshops at schools will help to ensure young people are taking science-backed information home.

The CSC also worked on developing a new pop-up exhibition about sustainability, *Future Now*, touring Stockland Retail Town Centres from July 2022.

“Climate change is a human-caused problem,” Dr Newell said, “so it’s a problem humans can solve. We are encouraging straight-forward, collective ways to step up. Everyone can identify their best strengths and start acting where they are, with the resources at their disposal. Each of us has the power to make a positive difference in tackling the climate crisis.”

CSC Advisory Group Members

- Dr Gabriel Abramowitz – Climate Change Research Centre, UNSW
- Dr Jilda Andrews – College of Arts and Social Sciences, ANU
- Ms Nerida Bradley – GreenCollar
- Ms Teri Calder – Impact and Partnerships, Factual and Culture, ABC
- Dr Rebecca Colvin – Crawford School of Public Policy, ANU
- Ms Brownyn Darlington – Agscent Pty Ltd/Environmental Defenders Office
- Ms Lauren Drake – Pollination Group
- Mr Sam Elsom – Sea Forest
- Prof Tim Flannery FAA – Climate Council and AM Distinguished Fellow in Climate Change
- Dr Saul Griffith – Rewiring Australia; Otherlab
- Assoc Prof Melissa Hart – Climate Change Research Centre, UNSW
- Ms Christine Holman – Holman Industries; Metcash
- Prof Lesley Hughes – Climate Change Authority; Distinguished Professor of Biology, Macquarie University
- Dr Rebecca Huntley – 89 Degrees East
- Prof Brent Jacobs – Institute for Sustainable Futures, UTS
- Mr Tim Jarvis AM – The Forktree Project
- Ms Tishiko King – Groundswell Giving; Coral Sea Foundation
- Ms Tricia Lorenzo – Flow Power
- Dr Richie Merzian – The Australia Institute
- Dr Negin Nazarian – Climate Change Research Centre, UNSW
- Ms Blair Palese – Climate & Capital Media
- Ms Audrey Quicke – The Australia Institute
- Prof Peter Ralph – Climate Change Cluster (C3), UTS
- Mr David Rickards – Australian Environmental Grantmakers Network
- Ms Anna Rose – Groundswell Giving; Farmers for Climate Action
- Mr Craig Reucassel – Writer; presenter
- Prof Veena Sahajwalla – SMaRT Centre, UNSW
- Prof Katerina Teaiwa – School of Culture, History and Language, ANU
- CSC Executive Leadership**
- Mr Russell Briggs – Australian Museum
- Prof Kristofer Helgen – Australian Museum Research Institute
- Ms Kim McKay AO – Australian Museum

New AM travelling exhibition, *Future Now*, developed exclusively for Stockland Retail Town Centres in 2022.



Cultural leadership and advocacy for First Nations history

Woven Emu 2021 made by Aunty Daniella Chedzey. This emu has been handwoven using one continuous piece of handmade Kurrajong string. Photo Abram Powell © Aunty Daniella Chedzey



Ngalu Warrawi Marri (We Stand Strong) 2002, a free after-hours event of live music, conversations, workshops, tours and performances celebrating the continued resistance and ongoing resilience of First Nations Peoples.

First Nations strategy

The Australian Museum appointed Laura McBride as its inaugural First Nations Director in 2021, and this was followed by a productive year with the establishment of the First Nations and Pasifika Management Group. This group is integral to the Museum’s model of self-determination for First Nations Peoples in regard to their cultural heritage at the institution.

The Museum recruited a talented group of First Nations and Pasifika People who will help manage distinct operations with the Museum:

- Dr Mariko Smith, Manager of First Nations Collection and Engagement
- Melissa Malu, Manager of Pasifika Collections and Engagement
- Courtney Marsh, First Nations Curator

These appointments bring the Museum’s employment of Aboriginal and Torres Strait Island staff to five permanent, one temporary part time and four casual staff. The AM now employs two permanent and three temporary Pasifika staff across Cultural Collections Enhancement and Pasifika Collections teams.

The Museum engaged a variety of Aboriginal and Torres Strait Islander Peoples to deliver collections care and enhancement, consultation, exhibitions content, acquisitions and programming. A total of 53 contracts were entered into with Aboriginal and Torres Strait Islander businesses, contractors or individuals and valued these procurements for this reporting period at \$893,793.

The Museum progressed work on its next Reconciliation Action Plan (RAP) after undertaking Museum-wide survey workshops and consultations during the period. The new RAP will be written in conjunction with Reconciliation Australia to ensure it meets the requirements of a “stretch” RAP that will elevate the targets set around reconciliation at the Museum.

Dr Stephen Gapps, President of the New South Wales History Council, joined Laura McBride and Dr Mariko Smith for the recording of the HCNSW Annual History Lecture. For the first time the lecture was delivered as a conversation, an exploration of the development, curation and themes behind the *Unsettled* Exhibition.



First Nations public engagement

Unsettled

More than 70,000 visitors attended the *Unsettled* exhibition across four months, following the extension of the exhibition when the AM reopened to the public after the COVID-19 lockdown in October 2021. Public tours, talks and workshops also proved popular with the public.

The continued impact and success of *Unsettled* was recognised in the museum sector at the state and national levels with five major awards. The exhibition won the 2021 IMAGinE awards for Exhibition Project, Large Museums. It also received the ACHAA Award for Excellence by an Aboriginal Curator, recognising the achievements of Laura McBride. In the 2022 Museums and Galleries National Awards (MAGNAs), *Unsettled* was overall National Winner and received Best Temporary and Touring Exhibition in its category.

Additionally, the Museum was awarded the Museums Australasia Multimedia and Publication Design Award (MAPDA) for the digital learning experience, *How we are Unsettled*. The exhibition's digital twin experience was highly commended in the virtual tour or exhibition section.

Workshop held with Aboriginal Elders and youth, who created a Possum Skin Cloak featuring stories and knowledge of Country and culture that they wanted to teach to visitors at the Museum's new learning and play space, Burra.

Burra

Throughout the 2021-22 financial year, the First Nations curatorial team, in association with Aboriginal and Pasifika communities, developed Burra, a new state-of-the-art permanent learning and play space that immerses visitors in western science and First Nations knowledges. Burra means eel in the First Nations languages of Sydney and the South Coast.

A significant acquisition was made for Burra and developed through a community Possum Skin Cloak making workshop led by Guringai lead artist, Amanda Jane Reynolds, in collaboration with Aunty Julie Freeman, Uncle Steve Russell, Aunty Vivian Mason, Uncle Ron Mason and Gadhungal Murring men and children. This practice facilitates trans-generational engagement and provides opportunities for the transference of knowledge and the strengthening of family and kinship networks.

Burra was made possible through a generous bequest made by Patricia McDonald and the Australian Museum Foundation with support from the NSW Government as part of Project Discover.

First Nations digital

The First Nations team continued to produce digital content during the 2021 COVID-19 lockdown period. A new First Nations section of the Museum's website, with 94 digital assets for the public to explore, received 214,964 page views in the reporting period. The First Nations team also developed and presented an *Unsettled* virtual experience, which received 47,300 visits in 2021-22.

First Nations public programming

During the COVID-19 lockdown a series of exclusive First Nations online events for valued supporters and Museum members was offered, including an *Unsettled* guided virtual tour by Dr Mariko Smith and a behind-the-scenes look at the digital repatriation project with Nathan Sentance.

The AM's final *Unsettled* events took place in January and were highly successful. The *Children of the Revolution* panel, hosted by AM Trustee Distinguished Professor Larissa Behrendt, was recorded for ABC Radio's *Speaking Out* and was broadcast in March. Patrons enjoyed an early morning event called *Breakfast with a Curator*, and the *Unsettled Film Series* held on January 26 proved popular as a day to showcase First Nations films.

Ngalu Warrawi Marri (We Stand Strong) was slated for January 27 and promoted as a free Sydney Festival umbrella event with live music, conversations, workshops, tours and performances celebrating the continued resistance and ongoing resilience of First Nations Peoples. *Ngalu Warrawi Marri* was postponed in order to limit potential for COVID-19 transmission to Communities. Instead, it was presented as part of the Nights at the Museum (NATM) program on 19 May in the lead-up to Reconciliation Week. Elders including Uncle Allen Madden, Uncle Vic Simms and Aunty Daniella Chedzey, along with up and coming First Nations artists, journalists and performers, shared personal stories of resistance and resilience. It was pleasing to see this signature annual event growing in popularity, with more than 900 people attending for the second year in a row.

Wan Sol Moana (One Ocean), the Museum's first Pasifika-focused evening, was also presented as part of NATM in June. The event hosted more than 100 performers and 745 community attendees. Events such as these draw new audiences to the Museum, and in turn significantly expand the organisation's impact and relevance in the broader community.

First Nations Tour Guides were recruited and trained in April to deliver newly developed *Waranara* tours providing First Nations perspectives on the permanent First Nations galleries using topics such as environmentalism, diversity and cultural resilience as anchors.

Waranara tours commenced in May as an ongoing weekly offering and, in addition to standard tour times, extra sessions were offered as part of other special Museum events. A total of 282 paid tour bookings were made, with regular positive feedback received. More guides will be welcomed and trained in the second half of 2022.

Ngalu Warrawi Marri (We Stand Strong) 2002, a free after-hours event of live music, conversations, workshops, tours and performances celebrating the continued resistance and ongoing resilience of First Nations Peoples.





First Nations education

First Nations education programs provided a valuable means of connecting and engaging with First Nations students, young people, teachers and community groups.

Throughout 2021-22, 757 students and teachers participated in curriculum-based tours of the First Nations galleries. The tours focused on the themes of Connection to Country, Culture and Identity, and First Nations Land Management.

In collaboration with staff in the First Nations division, new classroom activities and resources were developed to support student visits to the permanent galleries *Garrigarrang: Sea Country* and *Bayala Nura: Yarning Country*, including sets of conversation starters designed to allow visitors to engage with First Nations knowledge, stories, objects and artworks through a new lens.

First Nations education presenters delivered virtual excursions to 3099 students and teachers across Australia, providing participants with opportunities to enjoy the Australian Museum, connect directly with staff and learn about First Nations knowledge systems. In addition, during COVID-19 lockdown, in collaboration with icare, the Museum provided free virtual excursions to 110 children and families.

Aboriginal and Torres Strait Islander collections and engagement

The Museum's First Nations Collections and Engagement team started the 2021-22 financial year with the appointment of new collections manager Dr Mariko Smith. The collections manager led the project management for the establishment of a new collections area at the Museum's offsite Cultural Collections Centre in Western Sydney. This new area was designed to accommodate object acquisitions from Indigenous exhibitions including *Unsettled* as well as overflow from the main site's First Nations cultural collections store. This new store provides an additional 226 square metres of space and is currently housing a wide range of objects.

In early 2021, the Australian Museum accepted the donation of an extensive and nationally significant collection of 265 carved and painted boab nuts specific to the Kimberley. The donor purchased the boab nuts directly from prominent Aboriginal artists and Aboriginal Art Centres across the Kimberley including Derby, Broome, Fitzroy Crossing, Halls Creek, Kununurra and Wyndham.

In this collection more than 80 artists are represented, featuring senior Elders, knowledge holders, award-winning artists and emerging carvers and youth. This collection is a testament to First Nations small enterprise and the dynamism of Aboriginal culture. It also promotes and guides the practice of future generations of Aboriginal carvers from the Kimberley.

Aboriginal Archaeology and Australian Museum Research Institute (AMRI) staff helped Trawlwoolway artist Julie Gough on her 2022 Biennale of Sydney multimedia artwork *p/re-occupied*. Museum staff worked with the artist to select and then 3D-scan a range of Tasmanian Aboriginal archaeological objects from the Museum's collection. This opportunity allowed for meaningful and productive collaboration between cultural institutions (the Museum and the Biennale of Sydney) and a prominent First Nations artist. Indigenous Cultural and Intellectual Property protocols were embedded into the project, to ensure the copies of First Nations objects were created and maintained in line with best practice and recognition of Aboriginal communities' primary rights and responsibilities over their cultural heritage.

Top: Pasifika youth engaging in cultural workshops as part of the Australian Museum Youth Reconnection Project. Photo Moemoana Schwenke

Bottom: Boab nuts from Kimberley region.

Collaborative species naming

Two new species were named by Museum scientists in collaboration with Aboriginal communities. The Bundjalung Arakwal community had input into naming a new species of *Osedax* (boneworms), and the Dharawal community at La Perouse helped name a new amphipod species from Port Jackson.

Pasifika collections and engagement

The Pasifika team has begun implementation of its Cultural Collections Enhancement Plan, aimed at better understanding the AM's Pacific collections as well as cataloguing and digitising them, in order to make them more accessible. During the report period, the AM convened consultations with the Tongan community, including meeting with the Tongan High Commissioner to Australia, Her Royal Highness Princess Angelika Lātūfuipeka Halaevalu Mata'aho Napua Okalani Tuko'aho. The High Commissioner is a cultural knowledge holder who provided many insights into the Tongan Collection at the Museum.

The Pasifika team also hosted the director of the National Museum of Kiribati, and the Minister for Internal Affairs and Secretary for the Kiribati Government, for a three-day visit to exchange professional and cultural knowledge, specifically around objects in the Museum's Pasifika Collections.

Feedback has emphasised that the program has increased Pasifika communities' sense of agency over their objects and how they are displayed and presented.

Pasifika Curatorium

As the Museum worked towards opening its new *Pasifika* gallery in the future, it assembled a curatorium made up of Pasifika curators, academics and cultural knowledge holders to develop the new gallery in partnership with Museum staff.

The curatorium produced a draft Concept Development plan for the *Pasifika* gallery. The plan was workshopped with 50 local Pasifika elders, leaders, young people and creatives. Their feedback is helping shape the next phase of the *Pasifika* gallery's development.

Participants in the curatorium include Professor Katerina Teaiwa, Deputy Director HDR, College of Asia and the Pacific, ANU; Dr Michael Mel, educator, academic and former manager of the Australian Museum's Pasifika Collections; Master Simione Sevuiredre, Principal Cultural Officer iTaukei Institute of Language and Culture, and Rita Seumanutafa, educator, academic and creative artist.

The curatorium, the first of its kind, is facilitated by Lagi-Maama Academy and Consultancy.



Youth Reconnection

A central mission of the Museum's Pasifika team is to meaningfully connect Pasifika youth in Sydney with their cultural heritage. The team does this through the Pacific Collection and the AM's Pacific Youth Reconnection Project. The Museum is pleased to report that teachers from Burwood Girls High School, Miller Technology High School and Sydney Tongan Church Youth advised that the project was important in imparting to their students a healthier sense of place and belonging. One teacher reported a decrease in truancy owing to the pride and connection resulting from the Pasifika program.

Top: Sydney Grammar Garrigarrang tour. Photo Anna Kucera

Bottom: Pasifika and CCEP team digitising 50 bark cloths. Photo Moemoana Schwenke

Repatriation

The Australian Museum has committed to being a cultural leader and advocate for First Nations history and People. As part of this commitment, the AM views as a corporate strategic priority the repatriation of Ancestral Remains and secret/sacred objects to their communities of origin.

Over the next four years the NSW Government will invest \$900,000 for a dedicated repatriation program, *Returning Them Home*, to be led by the Australian Museum. The funding will allow the Museum to appoint two dedicated repatriation staff to manage the program. They will be appointed in 2022–23.

This year the Museum reviewed its Repatriation Program and identified the need for changes to the way restricted items are deaccessioned from the collections. As a result of that review, restricted items were approved for group deaccession, expediting the process for each repatriation and ensuring the program is more efficient and causes less distress for Aboriginal and Torres Strait Islander communities. In this process the AM had the support of the Governor of NSW, Her Excellency the Honourable Margaret Beazley, AC QC, the NSW Minister for Tourism, Aboriginal Affairs, the Arts and Regional Youth, The Hon. Benjamin Franklin, MLC, the NSW Minister for Environment and Heritage, the Hon. James Griffin MP, and the Australian Museum Trust.

Wellington NSW repatriation

With COVID-19 restrictions lifted in early 2022, the Australian Museum was able to progress its Repatriation Program. In April, the Museum facilitated the repatriation of four Aboriginal Ancestors to Wellington, NSW. The journey home began with a handover ceremony in Sydney. In Wellington, the Aboriginal community gathered to welcome their Ancestors home and undertake the reburial in accordance with cultural protocols. The Wellington repatriation took place in partnership with Heritage NSW and the Wellington Aboriginal community represented by the Wellington Aboriginal Land Council and Elders.

Wellington Repatriation Smoking Ceremony video still.
Photo Paul Milazzo



How can museums help advocate for First Nations voices?

When Tasmanian artist and Trawlwoolway woman Julie Gough was invited to exhibit in the 2022 Biennale of Sydney, she contacted the Australian Museum's First Nations team for help in realising her project. Gough's call was welcome, said Dr Mariko Smith, Manager of First Nations Collection and Engagement.

"Julie is a fantastic artist and researcher who engages with colonial histories and Aboriginal culture and archives at various intersections," Dr Smith said.

