

2018-19

# Annual report



Roro Feather Headdress, on display in the Westpac Long Gallery. Photograph by Stuart Humphreys



2018–19

# Annual report

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Australian Museum  
1 William Street  
Sydney, NSW, 2010  
Australia



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## Acknowledgements

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

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## Availability

This annual report has been designed for accessible online use and distribution. All of the Museum's annual reports since 1853, including this one, are available at [australianmuseum.net.au/Annual-Reports](http://australianmuseum.net.au/Annual-Reports)

Further information on the research and education programs and services can be found at: [australianmuseum.net.au](http://australianmuseum.net.au)

## Cost of production

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

## Minister

The Hon Don Harwin, MLC  
Minister for the Arts

## Governance

The Australian Museum is governed by a Board of Trustees (Trust) established under the *Australian Museum Trust Act 1975*. The Board has 11 members, one of whom must have knowledge of, or experience in, science; one of whom must have knowledge of, or experience in, education; and one of whom must have knowledge of, or experience in, First Nations cultures.

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

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

## Admission charges

General Museum entry:

Adult **\$15**

Child (under 16 years) **Free**

Concession **\$8** (see accepted concession cards below)

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

Pre-booked preschool groups **Free**

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

ICOM and Museums Australia members **Free**

Australian Museum Members **Free**

Concession cards accepted:

Seniors Card-holders (all states)

International seniors aged over 60 years

International Student Card-holders

Australian Student Card-holders

Centrelink Healthcare Card-holders

Australian Government Pension Card-holders

Australian Veterans' Affairs Gold Card-holders

Additional charges may apply to special exhibitions, activities and educator-led groups.



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Upper incisors and lower jaw of *Diprotodon optatum*, on display in the Westpac Long Gallery. Photograph by Stuart Humphreys

Part 1

# The year in review





# President's report

## A museum at the cultural and scientific heart of the city

This year, the Australian Museum (AM) came one step closer to achieving its vision of becoming the leading natural history and culture museum in the region with the much-anticipated commencement of Project Discover – the first stage in the Master Plan.

The team has worked diligently to design, scope, budget and project-manage this complex endeavour which will see the AM renewed, revitalised and ready to accommodate more visitors – a 12-month effort that has brought the project from announcement to commencement.

I would like to thank my fellow AM Trustees and the senior team led by Director and CEO Kim McKay for their support, hard work and determination to see the project come to fruition.

During the year, the AM also worked closely with NSW Treasury to develop an outcomes-based budgeting process, and this review of funding is helping the AM improve the custodianship and management of its world-class collection and heritage site. I would like to thank the NSW Government for its support of the AM seeing the first uplift in funding since the early 1990s, and I would especially like to acknowledge the NSW Minister for the Arts, The Hon Don Harwin, MLC, and his team for their unwavering support.

## Ground-breaking science

While the work of infrastructure and operational planning has been underway, the AM's day-to-day work in research, education and outreach has continued at pace. 2018–19 has been a huge year for science, underscoring the Museum's reputation as one of Australia's leading natural history and culture institutions.

The year started with a world-first in genomic research: an AM-led team of Australian and international scientists known as the Koala Genome Consortium successfully sequenced more than 20,000 genes to create the first comprehensive genetic map of the Koala, with the findings published in the July edition of *Nature Genetics*.

Recognised globally as a scientific milestone, as well as a blueprint for survival for the iconic marsupial, the breakthrough undertaking was a culmination of five years of research conducted by 54 scientific collaborators from 29 institutions across seven countries, led by Prof. Rebecca Johnson.

In January, the Australian Museum Research Institute's (AMRI) Herpetology team announced they had rediscovered the once-common Booroolong Frog in the Northern Tablelands of New South Wales, which had eluded scientists for 40 years and was presumed extinct in that location. Dr Jodi Rowley and her team have said the finding "provides hope for rediscovering other missing frog species."

The work of AMRI scientists continues to add to our understanding of the world's biodiversity with an extraordinary 203 new species discovered including a reef spider crab, a fossil bristlebird and a scincid lizard.

Perhaps the biggest achievement in the year 2018–19 was the AM'S engagement with more than 1 million people through exhibitions and programs

### Collaborations and partnerships

We are ever grateful for the support of our many partners and collaborators who work with us to extend our reach, research and community engagement.

These partnerships exist in all areas of the AM. In 2018–19, AMRI's Marine Invertebrate and Malacology teams joined a CSIRO deep-sea expedition on the *RV Investigator*. The AM's flagship citizen science project FrogID joined with Bunnings to help build frog habitats in 100 Australian schools, and continued to collaborate with IBM on the innovative app. Bathurst and Cabonne Councils were engaged in two special outreach projects: the Albert Chapman Minerals Collection move to the Australian Fossil and Mineral Museum, and the fit out and collection move of the new fossil storage facility at the Age of Fishes Museum in Canowindra. The AM and Westpac worked together once again, this time on the creation and delivery of the audiovisual experience *Treasures Illuminated* in the Westpac Long Gallery. The Federal Government worked alongside AMRI's Australian Centre for Wildlife Genomics to continue projects focussed on wildlife forensics, aviation wildlife strike and conservation genomics.

### World-class collections

The work of the Australian Museum Archives was highlighted this year with the UNESCO Australian Memory of the World register entering the AM's remarkable Scott Sisters Lepidoptera collection of notebooks, manuscripts, sketches and finely detailed watercolour paintings of Australian moths and butterflies.

The AM's Collections, valued at over \$800 million, were significantly augmented this year with more important acquisitions. These include *Balun Gilamahla* (The River Journey), a weaving installation by a group of artists living on Bundjalung and Quandamooka country, which was acquired for the Aboriginal and Torres Strait Islander Collection; and into the Mineralogy Collection, a unique and colourful, faceted 1.75 carat Tasmanian crocoite gemstone that is outstanding in its class. Both of these acquisitions were made possible through a grant from the Patricia Porritt Acquisition Fund through the Australian Museum Foundation (AMF).

### Community

Perhaps the biggest achievement in the year 2018–19 was the AM'S engagement with more than 1 million people through exhibitions and programs including *Whales I Tohorā*, *Capturing Nature*, *Australian Geographic Nature Photographer of the Year 2018*, Dinosaur Festival, Oceania Rising, cultural programming, science engagement with schools and regional touring.

The AM's scientific research, collection acquisitions, education programs and cultural connections could not continue without the support of the Chairs and Trustees of the Australian Museum Foundation and the Lizard Island Reef Research Foundation (LIRRF). I want to thank their chairs, Diccon Loxton (AMF) as well as David Shannon and Kate Hayward (LIRRF) for their commitment.

On behalf of the Board of Trustees, I would like thank the entire AM community for supporting the important work of the Museum throughout the year. I look forward to welcoming our friends and supporters back to the AM in 2020.

**David Armstrong**

President, Australian Museum Trust



## Director & CEO's report

It's been another year of achievements for the AM as we forge new ground in our activities and outreach, and as we prepare to deliver a greatly improved museum experience for the people of NSW and visitors to our State.

To do this, we have been supported by the entire AM community from our Trustees, led by AM President David Armstrong, to our staff, the AM Foundation, donors and our partners across the education and corporate sectors. It has truly been a team effort and I would like to express my sincere thanks for their contributions and unflagging support during such an action-packed year.

The AM's worldwide reputation as a leader in science, education and culture has been further enhanced this year with extraordinary results in our scientific research and discovery alongside trailblazing activities which assert the AM's leading role in issues relating to climate change, First Nations, outreach and citizen science.

Acclaimed scientist, author and environmentalist, Professor Tim Flannery returned to the AM in 2019 as Distinguished Visiting Fellow focussed on researching the impacts and raising awareness of climate change. While our research on Lizard Island, or our collections on site, can tell us a lot about the impacts of climate change, it is the trusted voice of the AM that can amplify this work in a way that engages the entire community. The AM is taking a leadership role in engaging and promoting positive action by further developing our climate change community outreach through schools, corporate partnerships, public programming such as the Oceania Rising events, and plans for new onsite and travelling exhibitions to share the science related to climate change and mitigation strategies.

Our First Nations team have been leading a response to the upcoming 250th anniversary in 2020 of James Cook's voyage on the HMB Endeavour along Australia's Eastern Coastline during 1770. They have undertaken significant and widespread community consultation to underscore and inform our plans. The team has also continued to engage community and the broader AM audience on First Nations culture with the development of the new *Waranara* tour, *Mahn* display and the launch of the inaugural Young Aboriginal Artists' Fellowship Program.

This year has also seen a major focus on the AM's Pacific Collection and increased engagement with Pacific communities through the establishment of the AM's Pacific Advisory Panel and the relocation of the collection to a new offsite Culture Collections Centre Annexe, designed to store the 60,000-object collection and incorporate community meeting rooms. I would like to thank IAS Logistics for their expert assistance in packing and transporting the collection to its new home and also the Pacific and International Collections team led by Dr Michael Mel and Dr Jenny Newell for overseeing the complex move.

### Engaging beyond our walls

The AM has continued our proud tradition of engaging communities well beyond Sydney. The world-class Albert Chapman Collection toured to the Australian Fossil and Mineral Museum in Bathurst NSW while the AM undergoes its major renovation, Project Discover, with thousands turning out on the opening weekend to see the largest mineral display in the country.

We have continued to work closely with Cabonne Council on the significant Canowindra fish fossil collection, with the fossils moving to new storage facilities adjacent to the Ages of Fishes Museum.

**Following the AM's first FrogID week in November, this program is sure to continue to be outstanding in its field having already reached its target of 100,000 frog call records.**

Over half a million people have visited our exhibitions touring around Australia including in the Northern Territory, Queensland, Tasmania and regional NSW. The AM's Tyrannosaurs and Spiders exhibitions have continued their international tour, attracting audiences across North America. In a major coup, Tyrannosaurs will tour to Edinburgh, Scotland in 2019.

This year, we also launched the new AM website, an important digital tool to engage audiences beyond our physical site, and were delighted to win Best Website at the MAPDA Awards. Congratulations to our Digital team.

### **Leader in Citizen Science**

Since the launch of the AM Centre for Citizen Science in 2015, our efforts in this field have gone from strength to strength.

Frog ID, the AM's most recent new citizen science project had its first science paper published describing what is happening to Australia's frogs. Often referred to as the 'canaries in the coalmine' of climate change, this valuable frog data indicates the impact of urbanisation and a changing climate on this vulnerable group of animals. Following the AM's first FrogID week in November, this program is sure to continue to be outstanding in its field having already reached its target of 100,000 frog call records.

Now in its third year, the Australasian Fishes citizen science project continues to produce outstanding results with 26,000 observations uploaded in 2018-19. The Australasian Fishes database includes 55,000 observations from 1700 citizen scientists across 2,200 species, including significant range extensions, recordings of fish new to Australian waters as well as possible new species.

DigiVol Online now boasts more than 4,000 citizen scientists and is the world's leading collection transcription platform. DigiVol's volunteers have transcribed and classified almost 1.4 million collection items since its inception in 2011 and represents an invaluable contribution to digitising the AM's collection.

### **Building a better museum – Project Discover**

Project Discover is undoubtedly one of the largest renovation projects in the AM's history. We made the decision to split the AM's master plan into two distinct phases, bringing the internal restoration of existing buildings forward to enable the AM to significantly expand public floor space and improve the visitor experience. The AM has the largest collection in the Southern Hemisphere with more than 21 million objects and specimens but the smallest public floor space, and this project goes some way to increasing our ability to show more of the collection with plans afoot to have new galleries and larger public circulation spaces. The new touring exhibition halls, designed to host large 'blockbuster' exhibitions like *Tutankhamun: Treasures of the Golden Pharaoh* in 2021 will ensure the AM can compete effectively on the national stage with other museums.

The next year will be about building a better museum and we have made the decision to temporarily close the AM to the public from August 2019 to allow for the construction and ensure an exciting reveal to the public when we reopen in approximately a year's time.

Through our participation on the Council of Australasian Museum Directors, the AM has played a key national leadership role on two fronts by initiating a new national framework for valuing museum collections which has been adopted by the peak accounting standards organisations;

and by championing a national mentoring program for emerging women leaders in the museum sector. I would like to acknowledge my fellow museum directors around Australia for their collaboration and support.

Leading the AM is a great privilege and working with the talented and dedicated AM team is allowing us to forge new ways forward in all aspects of our operations. We are pleased to work with the NSW Government and to have the support of the NSW Minister for the Arts, The Hon Don Harwin, MLC, to effect these changes along with other Departments including Premier & Cabinet and NSW Treasury.

I would also like to thank the Trustees for their unbridled support during this exciting period of change, and all of the AM staff who are extremely dedicated to their work. Thank you to the Executive Leadership Team for their outstanding commitment to the AM, especially through the outcomes-budgeting process and planning for Project Discover.

An institution like the AM cannot function without the support of the community and I would like to acknowledge our members, volunteers and visitors, whether they be 5 or 95 who contribute so much to the Australian Museum.

**Kim McKay AO**  
Director & CEO

### Australian Museum awards

- *Gadi* - Australian Museums and Galleries Association National Award for Best Temporary Exhibition
- *Gadi* - Imagine Award for Museum Exhibition Projects presented by Museums & Galleries of NSW.
- *Westpac Long Gallery* - Winners for Heritage and Conservation in the NSW Architecture Awards 2018 presented by the Institute of Architects.
- *200 Treasures of the Australian Museum* - Illuminated Engineers Society Excellence Award in the Lighting Design category for NSW.
- AM Website - Best website Museums Australasia Multimedia & Publication Design Awards (MAPDA)
- Whale Trail App - Best App Museums Australasia Multimedia & Publication Design Awards (MAPDA)



*Gadi*, winner of the Australian Museums and Galleries Association National Award for Best Temporary Exhibition. Photograph by Abram Powell



The Albert Chapman Minerals Collection is opened at the Australian Fossil and Mineral Museum in Bathurst. Photograph by Trent Cash

# Financial summary

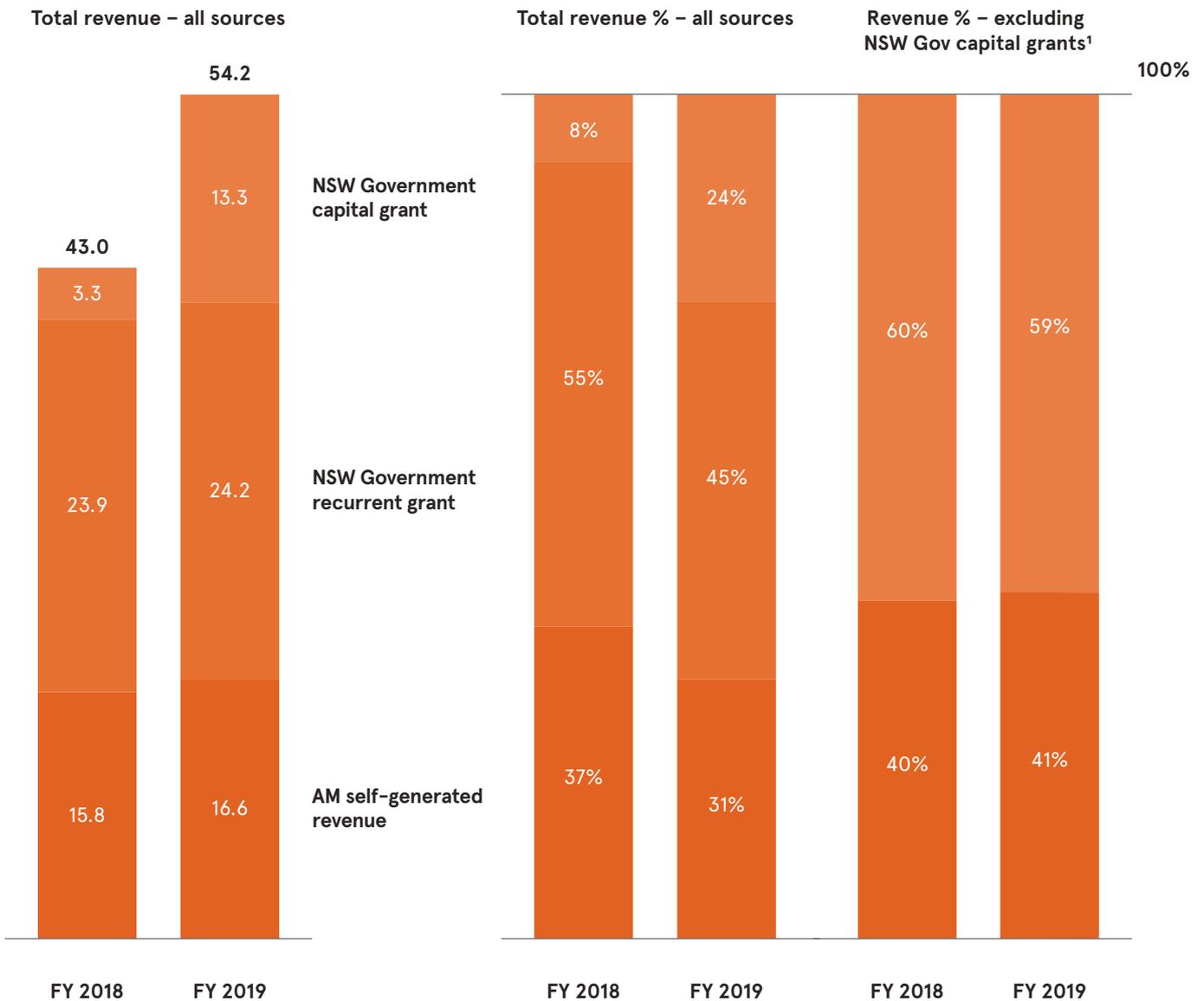
While the Australian Museum’s primary source of revenue is operational funding from the NSW Government, it continues to grow its revenue from commercial, philanthropic and other sources. Total revenue in FY 2019 was \$54.2 million, which is \$11.2 million and 26% greater than the prior year.

These results show that the Australian Museum self-generated 31% of its total revenue for the financial year (FY 2018: 37%). When capital grants are excluded, the Australian Museum self-generated revenue was 41% (FY 2018: 40%) of total revenue.

Total revenue comprised:

- NSW Government grants of \$37.5 million (FY 2018: \$27.2 million), incorporating capital grants<sup>1</sup> of \$13.3 million (FY 2018: \$3.3 million)
- Self-generated revenues of \$16.6 million (FY 2018: \$15.8 million), an increase of \$0.8 million or 5% arising from increased sponsorships, donations and increased research grants.

Figure 1.1  
Sources of revenue in \$ million



<sup>1</sup> Capital grants principally comprise funding for Project Discover, the AM’s major renovation project

### Expenses

The AM's total expenses increased by \$5.7 million, principally due to non-recurring work related to Project Discover and increases in depreciation and amortisation arising from various capital projects completed over the past year.

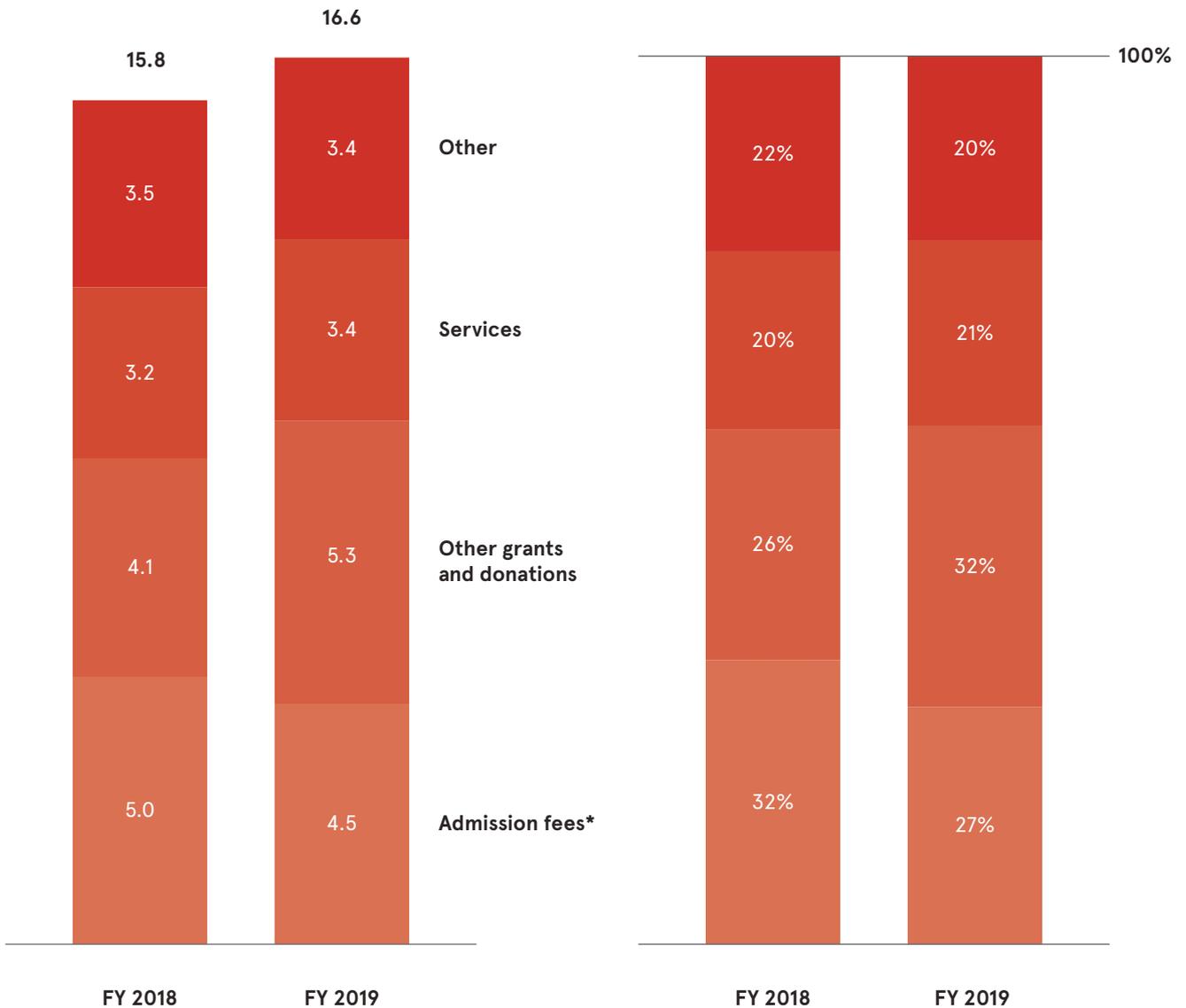
### Financial Position

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

### Cash Flows

The AM's total cash and cash equivalents increased by \$0.4 million (FY 2018 \$0.1 million) with cash at the end of the year totalling \$10.1 million.

Figure 1.2  
Sources of self-generated revenue 2018-19 (\$ million)



# Highlights & snapshots



**611** volunteers contributed  
152,000 hours of service

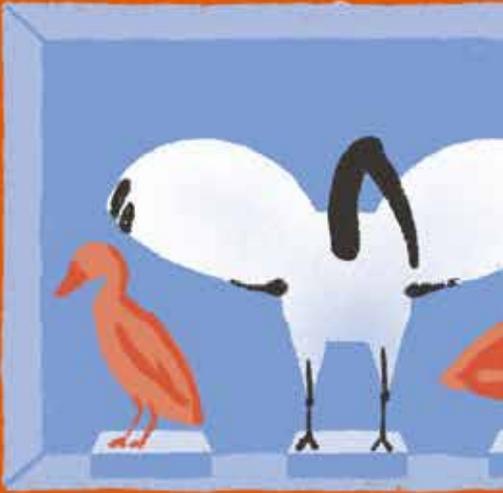
**125,000**

people engaged  
with AM cultural  
outreach programs



**21.9**

million  
objects  
in the AM  
collection



**203**

new species  
described by  
AMRI scientists  
and associates



Over 11  
million  
website  
views

**446,931**

people visited the AM



**221**

publications by  
AMRI scientists  
and associates

**109**

grant funded research projects administered by AMRI

**449,209**

people visited an AM touring exhibition in Australia or overseas



**Over 30 million**  
downloads of AM data from the Atlas of Living Australia



**97,000**

recorded frog calls of 187 verified species on FrogID app



**97,750**

students engaged with AM educational outreach programs

**55,000**

fish images verified 2,200 species in the Australasian Fishes citizen science project



**20,401**  
AM Members

**39,448**

School students visited the AM





Aboriginal Shell Dolls, on display in the Westpac Long Gallery. Photograph by Stuart Humphreys

Part 2

# Future focus



# Corporate Strategic Plan

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

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

Underpinning our research is an irreplaceable collection of international standing – 21.9 million objects and specimens representing a timeline of the environmental and cultural histories of the Australian and Pacific regions.

As the custodian of more than 20,000 cultural objects held in the Aboriginal and Torres Strait Islander Collection and 60,000 from across the Pacific, the Museum is an important site of cultural exchange and learning.

The Corporate Strategic Plan 2017–2020 (CSP) is directly connected to our mission with several flagship projects launched this year. Under each of the seven key strategic areas, the objectives and timeframes are on track after the third year of implementation. The CSP also aligns with the Master Plan work that will deliver a world-class Museum to the people of NSW and beyond.

This page: Waranara tour guide Courtney Marsh.  
Photograph by Brendan Blacklock

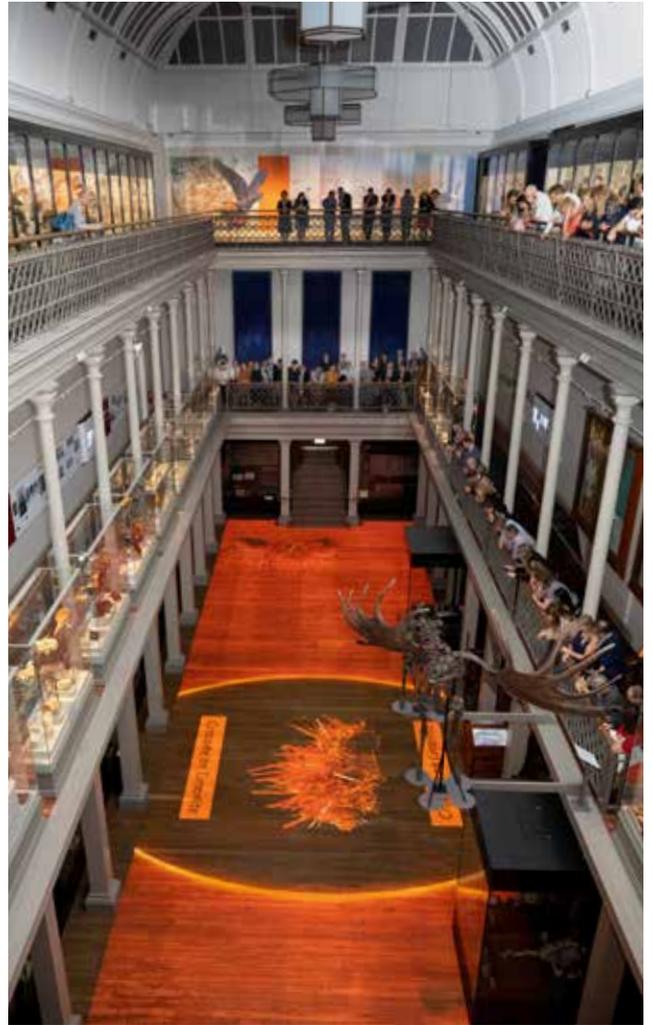
Facing Page (Clockwise): An Australian Museum staff member helps a visitor in the Crystal Hall. Photograph by Cybele Boud.

The *Treasures Illuminated* experience in the Westpac Long Gallery. Photograph by Nick Langley.

*Capturing Nature First Night*, held on 15th February 2019. Photograph by Nick Langley.

A visitor exploring our *First Nations* Gallery. Photograph by Cybele Boud.





# Project Discover

In June 2018, the NSW Minister for the Arts, The Hon Don Harwin, MLC and NSW Treasurer, The Hon Dominic Perrottet announced the AM will undergo a major \$57.5 million refurbishment, Project Discover.

Project Discover will significantly expand the AM's public floor space to improve the experience for all visitors including the creation of a major new touring exhibition hall, flexible gallery and educational spaces, and an additional café, alongside new public amenities.

The major works will be completed ahead of the AM welcoming the international blockbuster *Tutankhamun: Treasures of the Golden Pharaoh* in February 2021.

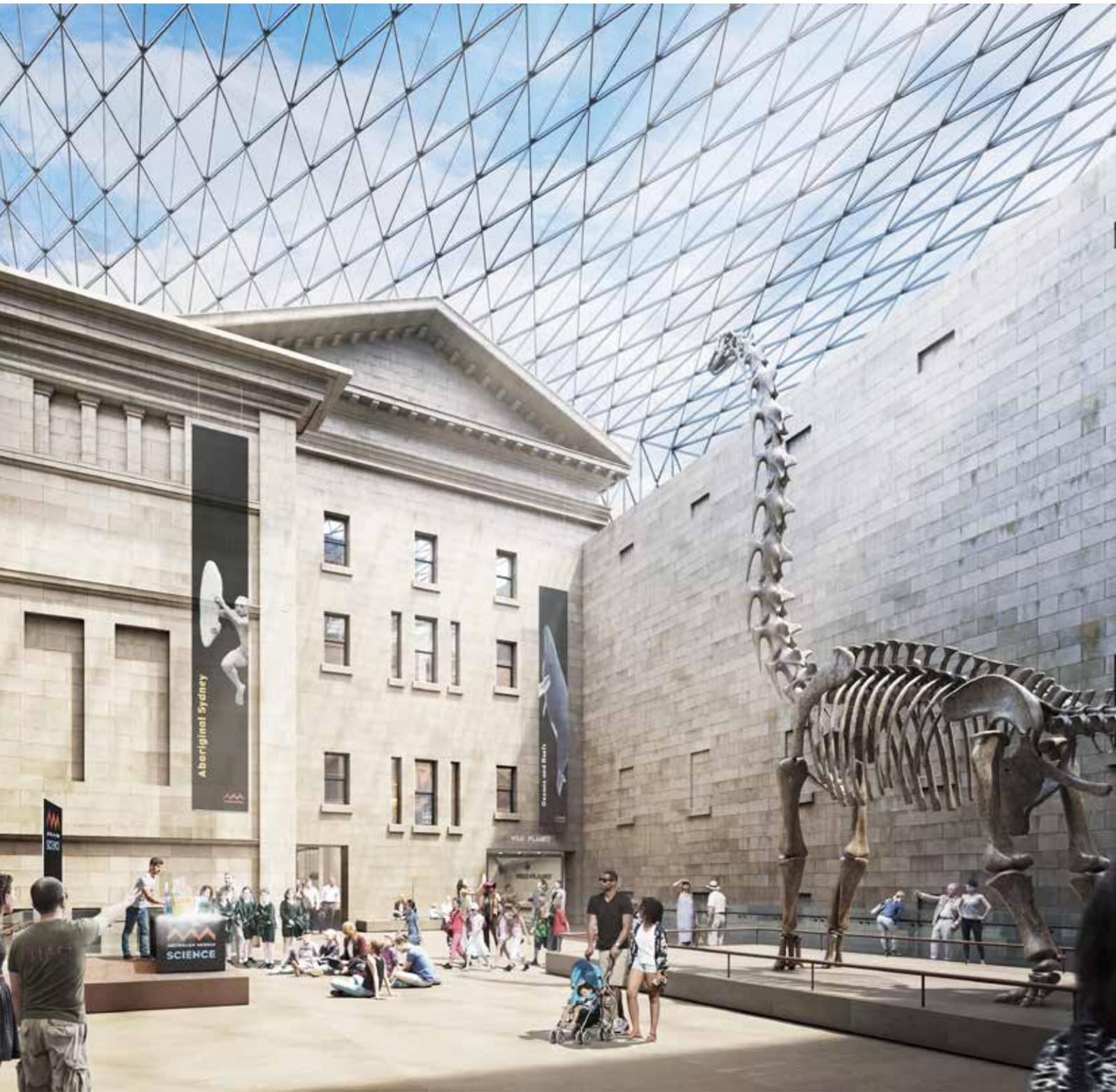
The past year has seen critical preparation in the lead-up to works commencing in late 2019. The AM has been focused on ensuring the safety and security of the collection and heritage elements of the site throughout the renovation, with the necessary preliminary planning and decanting of key spaces required ahead of any works commencing.

The architectural designs for the new spaces were finalised by architects Neeson Murcutt and Cox Architecture in consultation with key teams across the AM to ensure improving the visitor experience was a guiding principle in the design.

With existing basement storage being converted to the new touring exhibition hall, a new off-site storage facility was secured to accommodate the world-class Pacific Collection. A large AM team was assembled, assisted by respected arts logistics company IAS Logistics, to carefully pack and relocate the collection to the new facility in Rydalmere over a six-month period.

A separate AM team was assembled to pack down the Albert Chapman Minerals Collection from public display. In collaboration with regional partner, the Australian Fossil and Mineral Museum (AFMM) in Bathurst NSW, approximately 500 of these minerals were transported to the AFMM as part of the *Albert Chapman Collection – Remarkable Minerals from the Australian Museum* exhibition. This regional tour sees the Chapman Collection displayed alongside the Somerville Collection at AFMM, creating the largest and most significant minerals exhibition in the country and a major drawcard for tourism to Bathurst.

Below: Artist impression of the AM's Grand Hall at the completion of Project Discover.



Below: Photos from the Oceania Rising launch event party.  
Photograph by Nick Langley



# Climate change

Climate change activities continue to be a key focus for the AM and coordinated efforts have been made to enact this through our education, public programs, exhibition content, website, social media and outreach. Through these varied channels, the AM aims to raise awareness of and support ways to engage effectively with the climate crisis.

Over the past year, a dynamic program of arts and activism with key Sydney-Pacific artists and partners in Western Sydney was created – Oceania Rising: Climate Change in Our Region. This collaboration with Blacktown Arts Centre and Casula Powerhouse Arts Centre consisted of a year-long series of exhibitions, workshops, discussions and events about responding to climate change, which opened channels for Pacific voices to be heard by the broader Sydney community. It will continue in 2020.

The AM collaborated with international bodies and museums on responding to the climate crisis, including participating in the International Council of Museums (ICOM) Working Group on Sustainability. Collaborations continue with university and museum partners within Australia on a range of publications and web resources in the realm of human relationships to the environment in the Anthropocene. Work also continued to reduce the AM's carbon footprint.

The AM has prioritised climate research and advocacy through the appointment of dedicated staff, including the appointment of Professor Tim Flannery as a Distinguished Visiting Fellow. The AM is also working to announce a new climate change-dedicated role in the coming year. The Museum continues to strengthen gallery content about climate change. Work is underway for a new climate change section in the *Surviving Australia* permanent exhibition, and a touring exhibition on the effects of climate change is also in development.

Above right: Professor Tim Flannery, Distinguished Visiting Fellow and Kim McKay, Director and CEO of the museum in the Pacific Spirit gallery. Photograph by Abram Powell

Right: Photos from the Oceania Rising launch event. Photograph by Nick Langley



# First Nations voices

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

In the past year, the inaugural Young Aboriginal Artists' Fellowship Program (YAAFP) was launched and \$10,000 awarded to three successful recipients: Kirra Weingarth, Carmen Glynn-Braun and Maddison Gibbs. Made possible through the support of the Australian Museum Foundation (AMF), the fellowship is an immersive, career-making, professional development opportunity. It aims to foster artistic and cultural development, provide exclusive access to significant collections, and instigate collaborations with master artists in the establishment of benchmarks of artistic excellence in the professional arts and cultural contexts for young Aboriginal practitioners.

As we approach the 250th anniversary of James Cook's 1770 Voyage along Australia's Eastern Coastline, the AM has undertaken extensive consultation with First Nations peoples and communities in preparation for the 2020 Project (working title): a First Nations-led response to this history. A "Have Your Say" campaign that solicited feedback on exhibition objectives, themes and topics received 805 responses from 176 different language groups, clans and communities across Australia. This research was collated, synthesised and prepared as a report that has been shared with First Nations communities and published online. It was also presented at the Australian Museum and Galleries Association conference in Alice Springs/Mparntwe in early May 2019. This research data has demonstrated the importance of truth-telling and will be utilised to inform the exhibition.

The AM has been focused on improving community access to cultural collections. This included the relocation of 43,000 cultural objects from the Pacific and International Collection from the AM's William Street location to a specially outfitted new site in Rydalmere. The enormity of the task encompassed permanent and temporary staff, volunteers and contractors, and has resulted in a highly improved collection space. These improvements include a dedicated community room for groups to access and interact with objects; purpose-built storage racking and individual stillages for optimised access and conservation; new climatic and humidity controlled services; secure space for objects requiring special care; dedicated car parking for visitors; and easier access for research, cultural workshops and VIP visits than what was possible at the original site. The AM is also planning for a permanent Pacific gallery in its redeveloped public space, which will activate community engagement in a new, larger home for the collection.

Below: Jane Strang leads a Waranara tour





Left: 43,000 objects from the Pacific and International Collection were relocated to the new Cultural Collection Centre Annexe

Above: The Waranara team, from left to right: Nathan Sentance, Courtney Marsh, Glen Thomas and Jane Strang. Photograph by Brendan Blacklock

Below: Aunty Karleen Green putting finishing touches on a ghost net Whale Shark piece as part of January school holiday activities. Photograph by Nick Langley





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

Right: A volunteer in the DigiVol studio. Photograph by Rhiannon Stephens



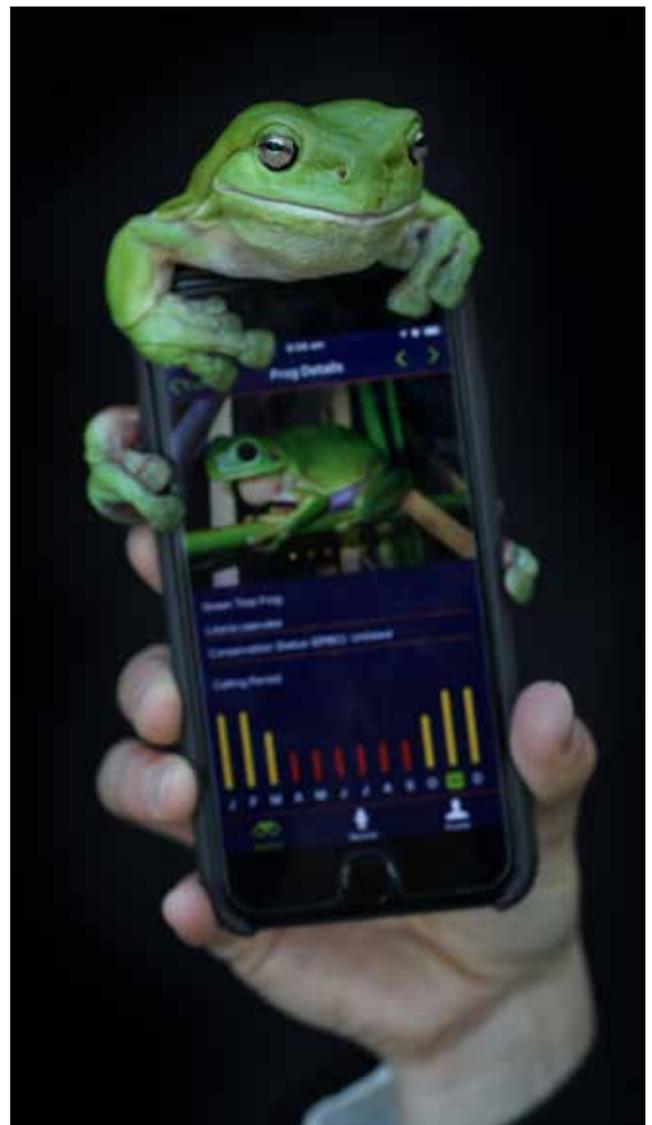
## Citizen science: looking forward and creating long-term aims

The Australian Museum Centre for Citizen Science (AMCCS) is a national and international leader in citizen science, with a suite of innovative and engaging projects that enable everyone to contribute to Australian science.

In November 2018, the first national FrogID Week was held and achieved some exciting results. In the 10-day period, more than 3,300 new users were registered and nearly 7,000 frog records were collected.

At the conclusion of the year, FrogID came close to hitting 100,000 verified frog records; DigiVol surged through the 1 million tasks milestone; and Australasian Fishes passed 50,000 observations. The AM also finished its term as host of the Australian Citizen Science Association (ACSA).

The AMCCS is looking to new technology solutions to improve citizen science. Artificial Intelligence (AI) is being explored by DigiVol, along with international collaborators as a complementary tool to volunteers in a hybrid approach to transcribing collection labels for digitising collections. FrogID will be also be exploring the potential for AI in addition to the involvement of the public, in identifying frog species as well as reaching out to First Nations communities to participate in capturing frog calls from remote locations.



