



Australian Museum

Detailed Report 2006/2007

nature culture discover



Australian Museum

Annual Report 2006–07 Detailed Report



The Hon. Frank Ernest Sartor, MP
Minister for Planning, Minister for Redfern Waterloo,
and Minister for the Arts

Sir,

In accordance with the provisions of the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983* we have pleasure in submitting this report of the activities of the Australian Museum Trust for the financial year ended 30 June 2007, for presentation to Parliament.

On behalf of the Australian Museum Trust,



Brian Sherman AM
President of the Trust



Mr Frank Howarth
Secretary of the Trust

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This annual report is published in three parts: a summary report, a detailed report and the financial statements. All of the Museum's annual reports since 1998–99 are available online at www.australianmuseum.net.au/about/report/.

The Australian Museum

The Australian Museum is a leader in natural history and cultural research, collection management and public programs.

Founded in 1827, the Australian Museum is the oldest museum and second-oldest scientific research institution in Australia. It moved to its present home at College and William streets in 1846, and opened to the public in May 1857.

CHARTER

The Australian Museum is a statutory body established under the *Australian Museum Trust Act 1975* and operates under the Australian Museum Trust Regulation 2003. The Museum is principally funded by the NSW Government operating within the Department of the Arts, Sport and Recreation.

The objectives of the Australian Museum Trust Act 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.

SERVICES

The Museum delivers services to customers and stakeholders in three main fields:

- collection management – the Museum maintains and develops the largest natural history and cultural collection in Australia with over 16 million registered items or lots
- scientific research – the Museum undertakes scientific research on its collection of objects and in the field to expand our understanding of the biota and indigenous cultures of Australia and the Pacific region
- public programs – the Museum presents a wide array of exhibitions, programs and events to raise community awareness of the biota and indigenous cultures of Australia and the Pacific region.

The outcomes of the Museum's service delivery are set out under Performance Indicators (page 10).

CUSTOMERS AND STAKEHOLDERS

The Australian Museum's main customers are:

- the community of NSW, which benefits from our public programs and research, and seeks knowledge and understanding of our cultural and natural worlds
- NSW Government agencies which rely on our knowledge of the cultural and natural worlds.

In collaboration with other museums, the Museum reaches audiences across Australia and New Zealand with touring exhibitions. In collaboration with other scientific research institutions in Australia and internationally, the Museum contributes to our knowledge of the natural and cultural worlds. The Museum's website reaches an international audience.

Our key stakeholders are the NSW Government and organisations engaged in natural resources management or working with Indigenous cultures.

Our other important stakeholders include:

- visitors from Australia and overseas
- donors, sponsors and partners, and Australian Museum Members
- our volunteers and our staff.

CORPORATE STRATEGIC PLAN

The Museum's Corporate Strategic Plan 2005–08 sets out our purpose, vision and goals. The plan is available from the Museum's website at www.australianmuseum.net.au.

Purpose

To inspire the exploration of nature and cultures.

Vision

A beautiful and sustainable natural world with vibrant and diverse cultures.

Goals

The Museum's goals are defined in the Corporate Strategic Plan 2005–08 as:

- 1 to build a 'time series' of objects defining our natural and cultural world
- 2 to unlock and share the knowledge in our natural and cultural collections
- 3 to ignite enthusiasm for the skills that explorers and collectors use
- 4 to find new connections across nature, culture and our lives
- 5 to capture the imagination of the young, the old and all those in between.

For a progress report on the plan, see Corporate Performance (page 8).

MINISTER

The Hon. Frank Ernest Sartor, MP
Minister for Planning, Minister for Redfern Waterloo,
and Minister for the Arts

GOVERNANCE

The Museum is governed by a Trust established under the *Australian Museum Trust Act 1975*. The Trust has nine members, one of whom must have knowledge of, or experience in, science and one of whom must have knowledge of, or experience in, education. Trustees are appointed by the Governor on the recommendation of the Minister for a term of up to three years. Trustees may hold no more than three terms. Vacancies may be filled by the Governor on the recommendation of the Minister. The President of the Trust is appointed by the Governor on the recommendation of the Minister. The Director of the Australian Museum is Secretary to the Trust and is responsible for the common seal. Trustees do not receive remuneration but may be reimbursed for expenses.

TRUSTEES

Mr Brian Sherman AM (President)
Mr Brian Schwartz AM (Deputy President)
Ms Cate Blanchett (from May 2007)
Mr David Handley
Dr Ronnie Harding
Ms Sam Mostyn
Dr Cindy Pan
Mr Michael Seyffer
Assoc Prof Stephen Schnierer (to December 2006)
Ms Julie Walton OAM

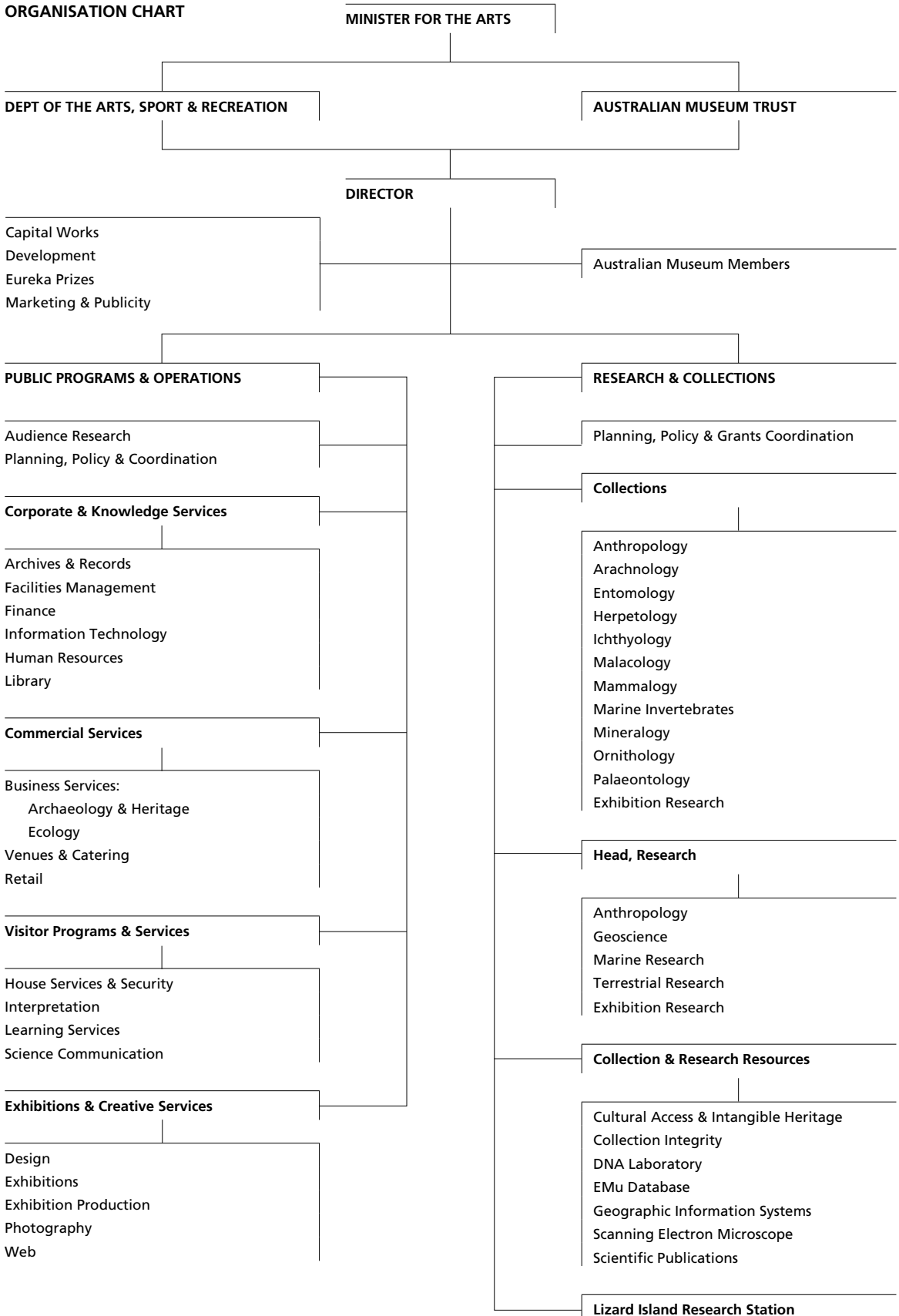
Appendix A presents profiles of the Trustees.
Appendix B shows the Trust's activities and committees during the year.

MANAGEMENT

The Museum is managed by an Executive which is composed of the directors, branch heads and key managers. The Executive's members are set out below. Appendix C presents profiles of the Executive.

Frank Howarth, Director
Janet Carding, Assistant Director, Public Programs & Operations
Dr Les Christidis, Assistant Director, Research & Collections
Jan Barnett, Head, Exhibitions & Creative Services
Dr Penny Berents, Head, Collections
Vinod Daniel, Head, Collections & Research Resources
Julie Garradd, Head, Visitor Programs & Services
Brian Lassig, Head, Research
Noella Lopez, Head, Commercial Services
Ken Pope, Head, Corporate & Knowledge Services
Catherine Brown, A/Manager, Development
Christine Callen, Manager, Marketing & Publicity
Dr Lynda Kelly, Manager, Audience Research
Roger Muller, Manager, Eureka Prizes and Secretary, Executive
Appendix D sets out the Museum's significant committees and their members.

ORGANISATION CHART



Corporate performance

MANAGEMENT ACTIVITIES

The Museum's Executive met at least monthly in 2006–07 to review and direct strategic and operational matters which included:

- contributing to the review of the proposed amalgamation of the Australian Museum and the Powerhouse Museum trusts. In June 2007, the Minister announced that the proposed amalgamation would not proceed
- contributing to the implementation of the State Plan with other agencies in the NSW Department of the Arts, Sport and Recreation
- reporting to the NSW Government on key matters including total asset management, and results and services planning
- updating the Museum's actions and strategies under the Corporate Strategic Plan (see Strategic Achievements, page 9)
- improving occupational health and safety (OHS) management systems
- continuing the review of internal policies and adopted a new intellectual property policy
- managing the Museum's finances within budget and, in the process, achieving efficiency dividends as required
- implementing a substantial training program.

The Museum and the NSW Government's Internal Audit Bureau completed management audits in five areas of the Museum. The Museum is taking steps to implement the agreed recommendations for improving management systems and controls in these areas:

- public programs development
- corporate governance and organisational performance management
- intellectual property management
- personnel and payroll
- information and communications technology operations.

Risk management

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

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

The Museum Executive provides administrative support to the Australian Museum Trust and its sub-committees.

Management held regular meetings with all staff, and with the Public Service Association through the Joint Consultative Committee.

Other activities

Details of other management activities and reporting responsibilities can be found in the following appendices:

- Appendix E Ethnic Affairs Priority Statement
- Appendix F Guarantee of service
- Appendix G Use of consultants
- Appendix H Privacy and personal information
- Appendix I Freedom of information
- Appendix J Overseas travel
- Appendix K Code of conduct
- Appendix L Credit card certification.

STRATEGIC ACHIEVEMENTS

In its third year, Stage 1 of the Revitalisation Project achieved several milestones:

- construction of the Collections and Research building reached the halfway stage
- refurbishment of the level 2 gallery in the Vernon Wing was completed
- refurbishment of the level 2 gallery in the Barnet Wing was commenced
- designs were finalised for two exhibitions for these galleries – *Surviving Australia* and *Dinosaurs*.

Under the Corporate Strategic Plan 2005–08, the following strategies and actions were achieved:

- site use was articulated and plans developed for exhibitions, public spaces and staff accommodation for Stage 1 of the Master Plan
- a Science Research Strategy for the Museum was endorsed by the Trust
- the Museum's research fellowship and award schemes were consolidated and an annual round of applications finalised
- new facilities (including a new office, aquarium, library and seminar room) were opened at the Museum's Lizard Island Research Station
- a memorandum of understanding was signed with the Pacific Islands Museum Association
- the collections management policy for the Research Library was approved by the Executive
- a five-year financial plan was developed for the period commencing April 2006
- a policy and set of guidelines on the strategic use of digital stories was developed, as was the capacity to include these in new galleries, public areas and websites
- the role of the Museum in the climate change debate was articulated
- existing outreach programs and services were reviewed
- a new personal performance program was developed and trialled.

In other significant achievements:

- the 17th Australian Museum Eureka Prizes saw 20 winners receive over \$200,000 in prizes, with media coverage reaching an audience of around 16 million
- Australian Museum Members presented a program of over 100 revenue-generating events for its 6000 Members and the general public, with the program attracting over 5000 people
- the Museum was supported by 150 community volunteers working front-of-house and behind the scenes
- the Museum launched a new quarterly magazine, *Explore*, for Members and other stakeholders.

Research and collections

The Museum attracted over \$2 million in funding from external sources for projects based on research and collections. Of national significance was the Museum's involvement in a project funded by the federal Department of Environment and Water Resources that will:

- assist in developing marine regional plans
- assess and manage sites that are of ecological significance
- assist in detecting introduced marine pests.

The Museum was the first in Australia to initiate a program for collecting intangible heritable information by directly engaging creator communities in the Pacific region. The Museum also launched a major initiative through the Pacific Island Museums' Association to assist emerging Pacific cultural centres.

A five-year Science Research Strategy was developed to guide and prioritise research activity.

Public programs

Visitation to the Museum in 2006–07 of over 315,000 was slightly higher than last year’s and the five-year average – a satisfactory result given two major galleries were closed all year for refurbishment. In addition to the Museum’s six long-term exhibitions, the public program included eight temporary exhibitions and numerous smaller displays.

Offsite, the Museum served over 278,000 people through the following services:

- Museum in a Box
- touring exhibitions in NSW
- touring exhibitions interstate and overseas.

The Museum’s website served over 23 million virtual visitors. Staff answered around 2100 online enquiries. The Museum’s venues attracted over 15,000 people to 188 private functions.

The Museum substantially revised its OHS Policy and introduced new procedures for risk assessment and improved reporting arrangements along with staff training.

The Museum Shop had a profitable year with turnover reaching \$884,600 and the average income per visitor rising to \$2.92.

PERFORMANCE INDICATORS

Figure 1 shows how our services (collection management, public programs and scientific research) produce results for our customers and stakeholders in the short term and contribute to community outcomes over the long term and in collaboration with other agencies. The Museum is accountable to the NSW Government each year for delivering its services and achieving results. Community outcomes can only be measured over time and at a whole-of-government level.

Table 1 lists the Museum’s service measures and Table 2 shows the results indicators, with their respective targets and budgets. Subsequent sections report our services and results for the year in more detail.