"Julie's aims are the same as our aims, in terms of finding innovative ways for Aboriginal communities to engage with their cultural heritage."

Gough needed 100 Indigenous stone tools to display as part of her Biennale work, titled *p/re-occupied*. But with mere months until the opening of the Biennale on 12 March 2022, there was insufficient time for the Museum to arrange the loan of so many objects.

Under a new plan hatched by the First Nations team in association with Gough, 42 items from the stone tool collection were 3D-printed in the Museum's lab. Some were printed in multiples to make up 100 items in total. The replicas were suspended from the ceiling at Pier 2/3 as part of Gough's installation and remained on view throughout the three months of the Biennale.

The creation of the 3D-printed tools solved Gough's problem, but raised issues around the post-Biennale usage of the replicas and the digital files that were used to make them.

With this in mind, Dr Smith and Director First Nations Laura McBride were careful to embed Indigenous Cultural and Intellectual Property (ICIP) protocols into the agreement with Gough and the Biennale. ICIP protocols enshrine Indigenous People's rights to protect their traditional arts and cultures.

The display of *p/re-occupied* was accompanied by the wording: "This project has been realised in accordance with ICIP protocols (visual arts), (Janke, 2019, Australia Council) and acknowledges the custodial interest of the First Peoples of Lutruwita (Tasmania) on whose unceded lands, riverways and estuaries this work was realised".



Australian Museum Manager First Nations Collections and Engagement, Dr Mariko Smith, and artist Julie Gough at the 2022 Biennale of Sydney event, *Repatriation (Healing)*, where they both spoke about the collaboration between Julie, Biennale of Sydney, and the AM.

"We actually put into the agreement that the Tasmanian First Nations community can decide what they want to do with the files and the 3D objects," Dr Smith said.

"They can either choose to destroy those copies or keep them and use them for educational purposes."

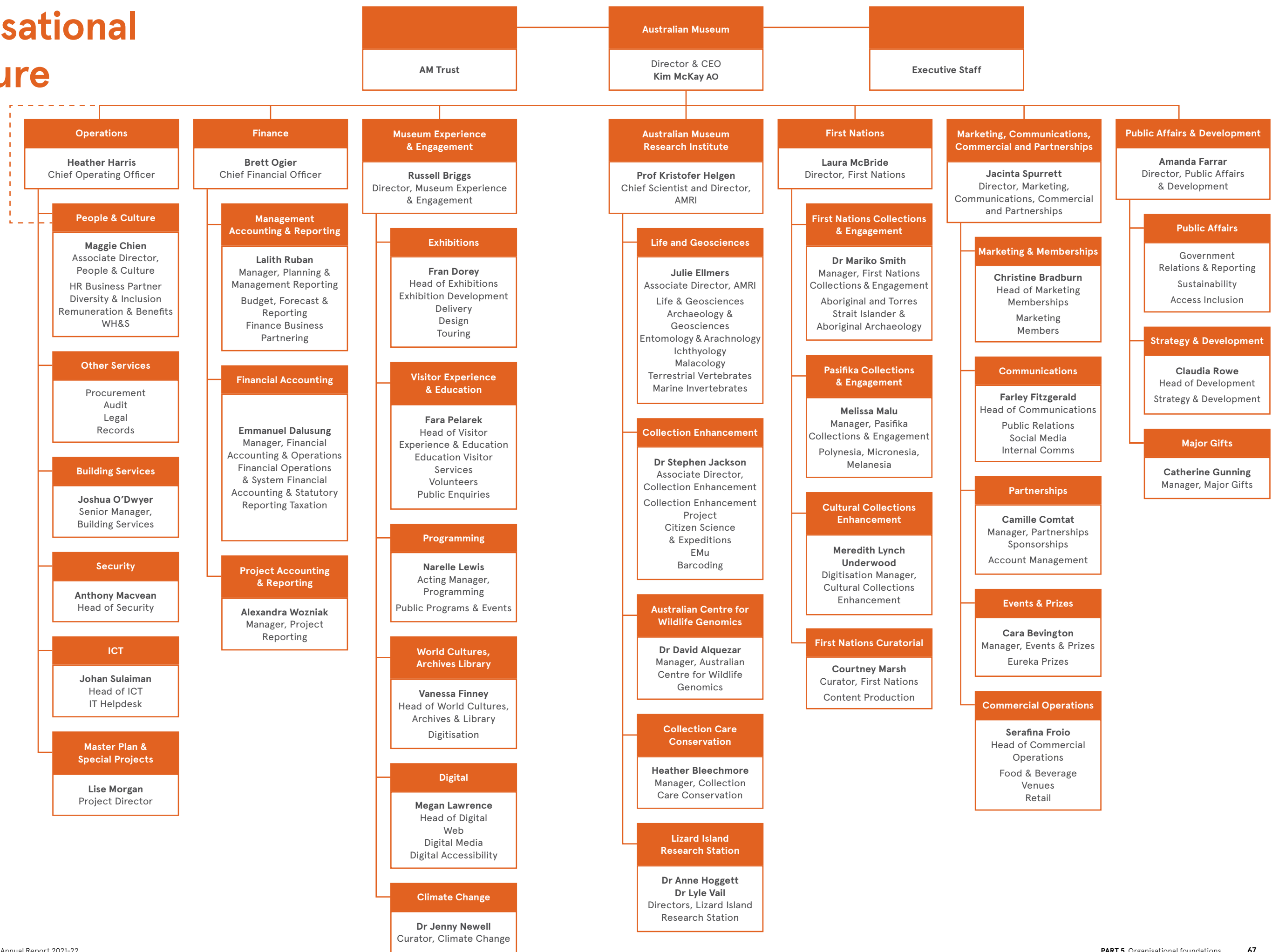
Dr Smith said Gough's project was "fascinating on a number of levels", including the way it engaged various teams from across the AM. Those involved in the project included the then Collections Officer Indigenous Archaeology Allison Dejanovic, Technical Officer of 3D Digitisation Tom Peachey, and Technical Officer, Digitisation, First Nations Archaeology, Dr Rebecca Jones of the Collection Enhancement Project.

Organisational foundations



Dinosaurs gallery at the Australian Museum.

Organisational structure



Operational review

In early 2022, the AM engaged consultants L.E.K. to lead an operational review aimed at ensuring the Australian Museum has the structures and processes in place to meet its future development goals. The process included survey responses, one-on-one interviews and group idea generation workshops to identify where operational improvements could be made.

Following the review, the AM has implemented five key initiatives:

- The development of a museum-wide 'RACI' (Responsible-Accountable-Consulted-Informed) framework to drive greater cross-functional collaboration
- Development of workforce plans to enable the AM to plan resourcing more proactively, and to limit the strain caused by recruitment
- Procurement optimisation to simplify and streamline the work involved to engage suppliers, and pay them
- Project Management process to refine the AM's current approach to project management and processes for AM-wide application
- AMRI commercialisation to optimise AMRI's service offering to expand its reach and influence.

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 nine times in 2021-22, with attendances recorded in the table below (Table 5.1).

Trustee	Ordinary meetings attended	Extraordinary meetings attended	Total
David Armstrong (President)	6 of 6	3 of 3	9 of 9
Dist. Prof Larissa Behrendt AO ¹	1 of 6	3 of 3	4 of 9
Prof Kathy Belov AO	6 of 6	3 of 3	9 of 9
Jennifer Bott AO	6 of 6	2 of 3	8 of 9
Maile Carnegie ²	5 of 6	2 of 3	7 of 9
Steven Gregg	5 of 6	2 of 3	7 of 9
Brian Hartzler	6 of 6	2 of 3	8 of 9
Shauna Jarrett	6 of 6	3 of 3	9 of 9
Dr Rod Kefford AM, FACE	6 of 6	2 of 3	8 of 9
Josephine Sukkar AM ²	5 of 6	1 of 3	6 of 9
Sara Watts	6 of 6	2 of 3	8 of 9

1 Appointed for a first term of office in accordance with the Australian Museum Trust Act 1975 Schedule 1, 3(3A), commencing 1 January 2022. Granted a leave of absence for four meetings.

2 Re-appointed for a second term of office, commencing 1 January 2022.

David Armstrong | President

David was appointed President of Trustees in January 2018 after appointment as a Trustee of the Australian Museum Trust in January 2014. David is a chartered accountant and non-executive Director of the National Australia Bank and Insurance Australia Group.

He is Chairman of the George Institute for Global Health and a Director of the Opera Australia Capital Fund and the Museum's Lizard Island Reef Research Foundation. David was a partner at PricewaterhouseCoopers (PwC) for 24 years, specialising in providing professional services for financial services organisations throughout his career and has lived and worked in London and New York. He has a BBus (UTS) and is a fellow of Chartered Accountants Australia and New Zealand.

Distinguished Professor Larissa Behrendt AO

Distinguished Professor Larissa Behrendt AO is a Eulayai and Gamillaroi woman and the Director of Research and Academic Programs at the Jumbunna Institute for Indigenous Education and Research, at the University of Technology, Sydney. She has a LLB and B.Juris from UNSW and a LLM and SJD from Harvard Law School.

Larissa has a legal background with a strong track record in the areas of Indigenous law, policy, creative arts, education and research. She chaired the national review of Indigenous Higher Education, was the inaugural Chair of National Indigenous Television (NITV), has been the Chair of Bangarra Dance Theatre, and was a founding Director of Sydney Story Factory. Larissa has published numerous textbooks on Indigenous legal issues and is an award-winning author, filmmaker and host of *Speaking Out* on ABC Radio.

Larissa is currently Chair of the Community Spirit Foundation (formerly the Cathy Freeman Foundation) and a Member of the UTS Council. She is a member of the Metropolitan Local Aboriginal Land Council. She is a Fellow of the Academy of Social Sciences of Australia and a Foundation Fellow of the Australian Academy of Law.

In 2021 Larissa received the Australian Human Rights Commission Human Rights Medal and in 2020 she received an Order of Australia for distinguished service to Indigenous education and research, to the law, and to the visual and performing arts. In 2009 she was NAIDOC Person of the Year award and 2011 NSW Australian of the Year.

Larissa was appointed to the AM Trust in August 2019.

Australian Museum Trustees who attended the December 2021 Trust meeting: Prof Kathy Belov AO, Sara Watts, Dr Rod Kefford AM, Shauna Jarrett, David Armstrong, Jennifer Bott AM, Brian Hartzler, Kim McKay AO, Steven Gregg. Photo Ben Williams



Professor Kathy Belov AO

Professor Kathy Belov is Pro Vice-Chancellor (Global Engagement) and a Professor of Comparative Genomics in the School of Life and Environmental Sciences in the Faculty of Science at the University of Sydney. Kathy's research expertise is in comparative genomics and immunogenetics of Australian wildlife and she has played a leading role in deciphering the genomes of the iconic koala, platypus, echidna, wallaby and opossum.

For the last 15 years her research team has played a pivotal role in bringing the Tasmanian devil back from the brink of extinction through its work on devil immunity, genetics and population management. Kathy co-edited the book "Saving the Tasmanian Devil: Recovery through Science-based Management" and has published over 180 peer-reviewed papers, including in Nature, Proceedings of the National Academy of Science and PLoS Biology.

Kathy has received two Eureka Prizes, the Crozier Medal from the Genetics Society of AustralAsia and the Fenner Medal from the Australian Academy of Science for her research. She is a scientific advisory board member of the Taronga Conservation Society of Australia, a member of the NSW Koala expert advisory committee, a past president of the Genetics Society of Australasia and a Fellow of the Australian Academy of Science and the Royal Society of NSW. Kathy joined the AM Trust in January 2021.

Jennifer Bott AO

Jenny Bott is a board director, consultant, professional mentor and arts manager. She serves on the boards of the Australian National Academy of Music, the Southern Highlands Foundation and the Sydney Orthopaedic Research Institute.

Jenny has recently stepped down after five years as Chairman of the Bundanon Trust. Among many other roles in the performing and visual arts, she was also Chairman and CEO of NIDA. She is a member of Chief Executive Women and was recently awarded an Honorary Doctorate of Letters from the University of New England. She was appointed a Trustee of the AM in 2015.

Maile Carnegie

Maile is Group Executive Australia Retail, ANZ’s largest business which serves around five million retail customers through an extensive network of branches, ATMs and leading online and mobile banking applications and digital solutions. Since joining ANZ, she has been developing enterprise wide digital capability, including the transformation of the Australia Business which aims to improve the financial wellbeing of ANZ customers. Maile also holds Group accountability for design and marketing which includes ANZ’s brand, advertising and sponsorships. She is a Non-Executive Director on the Board of ANZ Bank New Zealand Limited.

Maile is keenly focused on customer-centric innovation and design. She joined ANZ in 2016 from Google where she was Managing Director Australia and New Zealand. She also spent over 20 years with Proctor and Gamble in roles including Managing Director Australia and New Zealand, General Manager for Asia Strategy, Marketing and Design based in Singapore and a number of senior commercial roles in the United States.

With a passion for helping future generations, Maile contributed as one of six members on the independent review of the Australian public service, 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 University of Technology, Sydney and a Trustee of the Australian Museum.

Maile holds a degree in Business Administration in Finance, Economics and Marketing from the University of Technology, Sydney.

Steven Gregg

Steven Gregg is the Chairman of Tabcorp Holdings Ltd (since 2012), AMPOL (since 2015), Challenger Ltd and Challenger Life Ltd (since 2012) and William Inglis & Son Ltd. He is currently Chairman of The Lorna Hodgkinson Sunshine Home. His past roles include non-executive Chairman of Goodman Fielder (2010-15) and Chairman of Austock Group Limited (2009-12).

Steven has extensive Australian and international executive experience, with ABN Amro (as Senior Executive Vice President and Global Head of Investment Banking), Chase Manhattan, Lehman Brothers and AMP Morgan Grenfell. His most recent executive role was as a Partner at McKinsey & Company in Australia and the US. He worked in the USA and UK, resulting in an extensive executive career in management consulting and investment banking. He has a BComm (UNSW) and was appointed to the AM Trust in January 2014.

Brian Hartzler

Brian Hartzler is an experienced executive, company director and investor.

He is currently Chairman of several Sydney-based start-ups including 2Be, Beforepay and Reejig, and an angel investor and advisor to several other early-stage companies. He is also a senior advisor to Sayers Group, a Melbourne-based investment advisory and consultancy, and to Quantum, a Sydney-based data science company.

Brian previously served as CEO of the Westpac Banking Group from 2015 to 2019.

Prior to his time as Westpac’s CEO, Brian spent 15 years in senior executive roles at major banks in Australia and the UK. Prior to his banking roles, Brian spent ten years as a financial services strategy consultant at First Manhattan Consulting Group in New York, Melbourne and San Francisco.

He has previously served as Chairman of Save the Children Australia, Director of the Financial Markets Foundation for Children, and Chair of the Business Advisory Committee of the Australian National University.

He graduated with a degree in European History from Princeton University and is a Chartered Financial Analyst.

Brian was appointed to the AM Trust in January 2021 and serves as Chair of the Australian Museum Foundation.

Shauna Jarrett

Shauna is an experienced senior executive, and 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 many community projects.

Shauna was the University of Sydney’s Foundations Director and Assistant Group Secretary from July 2008 to April 2015 where she was responsible for developing the strategic direction of a diverse range of 41 University Foundations. Shauna was appointed to the boards of Seton Villa in April 2016 and Force Majeure in 2014. Shauna was elected to the City of Sydney Council as a Councillor in December 2021.

Shauna has over 20 years of experience at board level of promoting and implementing governance reforms as a platform for organisational sustainability, integrity and generational change, including as chair of the Public Interest Advocacy Centre and as Vice President of the NSW Law Society. Shauna was appointed to the AM Trust in January 2018.

Dr Rod Kefford AM, FACE

Dr Rod Kefford was previously Headmaster of Barker College (1996-2013) and of Wesley College, Perth (1984-96). Dr Kefford was NSW/ACT Branch Chair of the Association of Heads of Independent Schools Australia (AHISA, 2006-07), and a member of its national Board (1998-99 and 2006-07). In recognition of his contribution to AHISA and independent school leadership, he was made an Honorary Member of AHISA. As the inaugural Chair (2007-12), he played a key role in establishing the Independent Schools Teacher Accreditation Authority.

He was also President of the Association of Independent Schools of Western Australia (1991-92) and Chair of the WA Chapter of the Australian College of Educators (1990-91). Dr Kefford was made a Member of the Order of Australia (AM) in 2008 for service to primary and secondary education through administrative and teaching roles. He is a Fellow of the Australian College of Educators (FACE). His qualifications include BA (Hons) and MA (University of Sydney); MA (Hons) (Macquarie University); and Dip Ed, MEd Administration and PhD (University of New England). Dr Kefford was appointed to the AM Trust in March 2014 and to the Lizard Island Reef Research Foundation Board in 2019.

Josephine Sukkar AM

Josephine is a professional company director who works across a range of industries, including property, construction, finance, sport, the arts, medical research and social services.

Josephine is Principal of Buildcorp and serves on several private, public, government and not-for-profit boards, including The Washington H. Soul Pattinson and Company Limited, Growthpoint Properties Australia, Property Council of Australia, the Australian Museum, Green Building Council of Australia, Centenary Institute of Medical Research 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 over 30 years.

