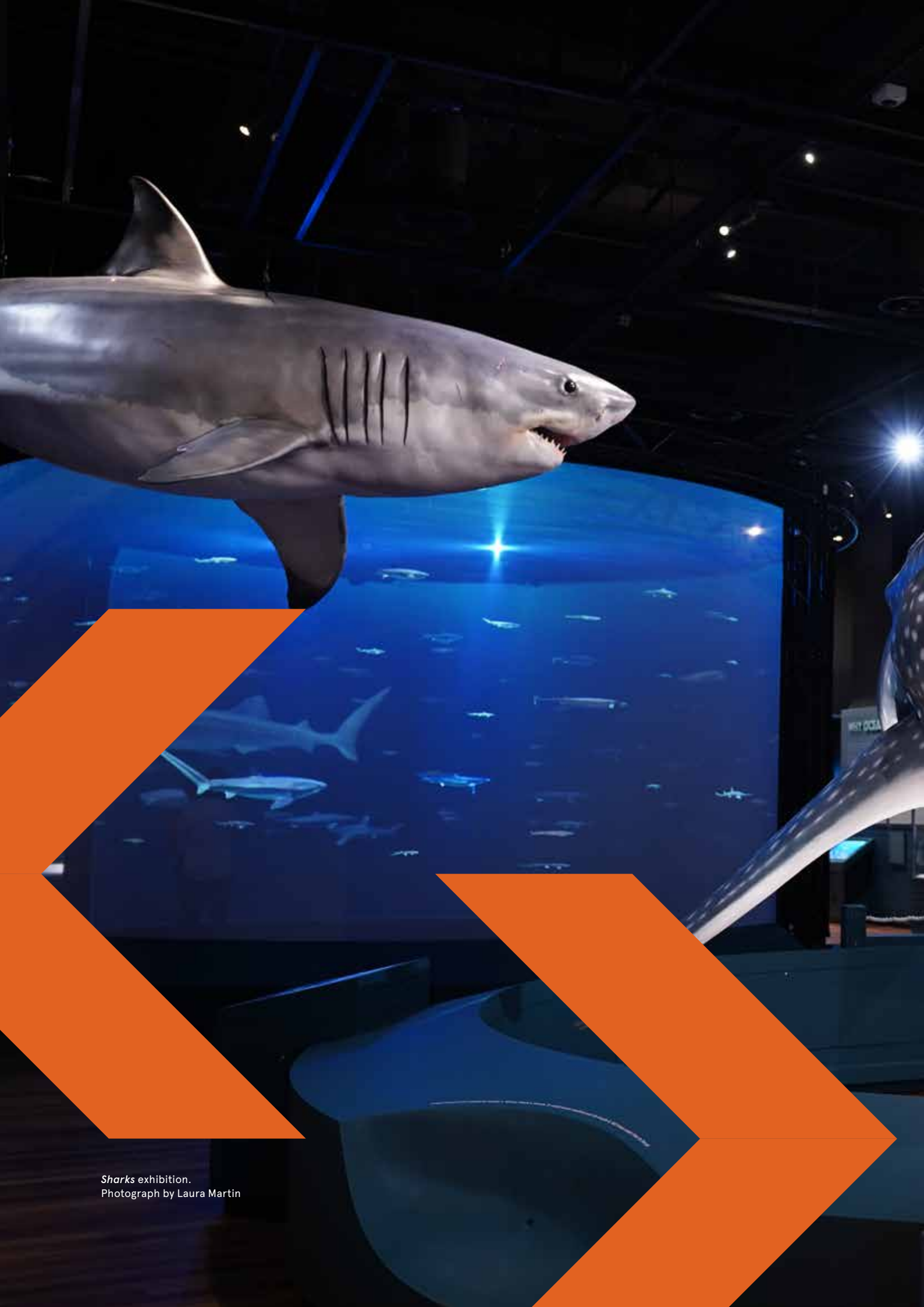


2022-23

Annual report



AUSTRALIAN MUSEUM



Sharks exhibition.
Photograph by Laura Martin

2022-23

Annual report

Australian Museum
1 William Street
Sydney NSW 2010
Australia



WHALE SHARK

SPOT-EYED SHARK

The Australian Museum Annual Report 2022-23 is published by the Australian Museum Trust, 1 William Street Sydney NSW 2010

© Australian Museum Trust 2023

ISSN 2206-8473

Acknowledgements

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

Compiled by Elizabeth Fortescue and Lucy Rayner

Design and production by Jennifer Yani, Julie Stinson and Jenny Hooker

All images © Australian Museum unless otherwise indicated

Contact

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

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



facebook.com/australianmuseum



twitter.com/austmus



instagram.com/australianmuseum



youtube.com/austmus



australian.museum/learn/news/podcasts

Availability

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

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

Cost of production

The production cost of this report is estimated at \$8,440

Minister

The Hon. John Graham, MLC. Minister for Roads, Minister for the Arts, Minister for Music and the Night-time Economy, and Minister for Jobs and Tourism

Governance

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

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

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

Lifetime Patron

Sir David Attenborough OM GCMG CH CVO CBE

Admission charges

General admission to the Australian Museum as at 30 June 2023: Free general admission for all, thanks to support from the NSW Government. Additional charges may apply to special exhibitions, activities and educator-led group tours.



Contents

Part 1. Overview: Welcome to the Australian Museum

President's foreword	8
Director and CEO's foreword	10
Financial summary	12
Revenue	12
Expenses	12
Financial position	12
Cash flows	13
Highlights	14
Recognition and awards	16

Part 2. Strategy, Operations and Performance: Reach and influence

Visitation	20
Onsite visitation	20
Digital visitation	20
Media and promotion	22
Social media	22
Exhibitions and permanent galleries	24
Touring exhibitions	24
Education and outreach	26
Schools education	26
Outreach	26
Early years and families	26
Ask an expert	27
Donors and fundraising	28
AM Members	28
Programming	30
Accessibility and inclusion	31

Part 3. Strategy, Operations and Performance: World-leading science and collections

Australian Museum Research Institute	34
Natural Sciences	35
Acquisitions and donations	35
Collections housing	35
Contributions to exhibitions	36
Collection growth	37
Collection Enhancement Project	38
Australian Museum Centre for Citizen Science	41
FrogID	41
DigiVol	42
Australasian Fishes Project	42
Collection Care and Conservation	43
Australian Centre for Wildlife Genomics	44
Lizard Island Research Station	45
World Cultures, Archives and Library	46
Expeditions and fieldwork	48
Norfolk Island expedition	48
Alpine Bush Blitz	48
RV Investigator	48
Other fieldwork	49
Case Study: Norfolk Island expedition	50
Fellowships and postgraduate awards	52
Species discovery and publications	53
Australian Museum Eureka Prizes	55

Part 4. Strategy, Operations and Performance: Cultural leadership and advocacy for First Nations history

First Nations strategy	59
Curatorial	59
Case study: Setting First Nations Curatorial Standards – <i>Barka: The Forgotten River</i>	60
Education	61
Bilas	61
Programming	62
Pasifika Collections	63
Case study: Ngatu Me'a'ofa (Tapa bark cloth)	64
First Nations Collections	65
Repatriation	65

Part 5. Management and Accountability: Organisational foundations

Organisational structure	68
Operational review	70
Trustees of the Australian Museum	70
Executive Leadership Team	75
Management and activities	78
Trustee subcommittees	78
Other committees	80
AM's Senior Management Group	82
Commercial operations	83
Australian Museum volunteers	84
Customer service delivery	85
Compliance	86
Internal audit and risk management	90
Cyber security	91

Part 6. Sustainability: Response to climate change and commitment to sustainability

Climate Solutions Centre	94
CSC Advisory Group Members	95
Australian Museum CSC Team Members	95
Case Study: <i>Future Now</i>	96
Recycling and waste	97

Part 7. Financial Performance: Financial statements

Other financial disclosures	140
-----------------------------	-----

Part 8. Appendices

Appendix A Workforce	144
Appendix B Grants and donor-funded projects	147
Appendix C Overseas travel	154
Appendix D Honorary appointments	155
Appendix E Donors and benefactors	156
Appendix F Partnerships and sponsors	159

Part 1

Overview:

Welcome to the Australian Museum



Jurassic Lounge: Pride Edition.
Photograph by Anna Kučera





President's foreword

A Year of Achievement: Delivering on Science and Community Engagement

As one of Australia's most important cultural and scientific institutions, the Australian Museum (AM) plays an important role in advancing our understanding, and inspiring and educating the community, on issues like climate change, biodiversity and First Nations cultures. As President of the Australian Museum Trust, I'm pleased to highlight our institution's significant achievements in both scientific discovery and community engagement for the past year.

The Sharks Exhibition Makes Waves

The AM's homegrown exhibition, *Sharks*, opened in September 2022, attracting over 170,000 visitors during its seven-month run. The AM's world-renowned scientists and curators brought this incredible show to life, telling the biodiversity story of shark species around Australia and the Pacific as well as their cultural significance to Indigenous communities.

AMRI Leads Ground-breaking Expedition

The Australian Museum Research Institute (AMRI) conducted one of the most comprehensive environmental surveys of Norfolk Island in late 2022. Funded through the Australian Museum Foundation (AMF), the expedition was a collaboration between a team of over 20 AMRI staff, the Norfolk Island community, Parks Australia, the Australian Institute of Botanical Science and the Auckland War Memorial Museum. The program has already yielded significant findings that will help conserve endemic species of flora and fauna and answer several important biodiversity and archaeological questions.

A Future-focused Vision

As we approach our bicentennial in 2027, the AM's ambition is to create a world-class museum for the future. With support from Create Infrastructure, we developed an innovative Master Plan that successfully cleared the Government's "Gateway" process. Our revised Master Plan aims to double public floor space, deliver a dedicated STEM Centre for Excellence and provide critical collections storage and expanded scientific research capability for Sydney and NSW. I look forward to working with the NSW Government and the AM team on the Museum's continued development.

Acknowledgments: The People Behind Our Progress

I would like to thank the NSW Premier, The Hon. Chris Minns, and Minister for the Arts, The Hon. John Graham MLC, for their commitment to extending free general admission at the AM. The inclusion of this support in the FY2023-24 Budget means we will continue to provide equitable access for all, and we are fortunate to have a Premier and Minister for the Arts who are committed to supporting the cultural sector. I would also like to thank the former NSW Government, led by then Premier, The Hon. Dominic Perrottet, and former Minister for the Arts, The Hon. Ben Franklin MLC, for their support.

The AM's accomplishments this year would not have been possible without the generous contributions of our major donors and distinguished partners. After welcoming Trustee David Feetham as its Chair in early 2022, the AMF has continued to build strong relationships with donors and generate new sources of philanthropic support.

I'd also like to acknowledge the contributions of the Lizard Island Reef Research Foundation (LIRRF), chaired by Kate Hayward, which is now marking the research station's 50th year of operation.

As incoming President of the Trust, I am indebted to my predecessor David Armstrong, who valiantly served as an AM Trustee for nine years, taking on the role as President in 2018. During this time, David took the Museum from strength to strength, through the challenges of the COVID-19 pandemic and temporary lockdown closures as well as the Project Discover building transformation. In a similar vein, I would like to extend my thanks to my fellow Trustees of the AM, the AMF and the LIRRF, who give freely of their time and contribute so much.

Sadly, former AM President, Brian Sherman AM passed away in September 2022 after a long battle with Parkinson's disease. Brian did so much for the AM, including overseeing the construction of the new science building, which opened in 2007, and the establishment of the AM Foundation – as well as being a major donor over many years. He is deeply missed.

Finally, I'd like to thank our Director and CEO, Kim McKay AO, and her team of dedicated executives, staff and volunteers. Kim's indomitable spirit continues to drive the AM forward, ably supported by a fantastic team of people who are committed to achieving the AM's mission to "ignite wonder, inspire debate and drive change".

The Museum Is In The Very Best Of Hands

The year ahead will be an important one, as we host the largest exhibition in our history: *Ramses & the Gold of the Pharaohs*. The 180-plus treasures on display will bring new audiences to the AM while showcasing our beautiful galleries and new facilities. I'd like to acknowledge the support of the Egyptian Government and the Supreme Council of Antiquities in allowing us to bring this once-in-a-lifetime exhibition to Sydney.

In closing, I'd like to thank you for your ongoing interest in the AM and encourage you to support the AM's continued evolution as a world-class institution in science and culture.

Brian Hartzler

President, Australian Museum Trust

As one of Australia's most important cultural and scientific institutions, the Australian Museum (AM) plays an important role in advancing our understanding, and inspiring and educating the community, on issues like climate change, biodiversity and First Nations cultures.

Scientists on Phillip Island during Norfolk Island expedition, Phase 1, 2022. Photograph by Tom Bannigan



Director and CEO's foreword



A Stellar Year for the Australian Museum

This past year has been one of the most active in the AM's history with significant achievements in exhibitions, science, education and community engagement.

We opened a new gallery and education spaces including a spectacular Minerals Gallery and the dynamic Burra learning space that has become hugely popular with children and families.

Our blockbuster *Sharks* exhibition curated by the AM team attracted new audiences and our Membership program now exceeds some 40,000 members.

The AM's cultural advocacy for First Nations and Pasifika cultures strengthened in line with our strategic vision, with the opening of the landmark interactive learning and play space, Burra, and the exhibitions *Barka: The Forgotten River*, and *Bilas: Body Adornment from Papua New Guinea*.

Burra won the Interpretation, Learning and Audience Engagement category at the 2023 Museums and Galleries National Awards (MAGNAs), one of three national awards recognising the AM's outstanding work across exhibitions and engagement. The AM also won the 2023 MAGNA award for Temporary or Travelling Exhibition for *Sharks* and the Community Engagement and Outreach category for WorldPride at the AM. Who could forget our fantastic Progress Shark that graced the entrance during WorldPride and became a viral sensation on social media? An unexpected icon of the global festival.

Most visitors who come through the doors of the AM are unaware that behind the scenes, the Museum is the custodian of more than 22 million objects and specimens. In March, AM Chief Scientist Prof. Kris Helgen and I joined other museum directors and CEOs from around the world in taking a major step in an ambitious effort to record museum collections on a global scale. Led by the Smithsonian National Museum of Natural History in Washington, D.C. and other major northern hemisphere museums, collections from the 73 largest natural history museums were mapped, with the data and results published in the journal *Science*. The groundbreaking

research underscored the important science infrastructure that museum collections represent and why collections need to be conserved and digitised, something the AM is committed to for the future.

Throughout the year, we celebrated and paid tribute to the science and scientists who continue to have a transformative impact on our society. From the AM Eureka Prizes to the myriad of science publications and awards generated by our AMRI team, the new discoveries made are a tribute to the international quality of our science. Leading science and arts philanthropist, the late Brian Sherman AM, was the recipient of the AMRI Lifetime Achievement Award. As President of the AM Trust from 2001 to 2009, Brian ensured the AM continued to be world-leading in its collections and scientific research. Together with his wife, Dr Gene Sherman AM, through the Sherman Foundation, Brian's support for the future vision of the AM included a one million gift towards Project Discover, the AM's recent major renovation. His legacy has been recognised with the naming of the Brian Sherman Crystal Hall, the main public entrance to the Museum.

The AM's advances in the field of climate change awareness and environmental conservation continued to enable the public to better understand impacts to our natural environment. We marked the 50th Anniversary of the AM's Lizard Island Research Station (LIRS) in May. The work undertaken on Lizard Island has made an immeasurable contribution to global scientific research for the Great Barrier Reef at a crucial time for our changing climate, thanks to Dr Anne Hoggett AM and Dr Lyle Vail AM who have contributed 33 years of stewardship to this lifetime of work.

This year we welcomed four new Trustees to the AM Trust and the appointment of Trustee Brian Hartzler as the new AM Trust President. Brian joined the AM Trust in January 2020 and for two years also served as Chairman of the AM Foundation having been the prime supporter of the restoration of the iconic Westpac Long Gallery while CEO of Westpac in 2017.

I look forward to continuing to work with the Trust under Brian's leadership, framing the strategic direction of the AM into the future. Brian Hartzler succeeded David Armstrong whose nine-year term on the Trust, including five years as President, concluded at the end of 2022. David played an extraordinary role in helping shape the future of the AM during a time of transformation through the Project Discover building project. David's dedicated service to the AM is exemplary and I want to thank him for his incredible support.

Trustees Steven Gregg, Dr Rod Kefford AM and Sara Watts retired from the board this past year and I thank them and all our current Trustees for their advice and input that has contributed to the AM's ongoing successes.

We were also pleased to announce the appointment of AM Trustee David Feetham as the new Australian Museum Foundation Chair. It's exciting to work with David, the AMF Board Members and AM Trustees as we head towards the AM's 200th anniversary in 2027, raising critical funds for science, education and public engagement at the AM.

NSW saw a new Government elected in 2023. I'd like to acknowledge Premier, The Hon. Chris Minns as well as NSW Treasurer, The Hon. Daniel Mookhey and the new Minister for the Arts, The Hon. John Graham MLC for their support and I'm looking forward to working with them in the future. We also thank the previous Government for their many years of support to the State's Cultural Institutions, especially the recent advocacy of former Arts Minister The Hon. Ben Franklin, MLC.

The AM would not be able to continue to achieve its vision without the encouragement and guidance of the NSW Department of Enterprise, Investment and Trade (DEIT). Thank you to the Secretary, Elizabeth Mildwater, and Group Deputy Secretary, Kate Foy, for their significant support.

The AM welcomed one million visitors for the first time in its history during the past calendar year. Support of free general admission to the AM by the NSW Government continues to underscore the AM's success in attracting new audiences.

This will be brought into sharp focus in November 2023 when the AM will host *Ramses & the Gold of the Pharaohs*, the largest cultural museum exhibition to visit Australia in more than 14 years. Sydney will be one of only 10 cities in the world to host the exhibition due in no small part to the NSW Government through Create's Blockbuster funding program, and Egypt's Supreme Council of Antiquities as well as World Heritage Exhibitions and Neon Global.

Our recent successes are a true team effort and I want to thank the AM's outstanding Executive Leadership Team who have continued to drive the AM's goals, along with our expert and dedicated staff and volunteers. There's no doubt that the next year at the AM will deliver more magnificent experiences for locals and visitors alike at Australia's leading natural history and culture museum.

Kim McKay AO

Director and CEO, Australian Museum

AM Director and CEO Kim McKay AO with Minister for the Arts and Minister for Jobs and Tourism John Graham in the *Sharks* exhibition in Sydney before it embarks on a global tour. Photograph by Laura Martin



Financial summary

Revenue

The Australian Museum’s total revenue in the 2022-23 financial year (FY2022-23) was \$74.1 million, which was \$2 million or 2.8% less than the previous year. This was mainly due to:

- a \$2.3 million increase in admission fees largely as a result of the *Sharks* exhibition;
- a \$1.8 million increase in fees from memberships, education and programming activities, revenue from the rental of premises and venue hire. These increases were as a result of increased visitation including the Museum being open for the full 2022-23 financial year;
- more than offset by a \$7.6 million net decrease in capital grants due to additional monies received in FY2021-22 for the stimulus program.

Self-generated revenues were \$4.5 million more than the previous year, noting in FY2021-22 the Australian Museum was closed to the public from 24 June to 10 October 2021 in line with NSW Government Health Orders, necessitated by COVID-19.

Total revenue comprised:

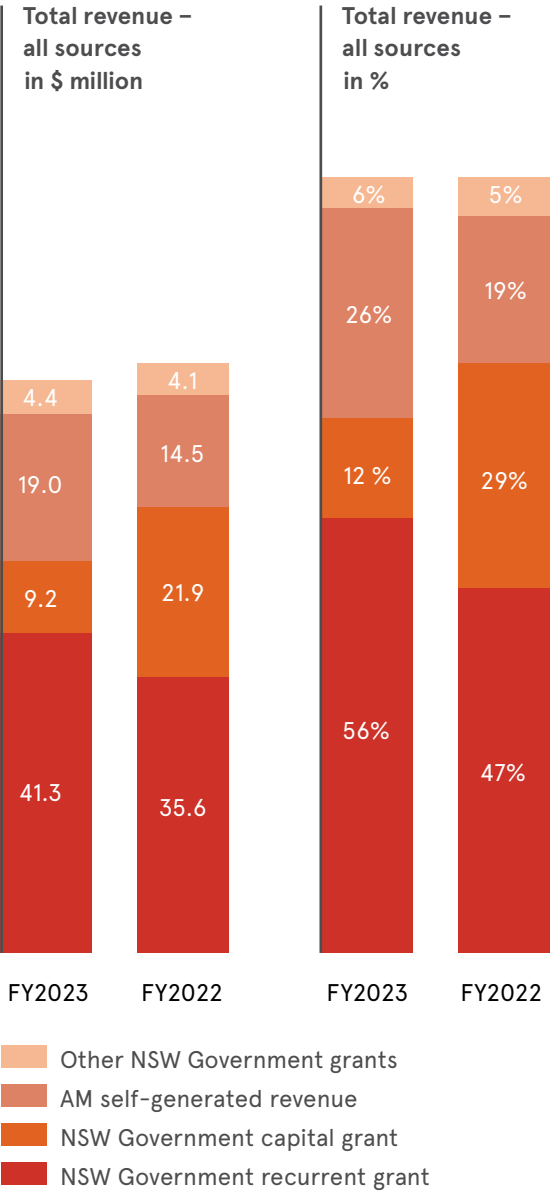
- NSW Government grants of \$54.4 million (FY2021-22: \$61.5 million), incorporating capital grants of \$9.2 million (FY2021-22: \$21.9 million)
- Self-generated revenues of \$19 million (FY2021-22: \$14.6 million).

Expenses

The AM’s total expenses increased by \$13.5 million to \$70.3 million (FY2021-22: \$56.8 million), reflecting increased expenditure on operations due to the reopening of the Museum following mandated COVID-19 closures.

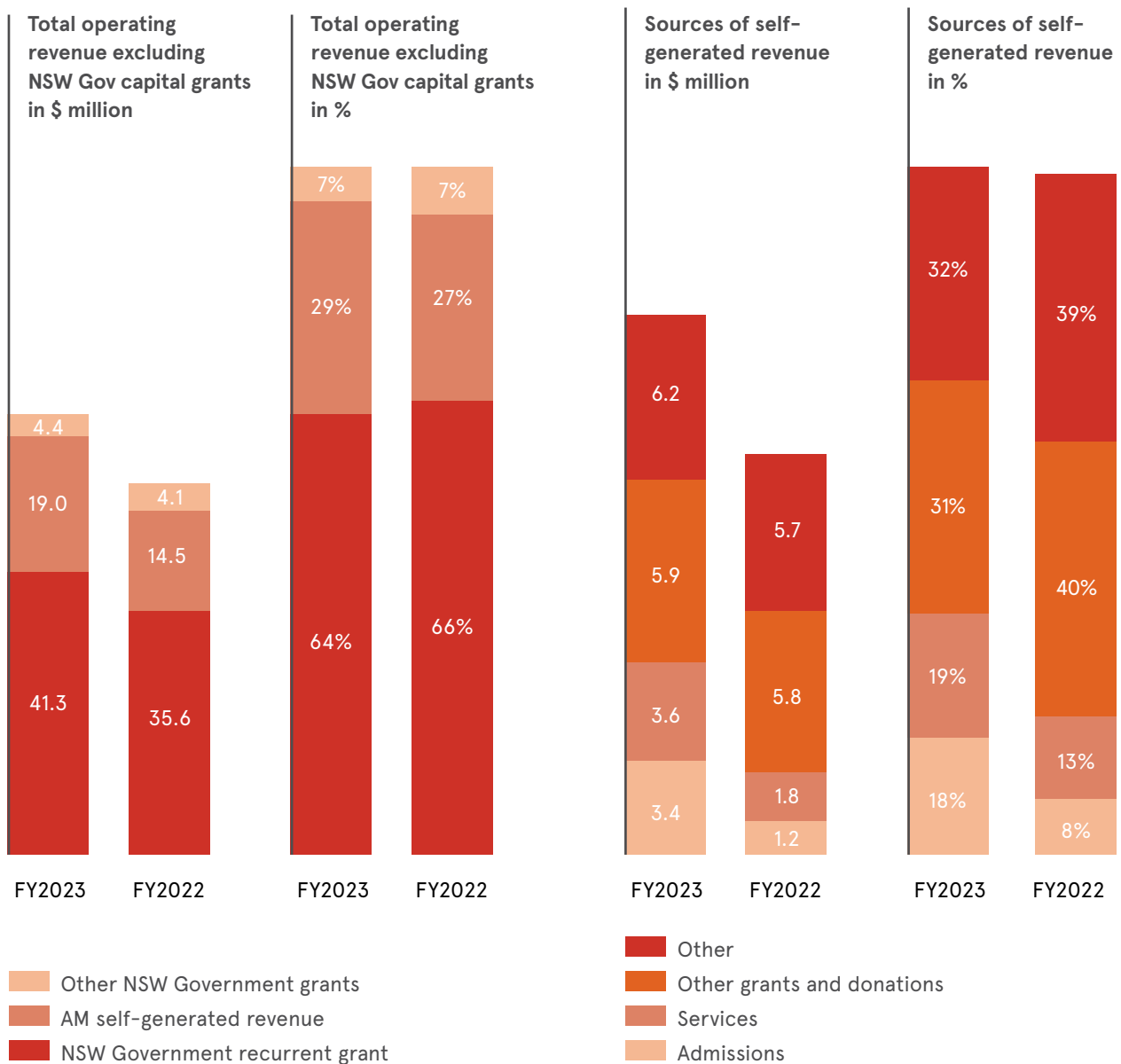
Financial position

The AM’s financial position remains sound with improved liquidity and net assets exceeding \$1.4 billion.



Cash flows

The AM's total cash and cash equivalents decreased by \$5 million (FY2021-22: increased by \$14.3 million). This decrease is mainly due to monies received in FY2021-22 that were spent in FY2022-23. Cash at the end of the financial year totalled \$18.8 million with \$8.9 million being held for restricted purposes mainly for research projects and the completion of projects.



Highlights 2022–23



210
new species
described by AMRI scientists
(including senior fellows
and associates)

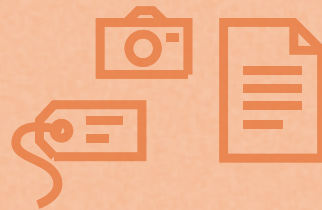
**Almost
3.3M
visitors**
to six touring
AM exhibitions across
Australia and the US

**Over
120K
visitors**
attended *Barka:*
The Forgotten River
exhibition



**64K
observations**
for the Australasian Fishes
citizen science project

**57K
new
objects**
added to
the collection



**30,721
transcriptions**
of specimen labels and audio
tasks for the AM by DigiVol
Online citizen scientists

**+7.8%
reach**
**+49.6%
engagements**
**+16.6%
followers**



AM's social media channels
(Facebook, Instagram, LinkedIn
and Twitter) combined growth,
compared to previous year

**8K
visitors**
attended Nights
at the Museum



**Almost
500K
visitors**
experienced Burra
learning space



**More than
950K
visitors onsite***
an 80% increase on
the then record figures
achieved in 2021–22

*During reporting period 1 July 2022 – 1 July 2023.
In 2021–22, note the AM was closed for three and
a half months during the COVID-19 pandemic.

**171,076
visitors**
to the *Sharks* exhibition
(including programs)



**Over 54K
participants**
engaged in the AM's
onsite, offsite and online
education programs



239
publications

by AMRI scientists (including
senior fellows and associates)

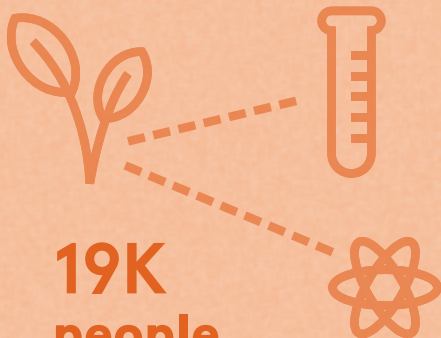


More than
40,000
AM members

The largest number in history

1900
guests

celebrated the Eureka Prizes



19K
people

contributed across Sydney
Science Trail sessions

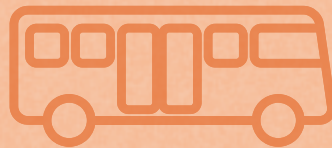


73,074
hours

of service contributed
by AM volunteers



1833
'Ask an Expert'
questions answered



34K
school
children

and their chaperones
participated in an
onsite school program
at the AM



10,430
media stories



7,961,559
users

9,774,194
sessions

14,705,085
page views

engagements on AM website
Users increased 18%
compared to last year



46M
downloads

of AM data from the
Atlas of Living Australia



235K
new records
of frogs

Almost 16K FrogID citizen
scientists contributed.
The FrogID app was
downloaded more
than 295,000 times



89
funded

research projects

Recognition and awards

Staff recognition

Kim McKay AO, Director and CEO, awarded an Honorary Doctorate of Science from the University of Technology Sydney, in recognition of her achievements in the community, non-profit, cultural, environmental, communications and business sectors.

Heather Bleechmore, Manager, Collection Care & Conservation, elected as a Fellow of the International Institute for Conservation of Historic and Artistic Works (FIIC).

Dr Joey DiBattista, Research Associate, Ichthyology, awarded 2022 Valerie Taylor Ocean Protection Prize, City-East, Blue World.

Dr Matthew McCurry, Curator of Palaeontology, awarded the 2022 AAP (Australasian Palaeontologists) Dorothy Hill Award.

Exhibitions and programming

Sharks, Best Temporary or Travelling Exhibition, 2023 Museums & Galleries National Awards (MAGNAs)

Burra learning space, Interpretation, Learning & Audience Engagement category, 2023 Museums & Galleries National Awards (MAGNAs)

WorldPride at the Australian Museum, Community Engagement and Outreach category, 2023 Museums & Galleries National Awards (MAGNAs)

Media and promotion

FrogID Week 2022, Best Campaign with a Small Budget, Mumbrella CommsCon Awards

Left: Progress Shark as part of Sydney WorldPride. Photograph by Abram Powell

Right: *Sharks* exhibition. Photograph by Laura Martin





Tiger Shark
Galeocerdo cuvier

Tiger Shark
Galeocerdo cuvier

Part 2

Strategy, Operations and Performance: Reach and influence





Exploring the Dinosaurs Gallery.
Photograph by Anna Kucera

Visitation

Onsite visitation

Free general admission, world-class collections, engaging and award-winning exhibitions, science-based discoveries and programming and events all contributed to another year of visitation milestones at the Australian Museum.

More than 950,000 people visited the AM during the 2022-23 financial year. This was an 80 per cent increase on the previous financial year when 510,000 people visited. (The institution was closed for three and a half months in the 2021-22 financial year under a Government mandate during the COVID-19 pandemic).

Broadening its reach, the AM added 138,234 new visitor records to its Tessitura ticketing and client database. Of these new visitors, 16,960 purchased tickets, 4227 purchased memberships and more than 95,000 subscribed to the AM's e-News to hear about upcoming exhibitions and events and to read about the latest discoveries by our world-leading scientists.

As visitation is a key measure of any public institution's success, the AM is proud to have achieved these figures. The AM's visitation numbers also reflect the popularity of the Museum's homegrown blockbuster exhibitions such as the MAGNA award-winning *Sharks* exhibition, as well as the newly opened permanent *Minerals* exhibition and the immersive Burra learning space. Burra has enjoyed enormous success, with 44 per cent of all visitors opting to experience Burra as part of their day at the Museum. This equates to almost 500,000 Burra visitors in its opening year. Burra has also supported a significant increase in visitation for children under five, from 14 per cent to 37 per cent of overall visitation.

Also pivotal to the AM's success was the decision to remove general admission fees at reopening in November 2020, thanks to NSW Government support.

This decision radically redefined the way in which the public interacts with the AM. Visitors are able to attend whenever and as often as they like. In turn, new bonds of generosity and trust have been forged and many of the AM's visitors have been transformed into champions of the institution.

Importantly, given the Museum's mission to expand its reach, free general admission saw greater numbers of visitors visit from Western Sydney and other areas outside the Museum's established geographically close catchment.

Digital visitation

With a focus on developing innovative digital experiences and online content across natural science, cultural knowledge and climate change, the AM's Digital team prioritised projects designed to intrigue, inform and entertain both new and existing audiences to the AM's flagship website.

During the reporting period, the website australian.museum attracted 9.77 million sessions and experienced an 18 per cent growth in user numbers to 7.96 million. Session engagement was an average duration of one minute and 42 seconds.

Among the new projects developed this year was a Digital Publication feature to repurpose AM exhibition content into a long-form online experience. Within this feature, the team produced three digital publications: *Sharks*, *Minerals* and *The Birds of Australia STORYBOX*. Assets richly embedded into these digital publications include video, 3D models and extended storytelling about the research and themes that underpin AM exhibitions.

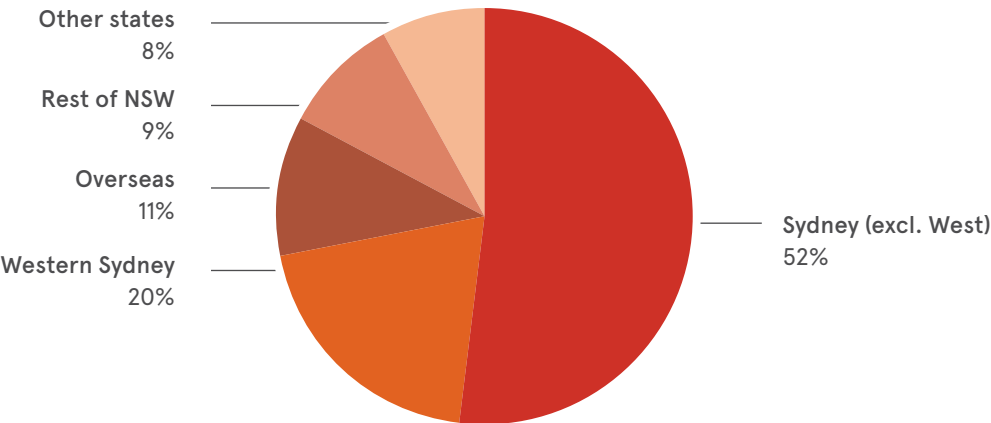
Working closely with the FrogID citizen science team, the FrogID website and mobile app digital products continued to be improved during the financial year. Virtual 'badges' were created for users to collect. Tessitura, the AM's CRM system, was implemented to manage user engagement, and an Atlassian for Good project was undertaken to develop AI identification of frog calls.

