

AUSTRALIAN NATIONAL MARITIME MUSEUM ANNUAL REPORT **2013-14**





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ANNUAL REPORT **2013–14**



Australian Government



Australian National Maritime Museum
Annual Report 2013–14
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AUSTRALIAN NATIONAL MARITIME MUSEUM

The Australian National Maritime Museum (ANMM) at Darling Harbour, Sydney, opens 9.30 am–5 pm every day (9.30 am–6 pm in January). Closed 25 December.

ENTRY AT 30 JUNE 2014

Big Ticket: admission to galleries and exhibitions + vessels + Kids on Deck

Adult \$27, child \$16, concession/pensioners \$16

Members/child under 4 free, family \$70

Galleries Ticket: admission to permanent exhibitions

Adult \$7, child/concession \$3.50, family \$17.50

Members/Australian pensioners/child under 4 free

Group bookings 20% discount on ticket prices for groups of 10 or more

Free entry to galleries – on first Thursday of the month excluding public and school holidays

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2013–14 CHAIRMAN'S MESSAGE

It's my pleasure, once again, to present the Australian National Maritime Museum's Annual Report for the period 1 July 2013 to 30 June 2014. This Annual Report addresses the second year of the museum's strategic plan for the period 2012–2015, a key planning document that was developed and tabled in accordance with the *Australian National Maritime Museum Act 1990*.

This was another year of change and progress for the museum, for both its staff and its site. Various factors and events – the important centenary of the beginning of World War 1, the upcoming anniversary of Gallipoli, and the exhibitions, projects and events the museum has programmed in commemoration; major staffing changes; the extensive redevelopment of the Darling Harbour area; and the more long-term plans for the redevelopment of the museum – have all ensured that it has been a busy and challenging year.

This year's Annual Report notes both challenges and achievements, measured against the outcomes and programs of the portfolio budget statements for the year, and the goals and performance indicators of the museum's strategic plan. We operate in a fundamentally sound economic environment, but which feels the impacts of a high Australian dollar, affecting the foreign tourism that is essential to us. Overall it has been a highly successful year in visitor numbers, revenue earned, media coverage and visitor satisfaction, all of which testify to the skill and commitment of the museum's people.

I would like to acknowledge the museum's staff, our volunteers, Members and my fellow councillors for their enthusiasm and dedication to conserving and interpreting Australia's maritime heritage. I also wish to acknowledge with gratitude the support of our former Minister for the Arts, the Hon Tony Burke MP, the current Minister, Senator the Hon George Brandis QC, and the Ministry for the Arts.

Peter Dexter AM FAICD

Chairman

Australian National Maritime Museum Council



2013–14

LETTER OF TRANSMITTAL

30 September 2014

Senator the Hon George Brandis QC
Attorney-General
Minister for the Arts
Parliament House
CANBERRA ACT 2600

Dear Minister

On behalf of the Council of the Australian National Maritime Museum, I have pleasure in submitting to you, for presentation to each House of Parliament, the Australian National Maritime Museum's Annual Report covering the period 1 July 2013 to 30 June 2014.

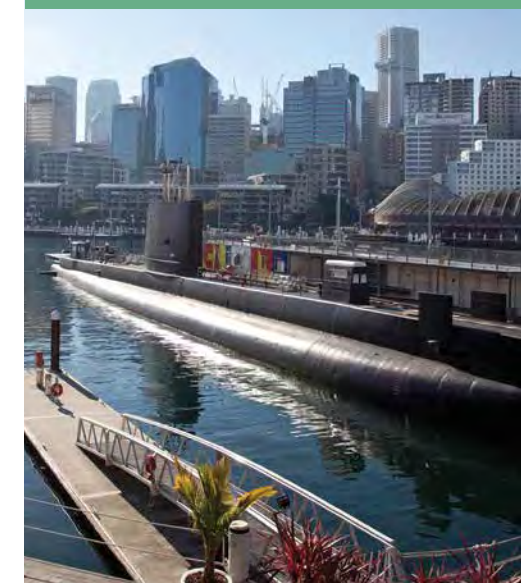
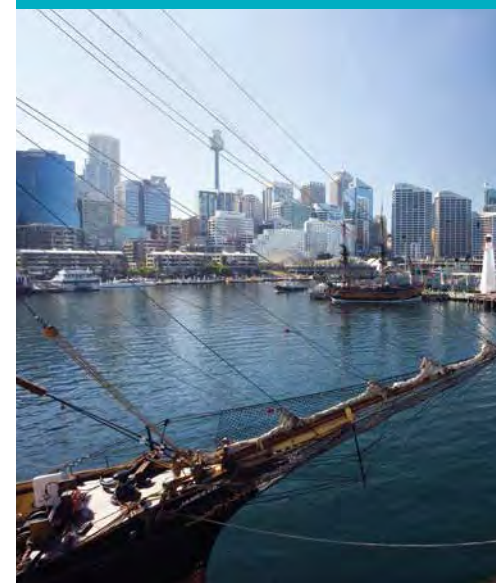
This report is submitted to you in accordance with the *Commonwealth Authorities and Companies Act 1997* and the *Australian National Maritime Museum Act 1990*. The Performance Report has been prepared consistent with the *Commonwealth Authorities (Annual Reporting) Orders 2011*. The financial statements were prepared in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*.

Yours sincerely

Peter Dexter AM FAICD

Chairman
Australian National Maritime Museum Council

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An aerial photograph of the Australian National Maritime Museum. The museum's main building is a large, white, modern structure with a distinctive, curved, sail-like roof. It is situated on a waterfront. To the left of the building, several large ships are docked at a pier, including a large naval ship and a smaller sailing ship. A small white lighthouse is also visible on the pier. In the background, a bridge spans the water, and a parking lot with several cars is visible to the right of the museum building.

2013-14 OUR VISION

To explore and manage maritime heritage in ways that enlighten, inspire and delight people everywhere.

OUR MISSION

To promote a broad interpretation of maritime heritage and culture; to preserve it and to bring it to life by:

- developing and managing the National Maritime Collection through research, acquisition, conservation and interpretation
- exhibiting the National Maritime Collection and other historical material in our care
- presenting maritime heritage information through public and learning programs, events, the internet and publications
- expanding our sponsorship, marketing and other commercial revenue sources.

OUR VALUES

As an organisation and as individuals we remain committed to:

- honesty, integrity and ethical practice
- innovation, application and achievement
- flexibility, engagement and creativity
- exemplary service standards.

OUR KEY FOCUS AREAS

- our audiences
- our collections
- our profile and reputation
- our site and galleries
- our resources

OUR STRATEGIC OBJECTIVES

- to be a must-visit museum
- to rejuvenate our museum and our site
- to extend our reach and outreach
- to be acknowledged both within Australia and abroad as the nation's leading authority on maritime heritage and affairs
- to realise the potential from our investment in new ICT infrastructure and systems
- to increase our revenues from non-government sources
- to invest in and develop our people.

2013–14 YEAR IN REVIEW

'Who else preserves such a vital part of Australian and indeed international maritime history? And does such a great job at presenting it to the public, raising everyone's awareness of the critical role seafaring has played in the ancient and modern history of this land? Very few I would say, and none with the sense of spectacle and panache that the Australian National Maritime Museum does so well.' PT, Facebook

HIGHLIGHTS

WELCOMED 616,189 site visitors, an increase on 2012–13 figures – aided by the International Fleet Review and a family-oriented summer program

HOSTED popular exhibitions *Vikings – Beyond the legend* and *Ansel Adams – Photography from the Mountains to the Sea*

REACHED more than 130,000 off-site visitors with travelling exhibitions

PLANNED the construction of a new building, the Warships Pavilion, to interpret our ex-navy vessels and the stories of naval personnel through the ages

ILLUMINATED the museum's roof with the spectacular projections *Whale Season* and *Waves of Migration*

PARTICIPATED in *Vivid Sydney's* winter festival of light, music and ideas, to promote our major exhibitions *Amazing Whales* and *Beautiful Whale*

COMMITTED to an extensive offshore voyaging program for the HM Bark *Endeavour* replica

CONTINUED development of new master narratives to reinvigorate the galleries

COMPLETED conversion of a temporary exhibition space into the Lighthouse Gallery, a major new function venue

ATTAINED a total of 45% of the collection digitised

IMPLEMENTED new software to consolidate and better manage customer databases

2013–14

DIRECTOR'S OVERVIEW

The year covered by this report, 2013–14, continued a far-reaching program of innovation and redevelopment that affects nearly every part of the museum's operations and facilities, and which will occupy us throughout this decade and beyond.

Two goals have been to consolidate and amplify our key attractions, and to enliven and enhance the waterfront experience. Both goals are embodied in plans for our new Warships Pavilion, which will improve access to and imaginatively interpret our ex-navy vessels HMA ships *Onslow*, *Vampire* and *Advance*, as well as increase revenue through extra visitation and new venues for hire. Ministerial approval has been granted for this project. Building will be under way by the time this report is published, and the pavilion is expected to open in 2015.

Over this reporting period, the museum has been much engaged in developing a 10-year master plan for permanent and temporary exhibitions. Part of this has been the creation of a master narrative around which the redeveloped exhibitions will centre. After consultation with staff, volunteers, members, academics and focus groups, a draft master narrative has been produced and circulated to the executive. The project is in the stages of final consultation and will be released in the 2014–15 financial year. It will inform collection development and policy, priority areas for collection, and the redevelopment of the museum's master plan for interpretation. It will also shape strategic priorities over the next three years.

Our strategic objectives are set out clearly in the current strategic plan, and can be seen at a glance on the preceding pages. The year's achievements can be placed in that framework.

To be a must-visit museum

The museum once again recorded excellent visitation figures, attracting 616,189 on-site visitors and resulting in record admissions revenue. On-site visitation to the museum was up 16% compared with last year, with admissions revenue up 21%.

The success in this recording period can be attributed to many factors, including a highly focused

program of exhibitions and associated events, whose selection and careful placement within the holiday seasons was guided by the extensive market segmentation work carried out over the past two years. The International Fleet Review in October 2013 was also a major contributor. The exhibitions, programs and other attractions that delivered these numbers are detailed in a separate section immediately following this overview. The variety of activities and exhibitions the museum offers continues to attract visitors of all ages, from tiny tots to secondary students to local and international visitors interested in learning more about our maritime heritage.

Given that this success was achieved in the same year the museum underwent a major restructure as well as a voluntary redundancy program, it is a testament to the commitment and dedication of ANMM staff who successfully delivered the largest exhibition and public program the museum has ever managed.

The international blockbuster *Vikings – Beyond the legend* attracted 95,000 visitors last summer. In collaboration with the Swedish History Museum, this authoritative exhibition included displays of artefacts representing the many facets of Viking life and a restored Viking longship. Costumed Viking re-enactors roamed the exhibition and answered visitors' questions about Viking life, while other events – such as storytelling and songs for under-fives, a Viking-themed Wet World water playground, torchlight tours, and circus and saga-telling performances – ensured there was something to experience for all interests.

The Royal Australian Navy International Fleet Review was another major event of colour and pageantry that proved immensely popular. During the associated Tall Ship Festival, the museum hosted nine visiting tall ships from Canada, the United Kingdom, the Netherlands and Tasmania as part of the Royal Australian Navy's centenary commemoration.