Right: The wildly successful Citizen Science-led app FrogID. Photograph by James Alcock



A Box Crab from Mel Ward's Crab Collection on display in the Westpac Long Gallery. Photograph by Stuart Humphreys

Part 3

# Divisional achievements



This year, AMRI scientists and affiliated researchers authored 221 publications and discovered 203 new species

# Australian Museum Research Institute

## Highlights

- In a world-first, the Koala Genome Consortium, led by Professor Rebecca Johnson, sequenced the koala genome, with the findings published in *Nature Genetics*.
- The Australian Museum Research Institute (AMRI) Lifetime Achievement Award was presented to Catherine Livingstone AO for her tireless work in championing museum science and STEM education.
- The AMRI Medal was awarded to Professor Rebecca Johnson, Director of AMRI.
- A new joint appointment between AMRI and the University of Sydney in the field of archaeology was agreed upon and will be filled in late 2019.
- The Australian Museum's historically significant Albert Chapman Mineral Collection was moved to a new temporary home at the Bathurst Fossil and Mineral Museum for the duration of Project Discover.
- AMRI's Materials Conservation Unit dedicated a substantial proportion of the year to moving the highly significant Pacific Collection to the new Cultural Collection Centre building in Rydalmere.
- AM-led national citizen science project Frog ID celebrated its first birthday with nearly 100,000 verified frog call recordings and a *Green Globe Award* from the NSW Government.
- Australasian Fishes, the AM-led citizen science project based on national marine fauna observations, has continued to perform strongly with more than 55,000 observations being submitted since its inception.



Above: Field work is often challenging, particularly when the bridge to your sampling site no longer exists, Oman. Photo by Joseph DiBattista

- AMRI staff undertook several significant field trips including to Malaita, Solomon Islands and Coolah Tops in central western New South Wales, as well as a voyage on the CSIRO research vessel *RV Investigator* and a Bush Blitz in the Australian Capital Territory.
- A rare 1.75 carat faceted Tasmanian crocoite gemstone was acquired for the Mineralogy Collection through a grant from the Patricia Porritt Acquisition Fund and the Australian Museum Foundation.
- 133 tours of AMRI natural history collections and laboratories were carried out in 2018–19.
- Lizard Island Research Station (LIRS) supported the visitation of 194 research personnel to the island, and there were 109 publications based on research conducted at LIRS.

## Ground breaking Science at the Australian Museum

2018–19 was an outstanding year for AMRI science partnerships. In July 2018, after five years of pioneering collaborative research, the koala genome was sequenced – the world’s most complete marsupial genome sequence to date (26,000 genes, 3.4 billion base pairs). The research consortium was led by Professor Rebecca Johnson and consisted of 53 individual collaborators from 29 institutions globally. The iconic koala is at risk from numerous threats to its survival including disease, habitat loss and predators. As a result, decreased populations are leading to lower genetic diversity and affecting population health, with genomic information being key to answering questions about their conservation, treating disease and ensuring their long-term survival.

This research was published in *Nature Genetics* and will be critical in assessing koala populations into the future. Further work is now being conducted on individual parts of the genome to determine what role certain genes play in disease resistance, diet and overall susceptibility to a changing Australian environment.

## Measuring the impacts of climate change

Human-induced climate change is the most profound global threat to the world today. With support from generous donors, the AM appointed Professor Tim Flannery in January 2019 as Distinguished Research Fellow in Climate Change. Professor Flannery aims to build an affirmational, positive response to climate change. His primary focus has been to deliver a series of inspirational lectures to high schools on “where the jobs are in the new clean economy”. He delivered 15 lectures to year 7–12 students at a variety of schools including Sydney Grammar School and Killarney High School. He has also given a series of lectures at the Museum and at specialist conferences on aspects of climate change. He has been working with Museum staff on a project aimed at documenting the experiences of Pacific Island communities faced with climate change.

## Leading museum science with a world-class collection

Taxonomic, geological and archaeological discovery was the primary research focus of AMRI in 2018–19 with an extraordinary 203 new species identified and 221 publications written by AM staff, Senior Fellows and Research Associates. New species described included a reef spider crab (*Schizophroida* sp.) from the western Pacific, a fossil bristlebird (Walter’s Bristlebird – *Dasyornis walterbolesi*) and a scincid lizard (*Epibator insularis*) from l’Île Walpole, New Caledonia.

Excitingly, the Endangered Booroolong Frog (*Litoria booroongensis*) was rediscovered in the New England Tablelands after more than 40 years of absence. The discovery is very positive news for the Booroolong Frog and provides hope for other missing frog species.

The Australian Centre for Wildlife Genomics (ACWG) has continued to provide a platform for AMRI researchers to perform conservation-based research with use of its cutting-edge genomics facilities. A number of new projects were initiated this year in this regard, which are providing important insights into the population genetic structure of several species, including koalas, the Long Nosed Bandicoot population in North Head and the Lord Howe Island Woodhen, a critically endangered rail species that has come back from the brink of extinction. The ACWG has additionally provided genetics expertise in the taxonomic classification of various species from both old and new collections items. One such study on micro-bats collected from the expedition to Coolah Tops National Park has contributed significant knowledge. The ACWG has continued to cooperate with State and Federal Government as well as industry partners in its continued work on curbing the illegal wildlife trade through genetic testing of wildlife seizures and mitigating flight risk from bird airstrike on aircraft.

AMRI’s archaeological team continued their ground breaking research collaborations in Papua New Guinea. A successful ARC Discovery Grant has enabled staff to work closely with local communities in the region leading to the significant publication, *Kambek: Reconnecting Collections*, which highlights the strength and vibrancy of contemporary connections to historic ethnographic collections. The launch in April 2019 at the international conference of the Pacific Arts Association showcased the outstanding portraits and photographs of the objects which bring to life 42 personal stories by staff and trustees at the National Museum of Papua New Guinea and contributors from Australia.

The AMRI collection, the largest and most comprehensive in the southern hemisphere, continues to serve the Australian and international research community. In 2018–19, visiting researchers spent 895 person days in the AMRI collections. Collection and laboratory tours, hosted by AMRI staff, provided behind-the-scenes insights to 133 groups.

2018–19 was a year of significant collection moves in preparation for Project Discover. A significant move for AMRI was the shifting of a large portion of the highly valuable Albert Chapman Collection to the Bathurst Fossil and Mineral Museum in June. The Chapman Collection joins the existing Somerville Collection at Bathurst, and together represent one of the most significant and valuable mineral collections in the southern hemisphere. The Chapman Collection will remain in Bathurst for the duration of Project Discover.

### Exploring our world

AMRI scientists continue to explore all corners of the Asia-Pacific region and beyond in search of new discoveries. AMRI's work with the Kwaio community on the island of Malaita, Solomon Islands, reached new heights this year with five scientists involved in two expeditions to remote villages in the mountains of East Kwaio. In October 2018, AMRI ornithologists spent 10 days in Kwainaa'isi surveying the birds of East Kwaio, working closely with local rangers. They recorded 58 species of resident landbird including all 23 passerine species that were previously known from the region and 15 waterbird species. Voucher samples were collected from 61 individuals of 17 species, including representatives of the four endemic species, the La'e ni ile (Malaita Fantail – *Rhipidura malaitae*), 'i 'i nikafu (Malaita Dwarf-Kingfisher – *Ceyx malaitae*), Didioko (Malaita White-eye – *Zosterops stresemanni*) and Subaa meku (Red-bellied Myzomela – *Myzomela malaitae*).

In April 2019, a team of AMRI staff travelled to three villages in East Kwaio – Kwainaa'isi, Kafarum, and Aifasu – to survey these areas for beetles, snails and moths. Results for this expedition will take time to be processed but a number of new snail and beetle species were discovered. The Kwaio people were heavily involved in the survey work, and everyone found it to be a richly rewarding experience.

These expeditions, funded by the AMF, will increase understanding of the biodiversity of the Solomon Islands. The expeditions were also instrumental in assisting the Kwaio in establishing an alliance of the Kwaio villages aimed at progressing local efforts to establish and manage conservation areas in East Kwaio – a significant outcome for biodiversity and cultural conservation efforts on Malaita.

In February 2018, Ichthyology staff members travelled to Oman to work with collaborators on sampling environmental DNA (eDNA) from seawater in the unique coral reef environments of the region. eDNA meta barcoding is an advanced molecular technique, allowing researchers to analyse trace amounts of DNA in the water column to determine the presence of organisms such as fish throughout the reef structure. This fieldwork was

supported by the Council for Australian–Arab Relations (CAAR) under the Department of Foreign Affairs and Trade (DFAT) to promote scientific partnership between the two regions.

Staff returned to Coolah Tops in November 2018 through the generous contribution made by Mrs Mary Holt through the AMF. This year's expedition involved staff from Malacology, Mammalogy and Herpetology, and uncovered some interesting new specimens for the collection. Coolah Tops is a significant site for sampling due to its unique environment and climate.

Herpetology staff took part in the 2018 Bush Blitz in the ACT to survey the frog species of the Namadgi National Park in the Australian Alps. Species found included the stunning Whistling Tree Frog (*Litoria verreauxii*) and the large and colourful Eastern Banjo Frog (*Limnodynastes dumerilii*).

In November 2018, Marine Invertebrate and Malacology research staff were invited to take part in a voyage aboard the CSIRO's research vessel the *RV Investigator*. The voyage aimed to sample the deep-sea marine environment on the seamounts south of Tasmania. A history of commercial fishing and oil and gas mining exploration in the region made it a poignant opportunity to assess the condition of the diverse inhabitants of the sea floor, including cold water coral species, deep-sea marine worms, brittle stars and molluscs. Staff surveyed and sampled these organisms and will be continuing to work up their results over the coming months.

### Building a better future through partnerships

In 2018–19, generous funding from the AMF allowed the initiation of AMRI's Icons Project. The project aims to scan and photograph the most treasured and scientifically important specimens in the collection and make 3D images as well as genomic information readily available to researchers, educators and the general public. AMRI strengthened its advanced imaging partnerships in 2018–19 with CT scanning and image manipulation being a focus for new work being conducted with the Australian National University, Macquarie University, UNSW Sydney and the University of Sydney. These images will be available via an online image viewer alongside other trait data including genetic information and high-resolution photographs, enabling web users to manipulate specimens without the need for shipping loans or destructive sampling.

The AM's joint appointments program has been expanded as the AM reached an agreement with the University of Sydney to jointly fund a much-needed archaeologist position, which will be filled later in 2019.

It has been an important year at AMRI for engaging with regional NSW, with the Albert Chapman Collection move to Bathurst just one of many examples of collaboration. Cabonne Council in central western NSW gifted their internationally significant collection of fish fossils to the AM. The fossils will remain in Canowindra and plans are underway to move them to a new storage facility funded by the State Government and Cabonne Council, adjacent to the Age of Fishes Museum. Geosciences staff have also been involved in several fossil digs in central western NSW, as well as geo-heritage collaborations with museums in Wellington, Broken Hill and Forbes. The year ended on a high with the much-publicised discovery of a baby diprotodon jaw near Cooma, NSW.

AMRI researchers and associates have worked closely with the Jenolan Caves Trust to gain access to significant sampling sites in the national park. Recent collecting field trips by Arachnology and Mineralogy staff have been highly successful in continuing to build a picture of the biodiversity and geodiversity of the ancient cave system.

The AM hosted a delegation of executives from the Vietnam National Museum of Nature and Vietnamese Academy of Science in May 2019. The meeting consisted of fruitful discussions regarding possible future scientific collaborations and the re-signing of a memorandum of understanding between the institutions.

Malacology, Herpetology, Marine Invertebrates, Ichthyology, Ornithology and Materials Conservation staff assisted renowned artist Janet Laurence through the loaning of shell specimens for her highly acclaimed installation *After Nature* at the Museum of Contemporary Art, Sydney in March 2019.

Below: Collaborative frog fieldwork, Northern Vietnam.  
Photo: Chris Portway



The AM and the Atlas of Living Australia (ALA) continued their long and fruitful partnership with the Digital Volunteer (DigiVol) Online project. DigiVol is a world leading platform for institutions to run online citizen science projects. More than 70 national and international institutions have used DigiVol for transcription and image classification of their collections. This year DigiVol facilitated the digitisation of collections from 29 institutions including Libraries Tasmania, ACT Parks and Conservation Service, Harvard University, Royal Botanic Gardens Kew, NSW Farmers Association and the Living Archive of Aboriginal Languages.

This year the AM worked with the Streamwatch community to find a new home for Streamwatch, and the Greater Sydney Landcare Network became the project's new host on July 1 2019. Streamwatch is a water quality monitoring program managed with 225 trained volunteers committed to testing 114 waterway sites across greater Sydney and the Blue Mountains. In 2018–19, Streamwatch released its data onto the Sharing and Enabling Environmental Data (SEED) portal run by the Office of Environment and Heritage.

### Citizen Science

In the past year, FrogID has continued to go from strength to strength thanks to our passionate contributors, our dedicated team and the ongoing support from the Inspiring Australia grant and IBM Australia, growing to more than 100,000 registered participants. Our partnership with Bunnings resulted in the building of more than 100 school frog ponds by May 2019 and we look forward to this relationship continuing to grow and delivering fantastic outcomes for schools around Australia

In April 2019, the FrogID team released the first scientific manuscript on FrogID, published in *Herpetological Conservation Biology*. FrogID has demonstrated that it is an important tool supporting Australia's biosecurity, successfully detecting the invasion fronts of the introduced Cane Toad (*Rhinella marina*). More surprisingly, FrogID also detected that a number of native species have established populations far outside their native range, including the Eastern Dwarf Tree Frog (*Litoria fallax*), more than 400km from the southern edge of its native range. There is evidence of declines in a native frog species, including the iconic Green Tree Frog (*Litoria caerulea*), which was once widely distributed throughout Sydney.

Now in its third year, the Australasian Fishes citizen science project continues to produce outstanding results with 26,000 observations uploaded in 2018–19. The Australasian Fishes database now includes 55,000 observations from 1,700 citizen scientists across 2,200 species, including significant range extensions, recordings of fish new to Australian waters as well as possible new species.

DigiVol Online now boasts more than 4,000 citizen scientists and is the world's leading collection transcription platform. DigiVol's volunteers have transcribed and classified almost 1.4 million collection items since its inception in 2011. The 2018–19 period saw 746 new volunteers join up, with 36 volunteers exceeding the 10,000-task milestone and another two volunteers reaching the 100,000-task milestone. In 2018–19, DigiVol Online citizen scientists completed 450,000 tasks, made up of identification of animals in camera-trap images, and transcription of specimen labels and archival materials, of which 33,032 of them were for AM collections.

Sixty-three volunteers attend the DigiVol Lab at the AM every week. In 2018–19, these skilled citizen scientists imaged 37,896 specimens and objects as well as 32,391 paper-based and slide archives. They also completed imaging of the Mineralogy Collection, made significant progress on imaging the Palaeontology Type Collection and started digitising the Archaeology Collection. DigiVol digitised Douglas Mawson's Antarctica petrology collection. The DigiVol volunteers worked with eight different collections and Materials Conservation, calling for a diverse knowledge base of specimen and archival handling skills and data entry requirements.

The Wildlife Spotter project is a citizen science project that catalogues camera-trap images, contributing to research that assists in the aiding of threatened species. This year, 348 Wildlife Spotter volunteers participated in identifying animal species present in 297,293 images. A major upgrade of the DigiVol website in late 2018–19 enabled changes to the Wildlife Spotter platform that will increase the quality of the camera-trap identifications.

Once again, the AM hosted WeDigBio (Worldwide Engagement for Digitization of Biocollections), a global transcription event held over four days in October 2018, the aim of which is to raise the profile of Museum collections and accelerate their digitisation. The event was organised through collaboration with the AM's DigiVol project, the Smithsonian Institution and the USA digitisation project iDigBio (Integrated Digitized Biocollections).

### Collection and digitisation access

The AM's collection of more than 21.9 million objects and specimens is the largest in the southern hemisphere. In order to protect, preserve and provide access to the collections, the AM has embarked on an ambitious digitisation effort. With more than 2 million specimens currently digitised (see Table 3.1), providing digital access to all our collections, particularly Entomology, which is our largest collection, remains a significant task.

As a result of DigiVol and the efforts of collection staff more than 68,000 new records were uploaded into the Emu collection database management system in 2018–19 (see Table 3.2).

The AM continues to be the leading museum contributor of biodiversity data to the Atlas of Living Australia (ALA), a national portal for sharing records of Australia's flora and fauna. At end June 2019 the AM had 1,499,451 records available through the ALA. Table 3.3 summarises the data applications that AM collections data downloaded from the ALA were used for in 2018–19.

**Table 3.1**  
Digital data by department of the Australian Museum collections

| Department           | Catalogue Records | Multimedia Records | Tissues (frozen collection) |
|----------------------|-------------------|--------------------|-----------------------------|
| Anthropology         | 134,691           | 120,021            | 0                           |
| Arachnology          | 127,713           | 18                 | 258                         |
| Archives             | 82,144            | 90,049             | 0                           |
| Entomology           | 428,466           | 153,346            | 140                         |
| Herpetology          | 182,835           | 1,726              | 16,832                      |
| Ichthyology          | 213,039           | 18,736             | 5,346                       |
| Marine Invertebrates | 238,682           | 16,842             | 1,055                       |
| Malacology           | 548,073           | 189,916            | 6,462                       |
| Mammalogy            | 65,136            | 7,636              | 16,550                      |
| Mineralogy           | 42,661            | 32,928             | 0                           |
| Ornithology          | 93,840            | 5,692              | 5,578                       |
| Palaeontology        | 153,424           | 7,061              | 0                           |
| <b>Total</b>         | <b>2,310,704</b>  | <b>643,971</b>     | <b>52,221</b>               |

**Table 3.2**  
New records by department of the Australian Museum collections

| Department                     | Count         |
|--------------------------------|---------------|
| Anthropology                   | 1,705         |
| Arachnology                    | 1,396         |
| Archives                       | 3,726         |
| Entomology                     | 30,281        |
| Tissue Collection (Frozen)     | 2,603         |
| Herpetology                    | 1,641         |
| Ichthyology                    | 4,278         |
| Invertebrates – Marine & Other | 5,702         |
| Malacology                     | 7,150         |
| Mammalogy                      | 1,690         |
| Mineralogy                     | 5,544         |
| Ornithology                    | 2,388         |
| Palaeontology                  | 110           |
| <b>Total</b>                   | <b>68,214</b> |

Table 3.3  
Applications of Australian Museum data accessed through the Atlas of Living Australia 2018–19

| Applications                        | Download Events | Records           |
|-------------------------------------|-----------------|-------------------|
| Biosecurity management/<br>planning | 644             | 182,913           |
| Citizen science                     | 7,369           | 1,241,604         |
| Collection management               | 2,738           | 565,198           |
| Ecological research                 | 3,652           | 4,194,026         |
| Education                           | 9,386           | 1,932,507         |
| Environmental assessment            | 20,591          | 3,165,216         |
| Other/Unclassified                  | 2,569           | 7,090,886         |
| Other scientific research           | 58              | 3,539,905         |
| Restoration/remediation             | 679             | 89,216            |
| Scientific research                 | 17,325          | 7,462,282         |
| Systematic research/taxonomy        | 262             | 713,429           |
| <b>Total</b>                        | <b>65,273</b>   | <b>30,177,182</b> |

### Preserving the Collections for the Future

The Materials Conservation Unit completed several intensive projects to progress Project Discover. The Pacific Collection items held on-site at the AM were expertly assessed and rehoused for transport off-site. More than 43,000 items were moved to the new offsite Cultural Collections Centre Annexe. Other Conservation staff members created bespoke housing for the highly valuable and fragile Chapman Mineral Collection to ensure its safe transportation to the Australian Fossil and Mineral Museum in Bathurst. More than 1,300 mineral specimens were removed from display in and around the Chapman gallery, with 578 of the Chapman collection specimens installed at Bathurst. Conservation staff members assisted with the install of *Whales | Tohorā exhibition*, including carrying out a major repair of the female sperm whale (*Physeter macrocephalus*) skull. The team worked on the in-house exhibition, *Capturing Nature: Early Photography at the Australian Museum 1857–1893*, stabilising and treating some of the oldest items in the collections. This included a taxidermy Lungfish (*Neoceratodus forsteri*) (I.1423), collected from the Mary River in Queensland in 1885, which required significant conservation treatment before display.

The unit said a fond farewell to long-serving Manager of Conservation, Colin Macgregor. Colin's 30 years of service to the AM and wider Conservation profession is greatly appreciated and he will be missed.

### Revolutionising reef research

Lizard Island Research Station (LIRS) had another successful year facilitating research and education on the Great Barrier Reef. Much of the research is directed towards understanding the recovery of corals and associated life following widespread destruction by cyclones and bleaching in recent years. More than 100 research projects were conducted by 194 research personnel from 11 Australian and 18 overseas institutions. Previous research at Lizard Island added 109 new scientific publications to the collection during 2018–19.

The Lizard Island Reef Research Foundation (LIRRF) continues its strong support for research at Lizard Island. It contributed \$280,000 for direct research including seven new fellowships for PhD students and early-career researchers for a wide range of projects including coral reproduction, the effect of plastic pollution on coral reefs, and spider diversity. The Crown-of-Thorns Starfish grant program also continued with new funding for projects that will inform a more efficient response to protecting coral from the next outbreak of this voracious coral predator. The LIRRF also contributed \$112,000 to support research through development of facilities at LIRS. A major project this year was the complete refurbishment of the station's largest boat, *Kirsty K*, which is now fit for many more years of service.

In May 2019, internal stakeholders of LIRS participated in a workshop aimed at establishing a strategic plan for LIRS over the next 10 years. The outcomes of this workshop included a list of important factors for consideration when determining the strategic direction of LIRS as it enters into a time of change. A framework for this strategy is currently being developed and will be implemented in 2019–20.

In 2018–19, more than 446,931 people visited the Australian Museum

# Engagement, Exhibitions & Cultural Connection

## Highlights

- Almost 900,000 people visited an AM exhibition in the past year.
- In 2018–19, 446,931 people visited the AM.
- The *Whales | Tohorā* exhibition received 90,974 visitors.
- Five AM exhibitions are touring around Australia and the world, reaching 449,209 people in the past year – a 37% increase from last year.
- *Treasures Illuminated*, an immersive digital experience in the Westpac Long Gallery, was unveiled.
- The Scott Sisters' Lepidoptera art and research collection (1835–1898) was inscribed on the UNESCO Australian Memory of the World Register.
- Dinosaur Festival attendance doubled from last year with 42,800 attendees to paid and free programs.
- The Sydney Science Festival events held at the AM attracted 9,061 participants and delivered the largest science-based educational program for students in Australia.
- The inaugural Australian Museum Lunchtime Lecture Series was held, featuring speakers from the *100 Treasures of the Australian Museum* Westpac Long Gallery exhibition.
- 219 Museum in a Box kits were dispatched, reaching 85,684 people.
- The HumanNature lecture series was presented in partnership with five Sydney universities.
- The specially-commissioned documentary *No Distance Between Us* was launched and added to the First Australians Galleries.
- Waranara, a new series of tours focusing on the perspectives of First Nations people, was launched.
- The *Capturing Nature: Early Photography at the Australian Museum 1857–1893* exhibition was opened to rave reviews.
- 43,000 cultural objects were packed, recorded and relocated from the AM stores to a new offsite Cultural Collection Centre Annexe in preparation for Project Discover building works, with another 17,000 relocated onsite to Castle Hill.
- 578 specimens from the Albert Chapman Mineral Collection were moved to the Australian Fossil and Mineral Museum (AFMM) in Bathurst.
- A dinosaur-themed display was installed at Museum Station in partnership with Transport NSW and Sydney Trains.
- 490 people experienced a Dinosnore sleepover in the Museum.
- Virtual excursions reached 7,793 students.
- The Museum received a significant National Parks Deposition from the collection of highly regarded archaeologist Isabel McBryde.
- The inaugural Youth Aboriginal Artists' Fellowship program was launched and awarded to three recipients.
- Consultation for the 2020 Project was undertaken, receiving 805 formal responses from more than 176 language groups, clans and communities.
- The AM hosted esteemed Māori Elder, artist and academic Professor Derek Lardelli.
- Field trips were taken to Papua New Guinea to acquire *bilas* (body adornment) objects from remote communities in the Highlands.
- The new AM website was launched after three years of digital development. The website won the nation's top museum award – Best Website at AMAGA.

## Visitation

More than 446,931 people visited the AM in 2018–19. Most visitors were from Greater Sydney (61%, see Table 3.5). International tourists represented the next largest visitor group, making up more than 24%. The largest group of international tourists was from China (8% of total admission), followed by visitors from the USA (4%) and the UK (3%).

**Table 3.4**  
Onsite visitation to the Australian Museum by access type, 2018–19.

| Visitor Type       | Access                                                           | Total          |
|--------------------|------------------------------------------------------------------|----------------|
| General admission  | All Museum access except paid temporary exhibitions and programs | 257,011        |
| Special exhibition | Paid temporary exhibitions and general admission                 | 147,783        |
| Paid programs      | Various on-site programs and general admission                   | 26,178         |
| Event attendance   | Visitors attending formal events at the Museum                   | 15,959         |
| <b>Total</b>       |                                                                  | <b>446,931</b> |

**Table 3.5**  
Visitors to the Australian Museum by region, 2018–19.

| Region of origin | Visitors       | % of total  |
|------------------|----------------|-------------|
| Sydney           | 247,121        | 61%         |
| Intra NSW        | 28,342         | 7%          |
| Interstate       | 26,347         | 7%          |
| International    | 97,495         | 24%         |
| Not identified   | 5,488          | 1%          |
| <b>Total</b>     | <b>404,794</b> | <b>100%</b> |

\*Excluding paid programs & events

**Table 3.6**  
Attendance at special exhibitions, 2018–19.

| Exhibition                                                        | Visitors |
|-------------------------------------------------------------------|----------|
| <i>Mammoths</i> (last weeks of exhibition; closed 22 July 2018)   | 25,111   |
| <i>Australian Geographic Nature Photographer of the Year 2018</i> | 29,046   |
| <i>Whales   Tohorā</i>                                            | 90,974   |

**Table 3.7**  
Attendance during school holidays, 2018–19

| School Holidays          | Visitors |
|--------------------------|----------|
| Winter (July 2018)       | 34,697   |
| Spring (Sept/Oct 2018)   | 43,445   |
| Summer (Dec/Jan 2018–19) | 72,499   |
| Autumn (April 2019)      | 25,663   |

## Public and community programs

During the year, the AM delivered broad and engaging public programs which strengthened existing offerings, enhanced feature exhibitions and developed new audiences. Continuing to leverage opportunities through partnerships and collaborations, the AM had 23,300 visitors participate in 483 programs, events and activities.

The inaugural Australian Museum Lunchtime Lecture Series: Australians Shaping the Nation delivered six lectures featuring Ita Buttrose, Dick Smith, Layne Beachley, George Miller and Noel Gordon. Following its success, the second edition commenced with a stellar line-up of national treasures including architect Glen Murcutt and wi-fi inventor Dr Terence Percival.

After dark, the AM continued to attract a diverse and enthusiastic audience with signature night-time events Jurassic Lounge and Murder and the Museum returning for another successful sell-out season.

Auxiliary public programs deepened audience engagement with exhibitions, including:

*Australian Geographic Nature Photographer of the Year (AGNPY) 2018*

- Six photography workshops for beginners and enthusiasts.
- A range of night talks, including award-winning photographer Kirsten Woodforth and Justin Gilligan, AGNPY Photographer of the Year.

*Whales | Tohorā*

- Environmental scientist Rata Pryor Rodgers joined the AM for two weeks, presenting a night talk and hosting 10 exclusive tours of the exhibition.
- A night talk and community activation with visiting Māori Elder, artist Derek Lardelli.

*Capturing Nature: Early Photography at the Australian Museum 1857-1893*

- Four sold-out Still Life and Death Photography workshops and a masterclass with highly regarded Australian photo-media artist Anne Zahalka.

HumanNature, the Sydney Environmental Humanities Lecture Series produced in partnership with Macquarie University, University of New South Wales, Western Sydney University, the University of Sydney and the University of Wollongong, introduced international and Australian academics to a dedicated audience and explored the most pressing environmental challenges of today.

## Young Audiences

Our young audiences continue to engage in interactive activities designed to stimulate their imagination through creative play. Weekly sessions for Tiny Tots and Mini Explorers offered opportunities for intergenerational participation with parents, grandparents and carers contributing actively and connecting through immersive play. This year's focus on First Nation people's perspective diversified the audience's offerings as well as providing a platform to develop new education-based programs.

The ever-popular Dinosaur Festival continues to grow, doubling attendance from the previous year with general admission more than 42,800 attending paid and free programs. In partnership with LEGO, 76 activities were delivered across 16 days including talks, screenings, presentations and workshops, cementing the Dinosaur Festival as a highlight on the Sydney "must do" children's calendar.

The school holiday program curated to engage young people through science, art and culture continued to drive large audience attendance. More than 200 activities, including full-day programs Scientist for Day, Code-a-Bot and photography workshops enjoyed sold-out sessions and high-volume attendances.

Dinosnore sleepovers received an upgrade this year with the purchase of new camp mats, Dinosnore sleep masks and earplugs to create the ultimate overnight experience. Seven sold-out events with 490 guests experienced this unique and memorable family experience.

## Cultural Programs

The First Nations program presented opportunities for authentic and meaningful cultural experiences. *Ngalu warrawi marri (We Stand Strong)*, which celebrated First Nations' resilience, attracted 425 participants and continued to gain momentum with audiences seeking a deeper understanding of First Nations cultures. The event included a live broadcast of satirical comedians Broriginals; Indigihack tours exploring colonial bias in cultural spaces; and panel conversation 'Race Matters'. Winhangadurinya: Aboriginal Meditation enjoyed a sold-out season and artisan workshops Adorned and dilly bag-making provided opportunities for hands-on activities. NAIDOC and Reconciliation Week provided opportunities for numerous Museum activations including tours, conversations and staff participation.

Contribution continued to the AM Library's baya-ngara project, ensuring First Nations knowledge in the collection is more accessible and shared in a culturally appropriate way.

The AM hosted numerous community engagement initiatives including:

- Indigitek conference – a networking event for First Nations people working in science, technology, engineering and maths (STEM).
- A premier screening of *No Distance Between Us* with community members from Lake Mungo.
- NAIDOC in the City at Hyde Park provided an opportunity for the AM to participate in one of Sydney’s largest NAIDOC activities along with community, international and national visitors.
- A cultural immersion day for 120 post-graduate medical students from Notre Dame University focused on the intersection of culture and health, and cultural identity and health.

In collaboration with Blacktown Arts and Casula Powerhouse, the AM’s Pacific Program Oceania Rising Climate Change in our Region featured a screening of *The Hungry Tide* followed by three filmmaking workshops led by award-winning artist Angela Tiatia.

### Cultural Exchange

Waranara (meaning “to seek”), a pilot tourism initiative, was developed to provide knowledge and understanding of First Nations people and attract international industry attention to promote the AM as a cultural destination. One hundred and twenty visitors participated in First Nations staff-led tours, offering an individual perspective on culture, history and objects, while providing a platform for First Nations voices in the AM’s First Australians Galleries.

During the year, the First Nations team presented 24 additional tours for 338 private clients, Elders, community members as well to partners, tertiary and cultural institutions.



Above: A younger museum visitor interacts at Dinosaur Festival. Photograph by Sarah Wilson

### Science engagement, education and community

Throughout the year, the AM provided science communication and programming initiatives to local, state and international audiences. The AM continued to co-produce Sydney Science Festival in partnership with the Museum of Applied Arts and Sciences (MAAS). This event attracted 85,000 participants with the AM delivering the largest science-based education program for students in Australia. More than 9,000 students from 85 schools participated in 400 STEM sessions, as well as a further 2,700 students connecting through online engagement.

Supporting the AM’s mission to deliver accessible, high-quality educational programs across NSW, partnerships with the social inclusion unit at the University of Sydney and the Harding Miller Education Foundation enabled the Museum to offer more than 800 students from socially disadvantaged backgrounds free access to the event. Further sponsorship from 3M, ANSTO, Macquarie University and the University of New South Wales enabled students to attend shows and workshops, as well as providing financial subsidies for transport.

During October, Science on the Road travelled to the Northern NSW New England region for three big days of public engagement. Partnering with the University of New England, the free program for students and the community reached an audience of more than 1,000. Wildlife forensics workshops and natural disasters shows were delivered alongside interactive hands-on activities.

Invited to present in Hong Kong for the second consecutive year at the Croucher Foundation Science Festival, the AM designed a program highlighting its cultural and natural collection, along with a strong focus on First Nations knowledge, for 4,000 visitors. Hosted by the Hong Kong Science Museum, this international event strengthened the AM’s relationship with the Hong Kong Science Museum, the Croucher Foundation and Hong Kong Education Bureau.

### Major exhibitions, temporary shows, projects and gallery upgrades

Three special exhibitions, one groundbreaking projection show, three new gallery displays, one major collection move and five exhibitions on tour: this is just a snapshot of some of the major projects undertaken at the AM through its regional, national and international outreach in the past year.

*Whales | Tohorā* from Te Papa Tongarewa, National Museum of New Zealand, was the AM's major summer exhibition. Running from 20 October 2018 to 28 April 2019, it welcomed a total of 90,974 visitors (72,931 paid and 18,046 free). The AM augmented the exhibition with a number of additional interactives and displays including a combined WWF Australia and AM plastic and oceans campaign and displays, showcases of whale-related objects in other Museum spaces and the Whale Trail app. This was in addition to an innovative series of public programs and exchanges with Māori Elders and art practitioners.

*Australian Geographic Nature Photographer of the Year 2018* opened in the Level 1 exhibition space on 24 August 2018 in its third iteration at the AM. The quality and diversity of the 99 total images, presented across 10 different categories in addition to the overall winner, highlighted the beauty, and on occasion, the fragility of our environment. More than 30,000 people came to see the show, which was a 5% increase on the previous year.

*Capturing Nature: Early Photography at the Australian Museum 1857-1893* opened on 16 February 2019 and featured the earliest glass plate photographs from the AM's collection. Presented in the Museum's Level 1 exhibition space, these never-before-seen, black-and-white images were presented as large-scale prints, highlighting the intricate details of the specimens and techniques used to create the plates themselves. To further demonstrate the AM's long history with scientific photography and its collections, several significant and historical taxidermy and skeletal specimens were presented next to their images, including a gorilla's skeleton and a cassowary. The exhibition also featured period-specific camera equipment, photographic albums and original-era prints. The show offered the public a rare insight into the history of the AM, early scientific practices, and the nascent rise of photography in the 19th century. The interest from regional venues in hosting the show has led to plans to tour the photographic element of the exhibition commencing in late 2019.

One of the AM's First Australians Galleries, *Bayala Nura: Yarning Country*, underwent a refurbishment and the addition of an important new permanent display. To make way for new stories and objects, the display of Pukumani poles were removed, packed and returned to collections storage. Replacing them is *Mahn*, the beautiful story of mahn (fisherwoman), an exhibit dedicated to the Gadigal mahnra (fisherwomen) of Warrane (Sydney Harbour). This new addition to the gallery builds on some of the storytelling originally featured within the AM's temporary exhibition, *Gadi*, which won the 2018 IMAGinE award for Exhibition Projects and the 2019 Museums and Galleries National Awards for best temporary or travelling exhibition. Both *Gadi* and *Mahn* were led by First Nations staff in consultation and collaboration with local community elders.



Above: Visitors exploring the *Capturing Nature* exhibition. Photograph by Nick Langley

A new documentary film *No Distance Between Us* was also added to *Bayala Nura* in November 2018. This short, evocative film captures the story of the ancient Lake Mungo footprints and their significance, as told through the voices of the Mutthi Mutthi, Barkandji and Ngiyampaa Aboriginal groups. The film was commissioned by the Australian Museum and produced and directed by Vera Hong in collaboration with the Traditional Custodians, Willandra Lakes Region World Heritage staff and Aboriginal Advisory Group, NSW National Parks and Wildlife Service and Mungo National Park staff.

In 2016, the AM and Purple House Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation came together through Reconciliation Australia to identify, celebrate and promote effective Indigenous governance. The partnership led to a temporary display in *Bayala Nura* in June 2019. Its purpose was to share the story of Purple House, which provides renal dialysis in the most remote parts of Australia through its mobile unit, the Purple Truck. The presentation featured film segments highlighting the need to deliver vital treatment on Country to keep families and culture strong. To further demonstrate the challenges to patients, the display featured two dialysis chairs for people to sit on, next to a dialysis machine.

On 26 November 2018, the AM, in conjunction with Westpac, launched the immersive experience *Treasures Illuminated* in the Westpac Long Gallery. Supporting the *200 Treasures of the Australian Museum* exhibition, this 7-minute show uses cutting-edge floor-mapping projections to bring the space and its collections to life. History, science, culture and art converge and delve deeper into the entangled stories that each of the exhibition's showcases present. The audio-visual animated visitor experience is shown twice-daily and was made possible through a collaboration between the AM and AGB Events.

## International touring exhibitions

Over the past year, the AM has continued to build upon its international touring presence with the launch of *Spiders: From Fear to Fascination* in North America. The touring market remains competitive but with the AM's two major international shows currently showing in the USA and Canada, the AM is effectively reaching new audiences and supporting host venues by increasing their visitation.

The AM's touring exhibitions play a critical role in building the brand and reputation of the Museum, promoting its collections and scientific and cultural expertise, combined with innovation, inclusion and commitment to the visitor experience. The touring program has also been instrumental in generating revenue streams for the AM, while providing opportunities to connect with local and international industry leaders for potential partnerships and future projects.

The AM has toured five exhibitions this year reaching 449,209 visitors, an increase of 121,969 from last year. This 37% increase can be attributed to the success of *Spiders: Fear and Fascination* at the Royal Ontario Museum and Montreal Science Centre following its launch in June 2018.

Tables 3.8 and 3.9 provide a visitation breakdown of the international and domestic exhibitions with their locations, visitation and dates. While domestic touring exhibitions are managed by a small and agile in-house team, the AM continues to work with an overseas touring agent for marketing, sales and logistics based in North America. In support of these efforts, the AM was represented at the Association of Science-Technology Centers' conference in Toronto, Canada in September 2018 and the American Alliance of Museums Annual Meeting & Museum Expo in New Orleans, USA in May 2019.

*Tyrannosaurs: Meet the Family* exceeds popularity in comparison to many of its like-for-like competitors on the international touring market. Currently on display at Durham Museum, Omaha, USA the success of the exhibition is evidence that dinosaurs combined with AM expertise is a winning combination. In the next financial year, the Museum is excited to premiere *Tyrannosaurs* in Europe, while the show at large is booked almost solidly through to 2021.

## Australian touring programs

*Transformations: Art of the Scott Sisters* is still proving to be a popular exhibition for smaller venues state-wide, linking to the AM's commitment to reaching audiences across Greater Sydney and regional NSW. The exhibition opened at Swansea Centre, NSW on 8 June 2019 and is recording strong attendance.

*Spiders*, developed and toured in conjunction with Questacon – The National Science and Technology Centre, Canberra will complete its six-venue tour in the 2019–20 financial year. To date, *Spiders* has accumulated an outstanding audience visitation of 660,165, with the exhibition travelling from NSW to Tasmania, the Northern Territory, Australian Capital Territory, and in December 2019 Queensland – the last venue to host *Spiders*.

The AM has also continued to build upon its important commercial relationships: with SuperCroc touring Stockland shopping centres in NSW and the Yarrowonga Gateway Shopping Centre in NT. These venues alone attracted more than 74,000 visitors, raising AM brand awareness and taking AM expertise out on the road.

## Project Discover regional collaboration

*The Albert Chapman Collection: Remarkable Minerals from the Australian Museum* opened at the Australian Fossil and Mineral Museum (AFMM) in June 2019. The exhibition features 578 Australian and international specimens from the Albert Chapman Mineral Collection and sits alongside the AM's Somerville Collection, which is on permanent display at the AFMM. Together the two exhibitions make up the largest and most significant mineral display in Australia, with more than 1,400 world-class minerals on show.

The AM also produced and installed the first in a series of promotional displays at Museum Station in Sydney's CBD in early November. Highlighting our dinosaur collection and gallery, this series was initiated in partnership with Transport NSW and Sydney Trains. The display is situated in a key traffic area and designed to promote the AM to commuters and tourists using public transport.



Above: Ross Pogson, Geosciences Collection Manager is interviewed at the opening of *The Albert Chapman Collection: Remarkable Minerals from the Australian Museum* at the Australian Fossil and Mineral Museum, Bathurst.

