

02

programs and outcomes





HM Bark *Endeavour* replica
lies to anchor off Cooktown,
North Queensland, early in her
2011–12 circumnavigation.
Photographer Vanessa Gillen,
Cooktown Re-enactment
Association

Key result area 1

Programs

We aim to increase the awareness and use of our programs across Australia



Strategic directions

- We will get to know our existing and potential audiences better
- We will create a wide range of programs that will appeal to and engage these audiences – particularly remote, regional, disadvantaged, Indigenous and other culturally diverse communities
- We will embrace new technologies to provide stimulating new teaching, communication and learning experiences. Our programs will include reference to contemporary issues

Key performance indicators

KPI	Strategic Plan target	2010–2011 result
1.1	450,000 site visitors	Achieved a total 461,302 visitors (museum site visitors 440,114)
1.2	10% increase on 2009–10 in unique website users	Achieved
1.3	An overall visitor/user satisfaction rating of 95%	Satisfaction rating of 93% achieved; shortfall associated with site works noise, disruption
1.4	120 paying crew and 16,000 visitors for the first stages of the <i>Endeavour</i> circumnavigation	Achieved
1.5	Education/new technology: four new comprehensive online education resource packages	3 online resource packages developed; Metadata exchange program in collaboration with ANDS



HM Bark *Endeavour* replica

The unit has successfully planned and is currently undertaking the *Endeavour* replica's circumnavigation of Australia – the largest, most ambitious national outreach program ever undertaken by the museum. The itinerary includes every state plus the Northern Territory, every state capital city, with visits to 12 regional ports.

Endeavour departed Sydney on 15 April 2011 and has completed four legs of the voyage, opening to visitors in Brisbane, Gladstone, Townsville and Cairns. Of the 21,188 people who visited the ship in these ports

to 30 June 2011, 3,769 were school students and their teachers. The majority of the voyage at the end of the reporting period had been completed under sail.

The Department of Education, Employment and Workplace Relations has funded 39 berths on HMB *Endeavour* for Indigenous people on most of the 20 legs of the voyage. This is part of a pre-employment program for indigenous people that is being run nationally.

The circumnavigation is being documented on a number of social media websites, including Twitter, Facebook, Flickr and a dedicated blog.

HM Bark *Endeavour* replica

	2008–09	2009–10	2010–11
Visitors in all ports	78,728	122,935	28,649
Voyage crew berths filled	196	¹ 504	136
Number of days voyaging	39	² 24	41
Number of days open to public	263	309	34

1 includes 389 passengers on overnight and half-day sails, 104 voyage crew and 11 supernumeraries on offshore voyages

2 includes half-day sails, overnight sails and offshore voyages

Visitors and interactions

		2008–09	2009–10	2010–11
Visitors	museum (Darling Harbour)	436,484	503,778	440,114
	HMB <i>Endeavour</i> circumnavigation	n/a	n/a	21,188
Total visitors		436,484	503,778	461,302
Visitors to travelling exhibitions		151,543	122,935	161,690
Interactions		2,451,653	3,432,349	¹ 2,740,624

1 In 2010–11 the method for calculating web interactions changed, moving to Google Analytics; using the previous method the number of interactions would be 4,255,501

opposite: An Antarctic staple, displayed in exhibition *Scott's last expedition*.

above left: Voyage crew aloft on HM Bark *Endeavour* replica.

above right: Young visitors on museum's Darling class destroyer HMAS *Vampire*,

Major visitor revenue sources

		2008–09	2009–10	2010–11
Entry revenue	museum (Darling Harbour)	\$1,657,320	\$1,784,715	\$1,558,617
	HMB <i>Endeavour</i> circumnavigation	n/a	n/a	\$212,040
Total visitor entry revenue		\$1,657,320	\$1,784,715	\$1,770,657
Merchandise revenue	The Store (gross revenue)	\$791,074	\$785,348	\$701,098
	HMB <i>Endeavour</i> circumnavigation	n/a	n/a	\$38,272
Total merchandise revenue		\$791,074	\$785,348	\$739,370
Public programs revenue		\$269,575	\$292,987	\$245,148
HMB <i>Endeavour</i> voyage crew and charter fees		\$290,127	\$174,606	\$370,681
Total revenue		\$3,008,096	\$3,037,656	\$3,125,856

Public program/education attendances

	2008–09	2009–10	2010–11
Primary students	15,535	15,817	17,024
Secondary students	9,661	11,515	9,271
Adult students	1,518	968	703
Teachers	3,589	3,896	3,566
Vacation care	1,961	1,671	1,896
Mini Mariners	2,468	15,225	24,072
Other groups	3,483	2,917	3,258
Students on HMB <i>Endeavour</i> circumnavigation	n/a	n/a	3,693
Sub-total booked groups	38,215	42,009	43,483
Kids on Deck	12,516	13,395	9,468
All programs total	50,731	55,404	52,951

1 includes Playgroups Association of NSW (3,346)

2 includes Playgroups Association of NSW (2,896)

Education groups

	2008–09	2009–10	2010–11
Primary schools	273	324	1389
Secondary schools	339	353	1253
Tertiary/adult groups	59	49	32
Education groups total	671	726	674

1 Primary and Secondary schools during HMB *Endeavour* circumnavigation included

Schools booked with teacher-guides*

Schools booked on tours	2008–09	2009–10	2010–11
<i>Navigators</i> gallery/Early explorers	63	51	45
Transport	43	46	71
Museum highlights	60	31	34
HMB <i>Endeavour</i> replica	122	129	159
Other tours (including temporary exhibitions)	43	18	37
Total schools on tours	357	289	246

* ANMM teacher-guides conduct education programs based on our permanent and temporary exhibitions. Schools can also book self-guided tours to explore the museum galleries and destroyer *Vampire*

1. *Endeavour* only at ANMM as no teacher-guides on circumnavigation

Schools booked for workshops	2008–09	2009–10	2010–11
Archaeology – junior (including Primary Shipwrecks)	13	9	6
Archaeology – senior	7	4	4
Science and the sea	6	8	6
Life aboard a tall ship (<i>James Craig</i>)	3	10	13
Pirate school (<i>James Craig</i>)	19	22	28
Pirate school (without <i>James Craig</i>)	7	6	11
Shipwrecks, conservation and corrosion (HSC)	94	92	91
Technology of gold	20	11	7
What is history?	8	9	7
Pyrmont walk	48	57	54
Other workshops (including temporary exhibitions)	11	30	14
Total schools in workshops	236	258	241

Schools booked on vessels	2008–09	2009–10	2010–11
Schools on cruises	29	32	31
Schools on submarine <i>Onslow</i> (including workshops)	177	200	178
Barque <i>James Craig</i> (including Life aboard a tall ship, Sleuths, and Pirate school)	39	43	55
Schools on HMB <i>Endeavour</i> replica	157	129	59
Schools on <i>Endeavour</i> circumnavigation	n/a	n/a	79
Total schools booked on vessels (except <i>Vampire</i>)	402	404	402