Performance optimisation of the AM website was undertaken and included implementing Google Analytics 4 for tracking engagement with AM website properties, improving stability and cyber security, and AM Collection Online project preparation.

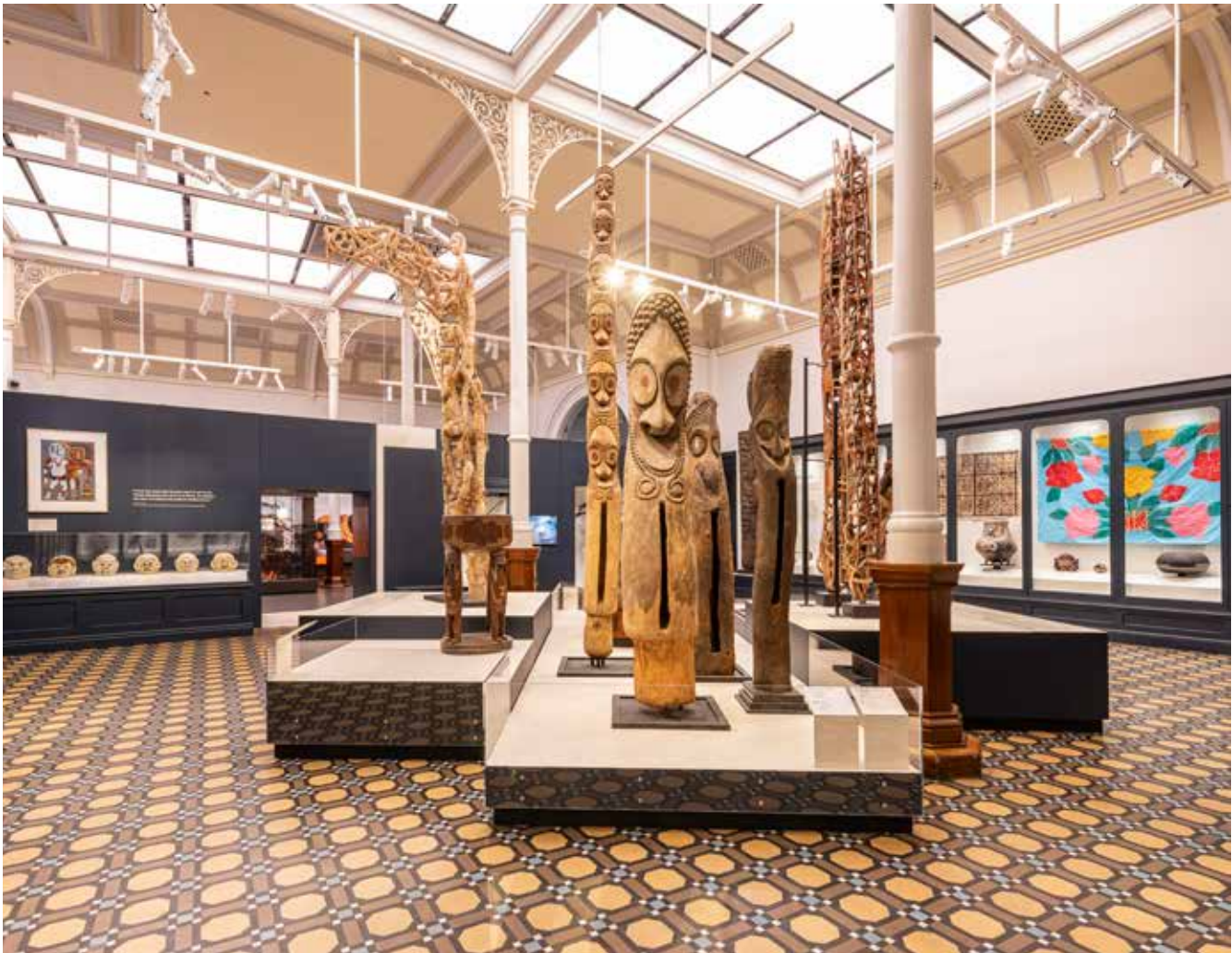
AM subject experts collaborated with the Digital team to publish new content on topics such as minerals and Christmas beetles. A series of AM collection area videos was also produced and published on the Sydney Science Trail website.

Audio guides and multilingual content were published to support the marketing of AM exhibitions, including multilingual translations of the AM's *Future Now* touring exhibition content; a new *Wild Planet* online audio guide of specimen highlights, an audio description tour of *Wild Planet* developed for visitors with low vision and produced with Vision Australia.

Visitors by location



Pacific Spirit Exhibition.
Photograph by Abram Powell



Media and promotion

The global attention captured by the AM's science discoveries, the touring *Sharks* exhibition, the ever-popular FrogID citizen science project and the viral sensation that was WorldPride's Progress Shark resulted in the Australian Museum enjoying an international media audience of almost 6.5 billion people this financial year.

There was a 71 per cent increase in media mentions compared to 2021-22, taking into account online, print and broadcast channels locally and overseas.

- Australian Online: articles 1802 / audience 1,475,380,852.00
- Australian Print: articles 214 / audience 40,428,506.00
- Australian Broadcast: articles 7325 / audience 88,186,169.00
- International: articles 1089 / audience 6,478,224,635.00

Highlights include AMRI's second in-depth research paper on cockatoo behaviour, the discovery of two new species of squirrels, and the diet of a prehistoric predator that received media coverage in *The Washington Post* and *La Nación*. A further highlight was the FrogID collaboration to create the *Songs of Disappearance* album, which captured global attention from international outlets.

The AM received wide national pickup through the ABC TV one-hour special *Tom Gleeson's Secrets of the Australian Museum* and with print and online coverage of the Norfolk Island expedition.

Frequently mentioned AMRI staff included Professor Kris Helgen, AM Chief Scientist and Director, AMRI, and Dr Jodi Rowley, Amphibian and Reptile Curator. Their research about mammal evolution and frogs, respectively, garnered significant international interest.

Relevant and widespread online coverage was generated by the 50th anniversary of the Australian Museum's Lizard Island Research Station (LIRS). The anniversary was celebrated at the AM's annual Talbot Oration in June, and LIRS Directors Dr Anne Hoggett AM and Dr Lyle Vail AM participated in several radio and online interviews.

Reports of a surge in visitors during 2022 was also a prominent driver of online mentions.

Other significant media mentions included the BBC's reporting on Bill Gates' visit to the AM in January 2023. The BBC and *Australian Financial Review* also reported on the involvement of Kim McKay AO, Director and CEO of the Museum, and Prof Kris Helgen, in the creation of a global museum collections database, which was published in the prominent journal *Science*.

Widely shared articles from *ABC News*, focusing on the AM's identification of new animal species, including a new species of skeleton shrimp from the Gippsland Lakes and a new species of box jellyfish off Cronulla Beach.

Additionally, First Nations stories dominated the AM's national broadcast coverage. This stemmed from a widely syndicated *ABC News* profile of the Museum's Director, First Nations, Laura McBride.

Coverage of the Museum's annual Eureka Prizes contributed to 16.1 per cent of all coverage across online, print and broadcast media, including SBS, ABC radio and Nine Network.

Social media

The Australian Museum expanded its organic social media presence during the year, increasing its following and engagement across Facebook, Instagram, Twitter and LinkedIn.

The AM now has more than 200,000 followers across these four key platforms. This represents an increase of almost 17 per cent on the previous year.

The AM's organic* social media content reached more than 9.6 million people, representing an eight per cent increase on the previous financial year.

Content across the Museum's social media platforms attracted increased audience engagement. There were more than 616,000 social media engagements, an increase of 49.6 per cent on the previous year.

The Museum's *Sharks* exhibition provided the highest-performing content across all social media platforms during 2022-23.

Progress Shark, the shark statue located prominently outside the Museum entry, went viral during WorldPride 2023 when artist George Buchanan dressed it in Pride colours as part of Sydney WorldPride's Rainbow City initiative. This viral moment increased the AM's social media following and engagements. The Instagram filter the Museum produced for Progress Shark was a particular success, with almost 60,000 impressions and 3500 'opens'. The Museum stands in solidarity with the LGBTQIA+ community and prides itself on being a place where everyone can explore the richness of life, the earth and culture in Australia and the Pacific.

**Organic social media describes social media posts and interactions that are not associated with an advertising spend.*

Table 2.1
Organic Social Media Results – Facebook, Instagram, LinkedIn and Twitter:

Metric	FY2022-23	FY2021-22	YoY %
Reach	9,695,937	8,994,143	+7.8%
Engagements	616,146	411,801	+49.6%
Followers	201,035	172,413	+16.6%

Tom Gleeson’s *Secrets of the Australia Museum* special on ABC iview featured behind-the-scenes interviews and production footage from the build of the *Sharks* exhibition. Screenshots courtesy ABC iview



Exhibitions and permanent galleries

The financial year 2022-23 was one of the busiest on record for Australian Museum exhibitions, with a homegrown international blockbuster, a collaborative First Nations exhibition and a new permanent learning space among the highlights.

Sharks, the blockbuster created by the AM, opened on 24 September and ran until 25 April (seven months). It attracted 171,076 visitors (including programs) and, before it finished its run, five venues in the US had secured rights to show the exhibition.

Sharks, created by the AM's team of experts in collaboration with shark scientists and cultural leaders from around Australia and the Pacific, was the first major homegrown blockbuster built to tour from the ground up in more than 10 years. It won the national exhibition award at the 2023 Australian Museums and Galleries Association (AMaGA) awards, the largest museums conference in the southern hemisphere. This was a particularly gratifying achievement for the many and varied Museum specialists who brought their skills to the creation of such an impactful exhibition.

The groundbreaking, interactive permanent learning and play space, Burra, opened on 2 July 2022. Burra, which combines First Nations knowledge with Western science, was awarded a Museums and Galleries National Award (MAGNA) for Interpretation, Learning and Audience Engagement at the AMaGA conference in Newcastle. Burra was also shortlisted for the 2023 Children in Museums Award, bestowed by the International Association of Children's Museums. The AM was the only museum in the southern hemisphere nominated.

The end of 2022 also saw the opening of the long-awaited permanent exhibition *Minerals*. This stunning exhibition on Level 1 features more than 1800 rock and mineral specimens, as well as engaging interactives and audio-visual productions. An accompanying book, *Mineral Icons of the Australian Museum*, was published with the aim of elucidating the Museum's collection to specialists and the wider public alike.

Other exhibition highlights this year included the travelling *Australian Geographic Nature Photographer of the Year* exhibition, the seventh iteration at the AM, which ran from 17 September to 11 December; and two First Nations exhibitions: *Barka: The Forgotten River*, a collaboration with artists Uncle Badger Bates and Justine Muller, which opened on 15 March, and *Bilas: Body Adornment from Papua New Guinea*, featuring important AM objects alongside extraordinary photography by US-based artist Wylda Bayrón, which opened on 10 June.

The year also saw the closure of the gallery space Pacific Spirit, along with one part of the gallery previously titled Surviving Australia, to make way for the new permanent Pasifika Gallery that will open in October 2023.

The Museum received re-approval in the Protection of Cultural Objects on Loan scheme (PCOL), ensuring that international loans can continue to be secured for forthcoming exhibitions including *Ramses & the Gold of the Pharaohs*, which opens on 18 November 2023.

Touring exhibitions

More than three million people across Australia and the US were able to enjoy the Australian Museum's scientific and cultural riches through its touring exhibitions program.

Six AM exhibitions went on tour: four toured domestically to NSW, the Northern Territory and Queensland, and two welcomed visitors in the US.

In total, the Museum's exhibitions toured to 18 venues and achieved an overall visitation of almost 3.3 million.

Future Now, which foregrounds issues around the concept of sustainability, welcomed more than three million visitors across six locations in NSW and Queensland, as part of a tour of Stockland shopping centres.

The Birds of Australia STORYBOX, supported by the NSW Government through the Blockbuster funding initiative, is an outdoor digital installation based on the works of John Gould and is presented on an interactive storytelling cube. It was launched in Newcastle in March 2023 and opened in Tamworth in June 2023. It will continue to tour to six additional locations across NSW until March 2025.

Transformations: Art of the Scott Sisters toured to Lavington and Wagga Wagga in NSW and to Redcliffe in Queensland.

Capturing Nature: Early Photography at the Australian Museum 1857-1893 toured to Dubbo and Murwillumbah in NSW and to Brinkin in the Northern Territory.

US audiences embraced the Museum's exhibitions. *Tyrannosaurs – Meet the Family* toured to three venues while *Spiders – From Fear to Fascination* went to one new venue.

Sharks has a busy touring itinerary scheduled, with five international venues already booked. The first of these exhibitions is due to open in October 2023.

Touring the AM's exhibitions not only reaches new audiences but also assists in generating additional revenues for the Museum.

Table 2.2
Touring exhibition visitation figures 30.06.22

Name of Exhibition	Display Venue	FY2022-23 Display Dates	FY2022-23 Recorded Visitation
<i>Capturing Nature: Early photography at the Australian Museum 1857 - 1893</i>	Western Plains Cultural Centre, Dubbo, NSW	4 June - 23 October 2022	40,472
	Tweed Regional Museum, Murwillumbah, NSW	25 October 2022 - 18 February 2023	6870
	Charles Darwin University Art Gallery, Brinkin, NT	18 November 2022 - 1 April 2023	868
<i>Transformations: Art of the Scott Sisters</i>	Museum of the Riverina, Wagga Wagga, NSW	1 July - 28 August 2022	2,287
	Lavington Library, Lavington, NSW	29 October 2022 - 25 February 2023	4610
	Redcliffe Museum, Redcliffe, QLD	11 March - 18 June 2023	3176
<i>Future Now</i>	Stockland Retail Town Centre, Burleigh Heads, QLD	4 - 31 July 2022	367,427
	Stockland Retail Town Centre, Green Hills, NSW	4 - 31 August 2022	743,444
	Stockland Retail Town Centre, Wetherill Park, NSW	3 - 30 September 2022	1,265,536
	Stockland Retail Town Centre, Shellharbour, NSW	3 - 31 October 2022	712,687
	Albury Library Museum, Albury, NSW	8 March - 24 April 2023	6282
	Wagga Wagga City Council Civic Centre Arcade, Wagga Wagga, NSW	27 - 30 June 2023	142
<i>The Birds of Australia STORYBOX</i>	Newcastle Museum Forecourt, Newcastle, NSW	22 March - 22 June 2023	17,581
	Tamworth Regional Library and Gallery Forecourt, Tamworth, NSW	24 - 30 June 2023	881
DOMESTIC VISITATION			3,172,263
<i>Tyrannosaurs - Meet the Family</i>	Fernbank Museum of Natural History, Atlanta, Georgia, USA	1 July - 5 September 2022	76,235
	Farmington Museum, Farmington, New Mexico, USA	3 February - 26 April 2023	11,657
	The Witte Museum, San Antonio, Texas, USA	20 May - 30 June 2023	26,688
<i>Spiders - From Fear to Fascination</i>	North Carolina Museum of Natural Sciences, Raleigh, North Carolina, USA	17 - 30 June 2023	5780
INTERNATIONAL VISITATION			120,360
COMBINED VISITATION			3,292,623

Education and outreach

The Museum's dedicated education team creates and delivers tailored learning experiences allowing students to engage critically with the institution's knowledge, collections and objects. In 2022-23 the AM engaged with 54,388 students, teachers, children and families through participation in formal education and family learning programs, onsite, off-site and online.

Schools education

The Museum added four new primary school education programs to its offerings this year: *Dinosaurs: Feathers, teeth and claws*; *Minibeasts*; *Features of Country: Weaving fibres and plants*, and *Earth: Rocks and minerals*.

Onsite programs led by AM educators attracted 9899 students. A further 22,179 students participated in self-led visits.

The exhibition *Sharks* proved popular with school groups, with an additional 4338 students attending the exhibition as part of a self-led visit.

The Museum continued to offer its student access and equity program, A Day at the Museum, thanks to the generous support of the Australian Museum Foundation and the Neilson Foundation. A Day at the Museum provided a museum experience, including travel and lunch, for 3006 students from 63 schools across NSW. Analysis by audience research partner FiftyFive5 showed that 89 per cent of attendees would participate in the program again.

The Museum delivered its popular and long-running Biological Diversity Study Days in partnership with the Royal Botanic Garden of Sydney, Taronga Zoo and the North Coast Regional Botanic Garden in Coffs Harbour. In all, 738 students participated in the program in the Sydney CBD, 947 participated at suburban and regional venues and 102 joined online.

The AM once again experienced intense demand for its high school work experience program. There were 15 student placements across the year. A particular highlight was the creation of a new partnership with Aspect (Autism Spectrum Australia) which provided placements for two highly engaged students.

Specially created teachers' events were attended by 183 teachers from across the state.

Outreach

The Museum's virtual excursion series, Meet the Experts, continued to be successful this year with sessions highlighting Eureka Prize winners, FrogID, shark research and Lizard Island Research Station.

Meet the Experts benefits students in upper primary and secondary school, showcasing a diversity of career pathways and AM content. In all, 1657 students joined the sessions online, and 52 students joined the *Sharks* hybrid session onsite at the Museum.

The education team continues to support both temporary and permanent Museum exhibitions by offering engaging online resources. Six new learning journeys were added to the suite of web-based learning resources this year.

The Museum's school and community programs reached 960 people. These programs included incursions by the AM's Climate Solutions Centre and participation in a variety of off-site events including Science Exposed at Western Sydney University, Kingswood Campus.

Museum in a Box engaged with 3439 students and teachers. Museum in a Box is currently delivered in partnership with Biodiversity Conservation Trust.

Early years and families

The Museum's acclaimed new Burra learning space attracted bumper school holiday visitation when it opened at the beginning of July. Research by FiftyFive5 found that 44 per cent of AM visitors attended Burra.

A dynamic team of specialised visitor experience hosts activated Burra by delivering a variety of scheduled activities, child-led interactions and family learning experiences. These were (and remain) free and accessible and build on First Nations and Pasifika knowledges, and Western Sciences, showcased in Burra.

The Australian Museum prioritised its youngest visitors, selling Little Adventure Bags themed to the *Sharks* exhibition and Explorer Backpacks for hire by families with children aged three to five. Explorer Backpacks were new this year, and offer a set of engaging, open-ended activities for use within the galleries. In all, 178 visitors engaged with Explorer Backpacks and 1942 Little Adventure Bags were purchased.

Museum Minis, the AM's pop-up playgroup, attracted 1495 children and adults. Funded by the Australian Museum Foundation through a bequest from the estate of the late Patricia McDonald, Museum Minis is designed for children aged three to five. A modified program is also available for preschool groups.

Ask an expert

The Museum's Ask an Expert team provided a triage and enquiry service for members of the public, assisting 1833 people. Many of the requests were for species identification or for further information about items and specimens in the collection.

The team maintains strong connections and support for Australian Museum Research Institute (AMRI) staff and the Cultural Collections. It can handle common or simpler enquiries, escalating only those which require specialist collection or research responses.



Learning at state-of-the-art education space, Burra. Photograph by Anna Kučera

Donors and fundraising

As the AM continues to navigate a period of significant growth and renewal, the commitment to philanthropy across the Museum is palpable and the impacts are diverse.

The Museum is immensely grateful to its generous donor community, which generated \$4.4 million in revenue this financial year.

These funds supported a vast array of activities including scientific research and expeditions, education, acquisitions, exhibitions, First Nations cultural consultation and exchange, access, capital projects and inclusion and outreach programs.

Direct donations totalling more than \$3 million were received from philanthropic trusts and foundations. These donations enabled:

- a groundbreaking expedition to Norfolk Island to conduct biodiversity surveys and archaeological fieldwork
- expansion of A Day at the Museum, the access program for disadvantaged youth
- free entry to the First Nations *Barka: The Forgotten River* exhibition
- the program activation of the Burra learning space to enhance visitor experience
- critical support for FrogID, the Museum's flagship citizen science program.

Additionally, the Australian Museum Foundation received \$1.4 million in donation revenue across the year, in large part from individual major gifts alongside the annual fundraising gala, A Night at the Museum, and End of Financial Year Campaign.

This financial year, the Foundation dispersed more than \$1 million in grants to support Museum projects.

Donations received during the first phases of the Museum's Project Discover Capital Campaign totalled \$12 million. These funds have transformed the experience of Museum visitors this year. Burra welcomed almost half a million visitors in its first year, and the new Minerals Gallery has been an impressive addition to the AM's permanent galleries.

The new permanent Pasifika Gallery, generously supported by the Macdoch Foundation, is due to open in October 2023.

The Night at the Museum annual gala dinner raised more than \$300,000 for the second year in a row and was attended by more than 250 donors and other supporters.

AM Members

The Australian Museum Members program celebrated 50 years with a gratifying new milestone: a membership base with record numbers of more than 40,000.

Members are vital to the Museum, and the membership team worked to engage with them through a range of unique benefits and activities throughout 2022-23.

As the Museum entered the 12-month mark since the surge of membership driven by the popularity of the *Jurassic World* by Brickman® exhibition, attention turned to maintaining the relationship with this new audience.

A compelling offer for the *Sharks* exhibition was a motivator for members to renew, with each member given the opportunity to visit the exhibition free on their first visit and at a 50 per cent discount on subsequent visits.

The Museum's successful Members Only event program this year included the Minerals Gallery opening and talk by Ross Pogson. Also for Members Only was the Climate Conversations series, as well as guided tours of the *Barka: The Forgotten River* and *Bilas: Body Adornment from Papua New Guinea* exhibitions.

The Membership team hosted a collaborative live panel talk with *ABC Radio National's* Big Ideas program, and an AMRI Marine Science panel talk.

The team hosted monthly family engagement experiences, which included a series of free workshops and shows, catering for up to 700 Members each month.

Members also received two issues of the AM's *Explore* magazine, Winter 2022 featuring Burra and Summer 2023 featuring *Sharks*.

Top Left: Members enjoyed a performance by Obery Sambo and Meuram Murray Island Dance Group

Top right: Australian Museum staff displayed shark jaw and teeth specimens

Middle right: Face painting with a *Sharks* twist

Bottom: A Member family enjoying the activities and fun of the *Sharks* preview



Programming

With the aim of amplifying the Museum's commitment to understanding the world around us, AM's Public Programs provides a platform for audiences to connect with scientific expertise, celebrate culture through First Nations voices and perspectives, and transform conversations around climate change, the environment and wildlife conservation.

In keeping with the commitment to offer different ways of engaging with the AM, the Programming team demonstrated its ability to deliver a breadth of activity. The public has responded enthusiastically to the free programming offer, with visitors registering for free events, or attending Nights at the Museum (NATM).

Funded by the NSW Government's Culture Up Late program from March 2023, NATM also enabled AM's public program to be extended after hours. Through free tours, talks, workshops, live music and performances, a wider cross-section of patrons was able to explore the Museum's exhibitions and celebrate science, culture and ideas. The program brings visitors into the city to enjoy the entertainment and have new experiences at the AM.

School holiday programming continued to be popular, with regular return attendances for Scientist for a Day each term. To extend its engagement with young people, the Museum also trialled a series of teen-focused holiday activities. Attendances for these activities steadily increased across the year, pointing to a demand for structured programs beyond the usual eight- to 12-year-old market.

The flagship science program for schools and families, Sydney Science Trail (SST), was presented both live and online this year, after 2021 COVID-19 lockdowns forced the program to migrate fully online. In partnership with the Royal Botanic Garden Sydney, the week-long event brought together an astonishing 264 scientists and educators from 52 organisations across NSW, the ACT, Victoria and SA. Live events also provided science community members with a vital opportunity to showcase their work, reach audiences and network with colleagues.

Purpose-designed STEM activities offered a chance for AM visitors to engage with world leading scientists and science communicators. Appetite for these activities was clear – 19,438 people engaged through Education Days, three Community Days and an online trail. Three SST Community Days across CBD and Western Sydney locations attracted 12,227 visitors, including 4227 visitors to the AM. Of those surveyed at the Community Days, 98 per cent indicated they would be very likely or likely to return to SST in 2023.

The Museum continued building valuable partnerships in the programming space, collaborating with Vivid Sydney for the third time to host two evening talks, and also aligning this year with Sydney Festival (SF) and Sydney Film Festival (SFF) on a range of complementary programs.

With the SF, the AM hosted four free events related to Canadian photographer Edward Burtynsky's multi-screen installation, *In the Wake of Progress*, which sought to tell the story of humankind's impact on Earth. This photographic and filmic work was presented on massive outdoor screens in Taylor Square, Darlinghurst, and associated AM events included a live-streamed conversation with the artist. *Shark Dive*, an immersive work for families created by Erth, was co-commissioned by SF and the AM, and premiered at the AM during Festival time.

For the first time, SFF presented a special screening of Climate and Environment Shorts in the newly renovated AM theatre, followed by a Talking Climate panel with filmmakers and climate experts.

AM's after-hours party, Jurassic Lounge (JL), remained a highlight of the annual program calendar, this year attracting more than 1650 paid attendees as part of AM's suite of Sydney WorldPride events. Standing in solidarity with the LGBTQIA+ community, the AM presented JL: Pride Edition, where entertainment included DJs, scientist interviews, stand-up comedy and silent drag. In honour of the AM's unexpected social media sensation, Progress Shark, artist Leon Fernandes painted a live mural in Hintze Hall that remained for the duration of Sydney WorldPride.

Continued success of the Early Birds access mornings for children and families with sensory needs has seen its successful transition into one of AM's core public programs. Confident that such activity fills a clear community need, Night Owls, the Museum's first adult autism and sensory friendly event, was piloted with great success in March. Like Early Birds pilot events, Aspect consulted on Night Owls program content which included talks, craft, silent discos and dance lessons.

Accessibility and inclusion

As part of its commitment to ensuring that access is equally available and that everyone is welcomed, the Australian Museum this year launched its new Accessibility and Inclusion Action Plan (AIAP) 2023-25.

The AIAP was developed in consultation with the AM's Accessibility and Inclusion Advisory Panel, the Australian Network on Disability and an internal Accessibility and Inclusion working committee.

The AIAP aligns with the United Nations Sustainable Development Goals and supports global efforts to ensure peace and prosperity for people and the planet, now and into the future.

The AIAP supports the four key goals under the *NSW Disability Inclusion Act 2014*. These are:

- changing community attitudes towards people with disability
- increasing community participation
- increasing employment opportunities for people with disability
- removing barriers to systems and processes.

Transforming these goals into concrete action, the AM introduced the Hidden Disability Sunflower Lanyard, which offers a dignified way for visitors to indicate to AM staff if they need assistance.

Additionally, the new Burra learning space champions the inclusion of patrons with disabilities by creating a barrier-free space with a wide variety of tactile and immersive experiences.

The Museum's Early Birds access mornings continued to provide a sensory-reduced, more relaxed and supportive environment for visitors on the autism spectrum and those who have other access requirements, together with their family and friends. This program expanded into offerings for adults through Night Owls.

Once again, the AM provided paid internships for university students with disabilities to work at the Museum.

Launch of the Hidden Disability Sunflower Lanyard on International Day of Persons with Disabilities (3 December). Photograph by Laura Martin



Part 3

Strategy, Operations and Performance: World-leading science and collections



Crocoite on limonite, Adelaide Mine, Dundas, Tasmania.
Photograph by Stuart Humphreys



Australian Museum Research Institute

The Australian Museum Research Institute (AMRI) brings together a team of more than 100 staff members including research scientists, collection scientists and collection officers, and more than 150 associates, fellows and students. AMRI research is underpinned by significant scientific infrastructure including the Museum's natural science collections, the Australian Centre for Wildlife Genomics, the Collection Enhancement Project, the Australian Museum Centre for Citizen Science, Collection Care and Conservation, and the Lizard Island Research Station, located on the Great Barrier Reef.

Staff of Lizard Island Research Station, Dr Barry Goldman, pictured far right, photographed by Howard Hughes in 1977, 120 roll film. Digitised as part of the AM Photographic Archive



Natural Sciences

Acquisitions and donations

A variety of noteworthy collections acquisitions were made during this financial year. Many of the most significant were made in connection with the new Minerals Gallery. These included a spectacular 2.5 x 1.5-metre polished slab of banded iron formation from Western Australia, which now takes pride of place at the Minerals Gallery entry.

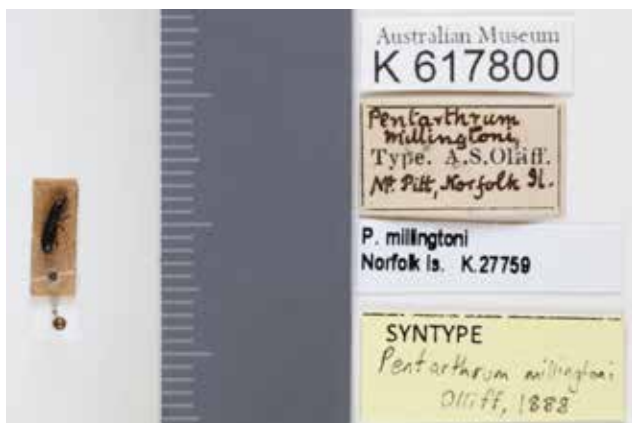
Other acquisitions included an epidote crystal group from Peru, an aquamarine beryl crystal group from Namibia, a polished slab of oxidised zone copper ore from Western Australia, wulfenite from Mexico and fluorite from England and China.

A range of synthetic minerals and gems was also acquired for display in *Minerals*.

Donations of various specimens are received annually from a variety of sources, including from members of the public and from universities, Taronga Zoo and the NSW National Parks and Wildlife Service.

Notable donations to faunal collections this year included 60 specimens of ant-mimicking spiders from a Macquarie University PhD student. The Museum also received donations of marine mammals including beaked whales and a rare Melon-headed whale, and rare rodents and marsupials from western NSW.

While neither an acquisition nor a donation, Collection Enhancement Project (CEP) Technical Officer Christine Polec this year uncovered a rare Olliff type beetle specimen while working in the Entomology Collection. The beetle (*Pentarthrum millingtoni*) from Norfolk Island was described by Australian entomologist Arthur Sidney Olliff in 1888. The beetle, however, was never labelled as a type. Thanks to the careful work of the CEP, the importance of this specimen has now been highlighted and recorded for the future.



Collections housing

Following several wet La Niña summers, the AM worked to remediate spaces and collections affected by the prolonged damp conditions.

Heating, ventilation and air conditioning units were replaced or upgraded, and dehumidification was introduced in several collection spaces.

In addition to this infrastructure work, significant effort was directed to mould and dust reduction. Floors, ceilings and walls were cleaned across all levels of the Spirit House, where the Museum's wet collections are preserved predominantly in ethanol.

The Spirit House sub-basement, housing Ichthyology specimens, was thoroughly cleaned. Every jar and vessel, almost 46,000 in total, received attention during a three-month period. Wet collection rooms within the Australian Museum Research Institute (AMRI) building were also surface cleaned, and dehumidification was introduced where possible.

The Somerville Collection of fossils and minerals – the lifetime work of Warren Somerville AM – features some of the finest and rarest specimens of mineral crystals and fossils from around the world. This collection is housed in the Australian Fossil and Mineral Museum in Bathurst, under a working partnership with the Australian Museum. This year, the AM made significant progress towards relocating the Somerville collection to the Central Tablelands Collections Facility, which opened in Bathurst in September 2022. The AM has more than 3000 specimens in storage in Bathurst, and these will be relocated to the new facility where climate control and specialised storage equipment make for ideal conditions. The collection will be moved in 2023–24.

Additional projects included the installation of new cabinetry in the Ornithology Collection, and the delivery of bespoke drawers for new cabinetry in Entomology.

Overcrowding in the Mammalogy Collection was ameliorated by moving more than 5000 rodent and bat skulls. This project also saw the generation of more than 800 high-quality images of rodent skulls for upload to the Museum's collections database.

Pentarthrum millingtoni Syntype with labels. Photograph by Natalie Tees

Contributions to exhibitions

The Museum's collections and research staff made contributions to AM exhibitions in the financial year, including the blockbuster *Sharks* exhibition, *Bilas: Body Adornment from Papua New Guinea* and the new permanent display, *Minerals*.

Team members from Ichthyology and Palaeontology contributed to the success of *Sharks*. They provided expertise in the development of the exhibition's impressive, life-size shark models as well as the interactive displays utilising high-resolution 3D scanning and modelling. All the natural science specimens included in the exhibition are under the curatorship of these teams.

Long-standing Minerals Collection Manager Dr Ross Pogson worked tirelessly to select the breathtaking mineral and rock specimens for *Minerals*. Ross also wrote the exhibition catalogue, *Mineral Icons of the Australian Museum*. Dayna McGeeney, who was recently awarded a Diploma of Gemmology, selected the specimens for the gem display in *Minerals*. *Minerals* showcases an extraordinary 1800 specimens of rocks and minerals.

Natural science specimens from Mammalogy, Ornithology and Entomology were featured in the exhibition *Bilas: Body Adornment from Papua New Guinea*. Artist Justine Muller utilised one Ornithology specimen in the preparation of a glass photographic plate for *Barka: The Forgotten River*.

Coming face-to-face with one of the life-size models in the *Sharks* exhibition Photograph by Andrea Venegas



Collection growth

Table 3.1
Acquisitions
Natural History Collections

Collection	Number of specimens lots/units/ accession lots
Arachnology	203
Entomology	238
Herpetology	2566
Ichthyology	2087
Malacology	1251
Mammalogy	454
Marine Invertebrates	128
Mineralogy	357
Ornithology	46
Palaeontology	254
Total	7584

Table 3.2
Loans
Natural History Collections

Collection	No. of loaned specimens processed in	No. of loaned specimens processed out	Non-AM loans processed (whole loans only)
Marine Invertebrates	947 lots (>1890 specimens)	679 lots (>1092 specimens)	27
Malacology	267 lots (>447 specimens)	290 lots (>1390 specimens/ parts)	24
Entomology	254	3549	9
Arachnology	0	193	0
Ichthyology	44 loans (298 lots, 397 specimens)	49 loans (431 lots, 636 specimens)	4
Herpetology	75	182 specimens; 119 tissues	2
Mammalogy	193 specimens/ tissues	318 specimens/ tissues	2
Ornithology	0	240	0
Palaeontology	103	67	0
Mineralogy	1 (7 specimens)	6 (31 specimens)	0
Total			68

Collection Enhancement Project

A key element of the Museum's campaign to broaden access to more than 22 million objects and specimens is the Collection Enhancement Project (CEP).