On a smaller scale, *East Coast encounters – Re-imagining the 1770 encounter* was one of the most invigorating exhibitions, the work of Indigenous

Artist's impression of the museum's Warships Pavilion, to open in 2015.

Australians and others who re-imagined the encounter between Aboriginal people and Lieutenant James Cook and his crew.

The efforts of the museum's learning staff in planning curriculum-based activities were reflected in the number of students participating in school programs – 38,674, an increase on the last reporting period. Our Endeavouring Science programs,

held during National Science Week, were enthusiastically received by students and the public as they investigated how science techniques have evolved from the 18th to the 21st century. Activities included experiments on weather and navigation, biology and botany as well as signals and communication, while sailing on Sydney Harbour in the HM Bark *Endeavour* replica.

TO REJUVENATE OUR MUSEUM AND OUR SITE

To keep the museum's replica of Lt James Cook's famous 18th-century ship HM Bark *Endeavour* up to date with advances in modern navigational practices and equipment, the museum upgraded *Endeavour's* electronic navigational aids with a new electronic chart display and information system (ECDIS) and satellite communications system (ImarsatC). The vessel's standing and running rigging, yards and spars were progressively overhauled and the modern 20th-century mess area was re-upholstered.

Work also began on the building to house our magnificent Warships Experience due to open in 2015.

The exhibitions team collected oral histories from 100 current and ex-navy servicepeople and worked with trans-media storytelling specialists, a documentary filmmaker and an illustrator to create a unique, multi-dimensional visitor experience.

The ever-popular Wet World returned with a redesign as well as new sensory play interactives for under-fives. A new food area and shade cloth over the outdoor area increased the length of time our visitors stayed in this water play space.

Behind the scenes, the museum's conservation and curatorial staff have been developing a new

method for assessing all incoming acquisitions to the collection. A whole-of-life cost model, the new assessment method will ensure that all costs as well as benefits of a new acquisition are thoroughly reviewed. Using computer algorithms, conservation and curatorial staff can prepare an assessment, digitisation and inventory based on the artefact's value and significance, the time lapsed since last conservation assessment or inventory check, and the quality of digital images associated with each object.

The museum continues to commemorate significant maritime anniversaries, drawing veterans and their families to these events to pay tribute to those affected. This year these included a poignant night-time ceremony beside HMAS *Vampire* to commemorate the 50th anniversary of the HMAS *Voyager* disaster. The ceremony was attended by the Governor General of NSW, NSW Minister for Resources and Energy, Special Minister of State, Rear Admiral Ken Doolan AO RAN (Retd), RSL National President, representatives from HMAS *Penguin*, HMAS *Kuttabul* and HMAS *Watson* as well as families of the sailors of the *Voyager*. Other commemorations included those for the 70th anniversary of the WWII commando raid Operation Jaywick, and the 45th anniversary of the collision between USS *Frank E Evans* and MHAS *Melbourne*.

Inspired by the museum's Whale Season program, comprising the international natural-history exhibition *Amazing Whales* and photographic exhibition *Beautiful Whale*, whales and other sea creatures journeyed across the museum's roof in a narrative of colourful projections as part of the light and music program Aquatic Nights. Set to an aquatic-inspired soundtrack, the projection told the story of our diverse oceans and how we interact with them. These projections and other events such as a pop-up bar brought some 3,000 night-time visitors to our waterfront during the 2014 *Vivid Sydney* festival.

On a lighter note, and in a first for the museum, the Sydney Gay and Lesbian Mardi Gras 'Cher the Love' event brought HMAS *Vampire* to energetic life with nine professional drag artists playing Cher, 16 professional dancers and over 100 volunteer sailors enacting Cher's 'If I Could Turn Back Time'. The event, hosted by the museum with Darling Harbour, attracted 400 people onsite and more than 25,000 hits online.

To extend our reach and outreach

This important objective is covered in detail in a following section of the report, with accounts of our most important strategies to extend our

resources in maritime heritage nationwide and beyond. One key program is our annual Maritime Museums of Australia Support Scheme (MMAPSS) grants and internships, which fund and give in-kind support to maritime research and conservation projects around the nation. In this reporting period, the numbers of institutions assisted by the MMAPSS grants and internships were: NSW 13; QLD 3; SA 5; TAS 3; VIC 6; WA 3. Details of the grants and internships awarded can be found on pages 36–42.

The Australian Register of Historic Vessels – a project devised and coordinated by the museum – went on the national beat in November 2013, holding a seminar in Western Australia titled Fishing, Pearling, Sailing, Trading: Tales of Western Australia's Seagoers and Their Craft. It canvassed the state's historic vessels, the trades they plied and the people involved with them, from Indigenous communities to the pearling and fishing industries.

Other national outreach programs include those involving our sailing 'ambassador', the replica of James Cook's HM Bark *Endeavour*. The museum's hands-on programs during Science Week 2013, in which primary-aged children learnt about maritime exploration and technology aboard *Endeavour*, were enthusiastically received by the young participants.

The International Fleet Review in October 2013 provided an excellent opportunity for the museum to raise its profile and attract more visitors. The museum, which was home base for the international tall ships that also participated in the festivities, received more than 85,000 visitors during the nine days of the fleet review celebrations. The fleet review also provided a windfall for the museum's Store, which recorded a record turnover during the event.

To increase awareness of and engagement with the Indigenous community, the museum created and filled the role of Indigenous Programs Manager. The position is responsible for delivering a range of cultural programs and services and opportunities for engagement and partnerships. The Manager of Indigenous Programs is working closely with other museum staff and business units to successfully

engage national and international audiences to ensure an Aboriginal and Torres Strait Islander perspective is incorporated into the museum's programs and policies. The responsibilities of the position include managing Aboriginal and Torres Strait Islander programs related to collections, outreach, public and community programs and access. More information is available on page 47.

Our maritime archaeology program continued with a return to the Great Barrier Reef in collaboration with Silentworld Foundation. The Far North Queensland Wreck Project team undertook an expedition to Stanley Island, 500 kilometres north of Cairns, to continue searching for the remains of the Javanese-built, Calcutta-registered merchant vessel *Frederick* which was wrecked in 1819. The museum has also been negotiating a memorandum of understanding with the Rhode Island Maritime Archaeology Program regarding our participation in the search for the remains of the

The Sydney Heritage Fleet's vessel *James Craig* during International Fleet Review celebrations, October 2013.



original *Endeavour* which, renamed *Lord Sandwich*, was scuttled in Newport Harbour in 1778 during the American War of Independence.

As part of our focus on regional outreach, our program of travelling exhibitions continued, reaching more than 130,000 off-site visitors – a very significant increase on last year (see details on page 32).

TO BE ACKNOWLEDGED BOTH WITHIN AUSTRALIA AND ABROAD AS THE NATION'S LEADING AUTHORITY ON MARITIME HERITAGE AND AFFAIRS

With more than 1,000 media stories, the museum's media profile was lifted both nationally and internationally with *Vikings – Beyond the legend* generating over 150 media items (an advertising equivalent value of over \$2.5 million). Stories about the exhibition were broadcast on SBS, Channel 9, ABC 702, 2GB and 2UE as well as covered in *The Australian*, *Sydney Morning Herald*, *Daily Telegraph* and *MX*.

Other successful exhibitions with extensive media coverage included *Ansel Adams – Photography from the Mountains to the Sea* in the museum's USA Gallery. This was the first Australian retrospective of the work of this renowned American modernist.

Persuasion – US Propaganda Posters from World War II received considerable media coverage, thanks in part to a visit from the 89-year-old woman who modelled for the nurse recruitment poster that was the exhibition's centrepiece. A small exhibition about World War II migration also received media coverage.

International recognition for the museum's activities came in the form of a prestigious Silver Muse Award from the American Associations of Museums in 2013. This was awarded for our *Waves of Migration* rooftop projection in recognition of the highest standards of excellence in the use of media and technology for public outreach.

The museum's exhibition *East of India – Forgotten trade with Australia* was a finalist in the Australian Arts in Asia Award 2013 in the major arts organisations category. Commissioned for *East of India*, the film *Indian Aussies: terms and conditions apply* received 56,000 hits on YouTube. It also screened in film festivals in London, Melbourne, Byron Bay and Newcastle.

Attracting additional media attention was the announcement by Senator the Hon George Brandis QC, Minister for the Arts, of the construction of a Warships Pavilion to interpret the Royal Australian Navy vessels, a testimony to our position as Australia's leading maritime museum.

'The opportunity to go on board the warship and submarine and to talk with people who had actually crewed on these vessels was fantastic.' 'Gasp' TripAdvisor

The museum's digital presence continues to grow at an impressive rate. Our photostream on Flickr Commons attracted 6.9 million views, a 450% increase on last year. Views to long-form content on the museum's blog have increased by 39% to 84,500 views over the year.

More emphasis has also been placed on reaching and engaging children. The museum's first app, *Lucy's Adventures* – a free learning and adventure app for children – was launched this year and has had more than 17,000 downloads since. In recognition that most of the museum's memberships are now families, the museum's flagship publication *Signals* introduced a children's activity and puzzle section, aimed at pre-schoolers to pre-teens, which has been well received.

A short film, *Indian Aussies – Terms and conditions apply*, made for our exhibition *East of India*, has been shown at film festivals in London, Melbourne, Newcastle and Byron Bay, and has also been sold to Australia Network ABC International.

Learning staff continue to extend our reach into schools with both curriculum-based programs based at the museum, and actual and virtual incursions into schools, including canoe-building workshops at high schools and interactive video presentations (see pages 109–111 for more details).

In partnership with the Australian Association for Maritime History, the museum sponsors two biennial prizes: the Frank Broeze Memorial Maritime History

prize of \$3500, and the Community Maritime History Prize of \$500. The awards reflect the wish of both host organisations to promote a broad view of maritime history, demonstrating how the sea and maritime influences have been central to shaping Australia, its people and its culture. The 2013 prizes were won by John Ogden for his *Saltwater People* two-volume set, and Mornington Peninsula Art Gallery for *Sea of Dreams: The Lure of Port Phillip Bay 1830–1914*. This round attracted 20 entrants for the book award and nine for the community prize.