Other program visitor numbers

	2008–09	2009–10	2010–11
Teacher previews of exhibitions and Darling Harbour Education Network	255	103	210
Marine Careers Day – senior students	263	123	103
Public programs – WEA program	282	354	444
Public programs – other adult programs	175	70	155
Family programs – character tours	n/a	n/a	2,400
Family programs – theatre	93	346	2,518
Youth/Family workshops	n/a	n/a	190
Other	79	35	n/a
Total	1,287	1,340	5,995

Vaughan Evans Library

	2008–09	2009–10	2010–11
Monographs/AV titles accessioned	519	634	573
Internal loans processed	192	327	393
Inter-library loans processed	126	220	240
Researchers in person	519	715	584
External research requests	2,458	2,293	1,918
Total research requests	2,977	3,008	2,502
Items catalogued	606	720	695
Revenue	\$3,495	\$2,854	\$3,236

Public programs and education

Programs, activities and events for visitors add depth to a museum visit, and were developed in conjunction with all the year's exhibitions, in association with visiting vessels, or as stand-alone events. Appendix 2 provides a complete catalogue of the number and diversity of all our visitor programs.

The biennial Classic & Wooden Boat Festival returned in October 2010 with the theme 'Old is New – recycle, restore, reuse'. The festival featured a quartet of tall ships – *Soren Larsen*, *Southern Swan*, *James Craig* and HMB *Endeavour* – as well as *Gaiasdream*, the large red two-hulled yacht inspired by the flying proas of Micronesia.

The circumnavigation of HMB *Endeavour* is a major project for the public programs and education staff who coordinated school visits in ports around the country. Online education resources focus on areas of study relating to life aboard a ship, navigation of the sea, shipwrecked and recording events. A partnership with

the Centre for Learning Innovation to create a virtual tour of the HMB *Endeavour* replica is an invaluable addition to these resources.

On Remembrance Day 2010, Amaroo High School students from Canberra joined in the ceremony and spoke to Horrie Young, the last survivor of the World War II *Krait* commando operation in Singapore Harbour.

A number of visiting vessels appeared at the museum including the *Armenia*. More than 2,000 people from the Sydney Armenian community including their archdeacon and local politicians welcomed the vessel and crew. The *Plastiki* – a catamaran built from reused plastic water bottles – berthed at the museum after crossing the Pacific Ocean to raise awareness on the perils of plastic waste. An open day organised to coincide with the visit brought more than 800 people to the museum.

The education team developed programs, online resources and activity trails for the major temporary and travelling exhibitions. For the visiting *Duyfken* replica



they created tours and a link to the Navigators exhibition as a special school program. Special events included exhibition teacher previews for *Scott's last expedition*, and the 13th annual Maritime Careers Forum. The Education Collection is now entered the museum's TMS collection management database, which has allowed for the creation of new touch-trolley programs. In Term 3 a record 9,500 school visitors came to the museum for our education programs.

Vaughan Evans Library

The museum's public research facility launched a new portal-style catalogue interface that incorporates Google book-covers and online content, feeds from ANMM social media, and gives catalogue users access to popular collections and important information – the latest books, auction catalogues and electronic resources by topic. We also introduced deep linking between the National Library of Australia's Trove service and the Vaughan Evans Library catalogue.

Major print acquisitions include a complete run of the periodical *Naval Science* (1872–1875), an important work on Chinese armorial porcelain and *Shipboard life and organisation* by Brian Lavery. We also made important additions to the library's electronic resources, with two Australian Informit databases: the *Illustrated London News* archive online and *Ancestry* library edition. The impact of Trove and its ready adoption by Australians has seen a lessening of some types of enquiry but also an increase in the number of requests for diaries and oral history material from the library collection. Although public enquiries were slightly down on the previous year, the majority are now



detailed research enquiries. Enquirers were appreciative of staff taking time to research on their behalf and to answer complex questions, and donations for research increased.

The Store

The Store continues to grow as a business and employs a team of experienced staff. It offers unique merchandise that is sourced from around the world. This year the retail and merchandise section surpassed its targeted profit surplus, despite a downturn in sales due to the economic climate. It sourced and developed a range of merchandise for our major exhibitions as well as *Duyfken* replica products. The wholesale arm of The Store supplied merchandise to accompany the museums' travelling exhibitions. Staff selected and designed the range of merchandise for the HMB *Endeavour* replica circumnavigation, which has delivered strong sales.

Sydney By Sail

Sydney By Sail is a successful commercial enterprise operated from the museum waterfront by former Olympian Matt Hayes. His yacht charter company is highly regarded in the tourism industry and offers short sails on the harbour and overnight cruises as well as sailing courses and corporate sailing. It benefits the museum not just by its commercial return, but by giving our visitors the opportunity to extend their museum experience onto the water, so that the museum becomes their gateway to the experience of sail and Sydney Harbour.

above left: *Krait* veteran Horrie Young with students of Amaroo school on Remembrance Day.

above right: Environmental campaign featured recycled yacht *Plastiki*.

Key result area 2

Collections



We aim to foster the care and research of Australia's maritime heritage and material culture, particularly through the management of our collections

Strategic directions

- Our collections are central to our scholarship and programs. Their accessibility is critical to our own goals and to the interests of our users and other stakeholders
- Preservation of our unique historic fleet is also a priority. Since resources preclude expanding the in-water collection, we will increase accessibility to all vessels, particularly HM Bark *Endeavour* replica
- We will continue to fulfil our charter obligation to acquire items for the National Maritime Collection (NMC) and to care for other historical material in our custody
- We will continue to be involved in a variety of scholarly maritime heritage activities

Key performance indicators

KPI	Strategic Plan target	2010–2011 result
2.1	Complete three new vessel management plans (for <i>Akarana</i> , <i>Carpentaria</i> and <i>John Louis</i>)	<i>Endeavour</i> VMP completed and nominated VMPs are nearly complete
2.2	Revised Design, Library, Valuation, and Deaccession and Disposal policies prepared and ratified	Revised De-accession and Disposal Policy, Loans Policy, Collection Development Policy, Hazardous Substances and Dangerous Goods Policy completed. Design, Library, and Valuation policies deferred and progressing
2.3	2500 NMC items digitised	2500 items digitised, 5,007 object records added
2.4	2.5% increase in number of NMC items on display	1,800 objects including archive items



Curatorial sections

The work of the curatorial sections in developing exhibitions, researching and acquiring additions to the National Maritime Collection, providing professional services and advice, and partnering with a diverse range of organisations, is reflected in many sections of this annual report particularly in Section 1: The Year in Review, which includes a catalogue of the year's exhibitions. They obtained funding from the Australian Government's National Collecting Institutions Touring and Outreach (NCITO) Program to tour *On their own – Britain's child migrants* to regional venues in South Australia, Victoria and Western Australia. The list of selected acquisitions to the NMC that appears in Appendix 3, and the list of donors to the collection in Appendix 4, reveal the diversity of the subjects covered by our holdings. Publications, lectures, and media appearances by members of the curatorial sections are listed in Appendixes 6, 7 and 8.