**Table 3.8**  
Australian Museum touring exhibition visitation 2018-19 (International)

| Exhibition                                                 | Venue(s)                                                | Exhibition dates         | Recorded visitation |
|------------------------------------------------------------|---------------------------------------------------------|--------------------------|---------------------|
| <i>Tyrannosaurs: Meet the Family</i><br>Charged exhibit    | Discovery Place,<br>Charlotte, North<br>Carolina, USA   | 1 Jul-3<br>Sept 2018     | 48,153              |
|                                                            | Durham<br>Museum, Omaha<br>Nebraska, USA                | 8 Jun-30<br>Jun 2019     | 23,710              |
| <i>Spiders - Fear &amp; Fascination</i><br>Charged exhibit | Royal Ontario<br>Museum,<br>Toronto,<br>Ontario, Canada | 1 Jul 2018-6<br>Jan 2019 | 206,126             |
|                                                            | Montreal<br>Science Centre,<br>Montreal,<br>Canada      | 18 Apr-30<br>Jun 2019    | 47,630              |
| <b>Total Visitation</b>                                    |                                                         |                          | <b>325,619</b>      |



Above: Students from Greenpoint Christian School participate in an Educator-led session on Climate Change and Biodiversity. Photograph by Abram Powell

**Table 3.9**  
Australian Museum touring exhibition visitation 2018-19 (domestic)

| Exhibition                                                                         | Venue(s)                                                                 | Exhibition dates              | Recorded visitation |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------|---------------------|
| <i>Spiders</i><br>Developed in<br>partnership with<br>Questacon<br>Charged exhibit | Queen Victoria<br>Museum and<br>Art Gallery,<br>Launceston, TAS          | 1 Jul-28<br>Oct 2018          | 26,383              |
|                                                                                    | Museum and<br>Art Gallery of<br>the Northern<br>Territory, Darwin,<br>NT | 15 Dec<br>2018-28<br>Apr 2019 | 18,842              |
| <i>Transformations:<br/>Art of the Scott<br/>Sisters</i><br>Free exhibit           | Hurstville<br>Museum<br>and Gallery,<br>Hurstville, NSW                  | 4 Aug-14<br>Oct 2018          | 4,002               |
|                                                                                    | Swansea Centre,<br>Swansea, NSW                                          | 8 Jun-30<br>Jun 2019          | 354                 |
| <i>SuperCroc on<br/>Tour</i><br>Free exhibit                                       | Stockland<br>Shopping<br>Centre,<br>Wetherill Park,<br>NSW               | 1 Jul-1 Aug<br>2018           | 36,727              |
|                                                                                    | Stockland<br>Shopping<br>Centre, Maitland,<br>NSW                        | 2 Aug-29<br>Aug 2018          | 27,282              |
|                                                                                    | Gateway<br>Shopping<br>Centre,<br>Yarrawonga, NT                         | 14 Jan-30<br>Jan 2019         | 10,000              |
| <b>Total Visitation</b>                                                            |                                                                          |                               | <b>123,590</b>      |

### Educational engagement for all learners

The AM's education programs provide exciting and stimulating engagement for a diverse range of life-long learners – from babies, toddlers and their families to school and tertiary students to professional development for teachers and adult study groups. The AM's education activities reached a total of 39,992 students during 2018-19 (see Table 3.10). This comprised 11,115 students who participated in an educator-led program and 20,956 who undertook a self-guided visit. 6,236 students, teachers and families participated in activities at the AM as part of the Science Festival in August 2018.

The AM continued to support a variety of First Nations education outreach initiatives including Murama Indigenous Youth Leadership Summit and the Youth Eco Summit, the Indigenous Science Experience and

NAIDOC in the City (Hyde Park). The team also had regular engagement with local and regional schools and organisations including Redfern Jarjum College, Plunkett St Public School, SCEGGS Darlinghurst, Northlakes High School, Reiby Juvenile Justice Centre, Jarara Indigenous Education Unit and Baabayn Aboriginal Corporation.

Early childhood education was a focus for the year, with the launch of a new quarterly preschool offering for booked groups as well as a new program of targeted education activities for early learners, families and carers in Kidspace. Programming in the space has been themed to align with exhibitions and add to the visitor experience. The themes have ensured a greater focus for staff and visitors, and the increased depth of staff-led and child-led experiences has furthered engagement. In other areas, a number of new secondary and primary education programs were launched throughout the year as well as ongoing renewal of existing programs. The AM's education programs are designed using primary sources, AM objects and specimens and through consultation with AMRI scientists, collection managers and external collaborators. Biological Diversity Study Days were delivered in Sydney, suburban and regional locations in partnership with Taronga Zoo, The Royal Botanic Garden Sydney, Centennial Parklands and the North Coast Regional Botanic Gardens, reaching 1141 students in Sydney and 651 students in suburban and regional NSW.

During 2018–19 the AM high school work experience program provided opportunities for NSW school students in years 10, 11 and 12. The full-week program offered students the opportunity to experience a variety of different careers across the Museum and was supported by staff across a number of AM collections, research, education, programming, exhibition and administration areas.

January 2019 saw the inaugural intake of Youth Volunteers, operating as an extension of the work experience program and a pathway to adult volunteering. Ten youth volunteers aged 16 to 19 years were invited to assist during the school holiday period supporting a variety of front-of-house teams.

The AM hosted 10 tertiary-level interns during the year from the University of Sydney, Australian Catholic University and University of New England. The interns worked on the AM's touch tables, assisted in Archives and in the cultural collections unit.

**Table 3.10**  
Australian Museum Education onsite and offsite engagement 2018–19

| Onsite education activities                                 | Participants   |
|-------------------------------------------------------------|----------------|
| Self-guided visits                                          | 18,833         |
| Self-guided plus educator-led visits                        | 11,115         |
| Self-guided plus special exhibition visits                  | 2,123          |
| Biological Diversity Study Days (Sydney)                    | 1,141          |
| Sydney Science Festival schools program                     | 6,236          |
| <b>Total</b>                                                | <b>39,448</b>  |
| Offsite education activities                                | Participants   |
| Museum in a Box                                             | 85,684         |
| Virtual excursions                                          | 7,793          |
| Science on the Road                                         | 1,080          |
| Biological Diversity Study Days (suburbs and regional)      | 651            |
| Incursions                                                  | 1,894          |
| Climate change talks (Tim Flannery)                         | 650            |
| <b>Total</b>                                                | <b>97,752</b>  |
| Other education programs                                    | Participants   |
| Teacher professional development                            | 484            |
| High school work experience                                 | 19             |
| University internships                                      | 10             |
| Croucher Science Festival, Hong Kong                        | 4,000          |
| Other education programs and events                         | 830            |
| <b>Total</b>                                                | <b>5,343</b>   |
| <b>Total number of people engaged in education programs</b> | <b>142,543</b> |



### Supporting access and diversity

The AM is committed to providing learning programs and activities that are accessible and inclusive, in line with the AM's Accessibility and Inclusion Action Plan 2018–2021.

Inclusive learning principles underpin program development and delivery, creating experiences that cater to the needs of all learners. This year, the AM worked directly with staff from Plumtree Children's Services, SELC English Language Centre and a number of school-based Intensive English Centres and Support Units to ensure our programs better support the diverse needs of our learners.

The AM also participated in the *uni 2 beyond* program – a social inclusion initiative for people with an intellectual disability who want to experience university life – by providing an internship opportunity for a student from the University of Sydney. The AM continues to work with aged care audiences by providing access to objects, specimens and resources through the Museum in a Box program and in-centre talks.

### Education outreach and discovery

AM outreach programs continue to deliver high quality education programs to students and communities across Australia. The Museum in a Box program reached 85,684 people through the loan of 519 boxes. Highlights of Museum in a Box include the refurbishment of the popular Sharks Box with a new design and specimens. Two grants were received, which allowed for the development of new content on the themes of Pacific cultures and biodiversity conservation.

The incursion program was popular for childcare centres, vacation care centres, schools and other institutions, delivering engaging content to 1,894 young people across Sydney. Virtual excursions continue to reach students that cannot visit the AM due to geography or other barriers. The AM delivered 55 virtual excursions reaching 7,793 students. Special virtual excursions were offered during the Science Festival and in partnership with the NSW Department of Education; these reached 2,750 students.

The information and enquiry centre Search & Discover remained one of the most popular spaces in the Museum for families with approximately 123,404 visitors. The Search & Discover team have worked diligently over the year to increase the interactivity in the space and to encourage visitors to explore AMRI research and the AM's collections. The team also facilitate the online, phone and physical and cultural enquiries, which have numbered more than 2,195 over the year.

Left: Official presentation of the Australian Museum's Bilas acquisition Glong collection. Mengik, Kompiai, Lower Jimi, Jiwaka Province.  
Photo: Yvonne Carrillo-Huffman

## Aboriginal and Torres Strait Islander Collection management and cultural engagement

In line with legislative and policy requirements, the AM undertakes the cultural custodianship of the Aboriginal and Torres Strait Islander Collection which includes over 20,000 cultural objects, a significant archaeological collection, oversight of the Secret and Sacred material and Ancestral remains. The AM is proud to have a dynamic, strategic and future-focused approach when engaging collection stakeholders across multiple platforms.

The Museum focuses on appropriate community engagement, outreach, exhibition research and curatorial development, ongoing collection care and preservation, inventory, digitisation and renewal of object information in the collection management database KE Emu; and the active repatriation of Ancestral remains and Secret and Sacred material, in line with Commonwealth and State legislative requirements and adherence to strict cultural protocols.

As part of the Museum's long-term commitment to supporting NSW Aboriginal arts and cultural practice and cultural revival, four new acquisitions were made including *Balun Gilamahla – The River Journey*, an installation made by Bundjalung and Quandamooka artists. The acquisition was made possible from a grant from the Patricia Porritt Collection Acquisition Fund through the Australian Museum Foundation (AMF).

Artists Kirra Weingarth, Carmen Glynn-Braun and Maddison Gibbs were the successful applicants for the AM's Young Aboriginal Artists' Fellowship Program 2019 and were each awarded \$10,000. The Fellowship was made possible through a grant from the AMF.

### Collection access

- Individual guest, or fewer than 4 guests = 28 tours (comprising 47 visitors)
- Researchers = 9 visits (12 visitors)
- Groups = 19 groups (191 visitors)

### Major loans

The Art Gallery of South Australia's loan request for 14 objects was approved for inclusion in an exhibition curated by Jonathan Jones for *Tarnanthi* in late 2019.

### Acquisitions and donations

During the past year, the AM has accepted the following works into the permanent collection:

- *Mahn* woven sculptural work by Uncle Steven Russell and Aunty Phillis Stewart
- *Balun Gilamahla – The River Journey* weaving installation brokered by Arts Northern Rivers

- *Weaving woman* drawing by Genevieve Stewart a Kuku-Yulangi woman
- *Terror Nullius*, two paintings from the series by Gordon Syron
- *Children learning bush tucker* painting by artist Vanessa Queama
- Stone tool donated by Brett Lingham.

### KE EMu digitisation

The Walter Edmund Roth collection has continued to be the focus for digitisation, as well as photographing material from Mornington Island, Gulf of Carpentaria, Queensland.

- 35 new records created
- 3,254 records modified
- 7,067 multimedia records uploaded

### Projects

The 2020 Project is a First Nations-led response to the 250th anniversary of James Cook's voyage along Australia's eastern coastline on the *HMS Endeavour* in 1770. It will include an exhibition in the second half of 2020 with associated programming. To ensure a genuine right of reply, the First Nations curatorial team first consulted Aboriginal and Torres Strait Islander peoples on what they would and would not want to see covered in exhibition objectives, themes, and topics. The "Have Your Say!" campaign ran from June to November 2018 and involved a voluntary, short survey of three quantitative questions for demographic information and four open-ended qualitative questions to gather feedback and opinions. There were 805 formal responses by First Nations peoples representing more than 176 different language groups, clans and communities. This research data is now being used to inform the exhibition.

### Archaeological Collection

The Archaeological Collection and laboratory was active throughout 2018-19 with 179 visits or collection interactions.

Stage one of the significant Isabel McBryde – National Parks Deposition collection was moved from the Australian National University to the AM's collection at the Museums Discovery Centre in 2018. An extensive seven-week volunteer project was undertaken to register the collection.

Archaeological objects were installed in a temporary display at the Sydney Opera House (SOH) for the *Tubowgule* exhibition. *Tubowgule* was organised by SOH to mark their 45th anniversary. The cultural objects displayed from the AM's collection consisted of midden material including fish hook files and barra (shellfish hooks).

The volunteer team continued to catalogue the Frazer Donation and the Arumpo – Lake Mungo – McBryde NP Assemblages Images. Working with the DigiVol team, a work program was developed for the digitisation of the Australian Archaeological Collection using an exclusive access database. To date, 19 of 1,111 drawers have been completed (2%) including over 1,380 objects digitised.

There were more than six National Parks enquires to deposit archaeological material.

### Inventory

As part of the cultural collections quarterly inventory obligations, 17 of 1,111 drawers were inventoried (2%), totalling 302 KE EMu records with a minimum of 1,025 objects counted and updated on KE Emu.

### KE EMu digitisation

Digitisation of the Archaeological Collection continued throughout this period, with 946 multimedia records created as well as many hundreds of images edited in preparation for uploading to the database

- 830 New KE Emu records were made.
- 1229 KE Emu records were modified.
- 81% of the National Parks collection and 87% of the Archaeological Collection were inventoried as at end of June 2019.

### Repatriation

Six Ancestors were repatriated to the Wanaruah Nation and three Ancestors were repatriated for reburial to the Karuah Land Council.

The AM hosted traditional owners from Dubbo at the Museums Discovery Centre to view carved trees from their region and discuss possible repatriation or long-term loan.

In December 2018, the AM was represented at the Sensitive Heritage conference in Leipzig, Germany. The conference dealt with the process of reparation of Ancestral remains and cultural objects, and the impact that repatriation has upon communities of origin.

### Pacific Collection management and cultural collection

#### Pacific and International Collection move

In preparation for the upcoming Project Discover building works, the Pacific and International Collection was relocated from the AM to a specially outfitted warehouse, the new Cultural Collections Centre at Rydalmere. The relocation of 43,000 cultural artefacts required great

care during the packing and transportation phase over an 8-month period.

This process involved 50 people working at any one time, including permanent and temporary staff, contractors, and volunteers. The move was a major collaboration effort by teams across the Museum with assistance from International Art Services (IAS). The organisation, packing, transportation, object tracking and placement of the inventory of the collection was accomplished to high standards to meet the strict deadline and culturally sensitive nature of the collection.

### Bilas field acquisition project

Through a grant of \$46,000 from the AMF, the AM undertook the acquisition of Bilas (body ornaments) from three distinctive groups from the Papua New Guinea Highlands. This encompassed woven body masks and headdresses from Ialibu-Pangia, Southern Highlands; wigs from the Enga Province; and Kalam headdresses from the Jimi Valley, Jiwaka Province. The project was developed over 14 months and involved three field trips to liaise directly with members of these remote communities. The AM worked collaboratively with the Papua New Guinea National Museum and Art Gallery; the Conservation, Environment Protection Authority (CEPA), Port Moresby; Community Liaison Coordinator (Goroka); a local filmmaker; and community members.

The collection travelled from Papua New Guinea to Australia in 23 crates, arriving safely at the AM in October 2018.

### Community engagement

As part of *Whales | Tohorā*, the AM worked on engaging members of the Pacific Community for the opening and closing ceremonies. These included invocations by Māori Elders to ensure the appropriate welcoming and installation of the highly respected and culturally significant whales in the new space.

In April 2019, the AM welcomed Māori Elder, artist and academic Professor Derek Lardelli. During his visit, he completed an artwork entitled *Ipu Tai* in situ before offering it to the AM collection in a ceremony in the *Whales | Tohorā* exhibition. In addition, Professor Lardelli engaged with Museum visitors through a series of public programs sharing his ancestral links to whales, and demonstrations of Māori design skills (*haka* and *tamoko*) and cultural demonstrations (*haka* and *waiata* based on the famous *Paikea* stories). His exceptional public talk was a highlight of his time at the AM, attended by public and Pacific Community members.



The mahn installation celebrates Mahnra (fisherwomen) who fished in Sydney's coastal harbours, bays and waterways, sustaining both the people and sea in harmony. Photograph by Vanessa Low

Throughout the year, the AM was also honoured to host a large number of community groups in the Pacific and International Collection, including:

- Mr Daniel Goa, President of the Union Calédonienne (UC), the largest member of the movement Front de Libération Nationale Kanak et Socialiste (FLNKS) and entourage.
- Mr Anote Tong, who served as President of Kiribati, for the sovereign state of Kiribati, in Micronesia, from 2003 to 2016, and is a champion of climate change advocacy.
- Dr Apolonia Tamata, a senior culture and heritage specialist at the iTaukei Trust Board in Fiji and teacher Teresia Dauniba, who visited the collections and presented to visiting students from the University of Sydney and the University of Western Sydney.
- The Oceanic Arts Society Forum, which was held on 1 February 2019. Visitors from interstate and overseas participated in the forum and attended guided tours through *Pacific Spirit* and the Westpac Long Gallery.

### Industry engagements

The AM was represented at several workshops and conferences including:

- The Centre for Excellence in Biodiversity and Heritage (Indigenous Advisory Committee) met at JCU, Townsville in April 2019.
- The Melbourne Museum's Pacific Exhibition Advisory Team meeting in Melbourne 15–17 April 2019.
- Peacifica, a Sydney-based NGO working in Solomon Islands, Vanuatu and Fiji workshop on 12 April 2019.
- The Pacific Arts Association Conference in Brisbane, March 25–28 2019.
- Oceania exhibition symposium at the Royal Academy, London (via video) in late 2018.
- Global Summit of Research Museums in Berlin, Germany, on 4–6 November 2018.

### Archives, Library and Rare Books

The AM's Archives, Rare Books and Library collections are unique in Australia for their age, size and integrity as well as for the depth of their specialised heritage natural history, history of science and cultural content. An irreplaceable research tool for museum taxonomists and scientists, these collections are increasingly looked to for historical and cultural research, for artist collaborations and for museum outreach, display and exhibition use.

### Celebrating archival treasures

The trend continued this year with outstanding success in the ground breaking exhibition *Capturing Nature: Early Photography at the Australian Museum 1857–1893*. It featured the earliest black and white photography from the archival collections and was a world-first in exposing the AM's own photographic documentation as both a scientific resource and an unexpected source of early photographic works of art. The exhibition opened in February 2019.

The *Capturing Nature* exhibition and accompanying book attracted positive media and academic attention with TV, print, radio and online features.

In a rare honour and as a mark of the international significance of the collection, the Scott family's Lepidoptera art and research collection (1835–1898) became the first AM collection to be inscribed on the UNESCO Memory of the World Register at a ceremony in July 2018. The profile of the collection was also boosted by the publication of *Transformations: Harriet and Helena Scott, colonial Sydney's finest natural history painters* by AM archivist Vanessa Finney with accompanying public events and enthusiastic reviews.

### Opening up the collections

The Archives and Library collections continued to attract a wide range of users. Onsite research use remains steady, with more than 360 individual research enquiries answered. Loans remain an active part of the library's service, with 239 loans to staff and 279 interlibrary loans fulfilled. An upgrade to the library online catalogue has streamlined searching and allowed library users to self-serve for the first time. There were more than 30 revenue-generating, commercial image requests for the archival photographic collections.

Onsite outreach, collection tours and talks, conference presentations, social and print media exposure and academic and popular publications are all increasing the visibility, accessibility and use of the collection. With the Library's new Reading Room fully functional, tour groups increased. This year the two collections hosted nine collection highlight tours, showcasing the collection to more than 230 visitors. A series of engaging displays of archival and library material on topics ranging from climate change research to Frank Hurley's photography albums, jellyfish illustrations and "weird" whales proved popular with AM staff and visitors.

To mark the International Year of Indigenous Languages, the Archives and Library produced a guide to the Australian Indigenous language holdings, both original and published. Descendants of First Nations linguist Thomas Pitt helped with transcriptions of language lists made by

Pitt and Colin McMaster in Moree in the 1890s. As part of this project, new protocols and permissions for access and use of Archives and Library materials with cultural content are now in use.

### Collaborative research

Research collaboration via the Australian Research Council (ARC) Merchants and Museums project continued with exciting new evidence uncovered in the archives for the patterns, networks, extent and range of the Australian trade of natural history specimens through the 19th Century. The Museum's findings were presented at the Trading Nature conference in York, UK in June 2019.

The AM also worked with the American Museum of Natural History in New York on the Untold Stories website to showcase the contribution of women to museum work.

An ANU collaboration illuminated the Archives' lantern slide collection as a rare and intact example of the early 20th century Australian communication of public science.

Photo-media artist Anne Zahalka re-imagined the AM's heritage dioramas and documented contemporary visits to the original diorama collecting sites.

Widening online access to the AM's rare published and archival resources is a continuing goal. Digitisation progress was slow but steady. This year, the Walter Roth photographic collection of First Nations communities from North Queensland (1890s) has been selected for digital repatriation. Digitisation of the first 2,000 glass plate photographs for the *Capturing Nature* exhibition has created an exciting new resource for future early scientific specimen research. Nineteenth century AM guides and catalogues from the library collection were also a digitisation priority.

The year's acquisition highlight was the addition of a rare, complete, hand-coloured copy of AW Scott's *Australian Lepidoptera and their Transformations* (1864–1898) to the Rare Books collection.

### Records management

- Maintained overall system usage and volumes, with 80% of records now created electronically.
- Larger than usual volumes of legacy paper files processed due to staff movements and Project Discover moves.
- 4,000 legacy paper files were categorised and re-located from onsite storage. 500 files were assessed as archival, with 500 files approved for immediate disposal. 3,000 files and 450 building plans were moved

to Castle Hill for longer-term storage.

- Training was focused at unit level, with eight unit-based records audit and training projects completed.
- New software was implemented to assist in larger and bulk data migrations into Content Manager.
- 260 records enquires were answered.

### Digital

The AM launched its new website in December 2018 and was subsequently awarded winner of the Museums Australia Multimedia & Publication Design Awards (MAPDA) award for Best Institutional Website 2019.

The AM's flagship website attracts more than 11 million users annually and now offers a world-class online destination that inspires discovery, engagement and participation in all the AM has to offer. With more than 12,000 webpages published over the past decade, this redevelopment project involved a massive content migration into a new purpose-built "Wagtail" Content Management System (CMS) developed by digital agency Interaction Consortium. The new site features beautiful imagery highlighting AM behind-the-scenes work, offers ways to become involved in AM science and community engagement, and features a wealth of information to discover about scientific research and cultural material in the collections, as well as the What's On calendar of events and exhibitions to visit.

The AM produced a vast amount of fresh content for online, onsite and media channels in 2018–19, such as John Landy butterfly collection webpages, AGNPY exhibition videos, and 11 podcasts recorded featuring the HumanNature series and Lunchtime Lecture Series. Digital also developed a new interactive data visualisation for the FrogID project: a map illustrating frog call records and species distributions captured by citizen scientists across Australia.

Innovation with new technologies by Digital delivered outstanding visitor experiences, with a second winning MAPDA award for the Augmented Reality (AR) Whale Trail mobile app, created to complement *Whales | Tohorā*. This locative experience featured scientifically accurate 3D whale models 'swimming' in gallery spaces, triggered in proximity to whale skeletons displayed throughout the AM.

# Marketing, Communications & Partnerships

## Highlights

- Total members increased by 7%, welcoming approximately 10,000 new AM Members.
- International tourist visitation increased by 3%, with approximately 97,500 overseas visitors to the AM.
- A new audience segmentation model was developed to provide a framework for future targeted campaigns.
- Rich scientific, cultural, exhibition-based and programing content provided a vehicle for the AM to significantly increase its overall media coverage nationally and internationally. Between 1 July 2018 – 30 June 2019, **3,116 media articles** appeared across broadcast, print and online media. This is a significant increase from the prior year of **894 articles** and was mostly the result of the Koala Genome Project announcement on 3 July.
- Rich content across AM social media platforms encouraged audience engagement and delivered new traffic to the AM website, which saw an increase of 13% from 2017–18.
- AM partnerships continued to grow during the period with the number of paid and in-kind partners increasing year on year. The AM partnered with 43 organisations during the period to support a wide range of programs and exhibitions.
- The AM's FrogID partnership with Bunnings saw 100 frog ponds built in schools across Australia.
- *Treasures Illuminated*, a new digital light show, was developed and installed in the Westpac Long Gallery – a key milestone for the AM's partnership with Westpac.
- Outstanding visitation results were achieved during the July 2018 school holidays, largely driven by the free drop-in activity produced in partnership between the AM and LEGO.
- The AM's venues and functions retail business saw more than 200,000 customers and catered 255 functions in AM venues contributing significantly to revenues.

- The AM worked closely with its caterer, Create Consultants, to facilitate the reduction of single-use plastics and packaging, in line with the Reduce Your Use campaign launched for *Whales | Tohorā*.
- A revitalised retail offering at the AM Store continued to drive significant sales and revenue.

## Whales | Tohorā campaign

A multi-channel paid advertising campaign was developed for *Whales | Tohorā* in partnership with media agency Wavemaker, focusing on the key visitation periods of school holidays and supported by an 'always-on' digital media strategy.

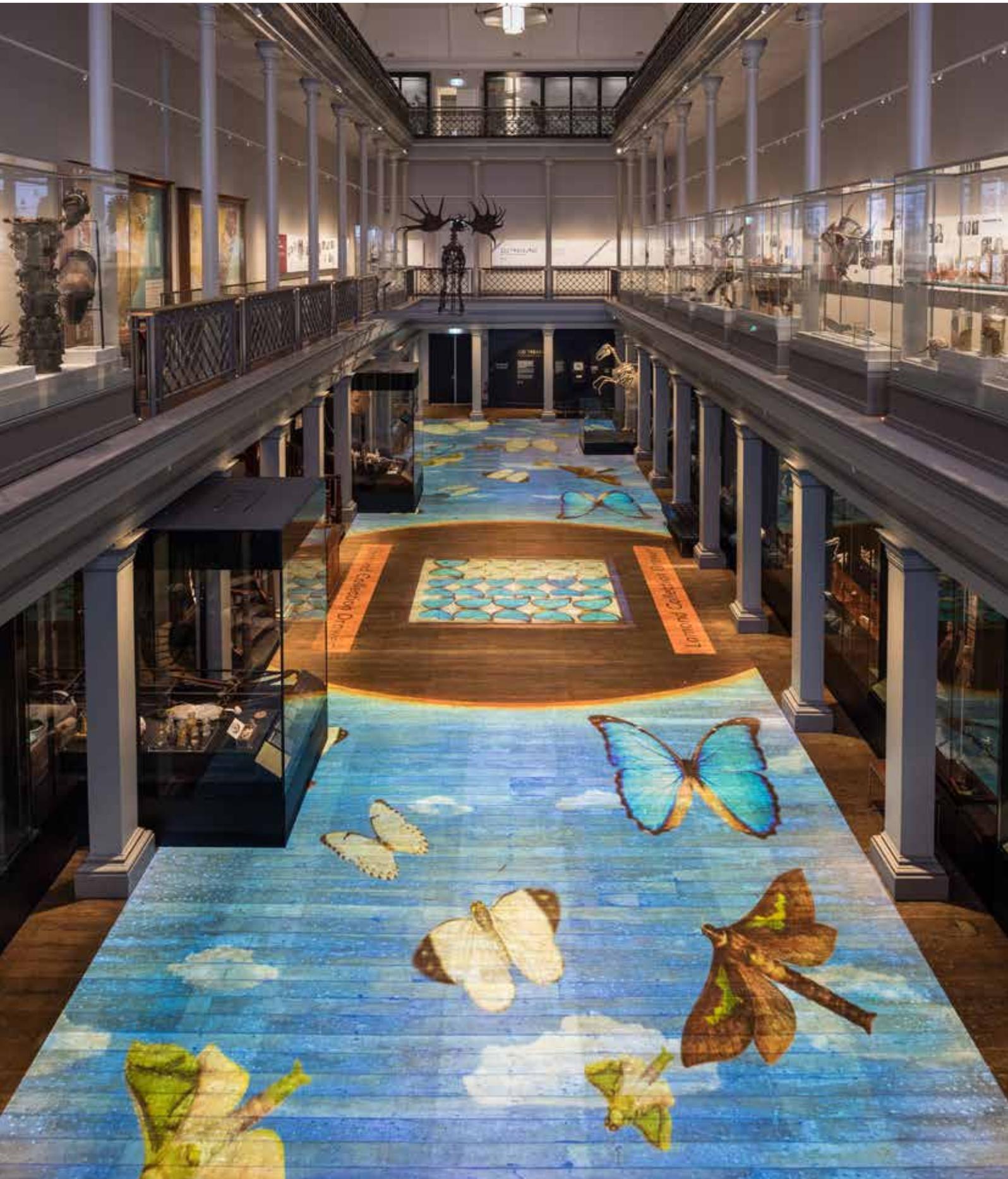
The campaign was delivered through metropolitan and regional NSW press, radio, online digital display and video advertising, as well as onsite and outdoor signage in key CBD locations. Wide distribution of marketing collateral such as flyers, postcards and posters around Sydney, as well as print advertising placements in key publications, supported the campaign.

The marketing campaign further built awareness through strategic partnerships with JCDecaux, National Geographic, News Limited Australia, Whale Watching Sydney and Toga Far East (TFE) Hotels.

## Capturing Nature campaign

The marketing and communications campaign for Capturing Nature was particularly strong as a result of the striking never-before-seen archival photographs featured in the exhibition. The exhibition provided a good opportunity to not only showcase the AM's important photography archive, but also to highlight the AM's almost 200-year history of being early adopters of technology in scientific discovery and research. This was maximised via stories across print, broadcast and digital news media outlets.

Below: The *Treasures Illuminated* experience operates twice daily in the Westpac Long Gallery. Photograph by Nick Langley



The digital arm of the campaign resulted in strong social media engagement and was amplified through various third-party social media accounts including the ABC Science Facebook page (with an audience of nearly 1 million followers); the Australian Centre for Photography Facebook page; and Head On Photo Festival Facebook page.

The AM's long standing partnership with JCDecaux was leveraged to enable a strong out-of-home presence through CityLight panels placed in strategic central locations across the City of Sydney.

### Media and publicity

In 2018–19, 3,116 media stories were generated about the AM across broadcast, print and digital.

The activities of the Australian Museum Research Institute continued to be a rich area for media interest with many stories focussing on AM experts. The Mapping the Koala Genome announcement on 3 July 2018 resulted in 245 media stories across Australia alone and made headlines globally with stories running on all major metropolitan TV news networks in Australia, The Australian, Australian Financial Review, Reuters, Sydney Morning Herald and internationally in the LA Times, Washington Post, NBC, CBC, National Geographic and BBC TV.

FrogID, including the inaugural FrogID Week and the release of the first year data paper, ensured a regular stream of coverage on the citizen science project across all media platforms. Highlights included a cover story in Australian Geographic magazine, feature stories in The Guardian, Sunday Telegraph, Gardening Australia magazine and numerous interviews with Dr Jodi Rowley across the ABC Radio network.

The discovery of a baby diprotodon jaw fossil in regional NSW and the AM's involvement generated national and international media coverage with AM palaeontologist Dr Matthew McCurry interviewed on ABC Radio, ABC TV News 24, Australian Geographic, The Guardian, Sydney Morning Herald, MSN, Germany's Spiegel Online and the South China Morning Post.

AM exhibitions and programming were also a strong source of media stories. *Capturing Nature* was popular with media, with large features running in the *Sunday Telegraph*, *Sydney Morning Herald*, ABC TV News, Channel 10 News, in the US via the CNN news network, and Daily Mail. *The Weekend Australian* also covered the exhibition including a review of the accompanying book; "Vanessa Finney's *Capturing Nature* is a pioneering work".

*We Stand Strong/Ngalu Warrawi Marri, Whales|Tohoro*, *Australian Nature Photographer of the Year* and *Treasures Illuminated* also enabled the AM to secure regular coverage in major metropolitan, suburban and Indigenous media as well as regular presence in online media including Concrete Playground, Broadsheet Sydney, TimeOut Sydney and Ella's List.

### Explore Magazine

The Autumn 2019 issue of *Explore* featured *Capturing Nature* and Project Discover with the cover story celebrating *Whales | Tohorā*. It told the stories behind, and showed the importance of, three recent AM acquisitions and a selection of AMRI expeditions and discoveries, with an article on Joseph DiBattista's expedition to Oman accompanied by stunning photographs of his fieldwork and the region.

Explore was distributed to 7,000 AM Members, volunteers, partners, donors and staff.

### Social Media

2018–19 saw continued success across the AM's social communities, with a dedicated social and content producer creating educational and entertaining video and photo content to address the ever-changing social media landscape.

Table 3.11  
Social media visitation

| Platform  | 2017–18 | 2018–19 | Comparison |
|-----------|---------|---------|------------|
| Facebook  | 66,230  | 74,304  | Up 12.2%   |
| Twitter   | 20,375  | 21,854  | Up 7.3%    |
| Instagram | 22,655  | 28,352  | Up 25.1%   |

The AM's Facebook following increased 12%, and while average organic post reach reduced slightly to 15,272 this year – still well above industry benchmarks – average paid reach increased to 24,158 from 20,075 last year. A post on an opalised theropod tooth went viral, reaching more than 150,000 people on the AM page followed by an estimated 1 million people after being shared by a raft of major ABC and CSIRO Facebook pages.

The AM's Facebook video content was viewed more than 1.8 million times – an 80% increase from 2017–18. The AM's Instagram following increased by 25%. It continues to be the platform with the largest growth opportunity.

Social content continued to deliver traffic to the AM website, with 204,158 website visits driven through social posts – an increase of 13% from 2017–18. Additionally, social media led to 5,352,431 conversions valued at \$406,631 (Source: Google Analytics).

### Increased international visitation

The AM is the custodian of one of the most significant Aboriginal and Torres Strait Islander cultural collections in the world, placing the AM in a unique position to share the richness, wisdom and depth of First Nations histories and living cultures with international visitors.

In 2018–19, 38% of the Australian Museum’s overall visitation were tourists with 24% of the AM’s attendees being international visitors. The top international visitor groups continue to be from mainland China, USA and the UK.

International tourist visitation increased by 3% over the past year, with strong spikes in January and March 2019. This growth is a result of the implementation of the AM’s International Tourism Action Plan which included development of tourism partnerships and the launch of waranara First Nations tours in March 2019. Waranara means ‘to seek’ in a local Dharug language and with this foundation, the tour responds to the current growth in cultural tourism and visitors’ desire for immersive experiences and connection with people and culture.

### Engaged AM Members

In 2018–19, the AM achieved the largest number of new members in the program’s history with more than 20,401 AM Members enjoying unlimited free Museum entry, vibrant events and exclusive discounts.

Throughout this period, AM Members continued to receive a unique level of insight, access and service through events including an evening with Kim McKay and architect Rachel Neeson sharing Project Discover design development; first night programming for the exhibition *Capturing Nature*; and a bus trip to see *Rome: City and Empire from the British Museum* at the National Museum in Canberra. In addition, AM Members experienced exclusive after-hours viewings of *Australian Geographic Nature Photographer of the Year*, *Treasures Illuminated* and *Whales | Tohorā* exhibitions.

### Strengthened brand and positioning

An extensive review of the AM brand was executed during this period resulting in the development and implementation of a robust brand identity system. The AM is now presented with consistency across all touch-points.

The marketing team planned and executed more than 30 bespoke marketing campaigns to drive visitation and ticket sales across programs, exhibitions and general visitation.

The AM’s advertising channel mix has steadily been moving away from traditional media (print, outdoor and radio) towards digital channels (email, search, display and social). The major exhibition campaign for *Whales | Tohorā* allocated 40% of spend to digital, and across all campaigns approximately 80% of spend was allocated to digital.

Visitor survey results and digital analytics show that the AM’s most successful marketing channels are email, search and Facebook.

The AM’s database of email subscribers is now more than 57,500. Plans to develop the AM’s email activity through use of customer relationship database marketing tactics are in progress. This work will result in a more targeted and automated approach.

### Deepened audience insight

Onsite and online visitor research was carried out throughout the period to develop a better understanding of current and potential audiences. More than 3,000 potential Museum-goers were surveyed to inform an audience segmentation model for the AM. The model details seven segments and provides an actionable framework for decision making across all departments of the AM.

### Partnerships

The AM worked with more than 43 partners during 2018–19 to support a wide range of programs and exhibitions. This included FrogID, *Treasures Illuminated*, *Australian Geographic Nature Photographer of the Year*, *SuperCroc on Tour*, *Whales | Tohorā*, the Eureka Prizes and the Science Festival programs.

Highlights for Partnerships included leveraging of FrogID partnerships including the national Frog Pond Building Project with Bunnings which saw more than 100 frog ponds built in schools across Australia. The AM worked with a new partner, LEGO, on the annual Dinosaur Festival during the July school holidays.

The combined value of financial and in-kind support from AM partners contributed almost \$2.8m.

For a full list of Corporate Partners and Supporters see Appendix W.



Capturing Nature exhibition. Photograph by Nick Langley

## Commercial Operations

### Food and Beverage

In its third year, the Museum's café, No. 1 William, saw more than 200,000 customers and catered 255 functions in Museum venues. The caterer also delivered various pop-up outlets during the year to support peak visitation periods and special events such as the Free Weekend and public programs. The caterer also introduced changes to further reduce the use of single-use plastics and packaging for takeaway products.

### Retail

The retail team delivered bespoke merchandise for various Museum programs including *Capturing Nature: Early Photography at the Australian Museum 1857-1893* and *Whales | Tohorā*, and supported internal programs throughout the year.

### Eureka Prizes

The AM, in collaboration with prize partners and program supporters, presented the 2018 AM Eureka Prizes, recognising achievement across four categories: Research & Innovation, Leadership, Science Engagement and School Science. From the hundreds of entries, judges selected 47 finalists (including teams) to be in the running for 16 Eureka Prizes worth \$160,000 in prize money. The winners were announced at a black-tie award dinner at Sydney Town Hall in August 2018 attended by more than 600 guests including State and Australian Government Ministers. For a full list of Eureka Prizes partners and sponsors, see Appendix Q.

# Public Affairs & Development

## Public Affairs

The Public Affairs and Development division has overseen the implementation of three significant strategic projects in 2018–19. The division is also responsible for government relations and other key stakeholder relationships supporting projects that deliver on the corporate strategic plan.

## Aboriginal and Torres Strait Islander Strategy

The AM's Aboriginal and Torres Strait Islander Strategic Action Plan supports four strategic priorities:

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

AM staff took part in ongoing cultural competency training including First Nations-led talks, tours, meditations and workshops. Terri Janke and Associates were engaged to undertake a series of workshops to co-design Indigenous Cultural and Intellectual Property (ICIP) protocols and other cultural practices.

The AM recognises that the Aboriginal and Torres Strait Islander Collection and the Pacific Collection belong to Ancestors, First Nations peoples of the present and young people of the future. The AM supports the self-determination of First Nations peoples who are seeking their rights to determine how their cultural material is managed and represented. The ICIP Protocols detail the principles that guide how the AM meaningfully engages with First Nations people in relation to their cultural heritage and ICIP.

Visitors were provided with authentic First Nations cultural experiences including the award-winning *Gadi* exhibition and associated programming, weaving workshops, Aboriginal meditations and the new tourist program, waranara – a First Nations-led tour for those seeking knowledge and understanding of First Nations cultures.

In line with the goal to commission artwork and imagery by and about Aboriginal and Torres Strait Islander peoples throughout the public and working areas of the AM, the following acquisitions were supported by the Australian Museum Foundation:

- *Life from a Black Perspective*: a series of photographic images depicting contemporary Aboriginal life from respected Elder, community member and Australia's first Aboriginal photojournalist, Aunty Barbara McGrady.
- *Mahn* – weaving installation featured in the Gadi exhibition and now permanently installed in *Bayala Nura: Yarning Country*. The installation shares the culture and history of mahn (Sydney's fisherwomen) and features a large nawi (canoe).
- *Balun Gilamahla* (The River Journey) weaving installation from Aboriginal women from across Bundjalung Nation and Quandamooka Country.

The Public Affairs & Development division has also supported the community consultation and development of the 2020 Project, which will culminate in an exhibition and associated programming in August 2020 as an Aboriginal-led response to the legacy of the landing of Captain James Cook in Kamay (Botany Bay) on the 250th anniversary of the event. The AM is also represented on the NSW Department of Premier & Cabinet's Reflections 1770 working group that is coordinating efforts to appropriately commemorate the anniversary.

## Sustainability Action Plan

The AM launched the Sustainability Action Plan 2019–2021 in December 2018, outlining a clear commitment to reduce operational impacts on the environment with the following key actions:

- Achieving a 4-star Green Star rating or higher for the performance of the Australian Museum buildings.
- The efficient use of energy, water and other resources.
- Implementation of an environmental management system to monitor, record and communicate AM environmental performance.
- Goal of carbon neutral by 2020.
- Communicating climate change science and advocating for behavioural change.