In 2021, Josephine was appointed Chair of the Australian Sports Commission.

Josephine is a Fellow of the University of Sydney, and in 2017 she was recognised for her services to the community, the arts and sports in the Queen’s Birthday Honours List. Josephine was appointed to the AM Trust in January 2019.

Sara Watts

Sara Watts is an experienced non-executive Director and audit and risk committee chairperson. Sara sits on the boards of Syrah Resources, Trajan Scientific, and Uniting NSW.ACT. 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 included Vice-Principal Operations at the University of Sydney and Chief Financial Officer and Executive Sponsor Corporate Responsibility, IBM Australia and New Zealand. Sara continues to actively mentor emerging and transitioning leaders in a variety of industries and teaches ethics at a local primary school. Sara was appointed to the AM Trust 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.

Kim McKay AO | Director and CEO

As Director and CEO of the Australian Museum (AM), Kim is responsible for strategic planning and management of the nation's first museum, including a collection of over 22 million natural science and cultural objects and specimens. Since being appointed in 2014 (the first woman in the AM's 190-plus year history), Kim has initiated a broad transformation program including Project Discover, the AM's \$57.5m highly awarded renovation of public spaces. Completed in November 2020, Project Discover is an important step in the realisation of the AM's Master Plan and Vision 2027 plans – marking the AM's 200th anniversary.

Other initiatives at the AM under Kim's leadership have included: introducing free general admission for the public; constructing a new award-winning entrance pavilion, Brian Sherman Crystal Hall; creating new galleries and programs, including the restoration of the heritage Westpac Long Gallery, an international-standard touring exhibition hall, and the Museum's central civic space, Hintze Hall; establishing the Australian Museum Centre for Citizen Science, and undertaking a comprehensive rebranding campaign.

Prior to being appointed, she served for two years as a Trustee of the AM (2012-14).

Driving a community understanding of science and the environment to effect positive change has been at the core of her international career. Kim cofounded the iconic Clean Up Australia and Clean Up the World campaigns in the 1990s and has since been focused on the environment, sustainability and public communications including working in non-fiction television for over a decade.

Before joining the AM, Kim was Director of Momentum2 Pty Ltd, a Sydney-based sustainability and communications agency and worked in the USA for the Discovery Channel and National Geographic Channels International where she was Senior Vice President Global Marketing and Communications. She co-developed The Genographic Project for National Geographic, which was, at the time, the world's largest DNA population study. Possessing a strong social conscience and environmental commitment, Kim co-founded the iconic Clean Up Australia and Clean Up the World campaigns in the early 1990s and helped drive their success during their first decade. She received a UNEP International Award for Excellence in Environmental Communication in 1994.

Kim is a strong supporter of women in leadership and actively promotes women within the AM, and across the Museums sector where she championed a nationwide mentoring program. She is on the advisory board of the One Million Women campaign and, in 2011, was named in the Australian Financial Review's 100 Women of Influence list and included in the book *The Power of 100...One Hundred Women who have Shaped Australia*. In 2013 she received Australian Geographic's Lifetime Conservation Award.

The co-author of five books in the True Green series published in Australia (ABC Books) and internationally by Nat Geo, Kim holds a BA in Communications from UTS, where she received the Chancellor's Award for Excellence in 2010. She was awarded an Honorary Doctorate of Science from the University of Wollongong in 2022 and serves on the Council of University of Technology Sydney.

Kim was made an Officer of the Order of Australia (AO) in 2008 for distinguished service to the environment and the community, and was appointed a Fellow of the Royal Society of NSW in 2021. Kim currently chairs the NSW Government's Artform Museums and History Board, and serves on the Boards of The Somerville Collection Museum in Bathurst, the Australian Museum Foundation and the Lizard Island Reef Research Foundation. She is the Secretary of the Australian Museum Trust, a PRIA NSW Fellow, co-creator and co-founder of the Sydney Salon, member of the Executive Council of Australasian Museum Directors (CAMD), and member of Chief Executive Women. Kim also serves as a Member of the NSW Bar Association Senior Counsel (Silk) Selection Committee (2021 and 2022).

Russell Briggs | Director, Museum Experience and Engagement

Russell Briggs is the Director of Museum Experience and Engagement at the Australian Museum, beginning his tenure in September 2017. Russell leads the team responsible for permanent, temporary and touring exhibitions; education; public programs; digital; climate change; the Museum archives and library, and the extensive world collections held by the Museum.

A native of California, Russell moved to New Zealand in 2002 and joined the team at Auckland Museum from 2007-2012. There he held the position of Director of Exhibitions and Programs and was Director of the War Memorial during planning for the WWI Centenary. He then continued to the Australian Centre for the Moving Image in Melbourne, where from 2012-17 he was Director of Exhibitions and Collections.

Previously to this Russell worked for a decade as Executive VP and Creative Director of a high-end multimedia company in California that specialised in interactive technology, user engagement strategy and audio/video production. Russell received a Bachelor degree in Film and Television at the University of California, Los Angeles.

John Buttle | Interim Director Corporate Services and Chief Financial Officer

With more than 40 years' experience in financial services and corporate social responsibility, John Buttle was engaged as interim Director Corporate Services and Chief Financial Officer of the Australian Museum from 16 August 2021 to 13 May 2022. John is currently Managing Director of CapitalC Consulting and Chairman of Fairtrade Australia and New Zealand.

John's experience ranges from audit, due diligence and special work, to strategy, planning and all aspects of enterprise risk management. Leading the financial services practices of major accounting firms, John's expertise spans Australia, Asia and Russia. John established Business Risk Management practices as well as Environment and Sustainability business units at KPMG, Arthur Andersen and Ernst & Young.

John has a keen interest in protecting the environment and supporting humanitarian causes, formerly serving as a board member of Clean Up Australia, the Sydney Institute of Marine Science Foundation and Northern Beaches Interchange. He was also Chairman of The Mary MacKillop Foundation from 2010 to 2015.

John was an active member of United Nations Conference on Trade and Development Greenhouse Gas Emissions Trading Policy Forum for many years, during which time he co-founded the International Emissions Trading Association.

Maggie Chien | Associate Director, People and Culture

Maggie leads the People and Culture function for the Museum as Associate Director, bringing over 15 years of comprehensive human resources management experience to the Museum. Maggie holds a Master of Commerce (HRM), a Bachelor of Commerce (Bus Econ) from University of NSW and is an AHRI Certified Academic of Human Resources (CAHRI).

Maggie is a member of the Museum's Executive Leadership Team, responsible for development and implementation of People and Culture policies, strategies and projects to support the mission, values and strategic priorities of the Museum.

Maggie ensures that people and culture considerations are central to all executive decision making and that best practice change management practices and frameworks are in place and applied.

Amanda Farrar PSM | Director, Public Affairs and Development

Amanda as Director, Public Affairs and Development is responsible for government relations and engaging key stakeholders who support the AM's strategic direction. This role oversees philanthropy at the Australian Museum, securing financial support for both capital infrastructure and strategic projects and programs. Amanda is the executive champion for diversity, access and inclusion, sustainability and the AM's Reconciliation Action Plan. Amanda was selected for the Council of Australian Museum Directors Executive Mentoring Program (2018) and has graduated from the Public Service Commission's Senior Executive Leadership Academy (2022).

Amanda 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, Hon. Mike Baird and was the former Managing Director of National Geographic Channel Australia/ New Zealand with a depth of marketing, advertising, communications and digital broadcasting experience.

Amanda has a personal interest in Indigenous affairs, sustainability and community building and has been actively engaged in a number of place management and community building committees and groups across the Northern Beaches of Sydney.

In 2022, Amanda was awarded a Public Service Medal (PSM) for outstanding public service to arts and culture in New South Wales.

Heather Harris | Chief Operating Officer

Joined the AM on 2 May 2022.

Heather Harris joined the AM as Chief Operating Officer in May 2022. She is a highly respected executive level leader with an international career in museums, galleries and the public sector in Auckland and London. Her expertise includes master-planning and capital development, facilities management, ICT, Security and Emergency Response, Governance and Risk, Financial Management and Planning, and Project Management. As an experienced museum director, Heather also has extensive knowledge of strategy and policy development for museums, collections management and care, and current museum practices and trends.

Heather was Director of Cultural Organisations for Auckland, with financial and operational oversight of the Auckland Art Gallery, Maritime Museum and the Zoo, as well as having responsibility for developing the strategic direction for the broader cultural sector in Auckland to ensure its ongoing relevance. Previously she was the Director of Conservation and Collections Management at the V&A Museum (London) and Chief Operating Officer at Auckland Museum. In her earlier career, she worked as a New Zealand diplomat and lawyer, and on major change projects in the public sector.

Heather has a Bachelor of Arts and a Bachelor of Laws from Auckland University, a Graduate Certificate in Business Administration from Otago University, a Graduate Certificate in Art History and Architecture from Birkbeck, University of London and a Masters Degree in Art History from the Courtauld Institute in London.

Professor Kristofer Helgen | Chief Scientist and Director, AMRI

Professor Kristofer M Helgen is Chief Scientist and Director of the Australian Museum Research Institute (AMRI). As Chief Scientist and Director, he is responsible for the AMRI team of more than 100 staff, including research scientists, collection scientists, collection officers and more than 130 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 focused his research primarily on fieldwork with living animals and research in 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 as a Fulbright Fellow at the University of Adelaide. From 2008–17 he served as Curator-in-Charge of Mammals at the Smithsonian’s National Museum of Natural History in Washington, DC.

Kris has an outstanding global track record and has conducted research in more than 50 countries documenting some 100 previously overlooked species of living mammals. He has a deep understanding of museums and museum collections, and experience leading major expeditions around the world. A dedicated public communicator in support of biodiversity conservation, Prof Helgen’s expeditions and discoveries have been featured in two major documentary series by the BBC Natural History Unit and are regularly profiled in the media.

Kris holds additional academic appointments at the University of New South Wales, the Natural History Museum (London), 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 named in the list of the Most Innovative Under 40 by Business Insider magazine.

Laura McBride | Director, First Nations

Laura McBride is a Wailwan and Kooma woman, Director, First Nations at the Australian Museum.

In this role on the AM Executive Leadership Team, Laura leads the First Nations strategic direction and operations, as well as managing First Nations curatorial functions, the Museum’s Repatriation Program, First Nations research, and the Aboriginal and Torres Strait Islander, Aboriginal Archaeology and Pasifika cultural collections.

Laura’s vision for the AM centres on prioritising First Nations voices so that Aboriginal, Torres Strait Islander and Pasifika communities represent themselves and their cultures within the Museum. Following Indigenous Cultural and Intellectual Property (ICIP) protocols, Laura is embedding Indigenous self-determination models across how the Museum cares for cultural objects, exhibits cultural material and undertakes its First Nations projects, education, and programming.

Laura’s corporate strategic priorities are built upon a more connected future with First Nations stakeholders and knowledge holders, with investment in the enhancement of the cultural collections through engagement and consultation with stakeholder groups, as well as building a strong Repatriation Program to expedite the return of Ancestral Remains and Secret Sacred objects to their communities of origin.

Laura is an award-winning Museum curator. Laura was recently awarded the ACHAA Award for Excellence by an Aboriginal Curator for *Unsettled* in the 2022 IMAGinE awards. Laura’s curatorial projects have been awarded: Winner for Exhibition Project, Large Museums 2022 IMAGinE award; overall National Winner of the 2022 Museums and Galleries National Awards (MAGNAs); the MAGNA Award for Best Temporary and Touring Exhibition 2022; Museums Australasia Multimedia and Publication Design Award (MAPDA) for the *How we are Unsettled* unit of work, and highly commended accolade for the *Unsettled* exhibition Digital Twin Experience; Laura also won the State IMAGinE and National MAGNA Awards for best exhibition for GADI in 2018.

Laura’s academic qualifications include a Bachelor of Arts (University of Sydney) conferred in 2008 (double Major in Psychology and Australian Indigenous Studies), and Master of Aboriginal Education (University of Technology, Sydney) conferred in 2012.

She is currently a member of the Aboriginal Arts Culture Heritage Association, and the Aboriginal Curatorial and Art Workers Network in Sydney, NSW. Laura previously served as co-chair of the AM Indigenous Australians Gallery Prospectus and was a member of professional affiliation groups including the Corroboree Sydney Curatorial Committee, the AM Indigenous Australian Engagement Strategy Group, the Arts NSW Assessment Panel for Indigenous Grant funding, and Museums and Galleries Keeping Places Working Group.

Brett Ogier | Chief Financial Officer

Joined the AM on 17 May 2022.

Brett Ogier joined the Australian Museum in May 2022 and leads the Finance Division. As Chief Financial Officer, Brett is responsible for the Museum’s financial and risk management, financial planning processes, performance monitoring, and financial reporting to stakeholders. As a member of the Executive Leadership Team, Brett plays a key role in developing and implementing the AM’s finance strategy.

Brett is a Chartered Accountant and finance executive with over 20 years’ experience in financial leadership roles across listed and government entities, including the past 13 years in NSW and federal government entities.

Brett has extensive experience managing, advising on, and delivering a wide range of financial, strategic and other key functions in large and complex organisations across both the not-for-profit and for-profit sectors. At Ausgrid, Brett led the Financial Control team through the company’s transition from a NSW State Owned Corporation to private ownership in the largest acquisition in Australia in 2016. At NBN Co, Brett established and then led the Commercial Finance function of the wholesale broadband provider. Most recently, Brett worked for the NSW Department of Education where he was Director, Financial Analysis and Partnership. In this role, Brett was a key member of the Finance leadership team, where he implemented changes to the Department’s reporting suite across more than 2,200 NSW public schools, enabling more effective and easier tracking of costs. He was the Finance lead on the COVID-19 Intensive Learning Support Program which was awarded the Secretary’s Award for Agility in 2021.

Since beginning his career at KPMG in the Sydney and Los Angeles offices, Brett has also held senior roles at Ecolab and UGL Rail. Brett’s demonstrated success in government roles, projects-based and infrastructure intensive businesses means he is well placed to make a significant contribution to the Australian Museum’s Executive Leadership Team.

Brett holds a Bachelor of Economics from the University of Sydney, is a member of Chartered Accountants Australia and New Zealand and is a Graduate Member of the Australian Institute of Company Directors.

Jacinta Spurrett | Director, Marketing, Communications, Commercial and Partnerships

Jacinta joined the AM as Director, Marketing, Communications, Commercial and Partnerships in 2016. Jacinta is a highly experienced leader in all three disciplines and brings a wide range of strategic skills and knowledge to the role. A learned executive, and director, with a demonstrated history of working in both the for-profit and not-for-profit sectors, her professional career of more than 25 years encompasses specialist fiscal and general management experience across a diverse group of organisations. Jacinta has been credited with the development and implementation of strategic international marketing and communications plans for many organisations such as British Airways, Citibank, Westpac, Yahoo! and Discovery Channel.

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 business.

Previous appointments also include Managing Director of the National Geographic Channel Australia/New Zealand and Managing Director of leading Sydney public relations firm Prue MacSween and Associates.

Holding a Bachelor of Arts in Communication, focused on Communications, International Marketing and Media Studies from the University of Canberra, Jacinta’s business acumen renders her well versed in international management, business planning, negotiation and the full spectrum of communications including media, digital, stakeholder and celebrity management.

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



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:

1. Manage and curate a natural sciences and cultural heritage collection with an emphasis on Australia and its relationship to the rest of the world
2. 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
3. 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.

Visitors explore the permanent First Nations galleries at the Australian Museum.

Trustee subcommittees

Audit and Risk Committee

The Audit and Risk Committee (ARC) (previously known as the Internal Audit and Risk Committee (IARC)) was established as a subcommittee of the AM Trust in 2009. A revised Charter for the ARC was adopted by the AM Trust on 7 December 2021. The objective of the ARC is to provide independent assistance to the AM Trust by monitoring, reviewing and providing advice about the Australian Museum’s governance processes, risk management and control frameworks, and its external accountability obligations.

Members of the ARC at 30 June 2022 were Ms Sara Watts (Chair) and Mr David Armstrong (Independent member). Distinguished Professor Larissa Behrendt AO resigned as an independent member of the ARC during the year and a replacement member is in the process of being identified.

Table 5.3
Attendances – Members of ARC and their attendance (from available meetings) at ARC meetings, 2021-22

Member Meetings Attended	
Sara Watts (Chair)	7 of 7
David Armstrong	7 of 7
Larissa Behrendt	3 of 5

Science Advisory Board (SAB)

The role of the Science Advisory Board is to provide advice to the Director and CEO, the Chief Scientist and Director of AMRI, and the AM Board of Trustees on the strategic direction of research and collections. All Science Advisory Board members are recruited based on their experience and knowledge in their respective fields, with most having a strong focus on science, research and management. The Science Advisory Board provides 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:

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

The Science Advisory Board was reviewed during the 2021-22 financial year and new member appointments prepared for the 2022-23 financial year. Members continuing their service on the board at 30 June 2022 were:

- Professor Kathy Belov AO (Chair; Professor of Comparative Genomics, Pro Vice-Chancellor Global Engagement, School of Life and Environmental Sciences, University of Sydney and AM Trustee)
- David Armstrong (ex officio as President of the AM Board of Trustees)
- Kim McKay AO (ex officio as AM Director and CEO)
- Professor Kristofer Helgen (ex officio as Chief Scientist and Director, AMRI)
- Dr Georgina Kelly (Executive Director, Science, Economics and Insights Division, Department of Planning, Industry and Environment)

Other committees

Pacific Cultural Collection Advisory Panel

The Pacific Cultural Collection Advisory Panel provides advice on the strategic direction of the AM's Pasifika Collection. It was established in July 2019 with the goal of increasing and improving communication between the AM and Pacific communities in NSW.