Notes to Table 1 (right)

1 The actual cost of services in 2007 is subject to financial audit.

2 Some services and results will be affected by the Museum’s Revitalisation Project from 2006–07 to 2008–09.

Figure 1 Chart showing how the Museum’s services produce results and outcomes

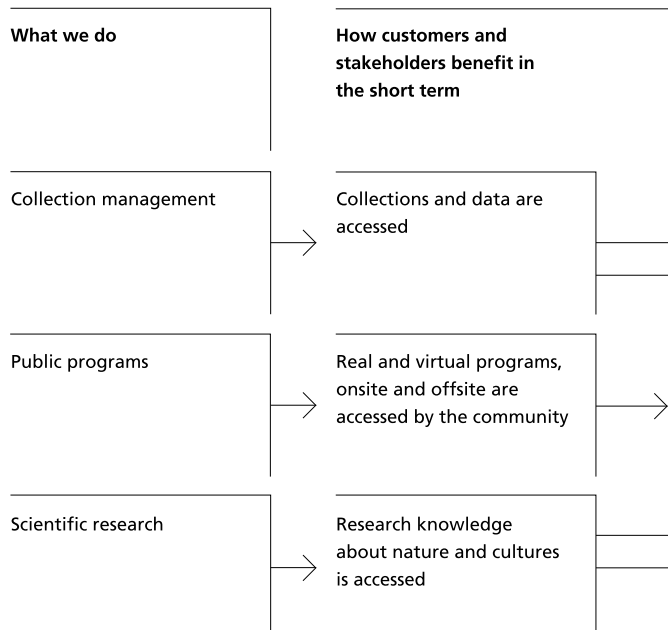


Table 1 The Museum’s service measures for 2006–07

Service	Service Measure	Target	Actual
Collections Management	Service group costings	\$6.065 million	NA
Collections integrity	Collections integrity index	71	72
Databasing	Records on electronic database	1.43 million	1.43 million
Repatriation	Collections identified for repatriation	53%	76%
Scientific Research	Service group costings	\$11.063 million	NA
Knowledge generation	Research expenditure	\$7.5 million	\$8.5 million
	Average value of grants	\$40,000	\$44,192
Knowledge communication	Number of publications	130	160
Public Programs	Service group costings	\$18.470 million	NA
Exhibitions and programs	Sydney exhibitions	17	17
Learning programs	Students served	30,000	43,231
	Other programs	5	5
Online services	User sessions	24.5 million	23.3 million
Eureka Prizes	Audience reach of media coverage	16 million	16 million
Outreach programs:			
• Museum in a Box	Students served	60,000	59,865
• Indigenous community outreach	Communities assisted	10	17

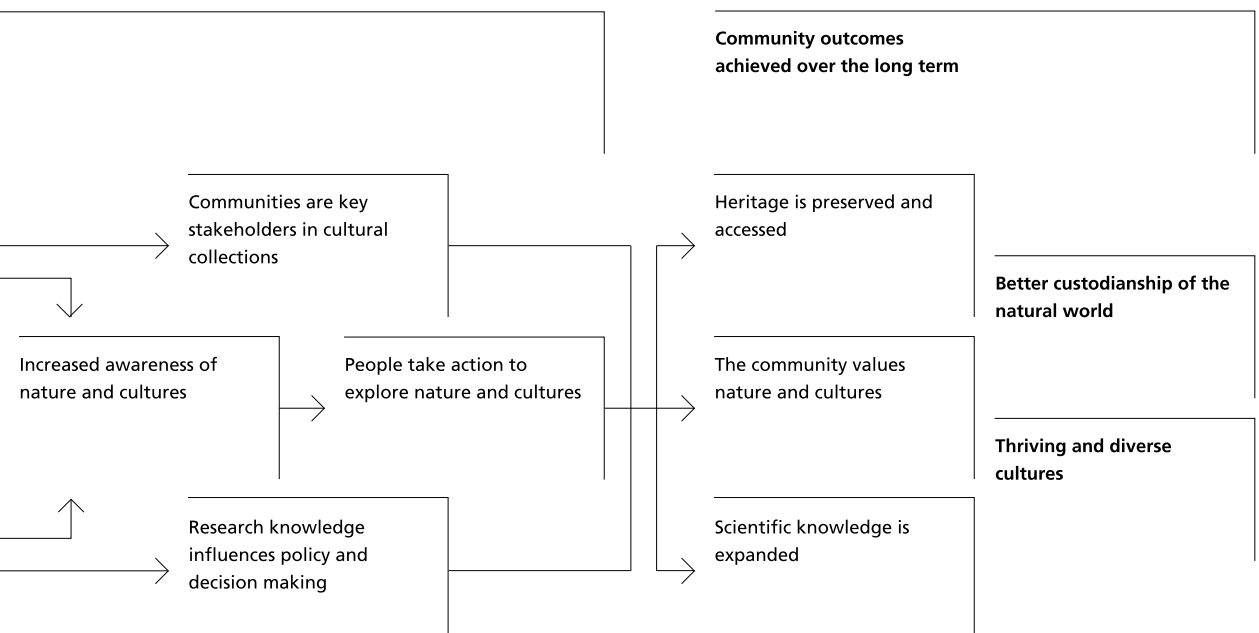


Table 2 The Museum's results indicators for 2006–07

Result	Results Indicator		Target	Actual
Communities are key stakeholders in collections management	Indigenous communities satisfied with access to collections		25%	68%
Collections and data are accessed	Users of online collection information		684,000	732,830
	External researchers accessing collections and data		1,200	1,476
Research knowledge influences policy and decision making	Government stakeholders satisfied with Museum input and advice on policy and decision making		60%	90%
Research knowledge about nature and cultures is accessed				
People take action to explore nature and cultures	Australian Museum Members		6,000	6,000
People demonstrate increased awareness of nature and cultures	Visitors who understood themes and messages in exhibitions		60%	76%
Real and virtual programs are accessed by the community	Visitors	In person	250,000	317,677
		Virtually	24.5 million	23.3 million
	Visitors satisfied with their experience		80%	85%
	Visitation by international visitors		15%	41%

FUTURE DIRECTIONS

The Museum's Executive is developing a range of initiatives to improve its financial performance by boosting income, improving cost-recovery and reducing operating expenses.

During 2007–08, the Museum will continue to progress its strategic direction for core service delivery and the Revitalisation Project, Stage 1. Under the Corporate Strategic Plan, the major milestones for the year are shown below.

Revitalising the Museum

- develop the scope of and concepts for Stage 2 of the Master Plan for the College Street site
- develop two new exhibitions – *Surviving Australia* and *Dinosaurs*
- secure sponsorship and donations to enhance Stage 1 outcomes.

Enhancing visitor experiences

- facilitate a major debate annually on a controversial topic
- establish policy guidelines on the strategic use of digital stories and develop the capacity to include these in new galleries, public areas and websites
- develop and enhance the Museum's website to improve user experience and interaction.

Raising our profile as an authoritative source of scientific advice

- review implementation of the Museum's Science Research Strategy
- develop a communication strategy to better promote the relevance and excellence of the Museum's research and collections
- develop a strategic policy for use of the Museum's Lizard Island Research Station.

Improving access and adding value to our collections

- adopt a collection development strategy for natural history collections
- assess the applicability of the biological collections to national initiatives such as the Atlas of Living Australia.

Implementing a Museum-wide approach to engaging regional NSW

- adopt a new regional services strategy for outreach programs and services.

Developing corporate skills and capabilities

- meet target dates for the NSW Government's Working Together: Public Sector OHS & Injury Management Strategy 2005–08
- trial and then implement the Museum's personal performance program
- develop an environmental policy to minimise our environmental footprint
- prepare a staff professional development plan.

Ensuring financial stability

- prepare an annual update of the five-year financial plan
- develop a fundraising strategy targeting philanthropic and corporate sponsorship opportunities
- adopt a revenue-development strategy.

Increasing our use of partnerships

- develop a revised strategy for the Museum's repatriation and Aboriginal heritage program
- develop a strategy to work with Pacific Island countries and territories on cultural heritage
- assess the effectiveness of the current volunteers program from the perspectives of both volunteers and staff
- develop a proposal to Executive and Members Council outlining new forms of volunteerism, including internships, to engage new and existing volunteers.

Promoting the value of the Museum

- complete the roll-out of new branding for the Museum.

Directorate

REVITALISATION PROJECT

In 2004, the NSW Government allocated \$40.9 million over five years for Stage 1 of the Australian Museum Revitalisation Project. Stage 1 involves the construction of a new Collections and Research building, the refurbishment of two heritage galleries and the development of two new exhibitions for those galleries.

When completed, the Collections and Research building will alleviate chronically overcrowded workspaces, provide modern laboratory facilities and provide storage for zoological specimens. The refurbished galleries will house two new exhibitions entitled *Surviving Australia* and *Dinosaurs* to replace exhibitions that were up to 20 years old.

In its third year, Stage 1 of the Revitalisation Project achieved several milestones:

- construction of the Collections and Research building reached the halfway stage
- refurbishment of the level 2 gallery in the Vernon Wing was completed
- refurbishment of the level 2 gallery in the Barnet Wing was commenced
- designs were finalised for two exhibitions for these galleries – *Surviving Australia* and *Dinosaurs*.

Total expenditure on the Revitalisation Project to 30 June 2007 has been \$11,633,936. The project is on schedule and the dates for completion of the components are:

<i>Dinosaurs</i> exhibition	29 February 2008
<i>Surviving Australia</i> exhibition	30 June 2008
Collections and Research building	27 July 2008

There has been very little negative feedback about the Revitalisation Project, despite the closure of two major exhibition spaces. A communication campaign, including media releases, regular revitalisation updates in *Explore* magazine, and signage have helped to inform Members and other customers about the works.

COMMUNITY AND CORPORATE SUPPORT

Community and corporate support for the Australian Museum and the Australian Museum Foundation through philanthropic donations, sponsorships, bequests and gifts-in-kind, are vital in achieving our purpose ‘to inspire the exploration of nature and cultures’.

The Australian Museum Foundation was established in 2005 to further encourage major gifts and bequests. The foundation has developed steadily since its inception and is now focused on increasing the growth of the President’s Circle, the Museum’s key donor and bequests group. One of our most generous bequests received this year was from the estate of the late Clarence E Chadwick which will establish the annual Chadwick Biodiversity Fellowship. This fellowship will assist recent PhD graduates to establish a career in biodiversity research.

During the year the Australian Museum continued to actively nurture and foster relationships with key philanthropic trusts and foundations. The Museum successfully achieved corporate sponsorship for its major temporary exhibitions and further developed its long-term partnerships with the National Geographic Channel and the National Opal Collection.

The Museum also received a number of gifts to its collection under the Australian Government Cultural Gifts Program.

In 2007–08 the fundraising priority for the Australian Museum continues towards securing support for key education elements of the Revitalisation Project. We warmly invite other people and organisations to become engaged in the rewards of supporting one of Australia’s leading cultural and natural history institutions.

RAISING THE MUSEUM'S PROFILE

The Museum pursues marketing strategies which utilise integrated publicity, promotions and paid advertising. The marketing and publicity team also helps to determine product and prices, and publishes four editions of the Museum's quarterly magazine for Members and other key stakeholders, *Explore*, and a quarterly *What's On* calendar (see Appendix M, Publications).

Ongoing marketing and media coverage of Museum exhibitions, activities and scientific research continued to drive visitation and increase public interest in the Museum, as well as expanding the Museum's profile during the Revitalisation Project.

Our increased profile also continued to help the *Dinosaur Unearthed* exhibition in particular attract significant coverage across all media with highlights including:

- a large colour photograph on page 3 of *The Sydney Morning Herald*
- a series of live weather crosses with the Channel 9 *Today Show*
- an interview with palaeontologist Dr Robert Jones on Radio National's *The Science Show*.

The growth in online news sites has created new publicity opportunities for the Museum but, unlike print and other electronic media, it also presents new challenges for tracking any online coverage of Museum event and news.

Continuing sponsorship from National Geographic Channel and JCDecaux for our major exhibitions remains a key element of our marketing campaigns. The Museum also undertook a successful sponsorship deal with News Limited (*The Daily Telegraph*) for the temporary *Eaten Alive: the World of Predators* exhibition, and partnered with Twentieth-Century Fox for promoting the film *A Night at the Museum*.

This year also saw the initiation of the Museum's new logo and rebranding. The staged roll-out of the rebranding program aims to ensure that the Museum's resources are utilised efficiently. The brand will continue to roll out in stages leading up to the public launch of the two new long-term exhibitions in 2008.

AUSTRALIAN MUSEUM MEMBERS

Established in 1972, Australian Museum Members exists to support and promote the work of the Australian Museum.

There are around 6000 Members who enjoy a range of benefits including free entry to the Museum, the opportunity to attend events such as Night Talks, urban walks, bush walks, workshops, kids' activities, behind-the-scenes tours and overseas trips. Members also receive the Museum's magazine, *Explore*, and special offers.

During the year, Australian Museum Members developed and ran a successful program of events that attracted over 5000 people:

- Over 1600 people attended Night Talks that covered subjects such as climate change, forensics, water, pollution, evolution, archaeology, dementia, astronomy, ethics and oil.
- More than 150 people participated in bush and urban walks to explore Annandale, Haberfield, Narrabeen, Darlinghurst, Balmain, Marrickville, the Royal National Park and Mosman.
- Members had the opportunity to tour behind the scenes and view Museum collections, with a combined special night exhibition viewing and tour of the Museum's Indigenous collection, and day and night tours of the Collections Integrity Unit and Pacific collection.
- Kids' events, including a sold-out dinosaur sleepover and young scientist workshops, attracted a total of nearly 500 children.
- Members participated in social events such as day tours to the Southern Highlands to see a cheese factory and mushroom producer and to Mt Wilson to see the changing colours of autumn.
- Members participated in a program of tours that included a 10-day coach trip to visit many Indigenous archaeological sites of Outback NSW and a tour and cruise to Antarctica and South America. Members also had the opportunity to take part in archaeological field work at the World-Heritage-listed Mungo National Park in south-western New South Wales.

Research and collections

The Research & Collections Division is responsible for generating new scientific knowledge, communicating that knowledge, and managing the Museum's collections. Knowledge is generated by research both in the field and on the Museum's natural history and cultural collections. This knowledge is disseminated via scientific publications, government policy development processes, environmental planning processes and public programs.

HIGHLIGHTS

Science Research Strategy

The Museum has developed a Science Research Strategy to guide and prioritise research activities over the next five years, with eight programs designed to address the problems, issues, knowledge gaps and major challenges facing the natural environment. The strategy identifies our strengths in research and collections for engaging with emerging issues and priorities, not only in New South Wales and Australia, but in the wider Asia–Pacific region. The strategy is available from the Museum's website at www.australianmuseum.net.au.

Laboratory upgrades

The DNA laboratory received a major upgrade of equipment thanks to funds provided by the President's Circle. The Mineralogy section and scanning electron microscope (SEM) laboratory purchased a new X-ray diffractometer for mineral specimen identification.

Australian Museum Lizard Island Research Station

More than 90 research projects were conducted at the Museum's Lizard Island Research Station during the year by scientists from around the world, resulting in over 50 scientific publications. The second stage of the 30th anniversary development of the station was opened in October 2006 with a major upgrade of laboratories, the library, seminar room and equipment.

SCIENTIFIC RESEARCH

Achievements for the year are reported below against the Museum's services (see Performance Indicators, page 10).

Knowledge creation

The Museum's research strengths are in the areas of zoology, palaeontology, geology, materials conservation, archaeology, anthropology, taxonomy, systematics, molecular genetics, biodiversity mapping and measurement, and ecology. Several areas of the Museum's research are world-leading.

The Museum is the first in Australia to initiate a program for collecting intangible heritable information by directly engaging with creator communities in the Pacific region. This process seeks to develop relationships which will enable the Museum to gain additional intangible knowledge for its own collection holdings and, in the longer term, to inform new dynamic exhibitions and better community access to its cultural collections.

Research & Collections staff continued to be successful in attracting funding for research from a variety of state, national and international sources. Over \$2 million in funding was attracted from external sources and nearly one half of this was awarded through competitive grants processes (for details of grants, see Appendix N).

A selection of projects illustrates the contemporary relevance and range of the Museum's research work. These projects, described in more detail in the following paragraphs, are:

- Forensic identification of airstrikes
- Engaging with the Pacific region
- Marine pests
- Marine protected areas
- Coral reef research at Lizard Island.

Forensic identification of airstrikes

The Australian Museum, with Museum Victoria, recently completed a project entitled 'Forensic Identification of Aviation Bird Strikes in Australia', funded by the Australian Transport Safety Bureau (ATS). This pilot project assisted in identifying many of the animals that strike aircraft.

Engaging with the Pacific region

The Australian Museum has sought to engage with nascent museums and cultural centres in the Pacific through its Emerging Pacific Cultural Centres: Australian Museum Partnership Program. In this program the Australian Museum provided representatives from museums and cultural centres in five Pacific countries (Yap, Palau, Fiji, Tonga and Samoa) with opportunities for professional development and networking. It was funded by the International Council of Museums (ICOM) Australia through the Pacific Island Museums' Association.

Marine pests

The final report of the Australian Port Survey Data Integration Project was accepted by the Natural Heritage Trust. The Australian Museum prepared the report on behalf of the Australian Marine Invertebrate Taxonomists Network. The project has ensured that a representative collection of introduced marine species material collected from Australia's international ports is deposited and databased in the relevant State museums.

Marine protected areas

Staff participated in field work aboard the research vessel *Southern Surveyor* to survey and monitor South East Marine Protected Areas. The specimens and data collected for mapping invertebrate taxa will be used to characterise the benthic ecosystems of Tasmanian seamounts and marine protected areas for future management. This collaborative project also involved CSIRO Marine and Atmospheric Research, Museum Victoria, Geoscience Australia, the University of Tasmania, the Queensland Museum and the New Zealand National Institute of Water and Atmospheric Research.