The CEP is the Museum's most ambitious digitisation effort to date, a decade-long project being undertaken from 2020 to 2030. The CEP involves the mass digitisation of as many of the Museum's objects as possible. It will revolutionise access within the institution as well as among researchers, students, members of the public and First Nations communities both within Australia and around the world.

In FY2022-23, 56,705 Australian Museum Research Institute (AMRI) new specimen registrations were processed. On top of that, 819 type specimens (the name-bearing specimens upon which scientific names are based) were imaged and 9401 non-type specimens imaged. In the Cultural Collections, 10,910 collection items were registered, and 327,446 collection items imaged in FY2022-23.

The program will enhance the Museum's ability to audit, secure, value, manage, research, educate, exhibit and increase access to the collections.

The four levels of digitisation being undertaken are:

- the registration of specimens and collection material
- the registration of high-resolution photographs and other images
- the development of high-level enhancement and enrichment of objects and specimens through targeted research, community consultation or additional information capture
- the barcoding of specimens, collection materials and Museum locations.

The level of digitisation of each specimen or object varies according to strategic collection priorities and the level of digitisation already achieved.

Within the Natural Science collections this year, technical officer staff have focused on completing the digital registration of each specimen, taking images of as many specimens as possible, and barcoding the location of each specimen.

A focus has been on digitising the Entomology, Herpetology, Malacology, Marine Invertebrates, Ornithology and Palaeontology Collections.

Digital records have been generated for approximately 54 per cent of the objects in the AM Natural Science collections. Additionally, 22 per cent of the primary type specimens have been photographed, and all the Palaeontology Collection has been barcoded.

The Museum's DigiVol citizen science project is a central element of the CEP as it contributes enormously to the digitisation of collections including Entomology, Palaeontology and Archaeology. A large team of skilled and dedicated volunteers undertakes vital work in the DigiVol lab, photographing objects and their associated labels, microscope slides and other written materials. These images are then uploaded on to the DigiVol website where online volunteers transcribe the written materials into digital form so the specimens and objects can be registered.

Highlights within the Natural Sciences collections this year include the production of high-quality images of insects, and the completion of registration of the type specimens and amphibian specimens within the Herpetology Collection.

Additionally, the acquisition of a microCT scanner provided significant extra digitisation capacity within the Museum. The microCT scanner can be viewed through the Basement lobby.



Another major component of the CEP is the Cultural Collection Enhancement Project (CCEP). The CCEP has established world-class digitisation studio space and registration, inventory and digital asset workflows, community consultation practices, and has commenced delivering digital assets for collection materials.

The CEP team has supported the production of exhibitions including *Sharks*, *Barka: The Forgotten River*, *Bilas: Body Adornment from Papua New Guinea* and *Birds of Australia*. It is now generating digital assets in the lead-up to the opening of the new *Pasifika Gallery – Wansolmoana*.

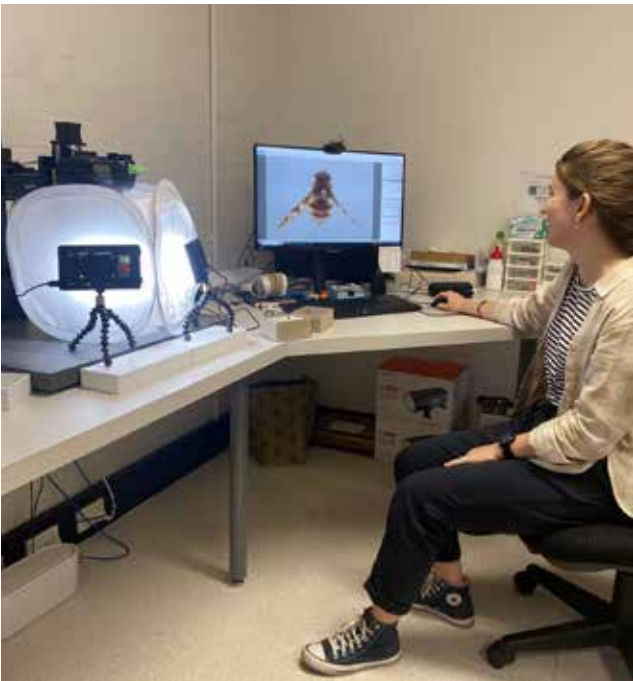
Across the Aboriginal and Torres Strait Island cultural collections, Archaeology, Archives, Pasifika Cultural Collections, Rare Books and World Cultures collections, the combined cultural collections teams have delivered 10,910 record registrations, digitised 327,446 collection items, generated 389,046 digital assets and actioned 48,365 collection item location inventories.

In collaboration with stakeholder communities, 2989 Indigenous language names have been correctly inserted into Australian Museum digital catalogue records.

Digitisation statistics

Table 3.3
The number of objects, multimedia images (including photographs and other files) and tissues that are registered within EMu for each department of the Australian Museum collections as at 30 June 2023.

Collection	Objects	Multimedia	Tissues
Cultural Collections	148,071	179,434	–
Arachnology	130,021	51	160
Archives	125,858	115,661	–
Entomology	470,737	185,158	134
Herpetology	186,626	10,469	24,080
Ichthyology	218,260	25,493	7737
Marine Invertebrates	251,204	27,959	3470
Malacology	574,241	208,549	9988
Mammalogy	74,583	16,816	20,818
Mineralogy	54,905	45,154	–
Ornithology	92,932	47,816	15,452
Palaeontology	71,026	22,082	–
Total	2,398,464	884,642	81,939



Previous page: *Acroceratitis hardyi*, paratype (lateral image).
Photograph by Natalie Tees

This page: Digitisation Focus Stacking demonstration for the Australian Museum Cultural Collection Enhancement team in the AMRI Entomology digitisation lab. Photograph by Meredith Lynch Underwood

Table 3.4
The number of new objects registered by department of the Australian Museum collections 2022-23

Collection	Number
Cultural Collections	14,881
Arachnology	378
Archives	8799
Entomology	6347
Herpetology	2839
Ichthyology	2135
Invertebrates - marine and other	4336
Malacology	8278
Mammalogy	2451
Mineralogy	258
Ornithology	2528
Palaeontology	4004
Total	57,234

Table 3.5
Applications of Australian Museum data accessed through the Atlas of Living Australia 2022-23

Applications	Download Events	Records
Biosecurity management/planning	63	198,626
Citizen science	492	810,254
Collection management	44	87,367
Ecological research	1414	2,017,566
Education	1776	5,293,765
Environmental assessment	1297	4,221,261
Other/unclassified	384	1,567,547
Systematic research/taxonomy	206	1,628,376
Restoration/remediation	34	949,373
Scientific research	12,559	25,452,251
Species modelling	1529	4,067,612
Total	19,798	46,293,998



This page: Photograph and microCT scan of a frog (R.184785, *Litoria phyllochroa* - Leaf-green Tree Frog)

Next page:
Eastern Dwarf Tree Frog (*Litoria fallax*). Photograph by Jodi Rowley

Australian Museum Centre for Citizen Science

The Australian Museum is a world leader in the rapidly growing discipline of citizen science, with an ever-expanding base of citizen scientists whose impactful contribution continues 24 hours a day, seven days a week.

The AM is immensely grateful to these enthusiastic volunteers who demonstrate patience and skill to compile vast datasets online and capture on-the-ground observations vital to the Museum's science.

The Australian Museum Centre for Citizen Science (AMCCS) was established in 2015 with three flagship projects: FrogID, DigiVol and the Australasian Fishes Project. Almost 100,000 citizen scientists have engaged with these projects since they began, capturing biodiversity and cultural data that contribute to activities including scientific research, collection management, policy development, conservation planning and education.

FrogID

FrogID is Australia's leading citizen science initiative on frogs. An impressive year saw the project achieve many significant scientific and engagement outcomes. These included 235,000 new frog records across 196 species, seven new scientific papers and the release of the FrogID 4.0 dataset. The FrogID app was downloaded more than 295,000 times and FrogID Week won Best Campaign with a Small Budget at the 2023 Mumbrella CommsCon Awards.

Almost 16,000 citizen scientists helped add eight more species to the national FrogID database, including the Southern Sandhill Frog (*Arenophryne xiphorhyncha*) – a call previously unknown to science – and the critically endangered Kroombit Tree Frog (*Litoria kroombitensis*).

FrogID also provided valuable insights into aspects of frog biology, behaviour, evolution and conservation. Some of these insights revealed that frogs breed earlier and longer in urban environments (Liu et al. 2022); Banjo Frogs are not strongly tied to habitat structure, suggesting microclimate, acoustic competition and noise interference may play a greater role (Gillard and Rowley 2023); and the Eastern Dwarf Tree Frog (*Litoria fallax*) is spreading beyond its native range (Rowley and Callaghan 2023).

The AM's fifth FrogID Week event in November generated 17,800 submissions from 4600 FrogID participants, resulting in 32,000 frog records.

FrogID continues to receive reports of sick and dead frogs across Australia, contributing to the Museum's ongoing investigation of the winter 2021 mass frog mortality event. Taronga Zoo's Australian Registry of Wildlife Health and other agencies are collaborating with the AM in this investigation. These studies, combined with frog calls captured through the FrogID app, are crucial to understanding the underlying cause and the population-level consequences of such mortality events on Australian frogs.



1. Liu, G., Kingsford, R. T., Callaghan, C. T., & Rowley, J. J. L. (2022). Anthropogenic habitat modification alters calling phenology of frogs. *Global Change Biology*. <https://doi.org/10.1111/gcb.16367>
2. Gillard, G. L. & Rowley, J. J. L. (2023). Assessment of the acoustic adaptation hypothesis in frogs using large-scale citizen science data. *Journal of Zoology*. <https://doi.org/10.1111/jzo.13088>
3. Rowley, J. J. L. & Callaghan, C. T. (2023). Tracking the spread of the eastern dwarf tree frog (*Litoria fallax*) in Australia using citizen science. *Australian Journal of Zoology*. <https://doi.org/10.1071/ZO23012>.

DigiVol

The AM created DigiVol, in collaboration with the Atlas of Living Australia, more than 10 years ago to support collection digitisation at this institution and at similar institutions around the world. Volunteers contribute onsite and online offsite to transcribe labels, documents and wildlife images.

DigiVol volunteers at the AM this year imaged a broad range of materials including dry-pinned Entomology specimens (22,223), Archaeology artefacts (7005) and Palaeontology specimens (6473).

A significant outcome for DigiVol was a peer-reviewed publication on the power of citizen science to date fossils. The work involved a collaboration between researchers at the AM, the University of New South Wales and the University of Canberra. DigiVol citizen scientists analysed more than 25,000 high-resolution scanning electron microscopy (SEM) images and identified 300 examples of pollen and spores. This was more than enough information to determine the age and environmental setting of the fossils from McGraths Flat in central NSW.

Australasian Fishes Project

The Australasian Fishes Project records fish observations from Australia and New Zealand. The project went from strength to strength in its sixth year, with 64,917 observations added. This brought total project figures to 243,920 observations across 3392 species by 7391 citizen scientists.

A research paper titled *A comprehensive analysis of all known fishes from Sydney Harbour* was published during the year by AMRI's Dr Joseph DiBattista and colleagues. The paper relied heavily on observations from the Australasian Fishes Project.

The Old Wife fish (*Enoplosus armatus*) replaced the Bigbelly seahorse (*Hippocampus abdominalis*) as the most observed species in the Australasian Fishes Project.



This page:
DigiVol image of butterfly.
Photograph by Karen Li.

Next page:
Left: Conservators and Exhibition staff install Kagua body masks for *Bilas* exhibition. Photograph by Melissa Holt.

Right: Fluid specimen transfers in preparation for *Sharks* exhibition. Photograph by Abram Powell.

Collection Care and Conservation

The Collection Care and Conservation (CC&C) team was exceptionally busy this year.

The year began under extraordinary circumstances. In the wake of the Northern Rivers flood disaster in February 2022, specialists from the CC&C team joined other experts in triaging damaged collection material from the region's museums.

Back at the AM, principal activities included the preparation and documentation of collection items for exhibition, extensive collection rehousing, major restoration projects, equipment upgrades and the provision of consultation and advice to the conservation industry and to the public.

Conservators worked on the installation of collection items for the new Minerals Gallery, and for exhibitions including *Sharks*, *Barka: The Forgotten River*, and *Bilas: Body Adornment from Papua New Guinea*.

In May, two AM conservators delivered a training session in Singapore as part of the International Council of Museums' pilot program on Conservation and Collections Management for ASEAN. Some of the talks focused on issues facing hot and humid climates across ASEAN.

CC&C responded to public enquiries relating to pest infestations, shark jaws, bark paintings, Dhari headdresses and weedy sea dragons.

Collection Care

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

This year more than 2700 collection items were processed through the IPM facilities and more than \$15,000 in revenue was generated through commercial IPM services and consultation.

The successful environmental monitoring program, measuring airborne pollutants in the Museum's galleries and showcases, was expanded.

Conservation

More than 3500 collection items were conserved in FY2022-23. These included the Tongan Ngatu Me'a'ofa, one of the world's largest tapa cloths, for viewing by the Tongan community. The tapa cloth was unveiled at a special ceremony attended by HRH Princess Angelika Halaevalu Mata'aho Napua 'Okalani Tuku'aho, Princess of Tonga.



Australian Centre for Wildlife Genomics

The Australian Centre for Wildlife Genomics (ACWG) continued to support the Museum's genetic and genomics research through its frozen tissue collection and its four molecular biology laboratories.

More than 6100 specimens were added to the ACWG's frozen biobank this year, with specimen representation across the Ornithology, Mammalogy, Marine Invertebrates, Malacology, Herpetology and Ichthyology departments. High-quality tissue specimens from wildlife support vital genomics research at the Australian Museum Research Institute (AMRI) and beyond, by allowing scientists to study environmental change over spatial and temporal differences.

The ACWG continued its research on key taxonomic groups including pygmy possums, hawksbill sea turtles, shingleback lizards and koalas. A notable example of this was the ACWG's continued contribution to the ShellBank Program. The ShellBank Program is a transnational marine traceability toolkit and global DNA database that provides a way to track marine turtle population connectivity and geographic boundaries for conservation or management purposes. It can also be used to help stem the illegal turtle trade by identifying poaching hotspots. shellbankproject.org

The ACWG was involved in the inception of two initiatives focused on the koala retrovirus (KoRV). One of these was a new research collaboration between the ACWG and the University of Sydney's Koala Health Hub. KoRV is associated with the development of neoplasia (including cancer) in koalas. This is of great concern, given that koala populations are under grave threat from disease, habitat loss and predator attack.

In addition to research outputs, the ACWG maintained ongoing engagement with external stakeholders. This included the provision of airstrike and wildlife forensic services to the aviation industry and State and Federal Government departments. This financial year saw a marked increase in airstrike case numbers (151 cases, compared to 102 in the previous financial year), which saw samples received and analysed revert to pre-pandemic levels.



This page:
Wild Australian Koala on French Island, Victoria. Photo released as part of the Koala Genome Consortium publicity. Photograph by Greta Frankham

Next page:
Lizard Island Research Station on the north end of the Great Barrier Reef was established by the Australian Museum in 1973. Photograph by Abram Powell

Lizard Island Research Station

The Australian Museum's world-renowned Lizard Island Research Station (LIRS), located on the northern section of the Great Barrier Reef, celebrated its 50th anniversary in 2023.

LIRS has been a research facility for thousands of Australian and international marine scientists and students from all over the world for the past five decades.

Beginning as a series of tents along the beach and a couple of modest buildings, it has developed into a world-class coral reef field station. Since 1973, 2700 scientific publications have been produced from work conducted at LIRS. This valuable information is used to conserve coral reefs, which are increasingly vulnerable to stressors like human-induced climate change.

A highlight of anniversary celebrations was the delivery of the Museum's important Talbot Oration by LIRS Director Dr Anne Hoggett AM. The title of Dr Hoggett's address was Coral Reefs in Hot Water.

Lizard Island is "not just a place to study pristine and undisturbed reefs, it's a place to study a reef that's undergoing immense challenges", Dr Hoggett said in her address.

LIRS is key to the AM's commitment to transforming the conversation around climate change. In addition to coral reefs, Lizard Island has other important marine habitats including extensive areas of mangroves and seagrass beds.

In 1978, the Lizard Island Reef Research Foundation (LIRRF) was established to support research and education on the Reef. Since then, the LIRRF has raised more than \$30.7 million. This financial year, LIRRF raised more than \$1.2 million to support its Fellowship and Grants program and some capital and operational expenses at LIRS.

Four Doctoral Fellowships, four Postdoctoral Fellowships and one Critical Research Grant were awarded for 2023, all fully supported by the LIRRF. The 2023 Critical Research Grant funded an investigation of settlement rates of crown-of-thorns starfish in the far northern section of the Reef.

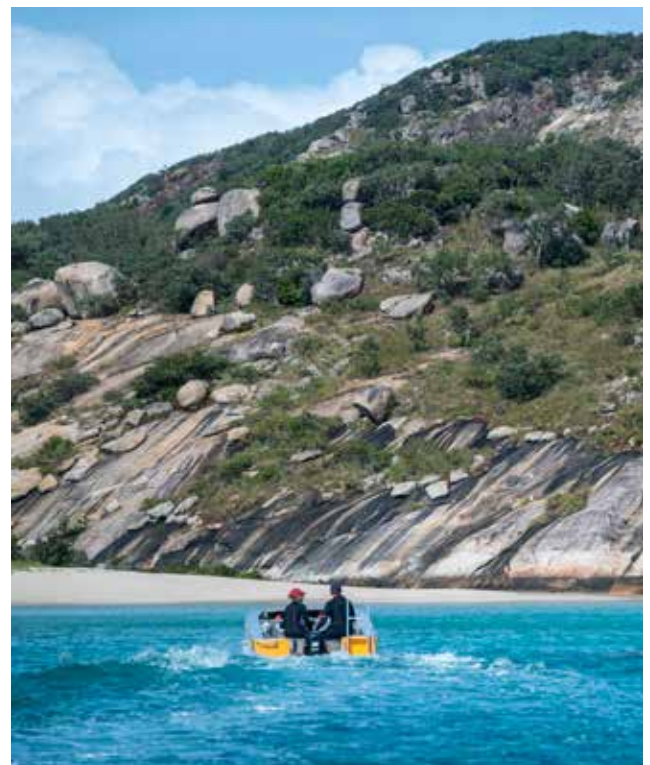
For the fourth consecutive year, coral bleaching occurred at Lizard Island due to marine heatwave conditions. Heat-related coral bleaching normally occurs in late summer, but for the first time it was also noted in early summer (November/December 2022). Fortunately, sea temperatures cooled in late December due to rain and heavy cloud cover. Despite these setbacks, there is still resilience in the system as evidenced by good coral recovery in some areas following the mass bleaching events in 2016 and 2017.

Optimum occupancy of LIRS is 7000 person nights annually. This year the figure was 6999. It was the first time that annual occupancy had approached normal numbers since 2019, after which COVID-19 related restrictions severely affected usage. Also reflecting the cessation of COVID-19 related travel restrictions, researchers from 18 Australian institutions and 19 overseas institutions worked at LIRS during the year.

Overall, 91 publications based on work conducted at LIRS were added to the collection. They included 74 peer-reviewed journal articles, 12 postgraduate theses, two books and an exhibition catalogue. These bring the total number of LIRS contributions to 2668.

With only four staff, LIRS relies on the assistance of volunteers. This year, eight volunteers provided valuable assistance with maintenance.

The Lizard Island Field Guide (LIFG) is a valuable resource for scientists, students and anyone who wants to understand what they are seeing on Lizard Island and in the surrounding waters. Photographs and information for more than 100 species were added to LIFG during the year, bringing the total to 3417. This is less than half of the almost 8000 species already recorded on and around the island. Many more remain to be discovered.



World Cultures, Archives and Library

Within the Australian Museum Archives is one of Australia's oldest visual troves of natural science, created by scientists, curators, artists and photographers working at the Museum for over the past two centuries.

The Museum made these artworks and photographs the focus of a major digitisation effort this year. In the first stage of a multi-year project, a dedicated technical and curatorial team produced high-resolution copies of more than 320,000 images. This will preserve the fragile originals and open the collection for Museum storytelling and engagement and for public searching and use.

The Research Library worked on the curation, production and promotion of *Birds of Australia STORYBOX*, a travelling digital exhibition. The library team also offered well-received Birds in Books public tours.

In the World Cultures Collection, the acquisition and documentation of a generous donation of 74 Balinese textiles from Dr John Yu was finalised.

Increasing international awareness of the importance of provenance documentation and ongoing research into the acquisition histories of our collections has seen several exploratory requests for repatriation of objects from the World Cultures collections. The Museum is committed to international repatriation efforts, and these complex and often sensitive negotiations will require new policy settings and extensive consultation with a complex set of stakeholders.

The Archives' Thomas Dick collection of photography of the Birpai people was inscribed on the UNESCO Australian Memory of the World Register.

More than 600 public enquiries were answered across the four collection areas, and volunteers contributed more than 2000 hours of much-appreciated collection work.



This page:
Australian Museum photographer John Fields in action, photographed by Howard Hughes in 1979, 120 roll film. Digitised as part of the AM Photographic Archive.

Next page:
Top: Vanessa Finney, Head of World Cultures, Archives and Library at the Australian Museum, peruses a reproduction of *Gould's Book of Birds* produced to mark the launch of the *Birds of Australia STORYBOX*. Photograph by James Alcock

Bottom: This image is one of the many original transparencies donated by Ron and Valerie Taylor to the Australian Museum over the years. Between 1977-1978, Ron and Val donated images of various sharks for use in the Educational Department's school loan travel cases on sharks. Photograph by Valerie and Ron Taylor (date unknown),
© Australian Museum



Expeditions and fieldwork

Norfolk Island expedition

Team members from across many collections participated in the first stage of the AM's Norfolk Island expedition, which focused on terrestrial survey and exploration, with marine components planned for subsequent years. Dr Helen Smith (Arachnology) and Natalie Tees (Entomology) collected 134 specimen lots, with some 169 arachnids and 82 insects processed and registered so far. They discovered representatives of five spider families not previously recorded for the island group.

Dr Mark Eldridge, Dr Sandy Ingleby and Professor Kris Helgen, AM Chief Scientist and Director of the Australian Museum Research Institute (AMRI), led the Mammalogy team to collect specimens and tissue samples of the island's mammal fauna. They collected specimens of introduced rodents and cats and deployed ultrasound detectors across the island to survey for the presence of Gould's wattled bat, *Chalinolobus gouldii*. Unfortunately, no calls were detected, and it seems likely that this bat, the only native mammal species from Norfolk Island, has gone extinct on the island, although there have been some reported sightings by locals within the last decade.

Dr Isabel Hyman and Dr Frank Köhler of the Malacology team located a living population of the critically endangered species *Mathewsoconcha grayi* on nearby Phillip Island. This small land snail was last seen alive 40 years ago and was feared extinct.

The Archaeology team, led by Dr Amy Way and involving Norfolk Island locals Snowy Tavener and Nicola Jorgenson, uncovered two Polynesian adzes and hundreds of flakes dating back to pre-European settlement. The Herpetology team, represented by Dane Trembath, surveyed for skinks and geckos. The Ornithology team of Emily Cave and Senior Fellow Dr Richard Major surveyed birds.

Alpine Bush Blitz

Researchers from Entomology, Herpetology and Malacology participated in an ABRS (Australian Biological Resources Study) funded Alpine Bush Blitz in the Kosciuszko National Park during the summer. Using helicopters, the team was able to access remote areas. The specimens collected from these isolated sites are still being identified and processed but should yield some interesting finds.

RV Investigator

In spring, a seven-member AM team joined CSIRO's Research Vessel *Investigator* for a five-week trip to the Cocos (Keeling) Islands Marine Park, led by the Museums Victoria Research Institute.

Dr Yi-Kai Tea and Senior Fellow Ken Graham represented Ichthyology. The Marine Invertebrates team included Dr Elena Kupriyanova, Dr Claire Rowe, Senior Fellow Dr Penny Berents, Research Associate Dr Ingo Burghardt and PhD candidate Beth Flaxman.

Samples were collected from depths of between 100 and 5000 metres in parts of the Marine Park that have never been sampled before. The voyage contributed more than 400 specimen lots to the AM's collections, including material that can be used for further DNA and morphological analysis, and which includes many species new to science. The specimens collected are already supporting the research programs of AM scientists and PhD students.



Left: Paul Flemons holding specimen jar with moth, Phillip Island during Phase 1 of the Norfolk Island expedition, 2022. Photograph by Tom Bannigan.

Right: Scientists approaching Norfolk Island. Photograph by Tom Bannigan.

Other fieldwork

In Archaeology, Dr Amy Way completed two field seasons for her Bell's Line of Road project, which seeks to understand and conserve significant cultural sites in the Blue Mountains. This included the excavation of one of the large caves in the project.

Dr Way also completed two field seasons at Menindee Lakes in western NSW, with representatives from the Menindee Aboriginal Elders Council. The team surveyed the ancestral Barka River for cultural features and dated the oldest midden complex in Kinchega National Park.

The Malacology team collectively added 1560 specimen lots to their collections over numerous field campaigns.

Dr Köhler and Dr Hyman travelled to the Cook Islands and to Lord Howe Island for fieldwork. On Rarotonga in the Cook Islands, they were joined by Research Associate Bruce Jenkins to survey both terrestrial and marine gastropods. Drs Köhler and Hyman climbed Rarotonga's mountain peaks topped with cloud forest and collected both previously described and new species of land snails. They then travelled to Lord Howe Island for their annual survey of critically endangered land snails, in conjunction with the Department of Planning and Environment.

Dr Hyman began fieldwork for her Australian Biological Resources Study (ABRS) funded project on Australian Punctoidea, aptly titled *Megadiverse but tiny and overlooked – a taxonomic revision of the punctoid snails and slugs of southern Australia*. Many hours were spent sorting through leaf litter under the microscope to find these tiny snails, marking a fantastic start to Dr Hyman's three-year project.

The Palaeontology team continued work at McGraths Flat near Gulgong, uncovering Miocene fossils. This work will accelerate later in 2023 following the award of a significant three-year Australian Research Council Linkage Project Grant to Dr Matt McCurry, curator in Palaeontology, titled *Determining fossilisation processes of a rare iron-rich Lagerstätte*. The grant is valued at almost \$400,000.

The Mineralogy team's Ross Pogson and Dayna McGeeney travelled to Port Macquarie to continue work with AM Senior Fellow Dr Lin Sutherland for a research project in the Lorne Basin volcanic province.

Dr Joseph DiBattista, curator in Ichthyology, launched the Marine Biodiversity of Southern Sydney Harbour project. The project is funded by the Valerie Taylor City East Prize and is hosted on the citizen science platform iNaturalist. It has added 939 iNaturalist records from Parsley Bay and Camp Cove in eight months, an increase of 480 per cent. In addition, five previously undetected fish species have been recorded in Sydney Harbour by citizens because of this project.

Continuing this focus, four seahorse "hotels" were installed in approximately six metres of water at Parsley Bay. Supported by the NSW Department of Primary Industries and SEA LIFE Sydney Aquarium (which provided the hotels), this project is part of the Museum's much broader scope of work on habitat restoration for the endangered White's seahorse (*Hippocampus whitei*) in Sydney Harbour, Botany Bay and Port Stephens.



Case Study:

Norfolk Island expedition



The Australian Museum, known for its in-depth scientific expeditions to locations such as Lord Howe Island, Balls Pyramid and the Solomon Islands, conducted the first phase of its latest scientific expedition to Norfolk Island this financial year. Norfolk Island has a diverse environment and notable historic sites offering a unique global heritage.

The AM collaborated with the Norfolk Island community, Parks Australia, the Australian Institute of Botanical Science and the Auckland War Memorial Museum, New Zealand. A team of 22 scientists, including 15 from the AM, conducted a broad range of studies consisting of terrestrial biodiversity surveys of native and introduced fauna and flora, as well as archaeological fieldwork.

The two-week expedition was an outstanding success. Significant findings have already been delivered. As work continues on the collected specimens and samples, it is anticipated that more valuable information will be gleaned for sharing with the local community and the global scientific community.

Archaeological fieldwork undertaken during the expedition, including excavation of objects, furthered understanding of the nature and extent of pre-European, Polynesian settlement of Norfolk Island.

The Mammalogy team searched for the Gould's Wattled bat and collected specimens of all introduced mammals such as the Polynesian rat. These specimens will give researchers the opportunity to compare Norfolk Island with global populations and help to unpick the history of the movement of introduced species.



The Ornithology team collected data from both native and introduced bird species. This included the collection of genetic samples from native birds. Samples were taken from 32 individuals of eight native species and 11 introduced species.

The Herpetology team surveyed for geckos. Night surveys detected the Asian House gecko (*Hemidactylus frenatus*). A specimen of the Mourning gecko (*Lepidodactylus lugubris*) was donated by a resident. Found in 2022, it was the first record of this species on Norfolk Island. On Phillip Island, south of Norfolk Island, the team found the Lord Howe Island skink (*Oligosoma lichenigera*) and Lord Howe Island gecko (*Christinus guentheri*).

The Entomology and Arachnology team collected approximately 1000 insect specimens, including 300 beetles and 300 to 400 flies. Among the beetle groups were *Curculionidae* (weevils), *Chrysomelidae* (leaf beetles), *Cerambycidae* (longhorn beetles) and *Scarabaeoidea* (scarabs). Among spiders, other arachnids and myriapods collected were approximately 230 specimens of more than 50 species. These included several new family and species records for the island.

The Malacology team focused on new and previously surveyed sites and monitored critically endangered and other rare species. The team was delighted to report that, for the first time in 40 years, living populations of *Mathewsoconcha grayi* were found on Phillip Island. The achatinellid species *Tornatellinops novoseelandicus* was also found living on Phillip Island, where it has not been previously recorded. About 400 collections of around 140 species were made.



The Royal Botanic Garden and Domain Trust team focused on weeds and bryophytes (mosses, liverworts and hornworts). Norfolk Island examples of these species are not yet found, or are rarely found, in Australasian herbaria. The numbers of species will increase as identifications are finalised, especially in relation to the bryophytes.

A significant goal of the expedition was to engage and work with the local community to facilitate joint learning and knowledge exchange as well as to maximise scientific outcomes.

Engagement activities included an expedition opening event, a daily morning café hour and afternoon lab hour throughout the week and culminated with a Community Day at the end of the week. This was a three-hour show-and-tell with preliminary findings (prepared specimens), equipment (the AM's 3D scanner) and techniques (like the Museum's mist-net). The day was a huge success, with more than 50 people attending.

Expedition updates were given in the local newspaper and on local radio and Facebook groups. Our Entomology and Arachnology team, Dr Helen Smith and Natalie Tees, led a walk in the Botanic Gardens at night where people of all ages looked for spiders, beetles and all nocturnal creatures.

The team is grateful to the people of Norfolk Island for their welcome, generosity, interest and assistance. The Flora and Fauna Society and Council of Elders provided warm and curious welcomes and hosted members of the expedition team at their meetings. Special thanks to those who provided access to their land, specimens and

samples and personal knowledge and history including Mark Scott, Snowy Taverner, Arthur Evans and Margaret Christian.

Thanks also to the Norfolk Island National Parks team of Nigel Greenup, Joel Christian and Melinda Wilson for their invaluable assistance and advice.

The education program was a big hit, with Education Project Officer Charlie Kingsford teaching each year group at the Norfolk Island School about the role of museums, the AM's *Sharks* exhibition and more. As part of the education program, the AM invited students to join a writing competition with the chance to win a week-long sponsored work experience program, held at the Australian Museum in July 2023.

The expedition could not have taken place without the generosity of our donors and the Australian Museum Foundation. In particular we thank the Vonwiller Foundation and Vanessa Tay.

Left: Dr Helen Smith and Natalie Tees searching for insects and spiders, Phase 1 of Norfolk Island expedition, 2022. Photograph by Tom Bannigan.

Middle: Dr Richard Major and Emily Cave looking for birds on the Norfolk Island expedition, Phase 1, 2022. Photograph by Tom Bannigan.

Right: Immature Norfolk Island Gerygone (left) and adult Norfolk Island Gerygone (right). Photograph by Tom Bannigan.

Fellowships and postgraduate awards

For the 2022-23 financial year the following awards were not offered due to a number of deferrals related to the coronavirus pandemic: AMF/AMRI Postgraduate Award, AMF/AMRI Visiting Research Fellowship, AMF/AMRI Visiting Collection Fellowship and the Leo Fleischmann Visiting Fellowship.