The 2021-22 Panel had four members, comprising a broad cross section of the NSW Pacific community, including grassroots community representation, business and cultural experts:

- Malaemie Fruean (Co-Chair)
- Steven Gagau (Community Representative)
- Rita Uechtritz (Community Representative)
- Waskam Emelda Davis (Community Representative)
The Pacific Cultural Collection Advisory.

Access and Inclusion Advisory Panel

The AM's Access 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, 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
- Emma Gallagher – Autism Consultant, Research and Practice
- Matthew Oastler, Autism Friendly Australia, Project Officer

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.

Year 2021-22 continued to be challenging for most of the current 13 ongoing research projects overseen by the committee, largely due to COVID-19 restrictions. Five new projects have been approved, four are in continuing research and one is on exploring mass mortality in amphibians (frogs) occurring since May 2021 across Australia. There have been 24 successful field trip applications in the past 12 months, suggesting that research activity is similar to the year before. In July 2022 the Queensland accreditation for the AM ACEC has been renewed.

During 2021-22 the ACEC met on 18 August 2021, 17 November 2021, 16 February 2022 and 18 May 2022. All meetings were held online via Teams.

The committee members at 30 June 2022 remain unchanged and are:

Category A – Veterinary Representative

- Glenn Shea
- Damien Higgins
- David Vella

Category B – Research Representative

- Mark Eldridge – Chair
- Sally Reader
- Dane Trembath

Category C – Welfare Representative

- Daniel Large
- Storm Stanford

Category D – Community Representative

- Karen Lambert
- Hayley Colley

Executive Officer: Anja Divljan

Work, Health and Safety Committee (WHS)

The AM continues its strong commitment to continuous improvement in safety performance by reporting and investigating all incidents including near-miss incidents, as well as identifying, assessing and controlling workplace hazards in order to ensure the safety of our staff and visiting public.

Work health and safety is a priority standing item at the Board of Trustees meetings and weekly Executive Leadership Team meetings. The Australian Museum was heavily impacted by COVID-19, considering the numbers of workers in public and non-public facing roles. COVID measures and safety plans were implemented to ensure business was carried out in a healthy and safe environment. Quarterly reports on WHS are reviewed by the Internal Audit and Risk Committee and the Board of Trustees.

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 to review procedures and practices and make recommendations to management where required.

WHS Committee members at 30 June 2022 were:

- Cass Brown – Visitor Services Officer, Visitor Services
- Andrew Dillon – Manager, Visitor Services
- Anthony Macvean – Manager, Security and Emergency Response
- David Teer – Exhibitions Project Officer
- Andrew King – Research Associate, Australian Centre for Wildlife Genomics
- Heath Fullarton – Retail Manager
- Logan Metcalfe – Collection Manager Pacific and International
- Nohad Ghibely – HR Service Manager, People and Culture

Sustainability Action Plan Steering Committee

The Sustainability Action Plan Steering Committee continues to provide oversight of the implementation of the AM's Sustainability Action Plan, meeting quarterly to discuss progress.

The committee reports on a bimonthly basis to the Australian Museum Trust on the five strategic priorities of the Sustainability Action Plan. These are:

- Reducing Operational impacts
- Future-proofing the AM
- Empowering our people
- Engaging stakeholders
- Lead for Climate Action

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 2014-17 and meets on an 'as needed' basis.

- Russell Briggs – Director, ME&E
- Phil Gordon – Manager, Aboriginal and Torres Strait Islander Collection (part of the year)
- Michael Mel – Manager, Pacific (part of the year). Logan Metcalfe took over as Manager of the Pacific and First Nations collection following Michael and Phil's departures
- Vanessa Finney – Manager, World Cultures, Archives and Library
- Heather Bleechmore – Manager, Collection Care and Conservation
- Rebecca Fisher – Secretary, Collections Officer

CSC Advisory Group

See page 52.

AM’s Senior Management Group

The AM’s Senior Management Group usually meets on a bi-monthly basis to address organisational strategic planning, development and operational priorities. Online meetings were held during the COVID-19 lockdown periods, with a renewed emphasis on bringing the group back together on return to the office. Two in-person leadership workshops were held during the period with the objective of strengthening the Senior Management Group’s leadership capabilities:

- People Planning Workshop: Empowering people managers to effectively plan and drive successful recruitment outcomes, to assure that the AM’s strategic outcomes are operationally achievable.
- Brian Hartzer Leadership Event: AM Trustee and Chair of the AM Foundation, Brian Hartzer, shared insights about leadership, as well as practical strategies that people managers could employ to increase staff engagement, as outlined in his 2021 book, *The Leadership Star – A Practical Guide to Building Engagement*.

During 2021-22, the Senior Management Group supported the Executive Leadership Team on the following key projects:

- COVID-19 lockdown and operational response, including COVID-19 safe plans
- Operational review and implementation of recommendations
- Workforce planning
- Repatriation of Ancestral Remains and Secret Sacred Objects
- Establishment of the Climate Solutions Centre
- Implementation of Tessitura Customer Relationship Management system
- Continued implementation of the Sustainability Action Plan
- Development of Project Discover Stage 2: Burra learning and play space (opened 1 July 2022) and development of the Minerals Gallery (due to open 10 December 2022)
- Participation in workshop groups for the development of Project Discover Stage 3: Vision 2027 Master Plan update proposal for delivery of a new Eastern Wing of the Museum
- Continued delivery of the Collection Enhancement Project

AM Senior Management Group members as at 30 June 2022

- Dr David Alquezar**, Manager, Australian Centre for Wildlife Genomics
- Caroline Ang**, Corporate Counsel
- Cara Bevington**, Manager, Eureka Prizes
- Heather Bleechmore**, Manager, Collection Care and Conservation
- Christine Bradburn**, Head of Marketing and Memberships
- Russell Briggs**, Director, Museum Experience and Engagement
- Maggie Chien**, Associate Director, People and Culture
- Camille Comtat**, Manager, Partnerships
- Emmanuel Dalusung**, Manager, Financial Accounting and Operation
- Fran Dorey**, Head of Exhibitions
- Dr Mark Eldridge**, Research Scientist
- Julie Ellmers**, Associate Director, AMRI
- Amanda Farrar PSM**, Director, Public Affairs and Development
- Vanessa Finney**, Head of World Cultures, Archives and Library
- Farley Fitzgerald**, Head of Communications
- Paul Flemons**, Manager, Citizen Science and Expeditions
- Serafina Froio**, Head of Commercial
- Helen Garcia**, Senior Manager, Building Services
- Vanessa Gardos**, Education Manager
- Nohad Ghibely**, HR Service Manager
- Heather Harris**, Chief Operating Officer
- Professor Kristofer Helgen**, Chief Scientist and Director, AMRI
- Dr Stephen Jackson**, Associate Director, AMRI Collection Enhancement Project
- Megan Lawrence**, Head of Digital
- Narelle Lewis**, Manager, Programming
- Anthony Macvean**, Head of Security
- Melissa Malu**, Manager, Pasifika Collections and Engagement
- Courtney Marsh**, Curator, First Nations
- Laura McBride**, Director, First Nations
- Kim McKay AO**, Director and CEO

Commercial operations

Retail

The AM’s online shop traded strongly throughout the COVID-19 lockdown servicing customers all over Australia and the world. The onsite shop opened again in October 2021 when the AM reopened. Sales recovered as visitors returned to the AM, peaking during the *Jurassic World* by Brickman® exhibition.

Food and beverage

Food outlets performed well during the year post-lockdown in response to growing visitation providing both grab-and-go options and popular casual dining at No.1 William on Level 4.

Hospitality events

COVID lockdowns and gathering restrictions severely affected the events industry globally and saw disruptions to booked corporate events throughout FY21-22. Fluctuating public health restrictions, and continuation of work from home arrangements saw fewer bookings with revenue around 25% of pre-pandemic levels.

- Lise Morgan**, Project Director
- Dr Jennifer Newell**, Curator, Climate Change
- Brett Ogier**, Chief Financial Officer
- Fara Pelarek**, Head of Visitor Experience and Education
- Claudia Rowe**, Head of Development
- Lalith Ruban**, Manager, Planning and Management Reporting
- Dr Mariko Smith**, Manager, First Nations Collections and Engagement
- Jacinta Spurrett**, Director, Marketing, Communications, Commercial and Partnerships
- Johan Sulaiman**, Head of ICT
- Bruce Sutton**, Chief Audit Executive
- Meredith Underwood**, CEP Manager

AM Pride Group

The AM celebrates diversity and proactively fosters an inclusive and supportive culture where everyone can bring their whole selves to work. In 2021 the AM was named an employer of choice by the Diversity Council of Australia with an estimated 14-16 percent of staff identifying as being part of the LGBTIQ+ community.* This demonstrates that the AM has an incredible opportunity, as well as a responsibility, to ensure that its physical and operating environments reflect these values of diversity and inclusion. This objective aligns with the AM’s mission to drive positive societal change, expanding the Museum’s reach and influence by improving the experience of LGBTIQ+ staff and visitors.

The AM Pride Group was established in 2021 to give a voice to LGBTIQ+ staff. The Group’s purpose is to be a community advocate – working with the Executive and People and Culture teams to implement changes to AM policies, processes and procedures, as well as hosting events that raise awareness and celebrate the LGBTIQ+ community. As Sydney prepares to host World Pride in 2023, the AM looks forward to playing a key role in welcoming the international LGBTIQ+ community to the Sydney CBD.

*Based on data gathered from the Diversity Council of Australia 2021 Employee Survey and the People Matter NSW Public Sector Employee Survey 2021

Australian Museum volunteers

Australian Museum volunteers have historically enhanced research and the visitor experience through online Citizen Science programs and onsite front-of-house and behind-the-scenes programs.

During COVID-19 lockdown while volunteers were unable to volunteer onsite, Citizen Science programs, mainly DigiVol Online and FrogID, continued to offer the public a volunteering experience.

At the end of 2021, with COVID-19 restrictions easing, volunteers were able to return to a regular weekly or fortnightly commitment volunteering on site. 153 volunteers assisted staff onsite during FY2021-22, totalling 20,239 hours of service. These totals include eight short term Lizard Island Research Institute volunteers.

The DigiVol Lab reopened to volunteers in December. The program celebrated 10 years of operation with seven volunteers recognised for their long service.

In January front-of-house volunteers began returning onsite, with 34 volunteers volunteering once a week

in the public galleries. Volunteers completed reorientation worksheets and a training day with an external presenter and an 'on the floor' training module assisting visitors and facilitating discussion using resources in Talking Point tables. Most volunteers that were in this program in 2019 have recommenced.

In May a special event for all volunteers was the first onsite volunteer event since 2019. Fiftyfive volunteers attended and were welcomed and celebrated by ELT. Gifts and certificates were presented to 24 volunteers for 10, 15, 20, 25 and 30 years of volunteering service to the AM.

Updating of record-keeping software, AM volunteering webpages and resources was completed resulting in more accurate record keeping and enhanced access to volunteering information for the public and staff.

Volunteer Dinah Holden receiving a ten year certificate of appreciation from AM Director and CEO Kim McKay AO. Photo Tim Levy



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.

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 visitors 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.

The closure of the AM for Project Discover and due to COVID-19 has had an impact on the quantity of consumer feedback collected.

Consumer feedback summary

In 2021-22 the AM collected 290 items of consumer feedback. Of this 54% were positive or neutral and 46 percent sought improvements.

The majority of positive comments received in 2021-22 related to the *Unsettled* exhibition, the online interactive content – including the 360-degree tour of *Unsettled* – and the Museum’s interactive spaces and activities for children.

Many consumers reached out to seek advice on the AM’s COVID-19 vaccination policy. Visitors also provided suggestions on how to improve Museum facilities and services, which has been valuable in ensuring that the AM continues to deliver an outstanding visitor experience.

In addition to the above statistics, 47 items of feedback were received relating to the AM’s late-night event, Nights at the Museum, on Tuesday 3 May 2022.

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 Australian Museum engaged consultancies costing a total of \$720,000 during the reporting period. Of these consultancies, two were valued at greater than \$50,000 as set out below:

Consultant name	Related project	Total cost
L.E.K. Consulting Australia P/L	Operations Efficiency Diagnostic and Initial Implementation	425,000
PwC Consulting	Development of a pragmatic plan targeting the complete registration of the AM’s 22 million collection items within three years to comply with NSW Asset Management Policy to have the collection catalogued within 3 years	120,000
Total		545,000

A total of six consultant engagements of \$50,000 or less totalling \$175,000.

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.

Privacy Management Plan

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/privacymanagement-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 2020–21.

Modern Slavery Statement (MSS)

The AM has conducted a review of its existing suppliers and confirmed that modern slavery does not exist in their supply chains.

With respect to prospective suppliers, the AM requires that tenderers confirm that they have conducted reasonable enquiries into their supply chains, identify any modern slavery risks and describe how they are/ will address these risks in supplying the AM. For contracts identified as having potential modern slavery risks, the AM inserts provisions requiring that the counterparty confirms no modern slavery exists in their supply chains.

Privacy and Personal Information Protection

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

Public Interest Disclosures

During the 2021–22 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 australian.museum/about/organisation/reports/

No requests for information under the Act were received during the year 2021–22.

Internal audit and risk management

Internal Audit and Risk Management Statement for the 2021-2022 Financial Year

I, David Armstrong, am of the opinion that the Australian Museum Trust has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the Internal Audit and Risk Management Policy for the General Government Sector, specifically:

Core Requirement		Compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000: 2018.	Compliant
Internal Audit Function		
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee		
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Audit and Risk Committee Membership

The independent chair and members of the Audit and Risk Committee are:

- Independent Chair, Sara Watts, 1 January 2018 to present
- Independent Member, David Armstrong, 1 January 2014 to present
- Independent Member, Larissa Behrendt AO, 11 August 2020 to 31 December 2021

These processes 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.



David Armstrong
President, Australian Museum Trust
28 September 2022

Cyber security

Cyber Security Annual Attestation Statement for the 2021-22 Financial Year

I, David Armstrong, am of the opinion that the Australian Museum Trust 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.

Governance is in place to manage the cyber security maturity and initiatives of the Australian Museum Trust.

Risks to the information and systems of the Australian Museum Trust have been assessed and managed.

There exists a current cyber incident response plan for the Australian Museum Trust. This is scheduled for testing during the next reporting period, testing to involve senior business executives. Cyber security incidents, should they occur, are escalated to the Australian Museum Trust and Department of Enterprise, Investment and Trade cluster governance forums as required.

The Australian Museum has an Information Security Management System (ISMS) in place.

The Australian Museum Trust is doing the following continuously to improve the management of cyber security governance and resilience:

- An independent review of the AM's ISMS and maturity against the mandatory requirements of the NSW Cyber Security Policy was undertaken
- Enhancements to the AM's IT Service Management and controls have been implemented during the reporting period
- The AM has established a formal Governance framework for ICT and Cyber Security matters

The Australian Museum Trust recognises that continuing to strengthen the Australian Museum's cyber security environment is an ongoing and essential endeavour. It anticipates that further improvements will be made in the 2022-23 Financial Year, including through the introduction of Multifactor Authentication, building system resilience, disaster recovery planning, and implementation of enhanced governance and communication practices.



David Armstrong
President, Australian Museum Trust
28 September 2022

Part 6

Financial statements



The AM's award winning *Unsettled* exhibition, on display until 27 January 2022.



To the members of the Trust
Australian Museum Trust

Auditor's Independence Declaration

As auditor for the audit of the financial statements of Australian Museum Trust for the year ended 30 June 2022, 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.

Margaret Crawford
Auditor-General for New South Wales

23 September 2022
SYDNEY

AUSTRALIAN MUSEUM TRUST

RESPONSIBLE PERSONS' DECLARATION

Pursuant to section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 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-profits Commission Act 2012* (Cwth).