Also of national significance was the Museum's involvement in a marine research project for the federal Department of Environment and Water Resources. The project documents knowledge about the key marine species groups in the East Marine

Region, an area of 2.4 million square kilometres off the east coast of Queensland and New South Wales. Contributors to the project included the Queensland Museum, Sydney University, University of NSW and the South Australian Museum. The project will:

- assist in developing marine regional plans
- assess and manage sites that are of ecological significance
- assist in detecting introduced marine pests.

Coral reef research at Lizard Island

The Museum's Lizard Island Research Station submitted one of eight projects worldwide that won support from UK-based Friends of Conservation under its Climate Change Challenge. This group pledged initial funds towards the station's aquarium upgrade in recognition of the vulnerability of coral reefs to global warming and the importance of the research being conducted at Lizard Island into the effects of elevated temperatures.

Knowledge communication

Once created, knowledge needs to be communicated to scientific peers, to end users of the research and to the general public through peer-reviewed journals, books, conference proceedings and public programs such as exhibitions and the Museum's website.

Research at the Australian Museum resulted in the publication of 187 items during the year (see Table 3), including two articles in each of the prestigious journals *Nature* and the *Proceedings of the National Academy of Sciences*. Appendix M provides a detailed list of publications.

Table 3 Publications produced by researchers at the Australian Museum in 2006–07

Medium	Number
Refereed journals	138
Books and book chapters	14
Non refereed/other	5
Abstracts	23
Published conference papers	4
Web publications	1
CD-ROMS	2
Total	187

The Museum published two issues of the *Records of the Australian Museum* during the year which described 51 new species and five new genera. All papers published in the *Records* from 1999 onwards are freely available from the Museum's website at www.australianmuseum.net.au.

Research & Collections staff presented 48 papers and chaired seven sessions at national and international conferences, symposia and workshops during the year. Staff were also interviewed on almost 40 occasions for television, radio and print media.

In sharing their expertise in a number of other ways, staff supported public programs and educational activities including behind-the-scenes tours, wrote numerous stories for *Explore* magazine and participated in Members activities. A number of staff supported university educational programs by lecturing and supervising student projects.

COLLECTIONS MANAGEMENT

Collections development

The Australian Museum houses vast collections – more than 16 million specimens and objects in total with particular strengths in Indigenous archaeology; Australian and Pacific ethnographic artefacts; rocks, minerals and fossils; birds, fish, reptiles and mammals; and terrestrial and marine invertebrates, including molluscs, insects, spiders, crustaceans, echinoderms and annelids.

These collections form a valuable source of material and information not only for research, display and education, but also for managing the biodiversity and geodiversity of Australia, and understanding Indigenous cultural diversity and heritage in the Australasian region. They provide a reference base and historical archive of the diversity of animal species (both past and present) and the geological diversity in Australia and other parts of the world, as well as representing the significant cultural heritage of contemporary Indigenous people of greater Australia and the Pacific region. As such, the Museum plays an important role in maintaining, managing, developing and enabling access to its collections, not only for its own researchers, but also for researchers from organisations all over the world.

The Museum is continuously working to develop its collections. This year, it acquired more than 254,000 new specimens and objects. A number of these additions were received as donations, including:

- a 31-kilogram iron meteorite from Henbury, NT, through the Cultural Gifts Program
- a piece of clothing, depicting a traditional tapa design, from the Director of Culture and Heritage, Ministry of Fijian Affairs, Fiji
- a shell necklace from the Pacific Island of Niue
- a collection of more than 6000 ground beetles, jewel beetles and Christmas beetles from Museum research associate Mark Hanlon
- a large glass case of around 30 birds from New Guinea, Solomon Islands and Fiji collected by Reverend George Brown during the second half of the 1800s, from the Uniting Church
- 50 lizard specimens from far northern New Caledonia from Tony Whitaker
- an Aboriginal artwork from Ray Kirby to the Museum's Lizard Island Research Station depicting marine animals
- a bequest of the GR Annabell and H Prouse collection of Australian and New Zealand land snails
- a large collection of freshwater fishes (including threatened species) from different NSW localities from the NSW Department of Primary Industries
- numerous specimens from the NSW National Parks and Wildlife Service, including rare NSW species such as Southern Brown Bandicoots, Parma Wallabies and Brush-tailed Rock Wallabies; and numerous bird species.

Collections access

The Museum continued to ensure that its collections are accessible to all interested parties, with:

- 33,500 records added to the collection database
- 785 loans, comprising over 20,000 specimens and objects, sent to institutions around the world
- 320 researchers visiting the Museum collections for onsite study.

Repatriation

The Museum worked with Indigenous communities to repatriate six sets of ancestral remains to Kimberley communities and three sets of Aboriginal ancestral remains to the La Perouse Aboriginal Land Council for reburial.

RECOGNISING ACHIEVEMENTS

The following staff were recognised for their achievements in their fields of research:

- Dr Val Attenbrow was appointed to the editorial board of *Australian Archaeology*, the journal of the Australian Archaeological Association. Val was also elected the 2007 NSW representative for the association
- Dr Penny Berents was elected Chair of the Council of Heads of Australia's Faunal Collections
- Dr Gerry Cassis was voted President-Elect of the International Heteropterist Society
- Dr Les Christidis was appointed Chair of the newly formed Steering Committee for the Barcode of Life in Australia. Dr Dan Faith is a member of the Committee
- Dr Greg Edgecombe was elected Vice-President of the International Palaeontological Association
- Dr Dan Faith's publication on biodiversity assessment was selected as a 'ScienceDirect TOP25 Hottest Article'
- Mr Paul Flemons was awarded the Ebbie Nielsen Prize for research into biosystematics and biological diversity
- Dr Jeff Leis joined the editorial board of the US-based journal *Fishery Bulletin*
- Ms Sue Lindsay had three micrographs selected for the FEI 2007 Australian and New Zealand Microscopy and Microanalysis Calendar
- Dr Chris Reid was elected to the committee of the Coleopterist's Society, the first person based outside the Americas in its 55-year history
- Ms Barrina South was appointed to the Arts NSW Museums Committee and Indigenous Arts Reference Group and reappointed to the Museums and Galleries NSW Standards Review Committee for another term
- Ms Gayle Webb became the first woman in Australia to be awarded a Research Diploma in Gemmology by the Gemmological Association of Australia, for her study of NSW rubies.

The Museum's BioMaps and Bugwise projects received NSW Premier's Public Sector Awards for providing innovative tools for accessing and analysing biodiversity data. Rio Tinto and Conservation Volunteers Australia were partners in these projects. The project teams were:

- BioMaps – Paul Flemons, Ajay Ranipeta, Gareth Carter, Michael Elliott, Andrew Donnelly, Gerry Cassis, Dan Faith, Brooke Carson-Ewart, Russ Weakley and Lisa Miller
- Bugwise – Andrew Donnelly, Matthew Bulbert, John Gollan, Helen Smith, Lance Wilkie, Chris Reid, Brooke Carson-Ewart, Russ Weakley, Lisa Miller, Kylie Piper and Martyn Robinson.

The Museum's partnership with the University of New England and the Royal Botanical Gardens received a Citation for Outstanding Contribution to Student Learning by the Carrick Institute for Learning and Teaching in Higher Education in recognition of the only Australian degree program in Biosystematics.

FELLOWSHIPS AND AWARDS

The Museum awarded a total of 16 Research & Collections fellowships and postgraduate awards. The fellowships and the successful applicants are shown below.

Visiting Collection Fellowships

- Martin Thomas (University of Sydney) – Expedition to Arnhem Land in 1948
- Manuel Malaquias (Natural History Museum, London) – Systematics and biogeography of the family Haminoecidae (Mollusca: Gastropoda)
- Thomas Munroe (National Museum of Natural History, Washington) – Systematic studies on Australian flatfishes (Pisces, Pleuronectiformes).

Visiting Research Fellowships

- Huw Barton (University of Leicester) – The origins of taro agriculture in lowland Papua New Guinea
- Anthony Gill (Arizona State University) – Do the tripletails, tiger perches and velvetchins form a monophyletic group? Evidence from larvae, osteology and cheek mycology.

Postgraduate Awards

- Knud Jonsson (University of Copenhagen) – Determining biogeographic patterns of dispersal and diversification in the ‘Crown Corvida’ in Australia, the Western Pacific and South East Asia
- John Martin (Wollongong University) – Australian White Ibis movements and control methods in the urban environment.

Leo Fleischmann Visiting Fellowship in Pacific Islands

Arts and Material Culture

- Susan Davies (Honorary Research Fellow, Queensland Museum) – Beads, cloth and curios: the material culture of exchange between Papuans and Europeans, 1845–88.

Lizard Island Doctoral Fellowships for 2007

- Adel Heenan (University of Edinburgh) – Developing a reef fisheries management tool using environmental acoustic, light and biochemosensory cues
- Andrew Hoey (James Cook University), Ian Potter Fellow – Algal-herbivore interactions: the role of herbivory in structuring benthic algal communities across an exposure gradient
- Michael Holcomb (Massachusetts Institute of Technology) – Diurnal growth cycles in coral
- Tom Holmes (James Cook University) – Selectivity of predation on newly settled tropical reef fish.

Peter Rankin Trust Fund for Herpetology Fellowships for 2006

- James Booth (Charles Sturt University) – A survey of the Eastern Small-eyed Snake in the Plenty Gorge Parklands, Melbourne
- Simon Clulow (Newcastle University) – Phenotypic plasticity in the Sandpaper Frog, *Lechriodus fletcheri*
- Beth Symonds (Queensland University) – Ultrastructure of hindlimb muscles of aestivating frogs
- Tegan Whittard (Flinders University) – Effect of different grazing regimes on the Pygmy Bluetongue.

FUTURE DIRECTIONS

This year the Museum developed a Science Research Strategy with significant input from research and collections staff and guidance from the Museum’s Research and Collections Advisory Committee (RACAC). The strategy will guide the development of the Museum’s research activity from 2007 to 2012. In the coming years, the Museum will use the strategy to further define its research direction and in particular guide the appointment of new staff.

In 2006–07, the Museum began a review of anthropology and cultural research and collections, consulting extensively with communities, staff and researchers at the Museum and elsewhere. RACAC is considering the outcomes of this consultation process for incorporation into the Science Research Strategy in 2007–08. Also in the coming year, the Museum plans to reactivate an acquisition program for the ethnographic collection to ensure it continues to develop into the future. The Museum will also continue to develop its plans for providing online content and a searchable database of the ethnographic collections for the public.

Much of the coming year will involve staff working towards relocating collections and laboratories into the new Collections and Research building due for completion in 2008.

The 30th Anniversary Development of the Lizard Island Research Station, a project supported by donors, the Lizard Island Reef Research Foundation and the Queensland Government Smart State Research Facility Fund, will continue in 2007–08. The Thyne Reid Wing will be refurbished as laboratories funded by the Thyne Reid Foundation, and the Purves Laboratory will be extended with a large, air-conditioned microscope room funded by the Raymond E Purves Foundation.

Public programs

The Public Programs Division is responsible for planning and delivering a wide range of services to the public at College Street, to regional museums and to students in regional NSW. Public Programs aims to enhance the visitor experience while facilitating customer-centred research, learning and knowledge.

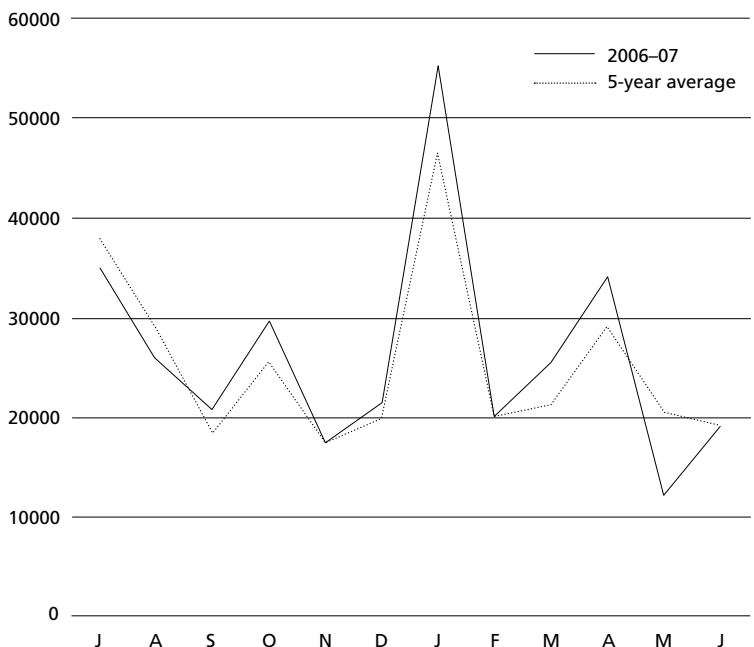
During the year, work continued on updating the older public areas of the Museum:

- an electronics upgrade was carried out in the *Indigenous Australians* exhibition
- the small exhibitions space in the College Street foyer was refurbished
- the *Chapman Mineral Collection* was upgraded and new interpretive sections introduced
- a main wall of the *Birds & Insects* exhibition was refurbished for future photographic displays
- a new Evolution display was built for *search & discover*.

The rest of this section looks at:

- visitation and customer feedback
- exhibitions and visitor programs
- learning programs
- outreach programs, including touring exhibitions, Museum in a Box and the Eureka Prizes.

Figure 2 Monthly visitation to the Australian Museum in 2006–07 compared to the five-year average



Notes to Figure 2

1 Monthly visitation varies in response to seasonal factors and temporary programs and attractions at the Museum.

2 Figures include visitors to Australian Museum Members events but not private functions.

VISITATION

Onsite attendance to public programs in 2006–07 was 4.2% higher than the average attendance for the preceding five-year period. This was a good outcome given the challenges of developing and installing exhibitions and delivering programs during the Museum's Revitalisation Project, which ran all year.

During the year 317,667 people visited the Museum at College Street. Of these:

- 242,056 visited the standing exhibitions
- 60,311 visited a temporary or touring exhibition
- 129,735 attended holiday programs
- 30,302 were students and teaching staff
- 7643 attended *Science in the City*.

(Note that these collectively exceed the number of visitors given above because people visit more than one exhibition or event.)

CUSTOMER RESPONSE

Visitor feedback

Monthly surveys undertaken throughout the year (n=1300) have found that 42% of visitors to College Street were Australian born, with 59% living in Australia. Thirty-six per cent of visitors were families, with 29% visiting alone. The majority were educated at graduate/postgraduate levels, with a slightly younger demographic, in particular 20–29 years (28%) and 30–39 years (26%). Forty-one per cent were international tourists. Visitors most liked the *Indigenous Australians* and *Wildlife Photographer of the Year* exhibitions. Visitors wanted to see improvements to finding their way around the Museum. The monthly surveys show that visitors were satisfied/very satisfied with the overall visit (85%), value for money (78%) and the general exhibitions (78%), with 93% stating that they would recommend the Museum to others.

Program evaluation

The Museum's Audience Research Centre conducted a range of evaluation studies during 2005–06. A series of monthly exit surveys (see above) obtained a profile of visitors before and during the Museum's Revitalisation Project. As well, the centre arranged for evaluation of *Dinosaur Unearthed* and the two new long-term exhibitions, *Dinosaurs* and *Surviving Australia*. The centre also evaluated *Science in the City* and *Science in the Suburbs*, with completed forms providing useful feedback about the programs from the students' perspectives.

In other evaluations, the centre assessed:

- the early childhood program for the development of the new *Kidspace* exhibition
- future exhibition topics to inform the choice and development of exhibition programs over the next five years.

As part of the New Literacies New Audiences ARC grant, the centre evaluated a trial series of digital stories and the Biomaps website. The centre has also begun a joint study of culturally diverse audiences with the National Museum of Australia.

EXHIBITIONS AND PROGRAMS

Sydney exhibitions

The Museum offered onsite visitors a wide range of educational and entertaining experiences. Standing (long-term) exhibitions were *Skeletons*, *Indigenous Australians*, *Planet of Minerals*, *Chapman Mineral Collection* and *Birds & Insects*. All of these were accessible with the payment of the general admission fee.

Three exhibitions were closed in January 2006 for refurbishment: *More than Dinosaurs*, *Tracks Through Time* and *Biodiversity*. These will be replaced by two new exciting exhibitions in 2008 entitled *Surviving Australia* and *Dinosaurs*.