Fellowship/Grant	Name	Institution	Project
Peter Rankin Trust Fund for Herpetology	Jordann Crawford-Ash	Australian National University	Understanding how select frog species, specifically the Whistling tree frog (<i>Litoria verreauxii</i>) coexist with the pathogen, amphibian chytrid fungus (Bd).
Peter Rankin Trust Fund for Herpetology	Kelsey Graham	Monash University	Researching the conservation status of the Long Sun skink (<i>Lampropholis elongata</i>), which has been recognised as Data Deficient by the IUCN Red List.
Peter Rankin Trust Fund for Herpetology	Kimberley Michael	Flinders University	Habitat preferences of Pygmy bluetongues (<i>Tiliqua adelaidensis</i>) and refining a habitat suitability survey methodology to assess potential translocation sites.
Chadwick Biodiversity Research Fellowship	Dr Yi-Kai Tea		This two-year fellowship provides a recent PhD graduate with an opportunity to establish a career in biodiversity research at the Australian Museum. Dr Yi-Kai Tea is the newly appointed Fellow in the AM's Ichthyology division, studying the systematics and evolution of Pacific coral reef fishes.
Lizard Island Research Station Fellowships supported by the Lizard Island Reef Research Foundation			
Lizard Island Doctoral Fellowship	Devynn Wulstein	University of Hawai'i at Mānoa	Decoding coral reef soundscapes of Lizard Island.
Gough Family Doctoral Fellowship	Abigail Shaughnessy	University of Queensland	Colour vision plasticity of coral reef fish in a changing world.
Ian Potter Doctoral Fellowship	Casey Bowden	James Cook University	Self-thinning of coral assemblages as they recover from disturbance.
Raymond E. Purves Foundation Doctoral Fellowship	Juan Carlos Azofeifa Solano	Curtin University	Water flow ecology: how reef structure and water flow shape the world of fishes.
Chris Joscelyne Postdoctoral Fellowship	Dr Alexandre Siqueira	James Cook University	The evolution of a critical ecosystem function for the future of coral reefs.
John and Laurine Proud Postdoctoral Fellowship	Dr Amanda Pettersen	Sydney Institute of Marine Science	Investigating the metabolic ecology of crown-of-thorns starfish larvae.
Maple-Brown Family Foundation Postdoctoral Fellowship	Dr Michelle Achlatis	University of Amsterdam	Nutrient sharing between photosynthetic symbionts and their sponge host: implications for coral reef productivity across oceans.
Isobel Bennett Marine Biology Fellowship	Dr Nina Schiettekatte	University of Hawai'i at Mānoa	Linking structural complexity with biodiversity and ecosystem functions.
Critical Research Grant	Prof Morgan Pratchett	James Cook University	Spatiotemporal variation in settlement rates of crown of thorns starfish on Australia's Great Barrier Reef: critical research to underpin understanding and management of impending population irruptions.

Species discovery and publications



Minerals Digital Publication

This financial year heralded more extraordinary discoveries by the Australian Museum Research Institute (AMRI) staff, Senior Fellows and Research Associates, with a total of 210 new species described and 239 peer-reviewed publications released.

Discovery highlights included a new species of legless lizard (*Delma vescolineata*) discovered in the Hunter Valley, and many remarkable annelid worm species collected during the 2017 CSIRO RV Investigator voyage, *Sampling the Abyss*.

An exquisite new species of goby fish (*Nemateleotris lavandula*) – found, remarkably, in museum collections in Australia, the United States, Japan and Singapore – was described by our Chadwick Biodiversity Research Fellow Dr Yi-Kai Tea.

One of the peer-reviewed publication highlights was co-authored by AM Chief Scientist and Director of AMRI, Professor Kristofer Helgen, and Honorary Associate, Professor Tim Flannery, who published a significant paper in the *Australasian Journal of Palaeontology*, *Alcheringa*, turning mammalian theory on its head. The study argued that the ancestors of Theria (placental and marsupial mammals) initially evolved not in the northern hemisphere, as usually argued, but in Gondwana before migrating to Asia during the early Cretaceous Period around 126 million years ago. Therefore, the paper argued, mammals island-hopped from Australia to colonise the world.

Professor Helgen and the AM's Director and CEO, Kim McKay AO, were co-authors in a global study led by the Smithsonian Natural History Museum to combine and analyse more than one billion scientific objects in collections across 73 museums in 28 countries. The vital paper, 'A global approach for natural history museum collections', was published in the journal *Science* earlier this year.

A special issue of the *Technical Reports of the Australian Museum*, titled 'The Proceedings of the Second Koala Retrovirus Workshop', was published in June 2023 and included 12 peer-reviewed articles edited by AMRI's Dr David Alquezar. The authors assessed and discussed the koala retrovirus (KoRV), which profoundly affects the health of koalas, with a synthesis of discussions, recommendations and research priorities.

Two seminal books were published by CSIRO Publishing from the AM's Marine Invertebrates team. These included Dr Shane Ah Yong who, together with Dr Gary Poore of Museum Victoria, wrote the first single-source identification guide to all 2100-plus marine decapod genera of the world (crabs, prawns, lobsters).

In addition, Senior Fellow Dr Pat Hutchings co-edited an important work that explores our evolving relationship with Australian coral reefs, (*Coral Reefs of Australia: Perspectives from Beyond the Water’s Edge*).

AM scientists delved into the remarkable biodiversity of Sydney Harbour in a study published in *Marine Pollution Bulletin*. In the paper, ‘A comprehensive analysis of all known fishes from Sydney Harbour’, AM scientists also provided an up-to-date annotated checklist of all fishes ever recorded in Sydney Harbour. Citizen science, in particular the Australasian Fishes Project, was pivotal to this study.

Scientists and students published seven new scientific papers based on the AM’s FrogID citizen science project. The major FrogID 4.0 dataset was also published.

In celebration of the opening of the Museum’s new Minerals Gallery in December 2022, *Mineral Icons of the Australian Museum*, by Ross Pogson, AM Collection Manager, Mineralogy was published. This catalogue is a brilliant showcase of the breadth of the Museum’s collections in the Earth Sciences. The gallery holds 1800 of the finest examples of rocks and minerals ever collected from across Australia and around the world. The catalogue highlights a carefully curated selection of these treasures alongside their fascinating histories.

This page: Ross Pogson and Dayna McGeeney during installation of the Minerals Gallery. Photograph by Abram Powell
Next page: 2022 Australian Museum Eureka Prize winners with Kim McKay AO, AM Director and CEO, and Kris Helgen, AM Chief Scientist and Director, AMRI

Table 3.6
New species described 2022-23

Species	Count
Crustacea	24
Coral	8 (rugose corals)
Fishes	13
Fossils	3 (spore – mammal – marine invertebrate)
Insects	75
Mammal	1
Molluscs	49
Polychaetes/marine worms	36
Reptile	1 (legless lizard)
Total	210



Australian Museum Eureka Prizes

In the 32nd year of the Australian Museum Eureka Prizes, the nation's most prestigious science awards, 1829 individuals contributed entries. From these, the judging panels selected 45 finalists across 14 prizes. Following two consecutive years in which the Eureka Prizes were announced online due to the impacts of COVID-19, the award ceremony transitioned to a new format that included both in-person and broadcast delivery.

In 2022 the event was attended onsite at the AM by 400 guests, and the live broadcast earned 1512 views, many of which were generated by people watching in group settings. AM Director and CEO Kim McKay AO opened the event and award-winning science journalist Bernie Hobbs was Master of Ceremonies. Ministers the Hon. Ben Franklin MLC and the Hon. James Griffin MP gave speeches, and a video message was played from the new federal Minister for Science, the Hon. Ed Husic MP.

The 2022 AMRI Medal for outstanding science and communication was awarded to two people: Dr Stephen Keable, who was recognised for his outstanding work in marine invertebrates at the AM, and Professor Graham Durant AM, the recently retired Director of Questacon.

During an almost 40-year career at the AM, Dr Keable authored or co-authored descriptions of more than 39 new species of freshwater and marine isopods. He actively supported the introduction of biodiversity databases and collection management excellence, and championed PhD students and citizen scientists.

After 23 years overseeing Questacon, Australia's leading interactive science communication destination for children, Prof Durant created an impressive legacy of engaging scientific exhibitions, investment in citizen science projects and action on climate change by the museum and broader scientific and cultural sector.

AMRI Lifetime Achievement Award

The 2022 AMRI Lifetime Achievement Award was presented to Brian Sherman AM at a special ceremony at the Australian Museum on 2 August 2022. The Award was presented in recognition of his significant contribution to animal welfare, to the advancement of science and scientific research, to his service to the community as a philanthropist and to his lifetime support of the Australian Museum.

Brian Sherman was President of the Australian Museum Trust from 2001 to 2009 and made a remarkable impact on the scientific operations of the Australian Museum. He was also the founding Chairperson of both the Australian Museum Foundation and the President's Circle of donors, helping the Museum raise vital funds and continue to make a significant contribution to Sydney's scientific and cultural life. Brian's involvement in animal rights was ahead of its time and he brought a contemporary view to the way the AM managed animal specimens. Brian Sherman passed away after a long battle with Parkinson's disease in September 2022. His legacy in supporting the Australian Museum over four decades was recognised in the naming of the Brian Sherman Crystal Hall, the main public entrance to the museum.



Part 4

Strategy, Operations and Performance:

Cultural leadership and advocacy for First Nations history





Australian Museum Foundation Gala 2023, Night at the Museum.
Photograph by Cassandra Hannagan



BILAS

LIVING CULTURE

FEATURING
PHOTOGRAPHS BY
WYLDA BAYRÓN

First Nations strategy

The Australian Museum's First Nations division has strengthened this year, continuing to lead the way in cultural advocacy and the promotion of self-determining practices at the AM and making important achievements relating to First Nations and Pasifika collections and exhibitions.

The First Nations and Pasifika Management Group expanded to include Clayton Simpson (Kamilaroi/Ualaroi/Weilwan) as Manager of the Museum's First Nations Repatriation Program. Dr Nick Skilton was also brought on board as Repatriation Researcher.

Simpson and Dr Skilton worked together on Returning Them Home, the Museum's First Nations repatriation program. The 10-year program is funded by the NSW Government.

These two appointments bring the Museum's employment of Aboriginal and/or Torres Strait Islander staff to five permanent, four temporary and four casual. In total, this is equivalent to 7.6 full-time employees. The AM employed two permanent and five temporary Pasifika staff across the First Nations division in the financial year. This is equivalent to 6.7 full-time employees.

The AM engaged Aboriginal and/or Torres Strait Islander peoples and businesses for the following services including but not limited to programming, exhibition content, object acquisitions, community consultation, and collections care and enhancement. During this reporting period, a total of 123 Aboriginal and/or Torres Strait Islander businesses or contractors were engaged. The value of these procurements amounted to \$1.5 million (including GST).

The reach of First Nations cultural advocacy at the AM, and its promotion of self-determining practices such as First Nations-led representation and storytelling, has resulted in the Museum collaborating on three documentaries that premiered on Australian screens throughout 2023: *Dark Emu*, *First Inventors* and *Her Name is Nanny Nellie*.

Curatorial

The Australian Museum's First Nations division was this year proud to present *Barka: The Forgotten River*, an exhibition curated in partnership with artists Uncle Badger Bates and Justine Muller. The exhibition focused on the health of Barka (Darling River). It demonstrated that Barkandji knowledge and agency over the waterway's care and management are essential for ensuring it will be there for our shared future.

Significant engagement occurred across the four-month exhibition. Exhibition web content attracted high traffic volumes and remains a valuable resource on the Museum's website. The AM hosted a highly successful launch event with more than 700 visitors. Numerous tours, interviews and media engagements were also generated by the exhibition. There were repeat visits by the Office of the NSW Chief Scientist and Engineer to assist their independent inquiry into the recent Menindee Lakes Fish Kill. For the Museum, this highlighted the importance and relevance of First Nations contributions to climate justice.

The AM acquired one of Uncle Badger Bates' artworks, a steel rainbow serpent titled *Save our Ngatyi (Rainbow serpents), Creators of spiritual rivers connecting water, sky and land*, 2022. With support from the Australian Museum Foundation, the work now has a permanent home on display in Hintze Hall.

Preparations for the redevelopment of the Aboriginal and Torres Strait Islander Permanent Galleries have commenced. Following the successful process undertaken for the *Unsettled* exhibition, the curatorial team has commenced an extensive community consultation program. A survey was distributed, and workshops were held in person and online. The responses to the survey from First Nations community members will inform the themes, stories and design of the new space, resulting in an exhibition of self-representation.

Bilas: Body Adornment from Papua New Guinea exhibition.
Photograph by Abram Powell

Case study: Setting First Nations Curatorial Standards – *Barka: The Forgotten River*



The Museum's free exhibition *Barka: The Forgotten River* established industry-leading curatorial standards for First Nations exhibitions and content. First Nations worldviews were centralised and made accessible to a non-First Nations audience. This was achieved through voice, layout and dynamic information accessibility.

Establishing the "voice" of an exhibition is pivotal to determining what kind of conversation is had with the audience. Through interpretation panels in the exhibition, visitors were introduced to a First Nations' perspective, one in which the river is more than a water source but also an entity, kin and a community member. It was only right therefore that Barka was the "voice", introducing herself so that audiences understood Barka as a who, not a what. This is uncommon in exhibition design, but consistent from a First Nations perspective. It was effective in communicating Country's role and identity, and how that may differ from a non-First Nations perspective.

The layout of the exhibition intentionally avoided linear storytelling. This resonates with First Nations concepts of time and avoids a simplified environmental narrative. Instead of presenting a timeline layout in which visitors would become spectators to the river's decline, the curatorial team focused on demonstrating that following

cultural lore and protocol will lead to a healthy river, while acting against lore will result in an unhealthy river. This was engaging and empowering for the audience and removed the misapprehension that the river can go back to a time before. Barka has memories that will remain, scars and relationships that will be a part of her existence, and these will continue to teach us how to care for Country.

The First Nations Curatorial team was conscious of the diversity of audiences, how they interpret and engage with different forms and sources of information. The exhibition included artworks, infographics, maps, audio, wall quotes and Barkandji material from the First Nations Archaeology Collection held by the AM. In this way, visitors entering the space would likely have heard a Barkandji voice, learnt Barka's name and understood at least one aspect of Barka's importance.

This exhibition has been an additional step forward in setting standards for curatorial practice in designing and delivering First Nations stories in ways that honour and communicate First Nations ways of knowing and being.

Barka: The Forgotten River opened on 16 March 2023 and attracted an audience of more than 120,000 people during its five-month run.

Education

First Nations education programs provided a valuable means of connecting and engaging with First Nations students, young people, teachers and community groups. The AM successfully recruited for the new role of First Nations Education Lead, which will allow the team to build strong relationships with community and assist in embedding First Nations and Pasifika knowledge and ways of learning into all the Museum's activities.

Throughout the financial year, 1396 students and teachers participated in curriculum-based tours of the First Nations galleries focusing on issues of social justice, histories, sustainability and land management. A new primary school program was launched in October. Called Features of Country: Weaving fibres and plants, the program was delivered in the new Burra learning space to 508 students.

First Nations education presenters delivered virtual excursions to 1115 students and teachers across Australia, providing participants with opportunities to learn more about the Australian Museum, connecting directly with staff and learning about First Nations cultures. The AM partnered with Reconciliation NSW to deliver the Schools Reconciliation Challenge launch event in November, hosting 79 guests onsite including student winners, teachers and families, with an additional 332 viewing online. The AM website also hosted the finalist artworks and stories in an online gallery.



Previous page: Uncle Badger Bates with guests at *Barka: The Forgotten River* opening. Photograph by Marley Morgan

This page: Learning at state-of-the-art education space, Burra. Photograph by Anna Kučera

Bilas

In June 2023 the exhibition *Bilas: Body Adornment from Papua New Guinea* opened at the Australian Museum. The exhibition featured the photography of Wylda Bayrón alongside Papua New Guinean objects from the Museum's Pasifika collections. The exhibition explores the Papua New Guinean practice of body adornment known as bilas in Tok Pisin and celebrates the interconnection of peoples, places and all things living.

The Museum worked with three Papua New Guinean communities from the Highlands to commission and acquire more than 30 examples of their bilas for display. The communities were the Laipian Culture Group of Koki, from the Laigam District in the Enga Province; the Yambu Rimbu Culture of Yalu, from the Kagua District in the Southern Highlands Province, and the Maring Glong Culture of Meingik, from the Koinambe Jimi District in the Jiwaka Province.

The exhibition was developed in collaboration with Dr Michael Mel of Kilipika Village, Mount Hagen, Western Highlands; Steven Gagau from Viviran Village, Toma, East New Britain Province, and Grace Vele from Kamali Village, Rigo, Central Province. They all played an integral part in the curation of *Bilas: Body Adornment from Papua New Guinea*. The local diaspora community in Sydney was also engaged through a successful Tok Stori event hosted by the Museum to present the upcoming exhibition to the Sydney Wantok community and hear their feedback. Through community consultation the traditional and local names of more than 125 objects were confirmed and added to EMu, the AM's collection database. Members of the Sydney Wantok community were present at the exhibition opening and at other events, where many expressed pride and happiness at seeing their culture and treasures on display. Several of the community members who attended the Tok Stori event subsequently became involved in the development of public programming for the exhibition.

Bilas: Body Adornment from Papua New Guinea has been an incredible opportunity for the Pasifika team to build and strengthen its relationship with Papua New Guinean communities in PNG and Sydney and enhance the Museum's understanding and recorded data of this collection.

In addition, BSP Financial, headquartered in PNG, sponsored the exhibition, enabling it to be free to all visitors. More than 50,000 people visited the exhibition.

Programming

First Nations-led programming remained a core component of the Museum's annual Public Program.

Events surrounding International Day, World Indigenous Peoples Day, Indigenous Literacy Day and Sydney WorldPride offered increased opportunities for AM audiences to speak directly with First Nations practitioners, professionals and community.

Mer artist, performer and exhibition contributor Obery Sambo and his Meuram Murray Island Dance Group performed as part of opening celebrations of the Museum's *Sharks* exhibition. Obery Sambo was also a guest speaker at 'Sharks, Kinship and Conservation', hosted by Warlpiri journalist and presenter Rachael Hocking.

The Ghost Net Collective also delivered art-making workshops. Discarded fishing nets were used as a waste-reducing weaving material, offering participants the opportunity to learn this technique alongside creative ways First Nations communities are caring for Country.

Weekly Waranara tours continued, with new guides trained and inducted in May. The slow return of international tourism has seen a growth in private tour bookings in addition to standard weekly schedules.

A firmly established relationship with the University of Notre Dame Australia saw AM-designed Cultural Immersion days presented to more than 200 medical

students. Through lectures and hands-on activities including dance, meditation and weaving, participants were offered unique insights into Aboriginal and Torres Strait Islander cultures and learnt about community consultation and the benefits of First Nations self-determining models.

The flagship event, Ngalu Warrawi Marri, was held on 25 January and showcased the next generation of First Nations leaders. Up and coming human rights activists including PhD candidate and human rights medallist Vanessa Turnbull-Roberts, Torres Strait Islander climate change advocate and model Sené Maluwapi, and performers Jem Cassar-Daley and eclectic trio Bow and Arrow engaged and inspired the 939 visitors in attendance.

Registrations for the AM's free Ngalu film series on 26 January were exhausted more than a month before the event. Three films were screened and attracted a total of 186 attendees.

Nights at the Museum 2023 launched in March with the opening of the exhibition *Barka: The Forgotten River*. Attended by more than 700 people, the event featured performances, workshops and demonstrations by Barkandji artists and practitioners, including a special appearance by rapper Barkaa (Chloe Quayle).



Pasifika Collections

The philosophy of 'connection' drove the Pasifika Collections team this financial year. Firm relationships with Pasifika communities in Australia and the Pacific Islands were key to the team's development of high-quality and Indigenous-led content, cultural exhibitions and programs. These included *Bilas: Body Adornment from Papua New Guinea*, the new permanent Pasifika Gallery – Wansolmoana, and the Youth Reconnection Project.

The Pasifika team engaged with more than 600 community members, including students and knowledge holders. It also engaged and collaborated with more than 35 Pasifika organisations including community, cultural and religious groups, cultural institutions, representatives of the diplomatic corps, consortiums, schools and other institutions.

The Pasifika team delivered presentations and participated in panels at various conferences. Internationally, these included the Pacific Arts Association–Europe's conference in Paris, and a conference at the Native American Cultural Centre, Yale University, USA. Closer to home, the team participated in the Australian Association for Pacific Studies Conference 2023, *To Hell with Drowning*, at the Australian National University, Canberra.

These presentations created awareness around the current work of the Pasifika team, offering opportunities for collaboration and partnership nationally and internationally.

As part of its programming and exhibitions activities, the Pasifika team acquired the following objects:

- two Hawaiian Kapa (bark cloth) contemporary art works by Roen Hufford
- nine Hawaiian Papa he'e nalu (surfboards) by Tom Kanalu Pohaku
- one Kato Maeakafa (basket) from HRH Princess Angelika Tuku'aho
- one Ngatu (tapa) dress from a high school student as part of the Youth Reconnection Project
- one Oro headdress for *Bilas: Body Adornment from Papua New Guinea* from Grace Vele, co-curator of *Bilas*
- one Tokelauan waka (canoe) from the Sydney Tokelauan community.

Previous page: Ngalu Warrawi Marri. Photograph by Anna Kucera.

Bottom: Cultural Collection Enhancement team introduce the AM Technology and Digital teams to the CCEP workspaces and the very special Pasifika Cultural Collection. Photograph by Meredith Lynch Underwood



Case study:

Ngatu Me'a'ofa (Tapa bark cloth)



One of the largest and most beautiful items in the Australian Museum's collection has been impossible to display for 50 years, owing to its fragility and significant size.

Now, thanks to the Cultural Collections Enhancement Project team who have been digitising the Cultural Collections, the Ngatu Me'a'ofa – a Tongan tapa or barkcloth – will be enjoyed by all, as a key digital feature of the AM's new Pasifika Gallery – Wansolmoana scheduled to open in October 2023.

Ngatu Me'a'ofa is one of the largest Tongan tapas in the world and boasts a unique history. The Kingdom of Tonga gifted the tapa to the Sydney Opera House Trust, and it was used as part of the ceremonial opening of the Opera House by Queen Elizabeth II in October 1973.

The tapa was subsequently donated to the Australian Museum. Apart from being partially unrolled to enable Museum conservators to check it in 1996, it has remained out of view.

Digitising the Ngatu Me'a'ofa has changed all that. On Friday 9 June 2023, at the Blacktown Leisure Centre, the 29-metre by 15-metre tapa was unrolled in a special unveiling ceremony attended by HRH Princess Angelika Halaevalu Mata'aho Napua 'Okalani Tuku'aho, Princess of Tonga.

It was the first time Ngatu Me'a'ofa had been seen in its stunning entirety in five decades. Blacktown Leisure Centre was selected as the location, as it is sufficiently spacious to unroll the tapa, and was attended by members of Western Sydney's Pasifika communities.

The Museum's Director of First Nations, Laura McBride, noted that the digitisation of the Ngatu Me'a'ofa was important to the AM's relationship with its Pacific neighbours and diaspora.

The project was led by Melissa Malu, a Tongan and Fijian woman and the AM's Manager of Pasifika Collections and Engagement. Malu worked closely with Her Royal Highness and the Pacific Island diaspora to uphold the cultural ways of the Pasifika people.

In Tongan society, tapa are considered to be "the fabric of life". They are made from the paper mulberry tree, (*Broussonetia papyrifera*) and have been used for thousands of years in weddings, ceremonies and celebrations as sacred gifts from one family to another.

The Museum's conservation team partnered with the First Nations division on the unrolling of Ngatu Me'a'ofa in Blacktown to ensure it was in good condition before it was returned to climate-controlled storage.

The event was attended by the AM's Director & CEO Kim McKay AO, and Laura McBride, Parliamentary Secretary to the Premier and Parliamentary Secretary for the Arts Julia Finn MP, Sydney Opera House Trust Chair Lucy Turnbull AO, Blacktown City Council's Councillor Dr Moninder Singh, and members of Australia's Tongan and Pacific communities. Ngatu Me'a'ofa was just one of 2645 Pasifika, Aboriginal and International cultural objects digitised by the Cultural Collection Enhancement team this year.

The CCEP team with the Pasifika Cultural Collection and Engagement team and the Conservation team unrolling Ngatu Launima 'e tolu, Tongan Bark Cloth (E076202). The Australian Museum's largest collection piece. Photograph by Stuart Humphreys

First Nations Collections

The Museum's First Nations Collections and Engagement (FNCE) team was pleased to welcome several new members. Melanie van Olffen joined the team as Cultural Collections Officer. For Van Olffen, it was a return to the AM where she previously worked across the cultural collections. Niamh Formosa was appointed Archaeology Collections Officer. Dr Judith Field joined the team as Archaeology Collections Officer with the specific task of processing the Isabel McBryde archaeological deposition. Danielle Orchard joined the team as a volunteer to assist Dr Field.

The First Nations cultural collections were largely closed to the public this financial year, because of preventive conservation and ongoing maintenance works to the main Aboriginal and Torres Strait Islander cultural collection store at William Street. By early 2023, the collection store was again open for community access.

The FNCE team continued to assist First Nations communities, researchers and members of the public with their collections-related enquiries and matters. A range of functions was carried out relating to collections database searches, the management of historic loans and existing loan arrangements, new loans requests, collections research, image reproduction requests, archaeological depositions, acquisitions, donations, recordkeeping and administrative tasks.

The FNCE team progressed efforts to update collections housing by assisting in managing the restricted collections stores' capital-funded projects at the Museum's offsite Cultural Collections Centre in Western Sydney and the Museums Discovery Centre in Castle Hill.

The team worked to facilitate several objects loans. Externally, these included loans to Hurstville Museum & Gallery, Manningham Art Gallery, and Museum of the Riverina. Internally, loans were for AM exhibitions and spaces such as *Minerals*, *Sharks*, *Barka: The Forgotten River*, and Burra learning space.

Repatriation

Repatriation of First Nations Ancestors and restricted cultural material to their communities of origin is a key priority of the First Nations Division's Corporate Strategic Priorities. This year saw the establishment of the Returning Them Home repatriation program team, and the deaccession of Ancestors and Secret Sacred collections from the State to assist in accelerating repatriations.

Since its establishment, the Returning Them Home team has found communities of origin for 15 previously unprovenanced Ancestors. This means the Ancestors are able to be returned to their home communities in the future. The team repatriated eight Aboriginal Ancestors to the following communities in partnership with Heritage NSW and the Commonwealth Office for the Arts (OFTA): Mudgee Local Aboriginal Land Council (Wiradjuri/Gomerioi); Jali LALC (Bundjalung); Woodenbong (Githabul); Port Stephens (Worimi), and Balranald (Mutthi Mutthi).

The team completed the installation of restricted collection stores' cabinetry and infrastructure. Four of six restricted collection stores have now been renovated through a \$265,000 capital investment that ensures human remains and restricted objects are cared for appropriately.

The development of a centralised repository to store information about the restricted collections continues. Over the years, this will give communities access to information and research about their Ancestors and reduce the number of human resources needed to gather and research information for each repatriation event.

The First Nations division processed the deaccessioning of Pasifika Ancestors in preparation for repatriations to their respective communities across the Pacific from 2024.

Part 5

Management and Accountability:

Organisational foundations

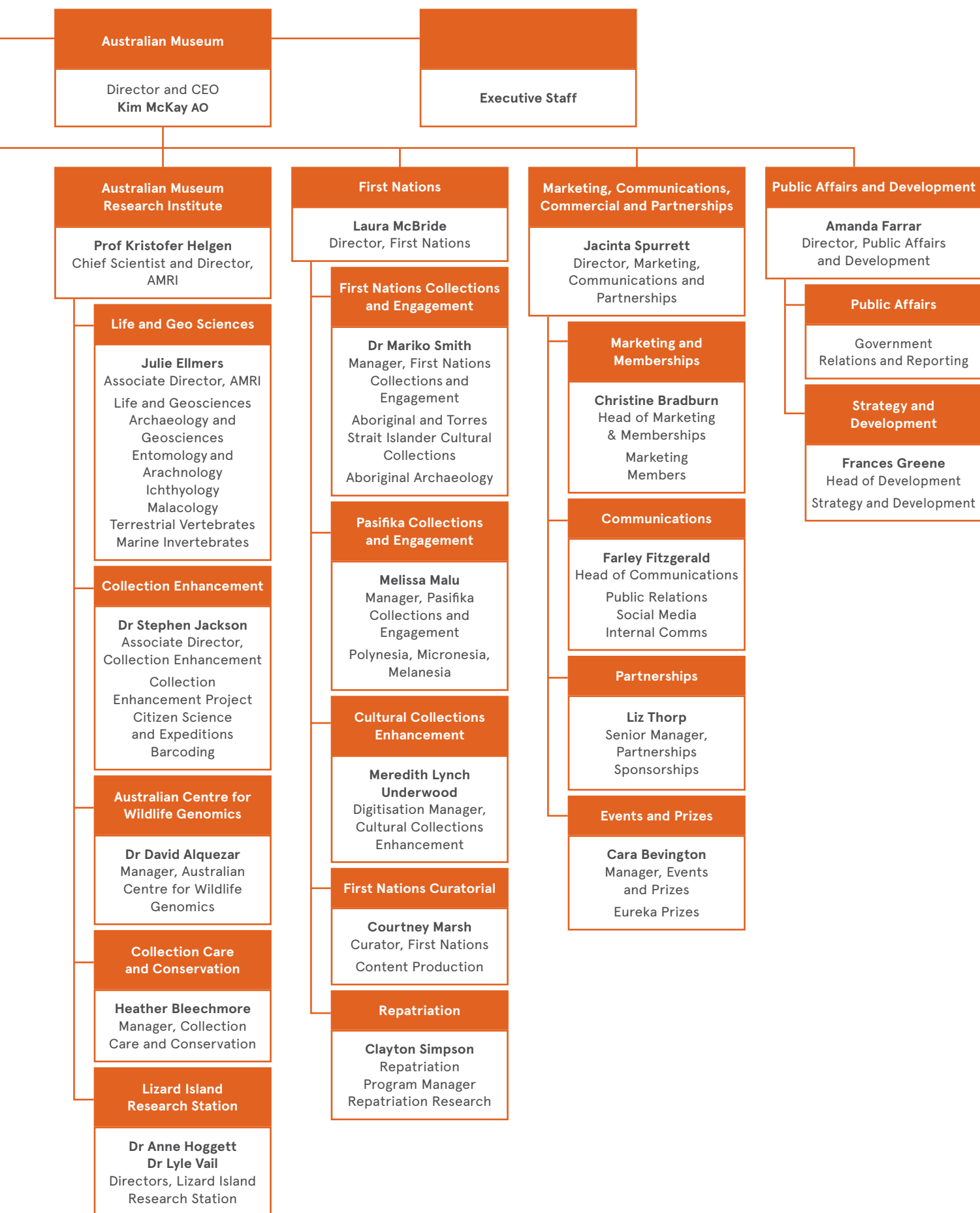


The Birds of Australia STORYBOX touring installation.
Photograph supplied by ESEM Projects



Organisational structure





Operational review

In 2022, the AM engaged consultants L.E.K. to lead an operational review aimed at ensuring the Museum has the structures and processes in place to meet its future development goals. AM implemented a number of L.E.K. recommended initiatives and embedded a process of continuous improvement. Projects completed and in progress include:

- The development of a museum-wide 'RACI' framework to drive greater cross-functional collaboration (completed)
- Development of workforce plans to enable the AM to plan resourcing more proactively, and to limit the strain caused by recruitment (completed)
- Procurement optimisation to streamline processes to engage suppliers, and pay them – now all online (completed)
- Project Management process to implement project management, governance and reporting processes with supporting online tools (in progress)
- AMRI commercialisation to optimise AMRI's service offering (in progress)
- AM-wide policy review to ensure these are complete and current (underway)
- Update and automation of travel processes, procedures and approvals (in progress)
- Development and testing of AM-wide Business Continuity Plan (in progress)

Trustees of the Australian Museum

The Australian Museum is established under the *Australian Museum Trust Act 1975* and is governed by a Board of Trustees. The 11 Trustees are appointed by the Governor on the recommendation of the Minister, including representatives with knowledge or experience in the areas of science, education and Aboriginal and Torres Strait Islander cultures. Trustees may serve for a maximum of three full terms, with a term being three years. The Trustees met six times in 2022-23, with attendances recorded in the table below (Table 5.1).

Trustee	Meetings attended
David Armstrong ¹ (President until 31 December 2022)	3 of 3
Brian Hartzer ² (President from 1 January 2023)	6 of 6
Prof Shirley Alexander AM ³	3 of 3
Dist. Prof Larissa Behrendt AO ⁴	2 of 6
Prof Kathy Belov AO	4 of 6
Jennifer Bott AO	5 of 6
Maile Carnegie	3 of 6
Brett Clegg ³	3 of 3
Jennifer Dalitz ³	3 of 3
David Feetham ³	3 of 3
Steven Gregg ¹	2 of 3
Shauna Jarrett	5 of 6
Dr Rod Kefford AM, FACE ¹	3 of 3
Josephine Sukkar AM	5 of 6
Sara Watts ⁵	3 of 3

¹ Stood down from the AM Trust on 31 December 2022 following the maximum three terms of office.

² Appointed President of the AM Trust, commencing 1 January 2023.

³ Appointed for a first term of office, commencing 1 January 2023.

⁴ Granted a leave of absence for four consecutive meetings.

⁵ Stood down from the AM Trust on 31 December 2022 following four years of office.

Brian Hartzler

Brian was appointed President of the Australian Museum Trust in January 2023 after appointment as a Trustee in January 2021.

Brian is an experienced executive, leadership mentor and investor who served as CEO of the Westpac Banking Group from 2015 to 2019.

Brian is currently Chairman of Beforepay, a Sydney-based Fintech startup, and Reejig, an HR technology startup. He is an angel investor in and advisor to several other early-stage companies. He is a senior advisor to Quantum, a Sydney-based data science company.

Prior to his time as Westpac's CEO, Brian spent 15 years in senior executive roles at major banks in Australia and the UK. Prior to his banking roles, Brian spent 10 years as a financial services strategy consultant at First Manhattan Consulting Group in New York, Melbourne and San Francisco.

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

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

Brian served as Chair of the Australian Museum Foundation from December 2020 to December 2022.



Professor Shirley Alexander AM

Professor Shirley Alexander AM has more than 30 years experience in the education sector, spanning K-12, TAFE and higher education with a particular focus on STEM. The previous role held by Shirley for 15 years was Deputy Vice-Chancellor and Vice-President (Education and Students) at the University of Technology Sydney with overall responsibility for the university's key priorities in teaching and learning, the student experience, and the use of data analytics in all aspects of the university's work.

Shirley is an experienced board director having served three terms as a Trustee of the Powerhouse Museum with particular contributions in learning and technology. Shirley was a member of three successive Australian Government teaching and learning committees, and is currently a board member of the GROK Academy.

Shirley was appointed to the Trust in January 2023 and serves as the Trustee appointed for her knowledge of, and experience in, education.

