



**Australian Museum**  
*Annual Report 2007–2008*

nature culture **discover**





**Australian Museum**  
*Annual Report 2007–2008*

The Hon. Nathan Rees, MP  
Premier and Minister for the Arts

Sir,

In accordance with the provisions of the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983* we have pleasure in submitting this report of the activities of the Australian Museum Trust for the financial year ended 30 June 2008, for presentation to Parliament.

On behalf of the Australian Museum Trust,

A handwritten signature in black ink, appearing to be 'Brian Sherman', written in a cursive style.

Brian Sherman AM  
President of the Trust

A handwritten signature in black ink, appearing to be 'Frank Howarth', written in a cursive style.

Frank Howarth  
Secretary of the Trust

**MINISTER**

The Hon. Nathan Rees, MP  
Premier and Minister for the Arts

**GOVERNANCE**

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

**TRUSTEES**

Brian Sherman AM (President)  
Brian Schwartz AM (Deputy President)  
till 31 December 2007  
Michael Alscher from 1 January 2008  
Cate Blanchett  
David Handley  
Dr Ronnie Harding  
Sam Mostyn  
Dr Cindy Pan  
Michael Seyffer  
Julie Walton OAM

**DIRECTOR**

Frank Howarth

Appendix A presents profiles of the Trustees. Appendix B sets out the Trust's activities and committees during the year. Appendix D sets out the Museum's significant committees and their members.

## IMAGES

The series of images throughout each section of the Australian Museum's Annual Report 2007–2008 highlight an aspect of the Museum's achievements or vision for future direction.

**Front cover:** Part of the popular interactive, multimedia table in the 'Dangerous Australians' section of the new *Surviving Australia* exhibition.

**p 7** The Australian Museum as it stands today – the home of important cultural and natural collections for research and public education.

**p 14** The Australian Museum as a place of work. In this series of images staff are shown participating in a two-day strategy workshop 'Museum 3.0, where ideas and future goals were conceptualised, openly challenged and established.

**p 15** The current *Search & Discover* hands-on section of the Australian Museum.

**pp 17–19** An architect's impression of the new area called *Discover*. An evolution of the current *Search & Discover* this area is a future strategic goal for the Museum, where all hands-on and learning facilities will be integrated.

**pp 27–29** This series of images depicts research and maintenance work with the important Pacific collection and engagement with Pacific communities through intangible heritage projects. The fundraising priority for the Australian Museum in 2008–09 is securing support for a new permanent Pacific Cultures exhibition.

**pp 32–35, 40–41** The evolution of the successful new *Dinosaurs* exhibition, moving from the restoration of the space on the upper floor of the Barnet Wing to the completed exhibition.

**p 43** The new Collections & Research Building facing William Street, a major component of the Revitalisation of the Museum completed.

**pp 44–45** The construction of the new Collections & Research Building throughout 2007–08.

**pp 53–55** The redevelopment of the Museum's Lizard Island Research Station. The improved facilities will enhance marine research on the Great Barrier Reef.

**Photography:** All photographs are copyright Australian Museum 2008 unless otherwise noted.

**Carl Bento** Front cover, p 7 (right), p 8, p 10, p 15, p 27 (middle, right), p 28 (middle, right), p 29 (middle, right), p 35 (left), p 40, p 41 (middle, right), pp 43–45.

**Stuart Humphreys** p 7 (left, middle), p 27 (left), p 28 (left), p 29 (left), p 33 (right), p 34, p 35 (right), p 41 (left).

**James King** p 33 (left, middle).

**Dr Lynda Kelly** p 14.

**Lizard Island Research Station** pp 53–57.

**Lacoste + Stevenson** pp 17–19.

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## 1 INTRODUCTION >

The Australian Museum is a leader in natural history and indigenous studies research, community programs and exhibitions. The concept of 'contemporary relevance and historic depth' underpins the Museum's purpose 'to inspire the exploration of nature and cultures.'

The Museum was established in 1827 and is Australia's first museum, with unique and extensive collections of more than 16 million cultural artefacts and scientific specimens.

The Museum's main campus – on the corner of College and William streets in the Sydney CBD – opened to the public in May 1857. Since then, the Museum has grown to comprise various amenities including large-scale office, workshop and storage facilities in Alexandria and the Museum's Lizard Island Research Station – a global centre for coral reef research located on the Great Barrier Reef.

Naturally the Museum's infrastructure consists of more than just our physical buildings and equally includes our website [www.australianmuseum.net.au](http://www.australianmuseum.net.au) which now attracts more than 21 million visitors each year. The website is instrumental in highlighting the Museum staff, science research, collections, exhibitions and programs to a world wide audience and encouraging people to engage and interact with us.

This annual report is published in two parts: a detailed report and the financial statements. All of the Museum's annual reports since 1998–99 are available at [www.australianmuseum.net.au/about/report](http://www.australianmuseum.net.au/about/report).





## CHARTER

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

The objectives of the *Australian Museum Trust Act* are to propagate knowledge about the natural environment of Australia and to increase that knowledge, particularly in the natural sciences of biology, anthropology and geology.

## SERVICES

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

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

The outcomes of the Museum's service delivery are set out under Performance Indicators page 22.

## CUSTOMERS AND STAKEHOLDERS

The Australian Museum's main customers are:

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

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

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

Our other important stakeholders include:

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



**PRESIDENT'S REPORT**

What we have achieved

2007–08 has been a year of major achievement for the Australian Museum.

Foremost amongst this has been the substantial completion of the Museum's Collections & Research Building, the restoration of the upper floors of the 1860's Barnet and 1905 Vernon wings and the completion of two major permanent exhibitions in those spaces.

For a long time the Museum has faced serious overcrowding for its research scientists and collection management staff, and far less than adequate storage capability for its major collections. In response to this the NSW Government provided some \$33 million to enable the construction of a major collection and research building on the Museum's William Street frontage. The building interfaces with the Museum's existing College Street complex as well as a building heritage listed former National School. The building also adjoins the Museum's intriguingly named 'Spirit house', which contains most of the Museum's collection that is stored in alcohol. Thus the interfaces of the new building have been complex.

Notwithstanding this complexity, and significant rain delays in mid 2007, the Collections & Research Building was substantially complete by the end of June 2008, with the formal handover to the Museum at the end of August 2008. This building will give the Museum an additional 5000 square metres of collections storage area, research laboratories and offices for scientists and collection management staff.

During the year the Museum also completed two major exhibitions. The first, *Dinosaurs*, opened in March 2008 and was extremely well received by the public. The Museum's attendance doubled almost overnight, with queues extending out into the street in front of the Museum.

The success of this exhibition was followed by the new exhibition *Surviving Australia*, which opened in June 2008 and is also proving to be extremely popular. Both exhibitions represent the best in contemporary exhibition presentation. The high standard of heritage management implemented for these projects means the exhibitions and magnificent heritage spaces within which they sit, complement each other.

The Museum commenced a major project to build a new content management system for the Museum's now ageing website.

As well as a significant increase in 'through the door' visitation, the Museum's virtual visitation has remained strong, reflecting the greater use by the community of the Internet for a wide range of educational and social purposes. During the year the Museum commenced a major project to build a new content management system for the Museum's now ageing website. This will enable the Museum's website to be much more flexible and adaptable and to use the latest in social media facilities. This project will be complete in March 2009.

The Collections & Research Building was substantially complete adding 5000 square metres of significant functional space.

Two new exhibitions were completed raising the visitation rate.

Research carried out at the Museum also made significant progress. Five new research science positions were recruited during the year, with a number of short-term temporary positions and fellowship-based positions also adding to the Museum's research capacity. The Museum's Research Strategy was used to guide this recruitment.

The Museum was also engaged in a number of national and international research and collection collaborations. The Australian Museum has been a driving force in the creation of the 'Atlas of Living Australia'—a major national project. The Atlas brings together the biological collections of Australian museums, Herbaria, CSIRO and universities. The Atlas will be a major step forward in unlocking the important biological resources held in these institutions. The Museum sector is represented on the Atlas Management Committee by Frank Howarth, Director of the Australian Museum.

During the year the Museum also joined the International Barcode of Life consortium, based in Canada. This project aims to record key information on the DNA of five million species within five years. The DNA 'barcode' helps in the identification of species and complements more traditional naming and identification techniques.

The Museum also became a key partner in the 'CReefs' project which aims to identify all key species on three major Australian coral reef systems. The CReefs project is part of the international Census of Marine Life project, which reflects the growing urgency to better understand the species that live in Australia's oceans, particularly in the face of threats like climate change.

The Museum's significant outcomes during the year were only achievable through the very substantial dedication and knowledge of the Museum's multi-faceted staff. Even though Government funding continued to decline, the Museum was able to improve its funding in a number of other non-government areas, including its retailing, venue management, and research grants. The Museum's Research Station at Lizard Island continued to be supported by the very generous and effective Lizard Island Reef Research Foundation. The Australian Museum Foundation continued to grow during the year with the appointment of new Trustees and a significant increase in numbers of President Circle members. The Foundation's activities are also assisted by the commencement of a new 'mid level' annual giving program.

The Australian Museum Members also assisted the Museum, both as ambassadors and through generous donations. The purchase of a major dinosaur skeleton in the *Dinosaurs* exhibition was made possible by a generous donation from Australian Museum Members.

All in all, 2007–08 has been a momentous year for the Museum and our challenge now is to keep that momentum going.



Brian Sherman AM  
President

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The Museum was engaged in a number of national and international research and collection collaborations.

.....  
Even with declining Government funding, the Museum was able to improve its funding in a number of other non-government areas.



**DIRECTOR'S REPORT**

Our future direction

We've achieved significant outcomes in 2007–08 that lay the foundation for future development – where are we heading?

The Museum needs to continue to develop physically to ensure we meet the needs of our staff, clients and visitors. And we also need to continue to develop virtually to improve our impact in the world of the web. Increasing the Museum's national and international impact is also a key area for us.

The Museum's College and William Streets site is a complicated one and this year has seen the essential completion of the new Collections & Research Building and new exhibitions, as described in the President's Report. A major challenge for us now is to decide how we want to use the largely undeveloped eastern or Yurong Street end of the Museum site. The master plan for the Museum's site completed in 2006 indicates that this area should develop primarily with a research and collections focus, to complement the public program visitor focus of the western end of the site. In 2008–09 we have allocated significant funding to help us identify our needs for the eastern site. Part of this process of careful deliberation will be deciding what part of the extensive collection should be stored on this site and what parts can be stored out of the CBD at lower costs, while retaining a reasonable level of accessibility. Moving some collections away would give us flexibility to free up some additional space at the western site for exhibition and public access space while consolidating research and the collections into the eastern end.

Weighing up the potential uses for the eastern site has also raised possible opportunities to engage better with Sydney's Aboriginal and Pacific Islander communities. The Museum already has significant links

with these communities and holds significant collections of their material culture. The opportunity exists to broaden this and create a 'cultural centre' focus.

The Museum is also seeking funding for a new entrance for the Museum at the corner of College and William Streets which would give much greater equity of access and a more substantial address than the current one. This entrance has always been a temporary entrance, for the last 150 years or so! The new entrance would be complemented by the development of an extensive forecourt on the corner of College and William Streets – a space now substantially occupied by a driveway that adds very little public presence to the Museum. This development would substantially improve the Museum's external appearance and provide a more welcoming aspect and also enable all visitors including those with prams and mobility challenges to use the same entrance.

We aim to continue our development of major new exhibitions. A particular priority is the development of a Pacific cultures permanent exhibition. It is a constant regret that for many years none of the Museum's world-class Pacific Collection has been on display. We now have an opportunity to address this. Generous funding from one of the Museum's benefactors has enabled planning for this exhibition to commence. The same process will facilitate the update of the Museum's *Indigenous Australians* exhibition, much loved by our international visitors.

We also want to integrate all of the Museum's hands-on and learning facilities into one new area called *Discover* on the second floor of the Museum. This would include the Museum's classrooms, current *Search & Discover* area and our under-5 area called *Kidspace*. An integrated facility like

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A particular priority is the development of a Pacific cultures permanent exhibition.

.....  
The new entrance would be complemented by the development of an extensive forecourt.

*Discover* would greatly improve our ability to engage in more hands-on programming with a wide range of visitors, including organised school groups. At the same time, this would free up space on the Museum's ground floor to enable us to create an additional new temporary exhibition space adjoining the large existing ground floor temporary exhibition space. The flow on from this would be more flexibility with the choice of temporary exhibitions and an increase in visitors entering the Museum.

A major focus of this improved access will be the Museum's cultural collections, particularly those of the Pacific communities. Such communities exist on their home islands and as Diaspora communities in Sydney and elsewhere in NSW. The Museum wants to increase our engagement with these communities.

Our engagement with Pacific communities is also increasing through collaboration with our counterpart museums in other states, through the Council of Australasian Museum Directors and through the International Council of Museums, Australia. We want to work more closely with Commonwealth agencies such as AusAid and the Department of Foreign Affairs and Trade in assisting their programs to build cultural infrastructure in the Pacific. Similarly if we can better engage with Pacific communities in Sydney we believe we can assist those communities to improve social knowledge and cohesion.

In the early part of 2008 I was privileged to attend as a delegate to the Prime Minister's 2020 Summit. This process underlined again the crucial role that cultural creativity plays at the centre of wider innovation in communities and nations. I will be doing all I can to assist in the development of a greater focus on cultural creativity and wider

cultural innovation in NSW and promote, communicate and activate this at a national level. The 2020 Summit recognised that museum collections are a crucial resource and record of cultural innovation in the past which can be used to drive future creativity and innovation.

During this period of physical and cultural change to the Museum, the staff have demonstrated in their commitment that they are absolutely world class. I look forward to moving ahead with a great group of colleagues, and with the volunteers and members, along our shared pathway of change, creating an even greater Australian Museum.



Frank Howarth  
Director

.....  
We want to integrate all of the Museum's hands-on and learning facilities into one new area called *Discover*.

.....  
The 2020 Summit recognised that museum collections are a crucial resource and record of cultural innovation in the past which can be used to drive future creativity and innovation.

**2 MANAGEMENT >**

The Museum is managed by the Executive of assistant directors, branch heads and key managers. They review and direct strategic and operational matters.

**MANAGEMENT ACTIVITIES**

The Museum's Executive met at least monthly in 2007–08 to oversee matters which included:

- ▶ contributing to the implementation of the State Plan with other agencies in the NSW Department of the Arts, Sport and Recreation
- ▶ reporting to the NSW Government on key matters including total asset management, and results and services planning
- ▶ overseeing and leading the implementation of the last year of the current Corporate Strategic Plan (see Strategic Achievements in Section 3 of this report p 16)
- ▶ developing a new Corporate Strategic Plan for 2008–13 (See Section 3 Table 3.3 of this report p 23)
- ▶ maintaining and improving occupational health and safety (OHS) management systems
- ▶ managing the Museum's finances within budget and, in the process, achieving efficiency dividends as required
- ▶ leading the Museum through the successful completion of the new exhibitions and re-opening of the public spaces with appropriate launch events and marketing to enhance the Museum's public profile and visitation.

**THE EXECUTIVE**

**Frank Howarth**, Director

**Janet Carding**, Assistant Director,  
Public Programs & Operations

**Dr Les Christidis**, Assistant Director,  
Research & Collections

**Jan Barnett**, Head,  
Exhibitions & Creative Services

**Dr Penny Berents**, Head, Collections

**Vinod Daniel**, Head,  
Collections & Research Resources

**Julie Garradd**, Head,  
Visitor Programs & Services

**Brian Lassig**, Head, Research

**Noella Lopez**, Head, Commercial Services

**Ken Pope**, Head,  
Corporate & Knowledge Services

**Catherine Brown**, A/Manager, Development

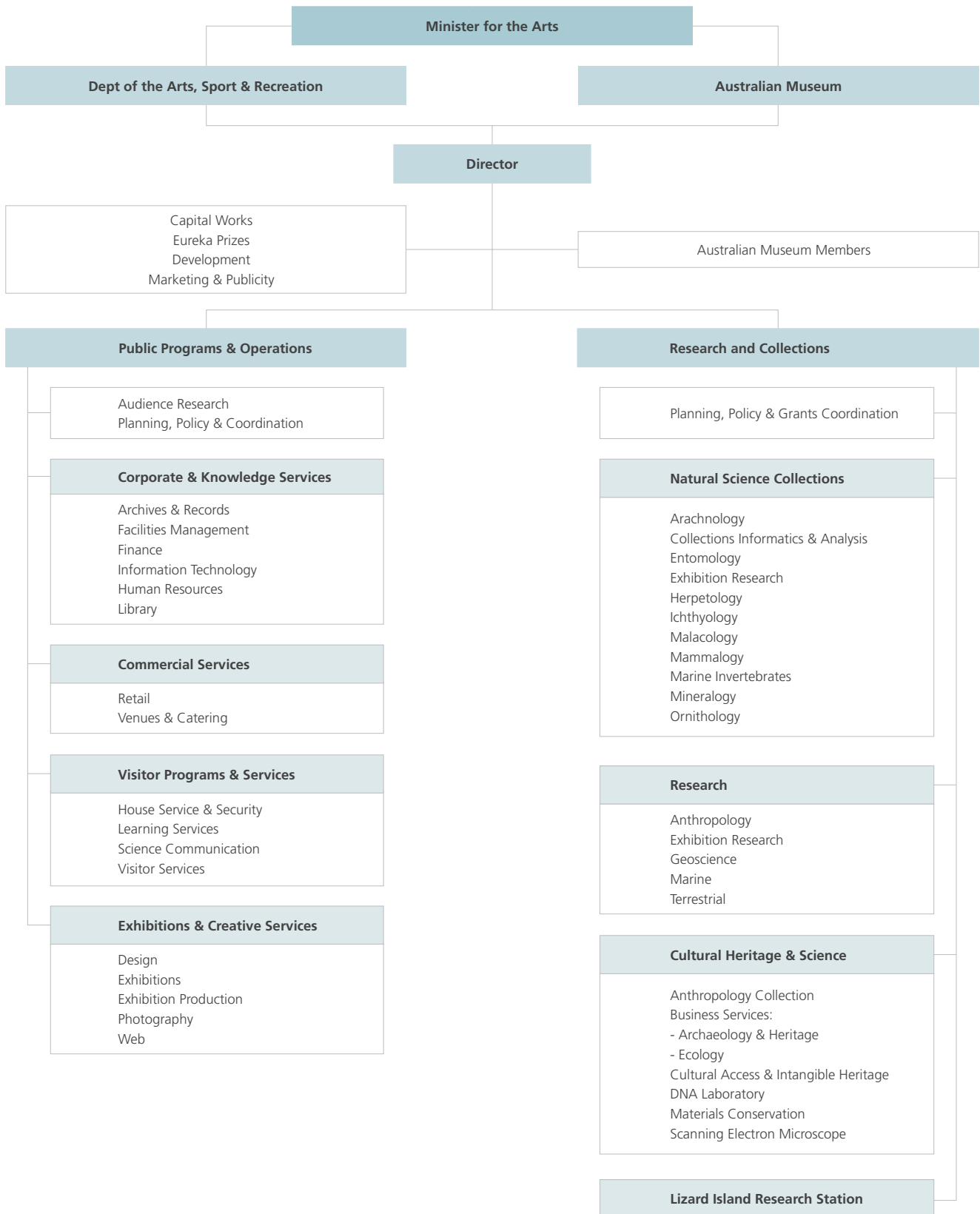
**Christine Callen**, Manager,  
Marketing & Publicity

**Dr Lynda Kelly**, Manager, Audience Research

**Roger Muller**, Manager,  
Eureka Prizes and Executive Officer,  
Director's Office

Appendix C presents profiles of the Executive. Appendix D sets out the Museum's significant committees and their members.

Figure 2.1 Organisation Chart





### Internal management audits

The Museum undertakes an internal management audit program to improve its management practice. The program is funded by the Department of the Arts, Sport and Recreation. Commencing 1 July 2007, the Department awarded the contract to undertake the audits to Deloitte Touche Tohmatsu.

Four audits were completed in the reporting year:

- ▶ Shop, Venue and Catering
- ▶ Collections Acquisitions and Disposals
- ▶ Financial Management and SUN System
- ▶ Research – Grants Management and Quality Control

The Museum is implementing the agreed recommendations from these audits.

### Legislative Amendments

The *Australian Museum Trust Act 1975* was amended during the year. The amendments:

- ▶ increase the number of Trustees from 9 to 11
- ▶ require that one Trustee has knowledge of, or experience in, Australian Indigenous culture
- ▶ increase the quorum for a Trust meeting to 6
- ▶ transfer the power of the Trust to charge fees and set fee levels for admission and photographing of exhibits for commercial purposes from the Australian Museum Trust Regulation 2003 to the *Australian Museum Trust Act 1975*.

As a consequence the Australian Museum Trust Regulation 2003 was allowed to lapse as it was redundant.

### Risk management

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

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

### Other activities

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





Management communicated with staff via General Staff meetings and with the Public Sector Association via the Joint Consultative Committee.

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

During 2007–08, the Museum will continue to progress its strategic direction for core service delivery and the Revitalisation Project, Stage 1. Under the Corporate Strategic Plan, the major milestones for the year are outlined in Section 3 p 16).

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

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

3 STRATEGIC ACHIEVEMENTS >

The Museum’s Corporate Strategic Plan 2005–08 set out our purpose, vision and goals for the reporting period. The plan is available from the Museum’s website at [www.australianmuseum.net.au](http://www.australianmuseum.net.au). The Museum has prepared a new Corporate Strategic Plan 2009–13 with similar purpose, vision and goals, which is also available from the website.

**CORPORATE STRATEGIC PLAN**

**Purpose**

To inspire the exploration of nature and cultures.

**Vision**

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

**Goals**

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

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

**Our Values**

**(from Corporate Strategic Plan 2009–13)**

As the Australian Museum, we seek to be:

- ▶ egalitarian and fair minded
- ▶ willing to use humour and not take ourselves too seriously
- ▶ inquisitive and explorative
- ▶ creative and innovative
- ▶ truthful and authoritative
- ▶ outgoing
- ▶ respectful of the rights and views of others
- ▶ engaged in a dialogue with all our audiences.

**STRATEGIC ACHIEVEMENTS**

Reported here are some of our strategic achievements under the Corporate Strategic Plan 2005–08. Within the body of this report, key milestones are reported in more detail. Our current actions and future directions are outlined in the Corporate Strategic Plan 2009–13 (see Table 3.3 on pages 23–25).