The Museum hosted eight major temporary or touring exhibitions and the *Science in the City* exposition as well as more than a dozen other new displays and smaller exhibits. *Pearls*, *Eaten Alive* and *Science in the City* required the payment of an additional fee.

Table 4 shows visitation to each of the major temporary or touring exhibitions held at the Museum.

Table 4 Visitors to onsite temporary exhibitions

Exhibition	Dates	Visitation
<i>Pacific Patterns</i> (a photographic exhibition from Auckland NZ)	1 Apr – 23 Jul 2006	28,104
<i>Pearls</i> (American Museum of Natural History, NY)	8 Apr – 6 Aug 2006	10,961
<i>Science in the City</i> (in partnership with the University of Sydney)	1–10 Aug 2006	7,643
<i>Dinosaur Unearthed</i> (fossil materials provided by the Royal Tyrrell Museum, Canada)	2 Sep – 19 Nov 2006	64,052
<i>Ko Tawa</i> (Auckland Museum, NZ)	16 Sep – 26 Nov 2006	54,673
<i>Wildlife Photographer of the Year 2006</i> (Natural History Museum, London)	9 Dec 2006 – 18 Mar 2007	109,205
<i>Eaten Alive</i> (Questacon: the National Science & Technology Centre, Canberra)	16 Dec 2006 – 22 Apr 2007	49,350
<i>Colliding Worlds</i> (Museum Victoria and Tandanya)	6 Apr – 19 Aug 2007	61,839
<i>Australia Through the National Geographic Lens</i> (NGS, Washington DC)	12 May – 22 Jul 2007	27,787
Total		413,614

Note to Table 4

The display period for several exhibitions overlap. As visitors may visit more than one exhibition or event, the total for these events exceeds the total onsite visitation for the year quoted elsewhere.

The Museum also presented an interesting and diverse program of smaller displays about:

- the Dent Bequest
- Lizard Island
- the *New Scientist* Eureka Prize for Science Photography 2006
- the Wollemi pine
- Stromatolites
- the Thylacine
- Papunya art
- Images from the scanning electron microscope (SEM).

The Museum offers several activity centres for hands-on experiences and for educator-led sessions. They are:

- *Indigenous Australians*
- *Animals Past and Present*
- *search & discover*
- Science Studio
- Education Foyer creative arts space
- *Kids' Island* (now *Kidspace*).

Fees apply for educator-led sessions in *Indigenous Australians*, *Animals Past and Present* and *Kids' Island (Kidspace)*.

Other programs offered include:

- holiday programs
- guided tours (including after-hours Torchlight Tours)
- displays by community groups
- environmental science displays
- workshops
- competitions, including the *Up Close & Spineless* photography competition
- Science Made Easy workshops
- *Changing Ways* displays in the *Indigenous Australians* exhibition
- special events coinciding with relevant calendar events.

Holiday programs and guided tours were accessible with the payment of an additional fee.

Visitor services

The Visitor Services Unit has implemented and developed programs for a range of audiences, from the under-fives to groups with special needs, families and the elderly. The programs offered include workshops for adults and children, special tours such as Torchlight Tours, an annual photographic competition (*Up Close & Spineless*), temporary exhibition programs, and a number of special events and displays throughout the year.

Achievements for the year included:

- four holiday programs that involved 129,735 visitors in events and workshops
- a total of 1959 visitors in guided tours, with the after-hours Torchlight Tours returning a profit for the Museum
- hosting of seven displays by community groups and three environmental science displays
- an Indigenous illustration workshop and 30 Science Made Easy workshops which attracted 340 attendees
- the *search & discover* centre, which attracted 91,920 visitors and answered a total of 3320 enquiries
- the Early Childhood program, which served 2272 children and their carers in the Family Day program, 1604 children and their carers in the Time to Play program and 30 group bookings
- the closure and relocation of *Kids' Island* to a newly designed and constructed area called *Kidspace*
- 1621 overseas students in groups.

Student programs

In 2006–07, Learning Services maintained its levels of service to school, TAFE and tertiary clients, serving approximately 37,945 students, of which 7643 attended *Science in the City* and 11,127 attended educator-led sessions.

Feedback from teachers continues to emphasise the value of combining exhibition visits with workshop sessions, and of having separate designated teaching spaces such as the Science Studio. Educator-led sessions for students of all ages continue to be heavily booked.

Highlights this year included:

- *Evolution of Australian Biota Study Days*, a popular joint venture with Taronga Zoo and the Royal Botanical Gardens, which catered for 2721 senior Biology students
- a total of 1935 visitors from USA high schools who visited with the Contiki – People to People program to observe Aboriginal dance and learn about Australia's first peoples
- the *Human Evolution* program, an offsite activity for senior Biology students held in collaboration with Taronga Zoo, which attracted 434 students from 17 schools over 10 days
- *Dinosaur Unearthed*, with more than 700 students participating in 'fossil-making' workshops
- the *Ko Tawa* exhibition, a culturally based program and workshop for primary and secondary schools, especially those with Maori student populations
- other activities linked to the *Eaten Alive, Australia Through the National Geographic Lens* and *Colliding Worlds* temporary exhibitions.

In revitalising its programs, Learning Services has:

- reviewed and rewritten most of its Teachers Packs and their activity sheets, comprising over 43 programs
- completed a new Historic Site Study and a Junior Evolution Trail program for years 7–10 students
- updated the Learning Services website section content
- produced three new brochures about its services
- coordinated the Museum's work experience program placing 20 students across the Museum
- held information evenings for teachers to promote history and cultural programs.

Indigenous learning programs

The *Changing Ways* space in the *Indigenous Australians* exhibition has featured artworks from:

- members of Boomalli Aboriginal Artist Cooperative
- the artists Julie Freeman and Geoffrey Ferguson from Illawarra South Coast
- the Western Desert from the private collection of Museum entomologist Chris Reid.

Indigenous staff from Learning Services were invited to take part in a special reconciliation ceremony for NSW schools held at Parliament House in August 2006 and attended several Indigenous forums and conferences throughout the year.

ONLINE SERVICES

The Museum's website is made up of the main site (www.australianmuseum.net.au) and 16 specific sites with their own domain names. Total user sessions for all sites and domains in 2006–07 exceeded 23 million, a significant increase (36%) over the previous year (Table 5).

EUREKA PRIZES

The Australian Museum Eureka Prizes are Australia's premier and most comprehensive awards celebrating outstanding science and science communication. They are also the largest national award scheme for research into the critical environmental sustainability issues facing Australia.

The Australian Museum Eureka Prizes raise the profile of science in the community by acknowledging and rewarding outstanding science-related achievements across research, leadership, innovation, school science, science communication and journalism.

The 17th Australian Museum Eureka Prizes award dinner held in August 2006 saw 20 winners receive over \$200,000 in prizes. Media coverage reached an audience estimated at 16 million.

Table 5 Growth in online services as user sessions and page views on the Australian Museum website

	2003	2004	2005	2006	2007
User sessions (million)	5.13	8.31	12.21	17.15	23.34
Page views (million)	16.76	24.27	37.98	50.72	61.54

Table 6 Visitors to Australian Museum touring exhibitions

Exhibition	Location	Dates	Visitation
Wildlife Photographer of the Year 2005	Newcastle Regional Library	30 Jun – 6 Aug 2006	12,406
	Queensland Museum, Southbank	19 Aug – 15 Oct 2006	48,917
Wildlife Photographer of the Year 2006	South Australian Museum	27 Mar – 20 May 2007	6,693
Life Beyond the Tomb	Museum of New Zealand: Te Papa Tongarewa	9 Dec 2006 – 29 Apr 2007	>150,000 (to date)
	Auckland War Memorial Museum: Te Papa Whakahiku	25 May – 12 Aug 2007	
Up Close & Spineless 2005 photographic competition	Australian Fossil and Mineral Museum, Bathurst	1 Jun – 18 Jul 2006	994
Total			>219,010

OUTREACH PROGRAMS

Offsite, the Museum reached a total audience of over 276,000 across NSW, interstate and overseas through touring exhibitions and Museum in a Box:

- 59,865 students around NSW used Museum in a Box
- around 13,400 saw Museum exhibitions visiting regional museums in NSW
- 55,610 visited exhibitions touring interstate
- in New Zealand, more than 150,000 have visited the *Life Beyond the Tomb* exhibition up to 30 June.

Touring exhibitions

The Museum managed the 2006–07 tours of the *Wildlife Photographer of the Year 2005* and *2006* exhibitions. *Life Beyond the Tomb*, the Australian Museum's exhibition in collaboration with the Rijksmuseum van Oudheden, Leiden (The Netherlands), was presented at Museum of New Zealand: Te Papa Tongarewa. Table 6 shows the number of visitors at of each location.

Museum in a Box

The Museum in a Box program reached 59,865 students in NSW preschools, primary schools and secondary schools during the year.

Museum in a Box is an outreach program serving pre-school, primary and secondary students in rural and regional New South Wales. There are over 20 different boxes containing a treasure trove of Museum specimens, dioramas, photos, video and audio tapes, games, books and software. Boxes are hired by teachers to support the educational curriculum. The program continues to grow and exceeds expected targets in outreach.

Highlights this year have included:

- a new *Evolution of Australian Biota* box for Stage 6 Biology students produced with the Royal Botanical Gardens and launched in October 2006
- planning and development of four new preschool boxes for release in early 2008
- workshops for nearly 200 student teachers at the University of New England at Armidale
- promotions at *Science in the City/Suburbs/Bush*, Hawkesbury Museum and international visitors.

FUTURE DIRECTIONS

The coming year will see two new long-term exhibitions come to fruition, *Dinosaurs* and *Surviving Australia*. These major undertakings aside, the Museum aims to maintain a balanced, diverse and interesting program of exhibitions and displays representing world cultures – especially Indigenous and Pacific cultures – natural history, contemporary Australia and controversial or challenging topics, supported by relevant visitor programs. The larger exhibitions planned for 2007–08 include *African Impressions*, *Face to Face* and the evergreen *Wildlife Photographer of the Year*.

Future directions for the Exhibitions & Creative Services branch aim to:

- deliver a suite of projects that update some of the older public areas of the Museum
- implement the Australian Museum Exhibition Strategy 2006–16 during 2007–08
- develop and deliver a program of temporary exhibitions that address the needs of visitors
- define and develop a strategy for the Australian Museum's web presence
- develop and implement the new Museum website and hosting arrangements in 2007–08.

In 2007–08, Learning Services plans to maintain its service levels while implementing several priority programs including:

- a mini exhibition for International Polar Year
- environmental education related to climate change
- online links to the Bugwise program
- a focus on the Museum's strength in primary source material as a stimulus for Visual Arts students.

Operations

The Museum's Operations Division delivers knowledge services to internal and external customers and corporate support to the Museum's other divisions. The Operations Division consists of two branches: Corporate and Knowledge Services, and Commercial Services.

CORPORATE SERVICES

Corporate Services consists of the Facilities Management, Finance, Human Resources and Information Technology units. The services of these units are delivered solely to internal customers.

Facilities management

The Australian Museum strives to be an environmentally responsible community partner, aiming to minimise its environmental footprint by:

- reviewing and managing its energy needs
- participating in recycling programs
- pursuing sustainable procurement policies
- contributing to the development of NSW environmental policies.

The Museum has begun work with representatives of the NSW Department of Environment and Climate Change to develop an action plan for delivering further sustainability benefits. The plan will be fully developed and implemented during 2007–08.

During 2006–07, staff implemented Stage 2 of the Museum's Fire Safety Strategy. This project minimises smoke hazards in the event of a fire in the public areas of the Museum by providing an operational integrated smoke-exhaust system. The strategy has resulted in new mechanical, fire and electrical services throughout the Museum's main building complex.

In addition, the unit undertook many smaller projects to implement health and safety measures, building maintenance and plant upgrades.

Facilities Management staff have worked closely with engineers from Reed Constructions in planning for the new Collections and Research building, especially in resolving issues about the relocation of essential services on the site.

The unit has begun a major project to maintain Museum roofs over several years. The first stage has seen the repair and sealing of the Atrium's glass roof. Further works will assess and repair significant heritage roofing structures, requiring specialist tradespeople in copper and lead work.

Further information on energy management, heritage management and waste reduction is provided in appendices O, P and Q, respectively.

Human resources

The 2006–07 financial year saw increased activity in the areas of recruitment, policy review and training and development of staff, following the completion of the Museum's restructure in the previous financial year. The Museum continued to pursue the objectives of its EEO Plan, the main objectives being to improve:

- the Museum's people management capabilities and practice
- its commitment to a diverse and skilled workforce and gender equity.

The third instalment of the 2004 Public Sector Pay Award was paid to all staff in the first full pay period in July 2006.

The Museum's Occupational Health and Safety Committee continued to work with Museum management in identifying, assessing and managing workplace hazards to ensure that the Museum complies with its legislative responsibilities under the *NSW Occupational Health and Safety Act 2000*.

The Museum made significant advances on safety issues including:

- an updated and improved Occupational Health and Safety (OHS) Policy made available to staff and visitors alike
- comprehensive training for management and staff in OHS responsibilities, risk assessment and management
- implementation of an improved OHS management system, which included updating of information and management tools
- completion of a comprehensive risk/hazard assessment of Museum sites and the establishment of a Museum risk register with identified priorities
- improved reporting and analysis mechanisms to assist in health and safety management.

Other achievements for the year included:

- a significant increase in offers of, and extensions to, temporary appointments following the assessment of a proposed integration of the Australian and Powerhouse Museums trusts
- a continued commitment to the delivery of targeted skills training and development of staff, with employees across all salary ranges and occupation types attending courses in

team management, project management, time management, OHS, change management, first aid and computer software

- Human Resources worked with and assisted the Internal Audit Bureau to conduct an audit of the Museum's HR policies and practices and will implement the agreed recommendations in the next financial year.

The Joint Consultative Committee (JCC) between the Museum and the Public Service Association met regularly to provide an effective means for resolving employee-related issues. The JCC also endorsed the Dignity and Respect in the Workplace Charter and Anti-bullying Policy. Sub-committees of the JCC were formed to:

- review and update the Museum's Employee-Related Concerns and Grievance Policy for endorsement and implementation in 2007–08
- develop a personal performance program (PPP) for matching organisational goals with the performance and development of staff.

Appendix R provides details about Senior Executive Service officers, staffing and EEO trends and the Museum's OHS performance.

Information Technology

The Information Technology Unit (ITU) has continued to support the Museum's technology requirements.

The Museum has increased both its hardware and system capacity as part of a longer term Information Technology Strategic Plan. Specifically, the ITU has:

- implemented a new admissions system which integrates bookings, contacts management and point-of-sale systems
- implemented a new image management system to manage the large volume of photographic images stored by staff
- purchased a new collection management server and backup system
- purchased a new and improved firewall system
- continued to replace desktop PCs and laptops with newer equipment to maintain a modern fleet.

KNOWLEDGE SERVICES

Knowledge Services consists of the Archives & Records Unit and the Research Library. These units deliver services to both external and internal customers. Some services attract fees for cost recovery, but the bulk of services to external customers are free.

Archives & Records

The Archives & Records Unit manages the Museum's records, archives and photographic archives programs.

This year, the unit continued to renew its records management program, with a focus on decentralising records registration to identified coordinators of the Museum's file management software, TRIM, in each branch. The records management and TRIM training program has been rolled out to an additional 50 staff throughout the Museum.

Over 1600 records were registered during the year. The TRIM Users Procedures Manual was revised and released on the Museum intranet. Staff undertook a review of the system's operating efficiency with assistance from an external consultant and revised implemented vital security classifications and caveats. A test version of the software package TRIM Context was installed for review in preparation for an essential upgrade to this system.

The Museum's archives date from the 1830s and are regularly accessed by Museum staff and external researchers. Archives staff handled over 370 reference enquiries during the year. Significant enquiries related to:

- repatriating Fijian and Indigenous cultural material held by the Museum
- tracking archival documentary material for the Museum's ICAC investigation
- using the ethnographic photograph collections of Frank Hurley, Thomas Dick and George Brown for various publications and exhibitions
- undertaking grant research for Wanjuk Marika and the 1948 Arnhem Land expedition material of F McCarthy.

The Archives Unit purchased a collection of significant 19th century images and received several donations of papers and photographs, including an important set of ornithological papers.