The curatorial section working with colleagues in the registration section contributed 51 entries to the Museum Metadata Exchange (MME), a digital initiative that will map new pathways for discovery and collaboration between museums and academic researchers. It is a joint project of the Council of Australasian Museum Directors (CAMD) and Museums Australia which has been set up with support from the Australian National Data Service (ANDS). The MME is an aggregator service for the contributing museums and organisations. It provides data in a standard format (RIF-CS) and transports this data to the Australian Research Data Commons (ARDC).

A significant curatorial milestone was the appointment and convening of a national steering committee to manage the first national conference on Indigenous watercraft, to be held at ANMM in 2012. It aims to address the paucity of typological studies and the lack of any national survey in this important area representing over 40,000 years of maritime history.

Collection material disposed of this year comprised skeletal remains from the *Batavia* shipwreck returned to the Western Australian Maritime Museum; eight unstable marine distress flares from the trans-Tasman kayak *Lot 41* destroyed; and a generator set from Swan Island, containing asbestos, destroyed.

USA Gallery

The USA Gallery is the legacy of a generous endowment by the USA to Australia in the Bicentennial year 1988. Its purpose is to highlight the longstanding maritime relations between the two countries on either side of the Pacific Rim. Key to the establishment of the Bicentennial Gift was then US Ambassador Bill Lane AO, who died this year. The Director's Overview reports (on page 15–16) the move to honour his enthusiasm and long-term friendship with the museum by announcing the Ambassador Bill Lane USA Gallery Fellowship.

In November–December 2010 an independent external review of the USA Gallery was undertaken by American museum consultant and former Mystic Seaport exhibitions manager, Stuart Parnes. The observations and recommendations of this review will guide the upcoming redevelopment and refurbishment of the USA Gallery.

opposite: Indigenous watercraft from the National Maritime Collection: Borroloola dugout; Yanyuwa bark canoe.

above left: Recently acquired *Sydney Transport Montage*, 1948, by Reginal Fitzelle (1891–1964).

above right: ANMM's Anthony Longhurst splices *Endeavour's* new main shroud.

Design

The design section shaped exhibitions, public programs and their promotional material into informative and engaging experiences for the public. Design now looks after lighting for the museum exhibition travelling and core galleries. Most of these are reflected in Section 1, 'Temporary, travelling and floating exhibitions'. Staff also produced working drawings ready for the tender process for the Wharf 7 foyer refurbishment, and structural changes to the top of the Gallery One ramp to improve access. Every new project offers the opportunity to look for new and innovative ways of presenting the subject matter and to embrace new technologies, materials or production techniques. Contributions to environment protection are noted in Section 1 Statutory information requirements on page 35.

Maritime archaeology

The museum continued its successful partnership with the Silentworld Foundation (part of Silentworld Ltd, an Australian-based shipping company) to undertake maritime archaeological and marine biological surveys. Archaeological staff completed the final report on the 2009 ANMM Silentworld Wreck Reefs Project and analysed Wreck Reefs artefacts. The first reconnaissance expedition of a new ANMM/Silentworld project was completed 30 September–10 October 2010. This was at Frederick Reef in preparation for searching for the *Royal Charlotte*, lost in 1825. The second stage of the expedition is expected in late 2012.

The museum's archaeological team took part in filming for the UK series *Tony Robinson Explores Australia*, a segment on the *Dunbar* wreck. The team undertook dives on wrecks in Sydney Harbour, often in collaboration with the NSW Heritage Office, Department

of Planning. Closer to home the team also carried out underwater inspections of the museum's floating pontoons as well as the hull conditions of the vessels, including assessing the *Endeavour* replica hull prior to its circumnavigation.

Preliminary work took place in this period on a proposed Centre for Maritime Research, to provide strategic direction for archaeological projects, collaborative programs with universities both here and abroad, conferences, training, publications, workshops, exhibitions and other forms of interpretative media.

Australian Register of Historic Vessels (ARHV)

The Australian Register of Historic Vessels is an online database (www.anmm.gov.au/arhv) coordinated and operated by the museum that is building a national picture of historic vessels and their designers, builders and owners. This collaborative project is steered by a council representing a variety of museums, associations and experts. This year the number of heritage entries documented on the register increased by 64 vessels to a total of 380. Six audio-visual items were added to the ARHV website, and 13 reference pages. Three award ceremonies have been held, in NSW, Tasmania and South Australia, to hand out ARHV certificates and burgees to participants.

The ARHV curator has coordinated four vessel management plans for the museum's own historic fleet, and has provided major input into the Indigenous watercraft conference scheduled for 2012. A number of these craft held in collections around Australia have been incorporated into the ARHV. Importantly, the work of the ARHV is becoming acknowledged in the international heritage vessel community. The ARHV curator has been invited to become a member of the International Congress of Maritime Museums' Historic and Traditional Ships Panel.

Curatorial section

Number of enquiries assisted

Section	Public/private			Organisations		
	2008–09	2009–10	2010–11	2008–09	2009–10	2010–11
Maritime technology	527	563	547	139	123	118
Maritime communities	628	712	576	201	223	2,260
USA Gallery	151	142	178	180	168	145
Indigenous	7	5	0	3	2	0
Total	1,313	1,422	1,301	523	516	2,523

Project profile

Temporary exhibitions (% staff time)

Section	2008–09	2009–10	2010–11
Maritime technology	55	40	55
Maritime communities	60	70	35
USA Gallery	40	30	20

Core exhibitions (% staff time)

Section			
Maritime technology	10	20	15
Maritime communities	25	10	30
USA Gallery	40	50	60

Public programs, media relations, outreach (% staff time)

Section			
Maritime technology	15	15	10
Maritime communities	15	20	35
USA Gallery	10	10	10

Maritime archaeology (% staff time)

Section			
Maritime technology	20	25	20
Maritime communities	0	0	0
USA Gallery	10	10	10

Acquisitions (purchases) to National Maritime Collection

Section			
Maritime technology	15	13	35
Maritime communities	21	13	11
USA Gallery	5	27	8
Indigenous	4	5	5
Total	45	58	59

Donations to National Maritime Collection

Section			
Maritime technology	16	33	23
Maritime communities	33	86	67
USA Gallery	2	14	1
Indigenous	0	1	0
Total	51	134	91

Acquisition funding – by revenue

Section	2008–09	2009–10	2010–11
Maritime technology	\$54,034	\$633,642	² \$119,187
Maritime communities	¹ \$911,090	\$50,151	³ \$15,045
USA Gallery	0	0	0
Indigenous	\$6,030	\$1,782	\$10,416
Total	\$971,154	\$685,575	\$144,648