**1. Revitalisation Project**

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

- ▶ construction of the Collections & Research Building reached completion
- ▶ refurbishment of the Level 2 gallery in the Vernon Wing was completed

- ▶ *Dinosaurs*, a new permanent exhibition on Level 2 in the Barnet Wing, was opened in March 2008
- ▶ *Surviving Australia*, a new permanent exhibition on Level 2 in the Vernon Wing, was opened in June 2008.

Planning also commenced for further stages of Revitalisation, including developing a concept for a new main entrance, forecourt and landscaped gardens, that would enhance the Museum’s street presence and provide a single entrance for all visitors, including families with strollers and visitors with disabilities.

.....  
 Planning commenced for a new main entrance, forecourt and landscaped gardens that would enhance the Museum’s street presence and provide a single entrance for all visitors.



## 2. Enhanced visitor experiences

The Museum received 332,000 onsite visitors.

The Museum published *the meeting place of nature and culture*, a guide book of the Museum that will add value to the visitor experience and enhance their engagement with the exhibitions.

After more than two years in the making, *Dinosaurs* opened in March and *Surviving Australia* opened in June. The Museum continued to present six permanent exhibitions and mounted seven temporary exhibitions. In April, a new monthly attendance record of 47,729 was set, associated with school holidays and the new *Dinosaur* exhibition.

The Museum's Program Review Committee expanded the Exhibition Strategy to include more detailed suggestions for achieving an appropriate mix in special exhibition scheduling. This strategy takes into account the Museum's different audiences, and our wish to provide a variety of natural history, Indigenous Australian culture, world cultures, and contemporary Australian themed displays.

Visitor Services staff developed new programs and displays for the *Dinosaurs* and *Surviving Australia* exhibitions, including extraction and explanation by staff of real fossils from a bone bed in the *Dinosaurs* exhibition and providing close-encounter experiences for visitors with major displays of live animals in the *Surviving Australia* exhibition.

The Museum's website served almost 22 million virtual visitors. Around 2500 online enquiries were answered.

Development has progressed significantly with the Museum's website – with emphasis on engagement and accessibility – to be re-launched in March 2009.

The Australian Museum Stories project created a series of digital stories (short stories about all aspects of the Museum made specifically for the web). This year a range of the stories have been uploaded to the Museum's *YouTube* channel. A strategy to continue the project, including staff training and the development of more stories for both the exhibitions and new website has been developed and further work on updatable content continues.

## 3. Raised profile as an authoritative source of scientific advice

The Museum's research is guided by a Science Research Strategy, 2007–12 which was implemented in 2007. [www.australianmuseum.net.au/research/strategy.pdf](http://www.australianmuseum.net.au/research/strategy.pdf).

Descriptions of 82 new species and seven new genera were published in *Records of the Australian Museum*. More than 120 peer-reviewed articles by staff were published in scientific journals.

The Museum contributed to environmental conservation and management in NSW and across Australia, including bioregional planning, biodiversity assessments and monitoring methods, strategies for managing fragmented populations of wildlife and online species databases.

.....  
In April, a new monthly attendance record of 47,729 was set, associated with school holidays and the new *Dinosaurs* exhibition.



Birds in Backyards received a commendation in the NSW Premier's Public Sector Awards.

The Museum's natural science collection databases were merged into one integrated collection management system containing more than 1.4 million records.

The 18th annual Australian Museum Eureka Prizes saw 20 winners receive over \$200,000. Media coverage reached an estimated audience of over 23 million.

Birds in Backyards, a community-based sustainability program conducted in partnership with Birds Australia, received a commendation in the NSW Premier's Public Sector Awards.

In order to better promote the relevance and excellence of the Museum's research and collections, an email newsletter *Science Bytes* was launched. This quarterly newsletter presents highlights of the Museum's research, including key results, grants awarded, fellowships offered and new research partnerships, and provides links to the Museum's website and other useful sites.

#### 4. Improved access to and added value to our collections and data

Improving access to collections and scientific data continues to be a Museum priority. A major milestone was reached with the transfer of the Museum's natural science collection databases into one integrated collection management system containing more than 1.4 million records. The system improves collection management and enables the more effective delivery of collection records to the internet.

At a national level, the Museum played a key role in the Atlas of Living Australia, an online atlas of all information sources for living things in Australia. The Museum also joined the International Barcode of Life project to create an online DNA barcode register of 500,000 species worldwide.

The Museum continued to work with creator communities in Australia and the Pacific to increase the accessibility of and knowledge about cultural collections. Methods were developed for recording intangible cultural heritage.

#### 5. Engaged with regional NSW

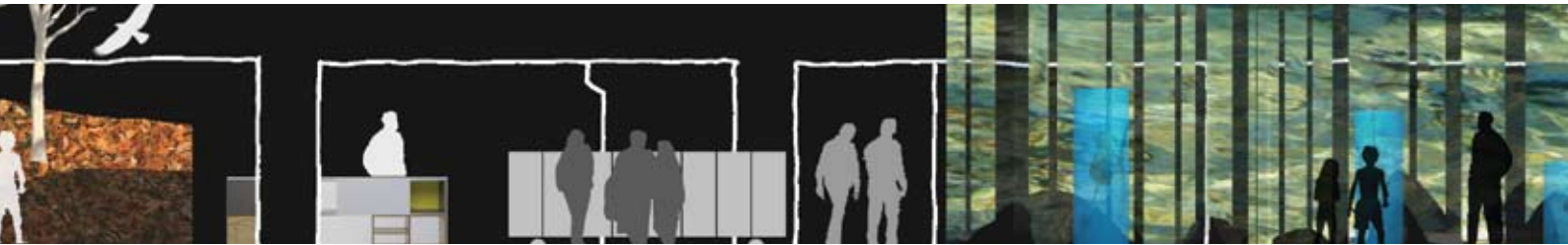
Science communication programs delivered quality science education experiences to over 10,000 students across NSW. Museum in a Box® expanded to offer 25 topics and reached 69,000 school students in regional and metropolitan NSW.

The Australian Museum undertook a review of its regional programs and services to determine the effectiveness of the range of existing services. As a consequence of this review, a new Outreach Strategy was developed in consultation with stakeholders and adopted by the Museum.

#### 6. Developed corporate skills and capabilities

The Museum's Employee Related Concerns and Grievance Policy was reviewed and updated and subsequently endorsed by the Executive and disseminated to all staff through the Museum intranet.

The Australian Museum's Personal Performance Program was developed and successfully launched and implemented in November 2007. The objective of the program is to contribute to the achievement of organisational goals by matching individual performance outcomes to corporate goals.



The Museum embarked on a program to identify and implement appropriate sustainability options for its facilities and operations. The effect of this will begin to be realised in 2008–09.

#### 7. Ensured financial stability

The Museum's venues attracted almost 15,000 people to 172 functions.

The Museum attracted over \$2 million in funding from external sources for research and collections-based projects.

The Museum developed its own range of branded products for the opening of the *Dinosaurs* exhibition. More products will be available in 2008–09.

#### 8. Increased our use of partnerships

The Australian Museum, along with NSW Department of Primary Industries and NSW Botanic Gardens Trust, signed a memorandum of understanding to join the International Barcode of Life (iBOL) Project in February 2008.

The BioMaps and Bugwise projects, a partnership between the Australian Museum and Rio Tinto, culminated in a range of outcomes.

In 2007, Phase 1 of a comprehensive review of the Museum's volunteer program commenced with a Volunteer Survey which consisted of a detailed questionnaire about the benefits of volunteering which was sent to all behind-the-scenes and front-of-house volunteers. Part B, the Staff Survey, is due for completion by December 2008.

#### 9. Promoted the value of the Museum

##### **Key strategic marketing achievements**

The Museum pursued marketing strategies which utilised integrated publicity, promotions and paid advertising. The marketing and publicity team also continued to determine product and prices, and published four editions of the Australian Museum's quarterly magazine, *Explore*, and the quarterly *What's On* Calendar brochure (see Appendix M, Publications).

This year ongoing marketing and media coverage of Museum exhibitions, activities and scientific research continued to drive visitation and increase public interest in the Museum. In particular, the team undertook two large-scale campaigns to support the public launch of the Museum's two new long-term exhibitions, *Dinosaurs* and *Surviving Australia*.

Each campaign comprised a high profile launch event for more than 300 people with the *Surviving Australia* VIP preview on 12 June featuring an address from special guest speaker, Australian Museum Trustee, Cate Blanchett.

##### **Other campaign highlights**

- ▶ a series of live weather crosses with the Channel 9 Today Show from the new *Dinosaurs* exhibition
- ▶ a six page dinosaurs lift-out in *The Sun Herald* on 9 March
- ▶ continuing sponsorship from National Geographic Channel and JCDecaux for our major exhibitions remains a key element of our marketing campaigns.

Both campaigns were highly effective with the *Dinosaurs* campaign, in particular, resulting in record visitor numbers totalling 98,563 for the months of March and April.

The Museum attracted over \$2 million in funding from external sources for research and collections-based projects.

With increasing numbers of Museum visitors requesting information via email, the Museum launched our first *What's On* electronic newsletter in December. These newsletters inform visitors of current exhibitions, children's workshops and activities.

The Museum also undertook a successful sponsorship deal with Fairfax Media Publications (*Sydney Morning Herald*) for various exhibitions during the year.

For the first time, the Museum took part in the Australian Tourism Exchange (ATE) tradeshow – the biggest international tradeshow in the Southern Hemisphere – in June to further raise the Museum's profile with international product buyers and boost inbound tourism.

*Explore*, the Australian Museum magazine, received second prize in the American Association of Museums (AAM) Museum Publications Design Competition. The magazine is distributed to Australian Museum Members and other stakeholders, now including more than 100 public libraries across New South Wales.

## RESULTS AND SERVICES PLAN

The Museum reports annually to the NSW Government on service delivery and results under its Results and Services Plan. Figure 3.1 shows how our services (collection management, public programs and scientific research) produce results for our customers and stakeholders in the short term and contribute to community outcomes over the long term and in collaboration with other agencies. Community outcomes can only be measured over time and at a whole-of-government level.

Table 3.1 below lists the Museum's service measures and Table 3.2 on page 22 shows result indicators with their respective targets and budgets.

**Table 3.1. Service Measures**

**Notes**

1. The Collections integrity index represents an overall assessment of the well-being of the Museum's collections based on 10 criteria.
2. Exhibition means a public display or activity centre over 50 square metres. Excludes smaller displays or showcases.
3. The reduction in expected web sessions may be due to several factors. Past exponential growth, due to the quality and early establishment of the Museum's website, was probably considered unsustainable especially due to competition. The Museum is currently redeveloping its website which may also have had an impact.
4. New indicator.

Service	Service measure	Budget	Actual
<b>Collections management</b>	<b>Service group costings (\$000)</b>	<b>\$7,959</b>	<b>\$8,406</b>
Collections integrity	Collections integrity index <sup>(1)</sup>	72	67
Databasing	Records on electronic database	1.45 million	1.53 million
Repatriation	Percentage of collections identified for repatriation	80%	87%
<b>Scientific research</b>	<b>Service group costings (\$000)</b>	<b>\$9,442</b>	<b>\$9,972</b>
Knowledge creation	Research expenditure (\$000)	\$7,500	\$8,900
	Average value of grants	\$40,000	\$28,860
Knowledge communication	Publications	140	130
<b>Public programs</b>	<b>Service group costings (\$000)</b>	<b>\$17,250</b>	<b>\$18,219</b>
Exhibitions <sup>(2)</sup>	Sydney exhibitions	16	16
Learning programs	Students served	30,000	30,026
Online services	User sessions	25 million	21 million <sup>(3)</sup>
Eureka Prizes	Audience reach of media coverage	16 million	23 million
<b>Outreach programs</b>			
Museum in a Box <sup>®</sup>	Students served	61,000	69,000
Indigenous community outreach	Communities assisted	10	10
Science communication		n/a <sup>(4)</sup>	5137

Figure 3.1 How the Museum's services produce results and outcomes



**Table 3.2. Results Indicators**

**Notes**

The reduction in expected web sessions may be due to several factors. Past exponential growth, due to the quality and early establishment of the Museum’s website, was probably considered unsustainable especially due to competition. The museum is currently redeveloping its website which may also have had an impact. Regular surveys were not conducted during the year due to exhibition closures. Surveys have recommenced from July 2008.

Result	Results indicator	Budget	Actual	
Communities are key stakeholders in collections management	Indigenous communities satisfied with access to collections	75%	80%	
Collections and data are accessed	Users of online collection information External researchers accessing collections and data	772,000 1200	664,873 1559	
Research knowledge influences policy and decision making Research knowledge about nature and cultures is accessed	Government stakeholders satisfied with Museum input and advice on policy and decision making	65%	90%	
People take action to explore nature and cultures	Australian Museum Members	5400	8693	
People demonstrate increased awareness of nature and cultures	Visitors understood themes and messages in exhibitions	70%	91%	
Real and virtual programs are accessed by the community	Visitors	In person	250,000	332,622
		Online	25 million	21 million
	Visitors satisfied with their experience		90%	89%
	Visitation by international visitors		20%	17%

**FUTURE DIRECTIONS**

Table 3.3 (right) outlines the Corporate Strategic Plan from 2008–09 to 2012–13 that sets the direction for the Australian Museum over the next five years, with specific goals for the next 12 months and two to five years. To achieve these goals, the Museum will focus its activity, operations and initiatives under four key result areas.

**Our Context**

As the Australian Museum, we seek to explore the tensions that characterise our Australian context. We recognise that we are:

- ▶ a modern culture of European heritage (now multi-cultured) imposed on one of the oldest continuous cultures in the world
- ▶ the most sparsely populated and most urbanised country in the world
- ▶ geographically isolated with a unique biodiversity, now challenged by a range of human impacts
- ▶ able to access freely a wide range of knowledge while respecting the intellectual property rights of its owners.

As a natural history museum and scientific research institution, there are a range of challenges and opportunities that inform the Australian Museum’s strategic direction. These include:

- ▶ the goals and objectives of the NSW State Plan
- ▶ the need to remain relevant in a rapidly changing world
- ▶ a range of environmental and cultural issues, many of national and international significance, which are addressed through the Australian Museum’s Research Strategy
- ▶ building a representative collection of objects which provide a timeline record of culture and nature across NSW, Australia and the Australasian – Pacific region
- ▶ meeting the access, learning and enjoyment needs of the communities with whom we engage
- ▶ maintaining and building corporate capabilities in the face of declining government funding.



Table 3.3 The Australian Museum Corporate Strategic Plan from 2008/09–2012/13

	Objectives	Next 12 months	2–5 years
<b>1. Delivering Services</b>			
<b>Visitor Programs</b>	An engaging forward calendar of visitor programs that activate the exhibitions, highlight our collections and research, and create new paths for visitor engagement	Revise strategy for visitor programs following completion of new exhibitions Review visitor program planning and prepare and implement an evaluation plan Management of bookings across the Museum to be reviewed and resulting changes implemented	Implement new visitor program framework as part of program planning during 2009/10 Build up infrastructure, including spaces and ticketing system Implement an accessible collections experience for visitors to highlight the size and uses of our collections
	Regional programs in accordance with the 2008/09–2012/13 Outreach Strategy	Implement the action items from the Outreach Strategy	
	Revitalised public spaces that highlight the Museum’s collections and research, improve our infrastructure, and provide a platform for high quality visitor experiences and two-way participation	Upgrade the Lewis Wing decoration and lighting Investigate a new Indigenous Australians exhibition Investigate a new Pacific cultures exhibition Undertake a program of audience research to input into the above investigations Investigate options for the future development of the former National School Building facing William Street Develop an Australian Museum Members lounge	Deliver new <i>Discover</i> space within 18 months of receipt of full project funding and allocation of full-time project team
<b>Special Exhibitions</b>	A vibrant special exhibition program that engages with our different audiences and complements the longer-term exhibitions  Australian and regional perspectives of nature and cultures including the depth, breadth and strength of collections, expertise and research	Review and update Exhibition Strategy and forward program	Relocate the second special exhibition space to level
<b>Web</b>	Develop a world-class website that inspires our audiences about the natural and cultural world, and is a leading-edge example of museum best practice	Rebuild the Museum’s website and build a Content Management System that enables staff to have greater and easier ways to create, publish and engage with content and interact with users	Focus development on those areas of the site that explicitly build the Museum’s profile and/or create opportunities for interaction by users and their engagement as co-creators thorough establishment of Museum-wide project teams  Plan and implement Stage 2 of the web rebuild to cover new developments in online technologies
	The viability of offering community-based exhibitions online assessed	Investigate using the <i>Up Close and Spineless</i> photographic exhibition competition or the Eureka science photography prize as a model for online projects	

**Table 3.3 The Australian Museum Corporate Strategic Plan from 2008/09 – 2012/13 (continued)**

Objectives		Next 12 months	2–5 years
<b>1. Delivering Services</b> <i>(continued)</i>			
<b>Collections</b>	Improved access to collection data for external users	<p>Prioritise the digitisation/data capture of all collections within the Museum</p> <p>Investigate solutions for digitisation/data capture used by other organisations with similar requirements</p> <p>Determine the technical, operational and financial requirements and standards of the digitisation/data capturing for each collection</p> <p>Set and review specific targets for updating databases in the work plans of collections staff</p> <p>Review specific targets for the data capture /digitisation in the work plans of collections staff</p> <p>Evaluate user needs for access to natural science collections</p> <p>Evaluate user needs for access to cultural collections</p> <p>Evaluate user needs for accessing the Museum Archives, Research Library and other collections</p>	<p>Identify potential funding sources for the digitisation/data capture of collections</p> <p>Explore innovative approaches for developing technical solutions to data basing</p> <p>Implement suitable national and international standards for data access</p> <p>Develop and implement an access strategy for users of natural science collections</p> <p>Develop and implement an access strategy for users of cultural collections</p> <p>Develop a Virtual Museum of the Pacific</p>
	Collections that represent a 'time series' of objects	<p>Implement a collection development strategy for natural science collections</p> <p>Implement a collection development strategy for cultural collections</p>	<p>Explore opportunities to increase funding for collection development</p> <p>Review Collection Development Strategy for natural science collections</p> <p>Review Collection Development Strategy for cultural collections</p>
<b>Research</b>	Museum research that is relevant and of a high standard	<p>Assess research effort and outcomes against the Research Strategy Key Goals</p> <p>Produce a narrative of achievements from each Research Program for annual reporting to Research &amp; Collections Advisory Committee and the Trust</p> <p>Develop a forward plan for use of the Museum's Lizard Island Research Station</p> <p>Develop a workforce plan to ensure the effective delivery of the Research Strategy</p>	<p>Undertake a review of the Research Strategy</p>

Objectives		Next 12 months	2–5 years
<b>2. Developing Relationships</b>			
<b>Strategic Alliances</b>	Increased effective collaboration with partners	<p>Develop a new memorandum of understanding to work with Papua New Guinea on natural and cultural heritage initiatives</p> <p>Implement strategies/programs for Australian Museum's lead role in the International Barcode for Life project</p> <p>Develop collaborative arrangements for international exhibitions with partner museums in Australasia</p> <p>Develop formal institutional relationships between the Museum and appropriate universities for research and teaching</p> <p>Develop plans for an appropriate program to celebrate the 20th anniversary of the Australian Museum Eureka Prizes</p>	Ensure the effective commemoration of the 20th anniversary of the Australian Museum Eureka Prizes
	More pro-active advocacy with government and potential supporters	Develop a strategy to influence government using the Trust and networks	
<b>Branding</b>	The Museum brand as a recognised mark of contemporary relevance and research excellence	Review the Museum's brand and its public profile	
<b>3. Building Capabilities</b>			
<b>Workload</b>	Available staff resources balanced with workload	<p>Review the number of planned special exhibitions and other public programs</p> <p>Prepare overall schedule for phased revitalisation of the Museum in line with the Masterplan</p>	
<b>Our Staff</b>	A highly effective organisation characterised by a culture of integration and collaboration, where all staff have a genuine commitment to the shared purpose of the Museum as a research institution and as a place of engagement with the public	<p>Establish a staff e-newsletter</p> <p>Establish communities of practice and interest</p> <p>Conduct a feasibility study on the creation of a social/meeting place for staff</p> <p>Review the outcomes of the MUSEUM 3.0 process</p> <p>Provide opportunities for all staff to participate in Museum field work and regular expeditions</p> <p>Encourage greater cross-Museum collaboration in all staff Personal Performance Programs</p>	
	Greater involvement and use of volunteers across the Museum's programs	Develop a proposal to Executive and Members Council outlining ways to engage new and existing volunteers	

**Table 3.3 The Australian Museum Corporate Strategic Plan from 2008/09 – 2012/13 (continued)**

	Objectives	Next 12 months	2–5 years
<b>3. Building Capabilities</b>	<i>(continued)</i>		
	Staff with the skill sets needed to support the aims of the Museum	Prepare a staff professional development plan using information from the Personal Performance Program process Train staff in web, new media and digital technology Investigate the benefit of an induction and mentor program Investigate the possibility of travelling fellowships and exchange programs with other institutions Investigate programs to encourage student internships and mentoring across all Museum activities	Develop exit and succession planning processes
	A client-focused awareness for all staff	Deliver appropriate customer service training to front-of-house staff	
<b>Policies And Procedures</b>	A reduction in the Museum's environmental footprint	Develop a Museum Environmental Policy	Implement the Museum Environmental Policy
	Improved processes and infrastructure for the Museum's Management Information System	Identify parameters of an integrated planning, budgeting and reporting process Assess the need to replace ageing infrastructure such as the SUN Microsystem and the Computed History Recording Input System Assess the need to replace the Museum's Building Management System and Asset Management System Identify the parameters for a Project Reporting System and implement Develop an intranet that is easy for staff to use and update	Develop and implement a new Management Information System
	Improved monitoring of service delivery	Review and implement improved visitor evaluation reports for Executive	Expand monitoring of visitation to include monitoring of services delivered

	Objectives	Next 12 months	2–5 years
<b>4. Increasing Resources</b>			
<b>Financial Efficiency</b>	Decisions on new programs taken with a clear understanding of the financial implications involved	Prepare a revenue development strategy for Museum-earned income that reflects the needs and capabilities of different areas of the Museum  Review secondary charged programs to ensure they meet standards for financial viability	
<b>Partners</b>	Increase corporate sponsorship, individual giving and philanthropic support	Develop a fundraising strategy targeting individual giving, philanthropic and corporate sponsorship opportunities  Evaluate annual giving program	
<b>Commercial Opportunities</b>	Increased self-generated income	Develop new three-year business plan for Venues  Develop new three-year business plan for the Shop  Review Australian Museum Business Services' commercial performance  Investigate the commercial potential for image sales and podcasting  Assess the capacity of the website for e-commerce activities	Develop venue and retail-specific alliances to maximise revenue income and profit
<b>Assets</b>	Advance staged revitalisation of the Museum	Develop the scope of and concepts for the next stage of the master plan for the College Street site  Move into the new onsite collections and research facility	Refurbish the spaces vacated by Research and Collection staff

## 4 CORPORATE PROGRAMS &gt;

The Australian Museum Foundation, The Australian Museum Eureka Prizes, The Australian Museum Members and the community volunteer program are key components of the Museum's Directorate.