The Archives contributed research and images to a range of Museum programs including:

- Learning Services heritage history school program
- Birds in Backyards website
- Digital Storytelling workshops
- *Explore* magazine
- exhibition updates including *Skeletons*, *Indigenous Australia* and *Surviving Australia*
- the proposed Icons publication.

Staff provided advice about capturing digital images for projects that document building heritage and for implementing the Museum's image management software. Archives staff also coordinated a survey with architects Clive Lucas Stapleton which resulted in the identification of an 'archival set' of heritage furniture.

As a result of the Museum's Revitalisation Project, Archives & Records received over 250 boxes of material from Museum sections which were temporarily relocating, necessitating a fitout of new storage areas.

The Archives conservation program embarked on projects aiming to:

- preserve audio–visual materials
- conserve fragile paper-based records
- commit vital records to microfiche.

Research Library

Staff began reorganising the library during the year, installing a new compactus for housing the rare book collection. The new compactus stores approximately 10,000 volumes of books. A further 9000 volumes of journals, some fragile, are now stored in the old compactus. Work also began on returning divisional library collections to the Research Library, with the Ornithology library and most of the Mineralogy library now relocated.

The Research Library provided images from rare books to the Macleay Museum for its exhibition *Rational Order: Carl von Linné 1707–1778*, and contributed to a number of exhibition projects within the Australian Museum.

Service delivery

The Research Library provided the following services this year:

- acquired interlibrary loans for 228 staff members and filled 246 external interlibrary loan requests
- accessed 3502 serials
- catalogued 516 items
- acquired 118 new books
- responded to 273 queries on rare books
- met 35 requests for images
- responded to a total of 369 in-depth reference queries – 149 from staff, 139 from researchers, students or teachers, and 81 from the general public, authors, commercial companies, government agencies and other libraries.

Student and volunteer program

The library hosted the following tours and related activities:

- tour by New Librarian's Symposium students (November 2006)
- tour by Librarian students from Broken Bay College (June 2007)
- work placement for two students from TAFE NSW for Library Technician course.

The Research Library has three volunteers.

Donations

An annual donation of \$350 was received from the Mary and Michael Whelan Trust.

COMMERCIAL SERVICES

In 2006–07, the Commercial Services branch delivered the following services to external customers on a for-profit basis:

- Australian Museum Business Services (AMBS)
- Retail Services
- Museum as a Venue.

Australian Museum Business Services (AMBS)

AMBS performs a valuable function in providing other government departments and commercial organisations with access to the Museum's expertise and knowledge services. This need is met through two operational units offering services in ecology and archaeology and heritage management, underpinned by a third-party audited quality assurance program.

Quality Assurance Certification

Australian Museum Business Services is a quality-assured organisation complying with the requirements of quality system standard AS/ISO 9001. Certification has been retained following the November 2006 audit. The next external audit is scheduled for August 2007.

AMBS Ecology Unit

AMBS Ecology specialises in the assessment and management of the natural environment, including specialist knowledge in the fields of flora, fauna and their habitats. Australian Museum Business Services Ecology works closely with Research & Collections Division staff to maximise use of Museum expertise. A selection of key projects undertaken during the financial year included:

- development of a fauna management plan for the proposed Emirates Luxury Resort in the Wolgan Valley for United Emirates
- ecological surveys to verify the pilot 'BioBank' predictive modeling tool for the Department of Environment and Climate Change
- additional impact assessments for the Eastern Neighbourhood Park, Second Ponds Creek land release in Western Sydney for Landcom
- monitoring and management of Green and Golden Bell Frog populations in metropolitan Sydney for a range of clients

- ongoing investigation of the impact of roads on Koalas in northern New South Wales for the NSW Roads and Traffic Authority
- ecological assessments for upgrades of the Great Western Highway in the Blue Mountains for the NSW Roads and Traffic Authority.

AMBS Archaeology & Heritage Unit

AMBS Archaeology & Heritage specialises in all aspects of Aboriginal archaeological assessment and management, and it works closely with the Museum's anthropology staff. AMBS Archaeology is extending its area of expertise in 2007 to provide consultant services in:

- historic heritage
- built and industrial heritage
- historical archaeology.

A selection of key projects undertaken during the financial year included:

- Illawarra Escarpment Aboriginal Heritage Management Plan for Wollongong City Council
- Renwick Sustainable Village Aboriginal Excavation, Mittagong for Landcom
- Archaeological Salvage of Aboriginal Sites, Tebutt's Farm, Schofields Road, Rouse Hill for J Wyndham Prince
- Historical Archaeological Assessment and Heritage Management Strategy: Oakdale Concept Plan, Kemps Creek NSW for Goodman International Limited
- new historic heritage projects and ongoing heritage advice arising from the Bonnie Vale Day Use and Camping Area, Royal National Park, Test Excavation (Aboriginal).

Retail Services

The Museum Shop was refitted in early 2007 delivering 15% more space and bringing the shop into line with the updated College Street entry and diner. The Museum Shop had a profitable year, with turnover reaching \$884,600 and the average income per visitor rising to \$2.92. The shop has an ambitious business plan for the development and growth of the business over the next three years.

Museum as a Venue

Museum as a Venue manages the hiring of galleries, public spaces for events and other activities, as well as the retail food outlets. In 2006–07 over 15,000 people used the Museum's galleries and public spaces for events, further enhancing the Museum's reputation as one of the premier function venues in Sydney. A net profit of \$136,380 was achieved.

The Museum has worked closely with our preferred caterer, Laissez-faire, over the last year with an average spend per visitor in the retail food outlets increasing by 75% to \$2.14. A business plan was presented which outlined the development and growth of the business over the next three years.

FUTURE DIRECTIONS

In the coming year, Commercial Services will consolidate potential synergies within the Museum and develop commercial opportunities for the Research & Collections Division. Australian Museum Business Services will be moved to the Collections & Research Resources branch (CARR) from August 2007.

Museum as a Venue will focus on increasing revenue and profit through ongoing targeted marketing activities and on maximising opportunities following the re-opening of the two new exhibition spaces in 2008.

The Museum Shop will focus on increasing revenue and profit through:

- sourcing and developing product for the new *Dinosaurs* exhibition
- ongoing marketing activities
- developing a new branded product range.

Other commercial activities will grow with the creation of a range of publications for the Museum and licensed products for distribution through traditional and non-traditional retail channels.

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APPENDIX A PROFILES OF TRUSTEES

Mr Brian Sherman AM (President) B Comm, CTA, SIA(Aff)

Brian Sherman is Chairman of Sonic Communications Pty Ltd and Pulse International Pty Ltd. He is a Director of Channel Ten and a Director of the Sherman Galleries. He is also a Director of a number of investment companies listed on the American and Canadian stock exchanges and is Chairman of Aberdeen Leaders Limited, listed on the Australian Stock Exchange. Brian is the former Chairman and Joint Managing Director of the EquiLink Group, and was a Director of the Sydney Organising Committee for the Olympic Games (SOCOG) and Chairman of SOCOG's Finance Committee. He is also involved in numerous charitable projects. He is Director of Voiceless, the fund for animals. Brian was appointed to the Trust as President in January 2001.

Mr Brian Schwartz AM (Deputy President)

Brian Schwartz is Chief Executive of Investec Bank (Australia) Limited and a Director of Insurance Australia Group Limited (IAG). He is Deputy Chairman of the Board of Football Federation Australia. He is also a Fellow of the Institute of Chartered Accountants and Member of the Institute of Company Directors. Brian was appointed to the Trust in March 2001.

Ms Cate Blanchett

Cate Blanchett is an internationally renowned actor and a graduate of the National Institute of Dramatic Art. As of 2008, Cate will take up the position of co-Artistic Director and co-CEO of the Sydney Theatre Company. Cate is also Ambassador for the Australian Film Institute and the Australian Conservation Foundation, and is a Patron of the Sydney Film Festival and of SolarAid. Cate was appointed to the Trust in May 2007.

Mr David Handley BA, LLB (University of Sydney), LLM (Kings College, University of London)

David Handley is an arts and sports producer. He is the founding director of Sculpture by the Sea, a director of Sculpture by the Sea Incorporated, and Managing Director of Bathtub Productions Pty Ltd, an arts and sports production company. David was appointed to the Trust in January 2002.

Dr Ronnie Harding BA (Sydney), BSc (Hons)(UNSW), PhD (Zoology)(UNSW)

Ronnie Harding has had a lengthy career as an academic in the field of environmental studies. She retired in late 2004 from her role as Director of the Institute of Environmental Studies at the University of NSW (UNSW). Ronnie is currently an Assistant Commissioner of the NSW Natural Resources Commission, Chair of the NSW Council on Environmental Education, a member of the Board of the World Wildlife Fund Australia, a member of the NSW National Parks and Wildlife Advisory Council and Chair of the Orica Botany Environmental Survey (Community Liaison Committee). Ronnie is a Visiting Associate Professor in

the Institute of Environmental Studies at UNSW and an Honorary Associate Professor in the School of Geography and Environmental Sciences in the Faculty of Arts at Monash University. She was appointed to the Trust in January 2003.

Ms Sam Mostyn BA, LLB

Sam Mostyn has an extensive background in law, corporate affairs, human resources and politics. She is Group Executive, Culture and Reputation for the Insurance Australia Group (IAG), where she is primarily responsible for the embodiment of sustainable management practices within the business. Sam also serves on the Academic Advisory Board of the Australian Institute of Management (AIM) and is on the Board of the Sydney Festival and the Centenary Institute. Previously, she was the Director of Corporate Development and Acting Human Resources Director at Cable & Wireless Optus. Before joining Cable & Wireless Optus, she was a senior adviser (communications) to the Prime Minister, The Hon. PJ Keating. Sam was appointed to the Trust in January 2003.

Dr Cindy Pan MBBS, FRACGP

Cindy Pan is a doctor who works in the media. She is the author of the best-selling *Pandora's Box* (HarperCollins), a funny but information-packed book on health, relationships, drugs and sex. She writes regular columns on health and relationships in *Body and Soul* (*The Sunday Telegraph*, *Sunday Herald Sun* and *Sunday Times*) and *Good Medicine* magazines. She also writes regular columns for *The Women's Weekly* magazines in Singapore and

Malaysia. She is best known for her appearances on television's *The Panel*, *Beauty and the Beast*, *Sunrise*, *The Super Debates*, *Sex/Life*, *Big Brother Uncut*, *Test Australia: National IQ Test 2002*, *The Einstein Factor* and the travel documentary *The Ties that Bind*. She has been Official Ambassador for Chinese New Year for the City of Sydney since 2000 and AusAID Ambassador in 2003 and 2004. Cindy was appointed to the Trust in January 2002.

Associate Professor Stephan Schnierer

MSc in Zoology (UQ)

Associate Professor Stephan Schnierer is Head of the Centre for Indigenous Fisheries in the School of Environmental Sciences and Management at Southern Cross University, Lismore. Stephan teaches in the areas of biology, ecology, and indigenous peoples and natural resources. His research interests include traditional fishing knowledge and Indigenous rights. Stephan is currently a member of a number of advisory committees at the international, national and state level where he is an advocate on a wide range of Indigenous and environmental issues. He has worked with Indigenous communities in the area of the environment and resource management and is currently the chairperson of the NSW Indigenous Fisheries Working Group. Stephan was appointed to the Trust in January 1998 and he retired in December 2006.

Mr Michael Seyffer
B Town Planning (UNSW), AMP153 (Harvard)

Michael Seyffer is Managing Director of Victory Consulting Pty Ltd, a company that provides advice on urban development issues. Mike worked as a town planner with a number of local councils before moving into the development industry as a senior executive with Westfield, where he was the director responsible for development for 10 years before moving into the international role overseeing the company's businesses in New Zealand, Britain and South East Asia. He currently advises QIC on its shopping centre assets across Australia. Mike has a number of rural interests and is very interested in rural and regional affairs. Mike was appointed to the Trust in May 2004.

Ms Julie Walton OAM
BA, LLB (Sydney), MT&CP (Sydney)

Julie Walton is a qualified lawyer and urban planner, and a non-practising solicitor of the Supreme Court of NSW. Julie began her career as a policy officer with the NSW Local Government and Shires Associations before moving into government as a ministerial adviser and a consultant to government on legislation review, planning policy, public policy and regulatory systems. From 1991 to 1999, Julie was a Sydney City Councillor. From 1997 to 2000 she served as Chairman of the Fair Trading Advisory Council and of the Property Services Advisory Council. Julie is currently Harbour Projects Manager at the Sydney Harbour Foreshores Authority and was a Director of the State Transit Authority until January 2004. Julie was appointed to the Trust in January 2000.

APPENDIX B

TRUST ACTIVITIES AND COMMITTEES

Trust meetings

The Trust met on five occasions during the year. The attendance record of Trustees was: Brian Sherman (President) 4, Brian Schwartz (Deputy President) 4, David Handley 4, Dr Ronnie Harding 4, Samantha Mostyn 4, Dr Cindy Pan 5, Associate Professor Stephan Schnierer (retired December 2006) 1, Michael Seyffer 5 and Julie Walton 4.

Trust committees

Finance and Audit Committee

This committee ensures the sound financial position of the Museum through regular reviews of its financial position, budget, finance and business decisions and policies which have an impact on these areas. The committee also has an important role in risk management and audit through endorsement of internal and external audit plans, review of audit reports and the review of risk assessment and management. Trustees on the Finance and Audit Committee at 30 June 2007 were Brian Schwartz AM (Chair), Brian Sherman AM and Dr Cindy Pan.

Research and Collections Advisory Committee

This committee advises on the direction of research and collections management in the Museum. The committee's members are:

- Dr Ronnie Harding, Chair (Museum Trustee and Visiting Associate Professor, Institute of Environmental Studies, UNSW)
- Professor Maria Byrne (School of Biological Sciences, University of Sydney)
- Dr Les Christidis (Assistant Director, Research & Collections, Australian Museum)

- Dr Hal Cogger (John Evans Memorial Fellow, Australian Museum)
- Associate Professor Leslie Head (School of Geosciences, University of Wollongong)
- Frank Howarth (Director, Australian Museum)
- Dr Klaus Koop (Director, Environmental and Conservation Sciences, NSW Department of Environment and Climate Change)
- Professor Margaret Rose (Director, Research Management, South East & Illawara Area Health Service, University of New South Wales)
- Associate Professor Stephan Schnierer (Director, College of Indigenous Australian Peoples, Southern Cross University)
- Brian Sherman (President, Australian Museum Trust)
- Dr Brett Summerell (Director, Science and Public Programs, Botanic Gardens Trust)
- Professor John Talent (Department of Planetary Sciences, Macquarie University)
- Ms Natalie Snow, Secretary (Executive Officer, Research & Collections, Australian Museum).

Associate Professor Leslie Head and Associate Professor Stephan Schnierer resigned from RACAC during 2006-07 due to other commitments.

Australian Museum Members Council

The Australian Museum Members Council is a committee of the Australian Museum Trust and was established in 1972 to support and promote the work of the Australian Museum. The Members Council consists of nine elected Members, four appointed representatives of the Australian Museum, and the Executive Officer of Members. At 30 June, the Council of Australian Museum Members consisted of:

Derril Greenway (President)

Matthew Wilson (Vice President)

Barry Wilson (Treasurer)

Karen Adams

Jim Boyce

Bettina Dalton

Peter Feeley

James Gillespie

Robert McLennan,

and from the Australian Museum:

Frank Howarth (Museum Director)

Penny Berents

Glenn Ferguson

Shane McEvey

Kate Murray (Executive Officer, Members).

Trust Representation

Lizard Island Reef Research Foundation

The Trust has two members on the Lizard Island Reef Research Foundation: Dr Ronnie Harding and Michael Seyffer (from February 2007). Associate Professor Stephan Schnierer retired from the Foundation in December 2006.

APPENDIX C EXECUTIVE PROFILES

Mr Frank Howarth BA, MScSoc Director

Frank Howarth trained as a geologist, completing a Geology degree at Macquarie University, followed by a Master of Science and Society from the University of NSW, focusing on science and biotechnology policy. Frank joined the NSW Government in 1981 and has held positions with the Department of Industrial Development and Decentralisation, NSW Science and Technology Council, the Public Service Board, and the Roads and Traffic Authority. In 1996 he became Director and Chief Executive of the Royal Botanic Gardens and Domain Trust. In September 2003 Frank spent six months as Executive Director, Policy and Science at the NSW Department of Environment and Conservation, before taking up his current role in February 2004 as Director of the Australian Museum.