Distinguished Professor Larissa Behrendt AO

Distinguished Professor Larissa Behrendt is a Eulayai/Gamillaroi woman and the Director of Research and Academic Programs at the Jumbunna Indigenous House of Learning at the University of Technology, Sydney. She is a graduate of the UNSW Law School and has a Master's and SJD from Harvard Law School. She is a Fellow of the Academy of Social Sciences in Australia and a founding member of the Australian Academy of Law.

She has published numerous textbooks on Indigenous legal issues. Larissa is an award-winning filmmaker and novelist. She is a board member of the Sydney Community Fund and Chair of the Cathy Freeman Foundation, now the Community Spirit Foundation. Larissa was awarded the 2009 NAIDOC Person of the Year Award, 2011 NSW Australian of the Year and an Order of Australia in 2020 for her work in the law, education and the arts. She is the host of *Speaking Out* on ABC Radio.

Larissa was appointed to the AM Trust in August 2019.

Australian Museum Board of Trustees, December 2022.

Professor Kathy Belov AO

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

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

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

Jennifer Bott AO

Jennifer Bott is a Board Director, consultant, professional mentor and cultural leader. She is currently a director of the Australian National Academy of Music, the Southern Highlands Community Foundation and the Sydney Orthopaedic Research Institute. She has served as a Trustee of the AM since 2015.

Jenny was previously Chairman of the Bundanon Trust, Chair and CEO of NIDA, CEO of the Australia Council for the Arts, the UNSW Foundation and Musica Viva Australia.

Jenny received an AO in 2012 for her service to the arts. She has an Honorary Doctorate of Letters from the University of New England.

Maile Carnegie

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

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

With a passion for helping future generations, Maile contributed as one of six members on the independent review of the Australian public service, was previously Vice-Chair of the ASIC External Advisory Panel and a board member of Innovation and Science Australia. She is currently a member of the Board at University of Technology Sydney and a Trustee of the Australian Museum.

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

Brett Clegg

Brett Clegg is the Founding Partner and joint Managing Director at Citadel-MAGNUS. His career has spanned professional services, investment banking, publishing and the technology sectors. Brett spent more than two decades in senior executive and editorial roles in the media industry, responsible for some of Australia's leading news brands including *The Australian Financial Review*, where he rose from cadet journalist to the position of CEO and Publisher, as well as *The Australian* and *The Daily Telegraph*.

He is a Patron and former Chair of Sydney Dance Company, one of Australia's premier performing arts organisations. In his role at Sydney Dance Company, Brett led the capital campaign to fundraise support for its contribution to the Walsh Bay Arts Precinct and helped steward the organisation through the challenges of COVID-19 with an acclaimed return to the local and international stage.

Brett specialises in strategic communication, issues management, business innovation and capital markets transactions. He has extensive Board and governance experience, including in the technology and education sectors.

Brett has a Bachelor of Business with Distinction from the University of Technology Sydney and a Master's in Advanced Finance from the University of NSW. He is a Graduate of the Australian Institute of Company Directors.

Brett was appointed to the Trust in January 2023.

Jennifer Dalitz

Jennifer Dalitz is an experienced board director and CPA qualified finance professional. She brings deep strategic and operational expertise in line roles and as a management consultant within top-tier firms, working predominantly across banking and financial services, professional services and membership associations. With a focus on delivering sustainable change, Jen has led major strategic transformations through to governance and remediation programs, involving multiple stakeholder groups and geographies.

An internationally recognised champion of inclusion and diversity, Jen served for four years as the CEO of a leading industry association focused on increasing gender diversity, and prior to that advised major corporations on their inclusion and diversity initiatives. Outside of her corporate experience, Jen founded three businesses in the online, consulting and agricultural sectors and, with this, brings an ownership mindset to the organisations she works with.

Media and PR savvy, Jen has been the spokesperson for various public campaigns, and has built a respected profile and presence in both traditional and social media channels. Jen is a keen equestrian and divides her time between Sydney and her farm in the NSW Southern Highlands. When not at her desk, she's usually outdoors riding a horse, walking a dog or with her son at weekend sports.

Jen was appointed to the Trust in January 2023 and also serves as the Chair of the Australian Museum's Audit and Risk Committee.

David Feetham

David is Deputy Chairman of Gresham's corporate advisory business, Gresham Advisory Partners Limited and was previously CEO of that business for 19 years.

He has a BEcon and LLB from Sydney University and has worked as a solicitor and investment banker.

David has 37 years' experience in mergers and acquisitions with leadership of a wide range of large and complex transactions.

He has served on not-for-profit boards for 20 years including as a director of a girls' school and on the board of CARE Australia.

David was appointed to the Trust in January 2023 and also serves as the Chair of the Australian Museum Foundation Board.

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 has more than 20 years of 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 as Vice President of the NSW Law Society.

Shauna was the University of Sydney's Foundations Director and Assistant Group Secretary from July 2008 to April 2015 where she was responsible for developing the strategic direction of a diverse range of 41 University Foundations. Shauna has had the privilege of sitting on the boards of PIAC, NSW Law Society, Arts Law Centre, Force Majeure, Australian Museum Foundation and Seton Villa. Shauna is also a Councillor on the City of Sydney Council. Shauna was appointed to the AM Trust in January 2018.

Josephine Sukkar AM

Josephine is co-owner and Principal of construction company Buildcorp which she founded 33 years ago with her husband, Tony.

She serves on a number of private, public, government and not-for-profit boards, including Washington H. Soul Pattinson, Growthpoint Properties Australia, the Green Building Council of Australia and the Centenary Institute of Medical Research. She is Chair of the Australian Sports Commission and the Buildcorp Foundation.

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

Josephine was formerly President of Australian Women's Rugby Union and a Non-Executive Director of The Trust Company, the Property Council of Australia, Opera Australia and the YWCA NSW.

She is a Fellow of the University of Sydney and in 2017 she was made a Member of the Order of Australia.

Dr Rod Kefford AM, FACE

Dr Rod Kefford was previously Headmaster of Barker College (1996–2013) and of Wesley College, Perth (1984–96). Dr Kefford was NSW/ACT Branch Chair of the Association of Heads of Independent Schools Australia (AHISA, 2006–07), and a member of its national Board (1998–1999 and 2006–07). In recognition of his contribution to AHISA and independent school leadership, he was made an Honorary Member of AHISA. As the inaugural Chair (2007–12), he played a key role in establishing the Independent Schools Teacher Accreditation Authority.

He was also President of the Association of Independent Schools of Western Australia (1991–92) and Chair of the WA Chapter of the Australian College of Educators (1990–91). Dr Kefford was made a Member of the Order of Australia (AM) in 2008 for service to primary and secondary education through administrative and teaching roles. He is a Fellow of the Australian College of Educators (FACE). His qualifications include BA (Hons) and MA (University of Sydney); MA (Hons) (Macquarie University), and Dip Ed, MEd Administration and PhD (University of New England). Dr Kefford served on the AM Trust from March 2014 to December 2022 and on the Lizard Island Reef Research Foundation Board from 2019 to 2022.

Steven Gregg

Steven Gregg is the Chairman of the Lottery Corporation (since 2022), AMPOL (since 2015), Challenger Ltd and Challenger Life Ltd (since 2012) and William Inglis and Son Ltd. He is currently Chairman of The Lorna Hodgkinson Sunshine Home. His past roles include non-executive Chairman of Goodman Fielder (2010–15), Chairman of Austock Group Limited (2009–12) and Chairman of Tabcorp Holdings Ltd (2012–2022).

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 US and UK, resulting in an extensive executive career in management consulting and investment banking. He has a BComm (UNSW).

Steven served on the AM Trust from January 2014 to December 2022.

Sara Watts

Sara Watts is an experienced non-executive director and audit and risk committee chairperson. Sara sits on the boards of Syrah Resources, Trajan Scientific and Uniting NSW.ACT. She also chairs the Audit and Risk Committee of the Victorian Government's Independent Broad-based Anti-corruption Commission. She has strong finance, governance and technology skills and is a Fellow of the Australian Institute of Company Directors and a Fellow of CPA Australia.

Sara's previous executive roles included Vice-Principal Operations at the University of Sydney and Chief Financial Officer and Executive Sponsor Corporate Responsibility, IBM Australia and New Zealand. Sara continues to actively mentor emerging and transitioning leaders in a variety of industries and teaches ethics at a local primary school. Sara served on the AM Trust from January 2018 to December 2022.

David Armstrong

David is a chartered accountant and non-executive Director of the National Australia Bank and Insurance Australia Group.

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

David served as President of the AM Trust from January 2018 to December 2022. Prior to that he had served as an AM Trustee from January 2014 to December 2017.

Executive Leadership Team

Kim McKay AO | Director and CEO

Kim McKay AO leads the strategic direction and management of the nation's first museum.

Kim McKay's career has focused on public advocacy and community engagement programs around the natural environment and science both in Australia and internationally.

In her role as Director and CEO of the Australian Museum, Kim is responsible for the management of the AM, including a collection of over 22 million natural science specimens and cultural objects.

Since being appointed to the Director's role in April 2014 (the first woman in the AM's 190+ year history), Kim has initiated a broad transformation program including overseeing Project Discover, the AM's \$57.5 million award-winning renovation of public spaces.

With a background in marketing and communications, Kim has worked in the US in senior roles in non-fiction television for Discovery Channel and National Geographic and co-founded the iconic Clean Up Australia and Clean Up the World campaigns in the 1990s working in conjunction with the United Nations Environment Program (UNEP). The co-author of five True Green books published in Australia and internationally by Nat Geo, Kim has received many awards for her environmental and citizen science work.

She graduated from UTS with a BA Communications in 1980 and currently serves on the UTS Council and Chairs the NSW Government's Museum and History Art Form Board. She was awarded an Honorary Doctorate of Science from the University of Wollongong in 2022 in recognition of her outstanding contribution to science, including her work on environmental and conservation issues, and an Honorary Doctorate of Science from the University of Technology Sydney in 2023 in recognition of her achievements in the community, non-profit, cultural, environmental, communications and business sectors.

Kim was appointed an Officer of the Order of Australia (AO) in 2008 for distinguished service to the environment and the community.

Russell Briggs | Chief Experience Officer

Russell Briggs is Chief Experience Officer at the AM, beginning his tenure in September 2017. Russell leads the team responsible for permanent, temporary and touring exhibitions; education; public programs; visitor experience, front of house, and volunteers; digital; climate change; the Museum archives and library, and the extensive world collections held by the Museum.

A native of California, Russell moved to New Zealand in 2002 and joined the team at Auckland Museum from 2007-2012. There he held the position of Director of Exhibitions and Programs and was Director of the War Memorial during planning for the WWI Centenary.

He then continued to the Australian Centre for the Moving Image in Melbourne, where from 2012-17 he was Director of Exhibitions and Collections. Previously, Russell worked for a decade as Executive VP and Creative Director of a high-end multimedia company in California that specialised in interactive technology, user engagement strategy and audio/video production. Russell received a Bachelor degree in Film and Television at the University of California, Los Angeles.

Maggie Chien | Associate Director, People and Culture

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

Maggie is a member of the Museum's Executive Leadership Team, responsible for development and implementation of People and Culture policies, strategies and projects to support the mission, values and strategic priorities of the Museum. Maggie ensures that people and culture considerations are central to all executive decision making and that best practice change management practices and frameworks are in place and applied.

Amanda Farrar PSM | Director, Public Affairs and Development

Amanda has held senior leadership positions within the public service, television and media sectors for more than 20 years. Amanda was appointed Director, Public Affairs and Development in 2018, responsible for securing government and philanthropic support for major capital infrastructure projects and the Museum's flagship science, education and cultural programs.

Amanda is also responsible for external stakeholder relationships that support the AM's strategic direction. She is also the executive champion for access, diversity and inclusion, sustainability and the AM's Reconciliation Action Plan.

Amanda's leadership skills have been recognised through the Public Service Commission's Leadership Academy senior executive program (2021) and the Council of Australian Museum Directors' Executive Mentoring program (2018).

Amanda has been part of the Australian Museum's executive leadership team since 2016. Amanda was previously a senior advisor to former NSW Premier, Hon. Mike Baird and the former Managing Director of National Geographic Channel Australia/New Zealand with a depth of marketing, advertising, communications and digital broadcasting experience.

Amanda has a personal interest in First Nations affairs and community building and has been actively engaged in several place management and community building committees.

Heather Harris | Chief Operating Officer

Heather Harris is the Chief Operating Officer at the Australian Museum. She leads the teams at the Museum responsible for commercial activities, building services, technology, people and culture, security and legal and procurement services. Since being appointed in May 2022, Heather has also led the Master Plan development work at the Museum and a transformation program aimed at optimising museum processes, planning, reporting and project management practices.

Heather is an experienced museum director, with extensive knowledge of strategy and policy development for museums, collections management and care, and current museum practices and trends. Previous roles have included Director of Cultural Organisations for Auckland, Director of Conservation and Collections Management at the V&A Museum (London) and Chief Operating Officer at Auckland Museum. In her earlier career, she worked as a New Zealand diplomat and lawyer, and on major change projects in the public sector.

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

Professor Kris Helgen | Chief Scientist and Director of the Australian Museum Research Institute (AMRI)

Professor Kristofer M. Helgen was appointed Chief Scientist and Director of the Australian Museum Research Institute (AMRI) in June 2020. He is responsible for the AMRI team of more than 150 associates, fellows and students.

Kris studies the biology of mammals. He has focused his research primarily on fieldwork with living animals and on museum collections to document the richness of life and understand global change. Originally from Minnesota, Kris gained his undergraduate degree in Biology at Harvard University and his PhD in Zoology at the University of Adelaide. From 2008 to 2017 he served as Curator-in-Charge of Mammals at the Smithsonian's National Museum of Natural History in Washington, D.C. and from 2017 to 2020 he was Professor of Biological Sciences at the University of Adelaide.

Kris holds additional academic appointments at the University of New South Wales, the University of Sydney, the Natural History Museum (London), the Bishop Museum (Hawai'i) and the South Australian Museum (Adelaide). He is a board member of Zoos South Australia and Conservation International (Australia). He has been recognised as a Fulbright Fellow, a National Geographic Society Explorer and a CNN Inspirations Researcher.

Laura McBride | Director, First Nations

Laura McBride is a Wailwan and Kooma woman and Director, First Nations at the Australian Museum. Laura leads the First Nations strategic direction and operations and also manages the Archaeology, Aboriginal and Torres Strait Islander and Pasifika cultural collections.

Laura's vision for the AM centres on prioritising and amplifying First Nations voices so that Aboriginal, Torres Strait Islander and Pasifika communities represent themselves and their cultures within the Museum. Laura has played a pivotal role in assisting the Executive Leadership Team in planning and actioning the vision for the AM to move beyond its colonial past towards a more connected future with First Nations stakeholders and knowledge-holders. Indigenous self-determination in representation, care, classification and use of cultural objects is leading the First Nations strategic direction.

Laura has 15 years' professional experience working in Museums, Indigenous education and cultural heritage. Laura is an award-winning curator and led First Nations storytelling with *GADI* and *UNSETTLED* exhibitions.

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

Brett Ogier | Chief Financial Officer

Brett Ogier joined the Australian Museum in May 2022 and leads the Finance Division. As Chief Financial Officer, Brett is responsible for the Museum's financial and risk management, financial planning processes, performance monitoring and financial reporting to stakeholders. As a member of the Executive Leadership Team, Brett plays a key role in developing and implementing the AM's finance strategy. Brett is a chartered accountant and finance executive with more than 20 years' experience in financial leadership roles across listed and government entities, including the past 14 years in NSW and Federal Government entities.

Brett has extensive experience managing, advising on and delivering a wide range of financial, strategic and other key functions in large and complex organisations across both the not-for-profit and for-profit sectors. At Ausgrid, Brett led the Financial Control team through the company's transition from a NSW State Owned Corporation to private ownership in the largest acquisition in Australia in 2016. At NBN Co, Brett established and then led the Commercial Finance function of the wholesale broadband provider. Most recently, Brett worked for the NSW Department of Education where he was Director, Financial Analysis and Partnership. In this role, Brett was a key member of the Finance leadership team, where he implemented changes to the Department's reporting suite across more than 2200 NSW public schools, enabling more effective and easier tracking of costs.

He was the Finance Lead on the COVID-19 Intensive Learning Support Program which was awarded the Secretary's Award for Agility in 2021. Since beginning his career at KPMG in the Sydney and Los Angeles offices, Brett has also held senior roles at Ecolab and UGL Rail. Brett's demonstrated success in government roles, projects-based and infrastructure intensive businesses means he is well placed to make a significant contribution to the Australian Museum's Executive Leadership Team.

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

Jacinta Spurrett | Director, Marketing, Communications and Partnerships

Jacinta joined the AM as Director, Marketing and Partnerships in 2016. She is a highly experienced leader in all three sectors and brings a wide range of strategic skills and knowledge to the role. An executive and director, with a demonstrated history of working in both the for-profit and not-for-profit sectors, her professional career of more than 25 years encompasses specialist fiscal and general management experience across a diverse group of organisations.

For the eight years prior to joining the AM, Jacinta was CEO of the Eye Surgeons' Foundation where she managed a significant strategic and financial turn-around for the organisation. Previous roles include Managing Director of the National Geographic Channel Australia/New Zealand and Managing Director of leading Sydney public relations firm Prue MacSween & Associates.

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

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

Management and activities

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

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

1. manage and curate a natural sciences and cultural heritage collection with an emphasis on Australia and its relationship to the rest of the world
2. undertake impactful research and provide scientific expertise on the natural sciences and cultural heritage associated with Australia and its relationship to the rest of the world
3. inspire, educate and engage the public on the natural sciences and cultural heritage of Australia and its relationship to the rest of the world.

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

Trustee subcommittees

Audit and Risk Committee

The Audit and Risk Committee (ARC) was established as a subcommittee of the AM Trust in 2009 in keeping with the Treasurer’s Direction – ‘Internal Audit and Risk Management Policy for the NSW Public Sector’ (TPP09-05), re-issued in 2015 and again in 2020 as ‘Internal Audit and Risk Management Policy for the General Government Sector’ (TPP20-08).

The objective of the ARC is to provide independent assistance to the AM Trust by monitoring, reviewing and providing advice about the Australian Museum’s governance processes, risk management and control frameworks, and its external accountability obligations. The ARC has a Charter, aligned to Treasurer’s Policy, which is reviewed annually and was last endorsed by the AM Trust in December 2022.

Membership of the ARC changed during the 2022-23 year with Sara Watts (Chair) and David Armstrong (independent member) leaving on 31 December 2022. The current membership as of 30 June 2023 was Jennifer Dalitz (Chair), Brian Hartzer (independent member), Professor Shirley Alexander AM, (independent member) and Brett Clegg (independent member).

Table 4.2 Attendances – Members of ARC below shows the members’ attendances from available meetings:

Table 5.2
Attendances – Members of ARC and their attendance (from available meetings) at ARC meetings, 2022-23

Member Meetings Attended	
Sara Watts (Chair)*	4 of 4
David Armstrong *	4 of 4
Jennifer Dalitz (Chair)	2 of 2
Brian Hartzer	2 of 2
Prof. Shirley Alexander AM	1 of 1
Brett Clegg	1 of 1

* Members left in December 2022

Science Advisory Board (SAB)

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

The Science Advisory Board provides a formal platform for AM to gain advice and recommendations from a leading group of scientists, communicators and advocates for its scientific direction, initiatives, collaborations and project publicity. In so doing, the Science Advisory Board:

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

The Science Advisory Board members at 30 June 2023 were:

- Professor Kathy Belov AO – Chair; Pro Vice-Chancellor (Global and Research) Engagement, Professor of Comparative Genomics, School of Life and Environmental Sciences, University of Sydney and AM Trustee
- Dr Georgina Kelly – Executive Director, Science, Economics and Insights at NSW Department of Planning and Environment
- Professor Hugh Durrant-Whyte – NSW Chief Scientist and Engineer and Natural Resources Commissioner
- Rosie Hicks – CEO, Australian Research Data Commons (ARDC)
- Professor Martina Doblin – Director and CEO, Sydney Institute of Marine Science (SIMS); Professor, Climate Change Cluster Research Institute, University Technology Sydney

- Distinguished Professor Sean Ulm – Director, ARC Centre of Excellence for Indigenous and Environmental Histories and Futures (CEIEHF)
- Margaret Shepherd – President of Science Teachers Association NSW; Lecturer, Science Curriculum and Teaching, Australian Catholic University
- Pamela Naidoo-Ameglio – Group Executive, Nuclear Operations and Nuclear Medicine, Australian Nuclear Science and Technology Organisation (ANSTO)
- Dr Michelle Baker – Principal Research Scientist, Australian Centre for Disease Preparedness, CSIRO
- Professor Lesley Hughes – Professor, Interim Executive Dean, Faculty of Science and Engineering and Distinguished Professor of Biology, Macquarie University
- Professor Alistair Poore – Head of School, School of Biological, Earth and Environmental Sciences, University of New South Wales
- Brian Hartzler – President of the AM Trust
- Kim McKay AO – Director and CEO, AM
- Professor Kristofer Helgen – Chief Scientist and Director, AMRI

Other committees

Accessibility and Inclusion Advisory Panel

The AM's Accessibility and Inclusion Advisory Panel has played an important role in the development and implementation of the Access and Inclusion Plan.

The AM acknowledges the significant contribution made by the panel members:

- Sabrina Houssami, Diversity and Inclusion advocate
- Troy King, Inclusion Logistics Specialist
- Sylvana Mahmic, CEO Plumtree Children's Services Inc.
- Naomi Malone, Accessibility and Inclusion Specialist Advisor
- Paul Nunnari, Accessibility Consultant
- Emma Gallagher, Autism Consultant, Research and Practice
- Matthew Oastler, Project Officer, Autism Friendly Australia

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.

In the year 2022-23 the committee oversaw 14 projects in total. Five new projects were approved, four of which were continuing research. The fifth project explores the impacts on exploring impacts of changes in fire regimes (due to climate change) in combination with diseases on amphibian biodiversity. There have been 31 successful fieldtrip applications in the past 12 months, indicating that research activity has increased following the easing of restrictions related to COVID-19. Of note were the three collections (Mammalogy, Ornithology, and Herpetology and Amphibians) conducting fieldwork as part of the expedition to Norfolk Island in October 2022. In September 2022, the NSW DPI Scientific Licence (to collect fauna and invertebrate specimens and samples) for the Australian Museum Research Institute has been renewed.

During 2022-23 the ACEC met on 10 August 2022, 16 November 2022, 15 February 2023 and 17 May 2023. All meetings were held online via Teams.

The committee members as of 30 June 2023 remain unchanged and are:

Category A – Veterinary Representative

- Glenn Shea
- Damien Higgins
- David Vella

Category B – Research Representative

- Mark Eldridge – Chair
- Sally Reader
- Dane Trembath

Category C – Welfare Representative

- Daniel Large
- Storm Stanford

Category D – Community Representative

- Karen Lambert
- Hayley Colley

Executive Officer: Anja Divljan

Work, Health and Safety Committee (WHS)

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

Work health and safety is a priority standing item at the Board of Trustees meetings and weekly Executive Leadership Team meetings. Bimonthly reports on WHS are reviewed by the Internal Audit and Risk Committee and the Board of Trustees. COVID-19 measures and safety plans are regularly reviewed and implemented to ensure business is carried out in a healthy and safe environment. A suite of wellbeing and mental health programs and workshops was facilitated this year to help build a more positive and healthier workforce. Furthermore, more than 60 WHS and wellbeing training modules/videos are available for staff in AMbition, the Museum's new learning management platform. Site inspections and risk assessment reviews are regularly conducted.

In line with the *WHS Act 2011*, the WHS Committee provides an open and relaxed forum for consultation regarding health and safety throughout the AM's unique and diverse workspaces. The AM's WHS Committee meets at least on a quarterly basis to review procedures and practices and make recommendations to management where required.

WHS Committee members at 30 June 2023 were:

- Aaron Matheson – Building Manager, Building Services
- Ingrid Potts – Events and Venues Officer (on maternity leave)
- Zee Khan – Operations Coordinator, Security and Emergency Response
- Julie Ellmers – Associate Director, Australian Museum Research Institute Life and Geosciences
- Stephen Jackson – Associate Director, Australian Museum Research Institute Collection Enhancement
- David Bock – Visitor Experience Project Officer, Visitor Experience
- Katelyn Matthews – Executive Assistant and Divisional Coordinator, First Nations
- Logan Metcalfe – Collection Officer Pasifika, Pasifika Collections and Engagement
- Sharon Joyce Garcia – WHS Advisor, People and Culture

Sustainability Action Plan Steering Committee

The Sustainability Action Plan Steering Committee was closely involved in the development of the new Sustainability and Climate Action Plan 2023–2025. Several workshops as well as online surveys were completed to develop the new Action Plan, with input sought from various departments.

The Committee meets quarterly and reports to the Australian Museum Trust on the five strategic priorities of the Sustainability Action Plan:

- reducing operational impacts
- future-proofing the AM
- empowering our people
- engaging stakeholders
- lead for Climate Action

CSC Advisory Group

See page 94.

AM's Senior Management Group

During 2022–2023, the AM's Senior Management Group supported the Executive Leadership Team in the development and delivery of the following key strategic and operational projects:

- operational review and implementation of recommendations
- workforce planning, including the establishment of a Repatriation team
- development of new Action Plans, including a Sustainability Action Plan FY2023–25 (launched in August 2023), an Access and Inclusion Plan FY2023–25 (launched in August 2023) and a Reconciliation Action Plan (due to be launched in September 2023)
- deaccession and repatriation of First Nations and Pasifika Ancestors and Secret Sacred Objects
- delivery of Project Discover Stage 2: Burra learning space (opened 1 July 2022) and development and delivery of the Minerals Gallery (opened 10 December 2022)
- development of Project Discover Stage 3: Vision 2027 Master Plan Update, a proposal for delivery of a new Eastern Wing of the Museum. This included successfully completing the Master Plan Final Business Case in October 2022, which was assured through an INSW Gate 2 assurance process in November 2022
- continued delivery of the Collection Enhancement Project.

Further to feedback received in the FY2021–22 People Matter Employee Survey, one of the key focus areas during 2022–23 was to build and improve cross-organisational staff communications. This has been achieved across the organisation through various initiatives, including the appointment of an Internal Communications Specialist, easily sign-posted rich content on the AM's intranet, Amplify, and the weekly all-staff email written by Director and CEO, Kim McKay. In addition the Executive Leadership Team improved communications with the wider Senior Management team through the provision of a weekly email summarising key matters discussed at their weekly Executive Leadership team meeting.

AM Pride Group

The AM celebrates diversity and proactively fosters an inclusive and supportive culture where everyone can bring their whole selves to work. In the 2022 People Matter Employee Survey, 18 per cent of 242 respondents identified as belonging to the LGBTQIA+ community, equating to 43.56 people, or almost one in five staff. This was a 100 per cent increase on the 2021 PMES survey results (nine per cent of 198 respondents, equating to 17.82 people) and gives the AM an important mandate to ensure that its buildings and workplace culture truly reflect the values of diversity and inclusion.

The AM Pride Group was established in 2021 to give a voice to LGBTQIA+ staff. The Group's purpose is to be a community advocate – working with the Executive and People and Culture teams to implement changes to AM policies, processes and procedures, as well as hosting events that raise awareness and celebrate the LGBTQIA+ community.

In FY2022–23, the AM played a leading role in supporting and celebrating the LGBTQIA+ community during Sydney WorldPride 2023 festival, which took place across the city from 17 February to 5 March 2023. The AM Pride Group worked in partnership with the Programming and Marketing teams to develop an award-winning program of events and activations which included:

- *Jurassic Lounge: Pride Edition* (18 February 2023)
- *First Nations Pride: Intersectional Visibility* In Conversation Event (3 March 2023)
- *Family Day: Pride Edition* (4 March 2023)
- *Into the Light* – A self-guided trail through the Australian Museum Collection (throughout the festival)
- *Rainbow City* – Progress Shark installation on the corners of College and William Streets.

Progress Shark, created in partnership with artist George Buchanan, became a social media sensation and the unofficial icon for WorldPride. *WorldPride at the Australian Museum* was recognised at the 2023 Museums and Galleries National Awards (MAGNA), winning the Community Engagement and Outreach Award.

Commercial operations

The AM Pride Group also advocated for and helped implement important changes to improve the AM's physical and operating environments, critical to ensuring that LGBTQIA+ staff and visitors feel safe and respected at all times. These included:

- undertaking an audit of bathroom facilities, upgrading signage and increasing the number of all-gender bathrooms
- becoming an official member of ACON's Pride in Diversity program and working in partnership with ACON to roll out in-person LGBTQIA+ awareness training for staff.
- developing a best-practice gender affirmation policy and supporting guidelines, to be launched in FY2023-24.
- hosting two AM Pride events for staff, one of which featured special guests from Sydney Opera House in conversation about diversity and inclusion.

In 2022-23 the AM's commercial operations experienced their first 12 months of uninterrupted trade since August 2019 when the Museum closed for works.

Retail

The AM Shop traded strongly to achieve a nine per cent increase in sales on the previous year (adjusted for FY2021-22 eight months trade). Conversion in the shop (measuring buyers compared to non-buyers) continued to strengthen.

Catering and hospitality events

All food and beverage services in the period were handled by the AM's contracted caterer. Food outlets performed well during the year, with an overall increase of 60 per cent in sales compared to the previous year (trading was reduced due to COVID-19). Hospitality events saw a recovery from COVID-19 mandated closures with a steady increase in enquiries as confidence returned to the business community. More than 100 events were held, double the previous year, seeing increases in related revenues. The AM appointed a new caterer in May 2023 following a tender process. The Fresh Collective will take over retail food outlets and event catering in August 2023.

Australian Museum volunteers

Australian Museum volunteers enhance research and the visitor experience. Numbers of volunteers increased across all AM volunteer programs with 181 volunteers actively involved at the William Street and Rydalmere sites. Accessible volunteering through citizen science web-based programs, DigiVol Online and Frog ID, has also continued to grow.

From November 2022, front-of-house volunteers recommenced free weekday Highlight Tours, with 1503 visitors participating. The provision of six Talking Point Tables in galleries enabled 29,123 volunteer interactions with visitors.

The Sydney Science Trail program recommenced with recruitment of 35 short-term volunteers through the AM website, universities and social media.

In June, DigiVol Lab celebrated the outstanding photographic innovations of volunteer Ron Lovett with a special presentation.

In December, an event was held for all AM volunteers recognising their service and support throughout 2022.

Kim McKay presented certificates and gifts to 20 volunteers acknowledging 10, 20 and 25 years of service.

The AM website Volunteer pages now offer recruitment based on vacancies rather than expression of interest. Using AM social media to publicise roles resulted in successful recruitments in a timely manner.



Volunteering in the Minerals Gallery. Photograph by Salty Dingo Photography

Table 5.3
1 July 2022 – 30 June 2023

Division	Unit	Number of volunteers	Number of hours
Museum Experience and Engagement	Visitor Experience and Education; World Cultures, Archives and Library, Programming	36	504
Australian Museum Research Institute (AMRI)	Life and Geo Sciences; Collection Care and Conservation; Collection Enhancement (DigiVol Lab)	102	32,181
AMRI	Lizard Island Research Station	8	584
AMRI	Collection Enhancement:(DigiVol Online Australian Museum – Centrelink recipients)	48	26,671
AMRI	Collection Enhancement: Frog ID	15	Fieldwork various hours
First Nations	First Nations Collections and Engagement; Pasifika Collections and Engagement	5	564 hrs
Total		266 volunteers (includes retired)	73,074

Customer service delivery

Consumer feedback

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

- on-site feedback
- electronic feedback
- written correspondence
- social media commentary.

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

Consumer feedback summary

In 2022-23, the AM collected 623 items of customer feedback. Of these, 391 (63 per cent) were positive or neutral and 232 (37 per cent) sought improvements. The majority of positive comments related to Burra and the interactive and educational spaces and activities for children, along with sharing an overall positive experience of the Museum. Many consumers reached out with enquiries regarding our exhibition programming along with our membership program and website content. Visitors also provided suggestions on how to improve Museum facilities and services, including the on-site café and restaurant offerings, and the online ticket purchasing experience for paid exhibitions. All feedback is valued and is critical to ensuring that the AM continues to deliver an outstanding visitor experience.

Table 5.4
Consumer feedback summary

	Total FY2022-23 #	Total FY2022-23 %
Positive comment	231	37
Negative comment	232	37
Neutral comment/ suggestion	160	26
Total	623	100

Compliance

Consultants

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

The Australian Museum engaged consultancies costing a total of \$507,000 during the reporting period. Of these consultancies, two were valued at greater than \$50,000 as set out below:

Consultant name	Related project	Total cost
Arup P/L	Engineering consultancy services for Project Discover Stage 3	287,000
KPMG	Strategic Business Case to support the funding application under the NSW Government's WestInvest Program	109,000
Total		396,000

A total of five consultant engagements of \$50,000 or less, totalling \$111,000.

Heritage management

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

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

Land disposal

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

Legal change

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

Privacy Management Plan

The AM's Privacy Management Plan outlines how it complies with the *NSW Privacy and Personal Information Protection Act 1998* and the standards outlined in its Information Protection Principles. The plan outlines the personal information held by the AM and includes strategies to ensure its responsibilities under the Act are met. The plan is available to staff on the AM's website at: <https://australian.museum/about/organisation/reports/privacy-management-plan/>

Copies may be obtained by contacting:

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

The Museum's Web Privacy Statement is available at <https://australian.museum/privacy/>

No applications for internal review were received during the year 2022-23.

Modern Slavery Statement (MSS)

The AM has conducted a review of its existing suppliers and confirmed that modern slavery does not exist in their supply chains. With respect to prospective suppliers, the AM requires that tenderers confirm that they have conducted reasonable enquiries into their supply chains, identify any modern slavery risks and describe how they are/will address these risks in supplying the AM. For contracts identified as having potential modern slavery risks, the AM inserts provisions requiring that the counterparty confirms no modern slavery exists in their supply chains.

Privacy and Personal Information Protection

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

Public Interest Disclosures

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

Government Information (Public Access)

During the reporting period, the AM received one application for access to government information under the *Government Information (Public Access) Act 2009* (NSW) (the Act).