#### COMMUNITY AND CORPORATE SUPPORT

Community and corporate support for the Australian Museum and the Australian Museum Foundation through philanthropic donations, sponsorships, bequests and gifts-in-kind are critical for achieving our strategic goals in the context of declining government funding.

The Australian Museum Foundation was established in 2005 to further encourage major gifts and bequests. The Foundation has developed steadily since its inception and continues to focus on increasing the growth of the President's Circle, the Museum's key donor and bequests group, and implementing the Museum's first annual giving program.

While continuing to actively nurture and foster relationships with key philanthropic trusts and foundations the Museum welcomed a new major sponsor with Panasonic Australia supporting the Museum as 'Leading Scientific Research Sponsor'. The Museum also successfully achieved corporate sponsorship for a number of its major temporary exhibitions and further developed its long-term partnerships with JCDecaux and the National Geographic Channel.

The fundraising priority for the Australian Museum in 2008–09 remains consistent – securing support for key education elements of the Revitalisation Project and a key new permanent Pacific cultures exhibition.

Over \$200,000 was presented to 20 winners at the 18th annual Australian Museum Eureka Prizes award dinner held in August 2007. Media coverage of prize finalists and winners reached an estimated audience of almost 23 million across Australia.

Australian Museum Members has around 8700 members.

#### THE AUSTRALIAN MUSEUM EUREKA PRIZES

The Australian Museum Eureka Prizes are Australia's premier and most comprehensive awards celebrating outstanding science and science communication. They are also the largest national award scheme for research into the critical environmental sustainability issues facing Australia. [www.australianmuseum.net.au/eureka](http://www.australianmuseum.net.au/eureka)

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

#### AUSTRALIAN MUSEUM MEMBERS

Australian Museum Members (AMM) was established in 1972 to support and promote the work of the Australian Museum. AMM has around 8700 members who enjoy a range of benefits including free entry to the Museum every day of the year, the opportunity to attend Members events (including night talks, urban and bush walks, workshops, kids activities, behind-the-scenes tours, overseas trips and more), the Museum's *Explore* magazine, an email newsletter, and other special offers.

#### AMM program achievements

AMM developed and ran a successful program throughout the year including:

- ▶ Over 2200 people attended evening lectures which included subjects such as: modern medicine, Stonehenge, criminal profiling, insects as decomposers and



forensic detectives, orangutan survival, the secret life of orchids, Iranian archaeology, and anatomy and the renaissance artist.

- ▶ Over 180 people participated in the urban and bush walk program and explored destinations including Bouddi National Park, Royal National Park, Centennial Park, Marrickville and Wentworth Falls.
- ▶ Almost 50 Members were part of exclusive behind-the-scenes programs, exploring areas usually unseen by the public including the Museum's Alexandria Storage Facility and Parliament House.
- ▶ Nearly 350 children attended kids' events and 'Science Made Easy' workshops covering subjects such as: bush foods, the mega fauna, rocks and minerals, and dinosaurs.
- ▶ Day trips for members such as snorkelling at Chowder Bay, visiting the historic Rookwood Cemetery, experiencing the Hunter Valley, and travelling to the historic 'Callemondah' on the South Coast.
- ▶ Special events including a Bollywood-themed Christmas party, a dinosaur symposium, a *Dinosaurs* exhibition opening gala, and a series of special movie screenings and other special events inspiring Members to learn more about the nature and culture of their world.
- ▶ Exclusive trips to explore Burma and the Galapagos Islands, and a tour to Lizard Island.

**Important funding support by the AMM**

This year the Australian Museum Members Council approved significant funding from the Members' accumulated funds to be used for the new *Dinosaurs* exhibition.

The \$100,000 provided by Australian Museum Members purchased the following items:

- ▶ the complete skeleton cast of the Muttaborrasaurus
- ▶ two life-sized Dromaeosaurs reconstructions
- ▶ the complete Bambiraptor skeleton cast
- ▶ the complete Archaeopteryx skeleton reconstruction.

This important contribution to the development of the Museum reinforces the value of the Membership program. Through funds such as these and other Member activities and donations, the Museum can reach important strategic goals. The Members themselves can also feel more invested and proactive in making a tangible difference to a key cultural institution.

**Future direction for AMM**

Over the next year AMM will continue to offer meaningful Member benefits thus consolidating Membership growth. With the revitalisation of the Museum, members are increasing and returning after a period of less growth.

We aim to adjust our activities with the changing demographic of our Membership. More families are becoming involved as Members and we have been initiating activities like sleepovers with the dinosaurs – 'Dinosnores' – which have been very successful.

Members staff aim to continue to have our Members feel valued and will encourage critical engagement about the importance of our Members program from across all sectors of the Museum.

.....  
 Through the contribution of Australian Museum Members funds the Museum can reach important strategic goals.



## COMMUNITY SUPPORT

The Australian Museum maintains an ongoing commitment to its community volunteers, private benefactors and sponsors. The Museum aims to build rewarding collaborations and to encourage our partners to understand the long-term benefits and outcomes of the projects they support. We are delighted to acknowledge the significant community support provided to the Museum during the year.

### [Australian Museum Volunteers](#)

There were 158 people actively volunteering across most sections of the Australian Museum during the year. There were 54 front-of-house volunteers supporting the Public Programs group, interacting with general Museum visitors as well as working on specific Visitor Services programs.

There were 104 volunteering behind the scenes, the majority supporting Research and Collections Division and the Commercial Services Branch. Most were long-term volunteers (one year or longer) who volunteered at least once a week. A small number volunteered on short-term projects. Volunteers contributed an estimated 48,348 hours of service to the Museum over the last financial year. It is noteworthy that despite disruptions due to the Revitalisation Project, there was an increase in the number of volunteers and the hours of service they provided.

### Directorate volunteers

Margaret Killin  
Angela Perou

### Corporate and Knowledge Services volunteers

Neerv Bhatt  
Karin Brown  
Susan Clinch  
Nanette Goodsell  
Warren Heggarty  
Brenda Hill  
Catherine Hopkins  
Susan Myatt  
Jill Riley  
Prue Walker

### Commercial Services volunteers

Benjamin Hope  
Michael McFadden

### Visitor Programs and Services volunteers

Peter Andrews  
Michael Barnes  
Les Bassett  
Carole Bennetts  
Warren Bennetts  
Ray Biddle  
Wendy Bishop  
David Brawn  
Val Bower  
Anna KH Chang  
Douglas Cham  
Helen Clark  
Mavis Clements  
Dennis Collins  
Kate Cox

Jan Duttmer  
Monica Fernandes  
Des Foster  
David Frede  
Valerie Gregory  
Patricia Grocholsky  
Peter Grocholsky  
Sue Goorevich  
Adrienne Hirst  
Mary Hughes  
Edwina Huntley  
Dana Jennings  
Jennifer Johnson  
Roger Langsworth  
David Lind  
Angela Low  
Dot Lucas  
Joan Luijterink  
Jim Mammoliti  
Wendy Macallister  
Lynne McKenzie  
Jenny Mikulandra  
Lynne Palmer  
Denise Playoust  
Alan Roby  
Libby Sakker  
Philipp Schorch  
Moira Shackleton  
Hazel Sproule  
Jenny Starling  
Ailsa Stewart  
Lesley Strauss  
Lala Szybinski  
Gillian Tansilao  
Angela Thomas  
Ashleigh Thomson  
Barbara Tregear  
Candy Tonkin  
Judith Townsend  
Jill Wellington





**Exhibitions and Creative Services volunteers**

Carmen Nunes Gomes

**Natural Science Collections volunteers**

Win Alliston  
 Michael Batley  
 David Bell  
 Daniela Binder  
 Nicholas Bishop  
 Peter Blackwell  
 Jelena Bojicic  
 David Bray  
 Diane Brown  
 Fay Brown  
 Linda Brown  
 Gordon Campbell  
 David Colchester  
 Christine Crowther  
 Samantha Czyn  
 Peter Dadswell  
 Lawrie Davis  
 Anja Divljan  
 Radka Dostal  
 Jan Fisher  
 Gabor Foldvary  
 Eduardo Gallo  
 Anne Gilling  
 Rachel Gould  
 Dennis Hackett  
 Barbara Harvey  
 Kerinne Harvey  
 Maureen Haydon  
 Gary Holloway  
 Ximena Jordan  
 Tim Kett  
 Alan Leishman  
 Peter Malesch

Robin Marsh  
 Timothy Martin  
 Jolanta Mazurek  
 Meghan McFarlane  
 Graham McLean  
 Pam Mudford  
 Dorothy Pearson  
 Nick Phillips  
 Jenny Pollak  
 John Pollak  
 Rosemary Pryor  
 Penelope Ralph  
 Ainslie Robinson  
 Hazel Ronay  
 Felicity Roos  
 Sharn Rose  
 Lyn Russell  
 Phillip Russo  
 Margaret Schonell  
 Sascha Schulz  
 Norma Scott  
 Corey Sellwood  
 Doris Shearman  
 Grace Shephard  
 Letitia Silberbauer  
 Clodagh Smith  
 Ian Stevenson  
 Allen Sundholm  
 Jim Teys  
 Greg Towner  
 Leah Tsang  
 Marlene Vial  
 Wendy Walker  
 Jean Weiner  
 Cynthia Young  
 Penny Zylstra

**Research volunteers**

Lynne Chamberlain  
 Pamela Da Costa  
 Katherine Daly

Margaret Dell'Oro  
 Vindhya Hettige  
 Brian Lobb  
 Kate Loynes  
 Anne Murray  
 Margot O'Donoghue  
 Sarah Pham  
 Shui Phang  
 Hugh Watt  
 Gillian Whitney

**Cultural Heritage and Science Initiatives volunteers**

Shahilla  
 Balachandran  
 Alexandra Hegedus  
 Sam Hodgkinson  
 Heather Joynes  
 Amelia Reid  
 Mark Rowden

**Members volunteers and interns**

Ingrid Bennett  
 Carole Bennetts  
 Warren Bennetts  
 Luke Bayly  
 Samantha Bowden  
 Wendy Charng  
 Victoria Collis  
 Margaret Craig  
 Anthony Ellis  
 Julia Fischer  
 Maureen Foord  
 Val Hutt  
 Jennifer Jenkins  
 Inka Kramer  
 Nan Manfield

Gaye McLean  
 Graham McLean  
 Robert O'Brien  
 Ross Pearson  
 John Robertson  
 Keith Robinson  
 Andrew Wilkins

**Lizard Island volunteers**

Toby Whitelaw  
 Nicholas Carroll  
 David Collins  
 Felicity Hayward  
 Massimo Marengo  
 Renie Hood  
 Snow Amos  
 Barry Curtis  
 Daphne Curtis  
 Martin Kinrade  
 Monica Green  
 Geoff Stearn  
 Yvonne Kilroy  
 Brian Hall  
 Yoke Van de Laan  
 Chris Van de Laan  
 Lois Wilson  
 Terry Ford,  
 Carmella Guiol  
 Amanda Medress  
 Rachel Shapiro  
 Tanya Dragan  
 Constantine Voyevi  
 Mikey Denner  
 Sophie Stojic  
 Nikki Bass  
 Paul

**Specialist services provided on a volunteer basis:**

Allan Ross,  
 Charlie Makray.

.....  
 There were 158 people actively volunteering across most sections of the Australian Museum during the year. Volunteers contributed an estimated 48,348 hours of service to the Museum over the last financial year.

### **Australian Museum Members Council**

We wish to record our sincere thanks to AMM for its support during the year. In particular, we thank those members who served on the AMM Council namely Matthew Wilson (President), Bettina Dalton (Vice President), Barry Wilson (Treasurer), Jim Boyce, Karen Adams and Peter Feeley (Councillors). We also thank the Museum staff who served on the AMM Council, Frank Howarth (Museum Director), Penny Berents, Glenn Ferguson and Shane McEvey.

### **Benefactors and Sponsors**

The Australian Museum is pleased to recognise the generosity and passion of our benefactors and sponsors. We thank those listed here and all our supporters for their contribution to the educational services, public programs and scientific research conducted by the Australian Museum.

### **Australian Museum Foundation**

Atanaskovic Hartnell  
Estate of the late Clarence E Chadwick  
Murray Doyle  
Ralph Evans  
Barbara Hardy AO  
David Handley  
The Hon Mr Justice Ken Handley AO  
and Mrs Diana Handley  
Frank Howarth  
Ronnie Harding  
John Pearson  
Stephane Miller and Martin Pool  
Margaret J Marshford  
Estate of the late Gwendoline A West  
Estate of the late Jessie Campbell Wise

### **President's Circle**

ANZ Banking Group Ltd  
Anita and Luca Belgiorno-Nettis  
Susan Conde  
Christopher Grubblan and Stephanie Hardy  
Mrs Judy Lee  
Lend Lease  
Diccon Loxton  
Graham O'Neill  
Rob and Helen Rich

The Sherman Foundation  
Peter St George  
Lucy Turnbull

### **Australian Museum supporters**

Australian Government Department of Education, Science and Training  
In memory of Graeme Annabell  
Canadian Tourism Commission  
Coral Reef and Marine Science Foundation  
Rod and Robyn Dent in honour of Pat Dent and the Wanindilyaugwa tribe  
Department of Education and Training NSW  
Fairfax Media  
Mark Hanlon  
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James McColl  
Mabs Melville  
National Geographic Channel  
National Opal Collection  
Alexander Norquay  
Owen Griffiths and Biodiversity Conservation  
Madagascar Association  
Panasonic Australia  
Raleigh Paper  
Dr William Reiger  
Rio Tinto  
George Stacey  
Senta Taft-Hendry  
David Twine  
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Travel Alberta  
Michael and Mary Whelan Trust  
United Colors of Benetton  
Science in the City, the Suburbs, and the Bush  
Charles Sturt University  
City of Sydney  
Cook and Philip Park  
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**Eureka Sponsors**

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 The Sherman Foundation  
 University of New South Wales  
 University of Sydney, Faculty of Science  
 University of Technology, Sydney  
 Voiceless

**Eureka Supporters**

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 ABC  
 Australian Technology Park  
 Laissez-faire  
 Microsoft  
 Pages Event Equipment  
 Petaluma

**Lizard Island Reef Research Foundation**

The Lizard Island Reef Research Foundation is an independent trust established to raise funds for the Lizard Island Research Station and to support research on the Great Barrier Reef. Its major commitments are to the Doctoral Fellowships program and to capital development of the Station.

**Patrons**

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 Raymond Kirby AO  
 Henry Loomis and Jacqueline Loomis  
 Lady Laurine Proud

Robert Purves  
 Professor Frank Talbot  
 Dr Charles Warman AM

**Trustees**

Dr Penny Berents  
 James Bildner  
 Honourable Virginia Chadwick AO  
 (from February 2008)  
 Kenneth Coles AM (Chairman)  
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 Vivian King  
 Raymond Kirby AO  
 Bill Page-Hanify AM  
 Fiona Playfair  
 Heather Power  
 Robert Purves  
 Michael Seyffer  
 David Shannon  
 Charles Shuetrim  
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 The John and Laurine Proud Family Estate  
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 The Yulgilbar Foundation  
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5 PUBLIC PROGRAMS >

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

**ONSITE**

Exhibitions

During this year the Museum continued to offer College Street visitors a wide range of informative and engaging experiences. Long-term on-site exhibitions were *Skeletons*, *Indigenous Australians*, *Planet of Minerals*, *Chapman Mineral Collection* and *Birds & Insects*. All were free after general admission.

The Museum was host to seven major temporary exhibitions and the annual Science in the City program as well as more than a dozen other new displays and smaller exhibits. All the temporary exhibitions were free after payment of the general admission charge.

**Table 5.1 Visitors to onsite temporary exhibitions**

Notes

- 1. Exhibition dates span reporting years; however, visitation is for the reporting year only.
- The display periods for several exhibitions coincide and visitors may attend more than one exhibition or event so the sum of the figures above is greater than annual visitation quoted elsewhere.

Two exciting long-term exhibitions were opened in 2008. This completed a major exhibition refurbishment program; *Dinosaurs* was launched publicly in March and *Surviving Australia* in June, after four years of major planning, visitor evaluation, development and specialised production.

Exhibition	Dates <sup>(1)</sup>	Visitation <sup>(1)</sup>
<i>Australia Through the National Geographic Lens</i> from National Geographic, Washington. D.C.	12 May – 22 July 2007	31,135
<i>African Impressions</i> , incorporating collections from the Australian Museum with African Retrospective and <i>Through the Eyes of the Gods</i> photographic exhibitions from National Geographic, Washington D.C.	1 September – 25 November 2007	44,466
<i>Face to Face</i> from the Natural History Museum, UK	22 December 2007 – 27 April 2008	60,626
<i>Colliding Worlds</i> from Museum Victoria and Tandanya; the National Aboriginal Cultural Institute, Adelaide	6 April – 19 August 2007	45,471
<i>Science in the City</i> (in partnership with the University of Sydney)	7 – 16 August 2007	5175
<i>On Track: Contemporary Aboriginal art from Western Australia</i> from the Berndt Museum of Anthropology, UWA, Perth	1 September – 9 November 2007	41,005
<i>Wildlife Photographer of the Year 2007</i> (Natural History Museum, UK)	15 December 2007 – 16 March 2008	82,653
<i>Frank Hurley: Journeys into Papua</i>	29 March 2008 – 1 March 2009	119,933
<b>Total</b>		<b>425,290</b>



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

- ▶ Lizard Island
- ▶ The *New Scientist* Eureka Prize for Science Photography 2007
- ▶ The Wollemi Pine
- ▶ Stromatolites
- ▶ The Thylacine
- ▶ Papunya art

**Museum attendance**

Onsite attendance to public programs was 332,622 compared to a conservative target of 250,000 set in recognition of the redevelopment of two major galleries as part of the Museum’s Revitalisation Project. Visitation was five per cent above average attendance for the preceding three-year period. This achievement was due in large measure to the success of the new *Dinosaurs* exhibition, which opened in March, as well as the ongoing achievements of other public programs during the Revitalisation Project.

**Customer response**

**Visitor feedback**

Due to the construction of the new exhibitions the Museum did not undertake monthly visitor surveys, instead evaluating specific programs and services (see below). Regular surveys will be undertaken during the 2008–09 financial year to enable us to track issues and take remedial action. When the new website is completed in March 2009, customer tracking and feedback will also resume.

**Program evaluation**

The Museum’s Audience Research Unit conducted a range of evaluation studies during 2007–08.

Front-end evaluations were undertaken for the planned *Climate Change* exhibition and several other proposals in development, together with summative evaluations for *Dinosaurs* and *African Impressions*.

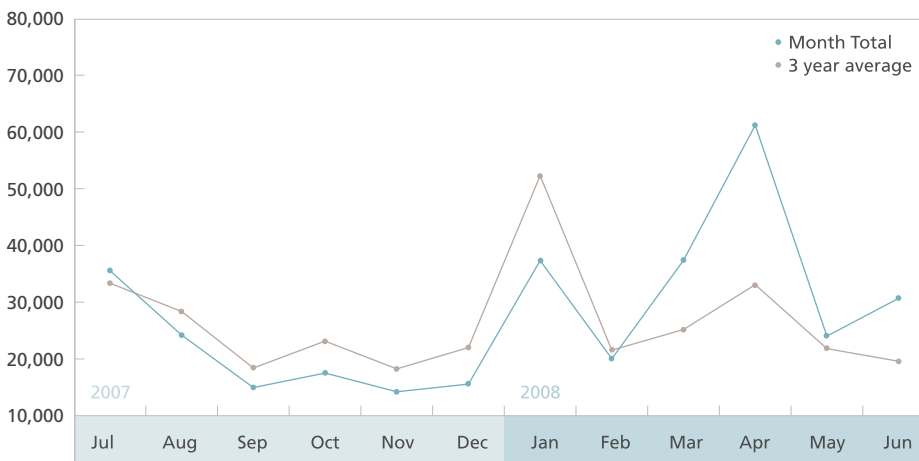
.....  
 In April 2008, a new monthly attendance record of 47,729 was set associated with school holidays and the new *Dinosaur* exhibition.

Annual visitation was 332,622 and included:

- ▶ 308,589 visiting the standing exhibitions
- ▶ 7245 visiting a temporary exhibition
- ▶ 129,735 attending holiday programs
- ▶ 30,026 students and teaching staff
- ▶ 5175 attending Science in the City
- ▶ 2232 attending Australian Museum Members events.

Note

Visitors may attend more than one exhibition or event so the sum of the figures above is greater than annual visitation.



**Figure 5.2 Monthly visitation to the Australian Museum in 2007–08 compared to the three-year average**

Note

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



A major program of evaluation was undertaken for the Australian Museum Eureka Prizes (AMEP) – surveying People’s Choice Award voters and past winners, as well as in-depth interviews with sponsors. These studies were fed into the AMEP future planning session.

A study of Museum Shop visitors, coupled with an evaluation of potential book products, formed an important part of developing the Museum’s new guidebook: *the meeting place of nature and culture*.

Other programs/activities evaluated were the Annual Giving Program (with Development) which contributed to the refinement of their program; and Science in the City/Science in the Bush/Science in the Suburbs, (the results of these evaluations will be included in the program’s funding report, supporting the need for more funding), as well as regular feedback forms administered to teachers attending Museum on-site programs (see comments in Learning Services below).

A joint study of culturally diverse audiences with the National Museum of Australia was completed with the study to be published by the Museum in 2008–09.