The AM has been undertaking a comprehensive emissions audit to benchmark future initiatives with a focus on carbon neutral goals. As part of the commitment to reduce energy consumption and carbon emissions, the AM has completed a significant lighting upgrade replacing nearly 2,000 fluorescent luminaries with energy-efficient LED lights across large areas of the site, including offices, laboratories, collection rooms and back-of-house areas. The upgrade was made possible through a NSW Government loan under the Energy Efficient Government Program administered by the NSW Office of Environment and Heritage.

The AM also joined Sydney’s leading hotels, event centres, cultural institutions and tourism bodies to improve environmental performance and build Sydney’s reputation as a leading sustainable destination. Led by the City of Sydney, the Sustainable Destination Partnership aims to:

- Improve the energy, water and waste efficiency of buildings in the local area.
- Increase the uptake of renewable energy.
- Engage with regulators on major environmental policy and regulatory issues.

As part of the Sustainable Destination Partnership, the AM joined the Single Use Pledge committing to eliminating single-use plastics across the AM’s operations.

The appointment of Professor Tim Flannery as Distinguished Visiting Fellow on Climate Change early in 2019 has significantly increased our communication of climate science. Professor Flannery has delivered a series of school lectures and keynote speaking engagements outlining the challenges ahead for AM visitors and key stakeholders.

The AM’s recycling and waste system’s aim is to reduce waste in both public and non-public areas. The AM’s waste streams include: fluorescent lights, print cartridges, batteries, mobile phones, soft plastics, organics, cardboard and paper, plastic/glass and aluminium as well as general waste.

The overall waste for 2018–19 (not including liquid waste) was 54.99 tonnes. Of this total, 16.2 tonnes were diverted from landfill for recycling and reuse, resulting in a total of 1.9 tonnes of CO2 being diverted from release into the atmosphere.

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

**Table 3.12**  
Energy and gas usage by year

| Year             | 2016–17   | 2017–18   | 2018–19   |
|------------------|-----------|-----------|-----------|
| Energy Use (kWh) | 3,735,193 | 3,828,094 | 3,959,934 |
| Gas (MJ)         | 6,446,829 | 7,008,605 | 7,433,158 |

## Access and Inclusion Action Plan

The AM’s Access and Inclusion Action Plan 2018–2021 sets a commitment to inclusion, consultation with people with disability and protection of their rights.

Key highlights and achievements in 2018–19 include:

- Ongoing consultation with the Access and Inclusion Advisory Panel with very positive feedback on the access upgrades included in Project Discover.
- Development of Personal Emergency Evacuation Plans for all staff if required.
- Increased partnerships with disability organisations.
- Disability confidence training – Front of House, Security and Programming teams.
- New website meets accessibility guidelines.

In October 2018, the AM proudly supported the Sydney Invictus Games by providing free access to all accredited participants, officials and those supporting athletes in the Friends and Family program. The AM also co-hosted a special reception with War Widows of NSW honouring the family and friends that support wounded, injured and sick war veterans.

The AM’s Accessibility and Inclusion Advisory Panel has been critically important in the implementation and delivery of the plan to date. The AM acknowledges the significant contribution made by the panel, which has provided advice on the design and delivery of *Whales | Tohorā*, general programs and the Project Discover capital infrastructure project.

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

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

### Foreign diplomatic and cultural visits

The AM has hosted a number of foreign diplomatic and cultural visits throughout the year:

- Māori Elders Mr Kura Moeahu and his wife, Mrs Allisha Moeahu, opened *Whales | Tohorā* in a joint cultural exchange with Gadigal Elders
- Mayor of Berlin, Germany, Mr Michael Müller
- Beijing Natural History Museum delegation
- Invictus Games international reception co-hosted with War Widows of NSW to honour family and friends supporting wounded, injured and sick service people
- Director & Curator from National Museum, Taiwan, Mr Hung Shih-you
- Chinese Ministry of Arts & Culture delegation
- Māori Elder Derek Lardelli, ta moko artist and AM artist-in-residence
- Solomon and Bougainville parliamentarians (Speakers of the House) in collaboration with the NSW Government's Twin Parliaments program
- US Consul General in Sydney, Sharon Hudson-Dean

### Streamwatch

The long-running citizen science water monitoring program Streamwatch has a new home with environmental conservation leader Landcare. For almost 30 years, Streamwatch and its hundreds of dedicated volunteers have been monitoring the quality and health of local waterways at sites in Sydney, the Blue Mountains and the Illawarra. The program was launched in 1990 by Sydney Water, and the Australian Museum took over management of the program in 2012.

From July 2019, management of Streamwatch and the activities of its volunteers were transferred to the Greater Sydney Landcare Network. The AM is extremely grateful to the many hundreds of volunteers who have contributed to this extensive water monitoring dataset, and we look forward to seeing the program strengthen and continue with the support and guidance of the experienced team at Greater Sydney Landcare Network.

The AM will continue to support the Streamwatch program by providing the digital portal for the ongoing collection and storage of water monitoring data. The existing data set collected over the past 28 years will also be made publicly available on the NSW Government's SEED portal, which shares and enables environmental data.

### Philanthropy

#### Australian Museum Foundation

The AMF is dedicated to raising funds to support projects across the AM, from research and collections to outreach and education programs.

In 2018-19:

- A total of \$987,763 was raised by the AMF to support the AM.
- Funding of \$715,035 was provided to the AM towards acquisitions, collections and programs.
- The AMF hosted a successful annual gala dinner, raising \$207,513 to support the AM, a significant increase on the previous year.
- The AMF welcomed 78 new donors to support the AM.
- and acknowledged 113 donors renewing and 33 donors reactivating their patronage.

#### AMF Gala Fundraising Dinner

This year's gala dinner, The Night at the Museum, was themed to accord with the AM's *Whales | Tohorā* exhibition, including ocean exploration, marine life and conservation of this unique ecosystem. Master of Ceremonies was media personality Craig Reucassel.

The evening's program included a special presentation by Professor Tim Flannery, who early in 2019 was appointed a Distinguished Visiting Fellow to the AM. The event was attended by 180 of the AM's valued guests including major donors, VIP guests, key government officials and Trustees of the AM and AMF. A record \$207,513 was raised, which was a substantial increase from the previous year.

### **Australian Museum projects supported by trusts and foundations**

The AM gratefully acknowledges the support of trusts and foundations which supported significant projects in 2018–19, including:

- Distinguished Visiting Fellowship – Tim Flannery, funded by Anna Josephson and Rickard Gardell, and an Anonymous donor.
- Conservation Management of Threatened Island Invertebrates (Lord Howe Island Expedition), funded with the assistance of the Graeme Wood Foundation.
- Residency of Rata Pryor Rodgers, funded by the Horizon Foundation.
- Field trips to Coolah Tops, supported by Mary Holt and the late Dr John Holt.
- Solomon Islands Conservation Alliance and Solomon Islands Research Expedition, supported by Rendere Trust – Jim Phillipson.
- Australian Museum’s Pacific and Indigenous Youth Reconnection Project, funded by the Lansdowne Foundation.

### **Philanthropy at the AM**

For a full list of donors and supporters please see Appendix Q.



Above: The Accessibility and Inclusion Action Plan aims to go beyond compliance with relevant disability and access standards. Photograph by Daniel Boud

# Corporate Resources Division

## People and Culture (P&C) – Achievements

AM planning focused on the following two areas:

1. An effective temporary employment management system, which includes all casual employees and contingent labour hire.
2. To achieve optimal development and reassigning of a workforce capable of responding to current and future AM priorities.

P&C continued to engage with the PSIR for advice and guidance on the AM's application of the GSE Act, Rules and Regulations in order to have a strong focus on how to effectively plan and manage the AM's large and complex casual and temporary workforce. Further process will be implemented in the next financial year to ensure all temporary arrangements meet GSE assessment and government sector agency guidelines.

Day-to-day interactions with staff and formal regular reviews of performance management were the basis for understanding development needs; identifying employees who are ready for, or would benefit from work in a new area; and any capability gaps within the existing workforce.

As a result, the AM created 116 career development opportunities enabling staff to learn new skills, access new experiences and build stronger networks across the AM and outside the organisation.

- Professional Development 75
- Acting at a higher grade 25
- Reassignment 4
- Study Leave 4
- Leadership Program 3
- Secondment 2
- Promotion 3

## Building Services

Building Services focused on several projects over the past 12 months, including:

- CCCA Rydalmere fit-out, extensive climate control and fire services works required to meet Museum standard collection conditions.
- Major heritage roof repairs to the Barnett wing.
- Reconditioning of electrical generator.
- Condition audit and repair of all downpipes and stormwater drains to heritage standards.
- Renovation and relocation of the Marketing team to Level 3.
- Construction of the Reading Room, Level 3.
- Implementation of LED lighting.

## Security and emergency response

The AM continued its focus on the strategic objective of enhanced safety, security and risk management within our organisational culture. We continue to maintain ongoing national security awareness through:

- Upgrading security capability and processes.
- Strengthening relationships across the community of cultural institutions, the NSW Police, Fire and Rescue and other emergency agencies.
- Improvements to induction processes, including a centralised data-management hub for all external sites.
- Emergency incident training and emergency exercises to better prepare the AM for emergencies and better serve visitors and staff.

### Security upgrades include:

- Improved building security through implementation of improved access controls throughout all sites.
- Auditing the access control system.
- Improvements to the various emergency communications systems.
- Further development of the digital CCTV system and increased coverage throughout the sites.
- Update and overhaul of the AM emergency plans.

### Information and Communications Technology (ICT)

The ICT team delivered the following improvements during the year:

- Core ICT infrastructure is being transitioned to a private cloud and managed service provider.
- Wireless upgrade has been completed to provide an enhanced visitor experience.
- Several key IT security systems have been upgraded.
- Significant process on updating ICT Cyber Security in accordance with NSW Cyber Security Policy (2019) compliance requirements.

### Finance

The Finance team's focus was on process improvement and tightening procedures in FY2018-19 and delivered the following results during the year:

- Implemented new debt recovery procedures resulting in almost complete removal of debtors over 90 days and the impairment provision.
- Developed new cash-handling procedures in saving the AM the equivalent of 1.5 days or 0.3FTE across Museum sections involved in cash handling, Finance, Visitor Services and Retail.
- Implemented new procedures to enable month end processing time to reduce from 7 days to 3 days.
- Completed readiness exercises for the implementation of new accounting standards in FY 2020.

### Work, Health and Safety

#### Proactive work health and safety risk management

The Australian Museum prioritises the health, safety and wellbeing of staff, contractors and visitors.

Key achievements during the 2018-19 year included:

- A review of risks and mitigations relating to travel, including for overseas fieldwork in remote locations.
- In conjunction with iCare NSW, the AM implemented a smartphone app to provide travelling employees with immediate safety, security and natural events updates.

#### Workplace health and safety incidents and assessments

Table 3.13  
NHS Incident reporting and workers compensation claims

| Incident Reporting     |    |
|------------------------|----|
| Hazard reports         | 16 |
| Safety inspections     | 32 |
| Near miss reports      | 2  |
| Work-related incidents | 6  |
| Visitor injuries       | 8  |

| Workers compensation claims                                              |     |
|--------------------------------------------------------------------------|-----|
| Number of work-related injuries resulting in workers compensation claims | 4   |
| Number of time lost injuries                                             | 32  |
| Number of work-related illnesses                                         | nil |



Canoe Models from the Pacific Islands, on display in the Westpac Long Gallery. Photograph by Stuart Humphreys

Part 4

# Financial statements





To the members of the Trust  
Australian Museum Trust

### **Auditor's Independence Declaration**

As auditor for the audit of the financial statements of the Australian Museum Trust for the year ended 30 June 2019, I declare, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

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

Margaret Crawford  
Auditor-General for New South Wales

13 September 2019  
SYDNEY

## AUSTRALIAN MUSEUM TRUST

### RESPONSIBLE PERSONS' DECLARATION

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

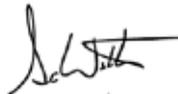
1. There are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
2. The financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-Profit Commission Act 2012* (Cwth).

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



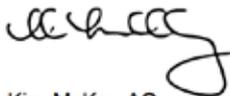
David Armstrong  
President

17 September 2019



Sara Watts  
Trustee

17 September 2019



Kim McKay AO  
Secretary

17 September 2019

AUSTRALIAN MUSEUM TRUST

Statement of comprehensive income for the year ended 30 June 2019

|                                                                  | Notes | Consolidated entity |               |                | Parent entity  |                |
|------------------------------------------------------------------|-------|---------------------|---------------|----------------|----------------|----------------|
|                                                                  |       | Actual              | Budget        | Restated       | Actual         | Restated       |
|                                                                  |       | 2019                | 2019          | 2018           | 2019           | 2018           |
|                                                                  |       | \$000               | \$000         | \$000          | \$000          | \$000          |
| <b>Revenue</b>                                                   |       |                     |               |                |                |                |
| Sale of goods and services                                       | 2(a)  | 11,117              | 8,045         | 9,588          | 11,117         | 9,588          |
| Investment revenue                                               | 2(b)  | 21                  | 253           | 107            | 21             | 107            |
| Grants and contributions                                         | 2(c)  | 42,952              | 39,353        | 33,345         | 42,952         | 33,345         |
| Other Income                                                     | 2(e)  | 101                 | 83            | -              | 101            | -              |
| <b>Total revenue</b>                                             |       | <b>54,191</b>       | <b>47,734</b> | <b>43,039</b>  | <b>54,191</b>  | <b>43,039</b>  |
| <b>Gains and losses</b>                                          |       |                     |               |                |                |                |
| Gain (loss) on disposal                                          | 3(a)  | (367)               | -             | (90)           | (367)          | (90)           |
| Other gains (losses)                                             | 3(b)  | (825)               | (5)           | 46,584         | (825)          | 46,584         |
| <b>Total gains and losses</b>                                    |       | <b>(1,192)</b>      | <b>(5)</b>    | <b>46,494</b>  | <b>(1,192)</b> | <b>46,494</b>  |
| <b>Expenses</b>                                                  |       |                     |               |                |                |                |
| Operating expenses                                               |       |                     |               |                |                |                |
| Personnel services                                               | 4(a)  | -                   | -             | -              | 25,231         | 23,105         |
| Employee related                                                 | 4(b)  | 25,231              | 25,683        | 23,105         | -              | -              |
| Other operating expenses                                         | 4(c)  | 16,793              | 13,794        | 17,775         | 16,793         | 17,775         |
| Depreciation and amortisation                                    | 4(e)  | 10,825              | 5,800         | 6,300          | 10,825         | 6,300          |
| <b>Total expenses</b>                                            |       | <b>52,849</b>       | <b>45,277</b> | <b>47,180</b>  | <b>52,849</b>  | <b>47,180</b>  |
| <b>Surplus for the year</b>                                      | 18    | <b>150</b>          | <b>2,452</b>  | <b>42,353</b>  | <b>150</b>     | <b>42,353</b>  |
| <b>Other comprehensive income</b>                                |       |                     |               |                |                |                |
| <i>Items that will not be reclassified to surplus or deficit</i> |       |                     |               |                |                |                |
| Changes in revaluation surplus of property, plant and equipment  |       | 10,392              | -             | 264,233        | 10,392         | 264,233        |
| <b>Total other comprehensive income</b>                          |       | <b>10,392</b>       | <b>-</b>      | <b>264,233</b> | <b>10,392</b>  | <b>264,233</b> |
| <b>TOTAL COMPREHENSIVE INCOME</b>                                |       | <b>10,542</b>       | <b>2,452</b>  | <b>306,586</b> | <b>10,542</b>  | <b>306,586</b> |

The accompanying notes form part of these financial statements.

|                                      | Notes | Consolidated entity |         |           | Parent entity    |           |
|--------------------------------------|-------|---------------------|---------|-----------|------------------|-----------|
|                                      |       | Actual              | Budget  | Restated  | Actual           | Restated  |
|                                      |       | 2019                | 2019    | 2018      | 2019             | 2018      |
|                                      |       | \$000               | \$000   | \$000     | \$000            | \$000     |
| <b>ASSETS</b>                        |       |                     |         |           |                  |           |
| <b>Current assets</b>                |       |                     |         |           |                  |           |
| Cash and cash equivalents            | 5     | <b>10,196</b>       | 1,751   | 9,817     | <b>10,196</b>    | 9,817     |
| Receivables                          | 6     | <b>883</b>          | 1,299   | 1,918     | <b>883</b>       | 1,918     |
| Inventories                          | 7     | <b>256</b>          | 261     | 195       | <b>256</b>       | 195       |
| <b>Total current assets</b>          |       | <b>11,335</b>       | 3,311   | 11,929    | <b>11,335</b>    | 11,929    |
| <b>Non-current assets</b>            |       |                     |         |           |                  |           |
| Other financial assets               | 9     | <b>436</b>          | -       | -         | <b>436</b>       | -         |
| Property, plant and equipment        | 11    |                     |         |           |                  |           |
| Land and buildings                   |       | <b>219,423</b>      | 194,030 | 193,016   | <b>219,423</b>   | 193,016   |
| Plant and equipment                  |       | <b>10,237</b>       | 36,176  | 33,066    | <b>10,237</b>    | 33,066    |
| Collections                          | 10    | <b>800,153</b>      | 489,584 | 800,029   | <b>800,153</b>   | 800,029   |
| Total property, plant and equipment  |       | <b>1,029,813</b>    | 719,790 | 1,026,111 | <b>1,029,813</b> | 1,026,111 |
| Intangible assets                    | 12    | <b>2,825</b>        | 509     | 838       | <b>2,825</b>     | 838       |
| <b>Total non-current assets</b>      |       | <b>1,033,074</b>    | 720,299 | 1,026,950 | <b>1,033,074</b> | 1,026,950 |
| <b>Total assets</b>                  |       | <b>1,044,409</b>    | 723,610 | 1,038,879 | <b>1,044,409</b> | 1,038,879 |
| <b>LIABILITIES</b>                   |       |                     |         |           |                  |           |
| <b>Current liabilities</b>           |       |                     |         |           |                  |           |
| Payables                             | 13    | <b>2,015</b>        | 6,955   | 3,105     | <b>4,788</b>     | 5,803     |
| Borrowings                           | 14    | <b>39</b>           | -       | 38        | <b>39</b>        | 38        |
| Provisions                           | 15    | <b>2,698</b>        | 2,428   | 2,639     | -                | -         |
| Other                                | 16    | <b>5,044</b>        | -       | 9,000     | <b>5,044</b>     | 9,000     |
| <b>Total current liabilities</b>     |       | <b>9,796</b>        | 9,383   | 14,782    | <b>9,871</b>     | 14,842    |
| <b>Non-current liabilities</b>       |       |                     |         |           |                  |           |
| Borrowings                           | 14    | <b>120</b>          | -       | 161       | <b>120</b>       | 161       |
| Provisions                           | 15    | <b>75</b>           | -       | 60        | -                | -         |
| Other                                | 16    | <b>50</b>           | 50      | 50        | <b>50</b>        | 50        |
| <b>Total non-current liabilities</b> |       | <b>245</b>          | 50      | 271       | <b>170</b>       | 211       |
| <b>Total liabilities</b>             |       | <b>10,041</b>       | 9,433   | 15,053    | <b>10,041</b>    | 15,053    |
| <b>Net assets</b>                    |       | <b>1,034,368</b>    | 714,177 | 1,023,826 | <b>1,034,368</b> | 1,023,826 |
| <b>EQUITY</b>                        |       |                     |         |           |                  |           |
| Accumulated funds                    |       | <b>592,203</b>      | 546,637 | 592,053   | <b>592,203</b>   | 592,053   |
| Reserves                             | 10    | <b>442,165</b>      | 167,540 | 431,773   | <b>442,165</b>   | 431,773   |
| <b>Total equity</b>                  |       | <b>1,034,368</b>    | 714,177 | 1,023,826 | <b>1,034,368</b> | 1,023,826 |

The accompanying notes form part of these financial statements.

AUSTRALIAN MUSEUM TRUST

Statement of changes in equity for the year ended 30 June 2019

|                                                          | Notes | Consolidated and Parent entity |                           |                  |
|----------------------------------------------------------|-------|--------------------------------|---------------------------|------------------|
|                                                          |       | Accumulated funds              | Asset revaluation reserve | Total equity     |
|                                                          |       | \$000                          | \$000                     | \$000            |
| <b>Balance at 1 July 2018</b>                            |       | <b>592,503</b>                 | <b>404,513</b>            | <b>997,015</b>   |
| Correction of error                                      | 10    |                                | <b>27,261</b>             | <b>27,261</b>    |
| <b>Restated balance at 1 July 2018</b>                   |       | <b>592,053</b>                 | <b>431,773</b>            | <b>1,023,826</b> |
| <b>Net result for the year</b>                           |       | <b>150</b>                     | <b>-</b>                  | <b>150</b>       |
| Other comprehensive income:                              |       |                                |                           |                  |
| Net increase (decrease) in property, plant and equipment | 11(a) | -                              | <b>10,392</b>             | <b>10,392</b>    |
| Total other comprehensive income                         |       | -                              | <b>10,392</b>             | <b>10,392</b>    |
| <b>Total comprehensive income for the year</b>           |       | <b>150</b>                     | <b>10,392</b>             | <b>10,542</b>    |
| <b>Balance at 30 June 2019</b>                           |       | <b>592,203</b>                 | <b>442,165</b>            | <b>1,034,368</b> |
| <b>Balance at 1 July 2017</b>                            |       | 549,700                        | 167,540                   | 717,240          |
| <b>Net result for the year</b>                           |       | 42,353                         | -                         | 42,353           |
| Other comprehensive income:                              |       |                                |                           |                  |
| Net increase (decrease) in property, plant and equipment | 11(a) | -                              | 236,972                   | 236,972          |
| Correction of error                                      | 10    |                                | 27,261                    | 27,261           |
| Total other comprehensive income                         |       | -                              | 264,233                   | 264,233          |
| <b>Total comprehensive income for the year</b>           |       | <b>42,353</b>                  | <b>264,233</b>            | <b>306,586</b>   |
| <b>Restated balance at 30 June 2018</b>                  |       | <b>592,053</b>                 | <b>431,773</b>            | <b>1,023,826</b> |

The accompanying notes form part of these financial statements

AUSTRALIAN MUSEUM TRUST

Statement of cash flows for the year ended 30 June 2019

|                                                              | Notes | Consolidated entity |                 |                 | Parent entity   |                 |
|--------------------------------------------------------------|-------|---------------------|-----------------|-----------------|-----------------|-----------------|
|                                                              |       | Actual              | Budget          | Restated        | Actual          | Restated        |
|                                                              |       | 2019                | 2019            | Actual<br>2018  | 2019            | Actual<br>2018  |
|                                                              |       | \$000               | \$000           | \$000           | \$000           | \$000           |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                  |       |                     |                 |                 |                 |                 |
| <b>Receipts</b>                                              |       |                     |                 |                 |                 |                 |
| Sale of goods and services                                   |       | 10,125              | 12,128          | 11,242          | 10,125          | 11,242          |
| Interest received                                            |       | 10                  | 253             | 129             | 10              | 129             |
| Grants and contributions                                     |       | 27,948              | 29,153          | 35,162          | 27,948          | 35,162          |
| <b>Total receipts</b>                                        |       | <b>38,083</b>       | <b>41,534</b>   | <b>46,533</b>   | <b>38,083</b>   | <b>46,533</b>   |
| <b>Payments</b>                                              |       |                     |                 |                 |                 |                 |
| Personnel services                                           |       | -                   | -               | -               | (23,534)        | (21,978)        |
| Employee related                                             |       | (23,534)            | (24,630)        | (21,978)        | -               | -               |
| Other payments                                               |       | (20,146)            | (17,853)        | (19,383)        | (20,146)        | (19,383)        |
| <b>Total payments</b>                                        |       | <b>(43,680)</b>     | <b>(42,483)</b> | <b>(41,361)</b> | <b>(43,680)</b> | <b>(41,361)</b> |
| <b>Net cash inflows (outflows) from operating activities</b> | 18    | <b>(5,597)</b>      | <b>(949)</b>    | <b>5,172</b>    | <b>(5,597)</b>  | <b>5,172</b>    |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                  |       |                     |                 |                 |                 |                 |
| Proceeds from borrowings                                     |       | -                   | -               | 199             | -               | 199             |
| Repayment of borrowings                                      |       | (40)                | -               | -               | (40)            | -               |
| <b>Net cash inflows (outflows) from financing activities</b> |       | <b>(40)</b>         | <b>-</b>        | <b>199</b>      | <b>(40)</b>     | <b>199</b>      |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                  |       |                     |                 |                 |                 |                 |
| Proceeds from grants                                         | 26    | 13,330              | 9,147           | 3,330           | 13,330          | 3,330           |
| Payments for property, plant and equipment                   |       | (6,314)             | (9,147)         | (7,842)         | (6,314)         | (7,842)         |
| Payments for intangible assets                               |       | (1,007)             | -               | (512)           | (1,007)         | (512)           |
| Advance repayments received                                  |       | -                   | 1,023           | -               | -               | -               |
| Proceeds from sale of plant and equipment                    |       | 7                   | -               | -               | 7               | -               |
| <b>Net cash (outflows) from investing activities</b>         |       | <b>6,016</b>        | <b>1,023</b>    | <b>(5,024)</b>  | <b>6,016</b>    | <b>(5,024)</b>  |
| <b>NET INCREASE IN CASH</b>                                  |       |                     |                 |                 |                 |                 |
|                                                              |       | <b>379</b>          | <b>74</b>       | <b>347</b>      | <b>379</b>      | <b>347</b>      |
| Cash and cash equivalents at the start of the year           |       | 9,817               | 2,699           | 9,470           | 9,817           | 9,470           |
| <b>Cash and cash equivalents at the end of the year</b>      | 5     | <b>10,196</b>       | <b>2,773</b>    | <b>9,817</b>    | <b>10,196</b>   | <b>9,817</b>    |

The accompanying notes form part of these financial statements.

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****(a) Reporting entity**

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

The AM as a reporting entity, comprises the entity under its control, namely, the Australian Museum Trust Staff Agency (AMS). The AMS is an entity created by Administrative Order on 24 February 2014 under the *Government Sector Employment Act 2013* (NSW) (GSE Act). The objective of the AMS is to provide personnel services to its parent entity, the Australian Museum Trust. In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entity, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies. These financial statements for the year ended 30 June 2019 have been authorised for issue by the Director & CEO and the President of the Board of Trustees on 17 September 2019.

**(b) Basis of preparation**

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

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* (NSW) and the *Public Finance and Audit Regulation 2015* (NSW)
- the Financial Reporting Directions mandated by the Treasurer.
- the requirements of the *Australian Charities and Not-For-Profits Commission Act 2012* (Cwth) and *Australian Charities and Not-For-Profits Commission Regulations 2013* (Cwth).

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

**Critical accounting estimates**

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

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

**(c) Statement of compliance**

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

**(d) Insurance**

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

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

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

- The amount of GST incurred by the AM as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

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

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

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

**Effective for the first time in 2019**

The accounting policies applied in 2019 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2019. The adoption of new standards did not have any material impact on AM's financial statements.

• *AASB 9 Financial Instruments*

The potential impact of this standard relates to the classification of financial assets and requirement to recognise impairment losses on financial assets on an expected basis rather than an incurred basis.

**Issued but not yet effective**

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

The following new Australian Accounting Standards have not been applied and are not yet effective. The impact of these standards on the amounts recognised in the financial statements have been quantified at f(i). Application on the new standards will also have impact on note disclosures.

• *AASB 15 Revenue from Contracts with Customers*

AASB 15 Revenue from Contracts with Customers (AASB 15) is effective for reporting periods commencing on or after 1 January 2019. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers. Revenue is recognised when control of goods or services is transferred to the customer at amounts that reflect the consideration to which the AM expects to be entitled in exchange for transferring the goods or services to the customer. Under AASB 118 Revenue (AASB 118), revenue recognition is currently based on when risks and rewards are transferred.

• *AASB 1058 Income of Not-for-Profit Entities*

AASB 1058 *Income of Not-for-Profits* (AASB 1058) is effective for reporting periods commencing on or after 1 January 2019 and will replace most of the existing requirements in AASB 1004 *Contributions* (AASB 1004). The scope of AASB 1004 is now limited mainly to parliamentary appropriations, administrative arrangements and contributions by owners. Under AASB 1058, the AM will need to determine whether a transaction is consideration received below fair value principally to enable the AM to further its objectives (accounted for under AASB 1058) or a revenue contract with a customer (accounted for under AASB 15).

The standards will result in the identification of separate performance obligations that will change the timing of recognition for some revenues, including revenues relating to sales of goods and services and specific purpose grants and subsidies. The adoption of these standards will primarily result in the recognition of increased liabilities reported on the Statement of Financial Position, predominately consisting of contract liabilities.

Under AASB 1058, the AM will recognise as liabilities, obligations for funding received where there is an obligation to construct recognisable non-financial assets controlled by the Australian Museum.

The AM will adopt AASB 15 and AASB 1058 on 1 July 2019 through application of the full retrospective transition approach. Recognition and measurement principles of the new standards will be applied for the current year and comparative year as though AASB 15 and AASB 1058 had always applied.

Based on the impact assessments the AM has undertaken on currently available information, the AM estimates that the adoption of AASB 15 and AASB 1058 will result in the following:

- (i) the deferral of revenue and recognition of contractual liabilities (unearned revenue) of \$1.6 million, with corresponding decrease in accumulated funds of \$1.1 million.

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

• **AASB 16 Leases**

AASB 16 *Leases* (AASB 16) is effective from reporting periods commencing on or after 1 January 2019. For lessees, AASB 16 will result in most leases being recognised on the Statement of Financial Position, as the distinction between operating and finance leases is largely removed. Under the new standard, an asset (the right to use the leased item) and a financial liability to pay rentals are recognised at the commencement of the lease. The only exceptions are short-term and low-value leases. AASB 16 will therefore increase assets and liabilities reported on the Statement of Financial Position. It will also increase depreciation and interest expenses and reduce operating lease rental expenses on the Statement of Comprehensive Income. Expenses recognised in the earlier years of the lease term will be higher as the interest charges will be calculated on a larger lease liability balance. Existing finance leases are not expected to be significantly impacted from the transition to AASB 16.

The AM will adopt AASB 16 on 1 July 2019 through application of the partial retrospective approach, where only the current year is adjusted as though AASB 16 had always applied. Comparative information will not be restated. The Australian Museum will also adopt the practical expedient whereby the fair value of the right-of use asset will be the same as the lease liability at 1 July 2019.

Based on the impact assessments the AM has undertaken on currently available information, the AM estimates additional lease liabilities of \$2.2 million and right-of-use assets of \$2.2 million will be recognised as at 1 July 2019 for leases in which the AM is a lessee. Most operating lease expenses will be replaced by depreciation of the right of use asset and interest on the lease liability. The impact on the statement of comprehensive income is not expected to be material.

**(g) Taxation status**

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

**(h) Services provided at no cost**

Where material contributions are made to the AM at no charge, an expense is recorded in the accounts to reflect the activities at the AM and is offset by an equivalent revenue entry. Material assistance provided to the AM by the volunteers for whom payment was not made is not included in the surplus (deficit) for the year (refer Note 19).

**(i) Equity and reserves**

**(i) Revaluation surplus**

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the AM's policy on the revaluation of property, plant and equipment as discussed in note 11.

**(ii) Accumulated funds**

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

**(j) Comparative information**

Except where an Australian Accounting Standards permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements. Selected 2018 balances have been restated. Refer to note 10 for further information.

## AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2019

|                                                                                                                                                                                                                                                                                                                        | Consolidated entity |               | Parent entity |               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------|---------------|---------------|
|                                                                                                                                                                                                                                                                                                                        | 2019                | 2018          | 2019          | 2018          |
|                                                                                                                                                                                                                                                                                                                        | \$000               | \$000         | \$000         | \$000         |
| <b>2 REVENUE</b>                                                                                                                                                                                                                                                                                                       |                     |               |               |               |
| <b>Recognition and measurement</b>                                                                                                                                                                                                                                                                                     |                     |               |               |               |
| Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.                                                                                                            |                     |               |               |               |
| <b>(a) Sale of goods and services</b>                                                                                                                                                                                                                                                                                  |                     |               |               |               |
| Shop sales                                                                                                                                                                                                                                                                                                             | 1,208               | 1,028         | 1,208         | 1,028         |
| Rendering of services                                                                                                                                                                                                                                                                                                  | 3,427               | 3,194         | 3,427         | 3,194         |
| Sponsorships                                                                                                                                                                                                                                                                                                           | 2,024               | 363           | 2,024         | 363           |
| Admission fees                                                                                                                                                                                                                                                                                                         | 4,458               | 5,003         | 4,458         | 5,003         |
|                                                                                                                                                                                                                                                                                                                        | <b>11,117</b>       | <b>9,588</b>  | <b>11,117</b> | <b>9,588</b>  |
| <b>Recognition and measurement</b>                                                                                                                                                                                                                                                                                     |                     |               |               |               |
| <b>Sale of goods</b>                                                                                                                                                                                                                                                                                                   |                     |               |               |               |
| Revenue from the sale of goods is recognised as revenue when the AM transfers the significant risks and rewards of ownership of the assets.                                                                                                                                                                            |                     |               |               |               |
| <b>Rendering of services</b>                                                                                                                                                                                                                                                                                           |                     |               |               |               |
| Revenue is recognised when the service is provided or by reference to the stage of completion.                                                                                                                                                                                                                         |                     |               |               |               |
| <b>(b) Investment revenue</b>                                                                                                                                                                                                                                                                                          |                     |               |               |               |
| Interest                                                                                                                                                                                                                                                                                                               | 21                  | 107           | 21            | 107           |
|                                                                                                                                                                                                                                                                                                                        | <b>21</b>           | <b>107</b>    | <b>21</b>     | <b>107</b>    |
| <b>Recognition and measurement</b>                                                                                                                                                                                                                                                                                     |                     |               |               |               |
| <b>Investment revenue</b>                                                                                                                                                                                                                                                                                              |                     |               |               |               |
| Interest revenue is recognised using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.    |                     |               |               |               |
| <b>(c) Grants and contributions</b>                                                                                                                                                                                                                                                                                    |                     |               |               |               |
| Recurrent grants from NSW Government                                                                                                                                                                                                                                                                                   | 22,348              | 22,324        | 22,348        | 22,324        |
| Capital grants from NSW Government                                                                                                                                                                                                                                                                                     | 13,330              | 3,330         | 13,330        | 3,330         |
| Acceptance by the Crown of employee benefits – Note 2(d)                                                                                                                                                                                                                                                               | 1,594               | 895           | 1,594         | 895           |
| Scientific research grants from Australian Government                                                                                                                                                                                                                                                                  | 412                 | 407           | 412           | 407           |
| Research contributions (other grants, donations)                                                                                                                                                                                                                                                                       | 4,916               | 3,697         | 4,916         | 3,697         |
| Other NSW Government grants                                                                                                                                                                                                                                                                                            | 272                 | 649           | 272           | 649           |
| Donations to collections                                                                                                                                                                                                                                                                                               | 80                  | 2,044         | 80            | 2,044         |
|                                                                                                                                                                                                                                                                                                                        | <b>42,952</b>       | <b>33,345</b> | <b>42,952</b> | <b>33,345</b> |
| For conditions on Grants and Contributions see Note 8.                                                                                                                                                                                                                                                                 |                     |               |               |               |
| <b>Recognition and measurement</b>                                                                                                                                                                                                                                                                                     |                     |               |               |               |
| Grants and contributions include grants from the Department of Planning and Environment (DPE). They are generally recognised as revenue when the AM obtains control over the assets comprising the grants/contributions. Control over grants and contributions is normally obtained upon fulfilment of any conditions. |                     |               |               |               |
| <b>(d) Acceptance by the Crown Entity of employee benefits and other liabilities</b>                                                                                                                                                                                                                                   |                     |               |               |               |
| Superannuation-defined benefits                                                                                                                                                                                                                                                                                        | 179                 | 211           | 179           | 211           |
| Long service leave                                                                                                                                                                                                                                                                                                     | 1,405               | 672           | 1,405         | 672           |
| Payroll tax                                                                                                                                                                                                                                                                                                            | 10                  | 12            | 10            | 12            |
|                                                                                                                                                                                                                                                                                                                        | <b>1,594</b>        | <b>895</b>    | <b>1,594</b>  | <b>895</b>    |
| <b>(e) Other income</b>                                                                                                                                                                                                                                                                                                |                     |               |               |               |
| Insurance claims recovery and hindsight adjustment                                                                                                                                                                                                                                                                     | 101                 | -             | 101           | -             |
|                                                                                                                                                                                                                                                                                                                        | <b>101</b>          | <b>-</b>      | <b>101</b>    | <b>-</b>      |

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

|                                                                     | Consolidated entity |               | Parent entity |               |
|---------------------------------------------------------------------|---------------------|---------------|---------------|---------------|
|                                                                     | 2019                | 2018          | 2019          | 2018          |
|                                                                     | \$000               | \$000         | \$000         | \$000         |
| <b>3 GAINS AND LOSSES</b>                                           |                     |               |               |               |
| <b>(a) Gain (loss) on disposal of property, plant and equipment</b> |                     |               |               |               |
| Proceeds from disposal of plant and equipment                       | 7                   | -             | 7             | -             |
| Carrying value of assets disposed                                   | (374)               | (90)          | (374)         | (90)          |
| <b>Net (loss) on disposal of property, plant and equipment</b>      | <b>(367)</b>        | <b>(90)</b>   | <b>(367)</b>  | <b>(90)</b>   |
| <b>(b) Other gains (losses)</b>                                     |                     |               |               |               |
| Write-down of inventories                                           | (10)                | -             | (10)          | -             |
| Decrease (increase) in allowance for expected credit loss           | 97                  | (30)          | 97            | (30)          |
| (Increase) in allowance for impairment loss                         | (912)               |               | (912)         |               |
| Net increase in property plant and equipment asset revaluation      | -                   | 46,614        | -             | 46,614        |
| <b>Net other gains</b>                                              | <b>(825)</b>        | <b>46,584</b> | <b>(825)</b>  | <b>46,584</b> |

**Recognition and measurement**
**Impairment losses**

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

Receivables – Note 6

Inventories – Note 7

Property, plant and equipment – Note 11

Intangible assets – Note 12

**4 EXPENSES**
**(a) Personnel services expenses**

|                                             |   |   |               |               |
|---------------------------------------------|---|---|---------------|---------------|
| Salaries and wages (including annual leave) | - | - | 20,402        | 19,248        |
| Superannuation – defined benefit plans      | - | - | 179           | 211           |
| Superannuation – defined contribution plans | - | - | 1,692         | 1,586         |
| Payroll tax and fringe benefits tax         | - | - | 1,273         | 1,114         |
| Long service leave                          | - | - | 1,516         | 747           |
| Workers' compensation insurance             | - | - | 169           | 199           |
|                                             | - | - | <b>25,231</b> | <b>23,105</b> |

**(b) Employee related expenses**

|                                             |               |               |   |   |
|---------------------------------------------|---------------|---------------|---|---|
| Salaries and wages (including annual leave) | 20,402        | 19,248        | - | - |
| Superannuation – defined benefit plans      | 179           | 211           | - | - |
| Superannuation – defined contribution plans | 1,692         | 1,586         | - | - |
| Payroll tax and fringe benefits tax         | 1,273         | 1,114         | - | - |
| Long service leave                          | 1,516         | 747           | - | - |
| Workers' compensation insurance             | 169           | 199           | - | - |
|                                             | <b>25,231</b> | <b>23,105</b> | - | - |

Employee related cost that have been capitalised in property, plant and equipment and therefore excluded from the above: \$305,000 (2018: \$923,000).