1 \$870,327 from Director's Fund

2 \$47,966 from Director's Fund

3 \$7,200 from Director's Fund

Acquisition funding – by trust fund

Section	2008–09	2009–10	2010–11
Maritime technology	0	0	0
Maritime communities	0	0	0
USA Gallery	\$2,303	\$31,038	\$98,752
Indigenous	0	0	0
Total	\$2,303	\$31,038	\$98,752

Registration

	2008–09	2009–10	2010–11
Objects registered (National Maritime Collection)	1,194	1,644	2,260
Collections registered	179	218	206
Collections remaining unregistered	93	50	57
Objects on display in core exhibitions (NMC, loans)	2,570	2,036	2,047
Objects on temporary display	618	734	531
Objects borrowed	494	454	180
Objects loaned (including ANMM travelling exhibitions)	164	160	18
Institutions borrowing from NMC	8	15	11
Core exhibition objects changed over (NMC, loans)	321	395	30
Collections donated	50	134	91
Registration photographs	2,000	6,837	8,599
Other photographic services	5,000	2,521	3,365
Objects registered			
Documents	¹ 26 series	144	² 43 series
Clothing and accessories	434	160	139
Photographs	66	64	151
Tools and equipment	99	559	653
Models and model parts	0	0	29
Vessels, vessel parts and accessories	5	15	12
Other	590	702	1,233

1: 3,770 archive items 2: 2,968 archive items

Registration

- Finalised harvesting tool to contribute records to Picture Australia and Trove.
- Restored 44,732 donor, vendor or provenance names to archive item records in collection database using SQL scripting. These names were missing from archive item records due to the way in which data was kept in the previous database.
- Cleaned 7,000 ship name terms attached to 14,000 object records to reduce spelling and typographical errors and duplication, making these terms much more useful for searching in the database.
- Object names are being refined and standardised to improve searching capacity in TMS, the collection management database. We have reduced the variety of object names by 200 to improve consistency in data.
- Extracted object dimension data from the description fields of 1,146 archive item records and entered this into the correct dimension fields in each record. This process can be replicated to clean other similar records.
- Continue to reduce the backlog of unregistered collections. It now stands at less than 0.8% of total acquisitions.
- With conservation section, worked on returning ANCODS artefacts – Dutch shipwreck material – to Western Australia and commenced registration, photography and rehousing of this large collection.

Conservation

- Undertook desalination of Wreck Reef and *Mermaid* objects, and research into and analysis of the *Sirius* anchor.
- Worked with 750 textile objects as part of the textile storage project to improve quality of storage and to identify items requiring further treatment.
- Completed *Lot 41* kayak condition report as well as cleaned and stabilised associated components.
- Completed management plan for Cape Bowling Green lighthouse.
- Completed condition report and developed treatment proposal for speedboat *Chromeplate*, planned for future display in *Watermarks* gallery.
- Completed complex treatment and mounted for storage and display five newly acquired John Allcot watercolours.
- Completed rehousing of a series of oversized boat plans (*Miss Nylex*).
- Completed photographing and rehousing over 100 recently acquired printed silk regatta programs.

Conservation

	2008–09	2009–10	2010–11
Conservation hours (preparation, examination, treatments)	6,433	6,339	³ 7,100
Preventative conservation hours	350	350	350
Collection objects examined, treated	705	873	⁴ 1,089
Loan objects examined, treated	¹ 724	² 376	⁵ 407
Maritime archaeology project hours	0	0	0
Public enquiries serviced	13	9	6
Special projects (textiles – CDAB-funded)	0	630	⁶ 750
High school student workshop hours (maritime archaeology, shipwrecks and salvage)	12	10	5

1 includes 619 objects as part of incoming exhibitions

2 includes 200 objects as part of incoming exhibitions

3 includes additional hours funded by Collection Development and Acquisition Budget (CDAB)

4 includes preparation of large quantity of ANCODS material for return to WA

5 not included in 'Collection objects examined, treated'

6 includes 200 objects as part of incoming exhibitions



Fleet

Far from being static displays, the museum's historic vessels continue to be an active part of the life of Sydney Harbour. Ex-RAN patrol boat HMAS *Advance* was used for a sponsors' cruise to farewell the HMB *Endeavour* replica on its circumnavigation, and as the starting-boat for the annual RANSA regatta. Our famous WWII commando raider *Krait* is the focus of the annual Armistice Day service held every year at the museum on 11 November, attended by veterans of Z Special Unit and commando associations.

Our shipkeepers and fleet staff, together with volunteers and members of the HMAS *Vampire* Association, work throughout the year to preserve these vessels and have them open for the public. This year was marked by very large-scale work, notably the refit of HMB *Endeavour* replica for her Australian circumnavigation, including replacement of the standing

rigging noted in the Director's Overview. Staff completed another periodical major slipping of Daring class destroyer HMAS *Vampire* at Garden Island dockyard. The exhaust stack of HMAS *Advance* was removed for work. We took delivery of a new fleet workboat to assist with the section's tasks.

The new fleet marina was completed in August 2010 and commissioned in time for the Classic & Wooden Boat Festival on the weekend of 16–17 October, for which the fleet section provides major services setting up the marinas, supervising the arrival, mooring and departure of the exhibitors' vessels. Later in the period, staff assisted in the setup of the visiting *Duyfken* replica as a museum attraction.

Fleet projects profile (% staff time)

	2008–09	2009–10	2010–11
Maintenance/conservation	65	70	75
General tasks/shipkeeping	27	27	15
Routine vessel operations	4	4	5
Special events (vessels)	4	4	5
Public enquiries serviced	65	60	64

above left: The museum's blog site provides commentary on many museum activities, from conservation to shipkeeping.

above right: The museum's Fleet staff during slipping of the Daring class destroyer *Vampire* at Sydney's Garden Island dockyard, July 2010.

opposite: Macquarie Light by an unknown artist, displayed in an exhibition marking the 200th anniversary of Governor Lachlan Macquarie's arrival in the colony.



key result area 3

Partnerships

We aim to
build partnerships
to assist us to maintain
our reputation as
a pre-eminent and
innovative cultural
institution

Strategic directions

- We will capitalise on our unique programs, assets and expertise to establish partnerships that will enable us to achieve more and reach new and diverse audiences
- We will enter more collaborative ventures with research, educational and cultural institutions at international, national, state and local levels
- We will expand our relationships with the tourism industry and the broader commercial sector



Key performance indicators for Key result area 3 – Partnerships

KPI	Strategic Plan target	Indicators 2010–2011
3.1	5% increase in the number of partnerships	Achieved
3.2	5% increase in academic and practice forum participation	Achieved
3.3	10% increase in the value of sponsorships and commercial engagements	Achieved



Customer feedback

Visitor comments book	2008–09	2009–10	2010–11
Number of entries	1,095	896	1,077
Complimentary or positive	90%	93%	91%
Criticism/suggested improvements	10%	7%	9%

Members

The disruption and noise from the construction of the new program and visitor spaces made it difficult to recruit new Members; however, the museum has maintained a reasonable base of 6,942 Members. Comprehensive surveys of existing and lapsed Members has provided invaluable information for a new recruitment and retention strategy that will be implemented in 2011–12.