## PROGRAMS

### Visitor services

Visitor Services developed and implemented programs for a range of audiences including under fives, groups with special needs, families and the elderly. New programs included workshops for adults and children, temporary exhibition programs and a number of special events and displays. In particular Visitor Services staff worked closely with

Exhibitions staff developing programs and displays for the new *Dinosaurs* and *Surviving Australia* exhibitions.

Key achievements for the year include:

- ▶ Four themed holiday programs that involved general visitors in performances, food tasting, live animal ‘show and tell’ and workshops.
- ▶ Staff commissioned and ran the *Gondwana: Land of the Giants* theatre production by EARTH Visual and Physical Inc for the July 07 school holidays. The production sold out with more than 19,000 tickets purchased.
- ▶ A life-sized (4m long) Australian juvenile Muttaborrasaurus dinosaur puppet was commissioned from EARTH Visual and Physical Inc. Its delivery coincided with the opening of the *Dinosaurs* exhibition and performed for more than 13,000 visitors in the April 08 school holidays.
- ▶ Staff extracted and interpreted fossils from a permanent bone bed display of Centrosaurus fossils from the badlands of Canada in the *Dinosaurs* exhibition. This was extremely popular and attracted large crowds during school holidays.
- ▶ Live animals were displayed in the new *Surviving Australia* exhibition and some species were handled by staff to give visitors a close encounter experience.
- ▶ New Early Childhood programs developed specifically for the new *Dinosaurs* exhibition attracted 58 preschool groups. In addition, the Dinosaur Hunt program attracted 1898 children and carers while ongoing programs attracted 2200 children and carers.
- ▶ A total of 467 visitors attended guided after-hours Torchlight Tours.

.....  
 The Museum’s Audience Research Unit was also a successful partner in receiving two Australian Research Council Linkage grants – ‘Hot Science Global Citizens’ (with University of Western Sydney) and ‘Engaging with Social Media’ (with Swinburne University of Technology) – for funding over three years.

.....  
 The hands on *Search & Discover* centre attracted 286,061 visitors and answered a total of 2900 formal enquiries.



**Learning services**

In 2007–08 Learning Services continued to provide high quality learning experiences for 30,026 school visitors. This is in addition to providing assistance for 5175 school students who attended Science in the City as well as support for Science in the Bush, Science in the Suburbs and Museum in a Box programs.

Learning Services staff maximise student-focused engagement by providing both educator-led (for 10,376 students) and self-guided options that cater to the varying needs of our diverse school visitors. Teacher feedback extracted from surveys by the Museum’s Audience Research Unit indicates a high level of satisfaction and strong repeat visitation is further testimony to this.

Key achievements for the year include the following:

The opening of our new *Dinosaurs* exhibition provided a record boost in visitation, especially with our primary school audience. The Learning Services staff made a significant contribution to the development of this exhibition and the provision of accompanying learning materials has been a significant focus of our work in the latter stages of this year. A Teacher Preview night was held on 1 April 2008 and attended by 150 teachers who responded with great enthusiasm to this new exhibit. We have already seen this translate into increased numbers of school bookings with 12,758 students visiting the exhibition in the first three months.

Preparations for our second new major exhibition, *Surviving Australia*, were also a focus of our development time in 2007–08. Opening in June 2008, the new exhibition

and programs have already been well received by students and their teachers. We introduced this exciting new exhibition more widely to teachers at a Teachers Preview night on the 30 July 2008.

Evolution of Australian Biota Study Days, a joint venture with Taronga Zoo and the Royal Botanical Gardens, continues to grow in popularity with a total of 26 days almost fully booked in Sydney. This represents an increase of four full extra days compared to that offered in 2006–07. Extra joint program days were held offsite at Mt Annan, Mt Tomah, Dubbo and Coffs Harbour and proved popular for more remote school visitors.

The Human Evolution program was redeveloped and was offered both as a stand-alone onsite activity or an offsite activity for senior Biology students held in collaboration with Taronga Zoo. This year the program attracted 223 students from eight schools over four days.

Staff coordinated the Museum’s work experience program, placing 20 students across the Museum.

Learning Services staff shared their skills by hosting an Indigenous trainee teacher from the University of Western Sydney and a practice teacher from the University of Technology, Sydney.

A total of 1022 students from USA high schools visited the Museum to experience the People to People program where they observe Aboriginal dance and learn about Australia’s first peoples. In addition, 2747 visitors from other tour groups visited the Museum.

.....  
Learning Services continued to provide high quality learning experiences for 30,026 school visitors.

.....  
‘Interactive, fun informative and the kids loved it.’

‘Workshops are wonderful – the best I’ve attended.’

‘The children were completely engaged and loved the experience.’

‘The information and activities were relevant to syllabus outcomes and very interesting.’

Feedback from teachers visiting the Museum

.....  
Excitement for the new *Dinosaurs* exhibition has translated into increased numbers of school bookings with 12,758 students visiting in the first three months.

.....  
 'I liked going behind the scenes and looking at the photos – it made me think.'

'I liked seeing how all the rooms used to be and how they have changed.'

'It was interactive as well as informative.'

Feedback from students visiting the Museum

The new programs developed by Learning Services this year include:

- ▶ **Artlink: a Visual Arts learning program.**  
The production of a DVD supporting this initiative has been completed, targeting students with an interest in the processes involved in the development and making of an artwork.
- ▶ **Web to Spider:** a workshop program teaching students how to measure spider diversity and the changes over time in their local environment. This program can be delivered both on and offsite and has been very well received by both primary and secondary students.
- ▶ **Mineral Detective:** a self-guided program for junior secondary students looking at the varied uses of minerals in our community.
- ▶ An Indigenous component added to an Archaeology package and enjoyed by 300 students during Archaeology week.
- ▶ **The Museum as a Historic Site Study:** a program for Junior Secondary History students launched to an enthusiastic response from both students and teachers.

Learning Services staff developed learning materials to support the following temporary exhibitions:

- ▶ *On Track*
- ▶ *African Impressions*
- ▶ *Face to Face*
- ▶ *Frank Hurley: Journeys into Papua*

Other activities include:

- ▶ contributing to the development of the Museum's new website
- ▶ hosting Richard Campbell as a studio artist working in the *Indigenous Australians* exhibition
- ▶ contributing to a successful Expression of Interest for an Environmental Trust Grant application. The grant is currently being prepared for submission.

### Indigenous learning programs

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

- ▶ Western Desert artists from a second selection of works from the private collection of museum entomologist Chris Reid
- ▶ Indigenous artist, Richard Campbell, as the official Indigenous artist for World Youth Day. Richard's Indigenous Stations of the Cross and other works as well as his presence as Indigenous Studio Artist in the *Indigenous Australians* exhibition from May to August 2008 was well received by Museum visitors over that period.

Our Indigenous staff member from Learning Services attended two Conferences: one in Sydney and one in Coffs Harbour, in addition to other forums and the annual Reconciliation Ceremony now held at Government House.

### Collaborations with external agencies

Learning Services collaborated with:

- ▶ Taronga Zoo and the Royal Botanical Gardens on Evolution of Australian Biota Study Days
- ▶ Taronga Zoo on Human Story Study Days
- ▶ Coalition of Knowledge Building Schools to assist with Australian Government Quality Teaching Projects and Museum Audience Research
- ▶ The Learning Federation to provide online resources for teachers using the Australian Museum collections
- ▶ The Boomalli Aboriginal Artists Cooperative and the Bangarra Dance Theatre, who assisted and informed the Museum with the revitalisation of displays and exhibits in the *Indigenous Australians* exhibition.



### Science Communication

Science Communication’s Science in the City events reached an increased number of students this year, allowing a wide range of students and teachers to engage with science outside the classroom. The Science in the City, Suburbs and Bush events provide a variety of avenues through which science, engineering, technology and innovation can be communicated.

Science in the City, Suburbs and Bush events reached a total of 10,312 students, and over 1000 teachers in both metropolitan and regional areas. This represents a 35 per cent increase on service delivery over the previous financial year.

The science communication unit continued to develop important partnerships that sustain the delivery of these programs in 2007–08. These actions include:

- ▶ signing a Memorandum of Understanding with Executive Partner the University of Sydney for Science in the City 2007–11
- ▶ being awarded funding from the Department of Innovation, Industry, Science and Research of \$300,000 over the period of 2007–09. As part of this agreement, Science Communication’s host training and networking events were held for local teachers and scientists, supporting and creating networks of science researchers and educators, particularly in regional and rural areas.
- ▶ establishing partnerships with 50 agencies to develop, with regional and rural science researchers, educators and communication providers who produce workshops, talks and tours, that showcase science to their respective local communities
- ▶ receiving a grant for \$55,000 from the City of Sydney for the Science in the City Expo 2008–10.

### Online services

The Museum’s website comprises the main site ([www.australianmuseum.net.au](http://www.australianmuseum.net.au)) and 16 specific sites, each with their own domain name. Total user sessions for all sites and domains in 2007–08 exceeded 21 million, down nine per cent on the previous year’s (Table 5.2).

The reduction in sessions may be explained by several factors:

- ▶ very little new content was added over the year while planning and building the new Australian Museum website which will be launched in March 2009
- ▶ past exponential growth cannot be sustained due to competition from other websites.

The Australian Museum’s website is being revitalised in response to changes within the web environment. The old site was a static site that was challenging to maintain. The new site will be a dynamic site with decentralised authorship enabling a rapid response to changes within the Museum and the nature and cultures of our world. A content management system has been developed and implemented for this purpose. The primary goal of the Museum’s new site is to function as a mechanism for two-way communication with the public. The public will have direct access to the scientists and staff of the Museum and be able to contribute content and conversations to the website. The public’s voice will be an integral part of the website as they become active participants in its evolution.

The Museum established a *YouTube* Channel and a presence on the social networking sites *Facebook* and *ning*. These are being used as experiments to both develop content and train staff in Web 2.0. The Museum received a two-year grant from The Learning Federation to develop 50 online collection resources for teachers.

The new website will be a dynamic site with decentralised authorship enabling a rapid response to changes within the Museum and the nature and cultures of our world.

	2004	2005	2006	2007	2008
User sessions (million)	8.31	12.21	17.15	23.34	21.06

Table 5.2 Online service delivery via the Australian Museum website (user sessions)

### Outreach

Extending the exposure of the Museum beyond the onsite services with the following outreach programs means knowledge is introduced to a wider audience and communities embrace both nature and culture.

#### Museum in a Box®

Museum in a Box® was used by nearly 69,000 NSW preschool, primary and secondary school students during 2007–08. This is up 13 per cent from 60,000 students in 2006–07.

Seventy-four per cent of the student numbers came directly from box loans while the remaining 26 per cent was made up of students interacting with the boxes in outreach events including Science in the City, Suburbs and Bush, and Biota at Dubbo and Coffs Harbour.

Two new early childhood boxes were launched in 2008: Sea Creatures and Night and Day.

A revamped Spiders Box will be released at the end of 2008 to incorporate a large model of a Red-back Spider as one of the teaching

tools included in the box. It will also include a DVD on spiders and web-based activities linked to the BUGWISE program produced by Museum scientists with continuing sponsorship by Rio Tinto.

Workshops were given to nearly 200 student teachers at the University of New England in Armidale, introducing them to the boxes and museum visits.

Museum in a Box® was displayed at the Science in the City Expo, at Science in the Suburbs and Science in the Bush.

Presentations were given at the Science Teachers’ Association of NSW conferences in December 2007 and June 2008, at the Biology Teachers’ conference at UNSW and at the Environmental Education conference.

#### Touring Exhibitions

The Museum managed the 2007–2008 tours of the *Wildlife Photographer of the Year 2006–2007* exhibitions, *Life Beyond the Tomb*, the Australian Museum’s exhibition in collaboration with Rijksmuseum van Oudheden, Leiden (The Netherlands), and *Pacific Patterns*. Table 5.3 shows the number of visitors at each of these locations.

Table 5.3. Visitors to Australian Museum touring exhibitions

Exhibition	Location	Dates	Visitation
<i>Wildlife Photographer of the Year 2006</i>	Newcastle Regional Library	22 June – 11 August 2007	8000
<i>Wildlife Photographer of the Year 2007</i>	South Australian Museum	2 April – 4 May 2008	5058
	Newcastle Regional Library	2 June – 6 September 2008	4255 (June)
<i>Life Beyond the Tomb</i>	Auckland War Memorial Museum	25 May – 12 August 2007	43,000 (July – August)
<i>Pacific Patterns</i>	Australian Fossil and Mineral Museum, Bathurst	27 July – 9 September 2007	2000
	St George Regional Museum, Hurstville	1 April – 5 July 2008	4476
<b>Total</b>			<b>66,789</b>

## Science Communication

Science Communication's Science in the City, Suburbs and Bush events reached over 10,300 students in both metropolitan and regional areas during the year.

Science in the Suburbs visited Londonderry, Cronulla, Sydney Olympic Park, and University of Western Sydney Hawkesbury Campus, while Science in the Bush traveled to Orange, Coffs Harbour, Tocal and Wagga Wagga.

During 2007 media coverage was sporadic. However, in 2008 the Science in the Suburbs and Bush events were mentioned in over 20 media items including print, radio and TV. Science in the Bush at Wagga Wagga alone appeared in local print press, Prime News coverage and two ABC radio items.

Science in the Suburbs	Dates	Students
Londonderry DPI Drill Core Library	25 September 2007	24
Sydney Olympic Park Newington Armoury	13 September 2007	165
University of Western Sydney Hawkesbury Campus	21 and 22 September 2007	1178
Cronulla DPI Fisheries Research Centre	18 March 2008	61
Sydney Olympic Park Newington Armoury	27 and 28 May 2008	1197
Science in the Bush	Dates	Students
Australian National Field Days, Orange	16, 17 and 18 October 2007	150
Coffs Harbour National Marine Science Centre	8 and 9 November 2007	460
Orange DPI Agricultural Research Institute	21 and 22 November 2007	277
Tocal Field Days	2, 3 and 4 May 2008	492
Wagga Wagga Civic Precinct	24 and 25 June 2008	1133
<b>Total</b>		<b>5137</b>

Table 5.4. Visitors to Australian Museum's Science in the Suburbs and Bush



.....  
 Online services will continue to build a content management system that will develop a greater capacity for two-way interaction, thus creating a community hub with our online users.

## FUTURE DIRECTIONS

### Visitor programs

In 2008–09 Visitor programs, while maintaining current services, will:

- ▶ review visitor programs in light of the opening of the new *Surviving Australia* and *Dinosaurs* exhibitions and build on this success
- ▶ install a new ‘Wayfinding’ system throughout the Museum in September 2008 to enhance the visitor experience and address the feedback from visitors regarding navigation challenges
- ▶ develop ways to engage new and existing volunteers.

### **Online services**

Online services will continue to:

- ▶ Refine and develop the strategy for the Australian Museum’s web presence by March 2009 and rebuild and launch the Museum’s new website.
- ▶ Build a content management system that enables staff to have greater and easier ways to create, publish and engage with website content and interact with users. Develop a greater capacity for two-way interaction, thus creating a community hub with our online users. Developing the use of social media tools such as blogs, commenting and tagging will be explored through the two ARC grants to the Audience Research Unit so that users will be able to generate their own content, including uploading images, movies and audio.

- ▶ Investigate the Up Close & Spineless photography competition as a model for on-line services.

### **Learning services**

Learning Services plan to maintain the quality of current successful services and expand its reach into new priority areas. It will:

- ▶ develop further programs related to climate change and environmental education
- ▶ develop a significant presence on the Museum’s new website
- ▶ strive to provide clear and user-friendly interactive tools for teachers on the new website
- ▶ implement new educator-led activities in the new exhibitions, environmental education and in the visual arts
- ▶ support schools in their need to access learning resources offsite via the Connected Classrooms program linked to the large roll-out of IT statewide
- ▶ contribute and have a voice where applicable in the development of new curricula for Science and Technology in NSW as well as for the new proposed National Curriculum
- ▶ revitalise and improve the distribution and quality of resources provided by the Museum in a Box® service offsite to local and regional schools and pre-schools.



### Exhibitions

The Exhibitions team will:

- ▶ keep up to date the Australian Museum Exhibition Strategy 2006–16. Key to this strategy is maintaining a balanced, diverse and interesting program of exhibitions representing world cultures, natural history, contemporary Australia and controversial or challenging topics
- ▶ exhibit *Papunya Painting*, *Frank Hurley: Journeys into Papua*, *Climate Change*, *Mammoths* and the evergreen *Wildlife Photographer of the Year*
- ▶ deliver a suite of projects that update some of the older public areas of the Museum
- ▶ review how we plan, development and secure important financial sponsorships
- ▶ develop exhibitions with a number of new external collaborations. This will extend the Museum’s capacity to develop international standard exhibitions by forging new external strategic relationships and diversifying the Museum’s internal practices
- ▶ commence conceptual work for critical long-term College Street exhibitions, including new Indigenous Australians and Pacific Island exhibitions to incorporate substantial elements from the Museum’s significant collections currently not on public display

- ▶ seek wider placement of its temporary exhibitions in other venues interstate and overseas as part of a broader business plan.

### Audience Research

The Audience Research Unit will undertake further studies of online audiences, as well as visitors’ understandings of and responses to climate change issues. The monthly surveys will commence from 1 July 2008 and will be used to see if the Museum’s profile changed with the new exhibitions and programs and track problems that need remedial action.

.....  
 The exhibitions team will maintain an interesting program of exhibitions representing world cultures, natural history, contemporary Australia and controversial or challenging topics.

6 RESEARCH AND COLLECTIONS >

The Research and Collections Division is responsible for generating and communicating scientific knowledge, and managing the Museum’s collections. Knowledge is generated by field research and utilising the Museum’s collections. This knowledge is disseminated via scientific publications, government policy development processes, environmental planning processes and public programs.

**STRATEGIC ACHIEVEMENTS AND HIGHLIGHTS**

Enhanced engagement and access

**Pacific communities**

The Museum undertook a number of projects to enhance engagement with the Pacific communities from which many of the cultural objects held in the Museum were originally sourced. The projects sought to create greater access to and interactions with these objects by, for example:

- ▶ providing digital access to the collections from Pacific Island communities
- ▶ working with the Pacific Diaspora communities now resident in Australia
- ▶ inviting culturally knowledgeable members from communities to annotate the information linked with the collections
- ▶ establishing field programs where creator communities can digitally document and preserve their own intangible cultural heritage.

The outputs from this program will provide an invaluable resource for communities, scholars and researchers.

**Indigenous communities**

Working with Indigenous Australians, a pilot digital repatriation project was trialed with the Yirrkala community of Arnhem Land. A visit by a representative of the community to the Museum to view the material was filmed and copies distributed to the community. This process of information distribution was seen by the community as an efficient and appropriate way of allowing

a large number of elders to see the museum and the material before repatriation decisions are made.

**Integration of the Museum’s collections databases**

The final merge of collection databases to achieve one natural science collection database was completed. The integrated database contains details of more than 1.4 million registered specimens/objects, plus a further 52,000 records for preparations (discrete objects that are a part of a registered specimen). This data is accessible through the BioMaps application, a tool for accessing, mapping and analysing Australia’s biodiversity data. Funded through a partnership between the Australian Museum and Rio Tinto, BioMaps was completed this year and is set to become an important part of a new national online biodiversity database, the Atlas of Living Australia.

At a national level, the Museum played a key role in the Atlas of Living Australia, an online atlas of all information sources for living things in Australia.

Input into to environmental management

Research and collections activities informed environmental conservation and management in NSW and across Australia, including bioregional planning, biodiversity assessments and monitoring methods, strategies for managing fragmented populations of wildlife and online species databases.

The Museum undertook a number of projects to enhance engagement with the Pacific communities from which many of the cultural objects held in the Museum were originally sourced.

A major milestone was reached with the transfer of the Museum’s natural science collection databases into one integrated collection management system containing more than 1.4 million records.



**Strategic research partnerships**

In line with the Corporate Strategic Plan priority of building our strategic alliances and reputation and expanding collaborative opportunities in research, the Museum developed new partnership arrangements with a number of key organisations during the year. Notable developments included:

- ▶ the establishment of a new post-doctoral research position at the Museum co-funded by the Museum and the Australian Biological Resources Study (ABRS) within the Department of the Environment, Water, Heritage and the Arts
- ▶ involvement in the CReefs program – an international cooperative effort to increase tropical marine taxonomic expertise, conduct a taxonomically diversified global census of coral reef ecosystems, and improve access to and unify coral reef ecosystem information scattered throughout the globe. The Australian component of this international program is administered by the Australian Institute of Marine Science
- ▶ participation in the International Barcode of Life project to create an online DNA barcode register of 500,000 species worldwide.

**SCIENTIFIC RESEARCH**

Achievements for the year are reported below against the Museum’s services (see Performance Indicators, page 22).

**Knowledge creation**

The Museum’s research strengths are in the areas of zoology, taxonomy, systematics, molecular genetics, biodiversity mapping

and measurement, ecology, palaeontology, geology, materials conservation, archaeology, and anthropology. Several areas of the Museum’s research lead the world.

The Museum’s research is guided by a Science Research Strategy, 2007–2012 which was implemented in 2007. [www.australianmuseum.net.au/research/strategy.pdf](http://www.australianmuseum.net.au/research/strategy.pdf). The Strategy provides a framework for research, balancing existing research and collection strengths with emerging issues and priorities. The Strategy recognises the drivers, both internal and external, which shape and influence the Museum’s research activities; of note, the loss of biodiversity, climate change, and the impact of invasive species. The depth and scope of the Museum’s collections and its specialist research scientists and collection managers place the Museum in a unique position to make a significant contribution to these scientific challenges.

Research and Collections staff continued to be successful in attracting funding for research from a variety of state, national and international sources. The Museum attracted over \$2.7 million in funding from external sources and more than \$800,000 of this was awarded through competitive grants processes (for details of grants, see Appendix N).

**Climate change research**

Given its expertise in many facets of biodiversity, the Museum is well placed to understand existing and to forecast potential impacts of climate change. Two projects conducted during the year highlight the breadth of involvement of Museum staff in this area.

.....  
 The Museum joined the International Barcode of Life project to create an online DNA barcode register of 500,000 species worldwide.

.....  
 The Museum attracted over \$2.7 million in funding from external sources for projects based on research and collections.



Given its expertise in many facets of biodiversity, the Museum is well placed to understand existing and to forecast potential impacts of climate change.