Janet Carding MA (Cantab), MSc (London) Assistant Director, Public Programs & Operations

Janet Carding is a graduate of Cambridge and London universities majoring in History and Philosophy of Science, and History of Science and Medicine, respectively. Janet worked at the Science Museum (UK) from 1987 to 2004 and was initially engaged in collection management and then exhibition development as project team member and then team leader. For five years, Janet fulfilled several roles in the development of the Wellcome Wing, culminating in leading many of the exhibition development teams. Janet was subsequently responsible for a major review of the National Museum of Science and Industry (NMSI) which resulted in a new strategic direction and organisational changes. For the

three years prior to joining the Australian Museum, Janet held the post of Head of Planning and Development and led the strategic planning, major projects and forward program for NMSI's three museums. Janet took up her current position in August 2004.

Dr Les Christidis BSc (Hons) (Melbourne), PhD (ANU) Assistant Director, Research & Collections

Les Christidis has established an internationally recognised research career aimed at investigating the origins and evolution of the Australian bird fauna using genetic-based techniques. It has included postings at the CSIRO and as a Queen Elizabeth II Fellow at the Australian National University before joining Museum Victoria as Curator of Birds. Subsequently Les became Head Curator and later Head of Sciences. During this time he was responsible for leading teams that developed four of the opening exhibitions for the Melbourne Museum including those on dinosaurs and the Children's Gallery. Dr Christidis also led the team developing shows for the new digital planetarium at Scienceworks. Les took up his position in June 2004.

Jan Barnett Dip Spec Ed, Grad Dip Env Educ Head, Exhibitions & Creative Services

Jan Barnett was appointed to the new position of Head, Exhibitions & Creative Services in 2005 and is responsible for exhibitions, publishing and website development at the Australian Museum. From 2001 to 2004, Jan was Head, Public Programs, which encompassed exhibitions, education and house services. Before that, Jan was Head,

Community Relations Division 1993–2000, which encompassed marketing, public relations, special events and functions, publishing and merchandising. Jan is a member of the Council of the Australian Museum Society, a previous member of the executive of the Australian Museum Shops Association and a member of the Italian Institute of Culture.

Catherine Brown A/Manager, Development

Catherine Brown has been A/Manager of the Museum's Development Unit since January 2007. This unit is responsible for raising funds from the non-government sector and increasing awareness of the Australian Museum's need for funds in order to expand its collections and offer quality exhibitions. Catherine's background is in arts management and she was most recently employed at the Royal Botanic Gardens, Melbourne, as head of development. Her academic qualifications include a Master of Arts in Museum Studies and Material Culture from the National Centre for Australian Studies at Monash University. Catherine sits on the board of the National Performing Youth Company, the Flying Fruit Fly Circus, and is a mentor with the Fundraising Institute of Australia.

Dr Penny Berents BSc (UNSW), MSc (Sydney), PhD (ANU) Head, Collections

Penny Berents was appointed Head, Collections, in 2005 and has extensive experience in collections management and research at the Australian Museum. Penny's museum career of more than 30 years has included all aspects of collections management including database development,

commercial projects, public programs, field work, teaching and collections development and maintenance. Penny was responsible for collections and database enhancement as a part of the NSW State Biodiversity Strategy, the implementation of the EMu database and science input to the *Biodiversity* gallery. Penny has a research interest in crustacean systematics and is working on the systematics of cerapodine amphipods.

Christine Callen
Manager, Marketing

Christine Callen was appointed as the Marketing Manager in October 2004 and is responsible for the Museum's media, tourism and marketing activities. Christine has over 16 years experience in cultural and academic environments, including work with publications, graphic design and marketing. Before joining the Australian Museum, Christine was Marketing Manager at the Historic Houses Trust of NSW. Academic qualifications include a Bachelor of Graphic Design, and a Graduate Diploma in Art History and Curatorship from the Australian National University. Christine is currently a board member of the Tourist Attractions Association and a member of the Australian Marketing Institute and the Marketing Association of Australia and New Zealand.

Vinod Daniel MSc Chemical Engineering (India), MSc Chemistry (Texas)
Head, Collections & Research Resources

Vinod Daniel is internationally recognised as a materials conservation professional and was appointed as Head, Collections & Research Resources, in 2005. He

is currently responsible for seven strategic resource units including DNA, Scanning Electron Microscopy, Geographical Information Systems, EMu database, Scientific Publications, Materials Conservation and Intangible Heritage and Outreach. Vinod is the Chairman of AusHeritage (Australia's international heritage network established by the federal government). He is also a Board Member of the Australia India Council (Department for Foreign Affairs and Trade) and Board Member of the International Council of Museums Committee for Conservation. Before joining the Australian Museum, he worked for the J Paul Getty Trust (USA). He has managed a number of major projects in the Australasia-Pacific Region and has published over 40 technical papers.

Julie Garradd
Head, Visitor Programs & Services

Julie Garradd has an extensive background in visitor programs and services in a number of settings including sport and recreation, tourism, local government and the arts sector. Before joining the Museum, Julie had been Head of Visitor Programs and Services at the Powerhouse Museum since 1988, where she was responsible for introducing their highly successful and innovative public programs for children, families and adults. Her other positions at the Powerhouse included Manager, Regional Programs, Manager, Student and Volunteer Programs, and Olympics Coordinator. Julie has worked on special projects, such as the new exhibition commissioning process. Her background includes staff training and development, recreation facilities planning, and community development at a number of government departments including Sport and

Recreation, Tourism, Education, and Minerals and Energy. She has a degree in Applied Social Science and a diploma in Leisure Studies. Julie commenced her position with the Australian Museum in January 2006.

Lynda Kelly
Manager, Audience Research

Lynda Kelly has been working in the audience research and evaluation field since 1994. Lynda has extensive experience in planning and conducting quantitative and qualitative research for a variety of programs and clients – both inside and outside the Australian Museum. Lynda has written widely, presented many conference papers and facilitated workshops in evaluation and visitor research. She is particularly interested in visitor experiences and learning outcomes and how these can be measured.

Dr Brian Lassig BSc, MSc (University of Qld), PhD (Macquarie)
Head, Research

Brian Lassig has worked in a variety of private and public sector research management positions over the past 20 years. He joined the Museum in January 2005 and was appointed to his current position in August 2005. He previously managed research programs for the Great Barrier Reef Marine Park Authority in Townsville and the Department of the Environment and Heritage in Canberra.

Noella Lopez Dip Mgt, MBA
Head, Commercial Services

Noella Lopez has a background in the commercial sector in Europe and Australia with extensive experience in the management of small and large teams and in growing businesses, both in hospitality and retail. Noella trained

as a manager specialising in the hospitality industry, completing a Diploma of Management at the Lycée Hotelier de Bordeaux in France. She recently completed a Master of Business Administration majoring in Arts Management at the University of Technology Sydney and the College of Fine Arts. Before joining the Museum, Noella was Marketing & Development Manager for eight years with the largest Australian retail chain dedicated to art, graphic and craft supplies. She was responsible for all marketing and development aspects of the company including supplier negotiations, product management, sourcing and development, store merchandising, store openings and the creation of a retail concept. Noella joined the Museum in November 2005.

**Roger Muller BCom (Hon)
(Melbourne)**

Executive Officer, Director's Office

Roger Muller is the Minutes Secretary to the Museum Trust. Before joining the Museum in 1996, Roger was a Diplomatic Officer in the Department of Foreign Affairs and Trade. Roger's diplomatic career of more than 20 years included postings to the United Kingdom, the United Nations in New York, Nigeria, the Netherlands and Nauru.

Ken Pope

Head, Corporate and Knowledge Services

Ken Pope has a background in senior administration with both the state and federal governments. Before joining the Museum, Ken spent six months with the Olympic Co-ordination Authority delivering sponsor-related showcasing, media, retailing and general services at Sydney Olympic Park during the Sydney Olympics and Paralympics.

Between 1997 and 2000, Ken held the position of Director, Corporate Services with the Department of Ageing and Disability where he was responsible for a number of corporate reforms including implementing the department's data rationalisation project, implementing a new finance system and departmental structural change. From 1986 to 1992, Ken was Administration Manager with the Civil Aviation Authority. Ken took up his current position in October 2001.

APPENDIX D MUSEUM COMMITTEES

This appendix lists significant committees of the Australian Museum and their membership at 30 June 2007.

Project Control Group

The Project Control Group is responsible for overseeing the management of the capital works program under the Museum's Revitalisation Project. The group reports to the Museum Trust on progress and important issues. Its members are Michael Seyffer (Trustee), Frank Howarth (Museum Director), Janet Carding (Assistant Director, Public Programs & Operations), Dr Les Christidis (Assistant Director, Research & Collections), Dr Penny Berents (Head, Collections), John Gale (Gale Planning Group), Phill Andrew (Savills Australia) and Trish McDonald and Jacque Recsei (Project Officers).

Animal Care and Ethics Committee

As a registered user of animals for scientific purposes, the Australian Museum must comply with the requirements of the *Animal Research Act 1985* and the current Australian code of practice for the care and use of animals for scientific purposes. In accord with the requirements of the Act and the Code, the Museum has established the Australian Museum Animal Care and Ethics Committee to apply principles that govern the ethical conduct of persons whose work on behalf of the Museum involves the use of animals for scientific purposes. The committee must ensure that the use of animals is justified, provides for the welfare of those animals and incorporates the principles of replacement, reduction and refinement.

Its members are Richard Major (Chair), Glenn Shea, Damien Higgins and David Vella (veterinary

representatives), Walter Boles, Fara Pelarek and Liz Romer (research representatives), Daniel Large and Storm Stanford (welfare representatives), and Val Hutt and Surrey Jacobs (community representatives).

Editorial Committee, Records of the Australian Museum

Members of the Editorial Committee are experts in their fields. They offer the editor advice on the scientific quality and suitability of manuscripts submitted for publication in the *Records of the Australian Museum*. Its members are Dr Shane McEvey (editor, ex officio), Dr Val Attenbrow (associate editor, Anthropology), Dr Dan Bickel (associate editor, Invertebrate Zoology), Dr Don Colgan (associate editor, Zoology/Genetics), Dr Mark Eldridge (associate editor, Zoology/Genetics), Dr Sandy Ingleby (associate editor, Vertebrate Zoology), Dr Jeff Leis (associate editor, Vertebrate Zoology), Dr Chris Reid (associate editor, Invertebrate Zoology) and Dr George Wilson (associate editor, Invertebrate Zoology).

Program Review Committee

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

Its members are Jan Barnett (Chair and Head, Exhibitions & Creative Services), Penny Berents (Head, Collections), Cate Brown (A/Manager, Development), Christine Callen (Manager,

Marketing & Publicity), Janet Carding (Assistant Director, Public Programs & Operations), Mark Eldridge (Research Scientist), Glenn Ferguson (Manager, Exhibitions), Julie Garradd (Head, Visitor & Learning Services), Jenny Horder (Manager, Learning Services), Lynda Kelly (Manager, Audience Research), Noella Lopez (Manager, Commercial Services) and Shelley Truskett (minutes secretary).

APPENDIX E ETHNIC AFFAIRS PRIORITY STATEMENT

Over the last financial year, our exhibitions and public programs have continued to focus on incorporating multicultural content into the Museum's initiatives. The implementation of programs for the *Life Beyond the Tomb: Death in Ancient Egypt* exhibition involved liaison with members of the Australian Egyptian community in the development of the exhibition content and programs designed to accompany the exhibition.

Other initiatives have included programs and displays on a smaller scale. One of these was a visit from a group of *tamariki* (Maori children) and Maori elders from the Newcastle Poi Turaki Club. This group came for a private tour of the Maori collection. This visit was to become part of a journey which has showcased and will continue to showcase Maori heritage to hundreds of people.

The Australian Museum also exhibited a small display commemorating Waitangi Day, the signing of a treaty at Waitangi on 6 February 1840 by a group of Maori chiefs and the British Government. The display exhibited Maori artefacts of significant cultural importance, a display panel describing the relevance of the artefacts to Waitangi Day and including a facsimile of the Maori version of the treaty.

The Museum offers a number of programs which seek to unlock the collections through promoting access by Indigenous researchers and communities both in Australia and in the Pacific. This year, for example:

- cultural leader Esiteri Kamikamica, of Fiji, spent two weeks at the Museum studying more than 200 objects in the Pacific collections
- Director of the Vanuatu Cultural Centre, Ralph Regenvanu, visited the Museum to view the development of the Intangible Heritage Access Database and the input of information from Chief Jerry Taki's visit in 2006.

The Museum has continued to initiate and build on relationships with a number of Australian Indigenous communities through its repatriation and outreach programs. This year:

- six sets of ancestral remains were returned to representatives of the Kimberley Aboriginal Law and Culture Centre who received the remains on behalf of Kimberley communities, and three ancestral remains were returned for reburial to La Perouse Aboriginal Land Council
- representatives of the Batabah Local Aboriginal Land Council visited the collections and made a selection of objects that will be loaned to their new cultural centre

- the Museum granted a Visiting Collections Fellowship to Dr Martin Thomas (University of Sydney) to obtain important contextual information from Indigenous Arnhem Land communities relating to objects, including significant bark paintings, gathered during the American Australian Scientific Expedition to Arnhem Land in 1948
- The Intangible Cultural Heritage Program began, establishing links with Arnhem Land communities (especially Yirrkala) to explore ways of increasing remote access to digital objects held at the Museum.

A number of outreach programs have been undertaken with countries in the Pacific, including:

- working with the museums and cultural centres of Yap, Palau, Fiji, Tonga and Samoa to build professional capabilities in the management of cultural collections as part of a project funded by the International Council of Museums, 'Emerging Pacific Cultural Centres: Australian Museum Partnership Program'
- a collaboration with the Pacific Islands Museums Association (PIMA) to preserve and manage Pacific natural and cultural heritage.

APPENDIX F GUARANTEE OF SERVICE

The Australian Museum is committed to:

- gathering and communicating accurate information and providing high quality activities and services supportive of our mission and relevant to the community
- ensuring that the Museum’s public environment is comfortable and our staff are friendly, reliable and respectful of the interests and needs of visitors and other Museum customers
- providing visitors with a fair and reasonable opportunity to be heard regarding any aspect of the running of the Museum
- providing innovative public programs using a variety of media to give entertaining, stimulating and educational experiences
- maintaining and improving our scientific collections including their documentation, conservation and accessibility
- conducting excellent and significant research and making the results available to the scientific community through publication in scientific journals and books, and to the public through public programs, print and electronic media.

APPENDIX G USE OF CONSULTANTS

There were no consultants engaged during the year where the fee was over \$30,000.

The Museum engaged two consultants where the fee was less than \$30,000 and the total expenditure on these services was \$31,342. The services provided were:

- security documentation
- research into best practice of security processes.

APPENDIX H PRIVACY AND PERSONAL INFORMATION

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

The plan is available to staff on the Museum's intranet. Copies may be obtained by contacting the Privacy Contact Officer, Archives & Records Unit, Australian Museum, 6 College Street, Sydney NSW 2010, phone: 02 9320 6148 or fax: 02 9320 6050. The Museum's website privacy statement is published on the website: www.australianmuseum.net.au.

There were no applications for internal review during the year.

APPENDIX I FREEDOM OF INFORMATION

Statement of Affairs

The following Statement of Affairs for the Australian Museum is presented in accordance with the *Freedom of Information Act 1989*, Section 14 (1) (b) and 3. The Museum's Statement (FOI Agency No 377) is correct as at 30 June 2007.

The Australian Museum had its inception as the Colonial Museum in 1827 and was subsequently incorporated by Act of Parliament as the Australian Museum in 1853. *The Australian Museum Trust Act, 1975*, No.95 and the Australian Museum Trust Regulation, 2003 define the powers, authorities, duties and functions of the Australian Museum Trust. All officers and employees of the Museum are appointed or employed under the *Public Sector Management Act 2002*.

The organisation chart (see page 7) outlines the formal structure and responsibilities of the various divisions of the Museum.

The purpose of the Museum is 'to inspire the exploration of nature and cultures'. Its vision is 'a beautiful and sustainable natural world with vibrant and diverse cultures'.