To increase our revenues from non-government sources

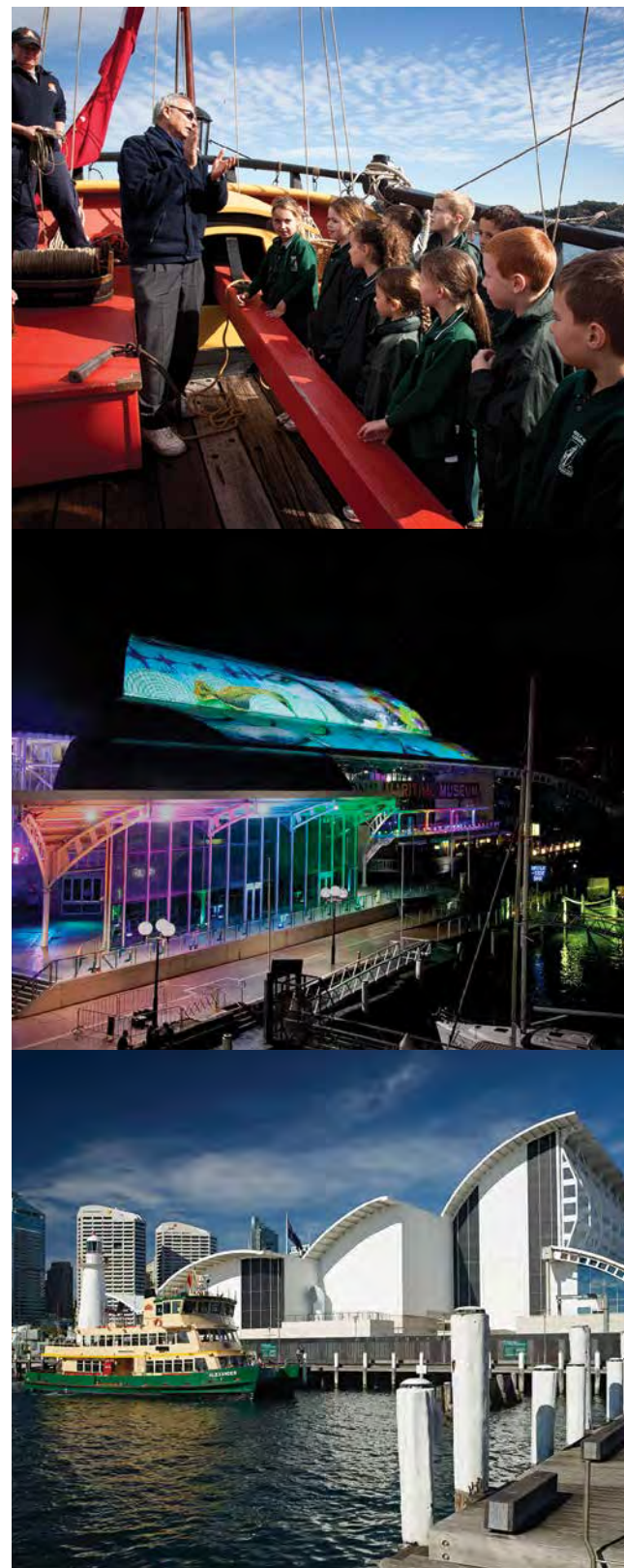
Membership this year focused on families, with around 55% of our 2,968 members (as at 30 June 2014) being families. Market segmentation studies undertaken by the museum during the reporting period identified the major groups into which museum visitors fall, and this research has informed decisions on exhibitions, attractions and advertising campaigns targeted at the various groups. To firmly establish the museum as a best-value and well-priced membership attraction in Sydney, the museum reviewed its pricing. A new structure, better aligned with general admissions pricing and ticketing, began on 1 September 2013 at \$86.00 per member (previously \$70.00). The new fees and benefits are focused on meeting the needs of families while

TO REALISE THE POTENTIAL FROM OUR INVESTMENT IN NEW ICT INFRASTRUCTURE AND SYSTEMS

A strong focus for the museum has been upgrading its ICT system environment over a period of years, with particular activity in this financial year on the Financial Management System (FMS) and Customer Relations Management (CRM) software. The FMS reporting tool was given priority and was implemented from the bottom

up for forecasting and 2013–14 budgeting. The CRM software was rolled out to eliminate the various bespoke, customised databases that have proliferated across the museum. The long-running electronic document and records management system (EDRMS) project was completed, with roll-out, training and support to users.

The museum's website is also being thoroughly upgraded, with part one of the upgrade rolling out a responsive, device-neutral website that incorporates the brand refresh. Phases two and three will be implemented in the coming reporting period.



From top: Primary students aboard *Endeavour* during Science Week 2013; Whale Season rooftop projections during Vivid Sydney festival 2013; museum and Pyrmont Bay wharf from the north.

at the same time retaining loyalty from our existing members in and out of port.

To increase memberships, front-of-house staff encouraged visitors to convert from a Big Ticket to a membership. Membership posters were also put up on the backs of restroom doors and prominent signage was placed front of house.

Museum staff continue to develop programs of talks, tours, children's activities and cruises in response to Member feedback and in alignment with museum activities and events, to bring more visitors to the museum.

Our Store reported record revenue, due largely to the public enthusiasm for merchandise related to our exhibition *Vikings – Beyond the legend* – our most successful exhibition in terms of retail sales – and the International Fleet Review.

The museum has a new Corporate Sponsorship team, in line with our 3- to 5-year corporate sponsorship strategy developed in April. A full-time Sponsorship Manager and a part-time Sponsorship Assistant have now been recruited and are planning the next year's sponsorship strategy.

To invest in and develop our people

We are particularly proud of our staff who delivered an intense back-to-back program of temporary exhibitions across five galleries, as well as a raft of programs for Members, school students, the general public and special-interest groups.

It was a year of change in the museum: a reduction of staff, which was necessary to cut costs and which commenced in the last reporting period, continued, with more staff taking voluntary redundancies. As a result the museum has streamlined its organisational structure to help deliver on its strategic plan to rejuvenate the museum and ensure a sustainable future.

The executive also decided to introduce the new positions of Honorary Research Associate. The objective of these appointments is to preserve and increase the museum's potential with the appointment of distinguished individuals and former staff members in these positions. They will be recommended by the

'The guides were very informative and great with the kids.' JY, Facebook

HMB *Endeavour* in dry dock at the Captain Cook Graving Dock, Garden Island, 2013.

Director to the Council and will have a three-year term. The first two Honorary Research Associates were appointed in this reporting period.

Without the generosity of our volunteers the museum would not enjoy the success it does. This year volunteers conducted 3,008 tours and put in 57,843 volunteer hours. Volunteers play a vital role in spreading the news about the museum as well as educating people about our maritime heritage. This year we welcomed 22 new guides, bringing the number of active guides to 474. In addition to these guides, the museum has 1,024 regional volunteers.

Operating environment

The impact of the high Australian dollar may have been expected to affect inbound overseas tourists. The museum has traditionally drawn much of its visitation from this market, owing to its location in the prime tourist drawcard of Darling Harbour. Our visitation numbers and revenue remained strong once again this year, however, negating any losses from this market.

A larger concern, also related to our location, has been the demolition and forthcoming reconstruction of the Darling Harbour Convention Centre. This has meant the loss of exhibition and conference facilities and attendees to the Convention Centre. The museum has moved to capitalise on the demand for conference facilities during the construction period by renovating a temporary exhibition space into the Lighthouse Gallery, a conference and function venue that has been very well received.

A slight decline in attendances due to the Darling Harbour redevelopment works was noted, although this decline has been off-set by the yield in Venues with the launch of the Lighthouse Gallery in April 2014. Although no figures are available, it is reasonable to assume that the museum has benefited from the efforts of the Darling Harbour authorities in introducing or augmenting attractions such as *Summer of Love* and *Vivid Sydney* to keep bringing visitors into the precinct. Over the redevelopment period, which will extend to 2017, the museum will continue to monitor the effects of the redevelopment and plan accordingly.

The massive Barangaroo construction project for the redevelopment of 'The Hungry Mile', the former historic wharf precinct on the opposite side of Darling Harbour, is the other major change in our vicinity. We are studying the implications and opportunities of the new business, residential and tourist populations that its completion will bring. The museum is part of the Darling Harbour Alliance Meetings chaired by Sydney Harbour Foreshore Authority; strategically this keeps the museum on top of what is happening in the area and open to opportunities.

Outlook

A strong range of programs for the coming period leads to confidence that this year's achievements in visitation, revenue, profile and reputation will continue. The important centenaries of the beginning of World War I and of Gallipoli offer much scope for the museum to plan events such as the forthcoming exhibition *War At Sea – The navy in WWI*, on which museum staff have been working for many months. Our new Warships Pavilion is due to open next year to further capitalise on these anniversaries and to build our collaboration with the Royal Australian Navy.

Our international collaborations continue, among them one of our popular travelling exhibitions, *On their own: Britain's child migrants*. After a well-attended round of regional visitation over the last three years, this exhibition will travel to the UK later in 2015. After its exhibition at Liverpool, it will travel to the V&A Museum of Childhood in London.

The museum is committed to a busy offshore voyaging schedule for its flagship the HMB *Endeavour* replica, which will see it cruising along the eastern coast and to Tasmania later this year.

A major attraction over spring and summer 2014–15 will be *Voyage to the Deep*, an exhibition that has been developed by the museum for children aged eight and under, and centres around a fantastical submarine inspired by Captain Nemo's *Nautilus* from Jules Verne's novel *20,000 Leagues Under the Seas*.



2013–14

SPECIAL EXHIBITIONS
AND ATTRACTIONS*Elysium Antarctic Visual Epic*

In 2010, a team of wildlife photographers, filmmakers and scientists embarked on an expedition from the Antarctic Peninsula to South Georgia. This stunning visual record of the expedition captured life above and below the ice, the fauna and flora, glaciers, and the magnificent land and seascapes of this great wilderness.