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

David Armstrong
President

28 September 2022

Sara Watts
Trustee

28 September 2022

Kim McKay AO
Secretary

28 September 2022

Statement of comprehensive income for the year ended 30 June 2022

	Notes	Consolidated entity			Parent entity	
		Actual 2022 \$000	Budget 2022 \$000	Actual 2021 \$000	Actual 2022 \$000	Actual 2021 \$000
Revenue						
Sale of goods and services from contracts with customers	2(a)	5,092	9,359	4,520	5,092	4,520
Investment revenue		22	-	24	22	24
Grants and other contributions	2(b)	67,335	58,590	65,201	67,335	65,201
Acceptance by the Crown Entity of employee benefits and other liabilities	2(c)	86	1,113	289	86	289
Other income	2(d)	3,595	-	739	3,595	739
Total revenue		76,130	69,062	70,773	76,130	70,773
Losses						
Losses on disposal		(5)	-	(115)	(5)	(115)
Other losses		(17)	(5)	(286)	(17)	(286)
Total gains and losses		(22)	(5)	(401)	(22)	(401)
Expenses						
Personnel services	4(a)	-	-	-	24,972	26,769
Employee-related expenses	4(b)	24,972	29,716	26,769	-	-
Operating expenses	4(c)	23,406	21,358	19,415	23,406	19,415
Depreciation and amortisation	4(d)	8,445	10,545	8,589	8,445	8,589
Finance costs		16	23	25	16	25
Total expenses		56,839	61,642	54,798	56,839	54,798
Net result		19,269	7,415	15,574	19,269	15,574
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	8(a)	150,616	-	25,400	150,616	25,400
Total other comprehensive income		150,616	-	25,400	150,616	25,400
TOTAL COMPREHENSIVE INCOME		169,885	7,415	40,974	169,885	40,974

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2022

	Notes	Consolidated entity			Parent entity	
		Actual 2022 \$000	Budget 2022 \$000	Actual 2021 \$000	Actual 2022 \$000	Actual 2021 \$000
ASSETS						
Current assets						
Cash and cash equivalents	6	23,824	5,766	9,539	23,824	9,539
Receivables	7	3,573	713	1,365	3,573	1,365
Inventories		338	216	334	338	334
Total current assets		27,735	6,695	11,238	27,735	11,238
Non-current assets						
Other financial assets		436	436	436	436	436
Property, plant and equipment						
Land and buildings		294,310	237,101	284,782	294,310	284,782
Plant and equipment		26,509	43,530	14,035	26,509	14,035
Collections		939,323	807,382	801,945	939,323	801,945
Total property, plant and equipment		1,260,142	1,088,013	1,100,762	1,260,142	1,100,762
Right-of-use assets	11	767	837	1,286	767	1,286
Intangible assets	9	2,581	2,703	1,984	2,581	1,984
Total non-current assets		1,263,926	1,091,989	1,104,468	1,263,926	1,104,468
Total assets		1,291,661	1,098,684	1,115,706	1,291,661	1,115,706
LIABILITIES						
Current liabilities						
Payables	12	7,774	2,446	3,243	10,723	6,674
Contract liabilities	13	4,580	2,971	2,717	4,580	2,717
Borrowings	14	470	202	524	470	524
Provisions	15	2,871	2,998	3,341	-	-
Other current liabilities	16	1,478	-	675	1,478	675
Total current liabilities		17,173	8,617	10,500	17,251	10,590
Non-current liabilities						
Contract liabilities	13	573	735	689	573	689
Borrowings	14	293	651	768	293	768
Provisions	15	78	80	90	-	-
Other non-current liabilities	16	50	50	50	50	50
Total non-current liabilities		994	1,516	1,597	916	1,507
Total liabilities		18,167	10,133	12,097	18,167	12,097
Net assets		1,273,494	1,088,551	1,103,609	1,273,494	1,103,609
EQUITY						
Accumulated funds		655,313	646,387	636,044	655,313	636,044
Reserves		618,181	442,164	467,565	618,181	467,565
Total equity		1,273,494	1,088,551	1,103,609	1,273,494	1,103,609

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2022

	Consolidated and Parent entity		
	Accumulated funds	Asset revaluation reserve	Total equity
	\$000	\$000	\$000
Balance at 1 July 2021	636,044	467,565	1,103,609
Net result for the year	19,269	-	19,269
Other comprehensive income:			
Net change in revaluation surplus of property, plant and equipment	-	150,616	150,616
Total other comprehensive income	-	150,616	150,616
Total comprehensive income for the year	19,269	150,616	169,885
Balance at 30 June 2022	655,313	618,181	1,273,494
Balance at 1 July 2020	620,470	442,165	1,062,635
Net result for the year	15,574	-	15,574
Other comprehensive income:			
Net increase (decrease) in property, plant and equipment due to revaluation	-	25,400	25,400
Total other comprehensive income	-	25,400	25,400
Total comprehensive income for the year	15,574	25,400	40,974
Balance at 30 June 2021	636,044	467,565	1,103,609

The accompanying notes form part of these financial statements

Statement of cash flows for the year ended 30 June 2022

	Notes	Consolidated entity			Parent entity	
		Actual	Budget	Actual	Actual	Actual
		2022	2022	2021	2022	2021
		\$000	\$000	\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
Sale of goods and services		10,231	9,359	10,401	10,231	10,401
Interest received		22	-	24	22	24
Grants and other contributions		44,100	45,029	40,528	44,100	40,528
Total receipts		54,353	54,388	50,953	54,353	50,953
Payments						
Personnel services		-	-	-	(25,207)	(25,772)
Employee related		(25,207)	(28,603)	(25,772)	-	-
Suppliers for goods and services		(22,098)	(21,358)	(23,532)	(22,098)	(23,532)
Finance costs		(16)	(23)	(25)	(16)	(25)
Total payments		(47,321)	(49,983)	(49,329)	(47,321)	(49,329)
Net cash inflows from operating activities	19	7,032	4,405	1,624	7,032	1,624
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from grants	1(j)	22,650	13,000	4,050	22,650	4,050
Proceeds from capital donations	1(j)	2,390	-	2,027	2,390	2,027
Proceeds from sale of plant and equipment		-	-	-	-	-
Purchase of property, plant and equipment		(15,971)	(20,461)	(31,538)	(15,971)	(31,538)
Purchase of intangible assets		(1,287)	-	(567)	(1,287)	(567)
Net cash inflows (outflows) from investing activities		7,782	(7,461)	(26,028)	7,782	(26,028)
CASH FLOWS FROM FINANCING ACTIVITIES						
Repayment of borrowings	14	-	-	(123)	-	(123)
Payment of principal portion of lease liabilities	14	(529)	(510)	(520)	(529)	(520)
Net cash (outflows) from financing activities		(529)	(510)	(643)	(529)	(643)
NET INCREASE (DECREASE) IN CASH		14,285	(3,566)	(25,047)	14,285	(25,047)
Cash and cash equivalents at the start of the year		9,539	9,332	34,586	9,539	34,586
Cash and cash equivalents at the end of the year	6	23,824	5,766	9,539	23,824	9,539

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.

Due to Administrative Arrangement Order effective 1 April 2022, the AM was transferred from Department of Premier and Cabinet cluster to the Department of Enterprise, Investment and Trade. 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 2022 have been authorised for issue by the Board of Trustees on 28 September 2022.

(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 *Government Sector Finance Act 2018* (GSF Act) and
- NSW Treasurers Directions issued under the Act.

Property, plant and equipment, and certain financial assets and liabilities are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention 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)

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

(d) 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.

(e) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that:

- the amount of GST incurred by the AM as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- 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 ATO are classified as operating cash flows.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Foreign currency translation

Transactions in foreign currencies are recorded using the spot rate at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the end of the reporting date.

Differences arising on settlement or translation of monetary items are recognised in the net result.

(g) Comparative information

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

(h) Changes in accounting policy, including new or revised AAS

Effective for the first time in FY2021-22

The accounting policies applied in 2021-22 are consistent with those of the previous financial year.

(i) 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.

(j) Judgements, key assumptions and estimations

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 2022 were \$25.0 million (2021: \$6.1 million).

The Collection Enhancement Project (CEP) is a 10 year project to digitise the AM's collection assets. Labour costs for CEP preparation and imaging are capitalised on the basis they meet the definition of intangible assets in AASB 138 *Intangible Assets*. This required an assessment of labour costs across various activities which resulted in a proportion of project costings being included in employee-related expenses.

(k) Impact of the COVID-19 pandemic on financial reporting for 2021-22

In line with the NSW Government Health Orders, the AM was closed to the public on 24 June 2021 and re-opened to the public on 11 October 2021. Most staff worked remotely during this period and the AM's processes, activities and technology infrastructure, continued to operate effectively throughout that period (noting they were also in place when the AM closed to the public for renovations from August 2019 to November 2020).

The COVID-19 pandemic had significant impacts on the AM's public exhibition schedule, requiring a revision to all planned exhibitions and exhibition dates across 2021-22 after reopening to the public in November 2020. The financial implications of the public closure included reductions in revenue and expenses as well as delays in capital expenditure projects. The losses arising from the impacts of the COVID-19 pandemic were addressed in insurance claims with the NSW Government's insurer, Treasury Managed Fund (TMF).

The AM has considered whether the COVID-19 pandemic has had an effect on the fair values of its reported assets and has determined that there has not been a material impact. The AM's land and buildings and collection assets have received interim revaluations as at 30 June 2022 which resulted in a net increase in valuation. AM's financial investment assets are held and managed by NSW Treasury Corporation (T-Corp), who provides fair values directly to the AM. As a result, the AM has determined that the COVID-19 pandemic has not had an impact on the fair values of its financial investment assets.

The impact on the AM's operations has been appropriately managed and the AM has determined that, as a NSW Government agency, the going concern assumption remains appropriate.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

(l) Superannuation on annual leave loading

The AM has determined that it is not probable a liability arises to pay superannuation on annual leave loading. This position has been formed based on current inquiries, other information currently available to management, and after considering the facts from a decision in the Federal Court of Australia: Finance Sector Union of Australia v Commonwealth Bank of Australia [2022] FedCFamC2G 409. That decision confirmed that, in relation to the industrial agreement considered in that case, annual leave loading did not form part of ordinary time earnings and therefore, did not require superannuation contributions to be made under superannuation guarantee legislation because the obligation to pay annual leave loading was not referable to ordinary hours of work or to ordinary rates of pay. Rather, it was paid by reference to the period of annual leave, and for the purpose of compensating employees for their loss of opportunity to work additional hours at higher rates during this period.

This position will be re-assessed in future reporting periods as new information comes to light on this matter.

2 REVENUE

Income is recognised in accordance with the requirements of AASB15 *Revenue from Contracts with Customers* or AASB1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB15 *Revenue from Contracts with Customers*.

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000
(a) Sale of goods and services from contracts with customers				
Shop sales	1,179	1,055	1,179	1,055
Admission fees	1,163	1,175	1,163	1,175
Rendering of services	1,826	841	1,826	841
Sponsorships	924	1,449	924	1,449
	5,092	4,520	5,092	4,520

Recognition and measurement

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.

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.

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 to 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.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

2 REVENUE (continued)

(b) Grants and other contributions

Grants and contributions to acquire or construct a recognisable non-financial asset to be controlled by AM

Capital grants from NSW Government	8,894	16,447	8,894	16,447
Contributions from NSW Government	-	1,100	-	1,100
Capital contributions (other grants, donations)	3,862	2,852	3,862	2,852

Other grants and contributions with sufficiently specific performance obligations

Other NSW Government grants	3,968	481	3,968	481
Scientific research grants from Australian Government	312	347	312	347
Research contributions (other grants, donations)	1,333	1,388	1,333	1,388

Grants without sufficiently specific performance obligations

Recurrent grants from NSW Government	35,600	35,853	35,600	35,853
Capital grants from NSW Government	13,000	3,000	13,000	3,000
Grants from Australian Government	-	50	-	50

Donations and bequests	333	2,172	333	2,172
Donations to collections	33	1,511	33	1,511
	67,335	65,201	67,335	65,201

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

Recognition and measurement

Grants and contributions include grants from the Department of Premier and Cabinet (\$35.9 million) and Department of Enterprise, Investment and Trade (\$12.7 million).

Income from grants to acquire or 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 are 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.

Refer to 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.

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 are measured at fair value. Volunteer services have not been recognised as they are not material.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

2 REVENUE (continued)

Parliamentary appropriations

The Appropriation Act 2021 (Appropriations Act) and the subsequent variations appropriates the sum of \$35.9 million to the Premier out of the Consolidated Fund for the services of Department of Premier and Cabinet (DPC), and \$12.7 million to the Minister for the Aboriginal Affairs, the Arts and Regional Youth out of the Consolidated Fund for the services of Department of Enterprise, Investment and Trade (DEIT), for the year 2021–22. The spending authority of the Minister from the Appropriations Act has been delegated or subdelegated to officers of DPC, DEIT and entities that they are administratively responsible for, including the the Australian Museum.

The responsible Minister for each GSF agency is taken to have been given an appropriation out of the Consolidated Fund under the authority s4.7 of the Government Sector Finance Act 2018, at the time the GSF agency receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the GSF agency. The spending authority of the responsible Minister(s) from deemed appropriation money has been delegated or sub-delegated to officers of [name of the entity] for its own services.

A summary of compliance is disclosed in the financial statements of the Annual Report of DPC and DEIT. It has been prepared on the basis of calculating the separate spending authorities of the Premier / the Minister for the Aboriginal Affairs, the Arts and Regional Youth for the services of each respective principal department and the responsible Ministers for the services of the entities the respective principal department is administratively responsible for that receive or recover deemed appropriation money. It reflects the status at the point in time this disclosure statement is being made. The Australian Museum's spending authority and expenditure prior to the MoG change is included in the summary of compliance DPC and after the MoG change in the summary of compliance of DEIT.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

2 REVENUE (continued)

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

Superannuation-defined benefits	82	109	-	-
Long service leave	-	174	-	-
Payroll tax	4	6	-	-

Personnel services benefit received free of charge

Superannuation-defined benefits	-		82	109
Long service leave	-		-	174
Payroll tax	-		4	6

(d) Other income

Insurance claims recovery and hindsight adjustment	3,595	739	3,595	739
	3,595	739	3,595	739

(e) Movement of deemed appropriations (section 4.7 GSF Act)

Opening balance	9,539	34,586	9,539	34,586
Add: additions of deemed appropriations	79,393	57,030	79,393	57,030
Less: expenditure charged against deemed appropriations	(65,108)	(82,077)	(65,108)	(82,077)
Closing balance	23,824	9,539	23,824	9,539

This is a supplementary disclosure note, independent from the Revenue items in the statement of comprehensive income. 'Deemed appropriations' is a legal concept under the GSF Act that does not have a corresponding financial statement line item disclosure. Instead, deemed appropriations may come from various sources, such as sale of goods and services, and the corresponding revenue is disclosed in the relevant sections of these items in the financial statements.

3 GAINS AND LOSSES

Recognition and measurement

Impairment losses

Impairment losses may arise on non-financial 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

Property, plant and equipment – Note 8

Intangible assets – Note 9

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

4 EXPENSES
(a) Personnel services expenses

Salaries and wages (including annual leave)	-	-	22,012	23,222
Superannuation – defined benefit plans	-	-	82	109
Superannuation – defined contribution plans	-	-	1,841	1,906
Long service leave	-	-	(86)	178
Workers' compensation insurance	-	-	124	161
Payroll tax and fringe benefits tax	-	-	999	1,193
	-	-	24,972	26,769

(b) Employee related expenses

Salaries and wages (including annual leave)	22,012	23,222	-	-
Superannuation – defined benefit plans	82	109	-	-
Superannuation – defined contribution plans	1,841	1,906	-	-
Long service leave	(86)	178	-	-
Workers' compensation insurance	124	161	-	-
Payroll tax and fringe benefits tax	999	1,193	-	-
	24,972	26,769	-	-

Employee related costs that have been capitalised in property, plant and equipment and intangibles and therefore excluded from the above: \$2,091,000 (2021: \$618,000).

(c) Other operating expenses

Auditor's remuneration – audit of the financial statements	126	124	126	124
Cleaning	987	938	987	938
Consultants	720	488	720	488
Other contractors	2,928	2,727	2,928	2,727
Cost of sales	511	471	511	471
Electricity, gas and water	965	877	965	877
Insurance	656	576	656	576
Maintenance	4,068	1,999	4,068	1,999
Marketing and promotions	1,960	2,336	1,960	2,336
Other	10,485	8,879	10,485	8,879
	23,406	19,415	23,406	19,415

Reconciliation - Total maintenance expense

Classified as personnel services expenses	-	-	323	396
Classified as employee related expenses	323	396	-	-
Classified as maintenance expenses as above	4,068	1,999	4,068	1,999
Reconciliation - Total maintenance expense	4,391	2,395	4,391	2,395

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

4 EXPENSES (continued)
Recognition and measurement
Maintenance expense

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

Insurance

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

Consultants

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

(d) Depreciation and amortisation expense

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000
Depreciation				
Buildings	4,858	5,129	4,858	5,129
Plant and equipment	2,482	2,167	2,482	2,167
Right-of-use assets	519	519	519	519
Amortisation				
Software and web	564	722	564	722
Collection	22	52	22	52
	8,445	8,589	8,445	8,589

Refer to Note 8 and Note 9 for recognition and measurement policies on depreciation and amortisation.