Program highlights included three major symposiums that were sell-outs: *The History of P&O Cruise ships*

with cruise ship historian Robert Henderson; Matthew Flinders 200th anniversary symposium with Prof Robert Clancy, Paul Brunton and Miriam Estensen; and Sydney Sea Pilots. The 9th Phil Renouf Memorial Lecture in association with Sydney Heritage Fleet featured solo yachtswoman Jessica Watson as guest speaker. Other noted speakers included authors and media personalities Peter Fitzsimmons and Mike Carlton. John Perryman CSM, senior Naval Historian with the Sea Power Centre, delivered the first of an ongoing program of lectures to mark centenaries of the Royal Australian Navy.

Members profile

	2008–09	2009–10	2010–11
Memberships at 30 June	3,088	3,003	2,726
Members at 30 June	8,086	7,977	6,942
Percentage renewing	70%	73%	71%
Corporate memberships	19	15	16
Gross revenue including donations	\$349,600	\$308,132	\$289,947
Donations	\$14,726	\$8,821	\$7,932
Members events and functions held	59	63	62
Members attending functions	3,312	2,877	3,638
Members and guests visiting museum	16,728	15,172	15,172

opposite: Taronga Conservation Society partnered with the Endeavour replica voyage.

above left: Members visited floating villages on Cambodia's lakes and rivers.

above right: On the Hawkesbury River postal route with museum Members.

Welcome Wall performance

	2008–09	2009–10	2010–11
Number of new panels unveiled	5	6	4
Number of names registered	n/a	1,692	1,227
Number of names unveiled	n/a	2,311	1,505
Guests at unveiling ceremonies	2,500	3,500	3,600

Ever popular on-water activities included cruises to farewell HMB *Endeavour*, greet *Queen Elizabeth* and *Queen Mary 2*, join the Hawkesbury Riverboat Postman ferry and get aboard visiting tall ships, historic steamers and a maxi yacht racer. 'The floating world of Cambodia', a 16-day Asian cultural tour with a unique maritime theme, led by the museum's Jeffrey Mellefont, was a sell-out with five of 15 guests being repeat customers from the museum's earlier tours of maritime Indonesia and southern India. These tours deepen our Members' understanding of the maritime and cultural heritage of our region.

A list of all 2010–11 Members programs can be found in Appendix 02.

The Welcome Wall

The Welcome Wall is the museum's tribute to the over six million people who have crossed the world to make Australia their home. The bronze panels, stretching over 100 metres along our northern harbour front, have now been engraved with more than 24,500 migrants' names. Their personal stories, recorded on an online database, contribute to Australia's culture and identity and are a resource for the growing number of Australians searching for their genealogical roots. The Welcome Wall provides a focal point for relatives to reunite and connects families to the museum over generations.

Two ceremonies, in September 2010 and May 2011, unveiled 1,505 names in front of 3,600 guests. Guest speakers, respected journalist George Negus and celebrity chef and Vietnamese migrant Luke Nguyen, along with registrant speakers, shared insights on what it means to be Australian.

This year, the museum re-energised its partnership with media sponsor SBS to secure in-kind television advertising for a summer marketing campaign. Key projects included the Welcome Wall refurbishment project, with the conservation review and tender process completed. We also established a new online social community and redeveloped the database for Welcome Wall registrant families.

Media

The museum had a bumper year of media coverage with 1,143 recorded stories, up from 841 in 2009–10. This increase was led by the announcement of the *Endeavour* replica's voyage around Australia in July 2010, the launch of the voyage in April 2011, and the subsequent port visits. More than 40% of recorded media stories during this period relate to *Endeavour*.

The partnership with the Department of Education, Employment and Workplace Relations to place Indigenous participants on various legs of the *Endeavour* circumnavigation has also generated significant media coverage in Indigenous media, a medium that traditionally has been hard to secure. Favourable coverage of the museum's replica of Cook's ship included a one-page feature in the *National Indigenous Times*, and coverage on National Indigenous Television and SBS Television's *Living Black* program.

The museum's exhibition program has also generated national and international media coverage. *On their own – Britain's child migrants* was covered across Australia and in the UK. *Scott's last expedition* drew significant international attention, with its New Zealand contributor having to deal with the Christchurch earthquake. Media stories were secured on NZTV News, in the UK *Independent* and the Scottish *Sunday Mail*.

National and international media also peaked in July with more than 90 media stories when *Plastiki*, a boat made of recycled plastic bottles, berthed at the museum to raise awareness of the perils of plastic waste. The museum featured heavily in the six-part series *Tony Robinson Explores Australia* where the UK personality filmed four segments at the museum, airing on Foxtel's History Channel and on the BBC in the UK and in Canada. Other high points include stories or segments on Channel 9's *Getaway* travel program, Channel 7's national breakfast program *Sunrise*, Channel 9's *Today* show weather crosses.

Appendix 8 lists the media appearances made by staff in the year under review.

Venue hire performance

	2008–09	2009–10	2010–11
Number of functions	182	167	155
Number of guests	27,037	21,342	19,777
Turnover	\$743,912	\$568,912	\$617,562

Marketing

The museum met many significant challenges head-on this year with both revenue and overall visitation coming in over budget. Thanks to the concerted efforts of museum staff, and a focus on ensuring the best possible visitor experience, the impacts of major construction and demolition work reported in the director's overview were largely overcome. Other challenges included extreme weather in January and February causing vessels to be closed for part of the peak summer period, and the HMB *Endeavour* replica being out of port from December 2010 in preparation for the circumnavigation.

National and international awareness levels of the museum and its vessels increased this year, largely due to the *Endeavour* replica's activities. The museum successfully bid to have the vessel used for *The Oprah Winfrey Show*'s only on-water event in Sydney this year, hosting approximately 70 of Oprah's 'Ultimate Viewers'. HMB *Endeavour*'s circumnavigation of Australia is showcasing the magnificent replica vessel to thousands of Australians living in capital cities and regional areas.

In April, the museum oversaw a seamless transition to a new front-of-house contract and contractors. Following front-of-house staff undertaking sales training for the first time, the conversion rate of visitors to the museum taking up vessel tickets grew from 28% to 42%, significantly increasing the spend per visitor.

Venue hire and catering

These business units also operated under challenging circumstances with three key venues not in operation: North Wharf end-of-year marquee, Yots Café and Wharf 7 conference room. Despite this we significantly exceeded the previous year's revenue. Through proactive liaison with clients and builders, and a 'business as usual' attitude, no function was cancelled and customer satisfaction was maintained at a high level. Stage 2 will also make the Terrace Room unavailable from July to October 2011, affecting a number of events booked in the period under report. Again, clients were accommodated, by relocating

existing bookings to the new Yots. In March 2011, the museum's contract with Bayleaf Caterers ended and following a tender process in April 2011, a new awarded caterer, Laissez-faire Catering, commenced.