South Gallery

Team leader Niki Mortimer

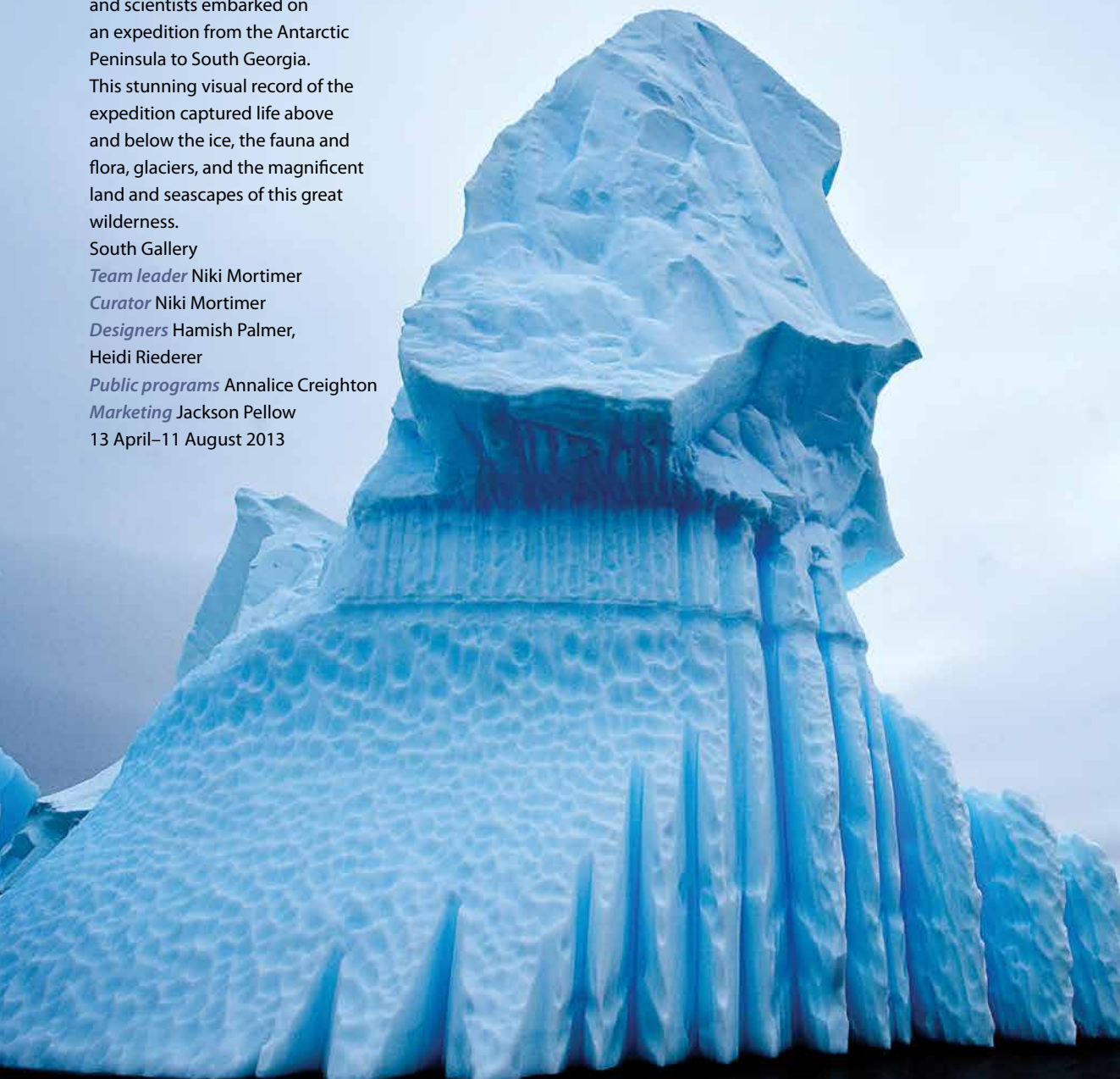
Curator Niki Mortimer

Designers Hamish Palmer,
Heidi Riederer

Public programs Annalice Creighton

Marketing Jackson Pellow

13 April–11 August 2013

*Rescue*

Interactive exhibits gave visitors a feeling for what it's like to be involved in land, sea and air rescues as they tried out a life-sized helicopter simulator, navigated a jet ski to find a swimmer washed out to sea, found their way through a smoke-filled room, and learned about search techniques and rescue equipment. Exhibition produced by Scitech, Perth, Western Australia
Gallery One

Team leader Mariea Fisher

Curator David Payne

Designers Adrienne Kabos,
Hamish Palmer

Registration Anupa Shah

Public programs Amelia Bowan

Marketing Aimee Ocampo

16 March–14 July 2013

*East of India – Forgotten trade with Australia*

The early Australian colonies, at the 'ends of the earth' from Europe, turned to nearby Asia for survival and growth. *East of India – Forgotten trade with Australia* tracked our colonial links with India, which became a lifeline for the struggling colonists. The story revealed the power and monopoly of the Honourable East India Company, or 'John Company' as it came to be known, its rise and its inevitable decline.
North Gallery

Team leader Mariea Fisher

Curators Nigel Erskine, Michelle Linder

Designers Johanna Nettleton,
Daniel Ormella

Registration Will Mather

Conservation Caroline Whitley

Preparators Stephen Crane,
Peter Buckley, Adam Laerkesen,
Kevin Bray

Public programs Jeff Fletcher

Marketing Matt Lee

1 June–18 August 2013

*Ansel Adams – Photography from the Mountains to the Sea*

Focusing on the artist's exploration of water in all its forms, this exhibition combined famous images with lesser-known works. Full of energy and dynamism, Adams' photographs of mountains, clouds and waterfalls, seascapes, bays and tide pools provided a fresh perspective on a celebrated photographer.

USA Gallery

Team Leader Richard Wood

Curator Penny Cuthbert

Designer Slingshot Design

Registration Will Mather, Matt Del
Grosso (Peabody Essex Museum)

Conservation Jonathan London

Preparator Stephen Crane

Multimedia Heath Knott

Public programs Annalice
Creighton

Marketing Aimee Ocampo

4 July–8 December 2014



Persuasion: US propaganda posters from WWII

Exploring a moment in the shared history of Australia and the USA, this exhibition of poster art from World War II highlighted the ways in which the USA used subtle techniques to evoke the enemy as an invisible menace and threat to the American family and way of life.

USA Gallery

Team leader and curator

Richard Wood

Designers Richard Wood,

Hawke Graphics

Registration Rhondda Orchard

Conservation Caroline Whitley

Preparator Stephen Crane

Multimedia Chad Saliby

Public programs Annalice

Creighton

Marketing Jackson Pellow

19 December 2013–20 March 2014



Mission X: The rag-tag fleet

Bringing to light a story of daring and courage, this exhibition explained how Australians sailed under the US flag during World War II to establish a supply lifeline to Allied forces fighting the Japanese. Visitors were able to view objects and documents lent by the families of the 'rag-tag fleet', as the Australians called it, which consisted of Australian merchant crews under contract to the US Army. These crews plied the dangerous waters between northern Queensland and New Guinea in small vessels ranging from tugs and ketches to trawlers and schooners.

USA Gallery

Team leader and curator

Richard Wood

Designers Richard Wood,

Hawke Graphics

Registration Rhondda Orchard

Conservation Rebecca Dallwitz,

Sue Frost, Caroline Whitley

Preparator Kevin Bray

Multimedia Mental Media

Public programs Annalice

Creighton

Marketing Jackson Pellow

19 December 2013–1 February 2015



Viking Wet World

Our summer guests battled it out through a maze of Viking forts on the museum's wharf with shields and water pistols. This family water play area combined non-stop action and Viking-style fun.

North Wharf

Coordinator Neridah Wyatt-Spratt

US Coordinator Annalice

Creighton

Preparators Stephen Crane,
Peter Buckley, Adam Laerkesen,
Kevin Bray

27 December 2013–2 February 2013



Waves of migration

The museum's iconic roofline, evoking sails and waves, became the canvas for a dynamic light show exploring migration to Australia and the compelling stories of those who have come across the seas. From convicts and early settlers to 10-pound Poms, displaced persons and seaborne refugees, Australia is a nation of migrants. The rooftop projection premiered on Australia Day.

Australian National Maritime Museum roof

Curator Kim Tao

Designer The Electric Canvas

26 January–13 February 2014



Saltwater visions

NAIDOC Week 2013 commemorated the 50th anniversary of the Yolngu people's Yirrkala Bark land rights petitions to Federal Parliament. Five of the 10 barks on display from the museum's Saltwater Collection were evidence in a 2008 Australian High Court case that recognised traditional owners and their use of coastline and coastal waters. These important bark paintings are the spiritual and legal basis of the Yolngu people's ownership of saltwater country in north-east Arnhem Land.

Bark paintings purchased with the assistance of Stephen Grant of the GrantPirrie Gallery.

Tasman Light Gallery

Team leader Niki Mortimer

Curator Stephen Gapps

Designer Adrienne Kabos

Registration Anupa Shah

Conservation Sue Frost

23 May 2013–23 February 2014



Koori art expression

These artworks produced by students in Public Schools NSW across Sydney (Kindergarten to Year 12) explored the 2013 NAIDOC Week theme, 'We value the vision: Yirrkala bark petitions 1963'. In this annual arts program, students and teachers aim to develop an understanding of Aboriginal culture and heritage, the unique connection Aboriginal people have to their country and how past achievements affect hopes and plans for the future.

Tasman Light Gallery

Team leader Niki Mortimer

Designer Adrienne Kabos

Learning Jeff Fletcher

Registration Cameron McLean

15 November 2013–16 February

2014

'One of the few attractions in Sydney that caters for all age groups.' Tim, TripAdvisor

Vivid festival building projection and events

Complementing the Whale Season rooftop projection, the museum hosted Aquatic Nights, a vibrant series of weekend live music events set against the illuminated harbourfront.

Australian National Maritime Museum waterfront precinct, roof and Pyrmont Bridge

Coordinator roof projection

Neridah Wyatt-Spratt

Events program Andrew Downie

Designer roof projection The Electric Canvas

Additional lighting Stephen Hain

23 May–9 June 2014



Vikings – Beyond the legend

Warriors, invaders and plunderers, or explorers, traders and farmers? This exhibition drew on recent archaeological discoveries and more than 500 rare artefacts to examine Viking domestic life, death, rituals, mythology, craftsmanship and the symbolism of Viking ships. An adjunct to the exhibition was the *Jorgen Jorgenson* (above) – a reconstruction of the ninth-century Gokstad Viking ship. North Gallery and Gallery One 19 September 2013–2 February 2014

Team leaders Mariea Fisher, Phillip McKendrick and Fleet staff

3D designer Johanna Nettleton

Graphic designer Heidi Riederer

Curator Stephen Gapps

Registrar Will Mather

Conservator Sue Frost

Learning Annalice Creighton

Digital outreach Richella King

Marketing Jackson Pellow

External relations Jude Timms/ Shirani Aththas

Preparator Stephen Hain

Designer Sydney Heritage

Rowing Club

Note: The vessel was novated to the museum for the duration of the event and then returned to the owners Sydney Heritage Rowing Club.



On their own – Britain's child migrants

From the 1860s, more than 100,000 children were sent from Britain to Canada, Australia and other Commonwealth countries through child migration schemes. They were sent by charitable and religious organisations, with government support, in the belief that their lives would improve, and that they would provide much-needed labour and increase the population. Despite much criticism, child migration schemes continued until the 1960s. Collaboration between the Australian National Maritime Museum and National Museums Liverpool, UK. South Gallery **Team leader** Niki Mortimer **Learning and evaluation** Annalice Creighton **Curator/Installation manager (UK)** Kim Tao

Graphic design Adrienne Kabos

Registration Anupa Shah

Conservation Jonathan London

22 February–28 April 2014



#HoodsHarbour

Documenting Sydney Harbour for 70 years, Samuel (Sam) J Hood remains one of Sydney's most prolific photographers. This small selection of photographs, chosen from the most viewed photographs on our Flickr Commons photostream, offered a glimpse into a different world and a window into Sydney's past. Photographs span tall ships, families and crews of the booming shipping trade in the early 1900s, the glitz and glamour of the 1920s and 1930s and Australian troops going to war.