Pursuant to the Government Information (Public Access) Regulations 2018 (NSW) (Regulations), the AM makes the following disclosures:

Clause 8(a): Details of the review carried out by the agency under section 7(3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Yes
-----------------------------------	-----

Information made publicly available by the agency	No
---	----

The AM has reviewed information available to the public under section 7(3) of the Act. No new information has been identified as appropriate for public access.

Clause 8(b): The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	1
---------------------------------------	---

Clause 8(c): The total number of access applications received during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Total number of applications refused	0
--------------------------------------	---

Regulations – Schedule 2

Table A: Number of applications by type of applicant and outcome*

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

Consideration	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Consideration	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Type of review	Decision varied	Decision upheld
Internal review	0	1
Review by Information Commissioner*	0	1
Internal review following recommendation under section 93 of Act	0	1
Review by NCAT	0	0
Total	0	3

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

Type of applicant	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

Type of applicant	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

Risk management and insurance arrangements and activities

The Audit and Risk Committee is a subcommittee of the Board of Trustees and provides oversight on management's risk management processes. The AM maintains a risk register as part of its risk management processes. The AM's insurance arrangements are provided by icare NSW through its Treasury Managed Fund.

Disclosure of controlled entities

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

Internal audit and risk management

Internal Audit and Risk Management Attestation Statement for the 2022-23 Financial Year

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

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

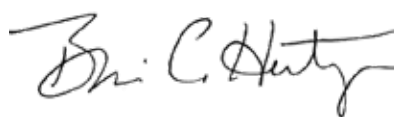
Audit and Risk Committee Membership

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

- Independent Chair, Jen Dalitz, 1 January 2023 to present
- Independent Member, Brian Hartzer, 1 January 2023 to present
- Independent Member, Brett Clegg, 1 April 2023 to present
- Independent Member, Shirley Alexander, 1 June 2023 to present
- Former Independent Chair, Sara Watts, 1 January 2018 to 31 December 2022
- Former Independent Member, David Armstrong, 1 January 2014 to 31 December 2022

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

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



Brian Hartzer
President, Australian Museum Trust
22 September 2023

Cyber security

Cyber Security Annual Attestation Statement for the 2022-23 Financial Year

I, Brian Hartzer, President of the Australian Museum Trust, am of the opinion that the Australian Museum Trust has assessed its cyber security risks and is putting in place systems and processes to further strengthen the AM cyber security environment in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives of the Australian Museum Trust at Executive and Trust levels. The AM ICT/Cyber Steering Committee was established in September 2022, and the Steering Committee has met on a bi-monthly basis since that time. The AM Trust is regularly briefed on cyber security at the AM.

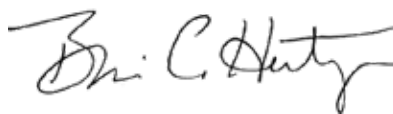
Risks to the information and systems of the AM have been assessed and managed.

The AM has a draft cyber incident response plan. This is being updated as part of the AM's cyber resilience uplift program, and is scheduled for testing during the next reporting period, testing to involve senior business executives. Cyber security incidents, should they occur, are escalated to the Australian Museum Trust and DPC cluster governance forums as required.

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

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

- An independent review of the AM's ISMS and maturity against the mandatory requirements of the NSW Cyber Security Policy was undertaken
- Enhancements to the AM's IT Service Management and controls have been implemented
- The AM has established a formal Governance framework for ICT and Cyber Security matters that meets regularly
- The AM has a plan to deliver a series of Cyber Security uplift initiatives in the next reporting period.



Brian Hartzer
President, Australian Museum Trust
22 September 2023

Part 6

Sustainability:

Response to climate change and commitment to sustainability

Future Now exhibition opening
at Stockland Burleigh Heads.
Photograph supplied by Stockland



Climate Solutions Centre

The Australian Museum's newly announced Climate Solutions Centre (CSC) achieved good public engagement this financial year.

The Curator for Climate Change, Dr Jenny Newell, delivered the successful touring exhibition *Future Now*. Dr Newell also delivered other activations relating to the exhibition, including 18 talks, two podcasts, three workshops and 26 school group sessions.

The CSC participated in a range of research collaborations to develop effective school programs, exhibitions and rich web resources. This included a collaboration with UTS School of Design to create the program *Survival Stories: Threatened Species and the Scientists who Study Them*, based on interviews with AMRI scientists.

Public events delivered by the CSC included the annual Talbot Oration – *Coral Reefs in Hot Water* by Dr Anne Hoggett, a monthly Members' conversation series called *Coffee and Climate*, which included one held in Parramatta, and a Sydney Film Festival program for young filmmakers culminating in the screening of a suite of short climate change films.

Throughout the year, Dr Newell co-chaired the Sydney Cultural Institutions for Climate Action group, worked as a member of the ICOM Working Group for Sustainability, and the Sydney Environment Institute board, as well as contributing chapters to international publications, hosting students and work-study interns, and responding to public enquiries regarding climate change.

The CSC also led an initiative to advance Action for Climate Empowerment (as laid out in UNFCCC Paris Agreement) within cultural institutions in Australia. One of the aims of Action for Climate Change is to create ways for the public to understand and respond effectively to the climate crisis.

Market research was conducted with audiences to determine the efficacy of the *Future Now* exhibition, the *Coffee and Climate* program and the *Changing Climate* exhibition. The CSC also collaborated with the Australia Institute on the Climate of the Nation annual survey of climate attitudes and hosted the Institute's NSW launch of the report with former Prime Minister Malcolm Turnbull.

The CSC's Advisory Group of 28 experts in climate science, climate solutions and communications met three times throughout the year to provide advice and ideas for the future activities of the Centre.

In a positive sign of engagement, there were 97,800 visits to the AM's climate change webpages, and 750 students engaged in sessions on climate solutions with Dr Newell.

The CSC also received financial support from International Conservation Services (ICS) to contribute to the delivery of the Talbot Oration and to develop a Roadmap to Net Zero Workshop for members of the cultural sector in Australia. ICS has played a key role in promoting sustainability in the conservation sector and its ongoing support is greatly appreciated.



CSC Advisory Group Members

Assoc Prof Gabriel Abramowitz – Research scientist, Climate Change Research Centre, UNSW

Dr Jilda Andrews – Academic, ANU. Yuwaalaraay woman, cultural practitioner and researcher; historian; subject area: centres on objects/collections, museums, environment and Indigenous agency

Ms Nerida Bradley – Managing Director, Green Collar

Ms Teri Calder – ABC Head of Factual / Documentaries

Dr Rebecca Colvin – Social researcher, Resources, Environment and Development Group, ANU

Dr Bronwyn Darlington – chair, board of the Environmental Defenders Office NSW. Academic, behavioural economics, University of Sydney

Ms Lauren Drake – Exec Director, Pollination Group

Mr Sam Elsom – CEO, Sea Forest

Prof Tim Flannery – Climate advocate, mammalogist, author

Dr Saul Griffith – Engineer, inventor, author

Assoc Prof Melissa Hart – Research scientist, Climate Change Research Centre, UNSW

Ms Christine Holman – CEO, Holman Industries

Dr Rebecca Huntley – Social researcher

Prof Lesley Hughes – Professor Emerita, Biology, Macquarie University

Prof Brent Jacobs – Research Director, Institute for Sustainable Futures, UTS

Mr Tim Jarvis – Explorer, Vice President at Fauna and Flora International, Global Ambassador WWF, Founder The Forktree Project, Thin Ice and 25zero

Ms Tishiko King – Climate activist, Groundswell Giving, TSI cultural practitioner

Ms Tricia Lorenzo – Head of Solutions Dept, Flow Power

Dr Richie Merzian – Smart Energy Council; Consultant, COP

Dr Negin Nazarian – Climate scientist, UNSW – specialist, citizen science

Ms Blair Palese – Managing editor, Climate and Capital Media

Ms Audrey Quicke – Smart Transport Lead, Smart Energy Council

Prof Peter Ralph – Exec Director, Climate Change Cluster, UTS; algae biosystems scientist

Mr David Rickards – AMF; Treasurer AEGN

Mr Craig Reucassel – Broadcaster

Ms Anna Rose – Activist, author, co-founder Groundswell Giving

Prof Veena Sahajwalla – Founding director, SMaRT Centre, UNSW; materials scientist and engineer

Mrs Anna Minns – Founder of TerraCycle, Co-Founder and CEO of Boomerang Labs

Prof Katerina Teaiwa – Director, Pacific Studies Program, ANU

Australian Museum CSC Team Members

Ms Kim McKay – Director, CEO

Mr Russell Briggs – Director, Museum Experience and Engagement

Prof Kris Helgen – Chief Scientist and Director, Australian Museum Research Institute

Ms Heather Harris – Chief Operations Officer

Ms Amanda Farrar – Director, Public Affairs and Development

Ms Jacinta Spurrett – Director, Marketing, Communications and Partnerships

Dr Jenny Newell – Manager, Climate Solutions Centre

Ms Madison Kuras – Project Officer, Climate Solutions Centre

The second meeting of the Australian Museum Climate Advisory Group held in the Harbour View Terrace meeting room on 4 October 2022. Photograph by Abram Powell

Case Study: Future Now



Left and top right: *Future Now* exhibition at Australian Museum.

Bottom right: *Future Now* exhibition opening at Stockland Burleigh Heads. Photograph supplied by Stockland

Future Now, created by the AM's Climate Solutions Centre (CSC), is a travelling exhibition showcasing the benefits of living sustainably. Three detailed dioramas of ideal landscapes (urban, rural and domestic) have engaged broad audiences and conveyed the key message that we have what we need, now, to create the future we want: clean, safe and flourishing.

A partnership with Stockland enabled the building of easily transportable pods, each with a diorama skirted by a label rail with text, illustrations and videos created by the AM. *Future Now* shows how reducing emissions, using materials well, regenerating nature and building communities supports values (such as saving money, securing clean air and water and safe living places) that are important to people across the spectrum of climate attitudes.

Future Now travelled to four Stockland shopping centres from July to October 2022, and has now commenced a multi-year tour of civic spaces across regional NSW.

Many school groups have visited *Future Now*, as have large numbers of shopping centre patrons. Research has found these sustainable landscapes are being viewed positively, reflected in comments such as "I would love to live here"; "we should have been moving this way 20 years ago" and "I'm going to fight for my city to be like this".

With an ongoing touring schedule and associated education and community programs, *Future Now* will continue to inform and inspire people in NSW to take action to create the future they need to live in.

Recycling and waste

The Australian Museum remained Climate Active (Carbon Neutral) in the 2022-23 year, as certified by the Federal Government.

The AM implemented numerous sustainability initiatives aimed at embedding sustainable practices across all aspects of AM operations.

Measures included switching most AM cleaning products to eWater Systems solutions. This technology produces cleaning products that are effective and naturally biodegradable.

The AM is committed to reducing waste at source and requires that all staff implement waste prevention and reduction measures across all areas of their responsibility. A cardboard and soft plastics baler was installed to increase recyclable material diversion. Recycling data will be captured and included in the Museum's Waste Management Strategy.

Submetering for gas, water and electricity was installed to increase visibility and efficiency around utility usage.

The AM is working to reduce emissions. R22 (a greenhouse gas) was phased out in all air-handling units, making the AM an R22-free site.

Water efficiency fixtures were installed in bathrooms to reduce water consumption, while closer management of heating, ventilation and air conditioning services was undertaken to optimise performance and allow for set temperature and humidity drift.

A vertical garden in the staff outdoor area was established, funded by the proceeds of recycling scrap metal from the Vernon Wing drainage project.

The bicycle room was upgraded and renovated, prompting an increase in the number of staff cycling to work as part of the AM bicycle users group.

Table 6.1
Energy and water usage at the Australian Museum 2022-23

Year	2021-22*	2022-23
Electricity use (kWh)	4,118,907	4,389,842
Gas (MJ)	10,971,112	9,923,054
Water (KL)	31,330	34,702

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

Table 6.2
Waste production and diversion rate

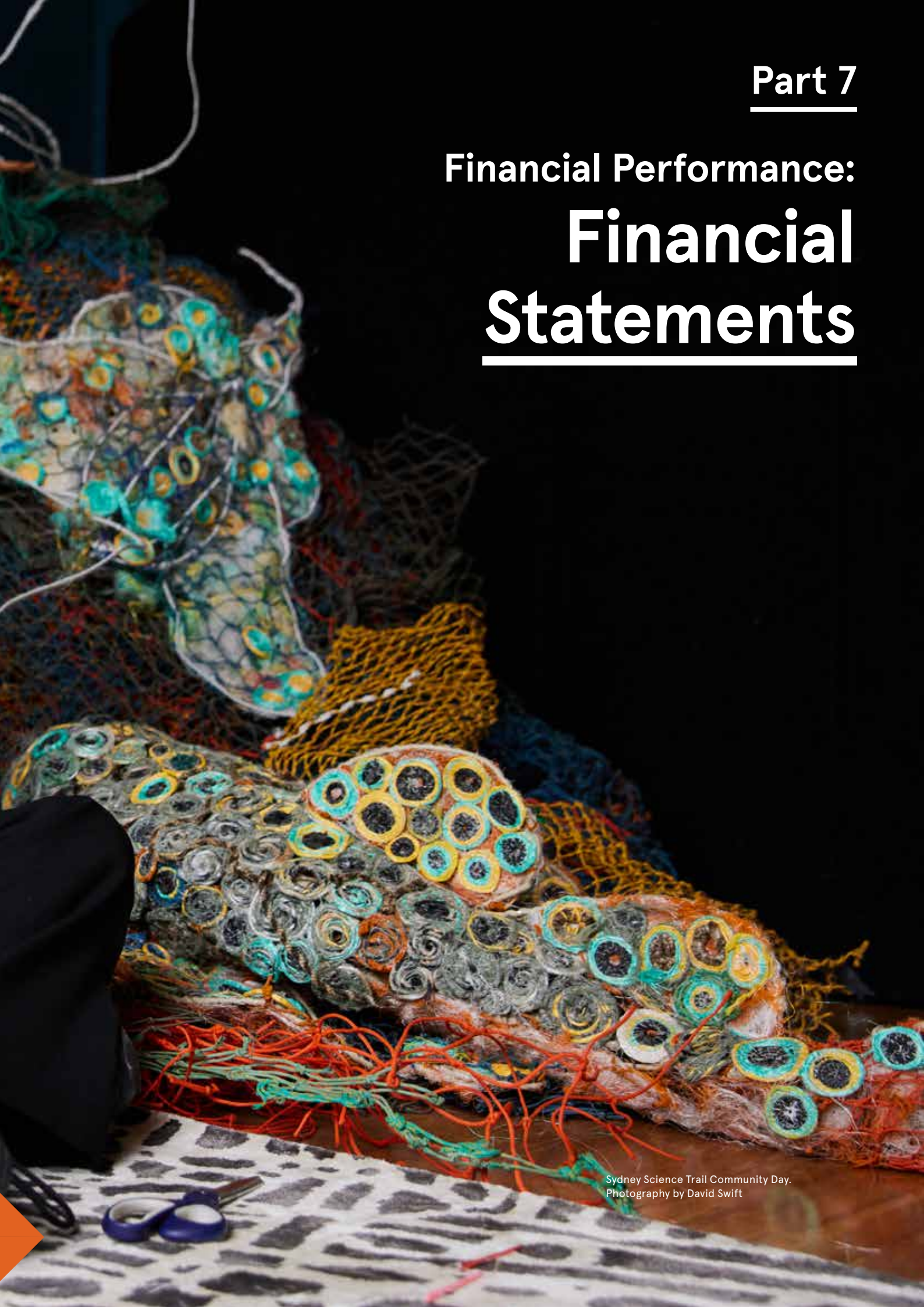
Year	2021-22*	2022-23
Waste use (t)	79	125
Diversion rate (%)	51	41

*Last financial year, the NSW waste contract merged Suez and Veolia. Reporting data had significant discrepancies during this merger, so the diversion rate was averaged from February 2023 to June 2023.



Financial Performance:

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 Australian Museum Trust for the year ended 30 June 2023, 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.

Mary Yuen
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

20 September 2023
SYDNEY

AUSTRALIAN MUSEUM TRUST

RESPONSIBLE PERSONS' DECLARATION

Pursuant to section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2013* (Cwth) the responsible persons declare that in the responsible persons' opinion:

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

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



Brian Hartzer
President

22 September 2023



Jen Dalitz
Trustee

22 September 2023



Kim McKay AO
Secretary

22 September 2023

Statement of comprehensive income for the year ended 30 June 2023

	Notes	Consolidated entity			Parent entity	
		Actual 2023 \$000	Budget 2023 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2022 \$000
Revenue						
Sale of goods and services from contracts with customers	2(a)	10,298	7,767	5,092	10,298	5,092
Investment revenue		465	-	22	465	22
Grants and other contributions	2(b)	60,271	59,477	67,335	60,271	67,335
Acceptance by the Crown Entity of employee benefits and other liabilities	2(c)	606	1,156	86	606	86
Other income	2(d)	2,415	-	3,595	2,415	3,595
Total revenue		74,055	68,400	76,130	74,055	76,130
Gains and losses		4	(5)	(22)	4	(22)
Expenses						
Personnel services	3(a)	-	-	-	29,583	24,972
Employee-related expenses	3(b)	29,583	31,507	24,972	-	-
Operating expenses	3(c)	30,332	22,752	23,406	30,332	23,406
Depreciation and amortisation	3(d)	10,370	10,553	8,445	10,370	8,445
Finance costs		44	17	16	44	16
Total expenses		70,329	64,829	56,839	70,329	56,839
Net result		3,730	3,566	19,269	3,730	19,269
Other comprehensive income						
<i>Items that will not be reclassified to surplus or deficit in subsequent periods</i>						
Changes in revaluation surplus of property, plant and equipment	7(a)	136,161	-	150,616	136,161	150,616
Total other comprehensive income		136,161	-	150,616	136,161	150,616
TOTAL COMPREHENSIVE INCOME		139,891	3,566	169,885	139,891	169,885

The accompanying notes form part of these financial statements.

AUSTRALIAN MUSEUM TRUST

Statement of financial position as at 30 June 2023

	Notes	Consolidated entity			Parent entity	
		Actual	Budget	Actual	Actual	Actual
		2023	2023	2022	2023	2022
		\$000	\$000	\$000	\$000	\$000
ASSETS						
Current assets						
Cash and cash equivalents	5	18,825	4,200	23,824	18,825	23,824
Receivables	6	2,776	1,182	3,573	2,776	3,573
Inventories		381	329	338	381	338
Total current assets		21,982	5,711	27,735	21,982	27,735
Non-current assets						
Other financial assets		436	436	436	436	436
Property, plant and equipment						
Land and buildings		308,736	287,652	294,310	308,736	294,310
Plant and equipment		35,542	29,933	26,509	35,542	26,509
Collections		1,060,675	807,463	939,323	1,060,675	939,323
Total property, plant and equipment		1,404,953	1,125,048	1,260,142	1,404,953	1,260,142
Right-of-use assets	10	1,690	356	767	1,690	767
Intangible assets	8	5,739	1,178	2,581	5,739	2,581
Total non-current assets		1,412,818	1,127,018	1,263,926	1,412,818	1,263,926
Total assets		1,434,800	1,132,729	1,291,661	1,434,800	1,291,661
LIABILITIES						
Current liabilities						
Payables	11	7,767	2,798	7,774	11,095	10,723
Contract liabilities	12	3,256	3,297	4,580	3,256	4,580
Borrowings	11	451	47	470	451	470
Provisions	13	7,340	3,160	2,871	4,090	-
Other current liabilities	14	89	-	1,478	89	1,478
Total current liabilities		18,903	9,302	17,173	18,981	17,251
Non-current liabilities						
Contract liabilities	12	1,153	689	573	1,153	573
Borrowings	11	1,231	273	293	1,231	293
Provisions	13	78	89	78	-	-
Other non-current liabilities	14	50	50	50	50	50
Total non-current liabilities		2,512	1,101	994	2,434	916
Total liabilities		21,415	10,403	18,167	21,415	18,167
Net assets		1,413,385	1,122,326	1,273,494	1,413,385	1,273,494
EQUITY						
Accumulated funds		659,043	654,761	655,313	659,043	655,313
Reserves		754,342	467,565	618,181	754,342	618,181
Total equity		1,413,385	1,122,326	1,273,494	1,413,385	1,273,494

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2023

	Consolidated and Parent entity		
	Accumulated funds	Asset revaluation reserve	Total equity
	\$000	\$000	\$000
Balance at 1 July 2022	655,313	618,181	1,273,494
Net result for the year	3,730	-	3,730
Other comprehensive income:			
Net change in revaluation surplus of property, plant and equipment	-	136,161	136,161
Total other comprehensive income	-	136,161	136,161
Total comprehensive income for the year	3,730	136,161	139,891
Balance at 30 June 2023	659,043	754,342	1,413,385
Balance at 1 July 2021	636,044	467,565	1,103,609
Net result for the year	19,269	-	19,269
Other comprehensive income:			
Net increase (decrease) in property, plant and equipment due to revaluation	-	150,616	150,616
Total other comprehensive income	-	150,616	150,616
Total comprehensive income for the year	19,269	150,616	169,885
Balance at 30 June 2022	655,313	618,181	1,273,494

The accompanying notes form part of these financial statements

AUSTRALIAN MUSEUM TRUST

Statement of cash flows for the year ended 30 June 2023

	Notes	Consolidated entity			Parent entity	
		Actual	Budget	Actual	Actual	Actual
		2023	2023	2022	2023	2022
		\$000	\$000	\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
Sale of goods and services		17,902	7,767	10,231	17,902	10,231
Interest received		464	-	22	464	22
Grants and other contributions		49,125	46,487	44,100	49,125	44,100
Total receipts		67,491	54,254	54,353	67,491	54,353
Payments						
Personnel services		-	-	-	(28,360)	(25,207)
Employee related		(28,360)	(30,350)	(25,207)	-	-
Suppliers for goods and services		(34,943)	(22,752)	(22,098)	(34,943)	(22,098)
Finance costs		(44)	(17)	(16)	(44)	(16)
Total payments		(63,347)	(53,118)	(47,321)	(63,347)	(47,321)
Net cash inflows from operating activities	17	4,144	1,136	7,032	4,144	7,032
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from grants	1(j)	7,900	13,000	22,650	7,900	22,650
Proceeds from capital donations	1(j)	1,367	-	2,390	1,367	2,390
Purchase of property, plant and equipment		(14,240)	(26,021)	(15,971)	(14,240)	(15,971)
Purchase of intangible assets		(3,538)	-	(1,287)	(3,538)	(1,287)
Net cash inflows (outflows) from investing activities		(8,511)	(13,021)	7,782	(8,511)	7,782
CASH FLOWS FROM FINANCING ACTIVITES						
Repayment of borrowings	12	-	-	-	-	-
Payment of principal portion of lease liabilities	12	(632)	(515)	(529)	(632)	(529)
Net cash (outflows) from financing activities		(632)	(515)	(529)	(632)	(529)
NET INCREASE (DECREASE) IN CASH						
Cash and cash equivalents at the start of the year		23,824	16,602	9,539	23,824	9,539
Cash and cash equivalents at the end of the year	5	18,825	4,202	23,824	18,825	23,824

The accompanying notes form part of these financial statements.

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

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

Due to Administrative Arrangement Order effective 1 April 2022, the AM was transferred from the Premier's Department cluster to the Department of Enterprise, Investment and Trade. The AM as a reporting entity, comprises the entity under its control, namely, the Australian Museum Trust Staff Agency (AMS). The AMS is an entity created by Administrative Order on 24 February 2014 under the *Government Sector Employment Act 2013* (NSW) (GSE Act). The objective of the AMS is to provide personnel services to the parent entity, the Australian Museum Trust. In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entity, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

These financial statements for the year ended 30 June 2023 have been authorised for issue by the Board of Trustees on 22 September 2023.

(b) Basis of preparation

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

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- the requirements of the *Government Sector Finance Act 2018* (GSF Act) and
- Treasurer's Directions issued under the GSF Act.

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

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

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

(c) Statement of compliance

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

(d) Taxation status

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

(e) Accounting for the Goods and Services Tax

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

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

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Foreign currency translation

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

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

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

(g) Comparative information

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

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

i. Effective for the first time in FY2022-23

The accounting policies applied in 2022-23 are consistent with those of the previous financial year. The following amendments and interpretations that apply for the first time in 2022-23 did not have any material impact on the AM's financial statements:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2021-7a *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]*
- AASB 2022-3 *Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

ii. Issued but not yet effective

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

The following new AAS have not been applied and are not yet effective. The possible impact of these Standards in the period of initial application cannot be quantified at this stage.

AASB 17 Insurance Contracts

AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current

AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates

AASB 2021-5 Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction

AASB 2021-6 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards

AASB 2021-7b Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections

AASB 2021-7c Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections

AASB 2022-1 Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information

AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback

AASB 2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants

AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards

AASB 2022-8 Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments

AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Program Group Statement

The AM operates under one NSW government program group, whose purpose is to achieve excellence in arts, culture and heritage. In supporting the program group, AM fulfils its own objects, which are to propagate knowledge about the natural environment of Australia and to increase that knowledge.

(j) Judgements, key assumptions and estimations

The AM receives grants and donations for capital expenditure. These amounts have been reclassified as investing activities to more fairly reflect their nature and purpose in accordance with Australian Accounting Standard AASB 107 *Cash flow statements*. Capital grants and donations received in 2023 were \$9.3 million (2022: \$25.0 million).

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

Superannuation on Annual Leave Loading

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

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

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

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

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

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

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

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

2 REVENUE

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

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000
(a) Sale of goods and services from contracts with customers				
Shop sales	1,940	1,179	1,940	1,179
Admission fees	3,436	1,163	3,436	1,163
Rendering of services	3,575	1,826	3,575	1,826
Sponsorships	1,347	924	1,347	924
	10,298	5,092	10,298	5,092

Recognition and measurement

Sale of goods

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

Admission fees

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

Rendering of services and sponsorship

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

Refer to Note 12 for the disclosure of the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, and when the AM expects to recognise the unsatisfied portion as revenue.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000
2 REVENUE (continued)				
(b) Grants and other contributions				
Grants and contributions to acquire or construct a recognisable non-financial asset to be controlled by AM				
Capital grants from NSW Government	1,326	8,894	1,326	8,894
Contributions from NSW Government	-	-	-	-
Capital contributions (other grants, donations)	2,735	3,862	2,735	3,862
Other grants and contributions with sufficiently specific performance obligations				
Other NSW Government grants	3,832	3,968	3,832	3,968
Scientific research grants from Australian Government	390	312	390	312
Research contributions (other grants, donations)	2,443	1,333	2,443	1,333
Grants without sufficiently specific performance obligations				
Recurrent grants from NSW Government	41,348	35,600	41,348	35,600
Capital grants from NSW Government	7,900	13,000	7,900	13,000
Grants from Australian Government	-	-	-	-
Donations and bequests	297	333	297	333
Donations to collections	-	33	-	33
	60,271	67,335	60,271	67,335

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

Recognition and measurement

Grants and contributions include grants from the Department of Enterprise, Investment and Trade (\$49.2 million); 2022 \$35.9 million from the Premier's Department and \$12.7 million from Department of Enterprise, Investment and Trade.

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

Revenue from grants with sufficiently specific performance obligations are recognised as and when the AM satisfies a performance obligation by transferring the promised goods. Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Refer to Note 12 for the disclosure of the aggregate amount of the transaction price allocated to performance obligations that have not been satisfied at the end of the year and when the AM expects to recognise the unsatisfied portion as revenue.

Income from grants without sufficiently specific performance obligations are recognised when the AM obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services are measured at fair value. The Museum has not recorded any volunteer services in 2023 (2022: nil).

2 REVENUE (continued)
Parliamentary appropriations

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

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

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

The Australian Museum receives its funding under appropriations from the grant funding received from DEIT which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Bill that is prepared and tabled for that year. The State Budget and related 2023-24 Appropriation Bill has been delayed until September 2023. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2023 until the earlier of 30 September 2023 or enactment of the 2023-24 Appropriation Act.

Consolidated entity		Parent entity	
2023	2022	2023	2022
\$000	\$000	\$000	\$000

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

The following liabilities and/or expenses have been assumed by the Crown or other government entities:

Superannuation-defined benefit	73	82	-	-
Long service leave provision	529	-	-	-
Payroll tax	4	4	-	-

Personnel services benefit received free of charge

Superannuation-defined benefit	-	-	73	82
Long service leave provision	-	-	529	-
Payroll tax	-	-	4	4
	606	86	606	86

(d) Other income

Insurance claims recovery	2,415	3,595	2,415	3,595
	2,415	3,595	2,415	3,595

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000

3 EXPENSES

(a) Personnel services expenses

Salaries and wages (including annual leave)	-	-	25,116	22,012
Superannuation – defined benefit plans	-	-	73	82
Superannuation – defined contribution plans	-	-	2,261	1,841
Long service leave	-	-	529	(86)
Workers' compensation insurance	-	-	136	124
Payroll tax and fringe benefits tax	-	-	1,468	999
	-	-	29,583	24,972

(b) Employee related expenses

Salaries and wages (including annual leave)	25,116	22,012	-	-
Superannuation – defined benefit plans	73	82	-	-
Superannuation – defined contribution plans	2,261	1,841	-	-
Long service leave	529	(86)	-	-
Workers' compensation insurance	136	124	-	-
Payroll tax and fringe benefits tax	1,468	999	-	-
	29,583	24,972	-	-

Employee related costs that have been capitalised in property, plant and equipment and intangibles and therefore excluded from the above: \$4,114,000 (2022: \$2,091,000).

(c) Other operating expenses

Auditor's remuneration – audit of the financial statements (Audit Office of NSW)	133	126	133	126
Cleaning	1,220	987	1,220	987
Consultants	808	720	808	720
Other contractors	5,808	4,060	5,808	4,060
IT Services	2,381	2,461	2,381	2,461
Licence fees	1,188	906	1,188	906
Travel	560	115	560	115
Temporary exhibition	1,991	1,694	1,991	1,694
Cost of sales	920	511	920	511
Electricity, gas and water	1,111	965	1,111	965
Insurance	695	656	695	656
Maintenance	4,763	4,068	4,763	4,068
Marketing and promotions	3,352	1,960	3,352	1,960
Other	5,402	4,177	5,402	4,177
	30,332	23,406	30,332	23,406

Reconciliation - Total maintenance expense

Personnel services maintenance expense included in Note 4(a)	-	-	724	323
Employee related maintenance expense included in Note 4(b)	724	323	-	-
Maintenance expense - contracted labour and other (non-employee related), as above	4,763	4,068	4,763	4,068
Reconciliation - Total maintenance expense	5,487	4,391	5,487	4,391

3 EXPENSES (continued)

Recognition and measurement

Maintenance expense

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

Insurance

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

Consultants

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

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000
(d) Depreciation and amortisation expense				
Depreciation				
Buildings	5,105	4,858	5,105	4,858
Plant and equipment	4,255	2,482	4,255	2,482
Right-of-use assets	629	519	629	519
Amortisation				
Software and web	360	564	360	564
Collection	21	22	21	22
	10,370	8,445	10,370	8,445

Refer to Note 7 and Note 8 for recognition and measurement policies on depreciation and amortisation.

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

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

Unexpended balances for restricted amounts at 30 June

Grants and contributions	4,493	8,765	4,493	8,765
	4,493	8,765	4,493	8,765

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000

5 CASH AND CASH EQUIVALENTS – CURRENT ASSETS

Cash at bank and on hand	18,825	23,824	18,825	23,824
Closing cash and cash equivalents	18,825	23,824	18,825	23,824

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand, TCorp at call deposit and short term deposits with original maturity of three months or less and subject to an insignificant risk of changes in value.

The AM has the following banking facility which authorises the bank to debit the AM's operating bank account up to the limit. The unutilised amount as at 30 June 2023 was \$114,666.

	Spend limit	GSF limit	Spend limit	GSF limit
Citi Australia Commercial Card facility	350	500	350	500

Refer Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6 RECEIVABLES – CURRENT ASSETS

Trade receivables from contracts with customers	1,593	2,693	1,593	2,693
GST receivable	522	730	522	730
Less: Allowance for expected credit losses	(1)	(9)	(1)	(9)
Prepayments	662	159	662	159
	2,776	3,573	2,776	3,573

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 18.

Recognition and measurement

The AM recognises a financial asset or a financial liability when, and only when, it becomes a party to the contractual provisions of the instrument. To determine when the AM becomes a party to the contractual provisions of the instrument, the AM considers:

- Whether the AM has a legal right to receive cash (financial asset) or a legal obligation to pay cash (financial liability); or
- Whether at least one of the parties has performed under the agreement.

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

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

Subsequent measurement

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

Impairment

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

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

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

7 PROPERTY, PLANT AND EQUIPMENT – NON-CURRENT ASSETS

(a) Total property, plant and equipment

	Consolidated and Parent entity				
	Assets under construction \$000	Land and buildings \$000	Plant and equipment \$000	Collections \$000	Total \$000
At 1 July 2022 - fair value					
Gross carrying amount	10,716	330,566	31,155	939,323	1,311,760
Accumulated depreciation and impairment	-	(37,616)	(14,002)	-	(51,618)
Net carrying amount	10,716	292,950	17,153	939,323	1,260,142
Year ended 30 June 2023					
Net carrying amount at start of the year	10,716	292,950	17,153	939,323	1,260,142
Net revaluation increments	-	14,809	-	121,352	136,161
Purchases of assets	14,240	-	-	-	14,240
Provision for building rectification	-	4,090	-	-	4,090
Transfer (to) from another asset type	(13,053)	(1)	13,054	-	-
Depreciation expense	-	(5,105)	(4,256)	-	(9,361)
Beginning AUC transfer to expense	(319)	-	-	-	(319)
Net carrying amount at end of the year	11,584	306,743	25,951	1,060,675	1,404,953
At 30 June 2023 - fair value					
Gross carrying amount	11,584	351,469	44,209	1,060,675	1,467,937
Accumulated depreciation and impairment	-	(44,726)	(18,258)	-	(62,984)
Net carrying amount	11,584	306,743	25,951	1,060,675	1,404,953
At 1 July 2021 - fair value					
Gross carrying amount	4,648	313,609	23,324	801,945	1,143,526
Accumulated depreciation and impairment	-	(30,783)	(11,981)	-	(42,764)
Net carrying amount	4,648	282,826	11,343	801,945	1,100,762
Year ended 30 June 2022					
Net carrying amount at start of the year	4,648	282,826	11,343	801,945	1,100,762
Net revaluation increments <i>Note 3(b)</i>	-	13,426	-	137,190	150,616
Purchases of assets	15,971	-	-	-	15,971
Donated assets	-	-	-	33	33
Disposals	-	-	(5)	-	(5)
Transfer (to) from another asset type	(9,903)	1,556	8,297	155	105
Depreciation expense	-	(4,858)	(2,482)	-	(7,340)
Net carrying amount at end of the year	10,716	292,950	17,153	939,323	1,260,142
At 30 June 2022 - fair value					
Gross carrying amount	10,716	330,566	31,155	939,323	1,311,760
Accumulated depreciation and impairment	-	(37,616)	(14,002)	-	(51,618)
Net carrying amount	10,716	292,950	17,153	939,323	1,260,142

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 7(b).