An online venues booking request system for internal meetings was implemented to streamline staff bookings of venue facilities, with staff training in its use provided. Our venues were also named as Venue of the Month on the SUVA (Sydney's Unique Venues Association) website in March, April, and May.

Sponsorship

Strong growth in sponsorship revenue was achieved notwithstanding global financial uncertainty and short lead times for major initiatives. We forged 14 new significant cash and in-kind sponsorships (contributions of \$10,000+), taking the number of significant sponsors to 24. We more than tripled the cash sponsorship revenue compared with the previous year, and doubled the total value of sponsorship received and committed compared with the previous year. The \$2.2million in received and committed sponsorship revenue was an increase of 110%.

The ambitious voyage of the HMB *Endeavour* replica around Australia offered significant opportunities to engage with new sponsors nationally. Thirteen voyage partners were brought on board, including major corporations Toshiba Australia as technology supplier, and Caltex Australia generously covering a share of fuel costs. The History Channel created television promotions for the voyage, port visits and sale of berths, in addition to financial support. The Australian Maritime Safety Authority contributed to the development of the online education program. Voyage partner Carnival Cruises supported the circumnavigation and assisted in spreading *Endeavour*'s news through their passenger database. Defence Maritime Services facilitated safe access into ports around the country. An important new cross-promotion and education partnership was formed with the Taronga Conservation Society, and *The West Australian* worked with us to drive business and public awareness in the west.

Sponsorship performance

	2008–09	2009–10	2010–11
Number of new and renewed sponsorships	7	5	¹ 24
Cash sponsorships	\$52,560	\$52,560	² \$184,800
In-kind sponsorships	\$329,049	\$598,452	\$802,400
Received in financial year (cash and in-kind)	\$381,609	\$650,912	\$987,200
Cash commitments	\$92,160	\$94,600	\$192,700
In-kind commitments	\$109,700	\$305,000	\$1,030,000
Committed in financial year (cash and in-kind)	\$201,860	\$399,600	\$1,222,700
Total value received and committed (cash and in-kind)	\$583,469	\$1,050,512	\$2,209,900

1 Does not include various additional ports and other regional contributors to HMB *Endeavour* replica's circumnavigation

2 Includes GST

Web visitation

	2008–09	2009–10	2010–11
Number of unique visitors	698,868	345,480	² 420,399
Number of page views	¹ –	1,401,421 ¹	³ 1,514,877
Number of visits to blogs	26,000	36,018	64,639
Number of Flickr visits	<5,800	381,498	⁴ 217,931
Number of Flickr: The Commons views	1,430	60,292	158,093
Number of YouTube views	<4,000	12,723	19,194
Number of Vimeo views	–	–	2,490
Number of Facebook post views	–	–	⁵ 639,191
Number of Facebook post feedback	–	–	⁶ 3,583
Number of Twitter followers	–	–	⁷ 2,299
Number of Tweets (since Nov 2010)	–	–	⁸ 7,366
ANMM Endeavour voyages	–	–	12,342

1 Pre-2009–10 figures generated using a different statistics package

2 includes 25,938 visits for *Endeavour* circumnavigation (separate reporting from 15/03/11)

3 from Google Analytics

4 = 141,832 (Flickr) + 76,099 (*Endeavour*)

5 = 442,504 (museum Facebook) + 196,687 (*Endeavour* Facebook)

6 = 2,132 (museum Facebook) + 1,451 (*Endeavour* Facebook)

7 = 1,587 (museum followers) + 712 (*Endeavour* followers)

8 = 5,087 (museum Tweets) + 2,279 (*Endeavour* Tweets)

At the museum, long-term friends of the museum Blackmores, Lloyd's Register and Tenix continued to provide support for our exhibitions and galleries. Nine Entertainment signed a three-year agreement to provide commercial air time and TVC production assistance for marketing the museum and its programs. Austereo also recommitted its generous support by producing multiple radio advertisements and prime time broadcasting spots for our exhibitions and programs. APN Outdoor supported our summer exhibition *Planet Shark – Predator or Prey* via highly visible transport advertising.

Online and Audience engagement

A new unit was created within the Audience branch to develop new online programs and more engaging interactive multimedia and other experiences in museum exhibitions and programs. The unit researches and evaluates opportunities for existing and emerging technologies and advocates for greater audience understanding in creating these experiences. It assists project teams to prepare briefs for individual projects, including audience impact and estimated costs, and manages their evaluation, delivery, installation and commissioning. It also is responsible for management of the museum's copyright protocols and procedures. The unit's first projects included the replacement of the *Spirit of Australia* audio-visual display device to enable visitors to experience larger, clearer moving images and sound.

The online projects have centred on substantial new web presences for the circumnavigation of Australia by the HMB *Endeavour* replica and greatly increased the number of social media projects. This online networking is an important tool for achieving our outreach objectives and allows for a two-way conversation with our audiences, encouraging them to contribute to the development and distribution of online information.

The HMB *Endeavour* circumnavigation project uses social media, GPS tracking and blogging to engage with our audiences. Through them, people across the globe have connected with the project, the ship and its crew as well as the museum, on a daily basis. We have used these technologies to develop a community that has become an integral part of the circumnavigation. Schools across Australia have also engaged with the voyage using these technologies.

Volunteers

Our volunteers are invaluable partners who contributed across a broad range of museum activities, from guided tours of galleries and vessels, to ship maintenance, conservation and restoration, and those recurring mail-outs and office duties. An internal audit review of volunteer resources management was conducted by Todd Dewey from Oakton Assurance and Risk Management Consulting.

Volunteers assisted with the two Welcome Wall unveiling ceremonies, the 2010 Classic & Wooden Boat Festival, Australia Day 2011 tours of HMB *Endeavour*, HMAS *Vampire* and Cape Bowling Green lighthouse, and the Navy Family & Community Day on 12 June. They commenced public tours of visiting Dutch vessel the *Duyfken* replica in March 2011.

Her Excellency The Governor-General launched the International Year of Volunteering + 10 at Kirribilli House, North Sydney, on 14 February 2011. Seven ANMM volunteers were invited and attended this event. Volunteers celebrated National Volunteer Week 9–15 May 2011. The 19th annual volunteers party and award presentation were held on 23 November 2010 at the Sydney Convention and Exhibition Centre's Bayside Gallery.