Tasman Light Gallery

Team leader Gemma Nardone

ICT Chad Saliby

Design Adrienne Kabos

Digital outreach Nicole Cama

Registration Anupa Shah

Conservation Sue Frost

26 February–9 June 2014

Beautiful Whale

Viewers came eye-to-eye with whales at sea in this remarkable exhibition of life-size photographs by American artist Bryant Austin. Spending weeks and months with whales off Tonga, Dominica and the Great Barrier Reef Austin immerses himself in the water using just a snorkel and remains motionless, waiting for humpback, minke and sperm whales to pass less than two metres away from his lens. Extraordinarily intimate and detailed portraits are the result. Exhibition made possible through the USA Bicentennial Gift. USA Gallery
Curators Richard Wood and Michelle Linder (assisted by Gemma Nardone)
Learning and evaluation Jeff Fletcher
Graphic design Heidi Riederer and consultant
Marketing Jackson Pellow
External relations Jude Timms
Registration Will Mather
 11 April 2014–1 February 2015



Amazing Whales – evolution and survival

Cetaceans, of all the mammals, have undergone the most spectacular evolution, adapting to aquatic life and developing into a diverse range of creatures including dolphins, orcas, the narwhal, beluga whales and the massive blue whale. This exhibition looked at the evolution of these mammals, the different relationships humans have had with cetaceans, and the threats to their future. Designed and developed by the Muséum National d'Histoire Naturelle, Paris
Exhibition design Johanna Nettleton
Graphic design Adrienne Kabos
Team leader Niki Mortimer
Learning and evaluation Jeff Fletcher
Public programs Neridah Wyatt-Spratt
ICT Heath Knott
Marketing Jackson Pellow
Digital outreach Richella King
External relations Jude Timms
Conservation Rebecca Dallwitz
Registration Anupa Shah
 20 March–20 July 2014



East Coast encounter – re-imagining the 1770 encounter

A multi-arts initiative involving Australian Indigenous and non-Indigenous artists, writers and songwriters, this exhibition re-imagined the encounter between Lt James Cook and his crew with Aboriginal people in 1770. The exhibition included paintings, photographs, videos and three-dimensional works to imaginatively explore the moments of contact between the two world views. South Gallery
Team leader Gemma Nardone
Curator Donna Carstens
Designer Adrienne Kabos
Learning and evaluation/Public programs Lynda Kelly
Registration Sabina Escobar
Conservation Caroline Whitley
Preparators Kevin Bray, Peter Buckley, Stephen Crane and Stephen Hain
 9 May–24 August 2014



Coming to Australia

In 1946 the International Refugee Organisation (IRO) was established to help the millions of Europeans displaced by World War II. It provided them with shelter, food, clothing and medicine, and helped them to migrate to countries such as Australia, Canada and New Zealand. To mark Refugee Week this selection of photographs captures in vivid detail the anticipation and anxiety of European migrants coming to Australia in the turbulent years after World War II. Photographs assembled by Australian journalist Keith Woodward, Commonwealth representative for ICEM from 1957–61. Tasman Light Gallery
Team leader Gemma Nardone
Curator Kim Tao
Design Adrienne Kabos
Registration Anupa Shah
Conservation Sue Frost
 12 June–14 September 2014

2013–14

INTERACTIVES AND MULTIMEDIA

Indian Aussies: Terms and Conditions Apply!

Short film commissioned by the museum for screening in the exhibition *East of India: Forgotten Trade with Australia*. A tongue-in-cheek look at Indian Australians across the spectrum – from identity to racism, from maintaining their roots to assimilation, and of course cricket. Just like a Bollywood film, it had a twist and music at the end.

Developer Anupam Sharma

Director of photography Casimir Dickson

Production company Films and Casting Temple Pty Ltd

ANMM coordinator Niki Mortimer

ANMM curator Michelle Linder

Running time 7:40

Screenings

East of India: Forgotten Trade with Australia exhibition (June–August 2013)

London International Film Festival
16 October 2013

Bollywood 101 Film Festival
20 February 2014

Byron Bay Film Festival 5 March
2014

St Kilda Film Festival 31 May 2014

Broadcast sale Australia Network
ABC International

Hunting, Saving and Watching Whales in Australia application

This interactive, triggered by touch, enabled users to select from more than 100 artworks, still photographs, news clippings and video clips focused on the Australian whaling industry, the 1970s campaign to save the whale and recent efforts to prevent Japanese whaling in the Southern Ocean. Also highlighted are the growth of the whale-watching industry and recent voyages undertaken by *Whale Song*, a scientific research vessel.

Curator/Coordinator Michelle Linder

Design and production Cypha Interactive Limited

IT support Heath Knott

Venue Amazing Whales: Evolution and Survival exhibition and USA Gallery

From April 2014

**Mission X**

A montage of film newsreels and photographic stills that took the viewer from the Philippines to east coast Australia and on to New Guinea with General Douglas Macarthur, the US Army and the Australian ships and crew of the US Army Small Ships Section.

Developer Richard Wood

Production Mental Media Pty Ltd

Venue USA Gallery

19 December 2013–11 April 2014

Persuasion

A curated selection of US home-front short propaganda films featuring Hollywood characters and stars of the 1940s, ranging from Blondie and Dagwood to Jimmy Durante and James Cagney, and the real stars of the war, the men and women of America's war effort.

Developer Richard Wood

Production Chad Saliby

19 December 2013–11 April 2014

Beautiful Whale

A short film that juxtaposed the beauty of whales captured by high definition underwater cinemacams in 2013 with the violent reality of Australia's thriving whaling industry as recorded in the 1931 newsreel *Thar She Blows*.

Developer Richard Wood

Production Chad Saliby

11 April 2014–1 February 2015

Download a whale

Scannable QR codes on the exhibition labels in *Beautiful Whale* that downloaded minke, sperm and humpback whale calls to visitor mobile devices for replay in the exhibition.

Developer Richard Wood

Production Mental Media Pty Ltd

11 April 2014–1 February 2015

3 June 1969

A montage of Australian-filmed news reports and still images that graphically communicated the terror and consequences of the collision between HMAS *Melbourne* and USS *Frank E Evans* in 1969. The film was commissioned for the 45th commemoration of the event that was hosted at the museum.

Developer Gemma Nardone

Production Chad Saliby

3 June 2014

#HoodsHarbour

A touch-screen display in the exhibition gave visitors the chance to explore the Samuel J Hood collection online via the museum's Flickr Commons photostream and select their favourite for display in the 'People's Choice' section. The main aims of the interactive display were to further expose the museum's collection and to facilitate audience participation by allowing visitors to contribute to the exhibition development process.

Coordinator Richella King

Curator Nicole Cama

Venue Lighthouse Gallery

26 February–30 June 2014

A Zodiac passes in front of the Cheynes Beach Whaling Station in Albany, Western Australia, 28 August 1977; Man and woman kissing across two vessels, 1930s (detail).

Rooftop projections

As well as *Waves of migration* (see page 25) and the Whale Season rooftop projections during the *Vivid Sydney* festival (see page 26), the museum's roof was illuminated in October with the specially commissioned projection *100 years of the RAN*, which was part of the International Fleet Review festivities.



2013–14

TRAVELLING EXHIBITIONS

On their own – Britain's child migrants

From the 1860s until the 1970s, more than 100,000 British children were sent to Australia, Canada and other Commonwealth countries through child migration schemes. The lives of these children changed dramatically and fortunes varied. Some forged new futures; others suffered lonely, brutal childhoods. All experienced dislocation and separation from family and homeland.

A collaboration between ANMM and National Museums Liverpool, UK.

Team leader Mariea Fisher

Curators Daina Fletcher, Kim Tao, Lindl Lawton, Sally Hone

Designers Daniel Ormella, Johanna Nettleton

Registration Anupa Shah

Conservation Jonathan London

Public programs Marina Comino, Jeff Fletcher, Lauris Harper

Venue and dates Tasmanian Museum and Art Gallery
8 June–25 August 2013

Waves and water – Australian beach photographs

Sunbathers, swimmers, surfers and surf life savers are depicted in this collection of photographs that capture Australian beach culture from the 1930s to today. Photographs include Max Dupain's iconic *Sunbaker*, Jeff Carter's 1960s surfing safari and Ian Lever's serene ocean pools of Sydney at dawn and dusk. Other photographers represented in the exhibition include Ray Leighton, Anne Zahalka and Narelle Autio.

Team leader Niki Mortimer
Travelling exhibition manager

Gemma Nardone

Curator Daina Fletcher

Designer Slingshot Design

Registration Anupa Shah

Conservation Caroline Whitley

Learning Anne Doran, Cathy McCabe

Venues and dates

Whitehorse Arts Space Box Hill VIC
10 October–9 November 2013
National Wool Museum Geelong VIC

25 November 2013–23 Feb 2014
McClelland Gallery and Sculpture Park Langwarrin VIC
11 May–3 August 2014

Escape from Vietnam

This intimate exhibition features 14 photographs of refugees making their escape on small fishing boats from Vietnam. The exhibition is testimony to those who tragically died in the camps and while trying to escape. It also shows how through hope and determination, the human spirit can prevail to make a new life.

Team leader Niki Mortimer

Curator Kim Tao

Designer Adrienne Kabos

Registration Anupa Shah

Conservation Sue Frost

Venue and dates

Liverpool City Library

19 September – 3 November 2013

2013–14

MARITIME ARCHAEOLOGY

As the maritime archaeology program at the museum is now almost 25 years old, the museum began a major review of the program, which included the creation of the position Manager, Maritime Archaeology Program. The museum also began preparing a business case for a new National Maritime Archaeology and Research Centre.

The museum continued its representative role on the Council of the Australasian Institute for Maritime Archaeology (AIMA). Museum representatives also attended the Australian Historic Shipwrecks Practitioners meetings and sat on the Maritime Archaeology Advisory Panel to the Heritage Council of NSW.

Internationally, the museum is in the process of formulating a memorandum of understanding with the Rhode Island Marine Archaeology Project regarding the ongoing search for the site of HMB *Endeavour* in Newport Harbor, Rhode Island. We have also taken an active role in managing the site of arguably Australia's most famous submarine, *AE2*, which was sunk in the Sea of Marmara in 1915.

The museum also participated in discussions with the Royal Australian Navy, the Department of the Environment and the Embassy of the Republic of Indonesia in Canberra regarding the archaeological assessment and management of the site of HMAS *Perth* which was sunk by the Imperial Japanese Navy in the Sunda Straits in 1942.

The museum's scientific diving team participated in several interesting and exciting archaeological projects, thanks to the ongoing support of our sponsor the Silentworld Foundation. This included an expedition to Stanley Island, 500 kilometres north of Cairns, to continue searching for the remains of the Javanese-built, Calcutta-registered merchant vessel *Frederick* which was wrecked in 1819. The diving team also surveyed seven shipwrecks dating from the early 1800s on the Great Detached Reef.

The museum completed an archaeological inspection of the HMS *Pandora*, wrecked at Pandora Entrance in the far northern section of the Great Barrier Reef in 1791, and surveyed an unidentified Catalina flying boat south of Cairns.

As part of an initiative funded by the Maritime Museums of Australia Project Support Scheme (MMAPPS), the museum surveyed and assessed the wreck of the PS *Manning* for the Greater Taree City Council.

Team members have continued to participate in school educational programs and Members events at the museum. They have also conducted numerous media interviews and presented academic lectures and talks both in Australia and overseas on the museum's growing archaeological program.

Inspecting a carronade from a shipwreck on the Great Barrier Reef.



'As well as the museum being full of great exhibits, the knowledge of the staff and volunteers is exceptional!' Rhona, TripAdvisor

2013–14

USA GALLERY

In 1988 the people of the United States of America presented a Bicentennial gift of money to the people of Australia to research, interpret and tell the story of the maritime links between their seafaring nations. The USA Gallery, its collection and its program of exhibitions and events about science, technology, defence, history, art and nature continue to be funded by this gift.

This year in the USA Gallery, exhibitions focused on photography, water, nature and Australian–American relations during World War II and beyond.

Beautiful Whale brought contemporary life-size photography of whales by America's Bryant Austin to the gallery with a confronting message about the conservation of maritime species.

The exhibition *Ansel Adams – Photography from the mountains to the sea* presented an exploration of water in the 20th-century American landscape in a photographic style developed by Adams that continues to influence environmental photographers worldwide. In October 2013, the museum welcomed Mrs Ann Helms, Ansel Adams' daughter, to the gallery.

Mission X – The rag tag fleet revealed the untold story of the gallantry and sacrifice of Australians sailing under the US flag as they supplied troops in the south-west Pacific war from a motley collection of private vessels hastily requisitioned by the US Army.

Persuasion – US propaganda posters from WWII explored the role of propaganda on the US and Australian home fronts. In a serendipitous coincidence, the iconic American 'Become a Nurse' recruitment poster caught the eye of a visitor from New Zealand who recognised his neighbour in Auckland, Mrs Weslee Wootten d'Audney, as its original model. The USA Gallery invited her

to visit Sydney to record an interview and promote the *Persuasion* exhibition during Seniors Week.