### Vulnerability of Coral Reefs to Climate Change

Coral reef ecosystems around the world are deteriorating at alarming rates due to anthropogenic and environmental stressors, including global warming. Understanding the risks posed by these pressures is fundamental to effective coral reef management. While the impact on corals is reasonably understood, there has not been a consolidated base of information on the myriad coral reef invertebrate species in other groups.

Museum research staff coordinated a substantial chapter in the *Vulnerability Assessment of the Great Barrier Reef* with regards to the non-coral benthic invertebrates. The synthesis involved a team of experts from around the world. The chapter has also been accepted for publication in the journal *Global Change Biology* 'Beyond corals and fish: the effects of climate change on non-coral benthic invertebrates of tropical reefs' by Rachel Przeslawski, Shane Ahyong, Maria Byrne, Gert Wörheide and Pat Hutchings.

### Population dynamics of the Australian White Ibis

The Australian White Ibis is traditionally a wetland dwelling species with large breeding populations inhabiting places like the Macquarie Marshes where colonies of 5000 and 11,000 nests were reported in the 1990s. Water extraction from inland rivers and prolonged drought has resulted in a lack of breeding in these areas since 2000 and, with further drying predicted as a consequence of global climate change, there are concerns for the future of this species and its wetland habitats west of the Great Dividing Range.

As a result of unfavorable inland conditions, Ibis are increasingly moving into urban areas where they come into conflict with people because of the risk of collision with air-craft, interactions over picnics and rubbish bins, intolerance of noise, odor and faeces, and a perception that they spread disease. Population 'management' of this native species is therefore practised by several local government authorities. Research conducted at the Museum, supported by a grant from the Winifred Violet Scott Charitable Trust, is investigating the movements, habitat use and population dynamics of the Australian White Ibis, so that we can better manage the environment of this flagship wetland species.

### Expert advice with regard to biosecurity issues

The Museum's collections and research expertise have been instrumental in identifying the presence of the Emerald Furrow Bee in the NSW Upper Hunter Valley. This European species appears to have been accidentally introduced and has the potential to become an invasive pest. Surveys by the Museum have revealed it to now be the second most abundant bee species in the region. A grant from the Winifred Violet Scott Charitable Trust is funding Museum researchers to better understand the extent of the incursion and determine methods of control.





### CREATING KNOWLEDGE THROUGH PARTNERSHIPS

The BioMaps and Bugwise projects, a partnership between the Australian Museum and Rio Tinto culminated in a range of outcomes including: papers submitted to peer reviewed scientific journals; the BioMaps tool for accessing, mapping and analysing Australia's biodiversity data; a well documented and successful field-based volunteers program; the Bugwise website [www.bugwise.net.au](http://www.bugwise.net.au) for community-based biodiversity assessment; a training DVD in identifying diversity of web-building spiders; and a set of training manuals covering a range of topics such as basic invertebrate identification and collecting methods.

Another major outcome of the Rio Tinto partnership was the completion of large-scale invertebrate surveys of the Pilbara bioregion in Western Australia, contributing much-needed biodiversity information on this area. The knowledge generated from these surveys has influenced the way that large-scale ecological surveys are being conducted by the Museum. Final reports outlining the scope of works carried out were submitted to the partnering bodies in early 2008.

The Australian Museum, along with NSW Department of Primary Industries and NSW Botanic Gardens Trust, signed a memorandum of understanding to join the International Barcode of Life (iBOL) Project in February 2008. The project will create a database of DNA barcodes of 500,000 species within five years and will enable cheaper, more rapid identification of species. The Museum, as a member, is working with the Australian Barcode of Life Steering Committee

coordinating Australia's involvement in this project. DNA barcode data were obtained from nearly 1000 specimens in the Museum's fish collection in the reporting period for the database.

#### New funding opportunities for researchers

As a result of a generous bequest from Clarence E Chadwick, with co-funding from the Australian Museum, the Chadwick Biodiversity Fellowship was established to help recent PhD graduates establish a career in biodiversity research. The 12-month fellowship provides the opportunity for the recipient to publish papers from their thesis, apply for grants and develop collaborations with senior research scientists at the Museum and other experts in the field. The first fellowship will commence in 2008–09.

A new post-doctoral research position at the Museum co-funded by the Museum and the Australian Biological Resources Study (ABRS) within the Department of the Environment, Water, Heritage and the Arts was established.

### KNOWLEDGE COMMUNICATION

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

#### Scientific publications

Research at the Australian Museum resulted in the publication of 128 items during the year by staff and Senior Fellows (see Table 6.1), including an article in each of the following highly esteemed journals,

.....  
The Australian Museum, along with NSW Department of Primary Industries and NSW Botanic Gardens Trust, signed a memorandum of understanding to join the International Barcode of Life (iBOL).

.....  
 Research at the Australian Museum resulted in the publication of 128 items during the year by staff and Senior Fellows.

*Proceedings of the National Academy of Sciences, Biology Letters and Genetics.* Additionally, the Museum’s Research Associates published 46 articles and books resulting from work undertaken in association with the Museum. Appendix M provides a detailed list of publications.

**Museum publications**

**Table 6.1 Publications produced by researchers at the Australian Museum in 2007–08**

Medium	Number
Refereed journals	70
Books and book chapters	29
Non refereed/other	3
Abstracts	15
Published conference papers	1
Web publications	2
Commissioned Reports	7
Films	1
<b>Total</b>	<b>128</b>

Two issues of the re-branded *Records of the Australian Museum* containing descriptions of 82 new species and 7 new genera were published during the year. Ten works (254 pages) describing Mid–Late Holocene pottery from Papua New Guinea were published in colour in *Technical Reports of the Australian Museum*, now online only [www.australianmuseum.net.au/publications](http://www.australianmuseum.net.au/publications). International citation of, and access to, the science published in print and online by the Museum has been enhanced by the application of international Digital Object Identifier (DOI) registration and cross-linking.

**Conference presentations**

Research and Collections staff presented 77 papers and chaired 13 sessions at national and international conferences, symposia and workshops during the year. (Appendix J includes all international travel.)

**Public communication**

Museum Staff were interviewed on more than 40 occasions for television, radio and print media.

In sharing their expertise in a number of other ways, staff supported public programs and educational activities at the Museum including behind-the-scenes tours, wrote numerous stories for *Explore* magazine, made a significant contribution to developing the content for the Museum’s new guidebook, and participated in Museum Members activities.

A number of staff supported educational programs at universities by lecturing and supervising student projects.

In order to better promote the relevance and excellence of the Museum’s research and collections, an email newsletter *Science Bytes* was launched. This quarterly newsletter presents highlights of the Museum’s research, including key results, grants awarded, fellowships offered and new research partnerships, and provides links to the Museum’s website and other useful sites.

.....  
 In order to better promote the relevance and excellence of the Museum’s research and collections, an email newsletter *Science Bytes* was launched.  
 .....

**COLLECTIONS MANAGEMENT**

**Collections development**

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

These collections form a valuable source of material and information not only for research, display and education, but also

for managing the biodiversity and geodiversity of Australia, and understanding Indigenous cultural diversity and heritage in the Australasian region. They provide a reference base and historical archive of natural and cultural diversity of the Australasian region. As such, the Museum plays an important role in maintaining, managing, developing and enabling access to its collections, not only for its own researchers, but also for researchers from organisations all over the world.

### Donations

A broad range of biological, cultural and geological objects and specimens were donated by private collectors, students, universities and government departments, and from international sources. They included the following:

- ▶ A collection of 33 pottery artefacts and associated tools acquired in Papua New Guinea (1960–1980) were donated by Mrs Margaret Tuckson. This material is of great cultural significance because it represents traditional pottery making from a variety of areas, mainly the Sepik, at precise historical periods.
- ▶ A collection of 27 contemporary items (25 barkcloths and two baskets) was collected from the south-western part of Erromango Island, Vanuatu. This is the first collection resulting from cultural revitalisation following the visit of fieldworkers Mrs Sophie Nemban (2003) and Chief Jerry Taki (2006) to study the Erromangan collections at the Australian Museum.
- ▶ A collection of eight items (six prints and two animal figures) by Aboriginal artist Badger Bates from Wilcannia, NSW, was purchased by the Museum with funds bequeathed by Gwendoline West.
- ▶ A traditional inland river canoe was donated by its maker, Mr Roy Barker, a Murawari elder. This is the first time a museum in Australia has acquired a contemporary canoe, made using traditional skills, from the Murawari River.

- ▶ A significant collection of approximately 2000 lots of freshwater amphipod crustaceans was received from the University of Adelaide. It is likely that the collection includes a number of species which face extinction as they were collected from habitats that are under threat.
- ▶ A new phylum of Protozoa was received. These are single-celled organisms which are particularly significant because they share characteristics of animals but also contain chlorophyll which is otherwise associated with plants. The material was isolated from stony corals found in Sydney Harbour and was donated by Dr Jan Slapeta, University of Sydney.
- ▶ A rare Grey Falcon was received from Beris Dean. There have been no Grey Falcons acquired by the collection for at least 35 years, so this is a very significant donation.
- ▶ Rolf Lossin donated a number of taxidermied specimens (mainly birds, some mammals, a few reptiles), which include the endangered Coxen's Fig-Parrot, Swift Parrot and Regent Honeyeater, as well as quetzals, four species of macaw and a wide range of other species.

The collections are also developed by undertaking strategic field trips. For example, the marine invertebrates collections were expanded this year as a result of a 12-day field trip to obtain marine and estuarine samples from the Tathra area on the NSW south coast. This area was targeted as it was not previously well-represented in the collections. Approximately 140 samples were collected. They will provide additional information on the biota and diversity of Australian marine environments.

.....  
 The Museum is continuously working to develop its collections. This year, it acquired more than 494,190 new specimens and objects, a number of which were received as donations.

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

- ▶ 494,000 records added to the collection database
- ▶ 852 loans, comprising over 74,510 specimens and objects, sent to institutions around the world
- ▶ 248 researchers visiting the Museum's collections.

## COLLECTIONS ACCESS

### Repatriation

The Museum worked with indigenous communities to repatriate five sets of Aboriginal ancestral remains to Hay, Gundagai and Ngannawal communities for reburial.

## RECOGNISING ACHIEVEMENTS

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

- ▶ Birds in Backyards, a community-based sustainability program conducted in partnership with Birds Australia, received a commendation at the NSW Premier's Public Sector Awards; [www.birdsinbackyards.net](http://www.birdsinbackyards.net).
- ▶ Richard Major was selected as a finalist in the environmental sustainability education prize of the 2007 Eureka Awards for his contribution to Birds in Backyards.
- ▶ Dan Bickel and David McAlpine were honoured with the receipt of the 2007 Whitley Award for best 'Interactive Atlas and Key' for their contribution to the multi-authored CD-ROM *On the Fly*, an interactive Lucid key to the Diptera families of Australia.
- ▶ Jeff Leis was awarded the K Radway Allen Award by the Australian Society for Fish Biology at its annual conference in Canberra. This is the Society's highest award and is given for an outstanding contribution in fish or fisheries science. Jeff is the sixth person to receive the award since its inception in 1995.
- ▶ Pat Hutchings was promoted to the newly created classification of Senior Principal Research Scientist (SPRS). Pat was one of only five research scientists in NSW to be promoted to this most senior scientific level.
- ▶ Shane McEvey was awarded a Fellowship supported by the Université Paris-Sud and the French National Research Agency (ANR), to spend four months working on

systematics of Australasian and Afrotropical Drosophilidae at the CNRS Evolution, Genomics and Speciation Laboratory, Gif-sur-Yvette, France.

- ▶ Three micrographs taken by Sue Lindsay were included in the *2008 Australian Microscopy Calendar*.
- ▶ Sue Lindsay won first and third place in the 20th Australian Conference on Microscopy and Microanalysis Conference Micrograph competition.
- ▶ Dan Faith has joined the Editorial Advisory Board of *African Invertebrates*, following the invitation by the Editorial Board "in recognition of (his) distinguished academic reputation in the field of (the) journal".
- ▶ Dan Faith has become an associate editor of the international journal, *Conservation Genetics*.
- ▶ The book, *Systematics and Taxonomy of Australian Birds*, by Les Christidis and Walter Boles, was nominated for a Whitley Award.

## FELLOWSHIPS AND AWARDS

The Museum awarded a total of 15 Research and Collections fellowships and postgraduate awards. The successful fellowships and applicants are shown below:

### Visiting Collection Fellowships

Natasha Miljkovic (University of Vienna).  
How amphibious fish conquered the world.

### Visiting Research Fellowships

Claire Paris (Rosenstiel School of Marine and Atmospheric Sciences [RSMAS], Miami).  
How baby fish find a home: orientation by reef-fish larvae in the pelagic environment.

Herve Jourdan (Institut de Recherche pour le Developpement, New Caledonia). Community ecology of New Caledonian lizards through diet analysis.

Alan Myers (National University of Ireland, Cork). Great Barrier Reef amphipod project and circum-Australian amphipod project.

Richard Winterbottom (Royal Ontario Museum). A revision of, and key to, the Australian species of *Trimma* (Pisces; Gobiidae), with the description of a few new species.

Thomas Fraser (Mote Marine Laboratory, Florida). Systematic Studies of the Apogonidae with emphasis on Australian species.

### Postgraduate Awards

Mitzy Pepper (The Australian National University). Revision of the Australian Beak-faced Geckos and training in morphological systematics of Australian reptiles.

Emilie Bess (University of Illinois, Urbana Champaign). Speciation and Biogeography of Hawaiian Bark Lice.

Shelley Allchurch (Macquarie University). Petrographic and geochemical characterisation of charnokite granulites and cululate gabbro xenoliths from Coliban Dam, Central Victoria.

Rebecca Harris (University of Tasmania). Insect body size: the importance of temperature and the potential influence of climate change.

### Lizard Island Doctoral Fellowships for 2008

#### PhD Fellowships

Vanessa Messmer (James Cook University). Causes and consequences of fish diversity loss on coral reefs – from the Ian Potter Foundation.

Jacob Johansen (James Cook University). Energetics of habitat choice in planktivorous coral reef fishes – from Lizard Island Reef Research Foundation.

Roberta Bonaldo (James Cook University). Influence of herbivorous fishes in the benthic community structure of the Great Barrier Reef – from Lizard Island Reef Research Foundation.

#### Postdoctoral Fellowships

Morgan Pratchett (ARC Centre of Excellence for Coral Reef – Studies). Responses of coral-dwelling fishes to climate-induced coral bleaching – from John and Laurine Proud Family Estate Trust.

Line Bay (ARC Centre of Excellence for Coral Reef Studies and the Australian Institute of Marine Science). Colour polymorphism and bleaching tolerance in *Acropora millepora* – from the Hermon Slade Raiatea Foundation, The Isobel Bennett Marine Biology Fellowship.

#### Honorary Appointments

The Australian Museum has a long history of making honorary appointments as a way of recognising individuals who have contributed to the advancement of the Museum. The following people hold honorary appointments:

#### Honorary Associates

His Imperial Majesty Emperor Akihito of Japan

Dr Hal Cogger, John Evans Memorial Fellow

Dr Desmond Griffin, AM, Gerard Krefft Memorial Fellow

Dr Ronald Strahan, AM

Professor Frank Talbot

Dr Robin Williams, AM, President Emeritus, Australian Museum Trust

#### Senior Fellows

Dr Alan Jones

Mr Desmond Beechey

Dr Michael Gray

Dr Douglass Hoese

Ms Kate Khan

Dr David McAlpine

Dr Max Moulds

Dr John Paxton

Dr Winston Ponder

Dr Graham Pyke

Dr Alex Ritchie

Dr William Rudman

Dr Courtenay Smithers

Dr Jim Specht

Dr Lin Sutherland

During 2007–2008 the Museum awarded a total of 15 Research and Collections fellowships and postgraduate awards.

**Research Associates**

Dr Larry Barron  
 Dr Michael Batley  
 Dr Peter Bayliss  
 Dr Katherine Belov  
 Mr Andrew Cody  
 Mr David Colchester  
 Mr Neville Coleman  
 Ms Tessa Corkill  
 Dr Lyndall Dawson  
 Mr Roger de Keyser  
 Mr H. John Disney  
 Mr Brian England  
 Mr Joseph Forshaw  
 Emeritus Professor Richard Frankham  
 Dr Lorraine Gibson  
 Dr Barry Goldman  
 Dr Ian Graham  
 Mr Ken Graham  
 Mr Owen Griffiths  
 Mr Randolph Griffiths  
 Prof Colin Groves  
 Mr Kirk Huffman  
 Dr Margaret Humphrey  
 Dr Isabel Hyman  
 Dr Walter Ivantsoff  
 Ms Patricia Kailola  
 Mr Vince Kessner  
 Dr Nina Kononenko  
 Mr Rob Lachlan

Mr Wayne Longmore  
 Associate Professor Peter Matthews  
 Mr Katsusuke Meguro  
 Dr Hiroyuki Motomura  
 Dr Anne Musser  
 Dr Armstrong Osborne  
 Dr Harry Parnaby  
 Dr Hannelore Paxton  
 Dr John Pickett  
 Dr David Pollard  
 Mr Tony Rose  
 Dr Frank Rowe  
 Dr Glenn Shea  
 Ms Elizabeth Smith  
 Mr Roger Steene  
 Dr Jeffrey Stilwell  
 Dr Desmond Strusz  
 Professor Glenn Summerhayes  
 Dr Pamela Swadling  
 Mr Günther Theischinger  
 Dr Brian Timms  
 Dr Eren Turak  
 Mr Gary Watson  
 Mr Jean Weiner  
 Dr Arthur White  
 Dr Geoff Williams, OAM  
 Ms Lois Wilson  
 Mr Graham Wishart  
 Dr Gavin Young

**Key projects include:**

- ▶ investigation of the impact of roads on Koalas in northern New South Wales for the NSW Roads and Traffic Authority
- ▶ assessment of impacts of the Great Western Highway upgrade at Bullaburra for the NSW Roads and Traffic Authority
- ▶ peer review of an ecological assessment of the redevelopment of UTS Ku-Ring-Gai for Ku-Ring-Gai Municipal Council
- ▶ flora and fauna impact assessments of the Second Ponds Creek Release Area for contractors engaged to Australand
- ▶ advice on habitat management for the Green and Golden Bell Frog for the Sydney Olympic Park Authority
- ▶ management of the Cumberland Plain Land Snail for the Windsor Road upgrade for the NSW Roads and Traffic Authority
- ▶ advice on management of Brush-tailed Possums at a development site for City of Sydney Council
- ▶ Aboriginal and Historic Management Plans for the South West Rail Link, for Parsons Brinckerhoff, on behalf of Transport and Infrastructure Development Corporation
- ▶ Aboriginal and Historic Impact Assessment for the Wellington Gas-fired Power Station and pipeline, for Parsons Brinckerhoff, on behalf of ERM Energy;
- ▶ Aboriginal and Historic Heritage Impact Assessment for the Wahroonga Estate Redevelopment, for the Johnson Property Group
- ▶ Archaeological Assessment and excavation of the Aboriginal midden site at Currarong, NSW, on behalf of the Department of Commerce
- ▶ Aboriginal Heritage Planning for the Port Douglas Waterfront Master Plan, for Cairns Regional Council.

**AUSTRALIAN MUSEUM BUSINESS SERVICES (AMBS)**

AMBS provides a commercial service to government and private organisations by delivering customised outcomes from the Museum's knowledge base. This enterprise is facilitated through two operational units, one offering services in ecology, the other in archaeology and heritage management. Both are underpinned by a third-party quality-assurance program complying with the requirements of quality system standard AS/ISO 9001. Certification has been retained following the August 2007 audit. The next external audit is scheduled for August 2008.

AMBS continues to deliver customised outcomes to government and private organisations from the Museum's knowledge base.

## FUTURE DIRECTIONS

One of the focuses of the Australian Museum will be to continue to enhance access to its cultural collections for both Pacific and Indigenous Australian creator communities from which these collections are sourced. This predominantly would be undertaken using high-quality digital images in an interactive online environment.

Since 1837 the Museum has published scientific results of research on the collections in its journal *Records of the Australian Museum*. Nearly 50,000 pages have been published to date and they remain vital sources of knowledge. A project to digitise the entire legacy of these scientific publications has commenced and by June 2009 more than 90 per cent should be freely available as PDF documents from our website.

The Museum has a traditional strength in marine research and, as a consequence, its collections in some taxonomic groups are the best in the world. Through strategic appointments and alliances the Museum will further strengthen its expertise in several marine areas (key invertebrate groups, fish and coral reefs). The redevelopment of the Museum's Lizard Island Research Station will enhance marine research capabilities on the Great Barrier Reef.

The Australian Museum has been heavily involved in the Atlas of Living Australia (ALA) project funded federally and administered through the CSIRO. Over the next 3 years the Museum will make a significant contribution to the activities of the ALA. This will include targeted digitisation of Museum collections,

involvement in management and technical working groups and linking bioinformatics projects, such as BioMaps, with the ALA.

The significance of invertebrate collections and associated data in the context of science, land-use planning, biodiversity conservation and natural resource management is the focus of a two year appointment of a Collection Informatics Analyst. The position will work with a broad range of stakeholders on a range of targeted projects to establish a benchmark of the importance of invertebrate collections in these areas.

Digital access to cultural objects will be enhanced using software applications for accessing, mapping and annotating cultural collections through digital web-based systems – for example, using 'concept lattices', a mathematical program to visually search sets of objects and attributes by colour or shape. The project is developing effective visualisation of and interaction with the network. The work is a partnership with Wollongong University and funded by an ARC Linkage Grant. Two distinct interfaces will be developed in order to meet the needs of both specialist researchers and community groups whose culture is represented in the collections. This project will provide novel ways to map and annotate collection resources, thereby opening new possibilities in collection documentation, research and access, including capturing intangible heritage material.

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The redevelopment of the Museum's Lizard Island Research Station will enhance marine research capabilities on the Great Barrier Reef.

**7 OPERATIONS >**

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

**CORPORATE SERVICES**

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

Facilities management

During 2007–08, work was finalised on Stage 2 of the Museum’s Fire Safety Strategy. The project focused on the minimisation of smoke hazard risks in the public areas of the Museum by the provision of an operational integrated smoke exhaust system. It included new mechanical, fire, building and electrical services throughout the Museum’s main building complex.