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

|                                                                                     | Consolidated entity |        | Parent entity |        |
|-------------------------------------------------------------------------------------|---------------------|--------|---------------|--------|
|                                                                                     | 2019                | 2018   | 2019          | 2018   |
|                                                                                     | \$000               | \$000  | \$000         | \$000  |
| <b>4 EXPENSES (continued)</b>                                                       |                     |        |               |        |
| <b>(c) Other operating expenses</b>                                                 |                     |        |               |        |
| Auditor's remuneration – audit of the financial statements<br>(Audit Office of NSW) | <b>122</b>          | 193    | <b>122</b>    | 193    |
| Cleaning                                                                            | <b>673</b>          | 691    | <b>673</b>    | 691    |
| Consultants*                                                                        | <b>976</b>          | 473    | <b>976</b>    | 473    |
| Contractors                                                                         | <b>3,701</b>        | 4,348  | <b>3,701</b>  | 4,348  |
| Cost of sales                                                                       | <b>533</b>          | 546    | <b>533</b>    | 546    |
| Electricity, gas and water                                                          | <b>800</b>          | 846    | <b>800</b>    | 846    |
| Exhibitions                                                                         | <b>792</b>          | 1,844  | <b>792</b>    | 1,844  |
| Freight                                                                             | <b>1,623</b>        | 342    | <b>1,623</b>  | 342    |
| Insurance                                                                           | <b>395</b>          | 385    | <b>395</b>    | 385    |
| Maintenance                                                                         | <b>1,812</b>        | 1,877  | <b>1,812</b>  | 1,877  |
| Marketing and promotions                                                            | <b>1,244</b>        | 1,269  | <b>1,244</b>  | 1,269  |
| Operating lease rental expense – minimum lease payments                             | <b>340</b>          | 82     | <b>340</b>    | 82     |
| Software licences and consumables                                                   | <b>1,269</b>        | 1,469  | <b>1,269</b>  | 1,469  |
| Other                                                                               | <b>2,513</b>        | 3,410  | <b>2,513</b>  | 3,410  |
|                                                                                     | <b>16,793</b>       | 17,775 | <b>16,793</b> | 17,775 |

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

**(d) Maintenance expenses (all types)**

|                                                      |              |       |              |       |
|------------------------------------------------------|--------------|-------|--------------|-------|
| Classified as employee related expenses in Note 4(b) | <b>294</b>   | 422   | <b>294</b>   | 422   |
| Classified as maintenance expenses in Note 4(c)      | <b>1,812</b> | 1,877 | <b>1,812</b> | 1,877 |
| <b>Total maintenance expenses (all types)</b>        | <b>2,106</b> | 2,299 | <b>2,106</b> | 2,299 |

**(e) Depreciation and amortisation expense**

|                     |               |       |               |       |
|---------------------|---------------|-------|---------------|-------|
| Depreciation        |               |       |               |       |
| Buildings           | <b>2,235</b>  | 1,653 | <b>2,235</b>  | 1,653 |
| Plant and equipment | <b>4,631</b>  | 4,455 | <b>4,631</b>  | 4,455 |
| Amortisation        |               |       |               |       |
| Intangible assets   | <b>3,959</b>  | 192   | <b>3,959</b>  | 192   |
|                     | <b>10,825</b> | 6,300 | <b>10,825</b> | 6,300 |

## AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2019

|  | Consolidated entity |       | Parent entity |       |
|--|---------------------|-------|---------------|-------|
|  | 2019                | 2018  | 2019          | 2018  |
|  | \$000               | \$000 | \$000         | \$000 |

### 5 CURRENT ASSETS – CASH AND CASH EQUIVALENTS

|                                          |               |       |               |       |
|------------------------------------------|---------------|-------|---------------|-------|
| Cash at bank and on hand                 | <b>10,196</b> | 9,817 | <b>10,196</b> | 9,817 |
| <b>Closing cash and cash equivalents</b> | <b>10,196</b> | 9,817 | <b>10,196</b> | 9,817 |

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

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

|                                                       |            |     |            |     |
|-------------------------------------------------------|------------|-----|------------|-----|
| Westpac Commercial Card facility (Total credit limit) | <b>500</b> | 500 | <b>500</b> | 500 |
|-------------------------------------------------------|------------|-----|------------|-----|

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Cash and cash equivalents are comprised of cash on hand and bank balances with the Westpac Banking Corporation and Commonwealth Bank.

### 6 CURRENT ASSETS – RECEIVABLES

|                                              |            |       |            |       |
|----------------------------------------------|------------|-------|------------|-------|
| Sale of goods and services                   | <b>549</b> | 1,264 | <b>549</b> | 1,264 |
| Less: Allowance for expected credit losses * | <b>(1)</b> |       | <b>(1)</b> |       |
| Less: Allowance for impairment **            |            | (101) |            | (101) |
| Accrued revenue                              | <b>11</b>  | 13    | <b>11</b>  | 13    |
| Prepayments                                  | <b>142</b> | 350   | <b>142</b> | 350   |
| GST receivables                              | <b>182</b> | 392   | <b>182</b> | 392   |
|                                              | <b>883</b> | 1,918 | <b>883</b> | 1,918 |

#### \* Movement in the allowance for expected credit loss

|                                                             |              |       |              |       |
|-------------------------------------------------------------|--------------|-------|--------------|-------|
| Balance at 30 June 2018 under AASB 139                      | <b>(101)</b> | (71)  | <b>(101)</b> | (71)  |
| Amounts restated through opening accumulated funds          |              |       |              |       |
| Balance at 1 July 2018 under AASB 9                         | <b>(101)</b> | (71)  | <b>(101)</b> | (71)  |
| Amounts written off during the year                         | <b>3</b>     | -     | <b>3</b>     | -     |
| Amounts recovered during the year                           | -            | 39    | -            | 39    |
| Decrease (increase) in allowance recognised in statement of | <b>97</b>    | (69)  | <b>97</b>    | (69)  |
| <b>Balance at 30 June 2019</b>                              | <b>(1)</b>   | (101) | <b>(1)</b>   | (101) |

#### \*\* Movement in the allowance for impairment

|                                                                                  |              |       |              |       |
|----------------------------------------------------------------------------------|--------------|-------|--------------|-------|
| Balance at 1 July 2017                                                           | <b>(101)</b> | (71)  | <b>(101)</b> | (71)  |
| Amounts written off during the year                                              | <b>3</b>     | -     | <b>3</b>     | -     |
| Amounts recovered during the year                                                | -            | 39    | -            | 39    |
| Decrease (increase) in allowance recognised in statement of comprehensive income | <b>97</b>    | (69)  | <b>97</b>    | (69)  |
| <b>Balance at 30 June 2018</b>                                                   | <b>(1)</b>   | (101) | <b>(1)</b>   | (101) |

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

**6 CURRENT ASSETS – RECEIVABLES (continued)**

**Recognition and measurement**

Receivables, including trade receivables and prepayments are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**Subsequent measurement under AASB 9 (from 1 July 2018)**

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

**Subsequent measurement under AASB 139 (for comparative period ended 30 June 2018)**

Subsequent measurement is at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

**Impairment under AASB9 (from 1 July 2018)**

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

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

**Impairment under AASB139 (for comparative period ended 30 June 2018)**

Receivables are subject to a monthly review for impairment. These are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

The AM first assess whether impairment exists individually for receivables that are individually significant, or collectively for those that are not individually significant. Further receivables are assessed for impairment on a collective basis if they were not assessed not to be impaired individually.

The amount of the allowance is the difference between the assets carrying Value amount and present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, if objectively related to an event occurring after the impairment was recognised. Reversals of impairment losses cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

| Consolidated entity |       | Parent entity |       |
|---------------------|-------|---------------|-------|
| 2019                | 2018  | 2019          | 2018  |
| \$000               | \$000 | \$000         | \$000 |

**7 CURRENT ASSETS – INVENTORIES**

**Held for resale**

Inventories on hand – at cost

|            |     |            |     |
|------------|-----|------------|-----|
| <b>256</b> | 195 | <b>256</b> | 195 |
| <b>256</b> | 195 | <b>256</b> | 195 |

**Recognition and measurement**

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

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

## AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2019

### 8 CONDITIONS ON CONTRIBUTIONS AND RESTRICTED ASSETS

The AM receives contributions from various bodies for specific purposes (see Note 2). Generally, contribution conditions restrict the use of the amount to specific purposes. However, conditions vary widely with respect to deliverables, timing, acquittal and repayment requirements. Cash and investments are held equal to unutilised balances where contractually specified.

|                                                                  | Consolidated entity |               | Parent entity |               |
|------------------------------------------------------------------|---------------------|---------------|---------------|---------------|
|                                                                  | 2019                | 2018          | 2019          | 2018          |
|                                                                  | \$000               | \$000         | \$000         | \$000         |
| <b>Unexpended balances for all restricted amounts at 30 June</b> |                     |               |               |               |
| Scientific research – Australian Government grants               | 328                 | 626           | 328           | 626           |
| Other contributions                                              | 8,980               | 11,585        | 8,980         | 11,585        |
|                                                                  | <b>9,308</b>        | <b>12,211</b> | <b>9,308</b>  | <b>12,211</b> |

### 9 NON-CURRENT ASSETS – OTHER FINANCIAL ASSETS

|                  |            |          |            |          |
|------------------|------------|----------|------------|----------|
| Security deposit | 436        | -        | 436        | -        |
|                  | <b>436</b> | <b>-</b> | <b>436</b> | <b>-</b> |

### 10 PRIOR PERIOD ERROR

A restatement of selected 2018 balances was made in relation to the revaluation of collection assets as at 30 June 2018. After the 2018 financial statements were published it was found that the revaluation report omitted certain collection items despite having been identified and valued in the collection process. The omission represented 2.9% of the collection population and a total value of \$27.3 million or 3.4% of the total collection value.

The 2018 balances for both 'Non-current asset – collection' and 'Asset revaluation reserve' have been increased by \$27.3 million. No other balances have been effected.

|                                                                 | Consolidated and Parent entity |            |          |
|-----------------------------------------------------------------|--------------------------------|------------|----------|
|                                                                 | Actual                         | Adjustment | Restated |
|                                                                 | 2018                           |            | Actual   |
|                                                                 | \$000                          |            | 2018     |
|                                                                 | \$000                          |            | \$000    |
| <b>Statement of comprehensive income</b>                        |                                |            |          |
| Other comprehensive income                                      |                                |            |          |
| Changes in revaluation surplus of property, plant and equipment | 236,972                        | 27,261     | 264,233  |
| <b>Statement of financial position</b>                          |                                |            |          |
| Non-current assets                                              |                                |            |          |
| Property plant and equipment                                    |                                |            |          |
| Collections                                                     | 772,768                        | 27,261     | 800,029  |
| Equity                                                          |                                |            |          |
| Reserves                                                        | 404,513                        | 27,261     | 431,773  |
| <b>Statement of changes in equity</b>                           |                                |            |          |
| Balance at 1 July 2017                                          |                                |            |          |
| Net result for the year                                         |                                |            |          |
| Other comprehensive income:                                     |                                |            |          |
| Net increase in property, plant and equipment                   | 236,972                        | 27,261     | 264,233  |

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

**11 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT**

|                                         | Consolidated and Parent entity |                    |                                 |                                  |                  |
|-----------------------------------------|--------------------------------|--------------------|---------------------------------|----------------------------------|------------------|
|                                         | Land<br>\$000                  | Buildings<br>\$000 | Plant and<br>equipment<br>\$000 | Restated<br>Collections<br>\$000 | Total<br>\$000   |
| <b>(a) At 30 June 2019</b>              |                                |                    |                                 |                                  |                  |
| <b>Fair value</b>                       |                                |                    |                                 |                                  |                  |
| Gross carrying amount                   | <b>40,300</b>                  | <b>180,154</b>     | <b>25,658</b>                   | <b>800,153</b>                   | <b>1,046,265</b> |
| Accumulated depreciation and impairment | -                              | <b>(1,031)</b>     | <b>(15,421)</b>                 | -                                | <b>(16,452)</b>  |
| <b>Net carrying amount</b>              | <b>40,300</b>                  | <b>179,123</b>     | <b>10,237</b>                   | <b>800,153</b>                   | <b>1,029,813</b> |

**At 1 July 2018**

**Fair value**

|                                         |               |                |               |                |                  |
|-----------------------------------------|---------------|----------------|---------------|----------------|------------------|
| Gross carrying amount                   | 38,565        | 218,324        | 99,708        | 800,029        | 1,156,626        |
| Accumulated depreciation and impairment | -             | (63,873)       | (66,642)      | -              | (130,515)        |
| <b>Net carrying amount</b>              | <b>38,565</b> | <b>154,451</b> | <b>33,066</b> | <b>800,029</b> | <b>1,026,111</b> |

**Reconciliation**

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

**Year ended 30 June 2019**

|                                               |               |                |                 |                |                  |
|-----------------------------------------------|---------------|----------------|-----------------|----------------|------------------|
| Net carrying amount at start of the year      | <b>38,565</b> | <b>154,451</b> | <b>33,066</b>   | <b>800,029</b> | <b>1,026,111</b> |
| Net revaluation increment – OCI               | <b>1,735</b>  | <b>8,657</b>   | -               | -              | <b>10,392</b>    |
| Additions                                     | -             | <b>5,381</b>   | <b>912</b>      | <b>108</b>     | <b>6,401</b>     |
| Disposals                                     | -             | -              | <b>(374)</b>    | -              | <b>(374)</b>     |
| Transfer (to) from another asset type         | -             | <b>12,869</b>  | <b>(14,324)</b> | <b>16</b>      | <b>(1,439)</b>   |
| Depreciation & impairment expenses            | -             | <b>(2,235)</b> | <b>(9,043)</b>  | -              | <b>(11,278)</b>  |
| <b>Net carrying amount at end of the year</b> | <b>40,300</b> | <b>179,123</b> | <b>10,237</b>   | <b>800,153</b> | <b>1,029,813</b> |

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 11 (b).

**At 30 June 2018**

**Fair value**

|                                         |               |                |               |                |                  |
|-----------------------------------------|---------------|----------------|---------------|----------------|------------------|
| Gross carrying amount                   | 38,565        | 218,324        | 99,708        | 800,029        | 1,156,626        |
| Accumulated depreciation and impairment | -             | (63,873)       | (66,642)      | -              | (130,515)        |
| <b>Net carrying amount</b>              | <b>38,565</b> | <b>154,451</b> | <b>33,066</b> | <b>800,029</b> | <b>1,026,111</b> |

**At 1 July 2017**

**Fair value**

|                                         |               |                |               |                |                |
|-----------------------------------------|---------------|----------------|---------------|----------------|----------------|
| Gross carrying amount                   | 38,565        | 216,945        | 95,282        | 486,871        | 837,663        |
| Accumulated depreciation and impairment | -             | (62,220)       | (63,867)      | -              | (126,087)      |
| <b>Net carrying amount</b>              | <b>38,565</b> | <b>154,725</b> | <b>31,415</b> | <b>486,871</b> | <b>711,576</b> |

**Reconciliation**

**Year ended 30 June 2018**

|                                                    |               |                |               |                |                  |
|----------------------------------------------------|---------------|----------------|---------------|----------------|------------------|
| Net carrying amount at start of the year           | 38,565        | 154,725        | 31,415        | 486,871        | 711,577          |
| Net revaluation increment – gains <i>Note 3(b)</i> | -             | -              | -             | 46,614         | 46,614           |
| Net revaluation increment – OCI                    | -             | -              | -             | 264,233        | 264,233          |
| Additions                                          | -             | 1,379          | 6,195         | 2,311          | 9,886            |
| Disposals                                          | -             | -              | (90)          | -              | (90)             |
| Depreciation expenses                              | -             | (1,653)        | (4,455)       | -              | (6,108)          |
| <b>Net carrying amount at end of the year</b>      | <b>38,565</b> | <b>154,451</b> | <b>33,066</b> | <b>800,029</b> | <b>1,026,111</b> |

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

**Acquisitions**

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

**Capitalisation thresholds**

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

**Revaluation of property, plant and equipment**

Physical non-current assets are valued in accordance with the *Valuation of Physical Non-Current Assets at Fair Value Policy and Guidelines* (NSW TPP 14/01), which adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 13 *Fair Value Measurement*.

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

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Please refer to Note 11(b) for further information regarding fair value.

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

Collection assets are revalued at least every five years by an external valuer. The last revaluation was at 30 June 2018. Refer to note 10 for further information.

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

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated. For other assets valued using other revaluation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

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

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

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

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

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

**Collections**

The AM engaged an independent valuer to conduct a comprehensive revaluation of the AM's collection assets as at 30 June 2018. The previous independent valuation was undertaken on 30 June 2013. The 2018 revaluation exercise resulted in a \$283 million increase in value to the collection assets. As stated in note 10, the revaluation was revised on 4 December 2018 which resulted in a further \$27 million increase in value of the collection and as a result selected 2018 balances have been restated. The increase in the valuation of the AM's diverse and unique collection is driven by a mixture of changes in market values, an improved awareness of the uniqueness or rarity of particular collection items arising from continued research, changes in the costs associated with recollecting specimens, increases in the value of certain items that were previously valued at nil, and a greater understanding of the broader attributes of the AM's large and varied specimen collections.

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

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

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

All other registered collection assets, where there is a lack of market based evidence are carried at cost. The cost model utilised by the AM is a 'recollection cost' model, which attributes a derived average unit cost by collection type and extrapolates a total value for those items where a ready market does not exist. Average costs vary within collection categories and therefore the recollection costs applied to other collection items are an estimate based on the current gross replacement costs of those assets.

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

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

**Exhibitions**

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

Capitalised development and establishment costs include material and construction expenditure, but do not include an assessment of the intrinsic value of collection items incorporated in an exhibition unless specifically purchased for that purpose.

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

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

**Impairment of property, plant and equipment**

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

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

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

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

**Depreciation of property, plant and equipment**

Except for collections and certain heritage assets, depreciation is provided for on a straight line basis for all depreciable assets so as to write-off the depreciable amount of each asset as it is consumed over its useful life to its estimated residual value.

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

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

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

The leasehold improvement buildings on Lizard Island are depreciated over the maximum of their estimated life of up to 50 years and lease term.

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

- Buildings: 15 to 120 years
- Plant and equipment: 3 to 46 years
- Vehicles: 6 to 7 years
- Vessels: 6 to 7 years
- Exhibitions: 1 to 10 years

**Major inspection costs**

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

**Maintenance**

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

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

**(b) Fair value measurement of non-financial assets**

***Fair value measurement and hierarchy***

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

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

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

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

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

Depreciated historical cost approximates fair value for plant and equipment.

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

***Fair value hierarchy***

|                    | Level 1<br>\$000 | Level 2<br>\$000 | Restated<br>Level 3<br>\$000 | Total fair<br>value<br>\$000 |
|--------------------|------------------|------------------|------------------------------|------------------------------|
| <b>2019</b>        |                  |                  |                              |                              |
| Land and buildings | -                | -                | <b>219,423</b>               | <b>219,423</b>               |
| Collections        | -                | -                | <b>800,153</b>               | <b>800,153</b>               |
|                    | -                | -                | <b>1,019,576</b>             | <b>1,019,576</b>             |
| <b>2018</b>        |                  |                  |                              |                              |
| Land and buildings | -                | 38,565           | 154,451                      | 193,016                      |
| Collections        | -                | -                | 800,029                      | 800,029                      |
|                    | -                | 38,565           | 954,480                      | 993,045                      |

***Land and buildings valuation techniques, inputs and processes:***

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

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

## AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2019

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

#### (c) Reconciliation of level 3 fair value

|                                                         | Land<br>\$000 | Buildings<br>\$000 | Restated<br>Collections<br>\$000 | Total<br>\$000   |
|---------------------------------------------------------|---------------|--------------------|----------------------------------|------------------|
| <b>2019</b>                                             |               |                    |                                  |                  |
| <b>Fair value as at 1 July 2018</b>                     | -             | 154,451            | 800,029                          | 954,480          |
| Additions (disposals)                                   |               | 5,381              | 108                              | 5,489            |
| Transfers in (out) of level 3                           | 38,565        | -                  | 16                               | 38,581           |
| Depreciation                                            | -             | (2,235)            | -                                | (2,235)          |
|                                                         | <b>38,565</b> | <b>157,597</b>     | <b>800,153</b>                   | <b>996,315</b>   |
| Gains (losses) recognised in other comprehensive income | 1,735         | 8,657              | -                                | 10,392           |
| Transfers from (to) another asset type                  | -             | 12,869             | -                                | 12,869           |
|                                                         | <b>1,735</b>  | <b>21,526</b>      | <b>-</b>                         | <b>23,261</b>    |
| <b>Fair value as at 30 June 2019</b>                    | <b>40,300</b> | <b>179,123</b>     | <b>800,153</b>                   | <b>1,019,576</b> |
| <b>2018</b>                                             |               |                    |                                  |                  |
| <b>Fair value as at 1 July 2017</b>                     |               | 154,725            | 176,059                          | 330,784          |
| Additions (disposals)                                   |               | 1,379              | 2,311                            | 3,690            |
| Transfers in (out) of level 3                           |               | -                  | 310,812                          | 310,812          |
| Gains or losses recognised in net result                |               | -                  | 46,614                           | 46,614           |
| Depreciation                                            |               | (1,653)            | -                                | (1,653)          |
|                                                         |               | 154,451            | 535,796                          | 690,247          |
| Gains (losses) recognised in other comprehensive income |               | -                  | 264,233                          | 264,233          |
| <b>Fair value as at 30 June 2018</b>                    |               | 154,451            | 800,029                          | 954,480          |

### 12 NON-CURRENT ASSETS – INTANGIBLE ASSETS

|                                           | Consolidated entity |               | Parent entity |               |
|-------------------------------------------|---------------------|---------------|---------------|---------------|
|                                           | 2019<br>\$000       | 2018<br>\$000 | 2019<br>\$000 | 2018<br>\$000 |
| <b>At 30 June</b>                         |                     |               |               |               |
| Cost (gross carrying amount)              | 4,032               | 1,587         | 4,032         | 1,587         |
| Accumulated amortisation and impairment   | (1,207)             | (748)         | (1,207)       | (748)         |
| <b>Net carrying amount</b>                | <b>2,825</b>        | <b>838</b>    | <b>2,825</b>  | <b>838</b>    |
| <b>Year ended 30 June</b>                 |                     |               |               |               |
| Net carrying amount at start of year      | 838                 | 518           | 838           | 518           |
| Additions (disposals)                     | 1,007               | 513           | 1,007         | 513           |
| Transfer (to) from another asset type     | 1,439               | -             | 1,439         | -             |
| Amortisation                              | (459)               | (192)         | (459)         | (192)         |
| <b>Net carrying amount at end of year</b> | <b>2,825</b>        | <b>838</b>    | <b>2,825</b>  | <b>838</b>    |

#### Recognition and measurement

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

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

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

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

|                                          | Consolidated entity |       | Parent entity |       |
|------------------------------------------|---------------------|-------|---------------|-------|
|                                          | 2019                | 2018  | 2019          | 2018  |
|                                          | \$000               | \$000 | \$000         | \$000 |
| <b>13 CURRENT LIABILITIES – PAYABLES</b> |                     |       |               |       |
| Creditors                                | <b>666</b>          | 1,977 | <b>666</b>    | 1,977 |
| Accrued salaries, wages and on-costs     | <b>174</b>          | 149   | -             | -     |
| Sundry accruals                          | <b>1,175</b>        | 979   | <b>1,175</b>  | 979   |
| Personnel services expenses payable      | -                   | -     | <b>2,947</b>  | 2,847 |
|                                          | <b>2,015</b>        | 3,105 | <b>4,788</b>  | 5,803 |

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

**Recognition and measurement**

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

**Consequential on-costs**

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

**14 CURRENT AND NON-CURRENT LIABILITIES – BORROWINGS**

**CURRENT**

|            |           |    |           |    |
|------------|-----------|----|-----------|----|
| TCorp loan | <b>39</b> | 38 | <b>39</b> | 38 |
|            | <b>39</b> | 38 | <b>39</b> | 38 |

**NON-CURRENT**

|            |            |     |            |     |
|------------|------------|-----|------------|-----|
| TCorp loan | <b>120</b> | 161 | <b>120</b> | 161 |
|            | <b>120</b> | 161 | <b>120</b> | 161 |

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the surplus for the year on derecognition.

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

|                                                            | Consolidated entity |              | Parent entity |       |
|------------------------------------------------------------|---------------------|--------------|---------------|-------|
|                                                            | 2019                | 2018         | 2019          | 2018  |
|                                                            | \$000               | \$000        | \$000         | \$000 |
| <b>15 CURRENT AND NON-CURRENT LIABILITIES – PROVISIONS</b> |                     |              |               |       |
| <b>CURRENT</b>                                             |                     |              |               |       |
| <b>Employee benefits and related on-costs</b>              |                     |              |               |       |
| Recreation leave                                           | 1,849               | 1,950        | -             | -     |
| Long service leave                                         | 849                 | 689          | -             | -     |
|                                                            | <b>2,698</b>        | <b>2,639</b> | -             | -     |
| <b>NON-CURRENT</b>                                         |                     |              |               |       |
| <b>Employee benefits and related on-costs</b>              |                     |              |               |       |
| Long service leave                                         | 75                  | 60           | -             | -     |
|                                                            | <b>75</b>           | <b>60</b>    | -             | -     |
| <b>Aggregate employee benefits and related on-costs</b>    |                     |              |               |       |
| Provisions – current                                       | 2,698               | 2,639        | -             | -     |
| Accrued salaries, wages and on-costs (Note 13)             | 174                 | 149          | -             | -     |
|                                                            | <b>2,872</b>        | <b>2,787</b> | -             | -     |
| Provisions – non-current                                   | 75                  | 60           | -             | -     |
|                                                            | <b>2,947</b>        | <b>2,847</b> | -             | -     |

**Recognition and measurement**
**Employee benefits and related on-costs**
*Salaries and wages, annual leave and sick leave*

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

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

Actuarial advice obtained by NSW Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 7.9% (2018: 7.9%) of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The AM has assessed the actuarial advice based on the AM's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the liability is not expected to be settled within 12 months as the AM does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

|  | Consolidated entity |       | Parent entity |       |
|--|---------------------|-------|---------------|-------|
|  | 2019                | 2018  | 2019          | 2018  |
|  | \$000               | \$000 | \$000         | \$000 |

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

**Long service leave and superannuation**

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

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

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

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

**Other provisions**

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

**16 CURRENT AND NON-CURRENT LIABILITIES – OTHER**

**CURRENT**

|                  |              |       |              |       |
|------------------|--------------|-------|--------------|-------|
| Unearned revenue | <b>5,044</b> | 9,000 | <b>5,044</b> | 9,000 |
|                  | <b>5,044</b> | 9,000 | <b>5,044</b> | 9,000 |

**NON-CURRENT**

|                  |           |    |           |    |
|------------------|-----------|----|-----------|----|
| Security deposit | <b>50</b> | 50 | <b>50</b> | 50 |
|                  | <b>50</b> | 50 | <b>50</b> | 50 |

Security deposit has been re-classed to non-current to align with contract term.

**17 COMMITMENTS FOR EXPENDITURE**

**(a) Capital commitments**

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

|                              |            |     |            |     |
|------------------------------|------------|-----|------------|-----|
| Not later than one year      | <b>546</b> | 674 | <b>546</b> | 674 |
| <b>Total (including GST)</b> | <b>546</b> | 674 | <b>546</b> | 674 |

**(b) Operating lease commitments**

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

|                                                   |              |    |              |    |
|---------------------------------------------------|--------------|----|--------------|----|
| Not later than one year                           | <b>527</b>   | 56 | <b>527</b>   | 56 |
| Later than one year and not later than five years | <b>1,802</b> | 12 | <b>1,802</b> | 12 |
| Later than five years                             | <b>53</b>    | 15 | <b>53</b>    | 15 |
| <b>Total (including GST)</b>                      | <b>2,382</b> | 83 | <b>2,382</b> | 83 |

The total commitments above include GST input tax credits of \$217,000 (2018: \$15,000) that are expected to be recoverable from the Australian Taxation Office.

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

|                                                                                       | Consolidated entity |               | Parent entity |               |
|---------------------------------------------------------------------------------------|---------------------|---------------|---------------|---------------|
|                                                                                       | Restated            |               | Restated      |               |
|                                                                                       | 2019                | 2018          | 2019          | 2018          |
|                                                                                       | \$000               | \$000         | \$000         | \$000         |
| <b>18 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS (DEFICIT)</b> |                     |               |               |               |
| <b>Reconciliation</b>                                                                 |                     |               |               |               |
| Net cash used on operating activities                                                 | (5,597)             | 5,172         | (5,597)       | 5,172         |
| Grants for capital expenditure                                                        | 13,330              | 3,330         | 13,330        | 3,330         |
| Depreciation and amortisation                                                         | (10,825)            | (6,300)       | (10,825)      | (6,300)       |
| Allowance for impairment                                                              | 97                  | (30)          | 97            | (30)          |
| (Increase) in provisions                                                              | (74)                | (270)         | (74)          | (270)         |
| Decrease (increase) in payables                                                       | 1,090               | (1,028)       | 1,090         | (1,028)       |
| Decrease (increase) in other liabilities                                              | 3,956               | (7,430)       | 3,956         | (7,430)       |
| Increase (decrease) in inventory                                                      | 61                  | (67)          | 61            | (67)          |
| (Decrease) increase in receivables and other assets                                   | (1,132)             | 409           | (1,132)       | 409           |
| Increase in other financial assets                                                    | 436                 | -             | 436           | -             |
| (Loss) on disposal of plant and equipment                                             | (360)               | (90)          | (360)         | (90)          |
| Other gains (losses)                                                                  | (912)               | 46,614        | (912)         | 46,614        |
| Non-cash donations                                                                    | 80                  | 2,044         | 80            | 2,044         |
| <b>Surplus for the year</b>                                                           | <b>150</b>          | <b>42,353</b> | <b>150</b>    | <b>42,353</b> |

**19 FINANCIAL INSTRUMENTS**

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

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

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

**(a) Financial instrument categories**
**(i) As at 30 June 2019 under AASB 9**

| Class                        | Notes | Category                                         | Consolidated and Parent entity |
|------------------------------|-------|--------------------------------------------------|--------------------------------|
|                              |       |                                                  | Carrying amount                |
| <b>Financial assets</b>      |       |                                                  |                                |
| Cash and cash equivalents    | 5     | N/A                                              | <b>10,196</b>                  |
| Receivables <sup>1</sup>     | 6     | Amortised cost                                   | <b>559</b>                     |
| Other financial assets       | 10    | Amortised cost                                   | <b>436</b>                     |
| <b>Financial liabilities</b> |       |                                                  |                                |
| Payables <sup>2</sup>        | 13    | Financial liabilities measured at amortised cost | <b>1,906</b>                   |
| Borrowings                   | 14    | Financial liabilities measured at amortised cost | <b>159</b>                     |
| Other <sup>2</sup>           | 16    | Financial liabilities measured at amortised cost | <b>50</b>                      |

**Notes**

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

2. Excludes statutory payables and unearned revenue (ie not within scope of AASB 7).

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

**19 FINANCIAL INSTRUMENTS (continued)**

**(ii) As at 30 June 2018 under AASB 139 (comparative period)**

| <i>Class</i>                 | <i>Notes</i> | <i>Category</i>                                  | <u>Consolidated and Parent entity</u><br>Carrying amount |
|------------------------------|--------------|--------------------------------------------------|----------------------------------------------------------|
| <b>Financial assets</b>      |              |                                                  |                                                          |
| Cash and cash equivalents    | 5            | N/A                                              | 9,817                                                    |
| Receivables <sup>1</sup>     | 6            | Loans and receivables (at amortised cost)        | 1,277                                                    |
| Other financial assets       | 10           | Amortised cost                                   | -                                                        |
| <b>Financial liabilities</b> |              |                                                  |                                                          |
| Payables <sup>2</sup>        | 13           | Financial liabilities measured at amortised cost | 3,101                                                    |
| Borrowings                   | 14           | Financial liabilities measured at amortised cost | 199                                                      |
| Other <sup>2</sup>           | 16           | Financial liabilities measured at amortised cost | 50                                                       |

*Notes*

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

2. Excludes statutory payables and unearned revenue (ie not within scope of AASB 7).

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

**(b) Financial risks**

**(i) Credit risk**

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

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

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

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

**Cash and cash equivalents**

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

## AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2019

### 19 FINANCIAL INSTRUMENTS (continued)

*Accounting policy for impairment of trade debtors and other financial assets under AASB 9*

#### **Receivables – Trade debtors**

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures established in the NSW Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

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

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

The AM is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2019. Based on past experience, debtors that are not past due or less than three months past due are not a credit risk. Together these represent 99.8% (2018: 91%) of the total trade debtors. The only financial assets that are past due or impaired are those arising from 'sales of goods and services' and are categorised as in the 'receivables' in the statement of financial position.

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

|                                                  | 1 July 2018 |          |            |            |          | Total |
|--------------------------------------------------|-------------|----------|------------|------------|----------|-------|
|                                                  | Current     | <30 days | 30-60 days | 61-90 days | >91 days |       |
| Expected credit loss rate                        |             |          |            |            | 100%     |       |
| Estimated total gross carrying amount at default |             |          |            |            | 102      | 102   |
| Expected credit loss                             |             |          |            |            | 102      | 102   |

#### *Notes*

1. All amounts represent gross receivables.

2. The ageing analysis excludes statutory receivables, as these are not within the scopes of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the total shown will not reconcile to the receivables total recognised in the statement of financial position.

#### **Authority deposits**

The AM has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed "at call" or for a fixed term. These deposits are considered to be low credit risk, and the loss allowance (if any) would be recognised for a period limited to 12 months expected losses. AM has not recognised a provision for expected credit losses on its other financial assets in 2019.

**19 FINANCIAL INSTRUMENTS (continued)**

*Accounting policy for impairment of trade debtors and other financial assets under AASB 139 (comparative period on Receivables – Trade debtors)*

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

The AM is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due or less than three months past due are not considered impaired. There are no debtors which are currently past due or impaired whose terms have been renegotiated. The only financial assets that are past due or impaired are those arising from 'sales of goods and services' and are categorised as in the 'receivables' in the Statement of financial position.

For the comparative period 30 June 2018, the ageing analysis of trade debtors is as follows:

|                               | Total | Past due but<br>not impaired | Considered<br>impaired |
|-------------------------------|-------|------------------------------|------------------------|
|                               | \$000 | \$000                        | \$000                  |
| Less than 3 months overdue    | 719   | 719                          | -                      |
| 3 months to 6 months overdue  | 38    | -                            | 38                     |
| Greater than 6 months overdue | 64    | -                            | 64                     |

*Notes*

1. All amounts represent gross receivables.

2. The ageing analysis excludes statutory receivables, as these are not within the scopes of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the total shown will not reconcile to the receivables total recognised in the statement of financial position.

**Authority deposits**

The AM has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed "at call" or for a fixed term. For fixed term deposits, the interest rate payable by TCorp or banks is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at call deposits vary. The deposits at balance date were earning an average annual interest rate of 1.5% (2018: 2.40%), while over the year the weighted average interest rate was 1.5% a year (2018: 2.41%). None of these assets are past due or impaired.

**(ii) Liquidity risk**

Liquidity risk is the risk that the AM will be unable to meet its payment obligations when they fall due. The AM continuously manages liquidity risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances. The AM does not maintain any credit standby arrangements.

During the current and prior year, there were no defaults of loans payable. A security deposit was pledged against a property lease. The AM's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

**19 FINANCIAL INSTRUMENTS (continued)**

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

**Maturity analysis and interest rate exposure of financial liabilities**

|                            | Weighted average effective interest % | Interest rate exposure               |                              |                                 |                               | Maturity dates |                  |                 |
|----------------------------|---------------------------------------|--------------------------------------|------------------------------|---------------------------------|-------------------------------|----------------|------------------|-----------------|
|                            |                                       | Nominal amount <sup>1</sup><br>\$000 | Fixed interest rate<br>\$000 | Variable interest rate<br>\$000 | Non-interest bearing<br>\$000 | <1 yr<br>\$000 | 1-5 yrs<br>\$000 | >5 yrs<br>\$000 |
| <b>Consolidated entity</b> |                                       |                                      |                              |                                 |                               |                |                  |                 |
| <b>2019</b>                |                                       |                                      |                              |                                 |                               |                |                  |                 |
| Payables                   | -                                     | 2,015                                | -                            | -                               | 2,015                         | 2,015          | -                | -               |
| Borrowings                 | 2.5%                                  | 170                                  | 170                          | -                               | -                             | 43             | 127              | -               |
| Other                      | -                                     | 50                                   | -                            | -                               | 50                            | 50             | -                | -               |
|                            |                                       | <b>2,235</b>                         | <b>170</b>                   | <b>-</b>                        | <b>2,065</b>                  | <b>2,108</b>   | <b>127</b>       | <b>-</b>        |
| <b>2018</b>                |                                       |                                      |                              |                                 |                               |                |                  |                 |
| Payables                   | -                                     | 3,105                                | -                            | -                               | 3,105                         | 3,105          | -                | -               |
| Borrowings                 | 2.5%                                  | 213                                  | 213                          | -                               | -                             | 38             | 166              | -               |
| Other                      | -                                     | 50                                   | -                            | -                               | 50                            | 50             | -                | -               |
|                            |                                       | <b>3,367</b>                         | <b>213</b>                   | <b>-</b>                        | <b>3,154</b>                  | <b>3,192</b>   | <b>166</b>       | <b>-</b>        |
| <b>Parent entity</b>       |                                       |                                      |                              |                                 |                               |                |                  |                 |
| <b>2019</b>                |                                       |                                      |                              |                                 |                               |                |                  |                 |
| Payables                   | -                                     | 4,788                                | -                            | -                               | 4,788                         | 4,788          | -                | -               |
| Borrowings                 | 2.5%                                  | 170                                  | 170                          | -                               | -                             | 43             | 127              | -               |
| Other                      | -                                     | 50                                   | -                            | -                               | 50                            | 50             | -                | -               |
|                            |                                       | <b>5,008</b>                         | <b>170</b>                   | <b>-</b>                        | <b>4,838</b>                  | <b>4,881</b>   | <b>127</b>       | <b>-</b>        |
| <b>2018</b>                |                                       |                                      |                              |                                 |                               |                |                  |                 |
| Payables                   | -                                     | 5,803                                | -                            | -                               | 5,803                         | 5,803          | -                | -               |
| Borrowings                 | 2.5%                                  | 213                                  | 213                          | -                               | -                             | 43             | 170              | -               |
| Other                      | -                                     | 50                                   | -                            | -                               | 50                            | 50             | -                | -               |
|                            |                                       | <b>6,066</b>                         | <b>213</b>                   | <b>-</b>                        | <b>5,853</b>                  | <b>5,896</b>   | <b>170</b>       | <b>-</b>        |

**Notes**

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities, therefore the amounts disclosed above will not reconcile to the statement of the financial position.

**(iii) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the AM operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis for the previous year. The analysis assumes that all other variables remain constant.

**Interest rate risk**

The AM does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of  $\pm 1\%$  is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

**AUSTRALIAN MUSEUM TRUST**

Notes to the financial statements for the year ended 30 June 2019

**19 FINANCIAL INSTRUMENTS (continued)**

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

|                              | Carrying<br>amount<br>\$000 | Δ -1%            |                 | Δ +1%            |                 |
|------------------------------|-----------------------------|------------------|-----------------|------------------|-----------------|
|                              |                             | Surplus<br>\$000 | Equity<br>\$000 | Surplus<br>\$000 | Equity<br>\$000 |
| <b>Consolidated entity</b>   |                             |                  |                 |                  |                 |
| <b>2019</b>                  |                             |                  |                 |                  |                 |
| <b>Financial assets</b>      |                             |                  |                 |                  |                 |
| Cash and cash equivalents    | 10,196                      | 95               | 95              | (95)             | (95)            |
| Receivables                  | 559                         | -                | -               | -                | -               |
| Other financial assets       | 436                         | -                | -               | -                | -               |
| <b>Financial liabilities</b> |                             |                  |                 |                  |                 |
| Payables                     | 2,015                       | -                | -               | -                | -               |
| Borrowings                   | 159                         | -                | -               | -                | -               |
| Other                        | 50                          | -                | -               | -                | -               |
| <b>2018</b>                  |                             |                  |                 |                  |                 |
| <b>Financial assets</b>      |                             |                  |                 |                  |                 |
| Cash and cash equivalents    | 9,817                       | (1)              | (1)             | 1                | 1               |
| Receivables                  | 1,277                       | -                | -               | -                | -               |
| <b>Financial liabilities</b> |                             |                  |                 |                  |                 |
| Payables                     | 3,105                       | -                | -               | -                | -               |
| Other                        | 199                         | -                | -               | -                | -               |
|                              | 50                          | -                | -               | -                | -               |
| <b>Parent entity</b>         |                             |                  |                 |                  |                 |
| <b>2019</b>                  |                             |                  |                 |                  |                 |
| <b>Financial assets</b>      |                             |                  |                 |                  |                 |
| Cash and cash equivalents    | 10,196                      | 95               | 95              | (95)             | (95)            |
| Receivables                  | 559                         | -                | -               | -                | -               |
| Other financial assets       | 436                         | -                | -               | -                | -               |
| <b>Financial liabilities</b> |                             |                  |                 |                  |                 |
| Payables                     | 4,788                       | -                | -               | -                | -               |
| Borrowings                   | 159                         | -                | -               | -                | -               |
| Other                        | 50                          | -                | -               | -                | -               |
| <b>2018</b>                  |                             |                  |                 |                  |                 |
| <b>Financial assets</b>      |                             |                  |                 |                  |                 |
| Cash and cash equivalents    | 9,817                       | (1)              | (1)             | 1                | 1               |
| Receivables                  | 1,277                       | -                | -               | -                | -               |
| <b>Financial liabilities</b> |                             |                  |                 |                  |                 |
| Payables                     | 5,803                       | -                | -               | -                | -               |
| Borrowings                   | 199                         | -                | -               | -                | -               |
| Other                        | 50                          | -                | -               | -                | -               |

**(c) Fair value compared to carrying amount**

Management assessed that the amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short term nature of many of the financial instruments.