The Museum will provide visitors and the wider audience with a fair and reasonable opportunity to be heard regarding any aspect of the running of this Museum. The Museum regularly surveys and monitors community opinions and involves itself in a wide range of public discussion and liaison with various groups.

The Australian Museum website provides much online information about the Museum, including its public programs, research work, and current projects and offers online information products and services. The address is www.australianmuseum.net.au

Documents held by the Australian Museum

As might be expected from an institution of its age and nature, the Australian Museum holds many documents, mainly onsite. The categories of documents held are described below, as are the ways in which they may be accessed, and whether or not a charge is involved. Some of the documents listed below are freely available. For various reasons, such as personal privacy, commercial confidentiality or cultural restrictions, some documents may not be made available informally without the need for a formal FOI application. These documents are not generally open for inspection and requests for access to them should be made to the FOI Coordinator.

Archives

The extant records of the Australian Museum date from 1836 and form a unique collection of source material for students of natural history, science, Australian history, and the changing role of museums in our society.

In conjunction with the acquisition of large collections of specimens and artefacts, there developed a correspondingly large group of supporting documentation, such as accession schedules, purchase and exchange records, correspondence, minutes of various committees, personal papers etc., all of which are part of the Archives holdings.

A large body of official inward and outward correspondence from 1837 onwards is held and the majority of this is indexed. In addition the Archives also holds Minute Books, reports, files, exhibition files, research notes and papers, news cuttings, photographs, drawings and illustrations, material archives, maps, plans, and publications.

Access to items held in the Archives is available through the Australian Museum Archives. *A Guide to the Australian Museum Archives* (1989) is available for consultation. The Museum's institutional archives are public records and come under the *NSW State Records Act 1998* and are managed and accessed in accordance with that Act. Acquired archives are accessed in accordance with donor conditions.

Staff records

All records relating to staff, selection, appraisal, recruitment and training are held in the Human Resources Unit. Staff of the Museum may gain access to their own files by contacting this section. Other records are generally not available for inspection.

Administrative records

These records cover all aspects of the Museum's decision making and administrative functions, and are registered in the central records system or held in local office areas.

Scientific records

The functions of the Research & Collections Division include: management of the collections, research, contributing to public programs, and disseminating information. The records created and maintained reflect these functions: collection records (documenting the acquisition, registration, use, conservation and

management of the collections); research records (notes, data, field trips, pictorial material, manuscripts, conferences and committee, professional societies); information files; publications; correspondence files; and administrative records (budgets, corporate plans, grant applications, annual reports, correspondence).

Public Program records

Records documenting the Museum's public program functions include exhibition files, education files, teaching materials, public relations and marketing files, public program planning papers and reports, audience research surveys and reports, and publications.

Planning and policy documents

The following documents may be accessed through the Australian Museum Archives:

The Australian Museum Corporate Strategic Plan 2005–08 (also available with updates online www.australianmuseum.net.au)

Aboriginal Cultural Protocols for Public Events

Alcohol and Drugs

Anti-bullying Policy

Asset Disposal 2000

Asset Management Guide 2000

Business Accounts Policy

Code of Conduct 2004

Collections Conservation Policy

Collection Development and Maintenance 2004

Communication Devices

Conflict of Interest 1988

Corporate Sponsorship Guidelines 1992

Corrupt Conduct Reporting 2004

Corruption Prevention Policy and Procedures 2005

Credit Card Use 2001

Draft Policy: Occupational Health and Safety Guidelines for Safe Field Operations 1999

Employee-Related Concerns and Grievances 2005

Emergency Response Procedures Manual – 2005

Evacuation diagram

Family and Friends on Field Trips 1995

Flexible Working Hours Agreement 2005

Guidelines For Purchasing Goods And Services 2001

Guidelines on Research Practice 1998

Harassment Free Workplace 1999

Honorary Appointments at the Australian Museum

Image and Photographic Management

Information Technology Security Policy 2005 (PDF)

Information Technology Security Policy 2005 (HTML)

Intellectual Property

Intellectual Property – Frequently Asked Questions

Legislation and External Policy Requirements 2006

Library Collection Management Policy

Media 1989

Motor Vehicles 2001

Occupational Health and Safety (OH&S) 2007

Policy and Procedures for the Aboriginal Heritage Unit and

Related Issues 2000

Privacy Management Plan 2000

Privacy Procedures

Procedures For The Receipt And Opening Of Tenders 2001

Procurement Guidelines 2001

Procurement Guidelines Checklist 2001

Procurement Policy And Best Practice Guidelines 2001

Records Management 1999

SEM Unit Policy for New Personnel, Visitors and Volunteers 1997

Service of Alcohol at Staff Functions

Sick Leave 1996

Smoking in the Workplace

Staff Development 1992

Study Time 1999

TAMS Excursions – Leave Provisions for Staff Leaders 1988

Tender Audit 2001

Use of Equipment Outside the Museum 1995

Volunteers and Field Trips Policy

Waste Reduction and Purchasing 1998

Web Privacy Statement

Workplace Surveillance by use of CCTV equipment within the Australian Museum.

Publications

The Australian Museum produces a limited range of publications. It is possible to access these in the Australian Museum Research Library, the State Library of NSW, and university libraries in Australia. Publications may be purchased through the Australian Museum Bookshop.

Access arrangements, procedures and points of contact

Documents published by the Australian Museum: All of the Museum's published books, serials and reports may be accessed through the Australian Museum Research Library, open by appointment, phone 02 9320 6152.

Personnel files: Staff do not need to use FOI to access their personnel files. A request to access one's file should be directed to the Human Resources Unit.

Policy and planning documents: These may all be accessed through the Australian Museum Archives, open by appointment, phone 02 9320 6148.

Archives: These may be accessed through the Australian Museum Archives, open by appointment, phone: 9320 6148.

All other documents: To access all other records, applications in writing or in person must be made to the FOI Coordinator, Australian Museum, 6 College Stret, Sydney NSW 2010, telephone 02 9320 6224. Requests for access under the FOI Act must be accompanied by a \$30 application fee.

Freedom of Information requests

The Museum received no requests for information in 2006–07 under the Act and there are no outstanding requests.

APPENDIX J OVERSEAS TRAVEL

Staff of the Australian Museum are required to travel overseas for the purposes of presenting papers at international symposia and curating travelling exhibitions to meet contractual obligations. Table A1 presents details of overseas travel approved for staff in 2006–07.

Table A1 Overseas travel by Australian Museum staff in 2006–07

Name	Purpose	Country	Dates
Dan Bickel	• attend the 6th International Congress of Dipterology	Japan	22–29 Sep 2006
	• present two oral papers		
	• chair a systematics symposium and a symposium on taxonomic publishing.		
Penny Berents	• participate in a workshop on 'Overcoming the Digitisation Bottleneck in Natural History Collections' at Harvard University.	USA	5–16 Sep 2006
Louise Berg	• hold exhibition planning meetings for Vatican Treasures with senior staff at Auckland Museum.	New Zealand	12–14 Mar 2007
Janet Carding	• attend ICOM NATHIST (International Committee for Museums and Collections of Natural History)	New Zealand	26 Nov – 2 Dec 2006
	• present abstract on 'Revitalisation at The Australian Museum'		
Gerry Cassis	• attend the International Heteropterists Society congress in the Netherlands	Singapore, Netherlands, Switzerland, UK	14 Jul – 6 Aug 2006
	• present project results to the scientific community		
	• attend the third team meeting and workshop for the PBI team in Switzerland.		
	• undertake planning with co-principal investigator, Dr Randall Shah of the American Museum of Natural History (New York)	USA	7–25 Mar 2007
	• attend a meeting funded by the NSF for principal investigators		
	• present progress report and lead a workshop on online taxonomy and web-mapping technologies		
• consult with scientists from Canada and students from Cornell University.			
Les Christidis	• undertake a project with the Pacific Islands Museums Association on 'Emerging Pacific Cultural Centres: Australian Museum Partnership Program'	Tonga, Palau, Fiji, Samoa	26 Feb – 22 Apr 2007
	• Initiate a 5-year international research program linked to a \$100 million funding request.	Canada	15–22 Jun 2007
Elliott Cole	• manage the installation of the Australian Museum's exhibition 'Life Beyond the Tomb' at Auckland Museum.	New Zealand	13–22 May 2007
Vinod Daniel	• undertake a project with the Pacific Islands Museums Association on 'Emerging Pacific Cultural Centres: Australian Museum Partnership Program'	Tonga, Palau, Fiji, Samoa	26 Feb – 22 Apr 2007
Dan Faith	• attend the Evolution 2007 meetings in Christchurch	New Zealand	15–21 Jun 2007
	• attend the annual meeting of the fellow editors of Systematic Biology		

Name	Purpose	Country	Dates
Glenn Ferguson	• acquire major international cultural exhibition for Sydney	New Zealand	14–17 Mar 2007
	• place NSW exhibition in Auckland		
	• develop and exchange major exhibitions with other Australian states and New Zealand counterparts.		
Ian Graham	• examine and describe diamond production site from BDI Mining Corp's Cempaka deposit	Indonesia	13–21 Nov 2006
	• conduct reconnaissance geological studies of the nearby Meratus Mountains of SE Kalimantan.		
Frank Howarth	• visit museums who are working with indigenous and nearby cultures as research for a Pacific Cultures Gallery under the Museum's exhibition master plan.	Vanuatu, Canada, USA, Sweden, France	16–31 Jul 2006
	• discuss collaboration on a Climate Change exhibition and associated programs and a Vatican Museum exhibition	New Zealand	7–10 Dec 2006
	• attend opening of <i>Life Beyond the Tomb</i> exhibition and discuss further collaboration on Egyptian exhibitions with the Director of the RMO Museum.		
	• discuss and develop potential future exhibitions for the Australian Museum with museums in Italy and the UK.	UK, Italy	28 Apr – 13 May 2007
Pat Hutchings	• present an invited paper in a special symposium on 'Integrative tools and methods in assessing ecological integrity in estuarine and coastal systems' as part of Ecosummit 2007, representing Australia	China	21–27 May 2007
Rebecca Johnson	• attend 'Leading Lab Network' workshop of the International Collaborative Barcode of Life Initiative.	USA	8–15 Jul 2007
Michael Kelly	• travel to the St Louis Art Museum with loaned objects for exhibition titled <i>New Ireland: Art of the South Pacific</i> .	USA	30 Sep – 15 Oct 2006
	• travel to St Louis to de-install the material from 'New Ireland: Art of the South Pacific'	USA	7–15 Jan 2007
	• check condition and repack		
	• oversee transfer of packed objects into a temporary secure off-site storage facility before transport to Paris.		
• travel to USA and Paris for exhibition titled <i>New Ireland: Art of the South Pacific</i> to care for objects in 'New Ireland: Art of the South Pacific'.	USA, France	10–19 Mar 2007	
Kate Murray	• escort group of Australian Museum Members on tour to support and promote the work of the Australian Museum.	South America, Antarctica	8–25 Feb 2007
Ellen Lloyd-Shepherd	• install the exhibition <i>Life Beyond the Tomb</i> .	New Zealand	29 Apr – 4 May 2007
Mike Smith	• install the exhibition <i>Life Beyond the Tomb</i> .	New Zealand	21–29 Nov 2006
Barrina South	• hand over the Ko Tawa Mauri Stone to the local people of Opotiki to signify the opening of the <i>Ko Tawa</i> exhibition.	New Zealand	1– 5 Feb 2007
Robin Torrence	• collect essential data for testing a new theory about the origin of ancient trade.	Russia	21 Aug – 1 Oct 2006
George Wilson	• undertake collaborative research with National Institute of Water and Atmospheric Research (NIWA).	New Zealand	25 Feb – 10 Mar 2007
	• present results of ABR5-funded research on a species flock of freshwater isopods at an international conference	New Zealand	16–21 Jun 2007

APPENDIX K CODE OF CONDUCT

The Museum amended its Code of Conduct in 2003–04 to comply with recommendations of the Independent Commission Against Corruption's (ICAC) report on investigation into the theft of zoological specimens from the Australian Museum between 1997 and 2002 and related matters.

There were no amendments to the Code of Conduct during the year.

APPENDIX L CREDIT CARD CERTIFICATION

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

No irregularities in the use of corporate credit cards have been recorded during the year.

Accordingly, I certify to the best of my knowledge and belief, that credit card use for the Australian Museum Trust has been in accordance with the Premier's Memoranda and the Treasurer's Directions.

Frank Howarth
Director

APPENDIX M PUBLICATIONS

Research publications

Two issues of *Records of the Australian Museum*: 58(3), 59(1).

Museum researcher is shown in bold type.

Archer, M., D.A. Arena, M. Bassarova, R.M.D. Beck, K. Black, **W.E. Boles**, P. Brewer, B.N. Cooke, K. Crosby, A. Gillespie, H. Godthelp, S.J. Hand, B.P. Kear, J. Louys, A. Morrell, J. Muirhead, K.K. Roberts, J.D. Scanlon, K.J. Travouillon, and S. Wroe, 2006. Current status of species-level representation in faunas from selected fossil localities in the Riversleigh World Heritage Area, northwestern Queensland. *Alcheringa Special Issue 1*: 1–17.

Attenbrow, V., 2006. Aboriginal placenames in Sydney Harbour, New South Wales, Australia – a dual naming project. www.ncl.ac.uk/unescolandscapes/files/ATTENBROWVal.pdf

Baldwin, C.C., & **J.M. Leis**, 2007 *Rainfordia opercularis*, a liopropomin serranid (Teleostei: Serranidae: Epinephelinae: Liopropomini): corroborative evidence from settlement-stage larvae. *Ichthyological Research* 54: 193–197.

Barraclough, D.A. & **D.K. McAlpine**, 2006. Natalimyziidae, a new African family of acalyptrate flies (Diptera, Schizophora, Sciomyzoidea). *African Invertebrates* 47: 117–134.

Bauer A.M., T. Jackman, **R.A. Sadlier** & A.H. Whitaker, 2006. A revision of the *Bavayia validiclavus* group (Squamata: Gekkota: Diplodactylidae), a clade of New Caledonian geckos exhibiting microendemism. *Proceedings of the California Academy of Sciences* 57: 503–547.

Bauer A.M., T. Jackman, **R.A. Sadlier** & A.H. Whitaker, 2006. A New Genus and Species of Diplodactylid Gecko (Reptilia: Squamata: Diplodactylidae) from Northwestern New Caledonia. *Pacific Science* 60 (1): 125–135.

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Bickel, D.J., 2007. Replacement name for *Alishania* Bickel, 2004 (Diptera Dolichopodidae). *Zootaxa* 1398: 68.

Bickel, D.J., 2007. The Mesoamerican *Mesorhaga* (Diptera: Dolichopodidae), with a taxonomic review of the New World fauna. *Zootaxa* 1411: 47–67.

Bickel, D.J., 2007. *Pharcoura* (Diptera: Dolichopodidae), a new genus from Chile. *Tijdschrift voor Entomologie* 150: 5–12.

Birch, W.D., L.M. Barron, C. McGee & **F.L. Sutherland**, 2007. Gold- and diamond-bearing White Hills Gravel, ST Arnaud district, Victoria. *Australian Journal of Earth Sciences* 54: 609–628.

Boles, W.E., 2006. Family Rhipiduridae (Fantails). Pp. 200–242. In del Hoyo, J., Elliot, A. & Christie, D.A. (eds). *Handbook of Birds of the World*. Vol. 11. Old World Flycatchers to Old World Warblers. Lynx Edicions, Barcelona. 798 pp.

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Pacific, including description of four new species and synonymy of the genus *Paraeupolymnia* with *Lanicola*. *Zootaxa* 1375: 1–29.

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Coleman, C.O. & **J.K. Lowry** (2006). Revision of the Ochlesiidae (*sensu stricto*) including five new Australian species (Crustacea, Amphipoda). *Organisms Diversity & Evolution* 6, Electronic Supplement 4: 1-57.

Coleman, C.O. & **J.K. Lowry** (2006). Australian Iphimediidae (Crustacea, Amphipoda). *Organisms Diversity & Evolution* 6, Electronic Supplement 9: 1-44.