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

Recognition and measurement

i. Acquisition of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

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

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

ii Capitalisation thresholds

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

iii. Major inspection costs

When each major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

iv. Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (NSW TPP 21-09) and Treasurer's Direction 'Valuation of Physical Non-Current Assets at Fair Value' (TD21-05). TD21-05 and TPP 21-09 adopt fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 13 *Fair Value Measurement*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative 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 8(b) for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The AM conducts a comprehensive revaluation at least every three years for its land and buildings. The last comprehensive valuation was completed on 31 March 2021 and was based on an independent assessment. The land was valued using the market approach and the buildings using the depreciated replacement cost approach. Collection assets are revalued at least every five years by an independent assessment. The last comprehensive valuation was completed as at 30 June 2023.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value. An interim revaluation was completed as at 30 June 2023 as a result of a cumulative increase in indicators of 5.2% for land and buildings. The AM used an external professionally qualified valuer, CBRE, to conduct the interim revaluation for land and buildings.

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

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

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

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

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

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

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

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

The AM engaged an independent valuer to conduct a comprehensive valuation of the AM's collection assets as at 30 June 2023. The previous independent comprehensive valuation was performed as at 30 June 2018 and an interim valuation was performed as at 30 June 2022.

The 2023 valuation resulted in a \$121.4 million increase in value to the collection assets. The increase in the value 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 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 TPP 21-09. The collection has been revalued using a combination of both market and cost approach. Collection assets are considered to be an item of property, plant and equipment for financial reporting purposes and an entity can choose to either recognise collection assets via either the cost model or the revaluation model.

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.

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

The Collection assets are categorised into: the Natural Sciences Collection, the Cultures Collection, the Library Collection and the Archives Collection.

The collection has been revalued using either the market approach or cost approach.

In instances where market transactions exist for registered collection assets, the market approach has been utilised to determine fair value. The independent valuers have relied on professional judgement to adjust market transactions for differences in characteristics based on their experience valuing other registered collection assets in Australian-based museums.

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

The Natural Sciences Collection is the largest component of the AM's collection assets and are used for scientific research, public exhibitions, and education. The market for this Collection is considered to have limited activity and depth due to the exceptional and unique nature of the Collection. In the majority of cases the 'recollection cost' model was utilised to provide an indication of value based on the current cost of recollecting each specimen as at 30 June 2023. Under this approach, consideration was given to the costs associated with planning and conducting collections expeditions/field trips, documentation and preparation of a specimen to a condition comparable with its current state. Increases in staff and transport costs resulted in an increase in the value of the Natural Sciences Collection.

The AM holds Cultures Collections of Indigenous peoples from Australia and throughout the world including First Nations, Pacific and world cultures collections that consist of iconic masterpieces as well as general ceremonial and utilitarian objects. The valuer determined the estimated current values based on past auction results from around the world and discussions with relevant experts. Key themes influencing the 2023 valuation were:

- The increasing international pressure for the repatriation of cultural objects to their country of origin, impacting the commercial value for ethnographic and historical material.
- High-end versus middle market. In recent years increases have been experienced in the prices paid for high-end objects with credible provenance. However, the mid-range market has been weak over the same period.
- Digital access – the art market's development of online platforms has provided many choices for collectors so that geography is no longer a boundary.
- Currency fluctuation – the primary market for the Australian Aboriginal material (excluding contemporary paintings) remains in Australia with values based on Australian dollars. The international market for high-value Pacific and First Nations material is now Europe and are therefore valued in Euro and converted to Australian dollars. Any fluctuation in exchange rates can affect the value of the collection.

The Library Collection incorporates the printed materials within the Research Library including books, serials, journals and museum archives. Digital copies are now readily available for many older items and many titles that are out of copyright are available for purchase by print on demand. This has reduced the market value of hard copy originals. However, rare books and 19th Century serials with coloured plates have increased in value due to their market value remaining strong.

The Archives Collection contains a variety of items from books, archive material, photographs, paintings and drawings including a number of rare and unique items that have been valued on the basis of their rarity and their aesthetic qualities. The market in these types of items is very strong and continues with institutional and private interests.

Overall, the valuation resulted in a 2.7% Relative Standard Error (RSE) at a 95% confidence interval, which is well within the targeted 5.0% tolerance.

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

v. Exhibitions

The value of exhibitions is included in plant and equipment and represents capitalisation of the development and establishment costs (including directly attributable salaries and wages) 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.

vi. Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material or due to physical damage or deterioration.

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

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

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

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

vii. Depreciation of property, plant and equipment

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

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

Land is not a depreciable asset. Certain heritage assets including original artworks and collections and heritage buildings may not have a limited useful life because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation. 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 useful life of 50 years and Minor buildings 40 to 50 years.

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

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

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

Buildings: 40 to 50 years

Plant and equipment: 3 to 50 years

Vehicles: 3 years

Vessels: 7 to 10 years

Exhibitions: 1 to 10 years

(b) Fair value measurement of non-financial assets
Fair value measurement and hierarchy

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

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

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

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

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

Depreciated historical cost approximates fair value for plant and equipment.

The AM recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. The reconciliation included in Note 7(a) is sufficient to explain the movement to assets categorised as Level 3 in the fair value hierarchy.

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total fair value \$000
2023				
Land	-	83,313	-	83,313
Buildings	-	-	219,340	219,340
Collections	-	-	1,060,675	1,060,675
	0	83,313	1,280,015	1,363,328
2022				
Land	-	77,938	-	77,938
Buildings	-	-	215,012	215,012
Collections	-	-	939,323	939,323
	0	77,938	1,154,335	1,232,273

7 PROPERTY, PLANT AND EQUIPMENT – NON-CURRENT ASSETS (continued)
(c) Reconciliation of recurring Level 3 fair value measurements

	Buildings \$'000	Collections \$'000	Total Recurring Level 3 Fair Value \$'000
Fair value as at 1 July 2022	215,012	939,323	1,154,335
Revaluation increments recognised in other comprehensive income - included in line item / Changes in revaluation surplus of property, plant and equipment	9,433	121,352	130,785
Depreciation expense	(5,105)	-	(5,105)
Fair value as at 30 June 2023	219,340	1,060,675	1,280,015
Fair value as at 1 July 2021	207,576	801,945	1,009,521
Additions	1,556	188	1,744
Revaluation increments recognised in other comprehensive income - included in line item / Changes in revaluation surplus of property, plant and equipment	10,738	137,190	147,928
Depreciation expense	(4,858)	-	(4,858)
Fair value as at 30 June 2022	215,012	939,323	1,154,335

Valuation techniques, inputs and processes:

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

Land and buildings were revalued at 31 March 2021 by an external expert valuer. An interim valuation of the land and buildings as at 30 June 2023 was provided by the same external expert valuer using the same assumptions for compensation rate, square metres, heritage elements, useful lives and conditions as used in the 31 March 2021 valuation.

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

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

A comprehensive valuation of the collections was conducted as at 30 June 2023 by an external expert valuer. In 2022, the same valuer was engaged to conduct an interim valuation of the collection assets.

The fair values have been assessed in accordance with Australian Accounting Standards, NSW Treasury Policies & Guidelines and the Australian framework for the valuation of public sector collections as prepared by the Council of Australasian Museum Directors (CAMD).

The valuation of the collection assets is subject to a level of estimation uncertainty. This uncertainty arises from the fact that the collections comprise many items and the valuation process therefore depends on sampling, which gives rise to the risks inherent in sampling.

Due to the scale of the collection assets, two techniques are used. All assets of high value exceeding a designated threshold within subcategories are individually valued. Other assets are valued by stratified sampling across established collection categories that are relatively homogenous in value. Samples were selected and the average values of the sample items within each category were then multiplied by the population size to calculate the total valuation of each category with individually valued items excluded.

The valuation is based on market observations of prices for sales of collection items that were the same as or similar to items in the collection. Where the sales of comparable items were similar to the collection items, the

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

collection items' values were adjusted based on the comparative level of significance of the collection items and observed item sales. A number of market observations were used to determine the level of adjustment required for the difference in the level of significance of observed items sold and the collection items. The valuation of the collection assets is subject to a high level of estimation uncertainty.

While these uncertainties mean that the valuation is an estimation process and that there may be significant variations in the overall valuation, the stratified sampling process has been developed by an independent statistician based on sound statistical principles.

In addition to the fair value measurement for each high value item and each item within the low value samples, we have also reported on the other aspects of the fair value framework including the valuation premise, the highest and best use, the valuation technique, the market (principal or most advantageous), the fair value hierarchy level for the measurement including whether this has changed since the 2017/18 financial year and a description of the significant unobservable input(s).

8 INTANGIBLE ASSETS – NON-CURRENT ASSETS

	Consolidated and Parent entity			
	Assets in development	Web and software	Collection - digital assets	Total
	\$000	\$000	\$000	\$000
At 1 July 2022 - fair value				
Cost (gross carrying amount)	148	2,358	1,574	4,080
Accumulated amortisation and impairment	-	(1,273)	(226)	(1,499)
Net carrying amount	148	1,085	1,348	2,581
Year ended 30 June 2023				
Net carrying amount at beginning of year	148	1,085	1,348	2,581
Additions	177	-	3,361	3,538
Transfer (to) from another asset type	(143)	-	143	-
Amortisation (recognised in 'depreciation and amortisation')	-	(359)	(21)	(380)
Net carrying amount at end of the year	182	726	4,831	5,739
At 30 June 2023				
Cost (gross carrying amount)	182	2,358	5,078	7,618
Accumulated amortisation and impairment	-	(1,632)	(247)	(1,879)
Net carrying amount	182	726	4,831	5,739
At 1 July 2021 - fair value				
Cost (gross carrying amount)	172	3,400	521	4,093
Accumulated amortisation and impairment	-	(1,905)	(204)	(2,109)
Net carrying amount	172	1,495	317	1,984
Year ended 30 June 2022				
Net carrying amount at beginning of year	172	1,495	317	1,984
Additions	1,287	-	-	1,287
Impairment losses	-	-	-	-
Transfer (to) from another asset type	(1,311)	153	1,053	(105)
Amortisation (recognised in 'depreciation and amortisation')	-	(563)	(22)	(585)
Net carrying amount at end of the year	148	1,085	1,348	2,581
At 30 June 2022				
Cost (gross carrying amount)	148	2,358	1,574	4,080
Accumulated amortisation and impairment	-	(1,273)	(226)	(1,499)
Net carrying amount	148	1,085	1,348	2,581

8 INTANGIBLE ASSETS – NON-CURRENT ASSETS (continued)

Recognition and measurement

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

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

The useful lives of intangible assets are assessed to be either finite or infinite. The useful life of an intangible asset that is not being amortised is reviewed each year to ensure that the indefinite useful life assessment continues to be appropriate. Intangible assets with finite useful lives are amortised using the straight-line method for each category over the estimated useful life as follows:

Software and website enhancements: 3 to 10 years

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

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

The Collections Enhancement Project (CEP) is a 10 year project to produce digital images of certain collection items. Digitised images deliver an efficient and improved access to the collections providing ongoing economic benefit. These digital assets have an existence and utility separate from the actual physical collection assets. The CEP will be updated for new acquisitions and therefore information has an indefinite useful life and is not amortised.

Other intangible assets include the Website and online systems. These assets have been assessed as having a finite useful life and are therefore amortised over their assessed useful life of 5 years.

Consolidated entity		Parent entity	
2023	2022	2023	2022
\$000	\$000	\$000	\$000

9 RESTRICTED ASSETS

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

Restricted cash described as contract liability (Note 12)

Restricted cash not described elsewhere as a liability

4,409	6,602	4,409	6,602
4,493	8,765	4,493	8,765
8,902	15,367	8,902	15,367

10 LEASES

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

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

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

10 LEASES (continued)

AASB16 requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

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

Right-of-use assets under leases

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

	Consolidated and Parent entity			
	Land	Buildings	Plant and equipment	Total
	Concessionary leased asset			
	\$000	\$000	\$000	\$000
Balance at 1 July 2022	33	713	21	767
Additions	-	1,479	72	1,551
Depreciation expense	(1)	(599)	(28)	(628)
Balance at 30 June 2023	32	1,593	65	1,690

	Consolidated and Parent entity			
	Land	Buildings	Plant and equipment	Total
	Concessionary leased asset			
	\$000	\$000	\$000	\$000
Balance at 1 July 2021	34	1,189	63	1,286
Depreciation expense	(1)	(476)	(42)	(519)
Balance at 30 June 2022	33	713	21	767

AASB 16 Leases (AASB 16) requires a lessee to recognise a right-of-use asset for most leases. The AM has elected to present right-of-use assets separately in the Statement of Financial Position.

Consolidated entity		Parent entity	
2023	2022	2023	2022
\$000	\$000	\$000	\$000

Lease liabilities

The following table presents liabilities under leases.

Balance at 1 July	763	1,292	763	1,292
Additions	1,551	-	1,551	-
Interest expense	44	16	44	16
Payments	(676)	(545)	(676)	(545)
Balance at 30 June	1,682	763	1,682	763

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

Depreciation expense on right-of-use-assets	628	519	628	519
Interest expense on lease liabilities	44	16	44	16
Total amount recognised in the statement of comprehensive income	672	535	672	535

The AM had total cash outflows for leases of \$676,000 in 2022-23 (2021-22: \$545,000).

10 LEASES (continued)

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

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

Recognition and measurement

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

(i) Right-of-use-assets

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

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

Land	30 years
Buildings	5 years
Motor Vehicles	3 years

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

10 LEASES (continued)**(ii) Lease liabilities**

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

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

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

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

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

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

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

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000

11 PAYABLES

Creditors	1,836	2,317	1,836	2,317
Accrued salaries, wages and on-costs	917	691	-	-
Sundry accruals	5,014	4,766	5,014	4,766
Personnel services expenses payable	-	-	4,245	3,640
	7,767	7,774	11,095	10,723

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 18.

Recognition and measurement

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

12 CONTRACT LIABILITIES

Contract liabilities – current	3,256	4,580	3,256	4,580
Contract liabilities – non-current	1,153	573	1,153	573
	4,409	5,153	4,409	5,153

Contract receivables (included in Note 6)	1,267	1,313	1,267	1,313
---	--------------	-------	--------------	-------

Recognition and measurement

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

Revenue recognised that was included in the contract liability balance at the beginning of the year	4,753	3,031	4,753	3,031
Transaction price allocated to the remaining performance	4,409	5,153	4,409	5,153

The transaction price allocated to the remaining performance obligations relates to rendering of services, sponsorship revenue, scientific research grants and research contributions. 74% is expected to be recognised in the 2023-24 financial year and 26% recognised in later years.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

	Consolidated entity		Parent entity	
	2023	2022	2023	2022
	\$000	\$000	\$000	\$000

13 PROVISIONS

Employee benefits and related on-costs

Annual leave	2,220	1,981	-	-
Long service leave	789	779	-	-
Redundancy	230	100	-	-
Staff recognition	11	11	-	-
	3,250	2,871	-	-

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

	78	78	-	-
	78	78	-	-

Other provision

Provision for building rectification	4,090	-	4,090	-
--------------------------------------	--------------	----------	--------------	----------

Aggregate employee benefits and related on-costs

Provisions	3,328	2,949	-	-
Accrued salaries, wages and on-costs (Note 11)	917	691	-	-
	4,245	3,640	-	-

The AM has received a notice in relation to required building rectification works. These rectification works are expected to be completed by June 2025. Initial cost estimates have been received that support the provision amount.

Movements in provisions (other than employee benefits)

Carrying amount at 1 July 2022	-
Additional provisions recognised	4,090
Carrying amount at 30 June 2023	4,090

Recognition and measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

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

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

Actuarial advice obtained by NSW Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% (2022: 8.4%) of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The AM has assessed the actuarial advice based on the AM's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the liability is not expected to be settled within 12 months as the AM does not have an unconditional right to defer settlement.

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

Long service leave and superannuation

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

13 PROVISIONS (continued)

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.

Long service leave and superannuation (continued)

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

Consequential on-costs

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

Other provisions

Provisions are recognised when:

- the AM has a present legal or constructive obligation as a result of a past event;
- it is probable that an outflow of resources will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

When the AM expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of comprehensive income.

14 OTHER LIABILITIES
CURRENT

Deposits

Consolidated entity		Parent entity	
2023	2022	2023	2022
\$000	\$000	\$000	\$000
89	152	89	152

Liabilities under transfers to acquire or construct non-financial assets to be controlled by the AM

-	1,326	-	1,326
89	1,478	89	1,478

NON-CURRENT

Security deposit

50	50	50	50
50	50	50	50

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

Opening balance

1,326	570	1,326	570
-------	-----	-------	-----

Add : receipt of cash during the financial year

-	9,650	-	9,650
---	-------	---	-------

Deduct: income recognised during the financial year

1,326	8,894	1,326	8,894
-------	-------	-------	-------

Closing balance

-	1,326	-	1,326
---	-------	---	-------

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

15 EQUITY
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 8.

Accumulated Funds

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

Reserves

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

Consolidated entity		Parent entity	
2023	2022	2023	2022
\$000	\$000	\$000	\$000

16 COMMITMENTS FOR EXPENDITURE
Capital commitments

Aggregate expenditure for the acquisition of capital

Not later than one year

Total (including GST)

1,056	3,144	1,056	3,144
1,056	3,144	1,056	3,144

17 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT
Reconciliation of cash flows from operating activities to the net result as reported in the statement of comprehensive income as follows:

Net cash used on operating activities	4,144	7,032	4,144	7,032
Grants for capital expenditure	7,900	22,650	7,900	22,650
Donations for capital expenditure	1,367	2,390	1,367	2,390
Non-cash donations	-	33	-	33
Depreciation and amortisation	(10,370)	(8,445)	(10,370)	(8,445)
Decrease (increase) in employee benefit provisions	(379)	482	(379)	482
Decrease (increase) in payables	7	(4,530)	7	(4,530)
Decrease (increase) in other liabilities	1,390	(803)	1,390	(803)
Decrease (increase) in contract liabilities	744	(1,747)	744	(1,747)
Increase in inventory	46	12	46	12
Increase (decrease) in receivables and other assets	(804)	2,217	(804)	2,217
Loss on disposal of plant and equipment	-	(5)	-	(5)
Other losses	4	(17)	4	(17)
Non-cash operating expense	(319)	0	(319)	0
Net result	3,730	19,269	3,730	19,269

18 FINANCIAL INSTRUMENTS

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

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

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

(a) Financial instrument categories

			Consolidated and Parent entity	
			Carrying amount	
Class	Notes	Category	2023	2022
Financial assets				
Cash and cash equivalents	5	Amortised cost	18,825	23,824
Receivables ¹	6	Amortised cost	1,592	2,684
Other financial assets		Amortised cost	436	436
Financial liabilities				
Payables ²	11	Financial liabilities measured at amortised cost	7,464	7,542
Borrowings	10	Financial liabilities measured at amortised cost	1,682	763
Other ²	14	Financial liabilities measured at amortised cost	50	50

Notes

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

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

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

(b) Financial risks

(i) Credit risk

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

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

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

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

Cash and cash equivalents

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

18 FINANCIAL INSTRUMENTS (continued)*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. The AM has not recognised a provision for expected credit losses on its other financial assets in 2023 (2022: nil).

(ii) Liquidity risk

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

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

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

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

18 FINANCIAL INSTRUMENTS (continued)

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

Maturity analysis and interest rate exposure of financial liabilities

		Interest rate exposure			Maturity dates		
	Weighted average effective interest %	Nominal amount ¹ \$000	Fixed interest rate \$000	Non-interest bearing \$000	<1 yr \$000	1-5 yrs \$000	>5 yrs \$000
Consolidated entity							
2023							
Payables	-	7,767	-	7,767	7,767	-	-
Borrowings							
Lease liabilities	2.6%	1,975	1,975	-	528	1,032	415
Other	-	50	-	50	50	-	-
		9,792	1,975	7,817	8,345	1,032	415
2022							
Payables	-	7,774	-	7,774	7,774	-	-
Borrowings							
Lease liabilities	1.4%	846	846	-	539	265	42
Other	-	50	-	50	50	-	-
		8,670	846	7,824	8,363	265	42
Parent entity							
2023							
Payables	-	11,095	-	11,095	11,095	-	-
Borrowings							
Lease liabilities	2.6%	1,975	1,975	-	528	1,032	415
Other	-	50	-	50	50	-	-
		13,120	1,975	11,145	11,673	1,032	415
2022							
Payables	-	10,723	-	10,723	10,723	-	-
Borrowings							
Lease liabilities	1.4%	846	846	-	539	265	42
Other	-	50	-	50	50	-	-
		11,619	846	10,773	11,312	265	42

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.

18 FINANCIAL INSTRUMENTS (continued)**(iii) Market risk**

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

Interest rate risk

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

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

(c) Fair value compared to carrying amount

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

19 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 \$nil million (2022: \$0.03 million).

20 CONTINGENT ASSETS AND LIABILITIES

The AM has no material contingent assets or liabilities as at 30 June 2023 (2022: Nil).

21 BUDGET REVIEW**Budgeted amounts**

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

Net result

Total revenue was \$5.7 million higher than budget, mainly due to:

- \$2.3 million for insurance recoveries for the restoration of Collections that were subject to dust contamination
- \$1.7 million additional Blockbuster funding received from Create NSW towards the Sharks Exhibition and the Nights at the Museum program
- \$1 million Digital Restart Funding received for the approved IT uplift program

Total expenses were \$5.5 million higher than budget, mainly due to:

- \$1.2 million restoration cost of First Nations Collections subject to dust contamination
- \$1.9 million restoration costs of the collection that were subject to dust contamination
- Additional advertising, marketing and program expenses of \$1.7 million for the Sharks Exhibition and Nights at the Museum

Overall, the net result for the year was \$0.2 million higher than budget.

Assets and liabilities

The AM's net asset position is \$291 million greater than budget. The difference is due to the impact of revaluations of land and buildings and collections in 2021-22 and 2022-23.

Cash flows

Net cash inflows from operating activities is \$3.0 million higher than budget, largely due to savings in employee related expenses. Net cash outflows from investing activities is \$4.5 million lower than budget is mainly due to capital projects that will be carried forward to 2023-24 as a result of delays outside the AM's control.

AUSTRALIAN MUSEUM TRUST

Notes to the financial statements for the year ended 30 June 2023

22 RELATED PARTY DISCLOSURES

The AM's Key Management Personnel (KMP) compensation for the 8 KMP (2022: 9 KMP) is as follows:

	2023 \$000	2022 \$000
Short-term employee benefits:		
Salaries	2,237	2,083
Non-monetary benefits	22	8
Total remuneration	2,259	2,091

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

23 EVENTS AFTER THE REPORTING PERIOD

There have been no significant events after the reporting period.

End of audited financial statements

AUSTRALIAN MUSEUM TRUST

STATEMENT BY THE TRUSTEES

Pursuant to section 7.6 of the *Government Sector Finance Act 2018* (NSW) and in accordance with a resolution of the Australian Museum Trust, we, being the Trustees of the Australian Museum Trust, state that:

1. In our opinion, the financial statements for the year ended 30 June 2023 present fairly the financial position, financial performance and cash flows of the Australian Museum Trust, in accordance with applicable Australian Accounting Standards as noted in paragraph 2.
2. The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the *Government Sector Finance Act 2018* (NSW), the *Government Sector Finance Regulation 2018* (NSW) and the requirements of the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities and the Treasurer's Directions under the *Government Sector Finance Act 2018* (NSW).

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



Brian Hartzler
President

22 September 2023



Jen Dalitz
Trustee

22 September 2023



INDEPENDENT AUDITOR'S REPORT

Australian Museum Trust

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

Opinion

I have audited the accompanying financial statements of Australian Museum Trust (the Museum), which comprises the Statement by the Trustees and the Responsible Persons' Declaration of the Museum and the consolidated entity, the Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information of the Museum and the consolidated entity. The consolidated entity comprises the Museum and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the Government Sector Finance Regulation 2018 (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Museum and the consolidated entity
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

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

Basis for Opinion

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

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

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

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

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

Trustees' Responsibilities for the Financial Statements

The Trustees of the Museum are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulation and Treasurer's Directions the Australian Charities and Not-for-profits Commission Act 2012 . The Trustees's responsibility also includes such internal control as the Trustees determines 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 is responsible for assessing the ability of the Museum and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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



Mary Yuen
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

25 September 2023
SYDNEY

Other financial disclosures

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

Quarter	Not yet due	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue	Total
All suppliers						
September	559	2	-	2	(0)	563
December	749	-	23	0	1	773
March	492	102	15	9	1	620
June	1624	214	1	4	3	1845
Small business suppliers						
September	-	-	-	-	-	-
December	-	-	-	-	-	-
March	-	-	-	-	-	-
June	8	-	-	-	-	8

Investment performance

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

Table 7.2
Accounts due or paid within each quarter

Measure	Sep 2022	Dec 2022	Mar 2023	Jun 2023
All suppliers				
Number of accounts due for payment (#)	1730	1827	1293	1813
Number of accounts paid on time (#)	1424	1439	1071	1566
Actual percentage paid on time (based on #)	82%	79%	83%	86%
Dollar amount due for payment (m\$)	14.7	12.3	6.9	12.7
Dollar amount paid on time (m\$)	12.0	9.1	5.4	11.8
Actual percentage paid on time (based on \$)	82%	74%	78%	93%
Number of payments for overdue interest	-	-	-	-
Interest paid on overdue accounts (m\$)	-	-	-	-
Small business suppliers				
Number due for payment to small businesses (#)	1	-	1	7
Number due to small businesses paid on time (#)	1	-	1	7
Actual percentage paid on time (based on #)	100%	NA	100%	100%
Dollar amount due for payment to small businesses (m\$)	0.00	-	0.00	0.01
Dollar amount due to small businesses paid on time (m\$)	0.00	-	0.00	0.01
Actual percentage paid on time (based on \$)	100%	NA	100%	100%
Number of payments for overdue interest	-	-	-	-
Interest paid to small businesses on late accounts (k\$)	-	-	-	-

Table 7.3
Statement of comprehensive income for the year ending 30 June 2024

Budget 2024	\$000
Revenue	
Sale of goods and services	12,069
Grants and contributions	67,639
Total revenue	79,708
Expenses	
Employee related	41,801
Other operating expenses	25,517
Depreciation and amortisation	10,031
Total expenses	77,349
Surplus for the year	2359



Sharks exhibition launch. Photograph by James Alcock

Appendices



Appendix A

Workforce

Workforce profile

As at 30 June 2023 the Australian Museum employed 433 staff, with a full-time equivalent (FTE) of 274.94.

Workforce diversity – outcomes

The representation and distribution of workforce diversity groups in the PSC workforce as at 30 June 2023 are provided in the tables below. The data reveals that the AM continues to lead in the way in terms of participation of women in our workforce. An especially significant achievement is that the Executive Leadership Team of the AM is made up of women.

We exceeded Premier's diversity and inclusion targets:

- 63 per cent women in leadership
- 5.9 per cent people with disability
- contributed to the Aboriginal and Torres Strait Islander people in leadership target.

Furthermore we have met the NSW Government benchmark for Aboriginal and/or Torres Strait Islander employment at 3.4 per cent.

Multicultural outcomes

Multicultural programs and services summary 2022-23

The AM has increased its focus on multicultural service delivery this year to be more inclusive of people from all cultural and linguistic backgrounds by ensuring its exhibitions, maps, audio tour guides and website are in a wider range of languages including Mandarin, Arabic and Hindi. This year the AM held exhibitions in four languages, where it specifically targeted culturally and linguistically diverse (CALD) visitors through direct digital and social campaigns. This resulted in an increase in CALD visitors to 27 per cent. The Museum has increased targeted recruitment and training of CALD front-of-house staff and volunteers to match the leading CALD visitor and school groups who can now be welcomed in their own language. Our highest attending cultural background segments are Chinese (10 per cent), South-East Asian (three per cent) and Indian (three per cent).

The AM will continue to expand multicultural service delivery on exhibitions, maps, audio tour guides, website and tourism programs.

Table A.1
Staff profile

Staff headcount in classification	2020-21	2021-22	2022-23
Administrative and Clerical Staff	210	254	286
Conservators	12	11	11
Exhibition Project Officers	17	19	19
Librarians and Archivists	5	6	8
Preparators	3	1	2
Research Scientists	11	11	11
Scientific Officers	22	21	21
Senior Executive Staff	7	10	12
Technical Officers	59	57	63
Total	346	390	433
Staff (annual full-time equivalent)	275	277	310

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

Band	2021-22		2022-23	
	Female	Male	Female	Male
Band 4	0	0	0	0
Band 3	1	0	1	0
Band 2	1	0	1	0
Band 1	4	4	4	4
Totals	6	4	6	4
	10		10	

Table A.3

Senior Executive remuneration as at the end of the financial year

Band	Range (\$)	Average remuneration 2021-22	Range (\$)	Average remuneration 2022-23
Band 4	487,051-562,650		509,251-588,250	
Band 3	345,551-487,050	475,191	361,301-509,250	484,695
Band 2	274,701-345,550	300,000	287,201-361,300	306,000
Band 1	192,600-274,700	267,362	201,350- 287,200	237,526

Table A.4

Annual trends in the representation of workforce diversity groups

Workforce diversity status	Benchmark	2021	2022	2023
Women	50%	63%	63.7%	66.1%
Aboriginal and/or Torres Strait Islander People	3.3%	2.5%	2.2%	3.4%
People whose first language spoken as a child was not English	23.2%	16.7%	16.4%	19.0%
People with disability	5.6%	2.5%	2.7%	5.9%
People with disability requiring work-related adjustment	N/A	0.0%	1.1%	2.3%

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. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

Table A.5
Trends in the Distribution of Workforce Diversity Groups

Workforce diversity status	Benchmark	2021	2022	2023
Women	100%	91%	96%	96%
Aboriginal and/or Torres Strait Islander People	100%	N/A	N/A	N/A
People whose first language spoken as a child was not English	100%	96%	98%	100
People with disability	100%	N/A	N/A	N/A
People with disability requiring work-related adjustment	100%	N/A	N/A	N/A

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

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

Industrial relations

Policy and practice

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

There were no industrial disputes in financial year 2022-23.

Workplace Health and Safety

Following from the WHS review in FY2021-22, we have a dedicated WHS advisor who with the senior leadership implemented an improved risk management framework with active contribution from AM managers and staff.

This included a review of WHS guidelines and risk assessments to monitor and evaluate our WHS initiatives. It was also supported by risk awareness strategies which included enhanced onboarding for new hires as well as the learning and development programs.

Incident reporting

Hazard reports	14
Safety inspections	50
Near-miss reports	5
Work-related incidents	25
Visitor injuries	46

Workers' compensation claims

Number of work-related injuries resulting in workers' compensation claims	9
Number of work-related illnesses	0
Number of time lost injuries	3
Time lost due to work-related injury (hours)	1922.75

Appendix B

Grants and donor-funded projects

Australian Museum Foundation

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

Grants and donor funded projects

There were 111 grants and gift agreements, with a total value of more than \$3.6 million in 2022-23 for the AM and AMRI projects.

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

There were 89 grant and gift agreements to support AMRI projects in 2022-23 with a total value of nearly \$1.6 million (2021-22: close to \$1.6 million) and an average value of \$45,450 (2021-22: \$43,000). These amounts represent grants and gifts under contract regardless of whether the projects have commenced or revenue has been recognised.

Of the 89 projects listed in tables B.1 and B.2, 35 received new revenue in 2022-23 and it is only those 35 projects that comprise the total value of grants/donations for 2022-23. The other 54 projects listed in tables B.1 and B.2 are for active or continuing projects with a carry forward of funds from prior years.

Table B.3 lists grants and gift agreements to support projects by the Museum Experience and Engagement division of the AM in 2022-23. There were 16 grants and gift agreements to support AM projects in 2022-23 with a total value of \$1.5 million.

Table B.4 lists grants and gift agreements to support six projects in the First Nations division of the AM in 2022-23, with a total \$500,000 gifted in 2022-23.

The Australian Museum gratefully acknowledges the support of granting organisations and particularly the Australian Museum Foundation that has provided \$267,670 in gifts to AMRI and \$744,615 in gifts to the AM in support of research projects and collection acquisitions in 2022-23; and the Lizard Island Reef Research Foundation that has provided \$324,980 in 2022-23 for the Lizard Island fellowship and grant programs (this is in addition to \$118,890 not included in the tables below, to support operational expenses and purchase of equipment for the Lizard Island Research Station).