As a 17-year-old New York medical student and part-time model, Weslee was regarded as the 'fresh face of America' and became the patriotic icon in one of the most successful propaganda posters of World War II.

In addition to the display commemorating the 45th anniversary of the collision between HMAS *Melbourne* and USS *Frank E Evans* on 3 June 1969, the USA Gallery hosted the dedication of a memorial plaque and a lunch attended by Australian and American survivors of the tragedy.

As part of the museum's environment protection and energy conservation program, the gallery replaced half of its halogen lights with LED fittings. As well as reducing energy consumption, the new light fittings have improved the environment for objects on display and made them easier for visitors to see.

The USA Gallery also welcomed the US Ambassador Mr John Berry, the US Consul General Mr Hugo Llorens, Vice Admiral Michelle J Howard USN and the East Connecticut Chamber of Commerce Trade Delegation.



2013–14

OUTREACH, COLLABORATION AND PARTNERSHIPS

Print and electronic publishing, media, public and schools programs as well as community-based projects, travelling exhibitions and web-based programs all help bring the work of the museum to a wide audience across Australia.

The museum also offers advisory services to remote and regional Australia as well as on-site visits. To support non-profit organisations that care for Australia's maritime heritage, the Maritime Museums of Australia Project Support Scheme (MMAPSS) provides grants of up to \$10,000. MMAPSS also funds internships for staff or volunteers from remote or regional organisations to spend time learning specific skills and making valuable connections.

Ever popular, the voyages of the museum's HM Bark *Endeavour* replica are a vital part of the museum's outreach program and continue to make our flagship accessible to ports around Australia.

Maritime Museums of Australia Project Support Scheme

Administered by the museum, MMAPPSS is jointly funded by the Australian government with support provided by the Ministry for the Arts, Attorney-General's Department. MMAPSS funding can be used for restoration and conservation, as well as for managing collections and developing exhibitions.

Since its inception in 1995, MMAPSS has distributed more than \$1 million and supported organisations across Australia to run more than 300 projects. This year, MMAPSS provided over \$148,000 for maritime heritage projects plus in-kind support and three internships, benefiting 33 organisations.

MMAPSS grants awarded in 2013–2014 New South Wales

Clarence River Historical Society Inc \$3,000

For the 'Collection Management' project, for a consultant to conduct a stocktake audit of objects of maritime significance in the collection and a professional assessment of national, state, regional and local significance.

Greater Taree City Council – in-kind support

For the 'Assessing and recording the wreck of the PS *Manning*' project. Australian National Maritime Museum Maritime Archaeology Manager, Kieran Hosty, provided in-kind support to collaborate and review the condition of the vessel and recommend how best to proceed with the management, conservation, recording and future interpretation of the wreck.

Maroubra Surf Life Saving Club Inc \$1,000

For the 'Assessing, preserving and displaying the documentary and pictorial history of Maroubra Surf Life Saving Club Incorporated' project, for an expert assessment of the significance of the club's collection.

Mid-Western Regional Council \$7,000

For the 'Restoration of Des Odgers Japanese flag' project; the restoration and display of a Japanese flag significant to Kandos' maritime military and social history.

Moruya and District Historical Society Inc \$1,105

For the 'Moruya Pilot Station records transcription' project to transcribe the Moruya Pilot Station log books starting with the log of the first pilot, Captain John Ross, who arrived at the station in 1860 and remained there until his death in 1871. Funding was to copy the first two volumes of log books held in the State Records archives.

Newcastle Region Maritime Museum \$4,486

For the 'National Standard 3.2 – Paper' project. For a workshop conducted by a Preservation Australia consultant to train volunteers from the museum and other Hunter region community museums.

Port of Yamba Historical Society \$600

For the 'Paperworks' project, to engage a paper conservator to carry out the appropriate conservation on two lifesaving certificates presented to Osric B Notely.

Port Stephens Historical Society \$1,500

For the display in the History Room and the Assault Room of the Inner Light Cottage and Museum. The society's photographic display portrays the history and heritage of Port Stephens.

Rotary Club of Kincumber \$9,830

For the 'Shipbuilders Memorial Walk' project for two memorials dedicated to individual shipbuilders who made a significant contribution to the shipbuilding industry of Brisbane Waters. The Rotary Club of Kincumber, in conjunction with Gosford City Council, determined to construct a permanent memorial to these shipbuilders along with 15 individual memorials.

Tamarama Surf Life Saving Club Inc \$4,400

For a preservation needs assessment conducted by a professional consultant on known items (following from the significance assessment conducted last year and as part of the Tamarama SLSC's plan to identify, digitise and conserve heritage items).

The Dictionary of Sydney Trust \$5,000

For the 'Unlocking the multiple layered histories of the Sydney Harbour Islands online' project. The *Dictionary of Sydney* is a city encyclopaedia based on a permanent historical digital repository with the website being a forum for public discovery, discussion and learning. This project engaged local researchers, authors and historians to document the islands of Sydney Harbour and their maritime heritage.

Queensland*Caboolture Historical Society – in-kind support*

Australian National Maritime Museum curator David Payne provided in-kind support to collaborate, review and provide recommendations on the restoration of *Bunda-La*, an ex-pilot boat built in 1958 for Queensland Department of Harbours and Marine, and which is listed on the Australian Register of Historic Vessels. The intention of the Caboolture Historical Society is to restore the vessel to its original condition for static display in the village.

Cairns Maritime Museum Inc – in-kind support

For Australian National Maritime Manager of Maritime Archaeology, Kieran Hosty, to provide in-kind support to collaborate and discuss the Cairns Maritime Museum's collection and assist with recommendations around best practice collection management, conservation, recording and future interpretation.

INTERNSHIPS

Three internships were supported by MMAPSS.

Brian Harris

Secretary, Moruya and District Historical Society Inc (NSW): One week's professional development with the museum including the areas of curating and developing exhibitions, design,

educational programs, social media, implementing volunteer programs and marketing.

Coral Taylor

Member and volunteer, Sydney Flying Yacht Squadron (NSW): Three days developing knowledge and skills with the museum's registration section.

Lyn Pasquier

Volunteer Manager, Seaworks Foundation (VIC): One week's professional development with the museum including the areas of registration, conservation, design, volunteer management, curation and the library.

Krawarree Project Inc – in-kind support

For the *Krawarree* project, which seeks to provide public access to the vessel *Krawarree* following completion of its restoration. This is the last surviving army hospital ship of five built in Tasmania in 1944–45, and is on the Australian Register of Historic Vessels. Australian National Maritime Museum curator David Payne provided in-kind support for the development of a vessel management plan for the *Krawarree*.

South Australia*Copper Coast Historic Vessel Association Inc. \$10,000*

For the '1908 Fisherman's Handicap Cup' project for the preservation and display in the Wallaroo Heritage & Nautical Museum of the cup collection won in 1908 by Ben Simms Snr in York Peninsula Regatta for the fishermen's handicap sailing race at Wallaroo in the vessel *Alice*.

Mannum Dock Museum of River History \$10,000

For a project to produce an interactive map of the Murray–Darling system encompassing geographical elements and maritime heritage trails associated with the paddle steamer industry. The map is a key element to the final stage of the interactive All Steamed Up display.



The Duke and Duchess of Gloucester after a visit to the Mission to Seafarers Victoria building in 1969; Maker's mark on a 160-year-old ship's figurehead in the shape of a bird; Women prepare a meal at the Mission to Seafarers, c1930s.

National Trust of South Australia \$10,000

For a project for the conservation, painting and removal of rust from the Cape Jaffa Lighthouse Lantern Room. Funding was conditional on the National Trust of South Australia demonstrating that work is according to a plan approved by a heritage specialist.

Penneshaw Maritime and Folk Museum \$5,300

For the 'Karatta lifeboat conservation' project. The lifeboat was carried on the SS *Karatta* which serviced Kangaroo Island for 53 years until 1961. This project was for an expert assessment and evaluation of the need for renovation, rehabilitation or conservation.

South Australian Maritime Museum \$10,000

For the project 'Translating technical innovation to exhibition: displaying the *Protector*'. Working with the Australian Centre for Visualisation Technology at the University of Adelaide, this project aims to produce geometrically correct 3D models (both virtual and physical) from historic photographs for an exhibition. The exhibition will focus on the colonial warship HMCS *Protector* which arrived in Port Adelaide in 1884, and offer a way to see the events of WWI from a South Australian perspective.

Tasmania

King Island Historical Society \$3,246

For 'Shipwrecks, survivors and pioneers of King Island' for eight display boards, with some professional expertise, made up to tell the stories of significant events of the early days of King Island. The displays along the Maritime Heritage Trail from the museum to the Currie Lighthouse are an extension of the significance of the maritime collection in the museum.



Maritime Museum of Tasmania \$6,080

For the 'Primary school education program backpack' project for an education program based on discussion cards, teachers' resources and objects that can be taken into the Maritime Museum in a backpack or sailor's ditty bag. The backpack is used by schools to explore the museum, offering a structured experience focusing on key themes and reflecting the new national history curriculum.

Narrinya Heritage Museum \$4,000

For the conservation work on the oil painting and frame of the Sir John Rae Reid ship's portrait. Following a provenance study in 2012-13 into the artist of this ship's portrait, the Narrinya Heritage Museum is conserving this object, which is highly emblematic object of Narrinya's maritime associations.

Victoria

Echuca Historical Society – in-kind support

For the 'Save the PS *Murrumbidgee*' project. Australian National Maritime Museum Historic Vessels Curator, David Payne, provided in-kind support to collaborate and review the significance of the vessel and provide recommendations on its stabilisation. Echuca Historical Society sought support to stabilise the PS *Murrumbidgee* bow section of the hull with the remains of the vessel to be placed on the riverbank until funding is received to allow further conservation.

Mission to Seafarers Victoria \$2,000

For the required archival materials to continue cataloguing, preserving and restoring their heritage collection of approximately 10,000 items dating to the mid-1800s.

Nepean Historical Society \$5,000

For the 'Conservation of bird figurehead from the ship *Sea*' project for the conservation and a professional standard interpretive display of the bird-shaped figurehead both in the museum and online. The society's 160-year-old bird-shaped ship's figurehead/billet is considered of state significance as a rare surviving example from a 19th-century ship.

Queenscliffe Maritime Museum Inc \$9,600

For the 'HMVS *Lonsdale*, recording, conservation and interpretation' project. Supported by Heritage Victoria, and with involvement by Flinders University graduate students, this project plans to conduct a small excavation to uncover the remains of the HMVS *Lonsdale*, the former Colonial Victorian Navy second-class torpedo boat which is buried in the grounds of the Queenscliffe Maritime Museum.

Sail & Adventure Limited \$10,000

For the 'Interactive 3D presentation and education facility for the *Alma Doepel*' project. A 3D finite element (FE) model of the *Alma Doepel* was created to help develop the structural work plan for the current restoration, including a presentation facility for an existing 3D model of the *Alma Doepel* to make the vessel and the restoration project more accessible to the public.

Western Australia

Broome Historical Society & Museum \$10,000

For a professional designer to be engaged for the design of the *Stateships* exhibition, a permanent exhibition illustrating how essential the Stateships services were to Broome and the Kimberley. The grant awarded was firstly to be used for curatorial expertise to determine the content, themes and messages for the exhibition.