**20 NON-CASH FINANCING AND INVESTING ACTIVITIES**

Non-cash financing and investing activities represented the acquisition of property, plant and equipment assets through donations of items to the Collections totalling \$0.1 million (2018: \$2.0 million) – refer Note 2.

**21 BEQUESTS, SPECIAL FUNDS AND DONATED COLLECTIONS**

The AM may receive donations of monies, cultural and natural science collections, including scientific specimens or associated materials. Donated collections recognised as revenue in 2019 total \$0.1 million (2018: \$2.0 million).

**22 CONTINGENT ASSETS AND LIABILITIES**

The AM has no material contingent assets or liabilities as at 30 June 2019 (2018: Nil).

**23 BUDGET REVIEW**

**Budgeted amounts**

The budgeted amounts are drawn from the original budget financial statements presented to NSW Parliament in respect of the reporting period. Subsequent approved amendments to the original budget are not reflected in the budgeted amounts.

**Surplus for the financial year**

The surplus for the year is \$2.3 million unfavourable to the budget. Revenue was \$6.4 million higher than budget due to NSW government capital grant for Project Discover being brought forward to align with expenditure and increased sponsorship revenue. Total expenses were \$7.6 million unfavourable to budget due to the earlier timing of Project Discover operational expenses and unplanned depreciation and impairment charges.

**Assets and liabilities**

The AM's cash balance is \$8.4 million favourable principally due to Project Discover funding being brought forward to better align with planned expenditure. Property, plant and equipment is \$310 million favourable due to the original budget not factoring in revaluation of collection that occurred in 2018 of \$338.108 million. Liabilities fell to within the budgeted range.

**Cash flows**

Net cash flow from operating activities is \$4.6 million unfavourable and is principally due to Project Discover operating expenditure brought forward and other receipt budget not achieved. Net cash flow from investing activities is \$4.9 million favourable to the budget and is principally due to the Project Discover grant brought forward to align with project timeline and minor works expenditure carried forward into the next financial year.

**24 NSW GOVERNMENT PROGRAM GROUP STATEMENT**

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

**25 RELATED PARTY DISCLOSURES**

The AM's Key Management Personnel (KMP) compensation for the 7 KMP (2018: 7 KMP) is as follows:

|                                   | 2019         | 2018  |
|-----------------------------------|--------------|-------|
|                                   | \$000        | \$000 |
| Short-term employee benefits:     |              |       |
| Salaries                          | <b>1,658</b> | 1,293 |
| Other monetary allowances         | -            | -     |
| Non-monetary benefits             | <b>18</b>    | 1     |
| Other long-term employee benefits | -            | -     |
| Post-employment benefits          | -            | -     |
| Termination benefits              | -            | -     |
| Total remuneration                | <b>1,676</b> | 1,294 |

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

Refer to note 2c for grants and contributions received from government and note 2d for employee benefits accepted by the crown. There was no other significant transactions with the NSW Government during the reporting year. No transactions were entered into with Ministers.

## AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2019

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### **26 RECLASSIFICATION OF CAPITAL GRANT CASH FLOWS**

The AM receives grants for capital expenditure. These amounts have been reclassified as investing activities to more fairly reflect their nature and purpose in accordance with Australian Accounting Standard *AASB 107 Cash flow statements*. Capital grants received in 2019 were \$13.3 million (2018: \$3.3 million)

### **27 EVENTS AFTER THE REPORTING PERIOD**

The NSW Government's machinery of government (MOG) changes took effect from 1 July 2019. Under the MOG change the AM has moved from the Department of Planning & Environment cluster to the Department of Premier and Cabinet cluster. This change has no impact on financial reporting.

From 18 August 2019, the AM closed to the public until mid 2020 to enable its major renovation, Project Discover. The public closure will result in a loss of revenue from visitations which will be borne through reductions to expenses during the period.

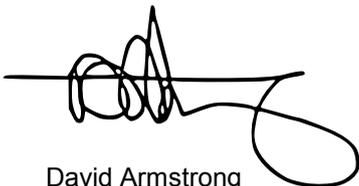
## AUSTRALIAN MUSEUM TRUST

### STATEMENT BY THE TRUSTEES

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

1. In our opinion, the financial report exhibits a true and fair view of the financial position of the Australian Museum Trust as at 30 June 2019, and financial performance for the year ended, given the required compliance with Accounting Standards as noted in paragraph 2.
2. The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the *Public Finance & Audit Act 1983* (NSW), the *Public Finance and Audit Regulation 2015* (NSW), and the requirements of the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities and the Treasurer's Directions issued by the Treasurer under s 9(2)(n) of the *Public Finance and Audit Act 1983* (NSW).

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



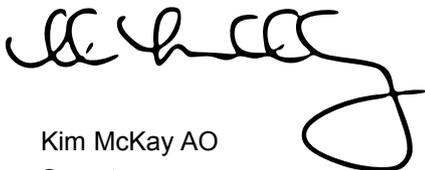
David Armstrong  
President

17 September 2019



Sara Watts  
Trustee

17 September 2019



Kim McKay AO  
Secretary

17 September 2019



## INDEPENDENT AUDITOR'S REPORT

### Australian Museum Trust

To Members of the New South Wales Parliament

#### Opinion

I have audited the accompanying financial statements of the Australian Museum Trust (the AM), which comprises the Statement of comprehensive income for the year ended 30 June 2019, the Statement of financial position as at 30 June 2019, the Statement of changes in equity and the Statement of cash flows for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information, and the Responsible Persons' Declaration of the AM and consolidated entity. The consolidated entity comprises the AM and the entity it controlled at the year's end or from time to time throughout the year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the AM and the consolidated entity as at 30 June 2019, and of their financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012* and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

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

#### Basis for Opinion

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

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

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

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

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

## Other Information

The AM's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Trustees of the AM are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Trustees pursuant to Section 41C of the PF&A Act.

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

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

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

I have nothing to report in this regard.

## The Trustees' Responsibilities for the Financial Statements

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

In preparing the financial statements, the Trustees are responsible for assessing the ability of the AM and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

My opinion does not provide assurance:

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



Margaret Crawford  
Auditor-General for New South Wales

19 September 2019  
SYDNEY



Paradise Parrot (*Psephotellus pulcherrimus*), on display in the 200 Treasures Exhibition. Photograph by Stuart Humphreys

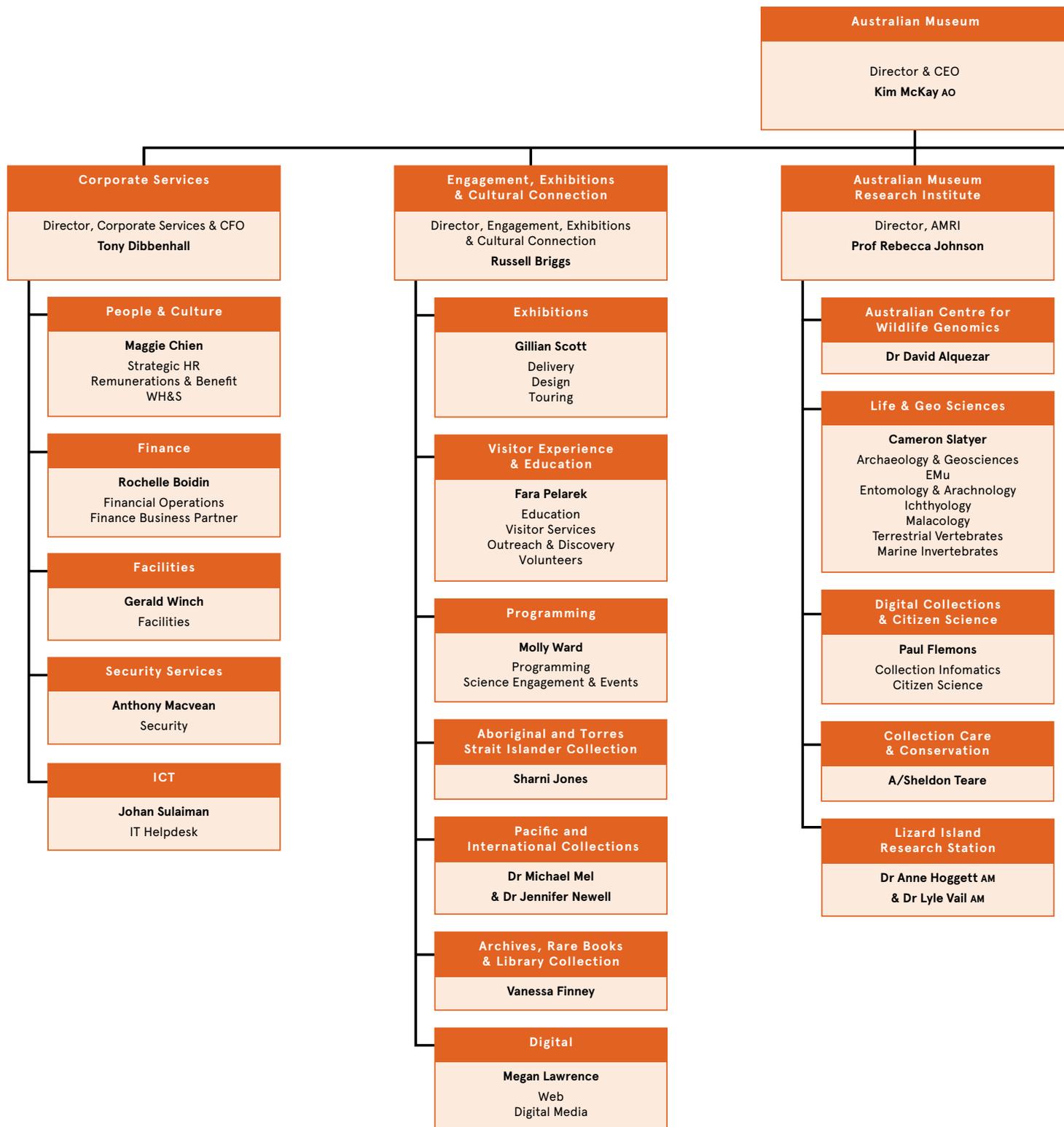
Part 5

# Appendices



# Appendix A

## Organisational chart



At 30 June 2019

**Director & CEO's Office**  
Executive Staff & AM Trust

**Marketing, Communications & Partnerships**  
Director, Marketing Communications & Partnerships  
**Jacinta Spurrett**

**Marketing & Memberships**  
**Christine Bradburn**  
Marketing  
Members

**Communications**  
**Shirani Glover**  
Public Relations  
Social Media  
Internal Comms

**Partnerships**  
**Claudia Rowe**  
Sponsorships  
Account Management

**Eureka Prizes**  
**Cara Bevington**

**Commercial Operations**  
**Serafina Froio**  
Food & Beverage  
Retail  
Venues

**Public Affairs & Development**  
Director, Public Affairs & Development  
**Amanda Farrar**

**Development**  
**Mandy O'Bryan**  
AM Foundation

**Capital Campaign**  
**Vacant**

# Appendix B

## Trustees of the Australian Museum

### Trustees of the Australian Museum

The AM is governed by a Board of Trustees established under the *Australian Museum Trust Act 1975*. The Board of Trustees has 11 members including representatives with knowledge or experience in the areas of science, education and Aboriginal and Torres Strait Islander cultures. Trustees met bi-monthly during the year, with attendances recorded in Table B.1.

**Table B.1**  
Trustees of the Australian Museum and their attendance at Trust meetings, 2018–19

| Trustee                     | Meetings attended |
|-----------------------------|-------------------|
| David Armstrong (President) | 6 of 6            |
| Jennifer Bott AO            | 5 of 6            |
| Maile Carnegie              | 1 of 3            |
| Paul Connor                 | 3 of 3            |
| Prof Merlin Crossley        | 4 of 6            |
| Belinda Gibson              | 2 of 3            |
| Steven Gregg                | 4 of 6            |
| Dr Elie Hammam              | 6 of 6            |
| Shauna Jarrett              | 5 of 6            |
| Dr Rod Kefford AM, FACE     | 5 of 6            |
| Prof Robynne Quiggin        | 2 of 4            |
| Josephine Sukkar AM         | 1 of 3            |
| Sara Watts                  | 6 of 6            |

#### David Armstrong

David is a chartered accountant and non-executive Director of the National Australia Bank. He is a Director of the Opera Australia Capital Fund, the Australian Museum Lizard Island Reef Research Foundation and the George Institute. David was a partner at PricewaterhouseCoopers for 24 years, specialising in providing professional services for financial services organisations throughout his career and has lived and worked in London and New York. He has a BBus (UTS) and is a fellow of the Institute of Chartered Accountants in Australia. He was appointed as a Trustee in January 2014 and reappointed for a 3 year term in 2017

#### Jennifer Bott AO

Jenny Bott is a professional mentor, arts manager, board director, consultant and the CEO of NIDA. She is a director the Australian National Academy of Music, the NIDA Foundation Trust, the Southern Highlands Regional Gallery and the Sydney Orthopaedic Research Institute. She is a member of Chief Executive Women and the former CEO of the Australia Council for the Arts, the UNSW Foundation as well as senior roles at Opera Australia, Musica Viva Australia and the National Portrait Gallery. She was appointed as a Trustee in January 2015 and reappointed for a 3 year term in 2018.

#### Maile Carnegie

Maile Carnegie is Group Executive of ANZ Digital Banking. She is a member of the Federal Government's Board of Innovation and Science and is Chair, Vice-Chancellor's Advisory Board at the University of Technology, Sydney. Maile has been a director at Google Australia, and prior to that spent more than 20 years with Proctor and Gamble where she held several roles including Managing Director in Australia and New Zealand. She holds a degree in Business Administration from the University of Technology, Sydney. Maile was appointed as a Trustee in January 2019 for a 3 year term.

#### Paul Connor

Paul Connor is an architect, artist and founding director of the NSW Parliament Plein Air Painting Prize. Paul completed his BArch (hons) at the University of Sydney in 1985 and spent his early professional life with internationally renowned architect John Andrews and teaching at the University of Sydney. In 1996, having a lasting interest in the arid zone of far western NSW, he was awarded first class honours in Masters of Fine Arts at the College of Fine Arts, UNSW, for research in the area. Paul has had many solo and joint art exhibitions, and is represented in both government and private collections. He is a founding partner of COSO Architecture. Paul was appointed as a Trustee in May 2010 and stepped down from the role in December 2018.

#### Professor Merlin Crossley

Merlin Crossley is the Deputy Vice-Chancellor Academic at UNSW Sydney. Prior to that he was Dean of Science. A molecular biologist by training, he studied at the universities of Melbourne and Oxford (as a Rhodes Scholar) and has researched gene regulation and genetic

disease at Oxford, Harvard, the University of Sydney and UNSW. His awards include the Australian Academy of Science's Gottschalk Medal, the Royal Society of NSW's Edgeworth David Medal, the Australian Society for Biochemistry and Molecular Biology's Roche Medal and the Lorne Genome Conference's Julian Wells Medal. He is also a committed teacher and has received a Vice-Chancellor's Award for Higher Research Degree Supervision. He was appointed as a Trustee in January 2012 and will step down at the end of 2020.

#### **Belinda Gibson**

Belinda Gibson is a company director, business advisor and lawyer. She is a director of Citigroup Australia Pty Ltd, Ausgrid, Brisbane Airport Corporation and Thorn Group Ltd and a Museum-appointed trustee of the Lizard Island Reef Research Foundation. Belinda joined ASIC as a Commissioner in November 2007 and was appointed Deputy Chairman in 2010, a role she held until 2013. She was a partner of Mallesons Stephen Jaques for 20 years. She has been a director of Airservices Australia and of The Sir Robert Menzies Foundation, having received a Menzies Scholarship in 1982. Belinda's qualifications include a BEc, LLB (Hons) (Sydney) and LLM (Hons) (Cambridge). She was appointed as a Trustee in January 2013 and stepped down from the role in December 2018.

#### **Steven Gregg**

Steven Gregg is a non-executive Director of Tabcorp Holdings Ltd, Caltex Limited, Challenger Ltd and Challenger Life Ltd and William Inglis & Son Ltd. He is currently Chairman of The Lorna Hodgkinson Sunshine Home. His past roles include non-executive Chairman of Goodman Fielder and Chairman of Austock Group Limited. Steven has extensive Australian and international executive experience, with ABN Amro (as Senior Executive Vice President and Global Head of Investment Banking), Chase Manhattan, Lehman Brothers and AMP Morgan Grenfell. His most recent executive role was as a Partner at McKinsey & Company in Australia and the US. He worked in the USA and UK in an extensive executive career in management consulting and investment banking. He has a BComm (UNSW) and was appointed as a Trustee in January 2014 and reappointed for a 3 year term in 2017.

#### **Dr Elie Hammam**

Dr Elie Hammam is a medical officer at Westmead Hospital and a neurophysiologist with an awarded doctoral thesis from Western Sydney University. His

research in integrative physiology is conducted at the School of Medicine, WSU, and abroad at the Hong Kong University of Science and Technology. Since 2006, Elie has been a dedicated advocate for community welfare and has led outreach programs to promote higher education and health in Western Sydney, for which he was highly commended by the WSU Vice-Chancellor's Excellence Award in Engagement. Elie is also a passionate higher education teacher with a special interest in First Nations students' medical education. He is a graduate of the Australian Institute of Company Directors, having completed the Company Directors Course. Elie was appointed as a Trustee in January 2016 and reappointed for a 3 year term in 2019.

#### **Shauna Jarrett**

Shauna is an experienced senior executive, non-executive director and lawyer with a skill set in strategic design and execution across the educational, legal, arts and community sectors. Her passion and commitment to the sustainability of community and social justice organisations is evident in her dedication to many community projects. Shauna was the University of Sydney's Foundations' Director and Assistant Group Secretary (2008–2015). Shauna was appointed to the boards of Seton Villa in 2016 and Force Majeure in 2014. She has more than 20 years' experience at board level of promoting and implementing governance reforms as a platform for organisational sustainability, integrity and generational change including chairing the Public Interest Advocacy Centre and Vice President of the NSW Law Society. Shauna was appointed as a Trustee in January 2018 for a 3 year term and to the Australian Museum Foundation in February 2018.

#### **Dr Rod Kefford AM, FACE**

Dr Rod Kefford was Headmaster of Barker College (1996–2013) and of Wesley College, Perth (1984–96). He was NSW/ACT Branch Chair of the Association of Heads of Independent Schools Australia (AHISA 2006–07), and a member of its national board (1998–99 and 2006–07). In recognition of his contribution to AHISA and independent school leadership, he was made an Honorary Member of AHISA. As the inaugural Chair (2007–12), he played a key role in establishing the Independent Schools Teacher Accreditation Authority. He was also President of the Association of Independent Schools of Western Australia (1991–92) and Chair of the WA chapter of the Australian College of Educators (1990–91). Dr Kefford was made a

Member of the Order of Australia in 2008 for service to primary and secondary education through administrative and teaching roles. He is a Fellow of the Australian College of Educators. His qualifications include BA (Hons), and MA (Sydney); MA (Hons) (Macquarie University); and Dip Ed, MEd Administration and PhD (University of New England). Dr Kefford was appointed as a Trustee in March 2014 and to the Lizard Island Reef Research Foundation Board in 2019. He was reappointed for a 3 year term in 2017.

### **Professor Robynne Quiggin**

Robynne Quiggin is Professor of Practice and Director of Indigenous Strategy at the Business School, University of Technology Sydney. Robynne is descended from the Wiradjuri people of central western NSW and has worked as a lawyer across legal and policy areas of relevance to Aboriginal and Torres Strait Islander Australians including, human rights, consumer issues, financial services, governance, rights to culture, heritage and the arts. Robynne has previously held positions including the Deputy Aboriginal and Torres Strait Islander Social Justice Commissioner for the Australian Human Rights Commission, inaugural CEO of the Australian Indigenous Governance Institute and Senior Manager of ASIC's Indigenous Outreach Program. She has served on the boards of the Arts Law Centre of Australia, the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and Gadigal Information Services (incorporating Koori Radio). She is currently Chair of the Board of the NSW Aboriginal Housing Office, Deputy Chair of the Bangarra Dance Theatre, Chair of Westpac's Indigenous Advisory Committee and a member of Westpac's Stakeholder Advisory Committee. She has participated in a number of United Nations human rights and biodiversity forums and worked as a senior researcher and lecturer at the University of Technology, Sydney, Macquarie University and the University of Notre Dame. Robynne was appointed as a Trustee in January 2014 and stepped down from the role in February 2019.

### **Josephine Sukkar AM**

Josephine is a professional company director who works across a range of industries, including property, construction, finance, sport, the arts, medical research and social services. She is Principal of Buildcorp and serves on a number of private, public, government and not-for-profit boards, including Growthpoint Properties Australia, Parramatta Park Trust, Opera Australia, Centenary Institute of Medical Research, Melbourne

University Infrastructure Advisory Board, the Sydney University Football Club Foundation and the Buildcorp Foundation. She is President of Australian Women's Rugby and through Buildcorp has been a major sponsor of rugby in Australia for nearly 30 years. She has previously served as a director of The Trust Company, the Australian Rugby Foundation and the YWCA NSW. Josephine is a Fellow of the University of Sydney, and in 2017 she was recognised for her services to the community, the arts and sports in the Queen's Birthday Honours list. Josephine was appointed as a Trustee in January 2019 for a 3 year term.

### **Sara Watts**

Sara Watts is a non-executive director and an experienced audit and risk committee chairperson. Sara sits on the boards of Syrah Resources, Vision Australia, the Vision Australia Trust and BagTrans Group. She also chairs the Audit and Risk Committee of the Victorian Government's Independent Broad-based Anti-corruption Commission. She has strong finance, governance and technology skills and is a Fellow of the Australian Institute of Company Directors and a Fellow of CPA Australia. Sara's previous executive roles include Vice-Principal Operations at the University of Sydney and Chief Financial Officer and Executive Sponsor Corporate Responsibility, IBM Australia and New Zealand. In November 2013, Sara was the recipient of the ARN WIITCA (Women in ICT Awards) Achievement Award for her leadership skills and commitment to women in the Australian ICT industry. Sara was appointed as a Trustee in January 2018 for a 3 year term.

## **Subcommittees**

### **Internal Audit and Risk Committee**

This committee ensures the sound financial position of the Museum through regular reviews of its budget, finance and business decisions and policies that 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.

Members of the Internal Audit and Risk Committee at 30 June 2019 were Sara Watts (Chair), David Armstrong and Elie Hammam.

### Science Advisory Board (SAB)

The Science Advisory Board (previously Science Strategy Panel) was established as a subcommittee in March 2012 and the members at 30 June 2019 were:

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

The Terms of Reference for the Advisory Board are to:

- Provide advice to the Director and CEO of the AM, the Director of AMRI and the AM Trustees on the strategic direction of research and collections.

In so doing, the Advisory Board will be mindful of the Australian Museum's Act, and its responsibility to conduct work in biology and geology and anthropology, and of the current aspirations and strategic priorities, as set out by the Director and listed below, including to:

- Conduct and publish scholarly research that is world-leading
- Maintain and make available world-class collections

And to emphasise:

- Contemporary discovery
- Impacts of change
- Supporting Australian industry
- Cultural diversity

The Science Advisory Board will:

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

In 2018–19, the Advisory Board met on 18 October 2018 and 4 March 2019.

### The Australian Museum Master Plan Governance Committee

The Committee was formed in 2015 and was discontinued on 19 September 2018. The committee met every two months and its terms of reference were:

- providing guidance and feedback for the Master Plan
- confirming the strategic direction of the Master Plan
- approving program and budget, including funding of the Master Plan – then monitor progress against the program and budget, recommending to the Trustees for approval on significant items
- establishing the governance arrangements and probity standards to apply to the Master Plan and then monitor adherence to that
- upholding standards for design excellence in accordance with the approved program
- appointing and managing the Master Plan Steering Committee of Project Champions (stakeholder influencers and proponents of key messages)
- approving outputs at the completion pre-determined stages
- reporting progress against project objectives to the Australian Museum Trustees
- approving documentation prior to submission through the NSW Government Gateway process

Members at 19 September 2018 were:

- AM Trust President or delegated representative
- Trustee with extensive expertise in building and/or architecture
- Trust representative with extensive expertise in financial management
- Director and CEO
- Director, Corporate Services and CFO

Trustees on the Committee were Paul Connor (Chair), Steven Gregg, Belinda Gibson and David Armstrong.

# Appendix C

## Executive & management group profiles

### Executive Leadership Team

The Museum's Executive Leadership Team (ELT) provides strategic direction and oversight of the AM's operations and functions. The ELT meet weekly to deal with a range of matters aimed at boosting income, improving cost recovery, reducing operating expenses and staff stewardship. ELT members and their profiles appear below in Table C.1.

**Table C.1**  
Executive Leadership Team, Australian Museum 2018–19

| Executive Leadership Team | Role                                                      |
|---------------------------|-----------------------------------------------------------|
| Kim McKay AO              | Director & CEO                                            |
| Russell Briggs            | Director, Engagement, Exhibitions and Cultural Connection |
| Maggie Chien              | Head of People & Culture                                  |
| Tony Dibbenhall           | Director, Corporate Services & CFO                        |
| Amanda Farrar             | Director, Public Affairs & Development                    |
| Prof. Rebecca Johnson     | Director, AMRI                                            |
| Jacinta Spurrett          | Director, Marketing, Communications & Partnerships        |
| Cameron Slatyer           | A/Director, AMRI                                          |

#### Kim McKay AO

Director & CEO

As Director and CEO of the Australian Museum, Kim is responsible for strategic planning and management of the nation's first museum, including a collection of more than 29.1 million natural science and cultural objects.

Since being appointed to the Director's role in April 2014 (the first woman to hold the role in the AM's 192-year history), Kim has initiated an impressive transformation program. This includes enshrining free general admission for children into government policy, constructing a new award-winning entrance pavilion, Crystal Hall; creating new galleries and programs, including establishing the

Australian Museum Centre for Citizen Science (part of the Australian Museum Research Institute); and undertaking a comprehensive and strategic re-branding campaign. She previously served for two years as a Trustee of the AM.

Before joining the AM, Kim was Managing Director of Momentum2 Pty Ltd, a Sydney-based marketing and communications agency specialising in major events, corporate sustainability and social responsibility programs. Prior to this she spent seven years working in the USA for the Discovery Channel and National Geographic Channels International where she was Senior Vice President Global Marketing and Communications. She has also held long-term consulting roles with the National Geographic Society co-developing The Genographic Project, the world's largest DNA population study. Possessing a strong social conscience and environmental commitment, Kim co-founded the iconic Clean Up Australia and Clean Up the World campaigns in the early 1990s and helped drive their success during their first decade.

Kim is a strong supporter of women in leadership. She actively promotes women within the Australian Museum, including in her executive leadership team and across the museums sector where she has championed a nation-wide mentoring program. She is on the advisory board of the One Million Women organisation, named in the *Australian Financial Review's* 2011 100 Women of Influence, and included in the book *The Power of 100: One Hundred Women who have Shaped Australia* (Focus Publishing, 2011).

Awarded as an Officer of the Order of Australia (AO) in 2008 for distinguished service to the environment and the community, Kim also serves on the board of the Sydney Institute of Marine Science Foundation, the UNSW Science Advisory Panel, UTS Business Advisory Board and the MGSM Reference Panel, The Somerville Collection Museum in Bathurst, the Australian Museum Foundation, Lizard Island Reef Research Foundation and is Secretary of the Australian Museum Trust.

The co-author of five books in the *True Green* series published in Australia by ABC Books and internationally by National Geographic, Kim holds a BA Communications from UTS and is an honorary Adjunct Professor at the Macquarie Graduate School of Management.

**Russell Briggs**

Engagement, Exhibitions & Cultural Connection

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

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

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

**Maggie Chien**

Head of People & Culture

Maggie brings more than 15 years of comprehensive human resources experience to the AM's People & Culture team. She is an HR professional focusing on both strategy and operations and has a detailed working knowledge of the NSW Government sector. Maggie holds a Masters of Human Resources Management from UNSW Sydney and is an AHRI Certified Academic of Human Resources (CAHR). Maggie joined the Australian Museum in 2006 and continues the development of a strong organisational culture.

**Tony Dibbenhall**

Corporate Services & CFO

Tony leads the Corporate Services Division incorporating Finance, Human Resources, Information and Communications Technology, Security, Facilities Management and Legal. As Chief Financial Officer, Tony is also responsible for the Museum's financial management, planning processes, performance monitoring and financial reporting to stakeholders. As a member of the Executive Leadership Team, Tony has a key role in strategy development and implementation and is responsible for the successful delivery of Project Discover. Tony is a chartered accountant and finance executive with more

than 20 years' experience in financial management, having held leadership roles in both Australia and the UK. Since beginning his career at PwC, Tony has held senior and executive roles at two globally significant research-intensive universities, at one of UK's largest transport groups, and with one of Australia's leading social purpose charities. These experiences share consistent themes: like the Australian Museum, they are impactful and successful service-driven organisations that are highly-regulated, infrastructure-intensive, multi-disciplined, and people-focused.

**Amanda Farrar**

Manager, Public Affairs & Community Relations

In July 2018, Amanda was promoted to Acting Director, Public Affairs & Development and was permanently appointed in April 2019, responsible for the development of corporate strategic projects, government relations and other stakeholders who support the AM's strategic direction. This role also secures philanthropic support for the Australian Museum from private sources including individual donors, trusts, foundations and bequests. In 2018, Amanda was selected for the Council of Australian Museum Directors Executive Mentoring Program. Amanda was formerly the AM's Manager, Public Affairs & Community Relations from 2016 to 2018. Amanda is a public affairs and marketing executive with more than 30 years' experience in media management, stakeholder relations, marketing and communication. Amanda was previously a senior advisor to former NSW Premier, Hon. Mike Baird and a former Managing Director of National Geographic Channel Australia/New Zealand, and has a depth of marketing, advertising, communications and digital broadcasting experience. Amanda has a personal interest in First Nations affairs and community building, and has been actively engaged in a number of place management and community building committees.

**Professor (Adjunct) Rebecca Johnson**

Director, AMRI

Dr Johnson is Director of the Australian Museum Research Institute, a wildlife forensic scientist, a conservation geneticist and chief investigator of the Koala Genome Consortium. As Director of the Australian Museum Research Institute, she leads more than 100 staff working in science and materials conservation at the Australian Museum. With an honours degree from the University of Sydney and PhD from La Trobe University, Melbourne in the field of molecular evolutionary genetics, Rebecca has worked as a molecular geneticist in Australia and the USA, before joining the Museum in 2003. Since then, with her team, she has established the Museum as one of the global leaders in the field of wildlife forensics and conservation

genomics through the ISO17025 accreditation of the Australian Centre for Wildlife Genomics facilities (one of only six such laboratories globally). In 2015 she became Director of the Australian Museum Research Institute. She is one of 28 individuals certified as a wildlife forensic scientist globally and is one of only two experts appointed by the Federal Environment Minister as an examiner in wildlife forensics under the Commonwealth legislation. In 2016 she became an Adjunct Professor at the University of Sydney. Rebecca has been named one of the 30 inaugural SuperStars of STEM by Science and Technology Australia. She was awarded the 2016 University of Sydney, Faculty of Science Alumni Award for Professional Achievement and in September 2016 was also announced as one of *The Australian Financial Review* and Westpac 100 Women of Influence. Rebecca is a member of the Australian Academy of Forensic Sciences and represents the Museum on a range of government and industry committees, including as Australian and New Zealand Forensic Science Society NSW Branch president, and Director of Membership & Outreach for the Society for Wildlife Forensic Science.

#### **Cameron Slatyer**

Acting Director, AMRI

Cameron Slatyer is acting Director of the Australian Museum Research Institute while Dr Rebecca Johnson is overseas. He is normally responsible for Life and Geosciences, comprising natural history and archaeological research and the management of the Museum's \$490 million natural history collections research infrastructure. He developed spatial heritage identification for the Australian Heritage Commission and Australian Government Department of Environment, receiving a departmental Australia Day award for the development of the Australian Natural Heritage Assessment Tool. He was Director of the Australian Biological Resources Study, receiving a second Australia Day award for restructuring the grants processes into the National Taxonomy Research Grants Program and developing BushBlitz, a multimillion-dollar public private partnership between BHPBilliton, the Australian Government and Earthwatch. Cameron has worked for the Department of Industry, Innovation and Science – initially on research infrastructure and radio-quiet regimes for the Square Kilometre Array before leading international science policy, culminating in development of the Global Innovation Science Strategy – working with Austrade, the Department of Foreign Affairs and Trade and the Department of Education and Training. His particular focus was on generating international industry-research partnerships and he was honoured by the French Government with a Chevalier dans l'Ordre des Palmes academiques in 2015. Since joining the Museum, his focus has been the research infrastructure of the natural science collections, leading the valuation

of the natural science collections and contributing to the development of a national framework for collection valuation. He has promoted the adoption of new advanced imaging and 3D printing technologies, and building the research profile of the Museum. Cameron has a Bachelor of Science (Forestry) from the Australian National University and has worked as a forester and regional wildlife officer in NSW.

#### **Jacinta Spurrett**

Director Marketing, Communications & Partnerships

Jacinta Spurrett joined the AM as Director, Marketing, Communications and Partnerships in 2016. Jacinta is a highly experienced leader in all three sectors and brings a wide range of strategic skills and knowledge to the role. A learned executive, and director, with a demonstrated history of working in both the 'for profit' and 'not for profit' sectors, her 25+ year professional career encompass specialist fiscal and general management experience across a diverse group of organisations. Jacinta has been credited with the development and implementation of strategic international marketing and communications plans for many organisations such as British Airways, Citibank, Westpac, Yahoo! and Discovery Channel. For the eight years prior to joining the AM, Jacinta was CEO of the Eye Surgeons' Foundation where she managed a significant strategic and financial turn-around for the business. Previous appointments also include Managing Director of the National Geographic Channel Australia/New Zealand and Managing Director of a leading Sydney public relations firm. Holding a Bachelor of Arts in Communication, focused on Communications, International Marketing and Media Studies from the University of Canberra, Jacinta's business acumen renders her well versed in international management, business planning, negotiation and the full spectrum of communications including media, stakeholder and celebrity management. As part of the Executive Leadership Team at the AM, Jacinta is responsible for the oversight, business development and revenues associated with marketing, communications, commercial and in-kind partnerships, visitation, membership, tourism, retail, venues and other commercial offerings.

## Management Activities

The AM Management Group meets on a bimonthly basis to discuss cross-divisional operations and projects. During 2018–19, managers have worked on the following projects:

- Launch of the new AM website and ongoing redevelopment
- Accessibility and Inclusion Action Plan implementation
- Sustainability Action Plan launch and implementation
- People and Culture Policy procedure updates
- Pacific Collections move to Cultural Collections Centre, Rydalmere
- AMRI Education Strategy and other Education milestones
- Project 2020 research and report
- Aboriginal and Torres Strait Islander Strategy
- Project Discover key milestones

## Australian Museum committees

### Animal Care and Ethics Committee (ACEC)

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

In accord with the requirements of the Act and the Code, the AM established the Animal Care and Ethics Committee to apply principles that govern the ethical conduct of persons whose work on behalf of the AM involves the use of animals for scientific research purposes. The committee must ensure that the use of animals is justified, provides for the welfare of those animals and incorporates the principles of replacement reduction and refinement. From 2018, the number of animals used has been reduced where possible, and the use of remote camera surveys has replaced the need to directly work with live animals.

During 2018–19 the ACEC met on 29 August 2018, 7 November 2018, 20 February 2019 and 22 May 2019.

The committee members at 30 June 2019 were:

- Dr Glenn Shea (Veterinary Representative)
- Dr Damien Higgins (Veterinary Representative)
- Dr David Vella (Veterinary Representative)
- Dr Mark Eldridge (Research Representative)
- Sally Reader (Research Representative)
- Stephen Mahony (Research Representative)
- Daniel Large (Welfare Representative)
- Storm Stanford (Welfare Representative)
- Karen Lambert (Community Representative)  
Dr Anja Divljan (Executive Officer)

### Work, Health and Safety Committee (WHS)

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

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

In line with the WHS Act 2011, the WHS Committee provides for consultation regarding health and safety throughout the AM's unique and diverse workspaces. The Australian Museum's WHS Committee meets on a monthly basis.

WHS Committee members at 30 June 2019 were:

- Andrew King – Australian Centre for Wildlife Genomics Research Assistant
- David Teer – Exhibitions Project Officer
- Cass Brown – Visitor Service Officer
- Gerald Winch – Manager, Facilities Operations
- Ingrid Potts – Events & Venues Officer
- Maggie Chien – Head of People & Culture
- Melissa Murray – Interpretive Officer
- Samantha Emery – Assistant Retail Manager
- Heath Fullarton – Retail Manager
- Sharni Jones – Aboriginal & Torres Strait Islander Collection Manager
- Geoff Gardner – Science & Engagement Coordinator
- Andrew Cutbush – WHS Coordinator

### Cultural Collections Acquisitions Committee

The Cultural Collections Acquisitions Committee assesses potential acquisitions for the permanent Aboriginal and Torres Strait Islander Collection, Pacific and International collections and Archives. The committee is tasked with determining whether the acquisition is consistent with the Cultural Collections Acquisition Policy 2014–2017. Some acquisitions were approved directly by the AM Trust, and others by the Director of Engagement, Exhibitions & Cultural Connection. A few donation offers accepted by the committee are still being finalised, and will be registered in 2019–20.

During the past year the AM has accepted the following works into the permanent collection:

- Painting by artist Vanessa Queama titled *Children learning bush tucker*, which was gifted to the AM during a collection visit by students at Oak Valley Aboriginal School
- Stone tool donated by Brett Lingham
- *Weaving woman* drawing by Genevieve Stewart
- *Mahn* woven sculptural work by Uncle Steven Russell and Aunty Phillis Stewart
- *Balun Gilamahla – The River Journey* weaving installation from Arts Northern Rivers

The committee members are:

- Russell Briggs – Director, Engagement, Exhibitions and Cultural Connection
- Sharni Jones – Manager, Aboriginal and Torres Strait Islander Collection
- Michael Mel – Manager, West Pacific Collection
- Jenny Newell – Manager, East Pacific Collection
- Colin Macgregor (Sheldon Teare, acting) – Manager, Materials Conservation
- Vanessa Finney – Manager, Archives
- Rebecca Fisher – Secretary, Collections Officer

### Green Team

The Green Team is a group of staff volunteers established in 2015 who meet bimonthly to identify and implement environmental strategies to improve environmental practices and reduce the AM's carbon footprint.

The Green Team has achieved the following:

- Sought approval for a loan from the Government Finance Facility to upgrade a large section of back-of-house lights to LED.
- Waste diversion rate from landfill of 50% for the year.
- Continued to educate staff and promote waste recycling streams of paper, cardboard, glass, plastic, fluorescent tubes, print cartridges, mobiles, batteries, soft plastic, compost, scrap metal, e-waste and Styrofoam.
- Development of a Sustainability Action Plan to bring together the AM's commitments

# Appendix D

## Internal audit & risk management

### Statement for the 2018–19 financial year

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

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

## Membership

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

| Role               | Name            | Term of appointment   | Term as Chair (if applicable) |
|--------------------|-----------------|-----------------------|-------------------------------|
| Chair              | Sara Watts      | 1/1/2018 – 31/12/2020 | 1/1/2018 – 31/12/2020         |
| Independent member | David Armstrong | 1/1/2014 – 31/12/2019 | 1/1/2016 – 31/12/2017         |
| Independent member | Elie Hammam     | 1/1/2018 – 31/12/2020 |                               |

## Departures from Core Requirements

| Departure            | Reason for departure and description of practicable alternative measures implemented/ being implemented                              |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>In transition</b> |                                                                                                                                      |
| Core requirement 1.2 | A risk management framework have been developed and is in the process of implementation.                                             |
| Core requirement 2.1 | An internal audit function is in the process of being developed. In the interim, consultants have been engaged to carry out reviews. |
| Core requirement 2.2 | An internal audit function is in the process of being developed. In the interim, consultants have been engaged to carry out reviews. |
| Core requirement 2.3 | The internal audit charter is in the process of review for consistency with the content of the 'model charter'.                      |

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

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



**David Armstrong**

President, Australian Museum Trust

17 September 2019

## Appendix E Privacy & personal information

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

The plan is available to staff on the AM's website at: [australianmuseum.net.au/Privacy-Management-Plan](http://australianmuseum.net.au/Privacy-Management-Plan)

Copies may be obtained by contacting:

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

The Museum's Web Privacy Statement is available at: [australianmuseum.net.au/Privacy](http://australianmuseum.net.au/Privacy)

No applications for internal review were received during the year 2018-19.