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the gekkonid lizard *Christinus guentheri* in the Norfolk Island Complex Report 3. of 'A survey of the terrestrial reptiles of Norfolk Island: March 2005'. Report prepared for the Department of the Environment and Heritage. www.environment.gov.au/biodiversity/threatened/publications/pubs/norfolk-island-reptiles-differentiation.pdf

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Other publications

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APPENDIX N GRANTS

Tables A2 and A3 set out the details of grant-funded projects administered by the Museum and by other institutions where a Museum research scientist was nominated as principal investigator.

Total funding for these projects for 2006–07 was \$1,039,271. Due to actual payment dates, the total funding shown in the financial statements may differ from this figure.

Table A2 Grant-funded projects administered by the Australian Museum

Australian Museum staff shown in bold type

Principal investigator(s)	Title of project	Granting body
P Berents (coordinator for Australia Museum)	HerpNET	Global Biodiversity Information Facility
D Bickel	Development of the checklists of Australian Diptera for the Australian Biological Resources Study's online Australian Faunal Directory	Department of the Environment and Water Resources
G Cassis	Systematics, biogeography and host associations of the lacebugs of Australia	Department of the Environment and Water Resources
R Schuh, G Cassis	Planetary Biodiversity Inventory: <i>Phytophagus</i> insects as a model group for documenting planetary biodiversity	US National Science Foundation
G Cassis, D Hochuli	Hidden Losses: Identifying Co-extinction of Fauna on Threatened Plants.	Department of Environment & Conservation, NSW Environmental Trust
G Cassis	Identification of hemiptera samples	Dept of Primary Industries and Water (Tasmania)
L Christidis, J Norman, W Boles	Systematics, biogeography, genetic differentiation and conservation of the grasswren <i>Amytornis complex</i> (Aves)	Department of the Environment and Water Resources
D Colgan, J Stanisic	Morphological and molecular investigations of the systematics and biogeography of the speciose landsnail genus <i>Gyrocochlea</i>	Department of the Environment and Water Resources
G Edgecombe	Systematics of Australian scutigermorph centipedes and the phylogeny of the Scutigermorpha based on morphological and molecular data.	Department of the Environment and Water Resources
P Flemons	Australian Biodiversity Information Facility Project	Natural Heritage Trust (ABIF)
P Flemons, R Guralnick, S Ferrier, D Faith	GBIF – Map Analysis Portal Application (MAPA)	Global Biodiversity Information Facility
G Cassis, P Flemons, D Faith	BioMaps	Rio Tinto
G Cassis, P Flemons, D Faith	Pilbara regional case study	Rio Tinto
A Donnelly, J Gollan	Bugwise Outreach Program	NSW Environmental Trust
I Graham (recipient)	Fellowship	Sydney Grammar School
P Hutchings, C Glasby, R Wilson	Polychaete biodiversity project	Department of the Environment and Water Resources
P Hutchings	Identification of native, exotic and cryptogenic species of polychaetes from port surveys	Department of the Environment and Water Resources Natural Heritage Trust

Principal investigator(s)	Title of project	Granting body
S Keable (coordinator)	Description of the broad ecological, economic and social characteristics for the development of a marine bioregional plan for the DEWR East Marine Region	Department of the Environment and Water Resources
J Leis, L Mason , GP Jones (Project leader for Prog 8: T Hughes)	Resilience and connectivity: development of and test of realistic larval-fish dispersal models for the Great Barrier Reef (project within Program 8: Sustainable use and management of marine resources of the GBR)	Marine & Tropical Sciences Research Facility
I Loch	Documentation of land snails of the Great Dividing Range between Gloucester and Oxley Highway, encompassing the Manning River Valley, New South Wales	Department of the Environment and Water Resources
J Lowry	Circum-Australia Amphipods	Department of the Environment and Water Resources
J Lowry	Australian Benthic marine Amphipoda: Monograph and illustrative interactive Identification Systems	Department of the Environment and Water Resources
W Ponder	Determination of aquatic invertebrates from spring samples	BHP Billiton
W Ponder	Editing of Freshwater Key to Freshwater Mollusca	Department of the Environment and Water Resources
L Wilkie, J Gollan	Riparian habitat rehabilitation (Bugwise)	NSW Environmental Trust
G Wilson	Arafura Sea Project	Department of the Environment and Water Resources

Table A3 Grant-funded projects administered by another research institution

Australian Museum Research Scientist(s) are shown in bold type

Principal investigator(s)	Title of project	Granting body
S Ulm, V Attenbrow	Marine carbon reservoir variability along the NSW Coast	Australian Institute of Nuclear Science and Engineering (AINSE)
P Hiscock, V Attenbrow	Evolution of technology and tool use in 10,000 years of Aboriginal History	Australian Research Council – Discovery Grant
N Evenhuis, D Bickel , D Polhemus, M Irwin	Terrestrial Arthropods of Fiji	National Science Foundation-BSI
L Christidis; V Daniel; S Valis	Emerging Pacific Cultural Centre: Australian Museum Partnership Program	International Council of Museums (ICOM) Australia
K Belov, M Eldridge , S Beck	Characterisation of the tammar wallaby MHC	Australian Research Council – Discovery Grant
D Faith	Auction for landscape recovery in Western Australia	National Heritage Trust, National Action Plan Salinity & Water
LA Hughes; AJ Beattie; DP Faith ; RL Kitching	A new phylogenetic framework for estimating local, regional and global biodiversity	Australian Research Council – Discovery Grant
SG Dove, Dr WP Leggat, Prof D Yellowlees, Dr JM Lough, P Hutchings , Dr KG Caldeira.	Assessing the risk of ocean acidification for the Great Barrier Reef	Australian Research Council – Linkage
JN Marshall, SP Collin, RD McCauley, KA Fritsches, NS Hart, BM Degnan, SM Degnan, MD Norman, JN Hooper, P Hutchings , et al.	Deep Downunder: designing a deep-sea exploration and discovery capability for Australia	Australian Research Council – Linkage
T Dymond, M Edwards, A Freimanis, R Major , K Ravich,	Birds as Indicators (program for schools)	NRAC Forging Partnerships.
J Christie, K French, R Major , K Ravich, C Taylor	Best practice guidelines for enhancing urban bird diversity.	NSW Environmental Trust
G Pyke	Frogs as bio-indicators for chemical use in irrigation-based agriculture	Australian Government – Land & Water Australia
AF Clarke, JP Philp , R Torrence	Producers and Collectors: Uncovering the Role of Indigenous agency in the Formation of Museum.	Australian Research Council – Linkage
R Torrence , N Klujev, Doelman	Reconstructing Prehistoric Exchange of Volcanic Glasses (U Sydney)	Australian Research Council – Discovery Grant
R Torrence , N Klujev	Pleistocene Origins of Long-Distance Obsidian Exchange in Far Eastern Russia	Wenner Gren Foundation for Anthropological Research

**APPENDIX O
ENERGY MANAGEMENT**

The aim of the Government Energy Management Policy is to achieve sustainable energy and cost reductions across the NSW Public Service. The policy uses 1995–96 as a baseline against which savings are assessed. Table A4 shows the Museum’s energy consumption from 2004 to 2007.

Figure A1 shows the Museum’s energy consumption by fuel type.

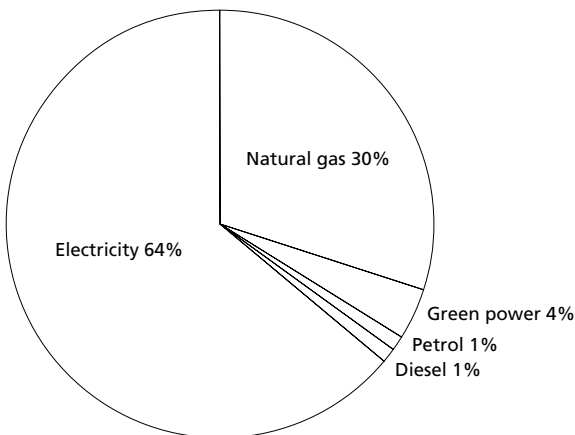
Table A4 Energy use at the Australian Museum 2004–2007

	2004	2005	2006	2007	Change from base year
Energy use (GJ)	20,085	21,519	22,915	22,500	-10.4%
Greenhouse gas (tonnes)	3,877	4,037	4,209	4,157	-18.9%

Note to Table A4

Base year was 1995–96, when energy use was 25,107 GJ and greenhouse gas emissions were 5128 tonnes.

Figure A1 Energy consumption in the Australian Museum by fuel type



**APPENDIX P
HERITAGE MANAGEMENT**

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

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

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

These buildings are maintained in good condition. The National School Building is considered in fair condition.

Items of regional significance include:

- Still Addition
- Spirit House
- Old School Building.

These buildings are in good condition, except for the Old School Building, which is in fair condition.

All other buildings on the site are considered to be of local significance. They are considered to be in fair condition.

APPENDIX Q WASTE REDUCTION AND RECYCLING

The Museum's Waste Reduction and Purchasing Policy was drafted in 1998 in liaison with the NSW Environment Protection Authority. The Museum's recycling and waste system was implemented in April 2001. The Museum aims to reduce the level of waste generated in both public and non-public areas of the Museum.

From November 2006 the Museum ceased onsite sorting of recyclable materials; this is now undertaken by a waste contractor.

Tables A5 and A6 show the amount of waste generated by the Museum. The data from 2006 and 2007 have been supplied by the waste contractor.

Table A5 Waste generated by the Australian Museum to 30 June 2006

Waste type	2003	2004	2005	2006
Paper (tonnes)	22.0	23.7	21.8	20.2
Cardboard (kg)	9.4	9.4	8.6	9.2
Plastic (kg)	0.7	0.3	0.2	0.2
Aluminium (kg)	1.0	0.9	0.9	0.5
Glass (kg)	12.5	12.5	11.0	13.5
Total (kg)	45.4	46.7	42.4	43.6
General (m ³)	936	936	936	1,090

Table A6 Waste generated by the Australian Museum to 30 June 2007

Waste Management	2007
Volume collected (m ³)	519.2
Weight collected (tonnes)	46.7
Weight to landfill (tonnes)	15.5
Percentage recycled	67%

Note to Table A6

The data for 2007 represents the six months from November 2006 to May 2007 and was the only data available at the time of publication.

APPENDIX R STAFF, EEO AND OHS STATISTICS

Senior Executive Service

There are currently three Senior Executive Service (SES) positions within the Museum. The Director, Frank Howarth, commenced duties in February 2004. The Assistant Director, Public Programs & Operations, Janet Carding, commenced duties in August 2004. The Assistant Director, Research & Collections, Dr Les Christidis, commenced duties in June 2004.

Table A7 shows the number of SES positions at 30 June for the reporting and previous four years.

Table A8 shows the number of female SES officers at 30 June for the reporting and previous four years.

Table A7 Number and level of SES positions at the Australian Museum from 2003 to the present

	2004	2005	2006	2007
SES 4	1	1	1	1
SES 2	0	1	1	1
SES 1	1	1	1	1

Table A8 Number and level of female SES positions at the Australian Museum from 2003 to the present

	2004	2005	2006	2007
Female SES	0	1	1	1

Staff statistics

Table A9 shows the number of non-casual employees by salary at 30 June 2007 compared to previous years.

Table A10 shows the number of non-casual employees by salary level and status at 30 June 2007.

Table A9 Non-casual employees at the Australian Museum by salary at 30 June 2007 compared to previous years

Level*	2004	2005	2006	2007
< \$33,910	0	3	29	1
\$33,910 – \$44,537	15	14	28	9
\$44,538 – \$49,781	31	25	77	31
\$49,792 – \$63,006	76	62	52	78
\$63,007 – \$81,478	79	77	26	91
\$81,479 – \$101,849	29	27	8	30
> \$101,849 (non-SES)	15	15	13	12
> 101,849 SES	2	3	3	3
Total	247	226	236	255

* equivalent salary scale in 2007

Table A10 Non-casual employees at the Australian Museum by salary level and status at 30 June 2007

Level*	Total Staff (Number)	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
< \$33,910	1	1	0	1	0	0	0	0	0
\$33,910 – \$44,537	9	9	6	3	0	0	0	2	0
\$44,538 – \$49,781	31	31	11	20	0	10	8	0	0
\$49,792 – \$63,006	78	78	21	57	2	16	9	0	0
\$63,007 – \$81,478	91	91	43	48	2	14	9	1	0
\$81,479 – \$101,849	30	30	18	12	0	4	2	1	0
> \$101,849 (non-SES)	12	12	8	4	0	2	0	0	0
> \$101,849 (SES)	3	3	2	1	0	0	0	0	0
Total	255	255	109	146	4	46	28	4	0

* equivalent salary scale in 2007

Table A11 Employees by employment basis and status at the Australian Museum at 30 June 2007

Employment Basis	Total Staff (Number)	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
Permanent Full-time	146	146	86	60	2	29	19	3	0
Permanent Part-time	26	26	4	22	1	4	1	1	0
Temporary Full-time	61	61	14	47	1	11	8	0	0
Temporary Part-time	19	19	3	16	0	2	0	0	0
Contract – SES	3	3	2	1	0	0	0	0	0
Contract – non-SES	0	0	0	0	0	0	0	0	0
Training Positions	0	0	0	0	0	0	0	0	0
Retained Staff	0	0	0	0	0	0	0	0	0
Casual	50	50	21	29	0	10	7	0	0
Total	305	305	130	175	4	56	35	4	0

Note to Table A11

Includes casuals not working at 30 June 2007 but considered part of the agency

Table A11 shows the number of employees by employment basis and status at 30 June 2007.

Table A12 shows trends in the representation of non-casual employees by EEO status at 30 June 2007 (as % of total staff).

Table A12 Trends in the representation of non-casual employees by EEO status at 30 June 2007 (as % of total staff)

EEO Status	Benchmark or Target (%)	2004 (%)	2005 (%)	2006 (%)	2007 (%)
Women	50	51	50	57	57
Aboriginal people and Torres Strait Islanders	2	1.6	1.8	1.5	2
People whose first language was not English	20	8	29	3	12
People with a disability	12	15	7	4	2
People with a disability requiring work-related adjustment	7	1.2	0	0	0

Table A13 shows trends in the distribution of non-casual employees by EEO status at 30 June 2007 (as a distribution index).

Disability action plan

The Museum's Disability Action Plan was submitted to the Department of Ageing, Disability and Home Care in June 2000. The Museum continues to review physical access issues with a view to improving the level of access for people with a disability. The Museum provides free parking for groups of people with disabilities, free admission to carers, and physical ramping where appropriate.

Occupational health and safety

In 2006–07 there were 10 lost-time injuries reported to the Museum's insurer. Of these claims, 20% were deemed a 'significant injury' under section 42 of the *Workplace Injury Management & Workers Compensation Act 1998* – namely that the injured worker was absent from work for a continuous period of more than seven days. Of the remaining workers compensation claims:

- 40% arose from falls at work/or falls while on a journey
- 30% were the result of ergonomics/work practices
- 10% were the result of faulty equipment/mechanics.

Following necessary workplace investigations, assessments, modification/adjustments and rehabilitation support, all employees have successfully resumed their pre-injury duties.

Table A13 Trends in the distribution of non-casual employees by EEO status at 30 June 2007 (as a distribution index)

EEO Status	Benchmark or Target	2004	2005	2006	2007
Women	100	90	87	86	92
Aboriginal people and Torres Strait Islanders	100	na	na	na	na
People whose first language was not English	100	na	97	na	97
People with a disability	100	99	na	na	na
People with a disability requiring work-related adjustment	100	na	0	na	0

Notes to Table A13

1 A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be.

In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The distribution index is automatically calculated by the software provided by ODEOPE.

2 The distribution index is not calculated where EEO group or non-EEO group numbers are less than 20.

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The Australian Museum is open from
9.30 am to 5 pm seven days a week
(except 25 December).
Business hours are 9 am to 5 pm
Monday to Friday.

Availability

This report is available at
[www.australianmuseum.net.au/about/
report](http://www.australianmuseum.net.au/about/report). Further information on the
research and education programs and
services of the Australian Museum can
be found at
www.australianmuseum.net.au.

General Museum Entry

Adult \$10
Child/concession/senior \$5
Family (1 adult, 2 children) \$17.50
Family (2 adults, 2 children) \$25
Each additional child \$2.50
School students, Government Concession
Cardholders, Australian Student
Cardholders, Seniors Cardholders (NSW
Government Issue) \$5
Children under 5 years, Australian Aged
Pension Cardholders, Australian Museum
Members FREE
Additional charges may apply to special
exhibitions and activities.



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