Jaycees Community Foundation Inc trading as Whale World Albany \$8,000

For the 'Ed Smidt collection – the final eight years of Australian whaling (book and DVD)' project. For commissioning a book on the late Ed Smidt's collection of 56 photos showing the essence of the final eight years of Australia's last whaling operations.

Geographe Bay Tourism Association \$7,500

For the 'Cape Naturaliste Lighthouse Maritime Museum and Interpretive Centre' project for a consultant to project-manage development of a centre that communicates the local maritime history relating to the Cape Naturaliste Lighthouse and surrounding district and for the restoration of the lighthouse lens and housing from Jarman Island.

HM Bark Endeavour

The museum's replica of Lt James Cook's famous 18th-century ship, which the museum operates under the original name HM Bark *Endeavour*, has authentically fitted-out living decks and cabins. This fully surveyed voyaging vessel, which has 20th-century machinery, cooking and hygiene facilities hidden in its lower hold, allows the museum to voyage the ship with a core professional crew. To experience 18th-century seamanship, paying voyage 'crew' participate fully in watch-keeping and sail handling.

HM Bark *Endeavour's* voyages around Australia are a vital part of the museum's outreach program, when the ship is set up in museum mode in interstate and regional ports. This year the voyaging program was closer to the ship's home port. The ship took part in Australia Day celebrations and hosted the International Fleet Review and the associated visit of international tall ships to the museum. The ship

continued to welcome schools as well as hosting National Science Week programs.

To keep *Endeavour* up to date with advances in modern navigational practices and equipment the museum upgraded *Endeavour's* electronic navigational aids with a new electronic chart display and information system (ECDIS) along with a new satellite communications system (ImarsatC). The vessel's standing and running rigging, yards and spars were also progressively overhauled and the modern 20th-century mess area was re-upholstered.

External relations

Media interest generated about the exhibitions and the future of the museum resulted in over 1,000 media stories, lifting the museum's media profile both nationally and internationally. The major blockbuster exhibition, *Vikings – Beyond the legend*, attracted a great deal of media attention, generating over 150 media items and providing an equivalent advertising value of over \$2.5 million. Stories about the exhibition were broadcast on SBS, Channel 9, ABC 702, 2GB and 2UE. Print media *The Australian*, *Sydney Morning Herald*, *Daily Telegraph* and *MX* also reported on the exhibition.

The *Ansel Adams* exhibition in the museum's USA Gallery attracted much interest from the photography and arts media including the *Sydney Morning Herald*, *The Australian*, a range of suburban newspapers, *Australian Photography* and *Photofile*. In total, 90 media items were generated, valued at over \$850,000.

The exhibition *Persuasion – US Propaganda Posters from World War II* was also a media success, generating a public relations value of over \$1 million. Stories about the exhibition ran on SBS, ABC and NZ 7 TV, and in *The Australian* and the *Sydney Morning Herald*.

HM Bark *Endeavour's* voyages around Australia are a vital part of the museum's outreach program, when the ship is set up in museum mode in interstate and regional ports.

From top: Voyage crew take in sail on *Endeavour*; Primary school students study botany aboard *Endeavour* during Science Week 2013; Re-enactors stage a mock battle at the launch of the exhibition *Vikings – Beyond the legend*.

The museum's Whale Season, featuring the exhibitions *Amazing Whales* and *Beautiful Whale*, also generated very strong media coverage. Stories ran on Channel 9's TODAY show, Channel 7 Sunrise, ABC Breakfast, *Daily Mail* Online, BBC Online and the *Sydney Morning Herald*.

A small exhibition about post World War II migration, *Coming to Australia*, was of interest with articles running across the Sydney suburban network, in *MX* and on the *Daily Mail* online.

Other key drivers of media attention included the museum's involvement in the Royal Australian Navy's International Fleet Review and the announcement by Senator the Hon George Brandis QC, Minister for the Arts, of the construction of a Warships Pavilion to interpret the museum's Royal Australian Navy vessels.

Registration

The museum lent 82 objects to 14 borrowers, both Australian and international. Thirteen blogs on collection items were published. The Registration section hosted three MMAPPSS interns and one Museum Studies intern focusing on collection management, best practices and principles.

Registration coordinated with 39 private lenders and 21 cultural organisations both domestic and internationally, including the Art Gallery of New South Wales, Australian Open Skiff Trust, Yachting Australia and Southampton City Archives to borrow items for display in our exhibitions *On their own – Britain's child migrants*, *Koori Art Expressions 2013*, *Waves and Water – Australian Beach photographs*, *USS Frank E Evans* and *HMAS Melbourne* collision and other core gallery displays. We digitised more than 4,000 object records for publication through our collections pages on the website.



Forward periscope pedestal of
Australian submarine AE2, scuttled
in 1915 in the Sea of Marmara.

UniVative competition

The museum also participated in UniVative inter-university student competition with the museum's Head of Learning, Lynda Kelly; Head of Research, Nigel Erskine; and Manager Registration and Photography, Sally Fletcher.

UniVative is an inter-university, inter-disciplinary, and inter-cultural student team project competition jointly organised by Macquarie University, UTS, University of Sydney, University of Wollongong, University of Western Sydney and UNSW. UniVative connects students with corporate and community partners through industry sponsorship of projects with a genuine business need, issue or challenge. Each team comprises four to six students from multiple disciplines from within their university, and works offsite competing to provide the best solution to the project or business problem.

Conservation

The museum's conservation section collaborated with institutions such as Sydney Living Museums; the Australian War Memorial; the State Library of New South Wales; the Powerhouse Museum; the Peabody Essex Museum, USA; The Centre for Creative Photography, University of Arizona, USA; Bryant Austin, photographer; and the Muséum National d'Histoire Naturelle, Paris.

The Senior Conservator, Paper and Photographs and the Manager, Conservation visited the Naval Heritage Collection on Spectacle Island in March 2014 to offer advice.

The Head of Conservation continued to participate in the cross-institution network known as DISNSW (Disasters NSW). This network offers support in disasters affecting cultural collecting institutions in Sydney and beyond.

After considerable planning, negotiation with Norfolk Island Museum and extensive consultation, the conservation treatment of the HMS *Sirius* anchor was completed in September 2013. Senior Conservator Rebecca Dallwitz led the project,

assisted by most of the conservation section and several other museum staff. It was a mammoth effort with unforeseen delays and challenges. It was also an opportunity for research, detailed consultation with peers in other institutions and for using some alternative methods and procedures brought about by the particular situation of the anchor.

Volunteers

Formed in March 2014, the ANMM Speakers is a committed group of six volunteers who promote the museum in the community and encourage increased visits and museum membership. The group has presented 15 talks which were attended by a total of 567 people. The talks received positive feedback with requests for repeat talks. The scheme has resulted in increased memberships and group tour bookings.

Ten talks were prepared with topics ranging from a virtual tour of the *Vampire*, *Onslow* and *Endeavour* to topics of historical interest such as *Krait* and its raid on Singapore, and Bass and Flinders.

Research and curatorial

The research and curatorial section developed a draft memorandum of understanding with the Rhode Island Marine Archaeology Project (RIMAP). The section also applied to the Indonesian authorities for permission to dive on HMAS *Perth* as well as established contact with the Naval History and Heritage Command, Washington and the WWII Valor in the Pacific National Monument, Honolulu.

In June, the Head of Research participated in Project Silent Anzac's archaeological assessment of the Australian submarine HMAS *AE2* in Turkey. This visit was to familiarise the team before taking up responsibility for the project next year.

The museum's diving policy and procedures were reviewed by the Maritime Archaeology Manager. Work also began on reviewing the Collections Development Policy and work on new Master Narratives is well advanced.



Sydney Heritage Fleet

Founded in 1965, Sydney Maritime Museum, which uses the trading name Sydney Heritage Fleet, is a not-for-profit volunteer-based organisation which restores, exhibits and operates an internationally significant fleet of heritage vessels and small craft, together with an extensive research and library collection. Five of the fleet's vessels, fully restored and regularly in use, are more than 100 years old. Vice-regal steam launch *Lady Hopetoun* (1902), steam tug *Waratah* (1902), schooner *Boomerang* (1903) and launch *Protex* (1908) share the centenarian distinction with the fleet's oldest vessel, barque *James Craig* (1874), which was salvaged from southern Tasmania and restored by the fleet.

The fleet acquired a site for a new operational vessel base at Bank Street, Pyrmont, in March 2014 which will provide a secure home for its vessels with shoreside support facilities. The current operational base in Rozelle Bay saw the 1927 pilot vessel *John Oxley* move a significant stage closer to completion of her restoration when the final rivets were driven to complete the re-plating of the ship's hull.

The 2013 International Fleet Review in Sydney Harbour was a high point for the fleet. Vice-regal steam launch *Lady Hopetoun* took part in the royal review of the assembled warships as the only vessel present in 1913 on the day the Royal Australian Navy's fleet first steamed into Sydney Harbour.

Sydney Heritage Fleet enjoys a high level of support from the Australian National Maritime Museum and also partners in such important international projects as the Australian Register of Historic Vessels (ARHV). The wooden boat exhibition in the Wharf 7 foyer resulted from a collaboration between the two institutions and involves significant small craft and heritage engines from the fleet's collection.

The continued use of office space, collection storage and workshop access at our Wharf 7 Maritime Heritage Centre, together with a Wharf 7 berth for *James Craig*, is testimony to the sound working relationship between the two organisations.

From top: INS *Sahyadri* at anchor in Sydney Harbour during International Fleet Review celebrations, October 2013; Viking re-enactors generously gave their time and knowledge during the exhibition *Vikings – Beyond the Legend*; Members events this year included a walk along the Bondi clifftop to view Aboriginal carvings.

Travelling exhibition program

As part of our strategic objective to extend our reach and outreach, the museum's travelling exhibitions program presents exhibitions to visitors at museums and galleries across Australia. Small and larger exhibitions are toured to many regions and states. Supported by the Australian Government's National Collecting Institutions Touring and Outreach Program, *On their own – Britain's child migrants* was presented at the Tasmanian Museum and Gallery, Hobart, and a tour to the UK in October 2014 has been confirmed. Museum crew accompany this exhibition, with modular structures, historical artefacts, audio visuals and interactives, for installation, media interviews and local talks. More than 130,000 people visited the museum's travelling exhibitions in 2013–14.

Our *Sail Away* program – smaller exhibitions of paintings, prints and photographs complete with education and marketing material – travels to many regional venues without support staff. *Waves and Water – Australian beach photographs* began its tour in October 2013 to three Victorian venues: Whitehouse Arts Space, Box Hill; National Wool Museum, Geelong; and McClelland Gallery, Langwarrin. *Escape from Vietnam*, an exhibition of photographs, visited Liverpool City Library in Sydney. *Work on War at Sea – The navy in WWI* began, assisted by the Australia Council for the Arts, the Australian Government's principal arts funding and advisory body. The Australian National Maritime Museum in Sydney will be the first venue before the exhibition begins an extensive tour to metropolitan and regional venues across the country.

More information about our travelling exhibitions is on page 32.



Vaughan Evans Library

The Vaughan Evans Library is the research library of the Australian National Maritime Museum, open to the public by appointment during certain hours. The library's collection of publications, reference sources, journals and material relating to exhibitions reflects the activities and collecting interests of the museum.