## Appendix F Digital information security

### Cyber Security Annual Attestation Statement for the 2018-19 financial year

I, David Armstrong, am of the opinion that:

- The Australian Museum (AM) has assessed its cyber security risks and is putting in place systems and processes to further strengthen the cyber security environment in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.
- Risks to the AM's information and systems have been assessed and are being managed.
- Governance is in the process of being established to manage the AM's cyber security maturity and initiatives.
- Cyber security incidents, should they occur, are escalated to AM and Department of Premier and Cabinet governance forums as required. The AM is enhancing its cyber incident response plan and has scheduled a formal test of the plan.
- An independent review of the AM's ISMS and maturity against the mandatory requirements of the NSW Cyber Security Policy was undertaken by The Centium Group. Plans are in place to address areas for improvement in a timely manner.



**David Armstrong**  
President, Australian Museum Trust  
17.09.2019

# Appendix G

## Public access and public interest

### Public access to information

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

The Act requires the production of a publication guide that details who we are, what we do and how members of the public, community organisations, media and government agencies can interact with us. The Museum's publication guide is available on our website at

[australianmuseum.net.au/about/organisation/reports](http://australianmuseum.net.au/about/organisation/reports)

No requests for information under the Act were received during the year 2018–19.

### Public interest disclosures

During the 2018–19 reporting period, no public officials made a Public Interest Disclosure to the Museum, no Public Interest Disclosures were received and no Public Interest Disclosures were finalised.

## Appendix H Grants

Table H.1 lists AMRI projects administered by the AM. Table H.2 lists research projects administered by other institutions where an AM scientist was nominated as either a principal investigator or co-investigator.

The total value of grants and external funding made to

the AM was \$1,603,278 (previous year \$2,062,512) with an average value of \$44,536 (previous year \$49,107). This figure will not match the figures included in the financial statements because it does not include adjustments due to the timing of payments or previous year currency fluctuations.

**Table H.1.**  
Grant and externally funded projects for research and collections administered by the Australian Museum 2018–19

| Principal Investigator(s)/ Person Responsible | Title of project                                                                                                                                               | Granting body/Donor                                                 |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| S Ahyong                                      | Revision of the Australian Faunal Directory – Crustacea Checklist (Stomatopods & Decapods)                                                                     | Department of the Environment and Energy (ABRS)                     |
| S Ahyong                                      | Expanding Marine Invertebrates research and collections capacity                                                                                               | Bequest (Estate of Eileen Silk)                                     |
| D Alquezar, G Frankham                        | Eastern Pygmy Possum Genetics                                                                                                                                  | Roads and Maritime Services                                         |
| D Alquezar, G Frankham                        | Genetic studies of Green and Golden Bell Frogs                                                                                                                 | Roads and Maritime Services                                         |
| D Alquezar, G Frankham                        | Population diversity and connectivity of the Long-nosed Bandicoot ( <i>Perameles nasuta</i> ) populations at North Head and surrounding areas                  | Australian Wildlife Conservancy                                     |
| D Colgan, F Koehler                           | Support for Malacology Research                                                                                                                                | Private donor (via Australian Museum Foundation)                    |
| F Criscione, A Hallan                         | Into the abyss: systematics and evolution of temperate Australian deep-sea “turrid” gastropods                                                                 | Department of the Environment and Energy (ABRS)                     |
| J DiBattista                                  | Bridging the gap between researchers, resource managers and educational institutions in Australia and Oman                                                     | Department of Foreign Affairs and Trade                             |
| M Eldridge                                    | Phylogeography of NSW: Impact of the Sydney Basin and other barriers to gene flow                                                                              | Australian Museum Foundation (Biodiversity Conservation Seed Grant) |
| M Eldridge                                    | Genetic studies for Scientific Committee                                                                                                                       | Office of Environment and Heritage                                  |
| P Flemons                                     | Insect Soup                                                                                                                                                    | Australian Museum Foundation                                        |
| P Flemons                                     | Exploring 3D models of collection objects and specimens for research, education and exhibition applications                                                    | Australian Museum Foundation                                        |
| P Flemons                                     | DigiVol                                                                                                                                                        | Australian Museum Foundation                                        |
| P Flemons                                     | Support for Australian institutions in the use of DigiVol for digitising their collections                                                                     | Atlas of Living Australia (CSIRO)                                   |
| P Flemons                                     | Support for the strategic direction of the Australian Citizen Science Association and scoping a Citizen Science project with national and international appeal | Inspiring Australia                                                 |
| P Flemons                                     | Streamwatch                                                                                                                                                    | Sydney Water                                                        |

Grant funded projects, continued

| Principal Investigator(s)/<br>Person Responsible | Title of project                                                                                                                                                                                               | Granting body/Donor                                                                                                       |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| P Flemons                                        | FrogID – the next stage                                                                                                                                                                                        | Bunnings Group Ltd                                                                                                        |
| P Flemons                                        | Mungo National Park Bush Blitz                                                                                                                                                                                 | Australian Government – Director National Parks (Bush Blitz); and Council of Heads of Australian Faunal Collections       |
| P Flemons, C Slatyer                             | Oxley Wild River National Park Bush Blitz                                                                                                                                                                      | Australian Government – Director of National Parks (Bush Blitz); and Council of Heads of Australian Faunal Collections    |
| L Gunton                                         | Species distribution and connectivity of Australian Eastern Abyssal Ampharetids                                                                                                                                | The Linnean Society of NSW                                                                                                |
| A Hoggett                                        | Lizard Island Fellowships                                                                                                                                                                                      | Lizard Island Reef Research Foundation                                                                                    |
| R Johnson                                        | Wildlife Genomics                                                                                                                                                                                              | Australian Museum Foundation                                                                                              |
| R Johnson                                        | Developing conservation genomics capability                                                                                                                                                                    | BioPlatforms Australia                                                                                                    |
| R Johnson                                        | Development of forensically-informative DNA markers for Short-beaked Echidna and pilot pedigree testing and trade                                                                                              | Zoo and Aquarium Association                                                                                              |
| R Johnson, A Summerell                           | Development of forensically-informative DNA markers for the short beaked echidna – their utility in pedigree testing and application in the wildlife trade                                                     | Holsworth Wildlife Research Endowment (administered by the Australian Museum on behalf of PhD student Summerell)          |
| R Johnson                                        | Australian Museum Teaching Development Grant                                                                                                                                                                   | Sydney Grammar                                                                                                            |
| R Johnson                                        | Australian Museum Foundation Visiting Fellowships                                                                                                                                                              | Australian Museum Foundation                                                                                              |
| R Johnson                                        | Joint appointment of Terrestrial Vertebrate scientist and Palaeontologist with University of NSW                                                                                                               | University of New South Wales                                                                                             |
| R Johnson, P Flemons                             | It's not just rats and bats! Uncovering and conserving the biodiversity of the Solomon Islands Archipelago                                                                                                     | Australian Museum Foundation                                                                                              |
| R Johnson, P Flemons                             | Documenting the Solomon Islands Expedition                                                                                                                                                                     | Australian Museum Foundation                                                                                              |
| R Johnson, T Flannery                            | Community Conservation of Solomon Islands endemic mammals – Phase II                                                                                                                                           | Fondation Segré                                                                                                           |
| R Johnson                                        | Solomon Islands Community Conservation Project                                                                                                                                                                 | Private donor (via Australian Museum Foundation)                                                                          |
| R Johnson                                        | Timor-Leste expedition (databasing)                                                                                                                                                                            | Australian Museum Foundation                                                                                              |
| R Johnson                                        | Chadwick Biodiversity Fellowship                                                                                                                                                                               | Australian Museum Foundation                                                                                              |
| R Johnson                                        | Development of genetic methods for management of Australasian wildlife                                                                                                                                         | University of Sydney; and Zoo and Aquarium Association                                                                    |
| R Johnson, D Alquezar                            | DNA-based species identification of bird strikes                                                                                                                                                               | Australian airports                                                                                                       |
| R Johnson, D Alquezar, C Slatyer, P Flemons      | World Class Collections – Multi-dimensional access to Australia's Natural History Icons Online – a Pilot Project                                                                                               | Australian Museum Foundation                                                                                              |
| R Johnson, D Colgan                              | Freshwater snail project                                                                                                                                                                                       | Owen Griffiths                                                                                                            |
| R Johnson, P Flemons                             | FrogID – the Australian Museum's national citizen science project                                                                                                                                              | Department of Industry, Innovation and Science – Inspiring Australia Science Engagement Programme – Citizen Science Grant |
| R Johnson, K McKay AO                            | Distinguished Visiting Fellowship in Climate Change at the Australian Museum                                                                                                                                   | Private donors (via the Australian Museum Foundation)                                                                     |
| R Johnson, C Slatyer                             | Research partnership and joint appointment with Curtin University for ichthyology research                                                                                                                     | Curtin University                                                                                                         |
| R Johnson                                        | Digitising Canowindra Fish Fossils                                                                                                                                                                             | NSW Government                                                                                                            |
| S Keable, M McGrouther, A Reid                   | The Museum of Australia and the Pacific: An expedition to enhance our understanding of the marine biodiversity of outer reefs and islands of Fiji/Tonga and southern Vanuatu/ south eastern New Caledonia 2017 | Australian Museum Foundation                                                                                              |

## Grant funded projects, continued

| Principal Investigator(s)/<br>Person Responsible | Title of project                                                                                                                         | Granting body/Donor                                                                                               |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| F Koehler                                        | Evolutionary systematics and conservation biology of rainforest snails and semislugs of the family Helicarionidae in northern Queensland | Department of the Environment and Energy (ABRS)                                                                   |
| F Koehler                                        | Lord Howe Island Critically Endangered Land Snails                                                                                       | Office of Environment and Heritage                                                                                |
| F Koehler, F Criscione                           | A systematic revision of the eastern Australian land snail <i>Austrochloritis</i>                                                        | Department of the Environment and Energy (ABRS)                                                                   |
| F Koehler, I Hyman                               | Illustrated Field Guide to the Land Snails of Lord Howe Island                                                                           | Australian Museum Foundation                                                                                      |
| E Kupriyanova, P Hutchings                       | Identification tool for all marine Annelida families and the Australian abyssal fauna                                                    | Department of the Environment and Energy (ABRS)                                                                   |
| T Lee, A Mitchell                                | Taxonomic revision and phylogenetic study of the endemic Australian genus <i>Bathyricha</i> (Lepidoptera: Noctuidae: Hadeninae)          | Australian Lepidoptera Research Endowment (via Perpetual Foundation)                                              |
| M Lott                                           | Genetic management of threatened koala populations: using exome sequencing to define meaningful conservation goals                       | Office of Environment and Heritage                                                                                |
| R Major                                          | Birds in Backyards                                                                                                                       | Birds Australia                                                                                                   |
| R Major                                          | A targeted approach to containing the spread of pest birds: genetic identification of invasion pathways of the Common (Indian) Myna      | Australian Museum Foundation                                                                                      |
| R Major                                          | Lord Howe Island Woodhens                                                                                                                | Private donor (via Australian Museum Foundation)                                                                  |
| G Milledge                                       | Molecular Diagnostics Project – Terrestrial Invertebrates of Barrow Island                                                               | Murdoch University                                                                                                |
| A Mitchell, T Lee                                | Improving plant pest management through cross-industry deployment of smart sensor, diagnostics and forecasting                           | Sugar Research Australia                                                                                          |
| A Mitchell, G Smith                              | Australian Silverfish bar-coding                                                                                                         | Department of the Environment and Energy (ABRS)                                                                   |
| C Reid                                           | Diagnostic key for exotic pest species of leaf beetles (Chrysomelidae)                                                                   | Department of Agriculture & Water Resources                                                                       |
| A Reid                                           | Malacology donation                                                                                                                      | Bequest (Estate of Jessie Campbell Wise)                                                                          |
| A Reid                                           | Malacology donation – teaching microscope                                                                                                | Private donation                                                                                                  |
| J Rowley                                         | Resolving data deficiency in three threatened frog species                                                                               | NSW Environmental Trust                                                                                           |
| J Rowley                                         | Bradshaw Bush Blitz – surveys of frogs and reptiles                                                                                      | Australian Government – Director of National Parks (Bush Blitz); and Museum and Art Gallery of Northern Territory |
| J Rowley                                         | A taxonomic revision of the iconic and dangerously venomous Mulga Snake species complex in Australia                                     | Australian Government – Director National Parks (Bush Blitz)                                                      |
| J Rowley                                         | Australian Capital Territory Bush Blitz – surveys of amphibians                                                                          | Australian Government – Director National Parks (Bush Blitz)                                                      |
| J Rowley, T Cutajar, C Portway                   | In search of missing frogs on the New England Tablelands of NSW                                                                          | Australian Society of Herpetologists                                                                              |
| C Slatyer, D Hoese, M Lockett                    | Taxonomic and nomenclatural treatments of fishes                                                                                         | Department of the Environment and Energy (ABRS)                                                                   |
| C Slatyer                                        | Taxonomy of specimens collected from the <i>RV Investigator</i> voyages to the Great Australian Bight                                    | CSIRO and Museums Victoria                                                                                        |
| C Slatyer                                        | Taxonomy of samples collected from the <i>RV Investigator</i> voyage of the east coast of Australia                                      | Museums Victoria                                                                                                  |

Table H.2.

Grant and externally funded projects for research and collections administered by institutions other than the AM in 2018–19

| Principal Investigator(s)/<br>Person Responsible | Title of project                                                                                                                           | Granting body/Donor                                                                                                                                                             |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| S Ahyong                                         | Sampling the abyss: latitudinal biodiversity patterns along the base of Australia's eastern continental margins                            | CSIRO                                                                                                                                                                           |
| V Attenbrow                                      | Traditions, Transformations and Technology in Aboriginal Australia                                                                         | Australian Research Council (administered by University of Sydney)                                                                                                              |
| D Colgan                                         | Resolving the cryptic species identity of native <i>Mytilus</i> mussels and a marine global invader along Australia's temperate coastlines | Department of the Environment and Energy (ABRS) (administered by University of Queensland)                                                                                      |
| J DiBattista                                     | Surveys of aquatic biodiversity in the Rio Cruces Ramsar Sanctuary through environmental DNA                                               | Fondo de Investigación Centro de Humedales del Río Cruces (administered by Austral University, Chile)                                                                           |
| M Eldridge                                       | Do chromosomal rearrangements drive genomic evolution and speciation?                                                                      | Australian Research Council (administered by University of Canberra)                                                                                                            |
| M Eldridge                                       | Population structure of Sharman's Rock-wallaby                                                                                             | University of Queensland                                                                                                                                                        |
| D Faith                                          | Scientific Support for IPBES Knowledge Generation                                                                                          | Future Earth (administered by University of Paris Sud)                                                                                                                          |
| D Faith                                          | Saving our Species Science & Research Project: An integrated spatial prioritisation for investment in NSW                                  | Office of Environment and Heritage                                                                                                                                              |
| P Flemons                                        | Investigating the application of artificial intelligence for DigiVol                                                                       | University of Florida                                                                                                                                                           |
| P Flemons                                        | Wildlife Spotter: DigiVol enhancements for the Saving Our Species Malleefowl monitoring project                                            | Office of Environment and Heritage; and                                                                                                                                         |
| A Hoggett                                        | Ocean Plastics Research                                                                                                                    | Rossi Foundation (administered by the Lizard Island Reef Research Foundation)                                                                                                   |
| P Hutchings                                      | Genetic studies of marine Flatworms from the order Polycladia in south east Australia                                                      | Australian Academy of Science – France-Australia Science Innovation Collaboration (FASIC) Fellowship (administered by the Centre National de la Recherche Scientifique, France) |
| P Hutchings                                      | Review of polychaetes from the family Trichobranchidae belonging to the genus <i>Terebellides</i>                                          | Field Naturalists Club of Victoria Inc Environment Fund (administered by Macquarie University)                                                                                  |
| R Johnson                                        | Conservation genomics through de novo sequencing                                                                                           | BioPlatforms Australia                                                                                                                                                          |
| R Johnson                                        | Returning burrowing bettongs to Bon Bon - survival outside fenced sanctuaries                                                              | Ian Potter Foundation (administered by Bush Heritage Australia)                                                                                                                 |
| R Johnson                                        | Community conservation of the Solomon Islands endemic animals through a partnership with the Kwainaa'isi Cultural Centre                   | James Cook University (Dr David MacLaren representing the community of East Kwaio, Malaita, Solomon Island)                                                                     |
| R Johnson                                        | The Earth Biogenome Project                                                                                                                | Smithsonian Institution                                                                                                                                                         |
| R Johnson                                        | Visiting Professorship for research collaboration at The Wildlife Research Center of Kyoto University                                      | Kyoto University                                                                                                                                                                |
| R Johnson, M Eldridge                            | Building genomics resources to understand and protect Australia's mammals                                                                  | Consortium of partners including BioPlatforms Australia, Australian National University                                                                                         |
| R Johnson, K Ewart                               | Genome-based approaches for improving wildlife forensics methodology and determining key conservation parameters                           | University of Sydney – Industry and Community Engagement Seed Funding Grant (administered by University of Sydney)                                                              |
| R Johnson, G Frankham                            | Understanding and Intervening in illegal trade in non-native species                                                                       | Centre for Invasive Species (CISS) (administered by Adelaide University)                                                                                                        |
| R Johnson, L Neaves                              | Using DNA to understand bamboo and the complexity of giant panda diet                                                                      | Leverhulme Trust (administered by Royal Botanic Garden Edinburgh)                                                                                                               |
| R Johnson, C Slatyer                             | The Sydney Harbour Research Program (SHRP): Expanding marine research capacity towards resilience of Australia's urban harbours            | Ian Potter Foundation (administered by the Sydney Institute of Marine Science)                                                                                                  |

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

| Principal Investigator(s)/<br>Person Responsible | Title of project                                                                                                                                                         | Granting body/Donor                                                                                    |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| R Major                                          | Managing miners: quantifying the where and when of successful Noisy Miner removals for land managers                                                                     | Office of Environment and Heritage (administered by the University of New England)                     |
| M McCurry                                        | Mechanical Megafauna: Novel Methods for Identifying Feeding Traces from Prehistoric Australia                                                                            | Griffith University                                                                                    |
| A Mitchell                                       | You can't manage what you can't identify: Managing threats from exotic borers through accurate identification                                                            | Sugar Research Australia                                                                               |
| C Reid                                           | BIG 4: Biosystematics, Informatics and Genetics of the big four insect groups: training tomorrow's researchers and entrepreneurs                                         | Marie Sklodowska-Curie Action Grant (administered by University of Copenhagen/ Natural History Museum) |
| C Reid                                           | Life history, identity and damage assessment of Galip Weevil                                                                                                             | Australian Centre for International Agricultural Research (via University of NSW)                      |
| J Rowley                                         | Resolving data deficiency in two-point endemic high-altitude Vietnamese frogs: are <i>Leptolax botsfordi</i> and <i>Oreolalax sterlingae</i> Critically Endangered?      | The Mohamed bin Zayed Species Conservation Fund (administered by Zoological Society of London)         |
| J Rowley                                         | Systematics and conservation status of Australian monsoonal Rocket Frogs ( <i>Litoria</i> ) and Ornate Burrowing Frogs ( <i>Platyplectrum</i> ) for bioregional planning | Department of the Environment and Energy (ABRS) (administered by University of Western Sydney)         |
| J Rowley                                         | Amphibian conservation on the roof of Indochina                                                                                                                          | Ocean Park Conservation Foundation (administered by the Zoological Society, London)                    |
| J Rowley                                         | Saving Australia's frogs                                                                                                                                                 | AMP Tomorrow Makers Fund (administered by J Rowley)                                                    |
| J Rowley                                         | Amphibian diversity and conservation in Bangladesh                                                                                                                       | Endeavour Executive Fellowship (administered by AHM Ali Reza of Delta State University, USA)           |
| J Rowley, R Major                                | Reintroduction of locally extinct mammals – the landscape ecosystem approach                                                                                             | NSW Environmental Trust (administered by University of NSW)                                            |
| C Slatyer                                        | 3D imaging of type specimens                                                                                                                                             | Australian National University                                                                         |
| C Slatyer                                        | Illuminating the last major phase in the evolution of the eastern Australian vertebrate fauna                                                                            | Flinders University                                                                                    |
| C Slatyer                                        | A brain imaging database of rare and endangered Australian mammals                                                                                                       | Australian Research Data Commons (administered by the University of NSW)                               |
| R Torrence                                       | Re-assembling the MacGregor national collection from Papua New Guinea                                                                                                    | Australian Research Council                                                                            |
| R Torrence                                       | Centre of Excellence for Australian Biodiversity and Heritage                                                                                                            | Australian Research Council (administered by University of Wollongong)                                 |
| R Torrence, V Finney                             | Reconstructing museum specimen data through the pathways of global commerce                                                                                              | Australian Research Council (administered by the University of Sydney – Macleay Museum)                |

**Table H.3**  
**Grants received by the Engagement, Exhibitions & Cultural Connection division in FY2018–19**

| Principal Investigator(s)/<br>Person Responsible | Title of project                                                                                   | Granting body/Donor                                 |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| V Finney                                         | Publication subsidy for Transformations, Scott sisters book writing and publication                | Gordon Darling Foundation                           |
| M Mel and Y Carrillo-Huffman                     | Bilas Papua New Guinea body ornaments acquisition                                                  | Australian Museum Foundation                        |
| V Finney                                         | Baya ngara – uncovering Indigenous knowledge in the AM Research Library                            | Australian Museum Foundation                        |
| E Downing                                        | Australian Museum Science Festival                                                                 | City of Sydney                                      |
| M Ravier                                         | <i>Mahn / Weave</i>                                                                                | Australian Museum Foundation                        |
| V Finney                                         | Publication subsidy for scientific photography exhibition catalogue writing and publication        | Australian Museum Foundation                        |
| V Finney                                         | Merchants and Museums – museum specimens and the pathways of global commerce                       | Australian Research Council                         |
| J Newell                                         | Hawaiian Arts Residency: Bernice Akamine                                                           | Australian Museum Foundation: Patricia Porritt Fund |
| J Newell and L Metcalfe                          | Darling Travel Grant Global for Hawaiian consultations                                             | Gordon Darling Foundation                           |
| T Thomas                                         | Pacific and Indigenous Youth Reconnection Project                                                  | Lansdowne Trust                                     |
| E Downing, C Beehag                              | Super Science Weekend                                                                              | Department of Industry, Innovation and Science      |
| V Finney                                         | Mapping imperial transactions and relationships in the Australian natural history trade, 1860–1900 | Royal Society, London                               |

# Appendix I

## Publications

### Highlights

203 new species were discovered including:

- 67 insects
- 43 molluscs
- 38 crustaceans
- 35 marine worms
- 15 fish
- 2 frogs
- 1 lizard
- 1 bird
- 1 mineral

Australian Museum staff, senior fellows and research associates published 221 papers in international and national peer-reviewed scientific journals and books, largely based on the Museum's natural history collections. Highlights include the discovery of two new Horned Frog species (*Megophrys fansipanensis sp. nov.* and *Megophrys hoanglienensis sp. nov.*) from Indochina's highest mountains as part of ongoing herpetological collaborations in the region.

A new genus and species of clingfish (*Flexor incus*) was described based on specimens collected by the AM Ichthyology team and collaborators during the Kermadec Islands expedition in 2011. The expedition was funded by the Australian Museum Foundation and types specimens for the species are held in the AM Ichthyology Collection along with collaborating New Zealand Institutions.

### Publications

The Australian Museum published one magazine during 2018–19 – Explore Autumn 2019.

Two books by AM Archivist Vanessa Finney were also published:

- Finney, Vanessa *Transformations: Harriet and Helena Scott, colonial Sydney's finest natural history painters*, NewSouth Publishing, 2018
- Finney, Vanessa *Capturing Nature: Early photography at the Australian Museum, 1857–1893*, NewSouth Publishing, 2019

## Appendix J

### Overseas travel

Table J.1.  
Overseas travel, Australian Museum 2018-19

| Officer                 | Destination/Dates                                      | Purpose                                                                                                 |
|-------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Logan Haronga-Metcalfe  | Hawaii<br>2 July 2018–19 July 2018                     | Document community consultation for upcoming Project 2020 exhibition                                    |
| Abram Powell            | Hawaii<br>2 July 2018–19 July 2018                     | Document community consultation for upcoming Project 2020 exhibition                                    |
| Dan Faith               | UK<br>15 Aug 2018–10 Sept 2018                         | Collaborative research and conservation work with the Zoological Society of London                      |
| Russell Briggs          | Croatia, France and UK<br>23 Sept 2018–05 October 2018 | Moderate conference and generate exhibition sales                                                       |
| Robin Torrence          | UK & Denmark<br>4 Oct 2018–16 October 2018             | Conduct scientific research and attend and present at scientific conference at the University of Aarhus |
| Shane Ah Yong           | Singapore<br>26 Sept 2018–11 October 2018              | Conduct scientific research at the National University of Singapore                                     |
| Michael Mel             | Papua New Guinea<br>23 Sept 2018–19 Oct 2018           | Collection of cultural heritage objects as part of the Bilas project                                    |
| Yvonne Carrillo-Huffman | Papua New Guinea<br>23 Sept 2018 – 19 Oct 2018         | Collection of cultural heritage objects as part of the Bilas project                                    |
| Louise Teteris          | USA and Canada<br>27 Sep 2018–10 October 2018          | Attend Association of Science Technology Centre's conference & attend touring exhibition meetings       |
| Richard Major           | Solomon Islands<br>19 Oct 2018–6 Nov 2018              | Conduct Ornithological survey                                                                           |
| Corey Callaghan         | Solomon Islands<br>19 Oct 2018– 6 Nov 2018             | Conduct Ornithological survey                                                                           |
| Dr Joseph DiBattista    | Japan<br>4 Nov 2018–16 Nov 2018                        | Conduct coral fish research                                                                             |
| Dr Jenny Newell         | Germany<br>2 Nov 2018–9 Nov 2018                       | Participate in Global Summit of Research Museums workshop                                               |
| Dr Joseph DiBattista    | Oman<br>23 Nov 2018–7 Dec 2018                         | Establish research links and conduct scientific research                                                |
| Amanda Hay              | Oman<br>27 Nov 2018–5 Dec 2018                         | Establish research links and conduct scientific research                                                |
| Frank Koehler           | NZ<br>2 Dec 2018–6 Dec 2018                            | Present at Malacological Society of Australasia Conference                                              |
| Isabel Hyman            | NZ<br>2 Dec 2018–6 Dec 2018                            | Present at Malacological Society of Australasia Conference                                              |
| Dan Faith               | Mexico<br>10 Nov 2018–19 Nov 2018                      | Strategic planning on biodiversity assessment                                                           |
| Shane Ah Yong           | Singapore<br>11 Nov 2018–23 Nov 2018                   | Conduct scientific research at National University of Singapore                                         |

Overseas travel, continued

| Officer              | Destination/Dates                              | Purpose                                                                                                                       |
|----------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Paul Flemons         | Italy<br>22 Nov 2018–4 Dec 2018                | Participate in a Citizen Science Training School                                                                              |
| Phil Gordon          | Germany<br>10 Dec 2018–14 Dec 2018             | Present at conference on repatriations at the Museum fur Volkerkunde                                                          |
| Prof Rebecca Johnson | Japan<br>28 Feb 2019–3 Mar 2019                | Speak at Primatology and Wildlife Science Conference                                                                          |
| Dr Joseph DiBattista | Chile<br>1 March 2019–9 March 2019             | Establish research links and conduct scientific research                                                                      |
| Catherine Beehag     | Hong Kong<br>9 April 2019–15 April 2019        | Present and run activities at the Croucher Foundation Science Week                                                            |
| Ashleigh Harrington  | Hong Kong<br>9 April 2019–15 April 2019        | Present and run activities at the Croucher Foundation Science Week                                                            |
| Charlie Kingsford    | Hong Kong<br>9 April 2019–15 April 2019        | Present and run activities at the Croucher Foundation Science Week                                                            |
| Renee Cawthorne      | Hong Kong<br>9 April 2019–15 April 2019        | Present and run activities at the Croucher Foundation Science Week                                                            |
| Paul Flemons         | Solomon Islands<br>11 April 2019–24 April 2019 | Biodiversity Study                                                                                                            |
| Frank Koehler        | Solomon Islands<br>11 April 2019–24 April 2019 | Biodiversity Study                                                                                                            |
| Andrew Mitchell      | Solomon Islands<br>11 April 2019–24 April 2019 | Biodiversity Study                                                                                                            |
| Christopher Portway  | Vietnam<br>18 April 2019–29 April 2019         | Research and amphibian conservation                                                                                           |
| Shane Ah Yong        | Singapore<br>24 March 2019–6 April 2019        | Research at National University of Singapore                                                                                  |
| Greta Frankham       | USA<br>7 June 2019–22 June 2019                | Attend the Society for Wildlife Forensic Science Conference & conduct collaborative research with the University of New Haven |
| Shane Ah Yong        | UK<br>18 May 2019–23 May 2019                  | Attend the meeting of the World Register of Marine Species                                                                    |
| Shane Ah Yong        | Singapore<br>6 June 2019–15 June 2019          | Conduct scientific research and attend meetings                                                                               |
| Gillian Scott        | USA<br>18 May 2019–24 May 2019                 | Attend American Alliance of Museums Conference                                                                                |
| Dan Faith            | London and Paris<br>9 Apr 2019–6 May 2019      | Collaborative work with Zoological Society of London and Natural History Museum in Paris                                      |

# Appendix K

## Recognising staff achievements

### Honours

Professor Rebecca Johnson was awarded a prestigious secondment opportunity to Kyoto University, Japan for a period of four months in 2019 to conduct and advise on wildlife genomics research.

Ross Pogson celebrated his 40th year at the Australian Museum and was honoured by the Director and CEO with a staff presentation and a special lunch in the Krefft Room.

Professor Rebecca Johnson was named one of *Harper's Bazaar Australia's* 2018 Women of the Year, one of the *CEO Magazine's* 10 leading businesswomen in Australia and honoured as a *Vogue* Game Changer 2018 in the Tech and Business category.

Mark McGrouther retired as Ichthyology Collection Manager after 38 years of service to the Australian Museum. Mark has overseen, and in most cases been the driving force for significant development, expansion and improvement of the Ichthyology Collection itself, the largest in the southern hemisphere.

Dr Richard Major retired as Principal Research Scientist after 30 years as the AM's leading Ornithologist. Richard's impressive legacy of research and experience is highly valued at the AM and will leave a lasting impact on the next generation of bird researchers.

Colin Macgregor retired as Manager of the Materials Conservation Unit in 2019 after 30 years of service to the AM. His dedication to conservation of the collection and to the wider conservation profession will be sorely missed.

### Leadership

Professor Rebecca Johnson led the first Australian-based genome sequencing effort of a marsupial, the Koala Genome Project. The collaboration involved 53 individuals from 29 institutions globally and resulted in the most complete marsupial genome to ever be sequenced.

Dr Robin Torrence was appointed to the Scientific Advisory Board of the Max Planck Institute for the Science of Human History, Jena, Germany.

Professor Shane Ah Yong was reappointed to the NSW Fisheries Scientific Committee.

Cameron Slatyer was appointed as the Chair of the Council of Heads of Australian Faunal Collections (CHAFC), and as a Steering Committee member of Taxonomy Australia.

### Science

FrogID won the NSW Government's Green Globe Award in the category of Natural Environment.

Dr Joseph DiBattista gave six invited seminars, including Austral University of Chile, Valdivia and Hawai'i Institute of Marine Biology, Kane'ohe, USA.

Don Colgan was re-elected as the managing editor of the journal *Molluscan Research* at the annual general meeting of the Malacological Society of Australasia in Wellington.

Frank Koehler was appointed as a Research Associate at the Centrum für Naturkunde, Hamburg, Germany.

## **Staff recognition awards**

The Australian Museum continues to acknowledge the hard work of its employees through its staff recognition programs.

### **Staff Recognition Award**

The Staff Recognition Awards program is in its fifth successful year and is designed to recognise and celebrate the outstanding contributions of employees through the achievement of the AM's mission and vision. Staff are invited to nominate their colleagues for their exceptional work.

Each month a winner is awarded and goes into the running of the annual grand prize. The annual grand prize-winner will receive a scholarship opportunity and two runners up get the chance to undertake one week's work experience at the AM Lizard Island Research Station.

### **Service Recognition**

The Service Recognition program is a newly developed initiative to recognise staff for his or her tenure and achievements within the AM. The program celebrates and thanks staff for their exceptional work and their career milestones.

This year, we celebrated the first recipient of this prestigious award, Ross Pogson's service of 40 years with the AM.

# Appendix L

## Fellowships and postgraduate awards

Researchers from around the world visit the Australian Museum and go to Lizard Island Research Station on the Great Barrier Reef to study collections, undertake research and collaborate with AM researchers.

Each year, the AM awards visiting fellowships with the generous support of various benefactors.

**Table L.1**  
Australian Museum visiting fellowships and postgraduate awards for 2018-19

| Fellowship                                                                      | Name                         | Institution                                      | Project                                                                                                                                                                      |
|---------------------------------------------------------------------------------|------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AMRI Visiting Postgraduate Award                                                | Cara Van Der Wal             | University of Sydney                             | Using molecular approaches to resolve phylogenetic relationships within Crustacea                                                                                            |
| AMRI Visiting Collections Fellowship                                            | Dr Kevin Conway              | Texas A&M University                             | Defining the limits of species and genera within the Southern Australian endemic radiation of clingfishes (Gobiesocidae) based on material in the AMS Ichthyology collection |
| AMRI Visiting Collections Fellowship                                            | Dr Sergio Stampar            | São Paulo State University                       | Cnidarian collection of Australian Museum: A look to the past to predict the future                                                                                          |
| AMRI Visiting Research Fellowship                                               | Le Thi Thuy Duong            | University of Science, Ho Chi Minh City, Vietnam | The impacts of habitat disturbance on forest-dependent frog communities in Vietnam                                                                                           |
| AMRI Visiting Research Fellowship (applicant withdrew prior to scheduled visit) | Professor Jose Guerra Garcia | University of Seville                            | Revision of the amphipod crustacean genus <i>Paracaprella</i> in Australia with an illustrated key of the world <i>Paracaprella</i> species                                  |
| Peter Rankin Trust Fund for Herpetology                                         | Ivan Beltran                 | Macquarie University                             | Extent of life history trait modification by hatchling lizards with different reproductive modes in response to climate change                                               |
| 2019 Ian Potter Doctoral Fellowship                                             | Tim Gordon                   | University Exeter, UK                            | Investigating soundscape restoration as a novel management tool for degraded coral reefs                                                                                     |
| 2019 Lizard Island Doctoral Fellowship                                          | Kelly Hannan                 | James Cook University                            | Mechanisms underpinning maintained or enhanced performance of coral reef fishes under future climate change conditions                                                       |
| 2019 Zoltan Florian Marine Biology Fellowship                                   | Catheline Froelich           | University of Wollongong                         | Investigating the advantages of sociality in challenging environments using coral-dwelling gobies                                                                            |
| 2019 Raymond E. Purves Foundation Doctoral Fellowship                           | Jessica Bellworthy           | Bar Ilan University, Israel                      | How do local thermal regimes and reproductive timings impact coral planulae plasticity?                                                                                      |
| 2019 Lizard Island Reef Research Foundation Fellowship                          | Dr Darko Cotoras             | California Academy of Sciences, USA              | Exploring the arachnid diversity of the Lizard Island Group, Great Barrier Reef                                                                                              |
| 2019 Isobel Bennett Marine Biology Postdoctoral Fellowship                      | Dr Rohan Brooker             | Deakin University                                | The ecological role of camouflage on coral reefs under current and future conditions                                                                                         |
| 2019 John and Laurine Proud Postdoctoral Fellowship                             | Dr Bridie Allan              | University of Otago, New Zealand                 | Microplastics in the marine environment and their implications for behaviour, physiology and oxidative damage in coral reef fish                                             |

Fellowships & Postgraduates, continued

| Fellowship                                        | Name                                          | Institution                                                            | Project                                                                                                                                       |
|---------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 2019 Lizard Island Crown-of-Thorns Research Grant | Dr Vanessa Messmer                            | ARC Centre of Excellence for Coral Reef Studies, James Cook University | Early detection of Crown-of-Thorns Starfish recruitment using settlement traps and genetic analyses                                           |
| 2019 Lizard Island Crown-of-Thorns Research Grant | Jason Doyle                                   | Australian Institute of Marine Science                                 | Further develop COTS environmental DNA (eDNA) tools with a view to operationalising as part of an early warning system                        |
| 2018 Lizard Island Crown-of-Thorns Research Grant | Dr Frederieke Kroon                           | Australian Institute of Marine Science                                 | Australian Institute of Marine Science<br>Informing CoTS control through understanding CoTS predation pressure by fish and fisheries species. |
| 2018 Lizard Island Crown-of-Thorns Research Grant | Professor Morgan Pratchett and Dr Andrew Hoey | ARC Centre of Excellence for Coral Reef Studies, James Cook University | Distribution, abundance and reproductive behaviour of non-outbreak populations of <i>Acanthaster cf. solaris</i>                              |

## Appendix M

# Heritage management

The AM has a responsibility to identify and manage items of heritage that it owns, cares for or controls. Under Section 170A of the *Heritage Act 1977*, the AM must 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). The AM is also listed on the Australian Heritage Database (formerly the Register of the National Estate) and in Schedule 5 of the Sydney Heritage Local Environmental Plan 2012, and classified by the National Trust of Australia (NSW). The AM has several buildings that have been assessed as exceptional or high significance. They are:

- Lewis Wing
- Barnet Wing
- Vernon Wing (including the Hallstrom Theatre)
- William Street (Parkes-Farmer) Wing
- Former National School Building
- Former Infants School building

These buildings are maintained in good condition, except for the former Infants School building which is in fair condition, and the western sandstone façade of the Barnet Wing which has deteriorated and is to undergo restoration in late 2019. The William Street (Parkes-Farmer) wing has been assessed as medium significance and is in good condition. Other buildings on the site that have had their heritage values assessed are of low significance. They are in good to fair condition and include:

- The Child Welfare building (completed c1952)
- The new Spirit House (completed in 1969)
- The Still Addition (completed in 1988)
- The Australian Museum Research Institute building (completed in 2008)
- The Crystal Hall (completed in 2016)

In 2015, Orwell and Peter Phillips completed the Conservation Management Plan (CMP) to complement the site master plan and inform the design of the new William Street entrance.

In 2016, the Commonwealth Government (Department of Environment and Energy) proposed a National Heritage Listing for the Governor's Domain and Civic precinct, which includes many of Australia's earliest public parks, gardens and squares along Macquarie Street, Bridge Street and College Street. The AM supports the proposed listing and the Department of Premier and Cabinet coordinated a whole-of-government response to the proposal.

Throughout period from 2017 to 2019, Peter Phillips (Orwell and Peter Phillips) has provided input to and oversight of the development of Project Discover – which is the first stage of implementation of the AM's Master Plan – and is to be constructed in 2019–20.

Mr Phillips also provided oversight of the repair and reinstatement of the original ceilings on Level 2 of the Barnet Wing.

A project to restore sandstone façades to the western elevation of the Barnet Wing (College Street) will be undertaken in 2019–20.

# Appendix N

## Workforce

### Workforce profile

As at 30 June 2019, the Australian Museum employed 359 staff with a full time equivalent (FTE) of 208. Growth in capital projects, principally Project Discover, contributed to the increase in 2018-19.

### Workforce diversity – outcomes

The AM is committed to building a diverse workforce and a culture that values differences.

Over the last 12 months the AM has continued its focus on established diversity groups – Aboriginal and Torres Strait Islander people, women, people with a disability, and people from culturally and linguistically diverse backgrounds.

The AM seeks diversity related data from employees upon commencement of their employment. Provision of diversity related data is voluntary. At the end of the reporting period, 40 per cent of all employees had provided diversity data.

The representation and distribution of workforce diversity groups in the PSC workforce as at 30 June 2019 are provided in the following tables. The data reveals that the AM continues to lead the way in terms of participation of women in our workforce. The AM's executive leadership team within the AM being women. There has been a slight decrease in the number of employees who disclose as being Aboriginal or Torres Strait Islander. There has been an increase in the number employees identifying as speaking a language other than English.

The AM will continue to attract, develop and retain a diverse workforce.

In 2018, the AM in collaboration with the Australian Network on Disability, established the Reasonable Workplace Adjustment policy and procedures in line with the expectations of the sector and people who identify as requiring reasonable adjustment within the workplace. The purpose of the procedures is to guide managers and employees with information to ensure that workplace adjustments that are needed are made as soon as practical and are monitored and reviewed.