5 CONDITIONS AND RESTRICTIONS ON INCOME OF NOT-FOR-PROFIT ENTITIES

The AM receives grants and other 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	8,765	1,786	8,765	1,786
	8,765	1,786	8,765	1,786

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

6 CASH AND CASH EQUIVALENTS – CURRENT ASSETS

Cash at bank and on hand	23,824	9,539	23,824	9,539
Closing cash and cash equivalents	23,824	9,539	23,824	9,539

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 and subject to an insignificant risk of changes in value.

The AM has the following banking facility which authorises the bank to debit the AM's operating bank account up to the limit. The unutilised amount as at 30 June 2022 was \$299,543.

Citi Australia Commercial Card facility (credit limit)	500	500	500	500
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Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

7 RECEIVABLES – CURRENT ASSETS

Trade receivables from contracts with customers	2,693	416	2,693	416
GST receivables	730	594	730	594
Less: Allowance for expected credit losses	(9)	-	(9)	-
Prepayments	159	355	159	355
	3,573	1,365	3,573	1,365

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 20.

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 2022

8 PROPERTY, PLANT AND EQUIPMENT – NON-CURRENT ASSETS
(a) Total property, plant and equipment

	Consolidated and Parent entity				
	Assets under construction \$000	Land and buildings \$000	Plant and equipment \$000	Collections \$000	Total \$000
At 1 July 2021 - fair value					
Gross carrying amount	4,648	313,609	23,324	801,945	1,143,526
Accumulated depreciation and impairment	-	(30,783)	(11,981)	-	(42,764)
Net carrying amount	4,648	282,826	11,343	801,945	1,100,762
Year ended 30 June 2022					
Net carrying amount at start of the year	4,648	282,826	11,343	801,945	1,100,762
Net revaluation increment – gains	-	13,426	-	137,190	150,616
Purchases of assets	15,971	-	-	-	15,971
Donated assets	-	-	-	33	33
Disposals	-	-	(5)	-	(5)
Transfer (to) from another asset type	(9,903)	1,556	8,297	155	105
Depreciation expense	-	(4,858)	(2,482)	-	(7,340)
Net carrying amount at end of the year	10,716	292,950	17,153	939,323	1,260,142
	-	-	-	-	-
At 30 June 2022 - fair value					
Gross carrying amount	10,716	330,566	31,155	939,323	1,311,760
Accumulated depreciation and impairment	-	(37,616)	(14,002)	-	(51,618)
Net carrying amount	10,716	292,950	17,153	939,323	1,260,142
At 1 July 2020 - 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
Year ended 30 June 2021					
Net carrying amount at start of the year	32,621	211,113	9,896	800,242	1,053,872
Net revaluation increment – gains	-	25,400	-	-	25,400
Purchases of assets	26,154	-	-	-	26,154
Initial recognition at fair value	-	-	-	192	192
Donated assets	-	1,100	-	1,511	2,611
Disposals	-	-	(115)	-	(115)
Impairment of asset	(217)	-	-	-	(217)
Transfer (to) from another asset type	(53,910)	50,342	3,729	-	161
Depreciation expense	-	(5,129)	(2,167)	-	(7,296)
Net carrying amount at end of the year	4,648	282,826	11,343	801,945	1,100,762
At 30 June 2021 - fair value					
Gross carrying amount	4,648	313,609	23,324	801,945	1,143,526
Accumulated depreciation and impairment	-	(30,783)	(11,981)	-	(42,764)
Net carrying amount	4,648	282,826	11,343	801,945	1,100,762

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 8(b).

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

Recognition and measurement

Acquisitions

Property, plant and equipment are initially measured 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 AAS.

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

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

Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

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.

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the *Valuation of Physical Non-Current Assets at Fair Value* Policy and Guidelines Paper (NSW TPP 21-09) and Treasurer's Direction *Valuation of Physical Non-Current Assets at Fair Value* (TD21-05). TD21-05 and TPP 21-09 adopt 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

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 8(b) for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The AM conducts a comprehensive revaluation at least every three years for its land and buildings. The last comprehensive valuation was completed on 31 March 2021 and was based on an independent assessment. The land was valued using the market approach and the buildings using the depreciated replacement cost approach. Collection assets are revalued at least every five years by an external valuer. The last comprehensive valuation was completed 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. Interim revaluations were completed as at 30 June 2022 as a result of a cumulative increase in indicators of 3.05% for land and buildings and 17.15% for collection assets. The AM used external professionally qualified valuers to conduct the interim revaluations – CBRE for land and buildings and JLL for the collection assets.

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.

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

Revaluation increments are recognised in other comprehensive income 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.

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.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

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

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

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 TPP 21-09. 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 and collection assets acquired through field work and research activities 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.

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

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.

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, or an amount that approximates 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.

Right-of-use assets acquired by lessees

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset for most leases. The entity has elected to present right-of-use assets separately in the Statement of Financial Position. Further information is contained at note 10.

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 AM.

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 useful life of 50 years and Minor buildings 40 to 50 years.

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

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: 40 to 50 years
Plant and equipment: 3 to 50 years
Vehicles: 3 years
Vessels: 7 to 10 years
Exhibitions: 1 to 10 years

(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. The reconciliation included in Note 8(a) is sufficient to explain the movement to assets categorised as Level 3 in the fair value hierarchy.

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total fair value \$000
2022				
Land	-	77,938	-	77,938
Buildings	-	-	215,012	215,012
Collections	-	-	939,323	939,323
	0	77,938	1,154,335	1,232,273
2021				
Land	-	75,250	-	75,250
Buildings	-	-	207,576	207,576
Collections	-	-	801,945	801,945
	0	75,250	1,009,521	1,084,771

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

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

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 revalued at 31 March 2021 by an external expert valuer. An interim valuation of the land and buildings as at 30 June 2022 was provided by the same external expert valuer using the same assumptions for compensation rate, square metres, heritage elements, useful lives and conditions as used in the 31 March 2021 valuation.

Land has been valued using the market approach. The market evidence used was land transactions within the CBD and fringe commercial areas. The valuer has found sufficient comparable sales to apply direct comparison approach and has assessed the value at Level 2 on the fair value hierarchy.

The fair value of buildings was measured by its depreciated replacement cost and remains at Level 3 on the fair value hierarchy.

The last comprehensive valuation on collections was conducted on 30 June 2018 by an external expert valuer. In 2022, the same valuer was engaged to conduct an interim fair value assessment of the Heritage and Cultural collection.

The fair values have been assessed in accordance with Australian Accounting Standards, NSW Treasury Policies & Guidelines and the Australian framework for the valuation of public sector collections as prepared by the Council of Australasian Museum Directors (CAMD). In addition to the fair value measurement for each high value item and each item within the low value samples, we have also reported on the other aspects of the fair value framework including the valuation premise, the highest and best use, the valuation technique, the market (principal or most advantageous), the fair value hierarchy level for the measurement including whether this has changed since the 2017/18 financial year and a description of the significant unobservable input(s)

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

9 INTANGIBLE ASSETS – NON-CURRENT ASSETS

	Consolidated and Parent entity			
	Assets in development \$000	Web and software \$000	Collection - digital assets \$000	Total \$000
At 1 July 2021 - fair value				
Cost (gross carrying amount)	172	3,400	521	4,093
Accumulated amortisation and impairment	-	(1,905)	(204)	(2,109)
Net carrying amount	172	1,495	317	1,984
Year ended 30 June 2022				
Net carrying amount at beginning of year	172	1,495	317	1,984
Additions	1,287	-	-	1,287
Transfer (to) from another asset type	(1,311)	153	1,053	(105)
Amortisation (recognised in 'depreciation and amortisation')	-	(563)	(22)	(585)
Net carrying amount at end of the year	148	1,085	1,348	2,581
At 30 June 2022				
Cost (gross carrying amount)	148	2,358	1,574	4,080
Accumulated amortisation and impairment	-	(1,273)	(226)	(1,499)
Net carrying amount	148	1,085	1,348	2,581
At 1 July 2020 - fair value				
Cost (gross carrying amount)	457	3,298	368	4,123
Accumulated amortisation and impairment	-	(1,410)	(104)	(1,514)
Net carrying amount	457	1,888	264	2,609
Year ended 30 June 2021				
Net carrying amount at beginning of year	457	1,888	264	2,609
Additions	567	-	-	567
Impairment losses	(257)	-	-	(257)
Transfer (to) from another asset type	(595)	329	105	(161)
Amortisation (recognised in 'depreciation and amortisation')	-	(722)	(52)	(774)
Net carrying amount at end of the year	172	1,495	317	1,984
At 30 June 2021				
Cost (gross carrying amount)	172	3,400	521	4,093
Accumulated amortisation and impairment	-	(1,905)	(204)	(2,109)
Net carrying amount	172	1,495	317	1,984

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

9 INTANGIBLE ASSETS – NON-CURRENT ASSETS (continued)

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.

The useful lives of intangible assets are assessed to be either finite or infinite. The useful life of an intangible asset that is not being amortised is reviewed each year to ensure that the indefinite useful life assessment continues to be appropriate.

The AM's intangible assets with finite useful lives are amortised using the straight-line method for each category as follows:

Software and website enhancements: 3 to 10 years

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. As there is no active market for the AM's intangible assets, they are therefore carried at cost less any applicable accumulated amortisation.

Intangible assets with finite useful lives are tested for impairment where an indicator of impairment exists. The intangible assets with indefinite useful lives are subject to an annual impairment review. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to the recoverable amount and the reduction is recognised as an impairment loss.

Consolidated entity		Parent entity	
2022	2021	2022	2021
\$000	\$000	\$000	\$000

10 RESTRICTED ASSETS

TCorp at call deposit representing deposits, donations and grants held to be used for a specific project or purpose.

Restricted cash described as contract liability

Restricted cash not described elsewhere as a liability

6,602	4,132	6,602	4,132
8,765	1,786	8,765	1,786
15,367	5,918	15,367	5,918

11 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 building lease liability because it is not reasonably certain that the lease 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. AASB16 requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The AM has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value assets are assets with a fair value of \$10,000 or less when new and comprise mainly storage rental.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

11 LEASES (continued)

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 2021	34	1,189	63
Depreciation expense	(1)	(476)	(42)
Balance at 30 June 2022	33	713	21

Balance at 1 July 2020
Depreciation expense
Balance at 30 June 2021

	Consolidated and Parent entity		
	Land	Buildings	Plant and equipment
	Concessionary leased asset		
	\$000	\$000	\$000
Balance at 1 July 2020	36	1,664	105
Depreciation expense	(2)	(475)	(42)
Balance at 30 June 2021	34	1,189	63

Consolidated entity		Parent entity	
2022	2021	2022	2021
\$000	\$000	\$000	\$000

Lease liabilities

The following table presents liabilities under leases.

Balance at 1 July	1,292	1,812	1,292	1,812
Interest expense	16	23	16	23
Payments	(545)	(543)	(545)	(543)
Balance at 30 June	763	1,292	763	1,292

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

Depreciation expense on right-of-use-assets	519	519	519	519
Interest expense on lease liabilities	16	23	16	23
Total amount recognised in the statement of comprehensive income	535	542	535	542

The AM had total cash outflows for leases of \$545,000 in 2021-22 (2020-21: \$543,000).

11 LEASES (continued)

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	30 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.

11 LEASES (continued)

(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.

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.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

12 PAYABLES

Creditors	2,317	761	2,317	761
Accrued salaries, wages and on-costs	691	532	-	-
Sundry accruals	4,766	1,950	4,766	1,950
Personnel services expenses payable	-	-	3,640	3,963
	7,774	3,243	10,723	6,674

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 20.

Recognition and measurement

Payables represent liabilities for goods and services provided to the AM and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. The amounts are unsecured and are usually paid within 30 days of recognition.

13 CONTRACT LIABILITIES

Contract liabilities – current	4,580	2,717	4,580	2,717
Contract liabilities – non-current	573	689	573	689
	5,153	3,406	5,153	3,406

Contract receivables (included in note 7)	1,313	266	1,313	266
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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 at the beginning of the year	3,031	2,723	3,031	2,723
Transaction price allocated to the remaining performance	5,153	3,406	5,153	3,406

The transaction price allocated to the remaining performance obligations relates to rendering of services, sponsorship revenue, scientific research grants and research contributions. 89% is expected to be recognised in the 2022-23 financial year and 11% recognised in later years.

The contract liability balance has increased during the year mainly due to funding received for the Cyber Security Uplift program.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

14 BORROWINGS

CURRENT				
Lease liability (see Note 11)	470	524	470	524
NON-CURRENT				
Lease liability (see Note 11)	293	768	293	768
	763	1,292	763	1,292

The AM has provided a security deposit for a property included under lease liabilities. The security deposit is recorded at "Other financial assets".

Recognition and measurement

Borrowing represents lease liabilities (see Note 11).

Financial liabilities at amortised cost

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Changes in liabilities arising from financing activities

	Crown loan	Lease liabilities	Total liabilities from financing activities
1 July 2020	123	1,812	1,935
Cashflows	(123)	(520)	(643)
30 June 2021	-	1,292	1,292
1 July 2021	-	1,292	1,292
Cashflows	-	(529)	(529)
Additions	-	-	-
30 June 2022	-	763	763

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

	Consolidated entity		Parent entity	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000

15 PROVISIONS

Employee benefits and related on-costs

Annual leave	1,981	2,164	-	-
Long service leave	779	851	-	-
Redundancy	100	315	-	-
Staff recognition	11	11	-	-
	2,871	3,341	-	-

Current long service leave obligations expected to be settled after 12 months

	78	90	-	-
	78	90	-	-

Aggregate employee benefits and related on-costs

Provisions	2,949	3,431	-	-
Accrued salaries, wages and on-costs (Note 12)	691	532	-	-
	3,640	3,963	-	-

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 8.4% (2021: 8.4%) 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.

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.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

15 PROVISIONS (continued)

Long service leave and superannuation (continued)

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.

Consequential on-costs

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

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.

Consolidated entity		Parent entity	
2022	2021	2022	2021
\$000	\$000	\$000	\$000

16 OTHER LIABILITIES

CURRENT

Deposits	152	105	152	105
Liabilities under transfers to acquire or construct non-financial assets to be controlled by AM	1,326	570	1,326	570
	1,478	675	1,478	675

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

Opening balance	570	15,967	570	15,967
Add : receipt of cash during the financial year	9,650	1,050	9,650	1,050
Deduct: income recognised during the financial year	8,894	16,447	8,894	16,447
Closing balance	1,326	570	1,326	570

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 to recognise as income any liability for unsatisfied obligations at the end of the reporting period in the next 12 months as the related asset is constructed/acquired.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

17 EQUITY

Revaluation Surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the entity's policy on the revaluation of property, plant and equipment as discussed in Note 8.

Accumulated Funds

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

Reserves

Treasury mandates separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or approved Accounting Standard (e.g. revaluation surplus and foreign currency translation reserve).

Consolidated entity		Parent entity	
2022	2021	2022	2021
\$000	\$000	\$000	\$000

18 COMMITMENTS FOR EXPENDITURE

Capital commitments

Aggregate expenditure for the acquisition of capital

Not later than one year

Total (including GST)

3,144	713	3,144	713
3,144	713	3,144	713

19 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	7,032	1,624	7,032	1,624
Grants for capital expenditure	22,650	4,050	22,650	4,050
Donations for capital expenditure	2,390	2,027	2,390	2,027
Non-cash donations	33	2,611	33	2,611
Depreciation and amortisation	(8,445)	(8,589)	(8,445)	(8,589)
Decrease (Increase) in provisions	482	(552)	482	(552)
Increase in payables	(4,530)	(1,116)	(4,530)	(1,116)
Decrease (increase) in other liabilities	(803)	15,400	(803)	15,400
Decrease (increase) in contract liabilities	(1,747)	626	(1,747)	626
Increase in inventory	12	121	12	121
Increase (decrease) in receivables and other assets	2,217	(227)	2,217	(227)
(Loss) on disposal of plant and equipment	(5)	(115)	(5)	(115)
Other losses	(17)	(286)	(17)	(286)
Net result	19,269	15,574	19,269	15,574

20 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 Audit & Risk Committee (ARC) on a continuous basis.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2022

20 FINANCIAL INSTRUMENTS

(a) Financial instrument categories

Class	Notes	Category	Consolidated and Parent entity	
			Carrying amount	
			2022	2021
Financial assets				
Cash and cash equivalents	6	Amortised cost	23,824	9,539
Receivables ¹	7	Amortised cost	2,684	416
Other financial assets		Amortised cost	436	436
Financial liabilities				
Payables ²	12	Financial liabilities measured at amortised cost	7,542	3,058
Borrowings	14	Financial liabilities measured at amortised cost	763	1,292
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 AM is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by AM.

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.

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 2022 (2021:nil).

(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.

20 FINANCIAL INSTRUMENTS (continued)

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 *Payment of Accounts*. 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 Aboriginal Affairs, the Arts and Regional Youth to award interest for late payment. No interest was paid during the year.