Staff were heavily involved in providing advice during the construction phase of the new Collections & Research Building. In particular, there were major obstacles to be overcome in the relocation of services on the site of the new building as well as the building interface zones. Working closely with consultant engineers, staff assisted in resolving many issues in a timely and effective manner.

A major roof maintenance project continued which will run over several years. The first stage of the repairing and sealing of the glass roof atrium was completed. Initial works were commenced on the repair of the significant heritage roofing structure requiring specialist trades in copper and lead work.

The Museum commenced a process to address the issue of sustainability within our operations. Two workshops were facilitated by the Department of Environment and

Climate Change enabling the development of a Sustainability Diagnostic. The Museum has now moved forward by creating an internal sustainability group to address issues identified by the diagnostic. In addition, a consultant engineer has been engaged to do an energy audit complying with AS3598:2000, as well as providing a model of energy impacts by proposed future initiatives.

The Facilities Management Unit continued to undertake projects associated with Health and Safety compliance, improving building maintenance standards and plant upgrades.

Human resources

Activity this year in areas of recruitment, policy review and training and development of staff were parallel to the previous year’s. The Museum continued to pursue the objectives of its Equal Employment Opportunity Plan, the primary objective being to improve:

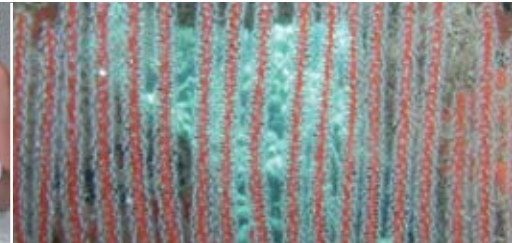
- ▶ the Museum’s people management capabilities and practice, and
- ▶ its commitment to a diverse and skilled workforce and gender equity.

The Museum’s Occupational Health and Safety Committee continued working with Museum management in identifying, assessing and managing workplace hazards to ensure that the Museum complies with its legislative responsibilities under the *NSW Occupational Health and Safety Act 2000* and the NSW Occupational Health and Safety Regulations 2001.

Work was finalised on Stage 2 of the Museum’s Fire Safety Strategy.

The Museum commenced a process to address the issue of sustainability within our operations.





Achievements for the 2007–08 year include:

- ▶ ongoing risk assessment surveys of all operational areas with recommended risk mitigation strategies for major risks
- ▶ the creation of a permanent part-time position of OH&S Coordinator to assist in the development, implementation and monitoring of the Museum’s Occupational Health and Safety Program.

The Museum continued its commitment to the delivery of targeted skills training and development, with staff across all salary ranges and occupation types attending various courses such as Managing People, Customer Service, Merit Selection, Time Management, OH&S, First-Aid and Microsoft Office.

The Joint Consultative Committee (JCC) met regularly to provide an effective means of resolution of employee’s related issues. Sub-committees of the JCC:

- ▶ reviewed and updated the Museum’s Employee Related Concerns and Grievance Policy which was subsequently endorsed by the Executive and disseminated to all staff through the Museum intranet. Training was provided for nominated and voluntary contact officers
- ▶ developed the Australian Museum’s Personal Performance Program which was successfully launched and implemented in November 2007. The objective of the program is to contribute to the achievement of organisational goals by matching individual performance outcomes to corporate goals.

Human Resources continued its review of HR Policies and Procedures in order to implement the recommendations of the Internal Audit Bureau from the previous year.

**Information Technology**

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

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

- ▶ implemented wireless connectivity infrastructure in various locations throughout the College Street site
- ▶ replaced and upgraded the SAN environment for increased and more reliable storage
- ▶ upgraded core network infrastructure to facilitate connectivity with the new Collections & Research Building
- ▶ replaced mail filtering system with a more powerful package which provides more functionality and security for the Museum’s mail
- ▶ replaced the external DNS server.

**KNOWLEDGE SERVICES**

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

.....  
 The Museum continued to pursue the objectives of its Equal Employment Opportunity Plan.

.....  
 The final instalment of 4 per cent salary increases agreed to in the 2004 Public Sector Pay Award was paid to all staff in the first full pay period in July 2007.



.....  
 Doubling in TRIM registrations.  
 .....

10 per cent increase in reference use of Archives.  
 .....

Frank Hurley collection receives wide exposure in the *Frank Hurley: Journeys into Papua* exhibition.  
 .....

Fred McCarthy collection images digitally repatriated to Yirrkala community in Arnhem land.  
 .....

### Archives & Records Unit

The Archives and Records Unit manages the records management, archives and photograph archive programs of the Museum.

#### **Records Management**

Decentralised Records Management continued with records registration responsibilities devolved to TRIM coordinators in each branch. The number of files created doubled this year to 3622.

Records staff continue to oversee the Records program and provide advice and training. 20 staff attended Records management and TRIM training during the year. State Records new GDA28 for disposal of Administrative Records was implemented in TRIM. Planning and preliminary work began on upgrading the TRIM database from Captura to Context.

#### **Archives**

The Museum's Archives date from the 1830s and are regularly accessed by Museum staff and external researchers. Archives staff handled over 400 in-depth reference enquiries during the year.

Significant external enquiries related to early Museum history including the minerals department, library, early ethnographic collections and collectors and colonial museums and the history of natural history photography in Australia. Institutional researchers came from the National Museum, Solomon Islands National Museum and Musee de Quai Branly in Paris.

Donations were received from Bruce Short, Andrew McDuaie, Anthony Houghton and Margaret Tuckson.

As a result of the Museum's rebuilding program and high staff movements, Archives received over 100 boxes of material from Museum sections, primarily science.

The Archives conservation program continued on fragile paper records with an emphasis on early correspondence, maps and plans and collection registers affected by forthcoming moves.

#### **Photograph Archives**

The photograph archives iconic collections – Frank Hurley in Papua, George Brown, Thomas Dick and Fred McCarthy in Arnhem land continue to be regularly requested by internal and external clients for research and publication. The Archives dealt with around 60 image copy requests during the year.

Working with the Intangible Cultural Heritage Unit, images and oral history recordings from Museum anthropologist Fred McCarthy's collection relating to the Yirrkala community in Arnhem Land from the Australian–American Arnhem Land Expedition 1948 were digitally repatriated to the community.

The Archives collection featured in the exhibition *Frank Hurley – Journeys into Papua* for which new scans were prepared from the original glass plate negatives.

Archives contributed research and images to a range of Museum programs including the new guidebook, *Explore* and new Museum postcards.

#### **Exhibitions and publications**

Archives contributed images to the new *Surviving Australia* exhibition, provided text and images for the *Skeletons* exhibition update and archeological objects from the Museum site for AMBS displays.



Archives staff contributed three articles to *Explore* on the Museum's 180th anniversary. They also contributed articles on 'Jumbo' the elephant and 'The Bone Ranger' from the *Skeletons* exhibition.

Changing temporary displays throughout the year showcased items from the Archives collection in the Library foyer – including field notebooks, Museum Handbooks, postcards and recently donated newspaper clippings and letters.

### Research Library

The return of some of the Science sectional library collections to the Research Library continued in this financial year in preparation for the move of research staff into the new Collections & Research Building. This is a large project which involves freezing and moving large runs of journal and book material. The Research Library undertook a process of closing to the public on Monday and Wednesday mornings from February 2008 to allow staff to undertake essential cataloguing and to address other work backlogs.

The Research Library provided images for the new *Dinosaurs* and *Surviving Australia* exhibitions as well as providing research assistance to the projects. Leoné Lemmer, the Library Manager, and Matthew Stephens, a PhD student researching the history of the library, presented seminars in the Staff Seminar Series about the early history of the library and the rare book collection.

The Library Manager attended the first meeting of a new group called Heritage Libraries NSW which included the Parliamentary Library of NSW, State Library of NSW, Botanic Gardens Library, Powerhouse

Museum Library and Archives, Caroline Simpson Research Library at Historic Houses Trust and the Art Gallery of NSW Research Library. This initial meeting was called to establish an informal Heritage Library Group to discuss shared interests and to provide support within the group.

Jennifer Gennion from Sydney University, representing the Baudin project, researched the Library's early French collection. The Library manager subsequently contributed a piece on the Research Library for the Baudin Project newsletter.

### Tours, student groups and volunteers

The library hosted the following tours and related activities:

- ▶ Staff of the State Library of New South Wales came for a tour and talk so that they would be acquainted with the unique resources of the library. (February 08).
- ▶ Sixteen library students from the Hunter Institute came in for a library tour. (August 07).
- ▶ A large group of Enmore TAFE design students came in to look at illustrations in books from our Rare Book collection. (August 07).
- ▶ Library students from Charles Sturt University visited for a talk and tour. (August 07).
- ▶ Four TAFE library students came for a talk and tour for an assignment in September 07 with a further four students in both March 08 and April 08.
- ▶ Two library students from TAFE NSW did their long placements in the library. (October–November 07, August–November 07).

### The Research Library's service provision and research queries included:

- ▶ acquiring interlibrary loans for 138 staff members and filling 232 external interlibrary loan requests
- ▶ accessioning 3759 serials
- ▶ cataloguing 1118 items
- ▶ acquisitioning 100 new books
- ▶ responding to 425 rare book queries
- ▶ responding to 25 image requests for external clients, 50 plus image requests for the new *Dinosaurs* and *Surviving Australia* exhibitions
- ▶ responding to 310 in-depth reference queries – 129 of these were from staff and 181 were from researchers/students/teachers. Further reference queries were received from the general public, authors, commercial companies, government agencies and other libraries.



- ▶ The Library has four volunteers: Susan Clinch, Cynthia Young, Jill Reilly and Catherine Hopkins.

### COMMERCIAL SERVICES

In 2007–08, the Commercial Services branch delivered the following services to external customers on a for-profit basis:

- ▶ retail services
- ▶ Museum as a Venue
- ▶ publishing the souvenir guide; *the meeting place of nature and culture*.

#### Retail Services

The Museum Shop had a profitable year, with turnover reaching \$1,023,789 and an average income per visitor rising to \$3.08. Sales increased by 21 per cent on the previous year with the dollar per visitor figure rising by 16 per cent. In November, a special promotional flyer went out to 60,000 homes in the lead up to Christmas. Large sales of minerals, books and toys resulted in targeting an audience who would not normally think of the Museum Shop for their Christmas shopping. A new range of merchandise was developed to coincide with the opening of the new *Dinosaurs* exhibition, including t-shirts, postcards and magnets for kids. The range has been selling successfully to our family audience.

#### Museum as a Venue

Museum as a Venue manages the hiring of galleries, public spaces for events and other activities, as well as the retail food outlets. In 2007–08 over 15,000 people used the Museum's galleries and public spaces for

events, further enhancing the Museum's reputation as one of the premier function venues in Sydney. Budgeted revenue was achieved with \$408,007 compared to last year \$380,000 and a net profit of \$132,290.

In 2007–08, Venues exhibited at the RSVP Event tradeshow, the largest show in Australia aimed at the corporate event market. A direct mail campaign was conducted to promote the opening of *Dinosaurs*. The Museum has worked closely with our preferred caterer, Laissez-faire, over the last year with an average spend per visitor in the retail food outlets increasing by 13 per cent to \$2.42.

#### Publishing

In response to the need for an up-to-date guide to the Museum, encompassing all the new exhibitions and enhancing the visitor experience, the souvenir guide *the meeting place of nature and culture*, was launched in June 2008. The 64-page guide was developed and published by Commercial Services with experienced and knowledgeable Museum staff. The guide was delivered in a short space of time to correspond with the opening of *Surviving Australia*, thus maximising exposure at a time of increased public attention.

With over 200 images, bite-sized facts and full colour maps, the guide showcases the Museum's exhibitions, behind-the-scenes collections and researchers at work. It's a practical, information-packed way to enjoy and celebrate the natural and cultural wonders of the Australian and Pacific regions and is the ultimate keepsake from the Australian Museum.

Retail sales increased by 21 per cent on the previous year with the dollar per visitor figure rising by 16 per cent.

This year, 15,000 people used the Museum's galleries and public spaces for events, further enhancing the Museum's reputation as one of the premier function venues in Sydney.



## FUTURE DIRECTIONS

The Operations group will continue to explore opportunities for improvements to service delivery, including the investigation of the potential for shared corporate service delivery in accordance with the Government Shared Corporate Service Policy.

The branch will also continue to investigate improvements to technical support systems and will undertake a review of its Information Technology Strategy in 2008–09.

### Particular directions for the future include:

- ▶ The investigation and implementation, where appropriate, of options for professional staff development, including induction and mentoring schemes, fellowship and exchange programs, and student internships. The recently introduced Personal Performance Program will also form the basis of a professional development plan to be progressively implemented.
- ▶ Continue the development and implementation of an Environmental Action Plan to address a wide range of sustainability issues throughout the Museum.
- ▶ An assessment of the need to replace or update ageing technical infrastructure, such as the Museum's financial, human resources, building, asset management and project reporting systems.
- ▶ Commercial Services will focus on increasing revenue and profit for both its divisions and exploring further commercial opportunities.
- ▶ Museum as a Venue will focus on growing income, profit and exposure through ongoing targeted marketing activities directed at both the corporate and wedding markets. Museum as a Venue will maximise opportunities following the re-opening of the two new exhibition spaces and the new Collections & Research Building in 2008.
- ▶ The Museum Shop will focus on increasing its revenue and profit through ongoing marketing activities. These activities will encompass a promotional Christmas flyer distributed to 100,000 letterboxes locally, a quarterly online e.newsletter, sourcing products overseas for the *Mammoths* exhibition, developing Museum branded product covering various themes relevant to the Museum's permanent exhibitions and collections; increasing its presence online within the new Museum website.

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### APPENDIX A PROFILES OF TRUSTEES

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

In 2004 Brian was awarded the Order of Australia for service to the community and was awarded the Ernst and Young Entrepreneur of the Year – 2006 Champion of Entrepreneurship Award for the Eastern Region. Brian is a Director of a number of investment companies listed on the American stock exchange. He is Chairman of Aberdeen Leaders Limited listed on the Australian stock exchange and was a Director of Channel Ten for some 16 years. Brian is also a director of Sherman Contemporary Art Foundation Limited, a charitable philanthropic organisation. Brian is the former Chairman and Joint Managing Director of the EquitiLink Group, and was previously a Director of the Sydney Organising Committee for the Olympic Games (SOCOG) and Chairman of SOCOG's Finance Committee. Brian is also involved in numerous charitable projects. He is Director of Voiceless, a nonprofit organisation that promotes respect and compassion for animals. Brian was appointed to the Australian Museum Trust as President in January 2001.

#### **Brian Schwartz AM (Deputy President from June 2003 to December 2007)**

Brian Schwartz is Chief Executive of Investec Bank (Australia) Limited, a Director of Insurance Australia Group Limited (IAG). He is Deputy Chairman of the Board of Football Federation Australia. He is also a Fellow of the Institute of Chartered Accountants and Member of the Institute of Company Directors. Brian was appointed to the Trust in March 2001 and he retired in December 2007.

#### **Michael Alscher B Comm (University of NSW)**

Michael Alscher is Joint Founding Partner and Managing Director of Crescent Capital Partners which is a leading Private Equity fund in Australia. Mr Alscher is a Non Executive Director and Chairman of a number of portfolio companies and has an extensive background in investment, business management and strategy consulting. He was appointed to the Trust in January 2008.

#### **Cate Blanchett**

Cate Blanchett is an internationally renowned actor and a graduate of the National Institute of Dramatic Art. Since January 2008, Cate has been the Co-Artistic Director and Co-CEO of the Sydney Theatre Company. Cate is also Ambassador for the Australian Film Institute and the Australian Conservation Foundation, and is a Patron of the Sydney Film Festival and of SolarAid. Cate was appointed to the Trust in May 2007.

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

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

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

Ronnie Harding has had a lengthy career as an academic in the field of environmental studies. She retired in late 2004 from her role as Director of the Institute of Environmental Studies at the University of NSW (UNSW). Ronnie is currently an Assistant Commissioner of the NSW Natural Resources Commission, a member of the Metropolitan Water Independent Review Panel, a member of the NSW National Parks and Wildlife Advisory Council, a member of the Wentworth Group of Concerned Scientists, and a member of the Advisory Board to E P & T Pty Ltd. Ronnie is a Senior Visiting Fellow in the Institute of Environmental Studies at UNSW. She was appointed to the Trust in January 2003.

**Sam Mostyn****BA, LLB**

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

**Dr Cindy Pan****MBBS, FRACGP**

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

*Debates*, *Sex/Life*, *Big Brother Uncut*, *Test Australia: National IQ Test 2002*, *The Einstein Factor* and the travel documentary *The Ties that Bind*. She has been Official Ambassador for Chinese New Year for the City of Sydney since 2000 and AusAID Ambassador in 2003 and 2004. Cindy was appointed to the Trust in January 2002.

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

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

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

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

## APPENDIX B

### TRUST ACTIVITIES AND COMMITTEES

#### Trust meetings

The Trust met on seven occasions during the 2007–08 financial year. The attendance record of Trustees was: Brian Sherman (President) 7, Brian Schwartz (Deputy President – retired December 2007) 3, Michael Alscher (joined January 2008) 3, Cate Blanchett 2, David Handley 4, Dr Ronnie Harding 7, Samantha Mostyn 5, Dr Cindy Pan 6, Michael Seyffer 3, and Julie Walton 5.

#### Trust committees

##### Finance and Audit Committee

This committee ensures the sound financial position of the Museum through regular reviews of its financial position, budget, finance and business decisions and policies which have an impact on these areas. The committee also has an important role in risk management and audit through endorsement of internal and external audit plans, review of audit reports and the review of risk assessment and management. Trustees on the Finance and Audit Committee at 30 June 2007 were Brian Schwartz AM (Chair) who retired in December 2007, Michael Alscher who joined in January 2008, Dr Cindy Pan and Brian Sherman AM.

##### Research and Collections Advisory Committee

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

Dr Ronnie Harding, Chair (Museum Trustee and Visiting Associate Professor, Institute of Environmental Studies, University of New South Wales)

Professor Maria Byrne (School of Biological Sciences, University of Sydney)

Dr Les Christidis (Assistant Director, Research and Collections, Australian Museum)

Dr Hal Cogger (John Evans Memorial Fellow, Australian Museum)

Frank Howarth (Director, Australian Museum)

Dr Klaus Koop (Director, Environmental and Conservation Sciences, NSW Department of Environment and Climate Change)

Dr Gaynor Macdonald, Senior Lecturer, Department of Anthropology, University of Sydney

Professor Margaret Rose (Director, Research Management, South-east and Illawara Area Health Service, University of New South Wales)

Brian Sherman (President, Australian Museum Trust)

Dr Brett Summerell (Director, Science and Public Programs, Botanic Gardens Trust)

Professor John Talent (Department of Planetary Sciences, Macquarie University)

Rebecca Hancock, Secretary, (Special Projects Officer, Research and Collections, Australian Museum).

#### Trust Representation

##### Lizard Island Reef Research Foundation

The Trust has two members on the Lizard Island Reef Research Foundation: Dr Ronnie Harding and Michael Seyffer.



## APPENDIX C EXECUTIVE PROFILES

Profiles of the Museum's executive officers follow. The Museum's Organisation Chart appears in Section 2 page 13.

### **Frank Howarth** BA, MScSoc Director

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

### **Janet Carding** MA (Cantab), MSc (London) Assistant Director, Public Programs and Operations

Janet Carding is a graduate of Cambridge and London Universities majoring in History and Philosophy of Science and History of Science and Medicine respectively. Janet worked at the Science Museum from 1987 to 2004 and was initially engaged in collection management and then exhibition development both as project team member and team leader. For five years, Janet fulfilled several roles in the development of the Wellcome Wing, culminating in leading many of the exhibition development teams. Janet was subsequently responsible for a major review of the National Museum of Science and Industry (NMSI) which resulted in a new strategic direction and organisational changes. For the three years prior to joining the Australian Museum, Janet held the post of Head of Planning and Development and led the strategic planning, major projects and forward program for NMSI's three museums. Janet took up her position in August 2004.

### **Dr Les Christidis** BSc (Hons) (Melbourne), PhD (ANU) Assistant Director, Science and Collections

Les Christidis has established an internationally recognised research career aimed at investigating the origins and evolution of the Australian bird fauna using genetic-based techniques. This included postings at the CSIRO and as a Queen Elizabeth II Fellow at the Australian National University before joining Museum Victoria as Curator of Birds. Subsequently Dr Christidis

became Head Curator and later Head of Sciences. During this time Dr Christidis was responsible for leading teams that developed four of the opening exhibitions for the Melbourne Museum including those on dinosaurs and the Children's Gallery. Dr Christidis also led the team developing shows for the new digital planetarium at Scienceworks. Les took up his position in June 2004.

### **Jan Barnett** Dip Spec Ed, Grad Dip Env Educ Head, Exhibitions and Creative Services

Jan Barnett was appointed to the new position of Head, Exhibitions and Creative Services in 2005 and is responsible for exhibitions, publishing and website development at the Australian Museum. From 2001–2004, Jan was Head, Public Programs, which encompassed exhibitions, education and house services. Prior to that, Jan was Head, Community Relations Division 1993–2000, which encompassed marketing, public relations, special events and functions, publishing and merchandising. Jan is a member of the Council of the Australian Museum Society, a previous member of the executive of the Australian Museum Shops Association and a member of the Italian Institute of Culture.

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

Penny Berents was appointed Head, Collections, in 2005 and has extensive experience in collections management and research at the Australian Museum. Penny's museum career of more than 30 years has included all aspects of collections management including database development, commercial projects, public programs, field work, teaching and collections development and maintenance. Penny was responsible for collections and database enhancement as a part of the NSW State Biodiversity strategy, the implementation of the KE EMU database and science input to the *Biodiversity: life supporting life* exhibition. Penny has a research interest in crustacean systematics and is working on the systematics of cerapodine amphipods.

### **Catherine Brown** A/Manager, Development

Catherine Brown has been A/Manager of the Museum's Development Unit since January 2007. This unit is responsible for raising funds from the non-government sector and increasing awareness of the Australian Museum's need for funds in order to expand its collections and offer quality exhibitions. Catherine's background is in arts management and she was most recently employed at the Royal Botanic Gardens, Melbourne, as head of development. Her academic qualifications include a Master of Arts in museum studies and material culture from the National Centre

for Australian Studies at Monash University. Catherine sits on the board of the National Performing Youth Company, the Flying Fruit Fly Circus, and is a mentor with the Fundraising Institute of Australia. Catherine left the Museum in May 2008.