The AM supported and promoted a number of internal staff events including:

- International Day of People with a Disability
- International Women's Day
- Harmony Day
- National Reconciliation Week
- Refugee Week
- NAIDOC Week celebrations.

### Improving outcomes for women in leadership

Within the AM's diverse work force, there are two reported women from a Culturally and Linguistically Diverse (CALD) background in leadership positions. A total of \$300,000 was spent on CALD women during FY2018-19. The AM will continue to invest in improving outcomes for women in leadership positions in the future.

### Language Services

The AM has 43 reported bilingual staff members within its workforce. No members of the workforce are recipients of the Community Language Assistance Scheme (CLAS). The focus for language services at the AM is the visitors who attend the museum throughout the year. As outlined in Section 3 of this report, the majority of visitors to the AM are from Sydney, Intra NSW or Interstate. Language Services provided to visitors are aimed at international tourists who make up 24% of total visitation. The largest group of international visitors originate from China, so services have been directed toward this market. In the last year, the AM mobile app provided visiting information about the museum amenities and exhibitions, including the Australian Geographic Nature Photographer of the Year 2018 exhibition labels, in simplified Chinese text. The mobile app also featured the Westpac Long Gallery audio tour about the 200 Treasures of the Australian Museum exhibition in Mandarin. Expenditure on these AM language services cost \$3,749 inclusive of GST. As the AM mobile app will not be supported in the future, plans are underway to provide Chinese language support for the 2020 Project exhibition and other exhibitions through the AM website and printed exhibition labels.

### Services for humanitarian entrants

Referring to the requirements of the Multicultural NSW Act 2000, the AM reports that it does not have any specific actions or outcomes to address in relation to the needs of refugees or humanitarian entrants at this time.

**Table N.1**  
**Staff profile**

| Staff headcount in classifications         | 2015-16    | 2016-17    | 2017-18    | 2018-19    |
|--------------------------------------------|------------|------------|------------|------------|
| Administrative and Clerical Staff          | 222        | 196        | 215        | 241        |
| Conservators                               | 9          | 10         | 10         | 11         |
| Exhibition Project Officers                | 25         | 21         | 18         | 18         |
| Librarians and archivists                  | 5          | 4          | 4          | 5          |
| Preparators                                | 4          | 4          | 3          | 2          |
| Research Scientists                        | 12         | 12         | 10         | 11         |
| Scientific Officers                        | 34         | 26         | 26         | 27         |
| Senior Executive Staff                     | 5          | 6          | 7          | 6          |
| Technical Officers                         | 61         | 46         | 50         | 38         |
| <b>Total</b>                               | <b>377</b> | <b>325</b> | <b>343</b> | <b>359</b> |
| <b>Staff (annual full time equivalent)</b> | <b>190</b> | <b>183</b> | <b>202</b> | <b>205</b> |

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

| Band          | 2017-18  |          |                      | 2018-19  |          |                      |
|---------------|----------|----------|----------------------|----------|----------|----------------------|
|               | Female   | Male     | Average remuneration | Female   | Male     | Average remuneration |
| SE Band 4     | 0        | 0        | 0                    | 0        | 0        | 0                    |
| SE Band 3     | 1        | 0        | 420,250              | 1        | 0        | 430,756              |
| SE Band 2     | 0        | 0        | 0                    | 0        | 0        | 0                    |
| SE Band 1     | 3        | 2        | 215,936              | 3        | 2        | 217,032              |
| <b>Totals</b> | <b>4</b> | <b>2</b> |                      | <b>4</b> | <b>2</b> |                      |
|               | <b>6</b> |          |                      | <b>6</b> |          |                      |

Note: For 2018-19, totalled 8.4% employee related expenditure was relating to senior executives. (2017-18: 8.7%)

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

| Workforce diversity group                                     | Benchmark (%) | 2016-17 (%) | 2017-18 (%) | 2018-19 (%) |
|---------------------------------------------------------------|---------------|-------------|-------------|-------------|
| Women                                                         | 50.0%         | 58.9%       | 57.8%       | 61.1%       |
| Aboriginal people and Torres Strait Islanders                 | 3.3%          | 3.2%        | 4.2%        | 4.5%        |
| People whose first language spoken as a child was not English | 23.2%         | 10.5%       | 17.7%       | 19.7%       |
| People with a disability                                      | 5.6%          | 1.6%        | 1.8%        | 1.1%        |
| People with a disability requiring work-related adjustment    | N/A           | 1.1%        | 0.0%        | 0.0%        |

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

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

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

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

**Table N.4**  
Trends in the Distribution of Workforce Diversity Groups

| Workforce diversity group                                     | Benchmark (%) | 2016-17 (%) | 2017-18 (%) | 2018-19 (%) |
|---------------------------------------------------------------|---------------|-------------|-------------|-------------|
| Women                                                         | 100           | 96          | 97          | 94          |
| Aboriginal people and Torres Strait Islanders                 | 100           | N/A         | N/A         | N/A         |
| People whose first language spoken as a child was not English | 100           | 92          | 94          | 93          |
| People with a disability                                      | 100           | N/A         | N/A         | N/A         |
| People with a disability requiring work-related adjustment    | 100           | N/A         | N/A         | N/A         |

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

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

## Industrial relations Policy and practice

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

# Appendix O

## Honorary appointments

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

The following people held honorary appointment at 30 June 2019:

### Honorary Associates

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

### Senior Fellows

Dr Val Attenbrow  
Mr Desmond Beechey  
Dr Penny Berents  
Dr Daniel Bickel  
Dr Walter Boles  
Dr Michael Gray  
Dr Douglass Hoese  
Dr Pat Hutchings  
Dr Alan Jones  
Mr Robert Jones  
Dr Kate Khan  
Dr Brian Lassig  
Dr Jeff Leis  
Dr Jim Lowry  
Dr David McAlpine  
Mr Mark McGrouther  
Dr Max Moulds  
Ms Anna Murray  
Dr John Paxton  
Dr Winston Ponder  
Dr Harry Recher

Dr Alex Ritchie  
Dr Frank Rowe  
Dr Bill Rudman  
Dr Ross Sadlier  
Dr Jim Specht  
Dr Roger Springthorpe  
Dr Lin Sutherland

### Research Associates

Dr Jennifer Anson  
Dr Marion Anstis  
Dr Larry Barron  
Dr Michael Batley  
Mr Robert Beattie  
Professor Katherine  
Belov AO  
Dr Ingo Burghardt  
Dr Maria Capa Corrales  
Professor Gerry Cassis  
Dr Renee Catullo  
Associate Professor  
Annie Clarke  
Ms Stephanie Clarke  
Mr David Colchester  
Dr Kevin Conway  
Ms Tessa Corkill  
Mr Roger de Keyser  
Mr Brian England  
Dr Patrick Faulkner  
Dr James Flexner  
Mr Joseph Forshaw  
Emeritus Professor  
Richard Frankham  
Dr Michael Frese  
Dr Richard Fullagar  
Dr Anthony Gill  
Dr Chris Glasby  
Mr Graham Goodyear

Mr Ken Graham  
Mr Owen Griffiths  
Dr Kristofer Helgen  
Professor Peter Hiscock  
Mr Kirk Huffman  
Dr Isabel Hyman  
Dr Stephen Jackson  
Dr Bruce Jenkins  
Mr Vince Kessner  
Dr Nina Kononenko  
Mr Robert Lachlan  
Dr Rafael Lemaitre  
Dr Francis Lemckert  
Dr Nathan Lo  
Dr Matthew Lockett  
Mr Wayne Longmore  
Dr Matthew Lott  
Mr John Macdonald  
Mr Stephen Mahony  
Dr John Martin  
Prof Peter Matthews  
Dr Ross McEwing  
Dr Ross McLean  
Dr Tony Miskiewicz  
Dr Christian Moeseneder  
Dr Hiroyuki Motomura  
Dr Chris Muller  
Dr Anne Musser  
Dr Linda Neaves  
Dr Jacqueline Nguyen  
Dr Armstrong Osborne  
Dr Harry Parnaby  
Dr Hannelore Paxton  
Mr Rohan Pethiyagoda  
Dr Jude Philp  
Dr David Pollard  
Dr Sally Potter

Mr Dennis Reid  
Dr Glenn Shea  
Mr Michael Shea  
Professor Guang Shi  
Mr Graham Short  
Mr Graeme Smith  
Mr Phil Spark  
Dr John Stanisic  
Dr Jeffrey Stilwell  
Ms Josie Stokes  
Dr Desmond Strusz  
Professor Ichiro Takeuchi  
Mr John Tann  
Mr Gunther Theischinger  
Dr Brian Timms  
Mr Dane Trembath  
Dr Eren Turak  
Dr Geoff Williams AM  
Dr Tony Wright  
Ms Zoe Wyllie  
Dr Gavin Young

# Appendix P

## Key acquisitions and donations to the Australian Museum Collections

### Natural science collections

In total, 6,274 specimens were added to the natural science collections in 2018–19. Natural sciences and the Australian Centre for Wildlife Genomics (ACWG) obtained specimens from around the world covering everything from mammal tissues, bird, insect and snails from the Solomon Islands to dendritic troilite-iron meteorites from Queensland.

The Marine Invertebrates Collection received more than 140 lots of polychaetes (marine worms) from a variety of donors covering nine different countries, including more than 20 samples of type material. One hundred and fifty one stylasterid (lace) coral samples and additional genetic samples were accessioned from Lizard Island as part of a Visiting Collections Fellowship given to Daniela Pica.

The Malacology Collection also grew, with 604 lots of specimens including marine molluscs and land snails from various AM expeditions, accessioned into the collection. The specimens came from locations such as the Solomon Islands, Tasmanian seamounts and Lord Howe Island. An additional 95 lots of siphonariid molluscs were donated to the collection by AM Research Associate Bruce Jenkins.

The Mineralogy Collection received several donations in 2018–19 with alluvial platinum grains from Papua New Guinea, five iron meteorites and several other Australian mineral specimens being accepted by the collection. A rare 1.75 carat faceted Tasmanian crocoite gemstone was acquired for the Mineralogy Collection through a grant from the Patricia Porritt Acquisition Fund and the Australian Museum Foundation. Palaeontology also received 123 slabs of Permian fossil fish from Blackwater in Queensland and a collection of fossil plants preserved in diatomaceous earth.

Entomology and Arachnology had 257 lots of spiders from Lizard Island collected by Darko Cotoras, as well as two Holotypes and two Paratypes of new spider species described by Gustavo Hormiga of George Washington University, added to the collection. Three Holotypes and three Paratypes of water mites described by Harry Smit of the University of Amsterdam were also accessioned into the collection

The Ornithology Collection saw 59 sample of the critically endangered Orange-bellied Parrot donated by the department of Primary Industries, Parks, Water & Environment. A large egg collection was also donated from the private collection of William and Chris Young. A significant freshwater turtle collection consisting of 309 specimens was repatriated back to the AM's Herpetology Collection from the Natural History Museum of Utah, USA.

The Ichthyology Collection drew their acquisitions predominantly from field trips conducted by AM staff. Three hundred and ninety six whole specimens and 385 tissues were collected during fieldwork in Oman; 73 specimens and 73 tissues were sampled during the National Oceanic and Atmospheric Administration (NOAA) Oscar Elton Sette voyage to the Northern Mariana Islands; and Holotype and Paratype material of 12 new species of fishes were added to the collection from a combination of gifted specimens and existing collection material.

### Engagement, Exhibitions & Cultural Connection

The AM is grateful and pleased to receive donations of cultural significance and natural science specimens where these are accompanied by label data, including place of origin, date collected and the name of the collector. The Australian Museum Foundation also supports the acquisition of objects for the AM through the Patricia Porritt Acquisition fund. Significant acquisitions are listed below:

#### Cultural Collections

Archives, Library & Rare Books

- Donation of photos, CD and documents relating to bow and arrow making in Papua New Guinea, donated by Peter White
- *Australian Lepidoptera* by AW Scott, volume 1 and volume 2
- School project books relating to visits to the AM in the 1960s, donated by Wendy and Sue Greenfield
- Bali photography album c1920s containing 61 black-and-white prints, donated by Gael Newton

### **Aboriginal & Torres Strait Islander Collection**

- *Mahn* woven sculptural work by Uncle Steven Russell and Aunty Phillis Stewart, funded by Patricia Porritt Acquisition
- *Balun Gilamahla* (The River Journey) weaving acquisition funded by Patricia Porritt Acquisition fund
- *Weaving woman* drawing by Genevieve Stewart, a Kuku-Yulangi artist
- *Terror Nullius*, two paintings from the series by Gordon Syron
- *Children learning bush tucker*, a painting by artist Vanessa Queama, which was gifted to the AM during a collection visit by students at Oak Valley Aboriginal School
- Stone tool donated by Brett Lingham

### **Pacific & International Collection**

- Bilas (body adornment cultural material) from three communities in the Highlands of Papua New Guinea: Maring, Lower Jimi – Jiwaka Community; Laiagam, Enga – Koki Community; Kagua, Southern Highlands – Yalu Community
- *Ipu Tai* artwork made by Māori Elder and artist Professor Derek Lardelli. The artwork was made as part of his residency at the AM
- Feathered artworks by Bernice Akamine made in response to historic Hawaiian works in the AM's Cook collection
- Four Inuit carved figures from Andrew and Chris Perry
- Four cultural items from the Kwaio (Malaita, Solomon Islands) donated by Paul Flemons and Frank Koehler

# Appendix Q

## Benefactors and sponsors

### Australian Museum Donations

The Australian Museum Trust received philanthropic support of \$727,030 towards its acquisitions, collections and programs. This included \$190,000 towards the Treasures campaign and \$230,241 received from Trusts and Foundations towards AM projects and programs.

### Australian Museum Foundation

The Australian Museum Foundation is dedicated to raising funds to support projects across the AM, from research and collections to outreach and education programs.

A total of \$1,000,963 was raised this financial year by the AMF.

Two fundraising appeals were undertaken:

- The AMF Annual Gala Dinner “The Night at the Museum”, raised funds to support collection acquisition and special projects
- An end-of-financial-year public appeal.

The AM wishes to acknowledge the support of AMF and its Trustees, as follows:

Diccon Loxton (Chair)

Fiona Sinclair (Deputy Chair)

Natalia Bradshaw

Warwick Evans

Shauna Jarrett

Virginia Judge

Alasdair MacLeod

Kim McKay AO

John Pearson

David Rickards

Kristina Stefanova (appointed 27 February 2019)

Albert Wong AM

### Emeritus Governor

Brian Sherman AM

A total of \$469,210 was donated to the AM to fund 10 projects in 2018–19. A series of patron events were created in conjunction with the projects, highlighting the significance of donor support to key AM programs.

Grants included:

- An exhibition catalogue entitled *Capturing Nature* – showcasing the Australian Museum’s unique collection of early Australian scientific photography from 1868 to 1880.
- Young Aboriginal Artists’ Fellowship Program – an opportunity for three young Aboriginal artists to undertake a residency in cultural collections at the AM.
- An illustrated field guide to the land snails of Lord Howe Island – a publication that provides a key to genera and species as well as general information on each species.
- Chadwick Biodiversity Fellowship – made possible through the bequest of entomologist Clarence Chadwick, the annual Fellowship provides an early career boost for an aspiring Australian biologist.

Other projects supported by the AM Foundation through the Patricia Porritt Collection Acquisition Fund included:

- Artist residency for contemporary Māori artist, Prof Derek Lardelli who created an artwork in situ with strong referencing to the AM’s *Whales / Tohorā* exhibition.
- *Balun Gilamahla* – a collaborative project with Arts Northern Rivers for Artstate Lismore 2017, bringing together Aboriginal weavers living across the Bundjalung Nation, to create woven canoes and sculptural interwoven objects.
- The purchase an excellent and rare example of a gemstone cut from crocoite.
- Barbara McGrady – *Life from A BLACK Perspective*. The acquisition of images from a respected Elder, community member and Australia’s first female Aboriginal photographer, Aunty Barbara McGrady.

### **Lizard Island Reef Research Foundation**

The Lizard Island Reef Research Foundation is dedicated to raising funds for scientific research on the Great Barrier Reef, including the AM's Lizard Island Research Station.

The AM wishes to acknowledge the support of the LIRRF and its Trustees, as follows:

Kate Hayward (Chair)  
David Armstrong  
Greer Banyer  
Dr Penny Berents  
Ken Coles AM (Trustee Emeritus)  
Belinda Gibson (resigned November 2018)  
Dr Ronnie Harding (resigned August 2018)  
Chris Joscelyne  
Dr Rod Kefford AM (appointed May 2019)  
Wendy King (appointed August 2017)  
Vivian King (resigned August 2017)  
James Kirby  
Prof Lynne Madden  
Kim McKay AO  
Heather Power  
Robert Purves AM  
David Shannon  
Graham Sherry OAM (resigned May 2019)  
Charlie Shuetrim AM  
Dr Geoff Shuetrim (appointed August 2018)  
Helen Wellings

### **Benefactors and Partners**

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

#### **Lifetime Patron**

Sir David Attenborough OM CH CVO CBE

#### **Patrons**

Ann Macintosh Trust  
Warwick Evans  
Chris & Gina Grubb  
Mary Holt & the late Dr John Holt  
Anna Josephson & Rickard Gardell  
Diccon & Elizabeth Loxton  
Alasdair & Prue MacLeod  
Memocorp Australia Pty Ltd  
Helen Molesworth  
The Paradise Family Foundation  
Robert Rich  
Brian Sherman AM & Dr Gene Sherman AM  
The Lionel & Yvonne Spencer Trust  
Anonymous

#### **Benefactors**

Neilson Foundation

#### **President's Circle**

Robert Albert AO RFD RD  
Graeme Wood Foundation  
Bill & Alison Hayward  
The Horizon Foundation  
Bruce Jenkins  
Judy Lee  
Alice Arnott Oppen OAM  
Oranges and Sardines Foundation  
Rendere Trust – Jim Phillipson  
Vonwiller Foundation  
Anonymous

#### **Treasures Circle**

Robert Albert AO RFD RD  
David & Megan Armstrong  
Dr Charles & Mrs Beverly Barnes  
The Calvert-Jones Foundation  
The Carrawa Foundation  
Paul Connor  
Jennifer Crivelli  
Warwick Evans  
Billie Rose & Warwick Evans  
Sienna Belle & Warwick Evans  
Claude & Maryanne Gauchat  
Peter & Judy Gregg  
Chris & Gina Grubb  
The Hartzler /Trevor-Jones Family  
Dr Janice Hirshorn & Dr George Jacobs  
Prof Ian Hickie  
The John & Frances Ingham Foundation  
The John Spencer Dickinson Family

Warwick & Ann Johnson  
Virginia Judge & daughters Cecily, Theresa, Rebecca & Dr Patrick Tooth  
Keith & Maureen Kerridge  
Chris & Belinda Knierim  
Jim Lennon in Honour of Jean Lennon  
Lindblad Expeditions  
Catherine Livingstone AO & Michael Satterthwaite  
Diccon & Elizabeth Loxton  
Alasdair & Prue MacLeod  
The Macquarie Group Foundation  
Memocorp Australia Pty Ltd  
The Moore Family  
Jacqui & John Mullen  
Belinda Gibson & Jim Murphy  
The Nelson Family  
Ben Barham & Gretel Packer  
Francesca Packer Barham & Gretel Packer  
William Murray & Gretel Packer  
The Paradise Family Foundation  
The Patterson Pearce Foundation  
The Purcell Family Endowment Fund in Honour of Mrs Lorna McClelland  
Robert Purves AM  
Professor Jan Scott & her friends Jack, Sissi, Coquohalla & Otis  
Penelope Seidler AM  
Albert Y Wong AM & Sophie Wong  
Fengjun Zhu

### **Director's Club**

David & Megan Armstrong  
Sir Ron Brierley  
Maile & Charles Carnegie  
Margot &  
Stephanie Chinneck  
Dr Zeny Edwards &  
Mr Bruce Kimian  
Gordon Darling Foundation  
Steven Gregg  
Dr Janice Hirshorn &  
Dr George Jacobs  
JIBB Family Foundation  
The Hon Justice  
Jane Mathews AO  
Kim McKay AO  
Renee Pollack Foundation  
Kristina Stefanova  
Wendy Walker

### **Guardians**

Hugh Allen  
Bill & Annette Blinco  
Natalia Bradshaw  
R & P Cassidy  
Phillip Cornwell  
Mr Trevor Danos AM  
& Dr Veronica Lambert  
Margaret & Peter Donovan  
Amanda Farrar  
Fivex Pty Ltd  
Susan Foster  
Dr Elie Hammam  
Peter Homel  
Prof Rebecca Johnson  
Eugenia Langley  
Leathan Family  
Bill Manos  
Helen McCombie  
Suzanne G Meli  
Alice Arnott Oppen OAM  
John Pearson & Mark Clark

Drs Jane & Neville Rowden  
Drs Jean & Evan Siegel  
Fiona Sinclair  
Maisy Stapleton  
Christopher & Fiona Still  
John Stitt  
Christina Stitt-Ditfurth  
Louise Taggart  
Martin Terry  
Vera Vargassoff  
Wendy Walker  
Dr Tony & Mrs Doffy White  
Stephen Wilson  
& Rachel Hawkeswood  
Ray Wilson OAM  
Howard H W  
Darren Yong  
& Connie Chaird  
Paul Connor  
Anonymous

### **Custodians**

Antoinette Albert  
Dr Roger Allan  
James & Belinda Allen  
Ken & Roddy Bell  
Hugh Dixon  
Suellen Enestrom  
Belinda Gibson  
Goodman Foundation  
Edward Griffin  
Kate Hayward  
Dr Gary Holmes  
& Dr Anne Reeckman  
Howard Lewis  
John Leece AM  
Lily W Mung Endowment  
Helen McCombie  
Bruce Norton  
Tim Regan  
David Robb

Andrew Rothery  
& Julia Champtaloup  
Shire of Augusta,  
Margaret River  
Emily Simpson  
Mrs Diana Southwell-Keely  
Tehmi Sukhla  
Anne Sullivan  
Keith Taylor  
Robin Torrence  
Henry Turner  
Margaret Waller  
Sara Watts  
Wavish Family Foundation

### **Supporters**

Allens  
Nicholas Adkins  
Lauren Atmore  
Dinah Beeston  
Elizabeth Cameron  
Greg Hammond  
Dr Ronnie Harding  
Fiona James  
Warwick Klabe  
Elaine Macdonald  
Peter Mallesch  
Bradd Morelli  
Shanthini Naidoo  
Ross McNair  
& Robin Richardson  
Frank & Judith Robertson  
Dr Susan Ryerson  
David Shirley  
Francis Walsh

### **Bequests**

Estate of the late Clarence  
E Chadwick  
Estate of the late Eileen Silk  
Estate of the late  
Gwendoline A West

Estate of the late  
Jacqueline Heather Field  
Estate of the late Jean  
Marjorie Edgecombe  
Estate of the late Jessie  
Campbell Wise  
Estate of the late Merrill Pye  
Estate of the late Patricia  
M Porritt  
Estate of the late  
Phillip Jack  
Estate of the late William  
S Tatlow

### **Australian Museum Foundation – "Night at the Museum" Partners and Supporters**

Archie Rose Distilling Co  
Bennelong Restaurant  
and Bar  
Bistro Rex  
The Boathouse Group  
Bunda Fine Jewels  
Café Sydney  
Christie's Auctions  
& Private Sales  
Coral Expeditions  
Create Consultants  
Jenny Crivelli  
Dinosaur Designs  
Gaia Retreat & Spa  
Hermès  
La Prairie  
Janet Laurence  
Lizard Island  
Mainie  
Merivale  
MONA Pavilions  
Mount Pleasant  
Mud Australia  
National Geographic  
Australia & New Zealand

Oatley Fine Wine Merchants  
Ovolo Nishi  
Pullman Hotel  
qualia  
Royal Botanic Garden  
Saffire Freycinet  
Simply Linen  
Sofitel Sydney Wentworth  
Sunglasses Hut  
Sydney Film Festival  
Sydney Heritage Fleet  
Sydney Living Museums  
Sydney Opera House  
Sydney Symphony Orchestra  
Sydney Theatre Company  
Taronga Conservation Society Australia  
Tulloch Wines  
Volvo Cars Australia  
West Hotel Sydney

## Partnerships and Sponsors

The AM worked with more than 43 partners during 2018–19 to support a wide range of programs and exhibitions. This included: FrogID, *Treasures Illuminated*, *Australian Nature Photographer of the Year*, SuperCroc on tour, *Whales | Tohora*, the annual Eureka Prizes, and the Science Festival programs.

Highlights for Partnerships included leveraging of FrogID partnerships including the national Frog Pond Building Project with Bunnings, which saw more than 100 frog ponds built in schools across Australia. The AM worked with a new partner, LEGO, on the annual Dinosaur Festival, which saw almost 44,000 families visit the AM throughout the July School Holiday period.

The combined value of financial and in-kind support from AM partners totalled \$2,797,030.

For a full list of Corporate Partners and Supporters see Appendix W.

### Australian Museum Principal Partner

Westpac

### Government Partner

Create NSW

### Australian Museum Corporate Partners

303 MullenLowe

3M

4 Pines Brewing Company

Abbey's Bookshop

AGB Events

ANSTO

Archie Rose Distilling Co

Australian Infectious Diseases Research Centre at The University of Queensland

Australian Museum Foundation

Bunnings

Celestino

City of Sydney

Code Club Australia

Coral Expeditions

Croucher Foundation

CSIRO

Defence Science and Technology Group

Department of Industry, Innovation and Science

Destination NSW

Digital Camera Warehouse

Evolved Group

Fourth Wall

Fyna Foods

Google AdWords

Guardian Global Systems

IAS Fine Art Logistics

IBM Australia

JCDecaux

Kent Street Studio

Macquarie University

National Geographic Channel

News Corp

NSW Office of Environment and Heritage

\*note name change from 1 July 2019

Oatley Fine Wine Merchants

Restaurant Associates

Schwartz Media

Stockland

Sydney Science Festival/ Museum of Applied Arts and Sciences

TDC

University of New England

University of Sydney

University of Technology Sydney

University of New South Wales

Valiant Hire

Westpac

### **Australian Museum Eureka Prizes – Prize Partners**

3M  
Australian Infectious Diseases Research Centre  
Australian Nuclear Science and Technology  
Organisation (ANSTO)  
Celestino  
CSIRO  
Department of Defence Science and Technology  
Department of Industry, Innovation and Science  
Finkel Foundation  
Johnson & Johnson  
Macquarie University  
NSW Office of Environment and Heritage  
University of Sydney  
University of Technology Sydney  
University of New South Wales

### **Australian Museum Eureka Prizes – Program Supporters**

4 Pines Brewing Company  
Abbey's Bookshop  
City of Sydney  
Evolved Group  
Fourth Wall  
Pocketwatch Wines  
Restaurant Associates  
Technical Direction Company  
The Monkey's Cobbler

### **Australian Museum Supporters**

3M  
Australian Government's Australian Biological  
Resources Study (ABRS)  
Australian Government's – Department of Agriculture  
& Water Resources  
Australian Government's – Director of National Parks  
Bush Blitz Programme  
ANSTO  
Australian Society of Herpetologists  
Australian Wildlife Conservancy  
BioPlatforms Australia  
Birds Australia  
CSIRO

Council of Heads of Australian Faunal Collections  
Curtin University  
Croucher Foundation  
Department of Foreign Affairs & Trade  
Department of Industry & Science – Inspiring Australia  
Fondation Segré  
Jodi Rowley  
The Linnean Society of NSW  
Lizard Island Reef Research Foundation  
Lord Howe Island Board  
Macquarie University  
Murdoch University  
NSW Environmental Trust  
NSW Government  
NSW Office of Environment & Heritage  
Perpetual Foundation's – Australian Lepidoptera  
Research Endowment  
Sugar Research Australia  
Sydney Science Festival/Museum of Applied Arts  
and Sciences  
Sydney Grammar School  
Sydney Water  
University of New England  
University of New South Wales  
University of Sydney  
University of Technology Sydney  
University of Western Sydney

## Appendix R Consultants

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

Consultants engaged by the AM are outlined below. Building infrastructure consultants were used on the AM redevelopment, Project Discover.

**Table R.1**  
Project Discover Consultants

| Name                                | Area of professional advice                 | Amount           |
|-------------------------------------|---------------------------------------------|------------------|
| Hames Sharley                       | Architectural Services for Project Discover | \$188,465        |
| Altus Group Cost Management Pty Ltd | Project Discover Consulting                 | \$124,476        |
| Art of Fact Limited                 | Project Discover Consulting                 | \$112,962        |
| ADP Consulting                      | Project Discover Consulting                 | \$84,877         |
| Ethos Urban                         | Project Discover Consulting                 | \$79,482         |
| Henderson Logistics Pty Ltd         | Project Discover Consulting                 | \$56,804         |
| <b>TOTAL</b>                        |                                             | <b>\$647,066</b> |

**Table R.2**  
Other Consultants over \$50,000

| Name                                 | Area of professional advice                     | Amount             |
|--------------------------------------|-------------------------------------------------|--------------------|
| The Interaction Consortium           | Australian Museum Website                       | \$544,500          |
| Torvac Solutions Pty Ltd             | Fire System Maintenance                         | \$334,602          |
| JLL Public Sector Valuations Pty Ltd | Valuation of the AM Collection                  | \$143,000          |
| Dawn Belton                          | Centaman and ThankQ Professional Services       | \$136,723          |
| Professor Tim Flannery               | Climate Change Research                         | \$108,684          |
| Lucy Lugton                          | Marketing Professional Services                 | \$94,466           |
| Audience Instinct                    | Visitor Engagement Services                     | \$63,250           |
| Nicole Mitchell Tourism Solutions    | Development of Tourism Strategy and Action Plan | \$54,528           |
| <b>TOTAL</b>                         |                                                 | <b>\$1,479,753</b> |

17 consultancies of \$50,000 or less totalling \$232,289 were engaged in the following areas:

|                                 |           |
|---------------------------------|-----------|
| PR/ Marketing                   | 2         |
| Tourism                         | 2         |
| Legal and Professional Services | 2         |
| Website Development             | 1         |
| Project Discover                | 3         |
| Other                           | 7         |
| <b>TOTAL</b>                    | <b>17</b> |

## Appendix S

### Consumer Feedback

The Australian Museum collects consumer feedback responses in a variety of ways:

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

Consumer feedback is collated into a monthly report, which is shared with relevant AM staff and commercial partners to improve customer service. All consumers who provide contact information and seek a response are responded to within 72 hours. If the issue is complex, a timeframe for a formal response is provided.

#### Consumer Feedback Summary

In 2018–19 the AM collected nearly 500 pieces of consumer feedback. Of this, 73% was positive and 27% sought improvements.

**Table S.1**  
Summary of consumer feedback 2018–19

| Month        | Positive   | Negative   | TOTAL      |
|--------------|------------|------------|------------|
| Jul-18       | 57         | 20         | 77         |
| Aug-18       | 43         | 8          | 51         |
| Sep-18       | 26         | 14         | 40         |
| Oct-18       | 41         | 17         | 58         |
| Nov-18       | 25         | 4          | 29         |
| Dec-18       | 11         | 9          | 20         |
| Jan-19       | 40         | 25         | 65         |
| Feb-19       | 21         | 13         | 34         |
| Mar-19       | 25         | 6          | 31         |
| Apr-19       | 46         | 7          | 53         |
| May-19       | 15         | 5          | 20         |
| Jun-19       | 8          | 2          | 10         |
| <b>TOTAL</b> | <b>358</b> | <b>130</b> | <b>488</b> |

The majority of positive feedback included comments about the customer experience or related to permanent exhibition and programming content. The majority of negative feedback was related to customer experience and amenities, particularly around the busy school holiday periods where visitation numbers increase. The new public amenities and additional public floor space being delivered in Project Discover will help to alleviate these issues.

#### Other Trends

Many consumer comments indicate that visitors are highly satisfied with the AM's exhibition content and displays, and praise the permanent exhibitions. Visitors find the exhibitions galleries aesthetically pleasing as well as educational. The Dinosaurs exhibition and First Australians Galleries remain popular with visitors.

Comments regarding the No. 1 William Café on level 4 also trend in visitor feedback. Many comments suggest improvements to service during busy periods and give feedback on the menu options. The views of Sydney from the No. 1 William Café remain a highlight for visitors.

# Appendix T

## Museum Volunteers

### Highlights include:

- 61 volunteers gained skills assisting staff and visitors at a variety of events throughout the year including Murder at the Museum, Jurassic Lounge, night talks, film screenings and weekend workshops.
- 49 Front-of-House (FOH) volunteers, nine in their first year of volunteering, answered questions on wayfinding, gallery content and tourism. Free orientation tours were offered daily as well as hands-on experiences using real objects and specimens in the public galleries Touch Tables. The Westpac Long Gallery touch table proved to be a popular volunteer-led experience for visitors.
- 78 short-term volunteers helped staff with schools and families during the Sydney Science Festival in August 2018. New volunteers were recruited for the event as well as some current event volunteers taking up the offer to assist.
- Six FOH volunteers assisted at the Sydney Science Festival Super Saturday.
- 22 volunteers, mostly archaeology students and graduates, gained practical experience volunteering behind-the-scenes on the McBryde Collection Cataloguing Project 2019 for the Aboriginal and Torres Strait Islander Collections during the university summer break in January 2019. Several have stayed on as behind-the-scenes volunteers.
- 72 DigiVol Lab volunteers continued digitising collections. In 2018–19, volunteers completed imaging of the Mineralogy Collection and the Douglas Mawson's Antarctica petrology collection, made significant progress on imaging the palaeontology type collection and started digitising the Archaeology Collection. Most volunteers attended the DigiVol lab weekly.
- 225 trained Streamwatch volunteers continued testing 114 waterway sites across greater Sydney and the Blue Mountains. In 2018–19, the AM worked with the Streamwatch community to find a new home for Streamwatch in 2019–20 and beyond. The Greater Sydney Landcare Network will become the new host for Streamwatch on 1 July 2019. In 2018–19, Streamwatch released its data onto the Sharing and Enabling Environmental Data (SEED) portal run by the Office of Environment and Heritage. The dataset includes physical and chemical parameters collected during the period from 1990 to 2018.

The Australian Museum (AM) is strengthened by the support of a team of generous, dedicated and skilled volunteers who give their time to the many volunteering opportunities offered across the organisation. A total of 621 volunteers have assisted staff, visitors and the community onsite and off-site in 2018–19, contributing more than 152,000 hours of service.

In addition, DigiVol Online volunteers increased to more than 4,000 in 2018–19. This year saw 746 new volunteers registering on the website with two volunteers completing their 100,000th transcription task. More than 1 million data transcription tasks have been completed since the site started.

In November 2018, more than 100 volunteers attended the annual volunteer event. Volunteers were thanked for their generous contributions by the Director and CEO Kim McKay and other senior staff, and enjoyed a brunch in the Harbour View Room. Awards recognising long service were presented to 13 volunteers: Lynne Chamberlain (10 years, Marine Invertebrates); David Bray (10 years, Entomology); Lynne McKenzie, Marianne Schattiger, Jenny Starling, Anna Chang and Jim Mammoliti (10 years, FOH); Barbara Harvey (15 years, Ichthyology); David Lind (15 years, Material Conservation); Hugh Watt (15 years, Archaeology); Lynne Palmer and Judith Townsend (15 years, FOH) and Lesley Strauss (20 years, FOH). Seven Streamwatch volunteers also received recognition for their long-term advocacy.

While most volunteers are long-term (more than one year) and attend regularly (one day a week), increasing numbers of volunteers are assisting on one-off or short-term programs and events. This provides young adults valuable work experience. One example was in Material Conservation. With preliminary stages of Project Discover commencing, short-term opportunities assisting staff with the off-site move of collection objects allowed a group of behind-the-scenes volunteers to gain practical skills.

Lizard Island Research Station also hosted 10 volunteers in 2018–19.

In addition, a small number of current AM volunteers and some AM staff also choose to volunteer their time and expertise at the AM Foundation Gala Dinner 2019 and AM 2018 Eureka Prizes.

Table T.1  
Summary of volunteer groups 2018-19

| Division                                               | Number | Unit                                                                                                                                                                                |
|--------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engagement, Exhibitions and Cultural Connection        | 245    | Aboriginal and Torres Strait Islander Collection, Pacific and International Collections, Visitor Experience and Education, Archives, Rare Books and Library Collection, Programming |
| Australian Museum Research Institute                   | 365    | Life Science, Digital Collections and Citizen Science, Materials Conservation                                                                                                       |
| Australian Museum Research Institute                   | 10     | Lizard Island Research Station                                                                                                                                                      |
| Australian Museum Research Institute online volunteers | 4,004  | DigiVol Online                                                                                                                                                                      |
| Marketing Communications and Partnerships              | 1      | Marketing and Memberships                                                                                                                                                           |

Note: A small number of volunteers volunteered in more than one department. Totals also include 35 volunteers who retired from volunteering in 2018-19

## Appendix U

### Other financial disclosures

Table U.1  
Aged analysis at the end of each quarter in \$ thousand

| Quarter                         | Current<br>(i.e.within due date) | Less than 30<br>days overdue | Between 30 and<br>60 days overdue | Between 60 and<br>90 days overdue | More than 90<br>days overdue |
|---------------------------------|----------------------------------|------------------------------|-----------------------------------|-----------------------------------|------------------------------|
| <b>All suppliers</b>            |                                  |                              |                                   |                                   |                              |
| September                       | 84                               | 3                            | -                                 | -                                 | -                            |
| December                        | 136                              | 75                           | 3                                 | 5                                 | 0                            |
| March                           | 1,202                            | 14                           | 0                                 | -                                 | 6                            |
| June                            | 580                              | 72                           | 12                                | -                                 | -                            |
| <b>Small business suppliers</b> |                                  |                              |                                   |                                   |                              |
| September                       | -                                | -                            | -                                 | -                                 | -                            |
| December                        | -                                | -                            | -                                 | -                                 | -                            |
| March                           | -                                | -                            | -                                 | -                                 | -                            |
| June                            | 1                                | -                            | -                                 | -                                 | -                            |

Table U.2  
Accounts due or paid within each quarter

| Measure                                                                                 | Sep 2018 | Dec 2018 | Mar 2019 | Jun 2019 |
|-----------------------------------------------------------------------------------------|----------|----------|----------|----------|
| <b>All suppliers</b>                                                                    |          |          |          |          |
| Number of accounts due for payment                                                      | 1,563    | 1,382    | 1,206    | 1,265    |
| Number of accounts paid on time                                                         | 1,312    | 1,185    | 964      | 1,069    |
| Actual percentage of accounts paid on time (based on number of accounts)                | 83.9%    | 85.7%    | 79.9%    | 84.5%    |
| Dollar amount of accounts due for payment (m\$)                                         | 7.0      | 5.4      | 4.8      | 11.5     |
| Dollar amount of accounts paid on time (m\$)                                            | 6.0      | 4.7      | 3.7      | 10.1     |
| Actual percentage of accounts paid on time (based on \$)                                | 86.6%    | 88.0%    | 76.2%    | 87.9%    |
| Number of payments for interest on overdue accounts                                     | -        | -        | -        | -        |
| Interest paid on overdue accounts (m\$)                                                 | -        | -        | -        | -        |
| <b>Small business suppliers</b>                                                         |          |          |          |          |
| Number of accounts due for payment to small businesses                                  | 0        | 0        | 1        | 4        |
| Number of accounts due to small businesses paid on time                                 | 0        | 0        | 1        | 3        |
| Actual percentage of small business accounts paid on time (based on number of accounts) | na       | na       | 100.0%   | 75.0%    |
| Dollar amount of accounts due for payment to small businesses (k\$)                     | 0        | 0        | 1        | 3        |
| Dollar amount of accounts due to small businesses paid on time (k\$)                    | 0        | 0        | 1        | 2        |
| Actual percentage of small business accounts paid on time (based on \$)                 | na       | na       | 100.0%   | 80.0%    |
| Number of payments to small business for interest on overdue accounts                   | -        | -        | -        | -        |
| Interest paid to small businesses on late accounts (k\$)                                | -        | -        | -        | -        |

#### Investment performance

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

**Table U.3**  
Statement of comprehensive income for the year ended 30 June 2020

| <b>Budget 2020</b>            | <b>\$000</b>  |
|-------------------------------|---------------|
| <b>Revenue</b>                |               |
| Sale of goods and services    | 3,001         |
| Investment revenue            | 257           |
| Grants and contributions*     | 87,157        |
| <b>Total revenue</b>          | <b>90,415</b> |
| <b>Expenses</b>               |               |
| Employee related              | 27,044        |
| Other operating expenses      | 9,330         |
| Depreciation and amortisation | 6,136         |
| <b>Total expenses</b>         | <b>42,510</b> |
| <b>Surplus for the year</b>   | <b>47,905</b> |

\*Includes \$40.5 million NSW Government grant for Project Discover