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

	Weighted average effective interest %	Interest rate exposure			Maturity dates		
		Nominal amount ¹	Fixed interest rate	Non-interest bearing	<1 yr	1-5 yrs	>5 yrs
		\$000	\$000	\$000	\$000	\$000	\$000
Consolidated entity							
2022							
Payables	-	7,774	-	7,774	7,774	-	-
Borrowings							
Lease liabilities	1.4%	846	846	-	539	265	42
Other	-	50	-	50	50	-	-
		8,670	846	7,824	8,363	265	42
2021							
Payables	-	3,243	-	3,243	3,243	-	-
Borrowings							
Lease liabilities	1.4%	1,385	1,385	-	539	802	44
Other	-	50	-	50	50	-	-
		4,678	1,385	3,293	3,832	802	44
Parent entity							
2022							
Payables	-	10,723	-	10,723	10,723	-	-
Borrowings							
Lease liabilities	1.4%	846	846	-	539	265	42
Other	-	50	-	50	50	-	-
		11,619	846	10,773	11,312	265	42
2021							
Payables	-	6,674	-	6,674	6,674	-	-
Borrowings							
Lease liabilities	1.4%	1,385	1,385	-	539	802	44
Other	-	50	-	50	50	-	-
		8,109	1,385	6,724	7,263	802	44

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.

20 FINANCIAL INSTRUMENTS (continued)

(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.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through AM's interest-bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp. The entity does not account for any fixed rate financial instruments at fair value through profit or loss or at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rates would not affect the carrying value or interest paid/earned. A reasonably possible change of $\pm 1\%$ is used, consistent with current trends in interest rates (based on official RBA interest rate volatility over the last five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

AM have undertaken a sensitivity analysis to assess a reasonably possible change in interest rates of $\pm 1\%$ and have found the impact to be negligible.

(c) Fair value compared to carrying amount

Management assessed that cash and short-term deposits, trade receivables, trade payables and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments.

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 \$0.03 million (2021: \$1.5 million) and donations to buildings from the Minister's Stonework Project \$nil (2021:\$1.1 million) – refer to Note 2.

22 CONTINGENT ASSETS AND LIABILITIES

The AM has no material contingent assets or liabilities as at 30 June 2022 (2021: Nil).

23 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 \$6.8 million higher than budget, mainly due to:

- \$2.9 million for insurance recoveries for the cancellation of the Tutankhamun exhibition and Business interruption losses due to COVID-19 restrictions resulting from the NSW Health directive;
- \$1.3 million Blockbuster funding received from Create NSW towards summer up late (Nights at the Museum) and Jurassic World by Brickman;
- \$2.3 million for philanthropic support for new gallery construction and fit out, occurring sooner than anticipated in the budget.

23 BUDGET REVIEW

Total expenses were \$4.8 million lower than budget, mainly due to:

- \$1.5 million has been approved to carry forward into 2022-23;
- Employee-related expenses were \$4.7 million lower than budget due to Crown LSL adjustments from Treasury reflecting the higher bond rate (\$2.0 million), delays in filling vacancies, COVID-19 impact and attrition; and
- COVID-19 restrictions on construction and closure of AM sites had caused a delay in capital projects, resulting in projects being capitalised later than budgeted. This resulted in depreciation and amortisation expense being \$2.1 million lower than budget; partly offset by
- Additional advertising, marketing and program expenses of \$1.3 million for Nights at the Museum and Jurassic World by Brickman.

Overall, the net result for the year was \$11.8 million higher than budget.

Assets and liabilities

The AM's net asset position is \$185 million greater than budget. The main driver of the difference is the \$150.6 million revaluation of land and buildings and collections.

Cash flows

Net cash inflows from operating activities is \$2.6 million higher than budget, principally due to savings in employee related expenses. Net cash inflow from investing activities is \$15.2 million higher than budget due to additional capital donations and grants received during the year.

24 RELATED PARTY DISCLOSURES

The AM's Key Management Personnel (KMP) compensation for the 9 KMP (2021: 7 KMP) is as follows:

	2022 \$000	2021 \$000
Short-term employee benefits:		
Salaries	2,083	1,723
Non-monetary benefits	8	12
Total remuneration	2,091	1,736

Refer to note 2(b) for grants and contributions received from government and note 2(c) 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 arm's length and in the ordinary course of the business of AM. No transactions were entered into with Ministers.

25 EVENTS AFTER THE REPORTING PERIOD

There have been no significant events after the reporting period.

End of audited financial statements


AUSTRALIAN MUSEUM TRUST

STATEMENT BY THE TRUSTEES

Pursuant to section 7.6 of the *Government Sector Finance Act 2018* (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 statements for the year ended 30 June 2022 present fairly the financial position, financial performance and cash flows of the Australian Museum Trust, in accordance with applicable Australian 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 *Government Sector Finance Act 2018* (NSW), the *Government Sector Finance Regulation 2018* (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 under the *Government Sector Finance Act 2018* (NSW).

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


David Armstrong
President

28 September 2022


Sara Watts
Trustee

28 September 2022



INDEPENDENT AUDITOR'S REPORT

Australian Museum Trust

To Members of the New South Wales Parliament and Members of Australian Museum Trust

Opinion

I have audited the accompanying financial statements of Australian Museum Trust (the Museum), which comprises the Statement by the Trustees and the Responsible Persons' Declaration of the Museum and the consolidated entity, the Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information. The consolidated entity comprises the Museum 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:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Museum and consolidated entity
- 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 Museum 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.

Trustees' Responsibilities for the Financial Statements

The Trustees of the Museum are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions, the Australian Charities and Not-for-profits Commission Act 2012. The Trustees' responsibility also includes 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 Museum and the consolidated entity's ability 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 Museum or the consolidated entity carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Margaret Crawford
Auditor-General for New South Wales

30 September 2022
SYDNEY

Other financial disclosures

Table 6.1
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	773	214	-	0	10	997
December	202	-	-	4	1	207
March	244	-	5	-	4	253
June	2,282	29	-	4	(0)	2,314
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.

Table 6.2
Accounts due or paid within each quarter

Measure	Sep 2021	Dec 2021	Mar 2022	Jun 2022
All suppliers				
Number of accounts due for payment (#)	1,956	933	1,212	1,852
Number of accounts paid on time (#)	1,531	805	1,000	1,554
Actual percentage paid on time (based on #)	78%	86%	83%	84%
Dollar amount due for payment (m\$)	12.5	6.2	6.8	18
Dollar amount paid on time (m\$)	9.6	5.2	5.7	15
Actual percentage paid on time (based on \$)	77%	83%	84%	84%
Number of payments for overdue interest	-	-	-	-
Interest paid on overdue accounts (m\$)	-	-	-	-
Small business suppliers				
Number due for payment to small businesses (#)	2	-	2	4
Number due to small businesses paid on time (#)	2	-	2	4
Actual percentage paid on time (based on #)	100%	NA	100%	100%
Dollar amount due for payment to small businesses (m\$)	0.00	-	0.00	0.01
Dollar amount due to small businesses paid on time (m\$)	0.00	-	0.00	0.01
Actual percentage paid on time (based on \$)	100%	NA	100%	100%
Number of payments for overdue interest	-	-	-	-
Interest paid to small businesses on late accounts (k\$)	-	-	-	-

Table 6.3
Statement of comprehensive income for the year ending 30 June 2023

Budget 2023	\$000
Revenue	
Sale of goods and services	11,094
Grants and contributions	57,306
Total revenue	68,400
Expenses	
Employee related	31,506
Other operating expenses	22,775
Depreciation and amortisation	10,553
Total expenses	64,834
Surplus for the year	3,566

Appendices



Appendix A
Workforce

Workforce profile

As at 30 June 2022 the Australian Museum employed 277 staff, with a full time equivalent (FTE) of 244.55.

Table A.1
Staff profile

Staff headcount in classification	2019-20	2020-21	2021-22
Administrative and Clerical Staff	212	210	254
Conservators	11	12	11
Exhibition Project Officers	14	17	19
Librarians and Archivists	6	5	6
Preparators	2	3	1
Research Scientists	11	11	11
Scientific Officers	25	22	21
Senior Executive Staff	7	7	10
Technical Officers	36	59	57
Total	324	346	390
Staff (annual full time equivalent)	192	275	277

Table A .3
Senior Executive remuneration as at the end of the financial year

Band	Range (\$)	Average remuneration 2020-21	Range (\$)	Average remuneration 2021-22
Band 4	487,051-562,650		487,051-562,650	
Band 3	345,551-487,050	441,525	345,551-487,050	475,191
Band 2	274,701-345,550		274,701-345,550	300,000
Band 1	192,600-274,700	238,159	192,600-274,700	267,362

Workforce diversity — outcomes

The representation and distribution of workforce diversity groups in the PSC workforce as at 30 June 2022 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 number of women in the Executive Leadership Team. There has been a slight decrease in the number of employees who identify as being Aboriginal or Torres Strait Islander due to difficulty in filling roles identified for First Nations recruitment. The AM will continue to attract, develop and retain a diverse workforce and increase its participation rates.

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

2020-21			2021-22	
Band	Female	Male	Female	Male
Band 4	0	0	0	0
Band 3	1	0	1	0
Band 2	0	0	1	0
Band 1	4	3	4	3
Totals	5	3	6	3
	8		9	

Multicultural outcomes

Multicultural programs and services summary 2021-22

- The AM has increased its focus on multicultural service delivery this year to be more inclusive of people from culturally and linguistically diverse backgrounds by ensuring its exhibitions, maps, audio tour guides and website are in a wider range of languages including Mandarin, Arabic and Hindi. In 2021 the Museum held exhibitions in four languages, where it specifically targeted CALD visitors through direct digital and social campaigns. This resulted in an increase in CALD visitors to 27 percent. The Museum has increased targeted recruitment and training of CALD front-of-house staff and volunteers to match the leading CALD visitor and school groups who can now be welcomed in their own language. Our highest attending cultural background segments are 10 percent Chinese, three percent South-East Asian, and three percent Indian.
- In early 2022 the AM implemented a Diversity and Inclusion online training program from SBS, providing a range of courses for staff and volunteers. These programs support the embedding of Diversity and Inclusion principles into everything the AM does from decision making to service delivery.

Table A.4
Annual trends in the representation of workforce diversity groups

Workforce diversity status	Benchmark	2020	2021	2022
Women	50%	60%	63%	63.7%
Aboriginal and/or Torres Strait Islander People	3.3%	3.8%	2.5%	2.2%
People whose first language spoken as a child was not English	23.2%	16.3%	16.7%	16.4%
People with disability	5.6%	1.1%	2.5%	2.7%
People with disability requiring work-related adjustment	N/A	0.0%	0.0%	1.1%

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.5
Trends in the Distribution of Workforce Diversity Groups

Workforce diversity status	Benchmark	2020	2021	2022
Women	100%	94%	91%	96%
Aboriginal and/or Torres Strait Islander People	100%	N/A	N/A	N/A
People whose first language spoken as a child was not English	100%	95%	96%	98%
People with disability	100%	N/A	N/A	N/A
People with 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.

There were no industrial disputes in 2021/2022.

WHS

Incident reporting

Hazard reports	34
Safety inspections	13
Near-miss reports	0
Work-related incidents	20
Visitor injuries	9

Workers’ compensation claims

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

Appendix B
Grants and donor funded projects

Australian Museum Foundation

Through donations to the Australian Museum Foundation (AMF), grants are provided to enable the Australian Museum (AM) to achieve its vision of being the leading voice for the richness of life, the Earth and culture in Australia and the Pacific. Grants are also provided through the bequest of the late Patricia Porritt to enhance the AM’s collection (Patricia Porritt Collection Acquisition Fund) and the bequest of the late Patricia McDonald towards education (Patricia McDonald Education Fund).

Grants and donor funded projects

There were 101 grants and gift agreements, with a total value of \$2,865,328 in 2021-22 for 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 86 grant and gift agreements to support AMRI projects in 2021-22 with a total value of \$1,591,245 (2020-21: \$1,134,392) and an average value of \$43,007 (2020-21: \$34,376). These amounts represent grants and gifts under contract regardless of whether the projects have commenced or revenue has been recognised.

Of the 86 projects listed in tables B.1 and B.2, 37 received new revenue in 2021-22 and it’s only those 37 projects that comprise the total value of grants/donations for 2021-22.

The other 49 projects listed in tables B.1 and B.2 are for active or continuing projects with a carry forward of funds from prior years.

Table B.3 lists grants and gift agreements to support projects by the Museum Experience and Engagement division of the AM in 2021-22. There were 10 grants and gift agreements to support AM projects in 2021-22 with a total value of \$1,084,951.

Table B.4 lists grants and gift agreements to support five projects in the First Nations division of the AM in 2021-22, with a total \$189,131.50 gifted in 2021-22 for three of these projects.

The Australian Museum gratefully acknowledges the support of granting organisations and particularly the Australian Museum Foundation that has provided \$195,964 in gifts to AMRI and \$172,634.72 in gifts to the AM in support of research projects and collection acquisitions in 2021-22; and the Lizard Island Reef Research Foundation that has provided \$232,963 in 2021-22 for the Lizard Island fellowship and grant programs (this is in addition to \$140,445 not included in the tables below, to support operational expenses and purchase of equipment for the Lizard Island Research Station).

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 2021-22

Principal investigator(s)/ person responsible	Title of project	Granting body
S Ahyong	Expanding Marine Invertebrates research and collections capacity	Bequest (from the Estate of Eileen Silk)
S Ahyong, E Kupriyanova, F Koehler, I Burghardt, C Rowe, A Chen Yan	Taxonomy of specimens from the RV Investigator voyage to the Indian Ocean Territories	Australian Government – Director National Parks (Bush Blitz)
S Ahyong, E Kupriyanova	Australian deep-sea biodiversity	Equity Trustees Pty Ltd (BCA Philanthropy)
D Curnoe, K Helgen	Tracing the earliest modern humans in island Southeast Asia	The Leakey Foundation
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

Grant and externally funded projects for research and collections administered by the Australian Museum 2021-22 (continued)

Principal investigator(s)/ person responsible	Title of project	Granting body
D Bickel, J Ellmers	Chrysosoma – a new species of a long-legged fly from Papua New Guinea	Private donor (via Australian Museum Foundation)
M Eldridge	Australian Biodiversity Research: Phylogeography of NSW – Impact of the Sydney Basin and other barriers to gene flow	Private donor (via Australian Museum Foundation)
M Eldridge	Enhancing genomic resilience of fire-impacted brush-tailed rock-wallaby populations	Department of Industry, Science, Energy and Resources (on behalf of DAWE)
M Eldridge	Brush-tailed Rock-wallaby genomics project	Department of Planning & Environment
P Flemons	Support for Australian institutions in the use of DigiVol for digitising their collections (2020-2022)	CSIRO – Atlas of Living Australia
P Flemons	Norfolk Island Expedition	Vonwiller Foundation
P Flemons	FrogID 2021/22	Vonwiller Foundation
P Flemons, J Rowley	Audio analysis and Citizen Science – can citizen scientists reliably identify frog species in audio recordings from FrogID?	Australian Museum Foundation
P Flemons, J Rowley	Conserving Australia’s Frogs	James N. Kirby Foundation
P Flemons, M Lawrence	Engage 4 Good Program – FrogID AI: automating frog species identification in citizen science recordings	Atlassian Foundation
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)	NSW Department of Primary Industries
K Helgen	Chadwick Biodiversity Fellowship	Australian Museum Foundation
K Helgen	Australian Museum Foundation Visiting Fellowships	Australian Museum Foundation
K Helgen	Joint appointment of Terrestrial Vertebrate scientist and Palaeontologist with University of NSW	University of New South Wales
K Helgen, C Slatyer	Joint appointment of Archaeology scientist with the University of Sydney	The University of Sydney
K Helgen, D Alquezar	Wildlife Genomics	Australian Museum Foundation
K Helgen, D Alquezar	Development of genetic methods for management of Australasian wildlife	University of Sydney and Zoo and Aquarium Association
K Helgen, T Flannery	Community Conservation of Solomon Islands endemic mammals – Phase II	Fondation Segré
K Helgen, T Flannery	Scientific research, biodiversity protection and community development in West Papua	Graeme Wood Foundation
A Hoggett	Lizard Island Fellowships and special grants	Lizard Island Reef Research Foundation
A Hoggett	Lizard Island Coral Reef Study Tour	Lizard Island Reef Research Foundation
F Koehler, I Hyman, J Ellmers	Species naming – Brindabella semislug	Private donor (via Australian Museum Foundation)
F Koehler, I Hyman	Evolutionary systematics and conservation biology of the land snails of Lord Howe Island and Norfolk Island	Department of Agriculture, Water and the Environment (ABRS) (formerly Department of the Environment and Energy)
F Koehler, I Hyman	Lord Howe Island Critically Endangered Land Snails 2020-2021	NSW Department of Planning, Industry and Environment – Saving Our Species Program

Grant and externally funded projects for research and collections administered by the Australian Museum 2021-22 (continued)