Volunteers service summary

	2008–09	2009–10	2010–11
Number of Sydney volunteers at 30 June	525	516	500
Number of regional volunteers at 30 June	361	352	645
Total volunteers at 30 June	886	868	1,145
Volunteer hours for year (Sydney)	68,191	68,306	69,564
Volunteer hours for year (regional)	3,767	8	4,397
Total volunteer hours	71,958	68,314	73,961
General museum tours rostered	2,436	2,151	1,427
Visitors taking general museum tour	8,278	6,694	5,091
Destroyer <i>Vampire</i> tours rostered	3,222	2,955	2,773
Visitors taking <i>Vampire</i> tour	19,762	19,120	16,968
Wharf 7 tours rostered	11	52	12
Visitors taking Wharf 7 tour	27	97	8
Lighthouse tours rostered	649	770	567
Visitors taking lighthouse tour	20,244	26,685	17,273
<i>Blackmores First Lady</i> tours rostered	1,071	1,094	930
Visitors taking <i>Blackmores First Lady</i> tour	4,425	5,634	5,014

Volunteers service profile (% service time)

	2008–09	2009–10	2010–11
Guides ¹	73.4	73.6	74.4
Fleet ²	10.8	10.1	10.3
Members	4.7	4.8	4.7
Others ³	3.9	3.6	3.0
Public programs	2.1	2.3	2.2
Volunteer office	1.2	0.8	1.0
Conservation	1.1	1.2	1.2
Registration	1.7	2.0	1.9
Marketing/External relations	0.9	0.9	0.9
Curatorial	0.2	0.7	0.4

1 includes regional volunteers statistics

2 includes HMB *Endeavour* replica

3 includes library, records, design, secretariat and miscellaneous task hours

opposite: Fleet volunteer Bob
Bright at the 2010 Classic
& Wooden Boat Festival,
demonstrating an antique
marine engine.



Key result area 4

Resources

We aim to ensure that all of our resources are the best they can be

Strategic directions

- We will tread lightly on the earth in providing and managing assets and systems to facilitate our work, to provide appropriate conditions for the storage, care, maintenance and exhibition of the National Maritime Collection, and to meet the future needs and expectations of our audiences
- We will continue our program of site improvement capital works and also pursue government support and additional funding for a new exhibition building. Development will be sustainable and compliant. We will also seek to reduce our existing impact on the environment by consuming less energy and water and by reducing, recycling or reusing our waste
- We will foster a vibrant working environment that encourages professionalism, and involve our people in processes to identify, develop and implement continuous system improvements
- We will continue to develop our people to ensure they have the knowledge and skills required to perform our statutory functions and to implement and achieve the objectives of this strategic plan
- We will improve our Information and Communications Technology (ICT) systems to ensure that the public can readily access the museum and its services online, and provide our people with the technologies they need to do their work efficiently





Key performance indicators

KPI	Strategic Plan target	Indicators 2010–2011
4.1	Site improvement projects completed on time and on budget	Achieved
4.2	New consumption reduction initiatives for energy and water	Achieved. Consumption reduction initiatives developed for new site and ICT infrastructure
4.3	Expenditure on training to be not less than 2% of the salaries budget (\$195,000)	Not achieved. Workload demands reduced staff availability for training
4.4	Implement a new integrated and strategically aligned ICT infrastructure	Implementation will not be complete until the end of calendar year

Capital works

Stage 1 of the Eastern Works project was completed, including construction of the new Ben Lexcen Terrace, Yots restaurant and the Waterside Studio. New accommodations for fleet maintenance staff and a new volunteers tea room were also completed as well as construction of the museum's new commercial kitchen. At 30 June, Stage 2 of the Eastern Works were on track to be completed by the end of October 2011. These works will provide the museum with an extended terrace at the southern end of the exhibition building and a new kiosk.

Several projects at the Wharf 7 Maritime Heritage Centre, identified in the Site Master Plan to maximize the footprint of the building, were completed. In particular, construction of the Northern Annex, (excluding fit out), to provide additional working spaces for museum staff

and additional storage for objects, and the Lobby Infill project, providing new office spaces for the finance and human resources sections.

Facilities and support services

The museum maintains and presents its built assets at the highest possible standard to ensure that the National Maritime Collection is exhibited and stored under stable environmental conditions, to provide a safe environment for staff to work in and to maximise visitors' appreciation and enjoyment of Australia's maritime heritage. The section formerly known as building services was renamed facilities and support services and moved from its former location in the exhibition building to Wharf 7, with a change in focus to provide expertise in major works and refurbishment.

opposite: *Endeavour's* new main lower shroud fitted with a metal cable stocking that allows a weight to be attached for pre-stretching.

above left: Hoardings for stage 1 of the Eastern Works were erected and decorated as summer 2010 approached.

above right: Yots restaurant can now be extended into the Waterside Studio to maximise its versatility as a function venue.

Capital works, facilities and support services

	2008–09	2009–10	2010–11
Capital works	¹ \$7,608,444	² \$3,195,083	³ \$11,907,022
Maintenance and minor works	\$713,414	\$661,662	\$673,620
Energy costs	\$614,262	\$685,684	\$640,769
Energy (kilowatt hours)	5,580,057	5,251,752	4,788,566

1 From a total capital expenditure of \$8,711,833 including building works, computer software and hardware, audio-visual equipment, vehicles, furniture and fittings, machinery and plant, and \$1,103,389 spent on collection development, acquisition and conservation of heritage assets

2 From a total capital expenditure of \$4,827,826 including building works, computer software and hardware, audio-visual equipment, vehicles, furniture and fittings, machinery and plant, and \$1,632,083 spent on collection development, acquisition and conservation of heritage assets

3 From a total capital expenditure of \$14,407,755 including building works, computer software and hardware, audio-visual equipment, vehicles, furniture and fittings, machinery and plant, and \$2,500,733 spent on collection development, acquisition and conservation of heritage assets

The air conditioning systems, critical to maintaining environmental conditions for the collection, continue to be upgraded, with the replacement of three chillers by a further two high-efficiency machines. The installation of a hot water generator is in progress. This will enhance humidity and temperature control throughout the exhibition building. Air handling units, pipe work and control systems are also being upgraded to improve the functionality of the entire air conditioning system in both the exhibition building and Wharf 7.

Having one new chiller functioning over the last 12 months has reduced the impact on the sea water temperature, with a decreased difference between entering and leaving that is now in line with EPA Guidelines. The impact of noise levels from the main plant room has been reduced significantly by the implementation of new technology, to less than 70 Db. This is significant for this populated area.

A reduction in energy consumption has been brought about by the new chiller system mentioned above. It requires less energy both in start-up and run modes resulting in an 8% reduction in energy consumption – critical, since network charges have increased significantly.

Improvements to waste management have reduced waste generated by 14.95 tonnes, with 46.75 tonnes of waste (70%) being diverted from landfill and recycled. All waste (machine) oil collected is sent for recycling, further improving the sustainability of the museum and its collection. Water consumption was reduced by 46 kilolitres (a 3% reduction) in this period of major concrete construction works that would have contributed to a higher usage.