**Christine Callen**  
**Manager, Marketing**

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

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

Vinod Daniel is an internationally recognised materials conservation professional and was appointed as the Head, Collections and Research Resources, in 2005. He is currently responsible for seven strategic resource units including DNA, Scanning Electron Microscopy, Geographical Information System, EMu Database, Scientific Publications, Materials Conservation and Intangible Heritage and Outreach. Vinod is the Chairman of AusHeritage (Australia's international heritage network established by the Federal Government). He is also a Board Member of the Australia-India Council (Department for Foreign Affairs and Trade) and Board Member of the International Council of Museums Committee for Conservation. Prior to joining the Australian Museum, he worked for the J Paul Getty Trust (USA). He has managed a number of major projects in the Australasia Pacific Region and has published over 40 technical papers.

**Julie Garradd**  
**Head, Visitor Programs and Services**

Julie Garradd has an extensive background in visitor programs and services in a number of settings including sport and recreation, tourism, local council and the arts sector. Prior to joining the Museum, Julie was Head of Visitor Programs and Services at the Powerhouse Museum since 1988, where she was responsible for introducing their highly successful and innovative public programs for children, families and adults. Other management positions Julie held included Manager, Regional Programs; Manager, Student and Volunteer Programs; Olympics Coordinator. Julie has worked on

various special projects, the most recent being the new exhibition commissioning process. Julie's background also includes staff training and development, recreation facilities planning, and community development at a number of government departments including Sport and Recreation, Tourism, Education, and the Minerals and Energy. She has an Applied Social Science Degree and a Diploma in Leisure Studies. Julie commenced her position with the Australian Museum in January, 2006.

**Dr Lynda Kelly**  
**Manager, Audience Research**

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

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

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

**Noella Lopez**  
**Dip Mgt, MBA**  
**Head, Commercial Services**

Noella Lopez has a background in the commercial sector in Europe and in Australia with extensive experience in the management of small and large teams and growing businesses, both in hospitality and retail. Noella trained as a Manager specialising in the hospitality industry, completing a Diploma of Management at the Lycée Hotelier de Bordeaux in France. She recently completed a Master of Business Administration majoring in Arts Management at the University of Technology Sydney and the College of Fine Arts. Prior to joining the Museum, Noella was Marketing and Development Manager for eight years with the largest Australian retail chain dedicated to art, graphic and craft supplies. She was responsible for all marketing and development aspects of the company including supplier negotiations, product management, sourcing and development, store merchandising, store openings and the creation of a retail concept. Noella joined the Museum in November 2005.

**Roger Muller****B.Com (Hon) (Melbourne)****Executive Officer, Director's Office**

Roger Muller is Minute Secretary to the Trust. Prior to joining the Museum in 1996, Roger was a Diplomatic Officer in the Department of Foreign Affairs and Trade. Roger's diplomatic career of more than 20 years included postings to the United Kingdom, the United Nations in New York, Nigeria, the Netherlands and Nauru. Roger retired at the end of June 2008.

**Ken Pope****Head, Corporate and Knowledge Services**

Ken Pope has a background in senior administration with both the State and Federal Governments. Prior to joining the Museum, Ken spent six months with the Olympic Co-ordination Authority delivering sponsor-related showcasing, media, retailing and general services at Sydney Olympic Park during the Olympics and Paralympics. Between 1997 and 2000, Ken held the position of Director, Corporate Services, with the Ageing and Disability Department where he was responsible for a number of corporate reforms including implementation of the Department's Data Rationalisation project, implementing a new finance system and Departmental structural change. From 1986–1992, Ken was the Administration Manager with the Civil Aviation Authority. Ken took up his position in October 2001.

## APPENDIX D MUSEUM COMMITTEES

Significant committees of the Australian Museum active during the reporting year are set out below.

### Project Control Group

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

### Animal Care and Ethics Committee

As a registered user of animals for scientific purposes, the Australian Museum must comply with the requirements of the *Animal Research Act 1985* and the *Australian code of practice for the care and use of animals for scientific purposes* (2004). In accord with the requirements of the Act and the Code, the Museum has established the Australian Museum Animal Care and Ethics Committee to apply principles that govern the ethical conduct of persons whose work on behalf of the Museum involves the use of animals for scientific and teaching activities. The committee must ensure that the use of animals is justified, provides for the welfare of those animals and incorporates the principles of replacement, reduction and refinement.

In 2007–08, its members were Richard Major (Chair and research representative), Glenn Shea, Damien Higgins, David Vella (veterinary representatives), Walter Boles, Fara Pelarek, Liz Romer (research representatives), Daniel Large, Storm Stanford (welfare representatives), and Val Hutt and Surrey Jacobs (community representatives).

### Editorial Committee, *Records of the Australian Museum*

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

### Program Review Committee

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

Its members are Jan Barnett (Chair and Head, Exhibitions and Creative Services), Penny Berents (Head, Collections), Cate Brown (A/Manager, Development), Christine Callen (Manager, Marketing and Publicity), Janet Carding (Assistant Director, Public Programs and Operations), Mark Eldridge (Research Scientist), Glenn Ferguson (Manager, Exhibitions), Julie Garradd (Head, Visitor and Learning Services), Lynda Kelly (Manager, Audience Research), Noella Lopez (Manager, Commercial Services) and Shelley Truskett (minutes secretary).

## APPENDIX E ETHNIC AFFAIRS PRIORITY STATEMENT

### Public Programs

Over the last financial year exhibitions and visitor programs have continued to focus on incorporating multicultural content into the Museum's initiatives overall. The implementation of programs for the *African Impressions* exhibition involved liaison with members of the Australian African Community.

### Research and Collections

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

- ▶ Lawrence Foana'ota, Director of the Solomon Islands National Museum, spent two weeks at the Museum studying more than 200 objects in the Pacific collections. Lawrence participated in the recording of a number of hours of video documentation relating to the objects, which will be provided to creator communities in the Solomon Islands during the follow up *Intangible Cultural Heritage Fieldkit Project* (August 2008).
- ▶ The Museum signed a MoU with Solomon Islands National Museum to facilitate joint access and research projects.
- ▶ The Access Road web-based project, which provides digital access to images and video of the Museum's Erromango collection to the Vanuatu Cultural Centre, was launched.
- ▶ The Intangible Cultural Heritage Program hosted collections research visits by representatives of the Fijian diaspora communities in Australia, with an emphasis on the Museum's significant tabua collection (whale's teeth ornaments). Museum staff visited and consulted with a number of Fijian government institutions in developing this access initiative.
- ▶ The Intangible Cultural Heritage Program initiated a digital exchange program between the Museum and the Yirrkala community of Arnhem Land. The Museum provided digital copies of its highly significant bark painting collection as well as accompanying documentation, most notably the digitised audio recordings of Wandjuk Marika that describe the context of the bark paintings from an Indigenous perspective.

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

- ▶ five sets of Aboriginal remains were repatriated to three communities. They were Hay, Gundagai and the Ngunnawal people of the Yass district.
- ▶ a pilot digital repatriation project was trialed with the Yirrkala community of Arnhem Land. A visit by a representative of the community to the museum to view the material was filmed and copies distributed to the community. This process of information distribution was seen by the community as an efficient and appropriate way of allowing a large number of elders to see the museum and the material before repatriation decisions are made.

## APPENDIX F GUARANTEE OF SERVICE

The Australian Museum is committed to:

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

## APPENDIX G USE OF CONSULTANTS

There were no consultants engaged by the Museum where the fee exceeded \$30,000. There was one consultancy less than \$30,000, the total cost of which was \$7,821.

## APPENDIX H PRIVACY AND PERSONAL INFORMATION

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

The Plan is available to staff on the Museum's intranet. Copies may be obtained by contacting the Privacy Contact Officer, Archives and Records Unit, Australian Museum, 6 College Street, Sydney NSW 2010, tel: 02 9320 6148 fax: 02 9320 6050. The Museum's website privacy statement is published on the website [www.australianmuseum.net.au](http://www.australianmuseum.net.au).

There were no applications for internal review during the year.

## APPENDIX I FREEDOM OF INFORMATION

### Statement of affairs

The following Statement of Affairs for the Australian Museum is presented in accordance with the *Freedom of Information Act 1989*, Section 14 (1) (b) and 3. The Museum's Statement (FOI Agency No 377) is correct as at 30 June 2008.

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

The organisation chart (see page 13) outlines the formal structure and responsibilities of the various divisions of the Museum.

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

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

The Australian Museum website provides much online information about the Museum, including its public programs, research work, and current projects and it also offers online information products and services. The address is [www.australianmuseum.net.au](http://www.australianmuseum.net.au).

### Documents held by the Australian Museum

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

## Archives

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

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

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

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

## Staff records

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

## Administrative records

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

## Scientific records

The functions of the Research & Collections Division include: management of the collections, research, contributing to public programs, and disseminating information. The records created and maintained reflect these functions: collection records (documenting the acquisition, registration, use, conservation and management of the collections); research records (notes, data, field trips, pictorial material, manuscripts, conferences and committee, professional societies); information files; publications; correspondence files; and administrative records (budgets, corporate plans, grant applications, annual reports, correspondence).

## Public Program records

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

## Planning and policy documents

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

The Australian Museum Corporate Strategic Plan (also available online [www.australianmuseum.net.au](http://www.australianmuseum.net.au)).

- Aboriginal Cultural Protocols for Public Events
- Alcohol and Drugs
- Anti-bullying Policy
- Asset Disposal 2000
- Asset Management Guide 2000
- Business Accounts Policy
- Charges for Loans to Other Cultural Institutions Policy
- Code of Conduct 2004
- Collections Conservation Policy
- Collection Management Policy 2008
- Communication Devices
- Conflict of Interest 1988
- Corporate Sponsorship Guidelines 1992
- Corrupt Conduct Reporting 2004
- Corruption Prevention Policy and Procedures 2005
- Credit Card Use 2001
- Display and Use of Live Animals
- Draft Policy: Occupational Health and Safety Guidelines for Safe Field Operations 1999
- Employee Related Concerns and Grievances
- Emergency Response Procedures Manual – 2005
- Evacuation diagram
- Family and Friends on Field Trips 1995
- Flexible Working Hours Agreement 2005
- Guidelines For Purchasing Goods And Services 2001
- Guidelines on Research Practice 1998
- Harassment Free Workplace 1999
- Honorary Appointments at the Australian Museum
- Image and Photographic Management
- Information Technology Security Policy 2005 (PDF)
- Information Technology Security Policy 2005 (HTML)
- Intellectual Property
- Intellectual Property – Frequently Asked Questions
- Legislation and External Policy Requirements 2006
- Library Collection Management Policy
- Media 1989
- Motor Vehicles 2001
- Occupational Health and Safety (OH&S) 2007
- Outreach Strategy 2008–09 – 2012–13

Policy and Procedures for the Aboriginal Heritage Unit and Related Issues 2000  
 Privacy Management Plan 2000  
 Privacy Procedures  
 Procedures for the Receipt and Opening of Tenders 2001  
 Procurement Guidelines 2001  
 Procurement Guidelines Checklist 2001  
 Procurement Policy And Best Practice Guidelines 2001  
 Records Management 1999  
 Repatriation Policy  
 SEM Unit Policy for New Personnel, Visitors and Volunteers 1997  
 Service of Alcohol at Staff Functions  
 Sick Leave 1996  
 Sleepover Policy  
 Smoking in the Workplace  
 Staff Development 1992  
 Study Time 1999  
 TAMS Excursions – Leave Provisions for Staff Leaders 1988  
 Tender Audit 2001  
 Use of Equipment Outside the Museum 1995  
 Volunteers and Field Trips Policy  
 Waste Reduction and Purchasing 1998  
 Web Privacy Statement  
 Workplace Surveillance by use of CCTV equipment within the Australian Museum

## Publications

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

## Access arrangements, procedures and points of contact

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

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

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

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

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

## Freedom of Information requests

The Museum received two requests for information in 2007–08. Determinations were made in both instances in accordance with the *NSW Freedom of Information Act 1989* and responses were provided in accordance with the deadlines prescribed.



## APPENDIX J OVERSEAS TRAVEL

Australian Museum staff members often travel overseas as a requirement of grants to the Museum and to plan and curate travelling exhibitions consistent with contractual obligations.

**Table J1 Details of overseas travel approved for Australian Museum staff 2007–2008**

Name	Purpose	Country	Dates
Louise Berg	Meet at Auckland Museum with senior staff of <i>The Vatican: sacred art and architecture</i> exhibition.	New Zealand	19–22 November 2007
Walter Boles	Prepare specimens of Macgillivray's Petrel for the Seabird Project Officers, University of the South Pacific and Fiji Museum.	Fiji	19–25 August 2007
Robert Buhler	Place orders with manufacturers and suppliers for products for <i>The Vatican: sacred art and architecture</i> .	China and Philippines	16–30 October 2007
	Present samples and merchandise to the Auckland Museum for products related to <i>The Vatican: sacred art and architecture</i> . Discuss possible joint ventures.	New Zealand	29–30 November 2007
Janet Carding	Present paper at the 5th <i>Science Centre World Congress, Science Centres as Agents of Change – Locally, Nationally and Internationally</i> , in Toronto, and visit Science North in Sudbury, Ontario, and National Museums in Ottawa.	Canada	14–28 June 2008
Yvonne Carrillo-Huffman	Acquire a collection of contemporary decorated bark cloths from Erromango Island, Vanuatu.	Vanuatu	15–28 May 2008
Les Christidis	Give keynote address on DNA Barcoding and Biodiversity at the 2nd International Barcode of Life Conference.	Taiwan	15–22 September 2007
	Present a paper at the National Museum of Ethnology in Leiden, Netherlands. Attend a workshop at the Swedish Museum of Natural History to participate in the writing of a book.	Netherlands and Sweden	5–18 June 2008
Vinod Daniel	Board meeting for the International Council of Museum Committee for Conservation (ICOM CC).	France and UK	9–19 October 2007
Michael Donohue	Meet at Auckland Museum with senior staff of <i>The Vatican: sacred art and architecture</i> exhibition.	New Zealand	19–22 November 2007
Dan Faith	Give invited talk at Ecological Society of Japan on phylogenetics and its applied links to biodiversity conservation, and also make progress development of new science plan for DIVERSITAS.	Japan	13–22 March 2008
	Present a paper at an international meeting at the National Evolutionary Synthesis Center Give a talk at The Biodiversity Synthesis Center at the Field Museum.	USA	15–29 June 2008
Paul Flemons	Attend the annual Biodiversity Information Standards (BIS) conference and present a paper on the use of new media for educating users.	Slovakia	15–23 September 2007
Phil Gordon	Attend several meetings and repatriation ceremonies (fully funded by the Commonwealth Government) as part of a national delegation dealing with the repatriation of Aboriginal human remains that will be travelling to Europe in February.	France, Sweden, Switzerland, UK	19 Feb – 3 March 2008

Name	Purpose	Country	Dates
Karen Gray	Attend <i>Leading Lab Network</i> workshop of the International Collaborative Barcode of Life Initiative.	USA	8–15 July 2007
Frank Howarth	Attend the Museum Directors' 2007 Forum at the National Museum of History and present a paper on <i>Sharing and Exchanging: cooperation amongst Museums</i> and visit the National Museum of Singapore.	Singapore and Taiwan	8–14 October 2007
	Attend the General Meeting of the Council of Australasian Museum Directors (CAMD) in Dunedin; visit the Canterbury Museum in Christchurch and the Museum of New Zealand Te Papa Tongarewa in Wellington.	New Zealand	4–11 April 2008
	Investigate shared and open storage facilities at cultural institutions in Scotland. Speak at the American Association of Museums Conference in Denver. Travel to Vanuatu as an invited speaker at a Pacific cultures conference.	UK, USA and Vanuatu	20 April – 9 May 2008
Rebecca Johnson	Attend <i>Leading Lab Network</i> workshop of the International Collaborative Barcode of Life Initiative.	USA	8–15 July 2007
	Attend the <i>Leading Laboratory</i> workshop.	USA	22–28 June 2008
Kate Jones	De-install objects on display in Paris, check condition of objects and pack material for travel, accompany the crates on the journey to Berlin and facilitate customs and transport formalities. Unpack material in Berlin, check its condition and install the objects for display.	France and Germany	14–28 July 2007
Jeff Leis	Present a research paper and participate in the Symposium on Diversity of Fishes held at the National Museum of Science and Nature, Tokyo (NMSNT). Travel costs associated with the symposium will be covered by NMSMT. Study the fish collection at the National Museum of Science.	Japan	29 February – 14 March 2008
Tanguy Le Moing	Meet at Auckland Museum with senior staff of <i>The Vatican: sacred art and architecture</i> exhibition.	New Zealand	19–22 November 2007
Ellen Lloyd-Shepherd	To manage the de-installation of the Australian Museum's exhibition <i>Life Beyond the Tomb</i> at the Auckland Museum.	New Zealand	12–25 August 2007
Jim Lowry	Catalogue marine amphipods biodiversity of Norfolk Island.	Norfolk Island	11–21 May 2008
Kate Murray	Escort Members on a tour which is part of the revenue-raising tour program offered to Members.	Galapagos islands, Chile and Ecuador	11–25 March 2008
Chris Reid	Provide training and assistance to the Solomon Islands Agriculture Department, and to their PhD student Maclean Vagalo. Collect insect material for research in the Australian Museum.	Solomon Islands	20–26 January 2008
Roger Springthorpe	Catalogue marine amphipods biodiversity of Norfolk Island.	Norfolk Island	11–21 May 2008
Robin Torrence	Collect essential data for testing a new theory about the origin of ancient trade. The transport and subsistence costs of the travel are fully funded by the Australian Research Council and the Wenner Gren Foundation. This trip will complete the fieldwork committed within the ARC grant.	Russia	28–30 September 2007

Name	Purpose	Country	Dates
Sue Valis	Accompany objects from the Museum's Pacific collection on loan to the Saint Louis Art Museum, for an international exhibition titled <i>New Ireland: Art of the South Pacific</i> . This travel was necessary due to the importance, fragility and rarity of the objects, and as per contractual obligations.	Germany	15–28 October 2007
Emily Waterman	Work with the Fiji Museum and the Department of Culture and Heritage in Suva to develop a collaborative project and to perform targeted research.	Fiji	9–15 December 2007
George Wilson	Present keynote address to the Crustacean Society, the results of ongoing research on isopod phylogeny in Galveston.	USA	8–26 June 2008

#### APPENDIX K CODE OF CONDUCT

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

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

#### APPENDIX L CREDIT CARD CERTIFICATION

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

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

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

Frank Howarth  
Director

**APPENDIX M****PUBLICATIONS JULY 2007–30 JUNE 2008**

Museum researcher is shown in bold type. Includes publications of staff and Senior Fellows.

Ahyong, S.T., J.C.Y. Lai, D. Sharkey, **D.J. Colgan**, & P.K.L. Ng, 2007. Phylogenetics of the brachyuran crabs (Crustacea: Decapoda): The status of Podotremata based on small subunit nuclear ribosomal RNA. *Molecular Phylogenetics and Evolution* 45: 576–586.

Aktipis, S.H., G. Giribet, D.R. Lindberg & **W.F. Ponder**, 2008. Gastropoda: an overview and analysis. In *Phylogeny and Evolution of the Mollusca*, ed. W.F. Ponder & D.R. Lindberg. University of California Press.

**Ashcroft, M.B., G.A. Carter, G. Cassis, A.P. Donnelly, D.P. Faith, P. Flemons & J.R. Gollan**, 2007. Spatio-temporal trends in the abundance and diversity of arthropods: implications for sampling and monitoring biodiversity. *Ecological Society of Australia Annual Congress*. Abstract: 61

**Attenbrow, V.**, 2007. Emu tracks, kangaroo & echidna, and two moths. Further radiocarbon ages for Aboriginal sites in the Upper Mangrove Creek catchment, New South Wales. *Australian Archaeology* 65: 51–54.

Bauer, A.M., T. Jackman, **R.A. Sadlier, G. Shea** & A.H. Whitaker, 2008. A new small-bodied species of Bavayia (Reptilia: Squamata: Dipodactylidae) from southeastern New Caledonia. *Pacific Science* 62: 247–256.

Bedford, S., M. Spriggs, R. Regenvanu, **C. Macgregor**, T. Kuaatonga & M. Sietz, 2007. The excavation, conservation and reconstruction of Lapita burial pots from the Teouma site, Efate, Central Vanuatu, in *Oceanic Explorations: Lapita and Western Pacific Settlement, Terra Australis* 26, ed. S. Bedford, C. Sand & S.P. Connaughton.

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Bender, D., & **L. Romer**, 2007. Casuariidae Cassowaries and Emus. In *Encyclopedia of Aviculture*, pp. 112–117. Glen Holland and the World's Finest Aviculturists. Hancock House Publishers USA and Canada.

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

**Bickel, D.J.**, 2007. New Caledonian Dolichopodidae (Diptera) and the Fiji Connection. *8th Invertebrate Biodiversity and conservation Conference*, University of Queensland, 2–7 December 2007. Oral Presentation and Abstract.

**Bickel, D.J.**, 2007. The Fiji Terrestrial Arthropod Survey. *Biodiversity Extinction Crisis Conference* (Society for Conservation Biology, Australasian Section), University of New South Wales, 9–12 July 2007. Oral Presentation and Abstract.

**Bickel, D.J.**, 2008. *Krakatauia* (Diptera: Dolichopodidae) from the southwest Pacific, with a focus on the radiation in Fiji. In *Fiji Arthropods X. Bishop Museum Occasional Papers* 97: 21–64, ed. N.L. Evenhuis & D.J. Bickel.

Black, M., S. Mooney & **V. Attenbrow**, 2008. Implications of a 14,200 year contiguous fire record for understanding human–climate relationships from Goochs Swamp, New South Wales, Australia. *The Holocene* 18: 437–447.

**Boles, W.E.**, 2007. Family Eupetidae (Jewel-babblers and Allies). In *Handbook of Birds of the World*, vol. 12, *Picathartes to Tits and Chickadees*, ed. J. del Hoyo, A. Elliot & D.A. Christie, pp. 348–373. Lynx Edicions, Barcelona.