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

Table B.1
Grant and funded projects for research and collections administered by the Australian Museum 2022-23

Principal investigator(s)/ person responsible	Title of project	Granting body
S Ahyong, E Kupriyanova, F Koehler, I Burghardt, C Rowe, A Chen Yan	Taxonomy of specimens from the RV Investigator voyage to the Indian Ocean Territories	Australian Government - Director National Parks (Bush Blitz)
S Ahyong, E Kupriyanova	Australian deep-sea biodiversity	Equity Trustees Pty Ltd (BCA Philanthropy)
H Bleechmore, K Kim	Darling Travel Grant - investigate the conservation, collection and care measures employed for display of large-scale artefacts and research at the Grand Egyptian Museum	Gordon Darling Foundation
D Curnoe, K Helgen	Tracing the earliest modern humans in island Southeast Asia	The Leahey Foundation
T Cutajar, J Rowley	Rediscovering Australia's lost frogs using DNA from water, air and insects	National Geographic

Grant and funded projects for research and collections administered by the Australian Museum 2022-23 (continued)

Principal investigator(s)/ person responsible	Title of project	Granting body
J DiBattista	Lizard Island Reef e-DNA Project	Lizard Island Reef Research Foundation
J DiBattista	Supporting environmental DNA and citizen science in southern Sydney Harbour	Blue World - Valerie Taylor Sydney-East Prize
J DiBattista, Y-K Tea	Documenting Australia's undescribed mesophotic fish diversity	Minderoo Foundation
D Bickel, J Ellmers	<i>Chrysosoma</i> – a new species of a long-legged fly from Papua New Guinea	Private donor (via Australian Museum Foundation)
M Eldridge	Australian Biodiversity Research: Phylogeography of NSW – Impact of the Sydney Basin and other barriers to gene flow	Private donor (via Australian Museum Foundation)
M Eldridge	Enhancing genomic resilience of fire-impacted brush-tailed Rock-wallaby populations	Department of Industry, Science, Energy and Resources (on behalf of DAWE)
M Eldridge	Brush-tailed Rock-wallaby genomics project	Department of Planning and Environment
P Flemons	Support for Australian institutions in the use of DigiVol for digitising their collections	CSIRO – Atlas of Living Australia
P Flemons	Norfolk Island Expedition	Australian Museum Foundation; Vonwiller Foundation
P Flemons, J Rowley	FrogID	Vonwiller Foundation
P Flemons, J Rowley	Audio analysis and Citizen Science – can citizen scientists reliably identify frog species in audio recordings from FrogID?	Australian Museum Foundation
P Flemons, J Rowley	Conserving Australia's Frogs	James N. Kirby Foundation
P Flemons, J Rowley	A mass mortality event in Australia's frogs: continued investigation into the cause	James N. Kirby Foundation
P Flemons, J Rowley, T Parkin, C Reid, A Mitchell, F Koehler	Australian Alps Bush Blitz	Australian Government – Director of Parks (Bush Blitz)
P Flemons, J Rowley, N Roslan	FrogID research	Private donors (via Australian Museum Foundation)
P Flemons, M Lawrence	Engage 4 Good Program – FrogID AI: automating frog species identification in citizen science recordings	Atlassian Foundation
K Helgen	Chadwick Biodiversity Fellowship	Australian Museum Foundation
K Helgen	Australian Museum Foundation Visiting Fellowships	Australian Museum Foundation
K Helgen	Joint appointment of Terrestrial Vertebrate scientist and Palaeontologist with University of NSW	University of New South Wales
K Helgen, D Alquezar	Wildlife Genomics	Australian Museum Foundation
K Helgen, T Flannery	Community Conservation of Solomon Islands endemic mammals – Phase II	Fondation Segré
K Helgen, T Flannery	Scientific research, biodiversity protection and community development in West Papua	Graeme Wood Foundation
A Hoggett	Lizard Island Fellowships and special grants	Lizard Island Reef Research Foundation

Grant and funded projects for research and collections administered by the Australian Museum 2022-23 (continued)

Principal investigator(s)/ person responsible	Title of project	Granting body
I Hyman, F Koehler	Saving Norfolk Island's critically endangered land snails through improved habitat management and captive breeding	National Geographic
I Hyman, F Koehler	Biogeography and systematics of Pacific Island land snails	Private donor (via Australian Museum Foundation)
I Hyman, F Koehler	Megadiverse but tiny and overlooked – a taxonomic revision of the punctoid snails and slugs of southern Australia (Gastropoda, Stylommatophora)	Department of Agriculture, Water and the Environment (ABRS)
F Koehler, I Hyman	Evolutionary systematics and conservation biology of the land snails of Lord Howe Island and Norfolk Island	Department of Agriculture, Water and the Environment (ABRS) (formerly Department of the Environment and Energy)
F Koehler, I Hyman	Lord Howe Island Critically Endangered Land Snails	NSW Department of Planning, Industry and Environment – Saving Our Species Program
F Koehler, I Hyman	Evolutionary history and systematics of Pacific island land snails, the world's most endangered animals	Australia and Pacific Science Foundation
F Koehler, I Hyman	Conservation of threatened land snails <i>Advena campbellii</i> and <i>Mathewsoconcha belli</i> on Norfolk Island through pest control and predator exclusion fencing	The Mohamed bin Zayed Species Conservation Fund
F Koehler, I Hyman, J Ellmers	Species naming – Brindabella semislug	Private donor (via Australian Museum Foundation)
E Kupriyanova	New annelid species collected during the 2021 RV Investigator voyage to the seamounts of Christmas Island	Australian Government – Director of National Parks (Bush Blitz)
E Kupriyanova, J Ellmers	Species naming – new annelid species from the eastern Australian abyss	Private donor (via Australian Museum Foundation)
E Kupriyanova, P Hutchings	Identification tool for all marine Annelida families and the Australian abyssal fauna	Department of Agriculture, Water and the Environment (ABRS) (formerly Department of the Environment and Energy)
M McCurry	Excavation of an exceptional new fossils site in central NSW	Private donor (via Australian Museum Foundation)
J Nguyen	The Lost Birds of Lord Howe Island: Understanding bird diversity and extinctions using fossils	Australian Museum Foundation
C Reid	Lord Howe Island Critically Endangered Beetles	NSW Department of Planning, Industry and Environment – Saving Our Species Program
J Rowley	Frog Research: Uncovering the diversity and conservation status of Australia's frogs	Private donor (via Australian Philanthropic Services Foundation)
J Rowley	Australia's Unknown Frog Diversity Revealed by Citizen Scientists: Targeted species discovery using FrogID bioacoustic data and integrative taxonomy	Department of Agriculture, Water and the Environment (ABRS)
J Rowley	Groote Eylandt Bush Blitz, Northern Territory – sample curation	Australian Government – Director of Parks (Bush Blitz)
J Rowley	Saving Australia's Frogs	Private donors (via Australian Museum Foundation)

Grant and funded projects for research and collections administered by the Australian Museum 2022-23 (continued)

Principal investigator(s)/ person responsible	Title of project	Granting body
J Rowley	Understanding the likely cause of recent amphibian mass mortality events	Department of Agriculture and Water Resources
J Rowley	Conservation of the recently rediscovered and search for the still missing threatened frogs of the New England Tablelands	NSW Department of Planning and Environment – Saving Our Species
J Rowley	Understanding the impact of a widespread mass mortality event of Australian frogs: an emergency response	National Geographic
J Rowley, T Cutajar, C Portway	In search of missing frogs on the New England Tablelands of NSW	Australian Society of Herpetologists
J Rowley, P Flemons	FrogID and frog research in the Upper Hunter region of New South Wales and support for Women in STEM research	AGL Energy
J Rowley, D Trembath	Molecular analysis of <i>Liopholis whitii</i> Endangered population from Mutawintji NP	NSW Department of Planning, Industry and Environment – Saving Our Species Program
N Tees	High Resolution Imaging of Entomology Specimens for Taxonomic Research	Council of Heads of Australian Faunal Collections
A Way	Deep Time on Bell's Line: Conservation, excavation and study of the Blue Mountains rock shelters	Australian Museum Foundation
A Way	Western NSW Drylands Archaeology Project	Private donors (via the Australian Museum Foundation; Australian Philanthropic Services Foundation; Vonwiller Foundation; Chestnut Tree Foundation; Wavish Family Charitable Trust)

Table B.2

Grant and funded projects for research and collections administered by institutions other than the AM in 2022-23

Principal Investigator(s) / Person Responsible	Title of Project	Granting Body
S Ah Yong	RV Investigator – Biodiversity assessment of Australia's Indian Ocean Territories	CSIRO Marine National Facility (administered by Museums Victoria)
S Ah Yong	Saving the Spinys: Urgent actions to conserve the Euastacus freshwater crayfish	Department of Agriculture, Water and the Environment – Wildlife and Habitat Bushfire Recovery Program (administered by Aquasave-NGT)
D Alquezar, M Lott	Bushfire Recovery Multiregional Species Koala Health Research Project	Department of Industry, Science, Energy and Resources (administered by University of Sydney)
I Burghardt	Taxonomy and systematics of Australian deep-sea sea cucumbers (<i>Echinodermata: Holothuroidea</i>) collected on a shipboard survey of Australia's Indian Ocean Territories	Australian Government – Director of National Parks (Bush Blitz) (administered by Museums Victoria)
J DiBattista	Estimating the biomass of fish stocks using novel genetic techniques	Fisheries Research and Development Corporation (administered by NSW Department of Primary Industries – Fisheries)
J DiBattista	Whole Genome Sequencing and Population Genomics of the Endangered White's Seahorse	Bioplatforms Threatened Species Initiative (administered by Bioplatforms Australia)

Grant and funded projects for research and collections administered by institutions other than the AM in 2022-23 (continued)

Principal Investigator(s) / Person Responsible	Title of Project	Granting Body
M Eldridge	Building genomics resources to understand and protect Australia's mammals	Consortium of partners including BioPlatforms Australia, Australian National University, CSIRO
M Eldridge	A multi-species approach to threat abatement on a conservation significant property: Maximising opportunities to better understanding the overlapping ecology and processes threatening sympatric populations of Carpentarian Grasswrens, Gouldian Finches and Purple-necked Rock-wallabies on Chidna Station, North-western Highlands	Queensland Government – Threatened Species Research Grant (administered by the Artemis Nature Fund)
G Frankham	Shell Bank: A comprehensive genetic database of Hawksbill Turtle populations across Asia Pacific	WWF for Nature Australia
A Hay, S Ah Yong, A Reid	Habitat ecological risk assessment for eco-regions with high trawl footprints, in southern Queensland and northern NSW	Fisheries Research and Development Corporation (administered by CSIRO)
A Hay, J DiBattista, D Alquezar, K Gray	National Biodiversity DNA Library (NBDL) – Australian marine fishes	CSIRO
K Helgen	The Earth Biogenome Project	Smithsonian Institution
K Helgen	Joint appointment of Archaeology scientist with the University of Sydney	The University of Sydney
K Helgen	Morphological assessment of the taxonomy of Papuan non-volant mammals based on molecular results	The Biology Centre, Czech Academy of Sciences; University of Montpellier
K Helgen, A Way, R Torrence, J Ellmers	Centre of Excellence for Australian Biodiversity and Heritage	Australian Research Council (administered by University of Wollongong)
I Hyman	Bushfire Data Commons (BDC): Development of a traits database and vulnerability assessment framework to assess fire susceptibility of Australian invertebrate species	Australian Research Data Commons (administered by Invertebrates Australia)
I Hyman, F Koehler	Conservation management of a threatened land snail on Lord Howe Island	NSW Department of Planning, Industry and Environment – Saving Our Species Program (administered by Invertebrates Australia)
S Jackson, M McCurry, T Peachey	Multiscale 3D Imaging, Modelling and Manufacturing (ARC Training Centre for M3D Innovation)	Australian Research Council (administered by the Australian National University)
R Jones	Early art, culture and occupation along the northern route to Australia	Australian Research Council (administered by Griffith University)
F Koehler	Esperance Bush Blitz	Australian Government – Director of Parks (Bush Blitz) (administered by Western Australia Museum)
R Major	The role of transposable elements in rapid adaptation of invasive species	Marsden Fund – Royal Society of New Zealand Te Apārangi
M McCurry	Determining fossilisation processes of a rare iron-rich Lagerstätte	Australian Research Council (administered by the University of New South Wales)
M McCurry	An Atomic Scale View of Prehistoric Life	University of Sydney Faculty of Engineering – Linkage Projects Strategic Support Scheme (administered by the University of Sydney)
J Nguyen	Australian songbird palaeontology	Flinders University

Grant and funded projects for research and collections administered by institutions other than the AM in 2022-23 (continued)

Principal Investigator(s) / Person Responsible	Title of Project	Granting Body
K Parkinson	RV Investigator - Southeast Australian Marine Ecosystem Survey	CSIRO Marine National Facility (administered by CSIRO)
W Ponder	"Cracking the code" of snails to elucidate parasite disease transmission	Australian Research Council (administered by the University of Melbourne)
C Reid	Large beetles on Lord Howe	Friends of Lord Howe (administered by the Lord Howe Island Museum)
C Reid	The hyperdiverse leaf beetles of the Western Australian Museum	Council of Heads of Australian Faunal Collections (administered by the Western Australian Museum)
C Reid	Conservation biogeography of the endangered invertebrate fauna of the SE Australian montane archipelago	Hermon Slade Foundation (administered by Deakin University)
J Rowley	Australian Amphibian and Reptile Genomics Project	Bioplatforms Australia
J Rowley, R Major	Reintroduction of locally extinct mammals - the landscape ecosystem approach	NSW Environmental Trust (administered by University of NSW)
J Rowley, T Parkin	Australia's unknown frog diversity revealed by citizen scientists: targeted species discovery using FrogID bioacoustic data	Tasmanian Museum and Art Gallery - Jayne Wilson Bequest Bursary (administered by T Parkin)
P Smith	Systematic description and biostratigraphic application of trilobites from Barnicandry 1 Drill Core, Canning Basin, Western Australia	Department of Mines, Industry Regulation and Safety (WA)
A Way	Mapping fire-hit heritage	Australian National University

Table B.3

Grant and funded projects received by the Museum Experience and Engagement division in 2022-23, including grants administered by the Australian Museum and collaborative projects administered by other institutions.

Principal investigator(s) / person responsible	Title of project	Granting body
F Dorey	Bilas Exhibition	Australian Museum Foundation
F Dorey	Ngatyi Acquisition and Installation	Australian Museum Foundation
V Finney	Merchants and Museums project	Australian Research Council (administered by University of Sydney)
V Finney	Berlin's Australian Archive: Addressing the Colonial Legacies of Natural History	German Lost Art Foundation
V Finney	Merchants and Museums: Negotiating Nature Through Science and History symposium	Australian Studies Program, Harvard University
V Finney, L Teteris	<i>Birds of Australia</i> digital experience; production and regional tour	Create NSW
S Florek	Population History in Oceania	Gordon Darling Foundation
V Gardos	A Day at the Museum Program	Australian Museum Foundation

Grant and funded projects received by the Museum Experience and Engagement division in 2022-23 (continued)

V Gardos	Burra learning place	Australian Museum Foundation / Wollemi Capital Group
V Gardos	Museum Minis Program	Australian Museum Foundation
V Gardos	Reframing Outreach	Australian Museum Foundation
V Gardos	Burra learning place Staffing	Australian Museum Foundation
V Gardos	First Nation Staffing	Australian Museum Foundation
V Gardos	Education Project Officer (HSIE)	Australian Museum Foundation
N Lewis	Sydney Science Festival	Australian Museum Foundation / Wollemi Capital Group
N Lewis	Nights at the Museum Program	NSW Government

Table B.4

Grant and funded projects received by the First Nations division in 2022-23, including grants administered by the Australian Museum and collaborative projects administered by other institutions.

Principal investigator(s) / person responsible	Title of project	Granting body
L McBride	Balnaves	Balnaves Foundation
L McBride	Returning Them Home Program	New South Wales State Government
C Simpson	Indigenous Repatriation Program FY2022-23	Australian Government – Department of Infrastructure, Transport, Regional Development and Communications and the Arts
M Smith	Wonnarua Cultural Collections Advice	Department of Regional NSW
M Malu	Wansolmoana Connect	Cuffley Foundation
M Malu	Markings, Motifs, Weavings and Meanings	Australian Museum Foundation

Appendix C

Overseas travel

Overseas travel, Australian Museum 2022-23

Officer	Destination/dates	Purpose	Dates of Travel
Professor Kristofer M. Helgen	Port Moresby (Papua New Guinea) and Honolulu (Hawai'i, US)	To supervise PhD research project into the taxonomy and parasitology of selected groups of mammals from Australia and Papua New Guinea.	24 July – 6 August 2022
Heather Bleachmore, Kyra Kim, Rehan Scharenguivel	Wellington (New Zealand)	To attend the International Institute for Conservation of Historic and Artistic Works Congress (ICC).	2 – 10 September 2022
Melissa Malu	Paris (France)	To speak at the Pacific Arts Association Conference and to conduct meetings with Pacific collecting institutions regarding inbound and outbound exhibition touring opportunities.	11 – 20 September 2022
Dr Frank Koehler, Dr Isabel Palethorpe	Rarotonga, Mangaia and Atiu (Cook Islands)	To survey and collect land and shallow marine gastropods to support ongoing research projects at the AM.	15 – 25 October 2022
Dr Shane Ah Yong	Singapore (Singapore)	To conduct scientific research using the extensive biological collection of the Lee Kong Chian National History Museum, National University of Singapore.	27 November – 10 December 2022
Angus Adameitis, David Teer	New Mexico (US)	To manage and oversee the unpacking and installation of the AM's <i>Tyrannosaurs – Meet the Family</i> exhibition at Farmington Museum and to provide exhibition and technical training.	13 January – 3 February 2023
Vanessa Finney	Washington DC and Boston (US)	To speak at the Merchants and Museums symposium at Harvard University and to undertake associated archival research and professional meetings.	25 March – 4 April 2023
Kim McKay AO	London (UK) and Paris (France)	To attend the opening of <i>Ramses & Gold of the Pharaohs</i> exhibition with <i>The Australian Weekend Magazine</i> as part of the exhibition media strategy, to undertake meetings in Paris and London including with donors and with museum directors to discuss inbound and outbound exhibition touring opportunities.	2 – 14 April 2023
Fran Dorey	London (UK) and Paris (France)	To meet with museum representatives in London to discuss potential inbound exhibition touring opportunities, to attend the <i>Ramses & Gold of the Pharaohs</i> exhibition in Paris, and to meet with the venue and exhibition touring producers regarding the exhibition's operations.	8 – 16 April 2023
Professor Kristofer M. Helgen	Lau Archipelago (Fiji)	To survey the remote Lau Archipelago in Northern Fiji, for the purpose of describing and recording bat fauna.	13 – 30 April 2023
David Teer	Farmington (US)	To manage and oversee the deinstallation and packing of the AM's <i>Tyrannosaurs – Meet the Family</i> exhibition at Farmington Museum.	24 April – 6 May 2023
Louise Teteris	Denver and San Antonio (US)	To attend the AAM Conference in Denver, Colorado, and to meet with the AM's international touring exhibitions partner, Evergreen Exhibitions, to inspect their onsite storage facility where the AM's international touring exhibitions are stored. To undertake meetings with museums in the US to discuss AM outbound exhibition touring opportunities.	18 – 27 May 2023
Heather Bleachmore, Rehan Scharenguivel	Singapore (Singapore)	To deliver a training session as part of the ICOM Australia ICOM Singapore pilot training program on Conservation and Collections Management for ASEAN.	7 – 13 May 2023
Alda Truong	Raleigh (US)	To oversee the unpacking and installation of the AM's <i>Spiders – From Fear to Fascination</i> exhibition at the North Carolina Museum of Natural Sciences.	6 – 23 June 2023
Rocket Mattler	Raleigh (US)	To oversee the unpacking and installation of the AM's <i>Spiders – From Fear to Fascination</i> exhibition at North Carolina Museum of Natural Sciences, and to meet with US-based museums to discuss outbound exhibition touring opportunities.	6 – 23 June 2023

Appendix D

Honorary appointments

The Australian Museum has a long history of making honorary appointments to recognise individuals who have contributed to the advancement of the AM. The following people held an honorary appointment at 30 June 2023.

Honorary Associates

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

Senior Fellows

Dr Val Attenbrow
Mr Desmond Beechey
Dr Penny Berents
Dr Dan Bickel
Dr Walter Boles
Dr Don Colgan
Dr Michael Gray
Ms Joan Henley
Dr Doug Hoes
Dr Pat Hutchings
Dr Alan Jones
Mr Robert Jones
Dr Stephen Keable
Dr Kate Khan
Dr Brian Lassig
Dr Jeff Leis
Mr Ian Loch
Dr Richard Major
Mr Mark McGrouther
Mr Graham Milledge

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 Sadler
Dr Jim Specht
Dr Roger Springthorpe
Dr Lin Sutherland
Dr Robin Torrence

Research Associates

Dr Jennifer Anson
Dr Marion Anstis
Dr Larry Barron
Dr Michael Batley
Dr Keith Bayless
Mr Max Beatson
Mr Robert Beattie
Dr Ingo Burghardt
Dr Maria Capa
Dr Renee Catullo
Dr Stephanie Clarke
Mr David Colchester
Dr Kevin Conway
Ms Tessa Corkill
Dr Francesco Criscione
Mr Roger de Keyzer
Dr Malte Ebach
Mr Brian England
Dr Kyle Ewart
Dr Patrick Faulkner
Dr James Flexner
Mr Junn Foon
Mr Joseph M Forshaw AM
Emeritus Professor
Richard Frankham

Dr Michael Frese
Dr Anthony Gill
Dr Chris Glasby
Dr Christopher Goatley
Mr Graham Goodyer
Mr Kenneth Graham
Dr Matthew Greenlees
Mr Owen Griffiths
Dr Anders Hallan
Dr Danilo Harms
Professor Peter Hiscock
Dr Hsuan-Ching Ho
Dr Chao Huang
Mr Kirk Huffman
Professor Hisashi Imamura
Dr Bruce Jenkins
Dr Christopher Jolly
Mr Andrew King
Emeritus Professor
Roger Kitching AM
Dr Loukas Kounoulos
Dr Nina Kononenko
Mr Robert Lachlan
Dr Ashley Latimer
Dr Rafael Lemaitre
Dr Frank Lemckert
Professor Nathan Lo
Dr Matthew Lockett
Dr Daniel Lunney
Mr John Macdonald
Mr Stephen Mahony
Dr Peter J. Matthews
Mr Ian McAllan
Mr Graham McLean
Dr Ross McLean
Dr Tony Miskiewicz
Mr Christian Moeseneder
Professor
Hiroyuki Motomura
Dr Chris Muller

Dr Anne Musser
Dr Linda Neaves
Dr Steve O'Shea
Dr Armstrong Osborne
Dr Hannelore Paxton
Mr Rohan Pett
(ne Pethiyagoda)
Dr Jude Philp
Dr David Pollard
Dr Sally Potter
Mr Dennis Reid
Dr James (Jim) Rhoads
Dr Barry Russell
Dr Glenn Shea
Mr Michael Shea
Professor Guang Shi
Mr Graham Short
Dr Graeme Smith
Mr Phil Spark
Dr John Stanisic OAM
Dr Jeffrey Stilwell
Ms Josie Stokes
Dr Desmond Strusz
Professor Ichiro Takeuchi
Mr John Tann
Professor
Gunther Theischinger
Dr Brian Timms
Dr Geoff Williams AM
Dr Tony Wright
Dr Gavin Young

Appendix E

Donors and benefactors

Donations to the Australian Museum

The Australian Museum (AM) secured \$4.4 million in donations over FY2022–23. These donations have been game changing, delivering new education, research, access and outreach programs and major capital upgrades to ensure the AM can fulfill its mission and vision.

Australian Museum Foundation

The Australian Museum Foundation (AMF) is a not-for-profit organisation that exists solely to raise funds to enable the AM to achieve its vision of being a leading voice for the richness of life, the Earth and culture in Australia and the Pacific. The AMF raised a total of almost \$1.4 million during 2022–23, through a variety of streams including individual major gifts, the AMF Night at the Museum gala dinner held in May 2023, the End of Financial Year campaign and bequests. The AMF contributed more than \$1 million in grant funding to the AM.

The AM acknowledges the considerable support of the AMF and the commitment and generous contributions given by the Directors:

- David Feetham (Chair, appointed 14 October 2022)
- Fiona Sinclair (Deputy Chair)
- Massimo Belgiorno-Nettis (appointed 30 November 2022)
- Natalia Bradshaw (resigned 30 November 2022)
- Warwick Evans
- Brian Hartzler (Chair, resigned 23 December 2022)
- Amanda Hing
- Susan Lloyd-Hurwitz (resigned 22 February 2023)
- Kim McKay AO
- Kristina Stefanova
- Su-Ming Wong
- Andrew Yates (appointed 9 November 2022)

Lizard Island Reef Research Foundation

The Lizard Island Reef Research Foundation (LIRRF) is dedicated to supporting scientific research on the Great Barrier Reef, principally conducted at the AM's Lizard Island Research Station (LIRS). In 2022–23 LIRRF provided \$433,865 to support these research activities, which included \$324,980 in funding directed to fellowships and grants and \$118,890 towards equipment to support research.

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

- Kate Hayward (Chair)
- David Armstrong (resigned 31 December 2022)
- Greer Banyer
- Dr Penny Berents²
- Allison Haworth-West
- Dr Rod Kefford AM (resigned 17 November 2022)
- Wendy King
- James Kirby
- Anna Le Deux
- Prof Lynne Madden
- Kim McKay AO¹
- Heather Power
- Robert Purves AM
- Charles Shuetrim AM
- Dr Geoff Shuetrim

1. Australian Museum Trust representative on the LIRRF Board

2. Staff member of the Australian Museum

Donors

The AM gratefully acknowledges the generosity and commitment of all donors. The AM has a unique and treasured community of supporters who help make possible a diverse range of projects and initiatives including exhibitions, special programs, education, acquisitions, community engagement, outreach, scientific research and more. We would also like to acknowledge those donors who have chosen to support the AM anonymously.

Leadership Gifts

The Hintze Family
Charitable Foundation

The Macdoch Foundation
Sherman Foundation

Patrons

David and Megan Armstrong
The Balnaves Foundation
Carrawa Foundation
Etheridge Descendants
Warwick Evans
Chris and Gina Grubb
Alison and Bill Hayward OAM
Mary Holt and the
late Dr John Holt
Lansdowne Foundation
Diccon and Elizabeth Loxton
Ann Macintosh Trust
Memocorp Australia Pty Ltd
Minderoo Foundation
Neilson Foundation
Vonwiller Foundation
Charles Warman Foundation
Wollemi Capital Group
Anonymous

Benefactors

The John Spencer
Dickinson Family

Claude and
Maryanne Gauchat

Belinda Gibson
and Jim Murphy
Ian Hardy
Kemper and Marina
Judy Lee
Catherine Livingstone AO
and Michael Satterthwaite
Alice Oppen OAM
Purcell Family
Endowment Fund
Vanessa Tay and Alex Ding
Martin Terry
Graeme Wood Foundation

President's Circle

Robert Otto Albert AO
Larissa Behrendt AO
Carnegie Family Endowment
David and Caroline Feetham
Cuffley Foundation
James N Kirby Foundation
Drs Gary Holmes
and Anne Reeckmann
Kingsley Munday AM
Dick and Pip
Smith Foundation
Kristina Stefanova
and James Schultz

Director's Circle

Antoinette Albert
Mike and Helen
Cannon-Brookes
Margot and
Stephanie Chinneck
The Chisholm Family
Brett Clegg
Louise Cox AO
Jennifer Crivelli
Dr Zeny Edwards OAM
Gordon Darling Foundation
Brian and Georgy Hartzler
Dr Janice Hirshorn
and Dr George Jacobs
JIBB Family Foundation
Helen McCombie
Paris Neilson
Jeffrey Simpson
Tony Sukkar AM and
Josephine Sukkar AM
Andy Wade
Robyn Williams AO
and Dr Jonica Newby
Su-Ming Wong

Guardians

Jenny Abood
Aidan Allen
James and Belinda Allen
Martin and Ursula Armstrong
Dinah Beeston
Massimo Belgiorno-Nettis
Ken and Roddy Bell
Christine Bishop
Bill and Annette Blinco
Natalia Bradshaw
Symon Brewis-Weston
R and P Cassidy
Jas Chambers
Chestnut Tree Foundation
Narelle and Stuart Clark
Paul Connor
Phillip Cordony
Peter and Penny Curry
Margaret and Peter Donovan
Martina Doblin
Amanda Farrar PSM
Dianne Hakfoort
David Handley AM
Graham Harrington
Kate Hayward
Mr Richard Hersey
Amanda and Mark Hing
Fiona James
Warwick Klabe
John Leece AM

Greg Mackay
Kim McKay AO
Faye McLarty
Dr Marilyn McMurchie
Lily W Mung Endowment
John G Pearson
and Mark B Clark
Renee Pollack Foundation
Judy Ranka and
Bert Van Der Broek
Dr Frank Robertson
Drs Jane and
Neville Rowden
Donald E Russell
Penelope Seidler AM
David Slater
Mike Stirzaker
John Stitt
Louise Taggart
and Peter Homel
Anne Templeman-Jones
Annalise Thomas
Dr Robin Torrence
Torvac Solutions
Dr Patricia Underwood
Vera Vargassoff
Wendy Walker
Ray Wilson OAM
Stephen Wilson and
Rachel Hawkeswood
The Yong Family
Anonymous

Bequests

Estate of the late
Clarence E Chadwick
The late Patricia McDonald
Estate of the late Marjorie
Helen Molesworth
Estate of the late
Patricia M Porritt
Estate of the late Eileen Silk
Estate of the late
Cameron 'Ivan' Walsh
Estate of the late
Gwendoline A West

Appendix F

Partnerships and sponsors

Despite the challenges posed by the COVID-19 pandemic, the Museum has not only persevered but thrived with the invaluable support of our dedicated Partners and Supporters. Their unwavering dedication to our mission has supported our success and allowed us to make a significant positive impact on the community and to create engaging exhibitions and experiences for audiences of all ages. Financial and in-kind support totalled \$2.6 million.

The Australian Museum looks forward to continued collaboration and achieving even greater milestones together at the forefront of discovery, education and conservation.

Partnership highlights

The success of our exhibitions and engagement initiatives has been bolstered by the collaboration and support of the Museum's Partners and Supporters. With their support the Museum has achieved remarkable results and continues to enrich the lives of thousands of visitors. One of the highlights of the year was undoubtedly the *Sharks* exhibition, which enthralled more than 176,076 visitors.

1. *Sharks* Exhibition:

Running from 24 September 2022 to 31 January 2023, *Sharks* saw the Australian Museum collaborating with five partners who shared our passion for this homegrown initiative. We extend our sincere gratitude to the NSW Department of Primary Industries, Lindblad Expeditions, Minderoo Foundation, Macquarie University and ABC Radio Sydney for their active support.

The partnership with the Department of Primary Industries (DPI) was particularly noteworthy. Together, we showcased innovative technologies and the SharkSmart app within the exhibition, while spotlighting key scientists through public and educational programs for adults and children alike. Macquarie University, DPI and Minderoo Foundation also had the opportunity to showcase their scientists on the AM's social media platforms and during our programmed events. Additionally, Lindblad Expeditions' competition prize encouraged new audiences to visit and engage with the *Sharks* exhibition.

2. Burra Learning Place:

Launched on 1 July 2022, the Burra learning place was made possible with the support of partners WPP, IAS Fine Art Logistics, Westpac and Reconciliation Australia. This initiative facilitated meaningful engagements with our partners and their families throughout the year.

The partnership provided cultural competency opportunities for partner staff members through workshops, First Nations tours of the AM collections, and events.

3. *Future Now* Touring Exhibition:

From 4 July 2022 to 27 September 2023, the *Future Now* exhibition, made possible by funding from our long-term partner Stockland, toured several of Stockland's New South Wales and Queensland Retail Centres. This interactive exhibition showcased how local communities can create a brighter and more sustainable future through current technologies and approaches. Our partnership with Stockland also allowed us to deliver educational talks by Dr Jenny Newell, Curator for Climate Change at the AM's Climate Solutions Centre, to primary school students from various locations.

4. Climate Solutions Centre:

International Conservation Services (ICS) signed a two-year partnership to support the AM's Climate Solutions Centre. The Museum's collaboration with ICS also involved developing a Net Zero Workshop to educate other museums and galleries about reducing their climate impact.

5. Sydney Science Trail (SST) 2022:

In August 2022, the AM partnered with the University of Technology Sydney (UTS), the University of New England (UNE) and ABC Radio Sydney to provide unique offerings for the Sydney Science Trail program. These partnerships enabled UNE and UTS to showcase their work and scientists through educational workshops, panel talks, expo stalls and digital content. ABC Radio Sydney also produced a live broadcast from an SST community day, further enhancing the program's reach and impact.

6. FrogID:

FrogID focused on strengthening its strategic partnerships with government departments, including NSW Saving Our Species, Department of Planning & Environment – Water, and NSW Biodiversity Conservation Trust. The support provided by these partnerships has been invaluable, enabling FrogID to continue providing high-quality information for their important work. Furthermore, we are pleased to announce a new partnership with AGL Energy to support women in STEM, which will part-fund the hiring and development of two female research scientists to contribute to FrogID.

Our Partners and Supporters who made it all possible are listed below

ABC Radio Sydney
AGL
Australian Geographic
Botanic Gardens of Sydney
BSP Financial
Create NSW
IAS Fine Art Logistics
Inspiring Australia
International Conservation Services
Lindblad Expeditions
Macquarie University
Minderoo Foundation
NSW Department of Planning and Environment – Water
NSW Biodiversity Conservation Trust
NSW Department of Primary Industries
NSW Saving Our Species
Reconciliation Australia
Stockland
University of New England
University of Technology Sydney
Westpac
WPP

AM Eureka Prizes

Partners who supported the 2022 AM Eureka Prizes.
A combined total value of \$471,000

Prize partners

ANSTO
Australian Infectious Diseases Research Centre
Celestino
Department of Defence
Department of Industry, Science and Resources
Macquarie University
NSW Office of Environment and Heritage
UNSW Sydney
The University of Sydney
University of Technology Sydney

Program Supporter

Abbey's Bookshop

AM Partners

Government Partner



Principal Partner



Major Partners



Partners



NSW Department of
Primary Industries

Supporting Partners



NSW Department of
Environment – Water

NSW Biodiversity
Conservation Trust

NSW Saving
Our Species

Strategic Partners



Media Partners