IT service desk

	2008–09	2009–10	2010–11
Service requests	694	565	1,076
Infrastructure change orders	17	42	¹ n/a
Incidents	491	393	¹ n/a

1 The museum is currently in a transitional phase between service request systems

Records management

	2008–09	2009–10	2010–11
Files moved	10,555	7,326	8,579
Files created	1,588	1,302	1,762
Staff trained on museum record-keeping	27	15	17
Documents created	223	376	173

Security

A new three-year contract was let for the provision of security and front of house services to the museum. The successful tenderer, Business Risk International, commenced delivery of services on site on 18 April 2011 with no significant impact on the museum's operations during the transition phase. Security staff conducted successful evacuation exercises twice within the reporting period.

Information services (ICT, Online services and Records management)

The Server Rooms Upgrade project commenced with an anticipated completion in July 2011.

The ICT Infrastructure Upgrade project was approved by the Minister and commenced in March 2011 with completion scheduled in January 2012.

Phase 1 of the Electronic Document and Records Management System (EDRMS) project was completed by June 2011, with digitisation and data cleansing of existing physical records for migration commencing. Phase 2 should be complete by January 2012. An offsite storage facility was selected to comply with the National Archives of Australia Standard for Physical Storage of Commonwealth Records.

New websites and features were built for museum programs including the *Endeavour* replica circumnavigation and an online message board for *On their own: Britain's child migrants*. A new content management system was chosen and migration of the existing website commenced. Website page visitation increased by 4% to 1,514,877 page views (Google Analytics); blog readership increased by 42% to 51,069. The number of interactions increased by more than 5%.

Communications upgrades included TIPT VoIP phone implementation, while rollout of smartphones has increased worker mobility and mobile communications.

Human resources

At 30 June 2011, the number of APS employees covered by an Enterprise Agreement was SES 0, non-SES 127. The number of staff covered by an AWA was SES 0, non-SES 21.

Salary rates and benefits

The salary rates available for APS employees by classification structure (as at 30 June 2011) are as follows:

Salary rates as at 30 June 2011

Classification	Pay point	
APS Level 1	1.1	\$35,978
	1.2	\$37,188
	1.3	\$38,195
	1.4	\$39,765
	1.5	\$40,560
APS Level 2	2.1	\$40,717
	2.2	\$41,840
	2.3	\$42,940
	2.4	\$44,054
	2.5	\$45,154
APS Level 3	3.1	\$46,056
	3.2	\$46,380
	3.3	\$47,583
	3.4	\$48,793
	3.5	\$50,058
APS Level 4	4.1	\$51,061
	4.2	\$51,691
	4.3	\$53,335
	4.4	\$54,723
	4.5	\$55,124
APS Level 5	5.1	\$57,245
	5.2	\$57,655
	5.3	\$59,462
	5.4	\$61,136
	5.5	\$62,236
APS Level 6	6.1	\$62,270
	6.2	\$62,270
	6.3	\$63,821
	6.4	\$65,569
	6.5	\$68,864
Executive Level 1	6.6	\$71,530
	6.7	\$72,962
	1.1	\$79,828
	1.2	\$86,200
	1.3	\$87,925
Executive Level 2	2.1	\$92,071
	2.2	\$97,132
	2.3	\$104,384

The range of non-salary benefits provided by the agency to employees include:

- Access to confidential professional counselling service through Employee Assistance Program
- Reimbursement of costs for APS staff for vaccinations
- Bulk influenza vaccinations on site for staff
- Eyesight testing for APS staff and reimbursement for cost of spectacles
- Provision of prescription sunglasses to employees who work regularly outdoors
- Access to salary sacrifice, laptop computers, additional superannuation, novated motor vehicle leases for staff
- Study assistance for ongoing APS staff
- Access to relevant training for APS staff, including training for First Aid Officer, Fire Warden, Occupational Health & Safety Representative, Harassment Contact Officer, IT training and specialised training in Word, Excel and PowerPoint
- Access to purchased leave scheme for ongoing APS staff
- Flexible working hours and a range of family friendly initiatives, such as working from home and payment of child care fees if staff are required to travel away from home for museum business

The aggregate performance bonus payment for the agency as a whole in 2010–11 was \$837.06.

Effectiveness in managing human resources

The staff turnover rate was 16.82% in 2010–11 compared to 9.0% the previous year.

Key training and development initiatives

Staff undertook a range of training activities, including work-related training activities, courses, seminars and conferences.

Productivity gains

Productivity gains flowed from improvement in information technologies, upgrade to Aurion version 10 and implementation of the E-recruitment system.

Commonwealth Disability Strategy

The ANMM Disability Action Plan 2008–2011 was implemented in 2008, with staff training and information sessions held in 2009 to raise the profile of disability and accessibility in the ANMM. It seeks to ensure that the museum will, as far as practical, be accessible to all people regardless of any disability.

Assessment of achievement in terms of Australian Government policy

Human resource management policies have been developed and implemented to meet workforce requirements, including Government redeployment policy.

The Enterprise Agreement

The Draft Enterprise Agreement 2011–2014 was submitted to the APSC and Minister for approval. Its main features were:

- to define working conditions and allowances for staff
- pay increase of 4% per annum for three years
- 20 days personal leave
- to define the consultative process and terms of representation
- to ensure the agreement accorded with National Employment Standards

Industrial democracy

The museum's Joint Consultative Committee, consisting of three employee-elected representatives and three management representatives met three times to discuss a range of issues, including meaningful consultation, financial and human resource planning, workplace diversity, occupational health and safety, work organisation and structures, and other employee issues.

Workplace diversity policy

Silver membership of Australian Network on Disability.

Staffing overview

As at 30 June 2011, the number of staff employed under the *Public Service Act 1999* totalled 127 (91 ongoing full-time, 16 ongoing part-time, 14 non-ongoing full-time, 4 non-ongoing part-time and 2 non-ongoing casual).

Staffing

	2008–09	2009–10	2010–11
Staff years (actual)	112.52	116.39	123.61

Staff by gender

	2008–09		2009–10		2010–11	
	male	female	male	female	male	female
Senior management (EL 2)	4	0	3	2	3	3
Middle management	12	10	13	11	10	13
Other	39	55	42	61	41	55
Total	55	65	58	74	54	71

Branch staff

	2008–09	2009–10	2010–11
Executive	9	10	9
Collections and Exhibitions	48	55	49
Commercial and Visitor Services (ceased 23 May 2010)	26	n/a	n/a
Audience (new branch)	n/a	16	18
Commercial Services (new branch)	n/a	10	8
Operations	37	41	43
Total	120	132	127

Salaries

	2008–09	2009–10	2010–11
Executive	\$1,126,664	\$1,066,422	\$1,140,694
Collections and Exhibitions	\$3,186,354	\$3,212,289	\$3,543,593
Commercial and Visitor Services (ceased 23 May 2010)	\$1,655,396	\$1,570,545	n/a
Audience (new branch)	n/a	\$143,989	\$1,402,189
Commercial Services (new branch)	n/a	\$76,924	\$818,151
Operations	\$2,577,533	\$2,819,902	\$3,021,517
Total	\$8,545,947	\$8,890,071	\$9,926,144