**Boles, W.E.**, 2007. Family Orthonychidae (Logrunners). In *Handbook of Birds of the World*, vol. 12, *Picathartes to Tits and Chickadees*, ed. J. del Hoyo, A. Elliot & D.A. Christie, pp. 338–347. Lynx Edicions, Barcelona.

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**Britton, D.R.**, & **S.G. Ginn**, 2008. Hill-topping Butterflies of the Hawkesbury-Nepean CMA: Hill-tops in the Estuary subcatchment. Report prepared for the Department of Environment and Climate Change and funded by the Hawkesbury-Nepean Catchment Management Authority and National Heritage Trust.

Bulazel, K.V., G.C. Ferreri, **M.D.B. Eldridge** & R.J. O'Neill, 2007. Species-specific shifts in centromere sequence composition are coincident with break point reuse in karyotypically divergent lineages. *Genome Biology* 8: R170.

**Christidis, L.**, & **W.E. Boles**, 2008. *Systematics and taxonomy of Australian birds*. CSIRO Publishing, Collingwood, Vic. 277 pp.

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- Colgan, D.J.**, **P.A. Hutchings** & E. Beacham, 2008. Multi-Gene Analyses of the Phylogenetic Relationships among the Mollusca, Annelida, and Arthropoda. *Zoological Studies* 47: 338–351.
- Colgan, D.J.**, P. da Costa, T. Reutelshöfer & R.E. Golding, 2007. Marine and brackish water phylogeography of southeastern Australian Mollusca. World Congress of Malacology, Antwerp, Belgium. 15–20 July 2007. Abstracts edited by Kurt Jordaens, Natalie Van Houtte, Jackie Van Goethem & Thierry Backeljau. Pp. 37–38.
- Couper, P.J., **R.A. Sadlier**, **G.M. Shea** & J. Worthington Wilmer, 2008. A reassessment of *Saltuarius swaini* (Lacertilia: Dipodactylidae) in southeastern Queensland and New South Wales; two new taxa, phylogeny, biogeography and conservation. *Records of the Australian Museum* 60(1): 87–118.
- Doelman, T., **R. Torrence**, V. Popov, M. Ionescu, N. Kluyev, I. Slepsov, I. Pantyukhina, P. White & M. Clements, 2008. Source selectivity: an assessment of volcanic glass sources in the Southern Primorye Region, Far East Russia. *Geoarchaeology* 23: 1–31.
- Eldridge, M.D.B.**, 2007. Book Review. *Practical Conservation Biology* by D. Lindenmayer and M. Burgman. CSIRO Publishing: Melbourne, 2005. *Australian Zoologist* 34: 108.
- Eldridge, M.D.B.**, 2008. Genetic analysis of the introduced Hayman Island population of the Proserpine rock-wallaby (*Petrogale persephone*). Report to Queensland Parks and Wildlife Service.
- Eldridge, M.D.B.** et al., 2008. Rock-wallabies, *Petrogale*. In *The Mammals of Australia*, ed. S.M. Van Dyck & R. Strahan, 3rd edition, pp. 361–394. New Holland, Sydney.
- Eymann, J., L. Neaves, **M.D.B. Eldridge**, D.W. Cooper & C.A. Herbert, 2007. Surprise in the pouch—a case of adoption in the common brushtail possum (*Trichosurus vulpecula*). *Australian Mammalogy* 29: 63–68.
- Faith, D.P.**, 2007. Phylogeny and conservation. *Systematic Biology* 56: 690–694.
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- Faith, D.P.**, 2008. Properties of different community-level phylogenetic indices. The 55th Annual Meeting of the Ecological Society of Japan, pg 133.
- Faith, D.P.**, A. Baker & S. Klaere, 2007. How large scale barcoding promotes large-scale biodiversity assessment. In *Second International Barcode of Life Conference* 18–20 Sept. 2007, conference abstracts, p. 45. Academia Sinica.
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- Garnett, S.T. & **L. Christidis**, 2007. Implications of changing species definitions for conservation purposes. *Bird Conservation International* 17: 187–195.
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- Gollan, J.**, 2008. Final Report for *BugWise Outreach 07* – Report to the Coal & Allied Community Trust 30 June 2008.
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- Goodman S.M., H.M. Bradman, C.P. Maminirina, K.E. Ryan, **L.L. Christidis** & B. Appleton, 2008. A new species of *Miniopterus* (Chiroptera: Miniopteridae) from lowland southeastern Madagascar. *Mammalian Biology* 73: 199–213.
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*Explore: the Australian Museum Magazine*  
vol 29(5) spring published August 2007  
vol 29(6) summer published November 2007  
vol 30(1) autumn published February 2008  
vol 30(2) winter published May 2008

#### *What's on*

Spring published August 2007  
Summer published November 2007  
Autumn published February 2008  
Winter published May 2008

*the meeting place of nature and culture: A guide to the Australian Museum* published June 2008.

## APPENDIX N GRANTS

Tables N.1 and N.2 set out the details of grant-funded projects administered by the Museum and by other institutions where a Museum scientist was nominated as either a chief or principal investigator.

The table (right) sets out details of grant-funding projects administered by the Museum that were awarded during the financial year.

**Table N.1: Grant-funded projects administered by the Australian Museum. Museum staff shown in bold type**

Principal Investigator(s) in bold	Title of project	Granting body
<b>L Christidis,</b> J Norman, <b>W Boles</b>	Systematics, biogeography, genetic differentiation and conservation of the grasswren <i>Amytornis</i> complex (Aves)	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>D Colgan,</b> J Stanisc	Morphological and molecular investigations of the systematics and biogeography of the speciose landsnail genus <i>Gyrocochlea</i>	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>P Flemons</b>	Digital stories for taxonomic databases working group	Global Biodiversity Information Facility
<b>P Flemons</b>	Atlas of Living Australia tools review	CSIRO
<b>J Gollan</b>	Bugwise outreach 07	Coal and Allied Community Trust
<b>D Britton</b>	Hill-topping Butterflies	Dept of Environment and Climate Change NSW
<b>J Lowry</b>	Australian benthic marine Amphipoda	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>J Lowry</b>	Crustacea: Amphipoda, Cumacea and Mysidacea database	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>J Gollan/ M Ashcroft/ M Batley/ D Britton</b>	Ecology of a recently discovered exotic bee in Australia	W V Scott Charitable Trust
<b>H Smith</b>	The systematics of Australian comb-footed spiders in the subfamily Hadrotarsinae (Araneae: Theridiidae)	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>D Beechey (SF)</b> <b>W Ponder (RA)</b>	Validation of marine Gastropoda and Bivalvia (marine molluscs) web-based catalogue of NSW	Department of the Environment and Water Heritage and the Arts (ABRS)
<b>D Beechey (SF)</b>	Enhancements to the seashells of NSW website	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>J Leis/ C Paris</b>	How do baby fish find a home?	Hermon Slade Foundation
<b>P Hutchings</b>	Phylogeny of Sabellida: Postdoctoral Fellowship	Jointly funded Australian Museum and Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>B South</b>	Inland river canoe	Australian Institute of Aboriginal and Torres Strait Islander Studies (AIASTIS)
<b>M McGrouther (others)</b>	Fish – Barcode of Life	Consortium for the Barcode of Life
<b>M McGrouther</b>	Australian Fishes Online	Department of the Environment, Water, Heritage and the Arts (ABRS)

Principal Investigator(s) in bold	Title of project	Granting body
<b>C Reid</b>	The fiery leaf-beetles (Chrysomelidae: Spilopyrinae): their systematics, taxonomy and biogeography	Department of the Environment, Water, Heritage and the Arts (ABRS)
<b>R Major</b>	The Australian White Ibis: suburban survivor or climate change refugee?	W V Scott Charitable Trust
<b>N Lo</b>	The evolution of diverse interactions between Wolbachia bacteria and their invertebrate hosts: insights from a novel lineage infecting termites	Australian Research Council (Discovery Project Grant)
<b>D Bickel</b>	Barrow Island Project	Curtin University of Technology
<b>D Britton</b>	Provision of data for dung beetle database.	Department of the Environment, Water, Heritage and the Arts (Natural Heritage Assessment)
<b>R Sadlier</b>	Endemia conservation assessment (web)	Association Endemia New Caledonia
<b>J Lowry</b>	Key for the synopsis of the Amphipoda of the Southern Ocean	International Council for Science, Scientific Committee on Antarctic Research.
<b>L Christidis, B Appleton</b>	Phylogeographic relationships within Madagascar <i>Miniopterus</i> Bats (with Museum Victoria)	Biodiversity Conservation Madagascar Association
<b>P Monaghan, L Christidis, E Waterman.</b>	Solomon Islands Intangible Heritage Field Kit	International Council of Museums (Australian National Committee)

The total value of these grants was \$698,418, with an average value of \$26,860. This figure will not match the figures included in the financial statements because it does not include adjustments due to the timing of payments, or payments relating to grant-funded projects administered by other organisations.

**Table N.2: Museum staff were also engaged with a number of grants not administered by the Museum**

This table sets out the grants on which Museum staff worked during the financial year, for which they were listed as chief or principal investigators.

Principal Investigator(s) in bold	Title of project	Granting body
S Ulm, <b>V Attenbrow</b>	Marine carbon reservoir variability along the NSW Coast	Australian Institute of Nuclear Science and Engineering (AINSE)
P Hiscock, <b>V Attenbrow</b>	Evolution of technology and tool use in 10,000 years of Aboriginal History - ANU	Australian Research Council (Discovery Project Grant)
<b>L Christidis, V Daniel, E Waterman</b>	Search, navigation and annotation of digital museum collections using concept-lattices: a case study of the Australian Museum's Vanuatu collections.	University of Wollongong, URC Research Partnership Grant Scheme
<b>L Christidis; V Daniel; S Valis</b>	Emerging Pacific Cultural Centre: AM partnership program	International Council of Museums (ICOM) Australia
K Belov, <b>M Eldridge</b> , S Beck	Characterisation of the Tammar Wallaby MHC	Australian Research Council (Discovery Project Grant)
LA Hughes; AJ Beattie; <b>DP Faith</b> ; RL Kitching	A new phylogenetic framework for estimating local, regional and global biodiversity	Australian Research Council (Discovery Project Grant)
SG Dove; WP Leggat; D Yellowlees; JM Lough; <b>PA Hutchings</b> ; KG Caldeira	Assessing the risk of ocean acidification for the Great Barrier Reef	Australian Research Council (Linkage Project Grant)
JN Marshall; SP Collin; RD McCauley; KA Fritsches; NS Hart; BM Degnan; SM Degnan; MD Norman; JN Hooper; <b>PA Hutchings</b> ; et al	Deep Downunder: designing a deep-sea exploration and discovery capability for Australia	Australian Research Council (Linkage Project Grant)
S Hand, M Archer, <b>DJ Bickel</b> , ME Dettmann	Precious time-capsule: discovery of fossil-rich amber from Australia. (UNSW) and UQ.	Australian Research Council (Discovery Project Grant)
S Cameron, T Evans, <b>N Lo</b> , D Yeates	Molecular diagnostics of Australian termites	CSIRO Entomology Internal Grant
AF Clarke, JP Philp , <b>R Torrence</b>	Producers and Collectors: Uncovering the role of Indigenous agency in the formation of museum collections.	Australian Research Council (Linkage Project Grant)

Principal Investigator(s) in bold	Title of project	Granting body
T Dymond, M Edwards, A Freimanis, <b>R Major</b> , K Ravich	Birds as indicators (program for Schools)	Natural Resources Advisory council (NRAC) Forging Partnerships Program.
<b>J Leis</b> , L Mason ,GP Jones (Project Leader for Prog 8: T Hughes)	Resilience and connectivity: development of and test of realistic larval-fish dispersal models for the Great Barrier Reef.	Marine and Tropical Sciences Research Facility, through James Cook University
I.T. Graham and <b>F.L. Sutherland</b>	PIXE probe analysis of gem corundum suites	Australian Institute of Nuclear Science and Engineering (AINSE)
<b>R Torrence</b> , N Klujev, T Doelman	Reconstructing prehistoric exchange of volcanic glasses (U Sydney)	Australian Research Council (Discovery Project Grant)
<b>R Torrence</b> , N Klujev,	Pleistocene origins of long distance obsidian exchange in Far Eastern Russia	Wenner Gren Foundation for Anthropological Research
G Sword, S Simpson, <b>N Lo</b> , L Kang	Functional genomics of locust migratory behavior	Australian Research Council (Discovery Project Grant)
(Network of 50 individuals) administered by Uni of Adelaide, incl. <b>D Faith</b>	Discovering the past and present to shape the future: networking environmental sciences for understanding and Managing Australian biodiversity	Australian Research Council (Research Network Grant)
<b>D Faith</b> , S Ferrier, C Brown, J Soberon, T Peterson, D Yeates, C Slatyer, J West, V Savolainen	GBIF for 2010	United Nations Environment Program (UNEP) – World Conservation Monitoring Centre (WCMC)

## APPENDIX O ENERGY MANAGEMENT

The aim of the Government Energy Management policy is to achieve sustainable energy and cost reduction across the NSW Public Service. The policy uses energy use and greenhouse gas emissions in 1995–1996 as a baseline against which changes are assessed.

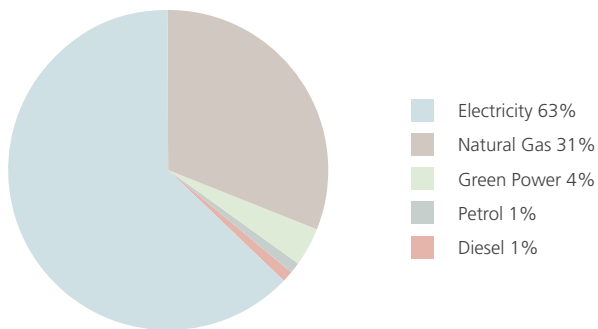
Table O.1

	2005	2006	2007	2008	Change <sup>(1)</sup>
Energy use (Gj)	21,519	22,915	22,500	23,012	- 8.34%
Greenhouse gas (tonnes)	4,037	4,209	4,157	4,251	-17.1%

Notes:

1. Base year energy use was 25,107 Gj and greenhouse gas emission was 5128 tonnes.

Figure O.1 Energy Consumption by Fuel Type (Gj)



## APPENDIX P HERITAGE MANAGEMENT

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

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

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

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

Items of regional significance include:

- ▶ Still Addition
- ▶ Spirit House
- ▶ Old School Building.

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

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



**APPENDIX Q  
WASTE REDUCTION AND RECYCLING**

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

From November 2006 the Museum ceased onsite sorting of recyclable materials which is now undertaken by its waste contractor.

Tables Q1 and Q2 show the amount of waste generated by the Museum. The data from 2006 and 2007 has been supplied by the waste contractor WSM.

**Table Q1 Waste generated by the Australian Museum to 30 June 2006**

Waste type	2003	2004	2005	2006
Paper (tonnes)	22.0	23.7	21.8	20.2
Cardboard (kg)	9.4	9.4	8.6	9.2
Plastic (kg)	0.7	0.3	0.2	0.2
Aluminium (kg)	1.0	0.9	0.9	0.5
Glass (kg)	12.5	12.5	11.0	13.5
<b>Total (kg)</b>	<b>45.4</b>	<b>46.7</b>	<b>42.4</b>	<b>43.6</b>
General (m3)	936	936	936	1,090

Both tables indicate increases in waste output this year. This increase can be attributed to the following factors:

- ▶ the Museum has experienced a significant increase in visitors and contractors using facilities
- ▶ staff clearing old files and offices in preparation for the move to the new Collections & Research Building.

For the past 18 months the Museum has employed WSM to manage the Museum’s waste disposal. All waste removed from the Museum is sorted at their depot at Easter Creek. We rely on WSM to ensure a high standard of recycling is maintained.

The data for 2007 represents the 6 months from November 2006 to May 2007 and was the only data available at the time of publication.

**Table Q2 Waste generated by the Australian Museum to 30 June 2008**

Waste Management	2007	2008
Volume collected (m <sup>3</sup> )	519.2	na
Weight collected (tonnes)	46.7	92.14
Weight to landfill (tonnes)	15.5	38.86
Percentage recycled	67%	58%

**APPENDIX R  
STAFF, EEO AND OHS STATISTICS**

**Senior Executive Service**

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

Table R1 shows the number of SES positions at 30 June for the reporting and previous three years.

Table R2 shows the number of female SES officers at 30 June for the reporting and previous three years.

**Table R1 Number and level of SES positions of Australian Museum from 2005 to 2008**

	2005	2006	2007	2008
SES4	1	1	1	1
SES2	1	1	1	1
SES1	1	1	1	1

**Table R2 Number and level of female SES positions at the Australian Museum from 2005 to 2008**

	2005	2006	2007	2008
Female SES	1	1	1	1

**Staff statistics**

Table R3 shows the number of non-casual employees by salary level and status at 30 June 2008.

Table R4 shows employees by employment basis and status at the Australian Museum at 30 June 2008.

Table R5 shows non-casual employees by salary at 30 June 2008 compared to previous years.

Table R6 indicates trends in representation of non-casual employees by EEO status at 30 June 2008 (as % of total staff).

Table R7 indicates trends in the distribution of non-casual employees by EEO status at 30 June 2008 (as a distribution index).

Table R8 shows full-time equivalent at June 2008 by major occupation group.

**Disability action plan**

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

**Occupational Health and Safety**

In 2007–2008 there were nine (9) lost time injuries reported to the Museum’s insurer. Of these claims, three were deemed a “significant injury” under section 42 of the *Workplace Injury Management & Workers Compensation Act 1998* – namely that the injured worker was absent from work for a continuous period of more than seven days. Two of the injuries were the result of a fall at work and the other was an unsuccessful stress-related claim.

Of the remaining workers compensation claims:

- ▶ three arose from slips/falls at work, or travelling to/from work
- ▶ one was the result of a road accident
- ▶ one was an allergic reaction to a tick bite during field work
- ▶ one was a diving-related incident caused by oxygen deprivation

Following necessary investigation and rehabilitation support, seven employees have successfully resumed their pre-injury duties. The remaining two have returned to work full time on restricted duties.

**Table R3 Non-casual employees at the Australian Museum by salary level and status at 30 June 2008**

Level *	Total Staff (number)	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
< \$35,266	0	0	0	0	0	0	0	0	0
\$35,266 - \$46,319	7	7	5	2	0	0	0	1	0
\$46,320 - \$51,783	25	25	11	14	0	5	3	0	0
\$51,784 - \$65,526	71	71	23	48	0	14	12	0	0
\$65,527 - \$84,737	91	91	48	43	2	12	8	1	0
\$84,738 - \$105,923	29	29	18	11	0	4	2	1	0
> \$105,923 (non SES)	11	11	7	4	0	2	0	0	0
> \$105,923 (SES)	3	3	2	1	0	1	0	0	0
<b>Total</b>	<b>237</b>	<b>237</b>	<b>114</b>	<b>123</b>	<b>2</b>	<b>38</b>	<b>25</b>	<b>3</b>	<b>0</b>

Population based on head count and not equivalent full time staff. \* Equivalent salary scale in 2008

**Table R4 Employees by employment basis and status at the Australian Museum at 30 June 2008**

Employment Basis	Total Staff (number)	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
Permanent full-time	142	142	84	58	1	25	17	2	0
Permanent part-time	25	25	5	20	1	4	1	1	0
Temporary full-time	44	44	17	27	0	6	7	0	0
Temporary part-time	23	23	6	17	0	2	0	0	0
Contract - SES	3	3	2	1	0	1	0	0	0
Contract - non SES	0	0	0	0	0	0	0	0	0
Training positions	0	0	0	0	0	0	0	0	0
Retained staff	0	0	0	0	0	0	0	0	0
Casual	66	66	21	45	1	13	11	0	0
<b>Total</b>	<b>303</b>	<b>303</b>	<b>135</b>	<b>168</b>	<b>3</b>	<b>51</b>	<b>36</b>	<b>3</b>	<b>0</b>

Includes casuals not working at 30/06/08 but considered part of the agency. Population based on head count and not equivalent full time staff.

**Table R5 Non-casual employees at the Australian Museum by salary at 30 June 2008 compared to previous years**

LEVEL*	2005	2006	2007	2008
< \$35,266	3	29	1	
\$35,266 – \$46,319	14	28	9	7
\$46,320 – \$51,783	25	77	31	25
\$51,784 – \$65,526	62	52	78	71
\$65,527 – \$84,737	77	26	91	91
\$84,738 – \$105,923	27	8	30	29
> \$105,923 (non SES)	15	13	12	11
> \$105,923 (SES)	3	3	3	3
<b>Total</b>	<b>226</b>	<b>236</b>	<b>255</b>	<b>237</b>

Notes:

1. Population based on head count and not equivalent full time staff.
2. \* Equivalent salary scale in 2008.

**Table R6 Trends in representation of non-casual employees by EEO status at 30 June 2008 (as % of total staff)**

EEO Status	Benchmark or Target (%)	2005 (%)	2006 (%)	2007 (%)	2008 (%)
Women	50	50	57	57	52
Aboriginal People & Torres Strait Islanders	2	1.8	1.5	2	0.8
People whose language first spoken as a child was not English	20	29	3	12	11
People with a disability	12	7	4	2	1
People with a disability requiring work-related adjustment	7	0	0	0	0

**Table R7 Trends in the distribution of non-casual employees by EEO status at 30 June 2008 (as a distribution Index)**

EEO Status	Benchmark or Target	2005	2006	2007	2008
Women	100	87	86	92	94
Aboriginal People & Torres Strait Islanders	100	na	na	na	na
People whose language first spoken as a child was not English	100	97	na	97	93
People with a disability	100	na	na	na	na
People with a disability requiring work-related adjustment	100	0	na	0	0

Notes:

1. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The distribution index is automatically calculated by the software provided by ODEOPE.
2. The distribution index is not calculated where EEO group or non-EEO group numbers are less than 20.

**Table R8 Full-time equivalent at June 2008 by major occupation group**

Major Occupation Group ABS: ANZSCO Cat No. 1220.0	2008 FTE during Year
Managers	39.4
Professionals	91.1
Technicians and Trades Workers	48.9
Community and Personal Service Workers	19.7
Clerical and Administrative Workers	24.9
Sales Workers	3.9
Machinery Operators and Drivers	7.0
Labourers	3.9
Undefined	128.0
<b>Total</b>	<b>231.8</b>

Source: [2008] Q2FTE-008.sav

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www.australianmuseum.net.au

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