Principal investigator(s)/ person responsible	Title of project	Granting body
F Koehler, I Hyman	Conservation management of threatened island invertebrates	Graeme Wood Foundation
F Koehler, I Hyman	Evolutionary history and systematics of Pacific island land snails, the world’s most endangered animals	Australia and Pacific Science Foundation
F Koehler, I Hyman	Conservation of threatened land snails <i>Advena campbellii</i> and <i>Mathewsoconcha belli</i> on Norfolk Island through pest control and predator exclusion fencing	The Mohamed bin Zayed Species Conservation Fund
I Hyman, F Koehler	Saving critically endangered snails on Norfolk Island (Stage 1)	Australian Museum Foundation
I Hyman, F Koehler	Saving Norfolk Island’s critically endangered land snails through improved habitat management and captive breeding	National Geographic
I Hyman, F Koehler	Biogeography and systematics of Pacific Island land snails	Private donor (via Australian Museum Foundation)
E Kupriyanova, P Hutchings	Identification tool for all marine Annelida families and the Australian abyssal fauna	Department of Agriculture, Water and the Environment (ABRS) (formerly Department of the Environment and Energy)
E Kupriyanova, P Hutchings	Deep Sea Polychaete Genetics	Private donor (via 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)
M McCurry	Excavation of an exceptional new fossils site in central NSW	Private donor (via Australian Museum Foundation)
J Nguyen	The Lost Birds of Lord Howe Island: Understanding bird diversity and extinctions using fossils	Australian Museum Foundation
J Rowley, T Cutajar, C Portway	In search of missing frogs on the New England Tablelands of NSW	Australian Society of Herpetologists
J Rowley	Frog Research: Uncovering the diversity and conservation status of Australia’s frogs	Private donor (via Australian Philanthropic Services Foundation)
J Rowley	Australia’s Unknown Frog Diversity Revealed by Citizen Scientists: Targeted species discovery using FrogID bioacoustic data and integrative taxonomy	Department of Agriculture, Water and the Environment (ABRS)
J Rowley	Groote Eylandt Bush Blitz, Northern Territory	Australian Government – Director of Parks (Bush Blitz)
J Rowley	Saving Australia’s Frog	Private donors (via Australian Museum Foundation)
J Rowley	Understanding the likely cause of recent amphibian mass mortality events	Department of Agriculture and Water Resources
J Rowley	Conservation of the recently rediscovered and search for the still missing threatened frogs of the New England Tablelands	NSW Department of Planning & Environment – Saving Our Species
J Rowley	Australian Museum’s Frog Mass Mortality Response Project	The Zoological Parks Authority (Perth Zoo)
J Rowley	Understanding the impact of a widespread mass mortality event of Australian frogs: an emergency response	National Geographic
A Way	Deep Time on Bell’s Line: Conservation, excavation and study of the Blue Mountains rock shelters	Australian Museum Foundation
A Way	Western NSW Drylands Archaeology Project	Private donors (via the Australian Museum Foundation; Australian Philanthropic Services Foundation; Vonwiller Foundation; Chestnut Tree Foundation, and Wavish Family Charitable Trust)

Table B.2
Grant and externally funded projects for research and collections administered by institutions other than the AM in 2021-22

Principal Investigator(s) / Person Responsible	Title of Project	Granting Body
S Ah Yong	RV Investigator – Biodiversity assessment of Australia’s Indian Ocean Territories	CSIRO Marine National Facility (administered by Museums Victoria)
S Ah Yong	Saving the Spinys: Urgent actions to conserve the <i>Euastacus</i> freshwater crayfish	Department of Agriculture, Water and the Environment – Wildlife and Habitat Bushfire Recovery Program (administered by Aquasave-NGT)
J DiBattista	Estimating the biomass of fish stocks using novel genetic techniques	Fisheries Research and Development Corporation (administered by NSW 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	Testing the use of environmental DNA to identify dark diversity, bony fish and sites of white shark occurrences along the South Australian coastline, including the Neptune Islands White Shark aggregation	Australian Government – Director of Parks (administered by Flinders University)
M Eldridge	Genomes of Islands: Improving management of Australia’s threatened mammals	Australian National University
M Eldridge	Building genomics resources to understand and protect Australia’s mammals	Consortium of partners including BioPlatforms Australia, Australian National University, CSIRO
P Flemons	Online Volunteering: Unleashing a new wave of community involvement in Australia	Macquarie University
G Frankham	Shell Bank: A comprehensive genetic database of Hawksbill Turtle populations across Asia Pacific	WWF for Nature Australia
A Hay, J DiBattista, Parkinson, S Reader	Systematics of <i>Paralepididae</i> (Barrudinas), <i>Coelophrys</i> (Ogcocephalidae, Deep-sea Batfish) and of <i>Chaunax</i> , (Chaunacidae, Coffinfish) in Australian waters	Institute of Marine Biology, National Dong Hwa University, Pingtung, Taiwan
K Helgen	The Earth Biogenome Project	Smithsonian Institute
K Helgen	Morphological assessment of the taxonomy of Papuan non-volant mammals based on molecular results	The Biology Centre, Czech Academy of Sciences
K Helgen, A Way, R Torrence, J Ellmers	Centre of Excellence for Australian Biodiversity and Heritage	Australian Research Council (administered by University of Wollongong)
K Helgen, G Frankham	Understanding and Intervening in illegal trade in non-native species	Centre for Invasive Species (CISS) (administered by Adelaide University)
K Helgen, P Flemons	Community led development, climate resilience and conservation in East Malaita, Solomon Islands	Department of Foreign Affairs and Trade (administered by James Cook University)
K Helgen, P Hutchings	Evaluating the Research Impact of Australia’s State Natural History Museums	Murdoch University
K Helgen, J Ellmers	Fauna Expert Exchange Program	Council of Heads of Australian Faunal Collections
I Hyman	Bushfire Data Commons (BDC): Development of a traits database and vulnerability assessment framework to assess fire susceptibility of Australian invertebrate species	Australian Research Data Commons (administered by Invertebrates Australia)
I Hyman, F Koehler	Conservation management of a threatened land snail on Lord Howe Island	NSW Department of Planning, Industry and Environment – Saving Our Species Program (administered by Invertebrates Australia)

Grant and externally funded projects for research and collections administered by institutions other than the AM in 2021-22 (continued)

Principal Investigator(s) / Person Responsible	Title of Project	Granting Body
F Koehler	Impact of megafires on priority land snail species in south-eastern Australia	Department of Agriculture, Water and the Environment – Wildlife and Habitat Bushfire Recovery Program (administered by La Trobe University)
E Kupriyanova, P Hutchings	Biodiversity of terebellids and connectivity of deep seas species	University of Bordeaux, France
R Major	The role of transposable elements in rapid adaptation of invasive species	Marsden Fund – Royal Society of New Zealand Te Apārangi
A Mitchell	Training in diagnostics of stemborer moths	Department of Agriculture, Water and the Environment – National Plant Biodiversity Network (administered by Sugar Research Australia)
J Nguyen	Australian songbird palaeontology	Flinders University
C Reid, F Koehler, H Smith	Invertebrate conservation on the North-East Forests of New South Wales	Department of Agriculture, Water and the Environment – Wildlife and Habitat Bushfire Recovery Program (administered by University of New South Wales)
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)
J Rowley, T Parkin	Australia’s unknown frog diversity revealed by citizen scientists: targeted species discovery using FrogID bioacoustic data	Tasmanian Museum and Art Gallery – Jayne Wilson Bequest Bursary (administered by T Parkin)
M McCurry, T Peachey	3D imaging of type specimens	Australian National University
S Jackson, M McCurry, T Peachey	Multiscale 3D Imaging, Modelling and Manufacturing (ARC Training Centre for M3D Innovation)	Australian Research Council (administered by the Australian National University)
P Smith	Systematic description and biostratigraphic application of trilobites from Barnicarndy 1 Drill Core, Canning Basin, Western Australia	Department of Mines, Industry Regulation and Safety (WA)
A Way	Mapping fire hit heritage	Australian National University

Appendix C

Overseas travel

Table B.3
Grant and funded projects for the Museum Experience and Engagement division in 2021-22, including grants administered by the Australian Museum and collaborative projects administered by other institutions

Principal investigator(s) / person responsible	Title of project	Granting body
V Finney, R Torrence	Reconstructing Museum Specimen Data through the Pathways of Global Commerce	Australian Research Council (administered by the University of Sydney – Macleay Museum)
V Finney	Collecting a Continent, reconstructing the Australian archive of Berlin’s Natural History Museum	German Lost Art Foundation
F Dorey, R Pogson	Acquisition of banded iron formation (BIF)	Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund
V Finney	Michael Abbott Donation – Bali Collection	Australian Museum Foundation
V Gardos	Education Cube proof of concept	Australian Museum Foundation
V Gardos	A Day at the Museum	Australian Museum Foundation
V Gardos	Early Years Education Project Officer	Australian Museum Foundation
V Gardos	A Day at the Museum	Charles Warman
V Gardos	Education Officer	Charles Warman
N Lewis	Summer Up Late Program	NSW Government

Table B.4
Grant and funded projects received by the First Nations division in 2021-22, including grants administered by the Australian Museum and collaborative projects administered by other institutions

Principal investigator(s) / person responsible	Title of project	Granting body
L McBride	Balnaves	Balnaves Foundation
L McBride	Indigenous Repatriation Program FY 21-22	Australian Government – Department of Infrastructure, Transport, Regional Development and Communications and the Arts
M Malu	Acquisition of Papa’a he’e Nalu and Niho lei o’Mano. Hawaiian Surf Boards and Shark Tooth Clubs.	Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund
M Malu, M Terry	Pasifika Watercraft Digitisation Project	Australian Museum Foundation
R Jones, M Aubert	Early art, culture and occupation along the northern route to Australia	Australian Research Council (administered by Griffith University)

Overseas travel was limited during the year due to Federal Government travel restrictions imposed as part of the COVID-19 pandemic.

Overseas travel, Australian Museum 2021-22

Officer	Destination/dates	Purpose
Prof Shane Ah Yong	UK, Belgium, Austria 4–20 May 2022	To conduct research in the type collections of the Natural History Museum, London; participate in the decapod bioinformatics workshop (Decanet) of the core group of the WoRMS Decapod global expert group; and attend the meeting of the Steering Committee of the World Register of Marine Species (WoRMS).

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 2022.

Honorary Associates

Emperor Emeritus Akihito of Japan	Mr Mark McGrouther
His Imperial Highness Prince Akishino of Japan	Mr Graham Milledge
Professor Gerry Cassis	Dr Max Moulds
Dr Hal Cogger, John Evans Memorial Fellow	Ms Anna Murray
Professor Merlin Crossley	Dr John Paxton
Professor Tim Flannery FAA	Dr Winston Ponder
Dr Desmond Griffin, AM, Gerard Krefft Memorial Fellow	Dr Harry Recher
Mr Frank Howarth, AM, PSM	Dr Alex Ritchie
Dr Rebecca Johnson AM	Dr Frank Rowe
Professor John Long	Dr Bill Rudman
Professor Warren Somerville AM	Dr Ross Sadlier
Professor Frank Talbot, AM	Dr Jim Specht
	Dr Roger Springthorpe
	Dr Lin Sutherland
	Dr Robin Torrence

Research Associates

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Dr Marion Anstis
Dr Larry Barron
Dr Michael Batley
Mr Max Beatson
Mr Robert Beattie
Dr Ingo Burghardt
Dr Maria Capa
Dr Renee Catullo
Dr Stephanie Clarke
Mr David Colchester
Dr Kevin Conway
Ms Tessa Corkill
Dr Francesco Criscione
A/Prof Darren Curnoe
Mr Timothy Cutajar
Mr Roger de Keyzer
Dr Malte Ebach
Mr Brian England
Dr Kyle Ewart

Senior Fellows

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Mr Desmond Beechey
Dr Penny Berents
Dr Dan Bickel
Dr Walter Boles
Dr Michael Gray
Ms Joan Henley
Dr Doug Hoese
Dr Pat Hutchings
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Mr Robert Jones
Dr Stephen Keable
Dr Kate Khan
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Appendix E

Donors and benefactors

Donations to the Australian Museum

The AM received \$3,914,728 in the 2021–22. This included \$2,355,000 received towards the Project Discover capital campaign, including \$1,200,000 for the new Pasifika Gallery. \$222,500 was received towards AM acquisitions, collections and programs. Additionally \$168,291 was received towards general donations.

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 \$2,260,742 during 2021–22, which will be used to support the AM in the future. The AMF has raised these amounts through:

- The AMF Night at the Museum gala dinner, held in May 2022
- An end of financial year public appeal
- A generous bequest supporting the Australian Museum

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

- Brian Hartzler (Chair)
- Fiona Sinclair (Deputy Chair)
- Natalia Bradshaw
- Warwick Evans
- Amanda Hing (appointed 11 September 2021)
- Susan Lloyd-Hurwitz (appointed 15 September 2021)
- Kim McKay AO
- David Rickards OAM
- Kristina Stefanova
- Su-Ming Wong (appointed 2 September 2021)

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 2021–22 LIRRF provided \$373,408 to support these research activities, which included \$189,464 in funding directed to fellowships and grants, \$89,934 towards equipment to support research and \$43,499 for a coral reef study tour.

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

- Kate Hayward (Chair)
- David Armstrong¹
- Greer Banyer
- Dr Penny Berents²
- James Bildner (Trustee Emeritus, resigned 7 April 2022)
- The late Ken Coles AM (Trustee Emeritus, 19 January 2022)
- Dr Rod Kefford AM¹
- Wendy King
- James Kirby
- Anna Le Deux
- Kim McKay AO¹
- Prof Lynne Madden
- Heather Power
- Robert Purves AM
- Charles Shuetrim AM
- Dr Geoff Shuetrim
- Helen Wellings (resigned 24 February 2022)
- Allison Haworth West

1 Australian Museum Trust representative on the LIRRF Board
2 Staff member of the Australian Museum

Donors

The AM gratefully acknowledges the generosity of all donors and thanks them for their diverse contributions this year towards the capital campaign, exhibitions, programs, education, outreach and scientific research. The Museum also sincerely thanks those donors who have chosen to support it anonymously.

Leadership Gifts	Benefactors	Jennifer Crivelli	Alasdair and Prue MacLeod	Director’s Circle	David Handley AM	Gala Dinner Committee	Simon Mordant AO
The Hintze Family Charitable Foundation	Robert Otto Albert AO RFD RD	Warwick Evans	The Macquarie Group Foundation	Antoinette Albert	Kate Hayward	Karen Eck	MUD Australia
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Jennifer Crivelli	Sir Michael Hintze	William Murray and Gretel Packer		Claude and Maryanne Gauchat	Kim McKay AO	Australian Museum Research Institute	Sydney Dance Company
Etheridge Descendants	John T Reid Charitable Trusts	The Paradise Family Foundation		Brian and Georgina Hartzer	Lily W Mung Endowment	Giorgio Armani	Sydney Observatory
Warwick Evans	Judy Lee	The Patterson Pearce Foundation		Hartzer Family Endowment	Renee Pollack Foundation	Bangarra Dance Theatre	Sydney Opera House
Gardell Investment 2 Pty Ltd	Catherine Livingstone AO and Michael Satterthwaite	The Purcell Family Endowment Fund in Honour of Mrs Lorna McClelland		Jibb Family Foundation	Dr Jane and Dr Neville Rowden	Layne Beachley AO	Sydney Symphony Orchestra
Chris and Gina Grubb	Gretel Packer	Robert Purves AM		Susan and Stuart Lloyd-Hurwitz	John Stitt	Bells at Killcare	Sydney Theatre Company
Alison and Bill Hayward OAM	The Patterson Pearce Foundation	Professor Jan Scott and her friends Jack, Sissi, Coquohalla and Otis		Rosemary Lucas	Vera Vargassoff	Bennelong Restaurant	Valerie Taylor
Mary Holt and the late Dr John Holt	Purcell Family Endowment Fund	Penelope Seidler AM		Helen McCombie	Therese Wales and Agnes Chew Legacy	Brickman™	Tesla
Lansdowne Foundation	The John Spencer Dickinson Family	Albert Y Wong AM and Sophie Wong		Penelope Seidler AM	Wendy Walker	Cafe Sydney	Tropicology
Diccon and Elizabeth Loxton	Martin Terry	Fengjun Zhu		Jeffrey Simpson	Ray Wilson OAM	Cool Climate Boutique Fine Wines	Versace
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Wollemi Capital				Paul Connor	The late Cameron ‘Ivan’ Walsh	Industrial Bling	
				Amanda Farrar	The late Gwendoline A West	Lake’s Folly Wines	
				Penelope Fischer		The Langham, Sydney	
				Susan Foster		Lizard Island Resort	
				Dr Elie Hammam		Merivale	

Appendix F

Partnerships and sponsors

The combined value of in-kind and financial support from AM partners totalled \$1,146,000.

Key Partnership projects for 2021-22 included the Australian Museum Partners Wellbeing Hub.

With repeated lockdowns and physical visitation to the AM restricted, in order to service partners, the Australian Museum adapted digital Employee Wellbeing Content Hubs for the stakeholders of supporting partners.

The inclusion of FrogID and Dinosaur content enabled a shared experience for audiences no matter their age. Virtual talks and tours were also made available to partners to stay engaged with the AM from afar.

The Partner content hubs demonstrated an adaptability to an ever-changing social and cultural climate, creating a method for the AM to reach people by offering an escape through new learning and engaging content.

See right for a full list of Corporate Partners and Supporters.

Australian Museum Principal Partner

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