The launch of the inter library loan service, Worldshare, has given the library greater options for supply sources with the world's largest cooperative library database. The Vaughan Evans Library was the second library in Australia to adopt this new service. The library's awareness service for new journal articles was also replaced by the world's largest freely accessible journal table of contents service, JournalTOCs.

The following significant book donations were added to the Rare Books Collection:

The Cutty Sark: last of a glorious era by Alan Villiers, signed copy published in 1953 (donated by the Knox Grammar School Bookfair Committee).

A complete account of the settlement at Port Jackson in New South Wales, including an accurate description of the situation of the Colony; of the Indigenous people living there and of its natural productions. Written by Watkin Tench; first edition published in 1793 (donated by John Baxter from the Estate of Betty Rosamund Baxter (1923–2010)).

Last Commander of the Baudin Expedition, The Journal 1800–1804 written by Pierre Bernard Milius; translated by Kate Pratt. This boxed set was published by Australian Capital Equity Pty Limited in association with the National Library of Australia, 2013 (donated by the State Library of New South Wales).

Indigenous outreach

In January 2014, the newly created position of Manager of Indigenous Programs was filled. The position sits within Public Engagement and Research and is responsible for the delivery of a range of cultural programs and services and opportunities for engagement and partnerships. The Manager of Indigenous Programs is working closely with other museum staff and business units to successfully engage national and international audiences to ensure an Aboriginal and Torres Strait Islander perspective is incorporated into the museum's programs and policies. The responsibilities of the position include managing Aboriginal and Torres Strait Islander programs related to collections, outreach, public and community programs and access.

One of the key aspects that will help guide the inclusion of an Aboriginal and Torres Strait Islander perspective through the museum's programs and policies is the development of a Reconciliation Action Plan (RAP) for the organisation, in conjunction with Reconciliation Australia. The RAP framework is based on three key areas: relationships, respect and opportunities. The RAP outlines practical actions the museum will take to build strong relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians. As part of the RAP program, a working group has been formed comprising 17 representatives from the organisation including Aboriginal and Torres Strait Islander staff and executive-level representation.

In conjunction with Learning staff and the Curator of Historic Vessels, the Indigenous program has run several outreach *Nawi* canoe-building workshops and meetings with schools and communities. These have engaged the wider community, organisations and elders within their area as well as built strong relationships and links with the museum. These programs have reached more than 3,000 people this year and are drawing plenty of interest, with further workshop requests from other organisations.

WELCOME WALL

The Welcome Wall is the museum's tribute to migrants, and encourages people to recall and record their stories of coming to live in Australia. Its online database makes these stories available to family historians and researchers everywhere. Registrants and the public can search for relatives and friends online, and submit pictures and further details about their stories, and in doing so create a monumental and practical account of migration to Australia. In the period, 587 names were added to the Welcome Wall, originating from 103 countries. The top five countries from which registrants came were England, Italy, Germany, Ireland and the United Kingdom.



To date the Welcome Wall bears 20,134 inscriptions recording almost 26,700 names from 249 countries, the top five being England, Italy, The Netherlands, Germany and Scotland.

Some of the groups we have worked with are Sydney Sport and Recreation Centre, Lawrence Hargrave School Warwick Farm, National Centre of Indigenous Excellence, National Parks and Wildlife Service NSW, North East Catchment Management Authority, Wodonga Victoria, and the Gubbi Gubbi Community in Cooroy, Queensland.

The museum celebrated Reconciliation Week with the opening and launch of the *East coast encounters* exhibition, with the opening event attracting a large crowd and featuring performances from some of Australia's top Indigenous and non-Indigenous artists and singer-songwriters. An artist panel discussion was also held as part of the celebrations with an attendance of around 180 people.

Virtual excursions were also held for school groups during NAIDOC week. Workshops were based on Indigenous people and their links to water. Four different school groups dialled in for these sessions with more than 100 students participating.

The Manager of Indigenous Programs has also been working on the redevelopment of our Eora gallery and the acquisition of several new key pieces and objects, including Aboriginal artist Michael Cook's photographic series *Undiscovered* and Torres Strait Islander Jimmy Thaiday's 2013 Telstra Award piece, *'Kab Kar' from then till now*.

Facilities and support services

Staff of the museum section responsible for facilities and support services from time to time attended facilities meetings with other state cultural institutions. These included the Australian Museum, Powerhouse Museum, Art Gallery of New South Wales, State Parliament House, State Library of New South Wales, Centennial Park and Sydney Opera House.

They continue to maintain a relationship with their counterparts in the Australian Capital Territory.

Digital outreach

2013–14 was a busy year for the digital outreach team. The three-year Digital Outreach strategy setting the vision and goals for the museum's online outreach and engagement program was completed and signed off. Flickr Commons had a phenomenal 6.9 million views over the year – a 450% increase on the previous (record-breaking) year. Views to longer-form content on the museum's blog increased by 39% to 84,500 views over the year. To capitalise on this interest in the collection, the team commissioned the development of a set of digital story templates to which we will be adding content over the next year.

The digital outreach team can claim two firsts this year. Lucy's Adventures, the museum's first iPad and

Android children's app, was successfully launched in December and has had more than 17,000 downloads since. It was also awarded the accolade of 'mobile of the day' on favourite website awards thefwa.com.

The museum's first crowd-sourced exhibition, *#HoodsHarbour*, was also opened. Showcasing the most popular photos from the museum's Samuel Hood photographic collection, it was on display in the Tasman Light gallery during the second half of the year.

The website and social media figures also remained strong with the website traffic increasing by 17% and Twitter seeing a 32% increase in followers to 8,171.

The Australian Register of Historic Vessels

The Australian Register of Historic Vessels (www.anmm.gov.au/arhv) is an online database building a national picture of historic vessels and their designers, builders and owners. ARHV periodically extends its national reach with award ceremonies held to recognise owners in other parts of Australia. The newest additions to the register are listed in each issue of the museum's quarterly journal *Signals*. The ARHV held a meeting of its council in Sydney in June 2014, and ARHV curator David Payne made visits to vessels in Victoria and Queensland in 2014. In this reporting period, 69 vessels were listed on the

ARHV. In November 2013 the ARHV hosted a seminar in Perth titled *Pearling, Fishing, Sailing, Trading: Stories of Western Australia's Seagoers and Their Craft*, which paired theoreticians with active participants across a range of themes and in the context of vessels on the register.

eMuseum

The museum is digitising collection objects and data associated with them as part of our Digitisation Strategy for access by people who cannot visit the museum (nmm.gov.au/learn/collections). At the end of the reporting period, an additional 4,000 objects had been digitised for public access, making a total of 68,500, or 47% of the collection digitised. Of these approximately 26,000 are available online.

2013–14

PERFORMANCE INDICATORS

The Key Performance Indicators of the Portfolio Budget Statement (PBS) for financial year 2013–14 are given here. They relate to the single outcome:

Outcome 1 Increased knowledge, appreciation and enjoyment of Australia's maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events.

The museum's strategic direction is to explore and manage maritime heritage in ways that enlighten, inspire and delight people everywhere. Key strategies for the museum are identified in the opening pages of this report.

From 2013–14 the national arts and cultural agencies including the museum report against a range of cross-agency key performance indicators. Agency-specific key performance indicators (KPIs) are included.

	2013–14	2013–14	Variance	
Key Performance Indicators	Target	Actual		Comments
Visitor Interactions				
Number of on-site visits to the organisation: Total	469,000	616,189	31%	
Number of paid on-site visits	283,500	282,436	0%	Strong visitation from significant exhibitions this year such as <i>Vikings</i> , <i>Ansel Adams</i> , <i>Persuasion</i> and <i>Whale Season</i> . Focus on targeting the family market continued to deliver more people to the museum.
Number of unpaid on-site visits	185,500	333,753	80%	Unpaid visitors better than budget due to International Fleet Review with nine tall ships in port; Rooftop projections around Month of Love, Australia Day, <i>Vivid</i> , Major League Baseball, partnership with Comedy Festival and the <i>Beached</i> Az rooftop projection. Visiting vessel <i>Sam Simon</i> in port during Whale Season. Also during Vivid a comprehensive performance campaign with retail and food offerings to drive visitors to the precinct in the evening. Significant increase in the number of commercial venue hires this year also increased unpaid visitor numbers as more event delegates were on site.
Online visitation				
Number of visits to the organisation's website	439,350	588,606	34%	This positive result represents both general growth in visitor use of online media, and increased efforts by the museum to drive web traffic via social media projects (where we are performing particularly well) and special event links (such as International Fleet Review).
Number of page views on the organisation's website	1,670,000	1,941,578	16%	
On-site visitation				
Number of on-site visits by students as part of an organised educational group: Total	33,200	35,441	7%	
Number of on-site visits by pre-school students	2,370	2,106	-11%	A large number of pre-school visitors also came to our Wet World summer program, which was targeted for pre-schoolers, but are not recorded here as they were part of general admission figures.
Number of on-site visits by primary school students – including vacation care	20,963	22,018	5%	Strong result for all school visits, due to increased focus on secondary students and strong curriculum links in museum exhibitions and programs over the year.
Number of on-site visits by secondary school students	8,785	10,205	16%	See above.

	2013–14	2013–14	Variance	
Key Performance Indicators	Target	Actual		Comments
On-site visitation				
Number of on-site visits by post-secondary education students	1,082	1,112	3%	Including adult education such as WEA.
Participation in public and school programs				
Number of people participating in public programs	32,000	38,859	21%	
Number of students participating in school programs	37,440	38,674	3%	Actual and budget figure includes teacher/carers.
Number of off-site visits to the organisation	24,000	130,172	445%	Travelling exhibitions have already surpassed forecasted visitor numbers. <i>On their own</i> at Tasmanian Museum and Art Gallery received greater numbers than expected and <i>Escape from Vietnam</i> was not included in original forecast. Forecast is adding 15,000 visitors for <i>Waves and Water</i> over three venues. Visitor numbers are from other institutions and these are not always available for a couple of weeks.
Quantify of school learning programs delivered				
Number of organised programs delivered on-site	436	782	79%	Strong result for all school visits, due to increased focus on secondary students and strong curriculum links in museum exhibitions and programs over the year.
Number of program packages available on-line	18	18	0%	
Number of educational institutions participating in organised school learning programs	587	624	6%	
Visitor satisfaction: Schools				
Percentage of visitors that were satisfied or very satisfied with their visit	85%	98%	15%	Very positive feedback throughout the year with only one verbal disappointment in September 2013.
Program survey rating (by teachers)				
Percentage of teachers reporting overall positive experience	85%	94%	11%	
Percentage of teachers reporting relevance to the classroom curriculum	80%	92%	15%	

	2013–14	2013–14	Variance	
Key Performance Indicators	Target	Actual		Comments
Number and list of initiatives that strengthen ties with other countries				
Number of formal initiatives	7	18	157%	ANMM Director conducted various overseas trips and engaged in many formal initiatives with foreign ambassadors and senior figures.
Number of other initiatives	24	24	0%	
Share of funding by source				
Operational funding from government (as a % of total funds)	67%	64%	-4%	
Capital funding from government (as a % of total funds)	5%	5%	0%	
Cash sponsorship income (as a % of total funds)	1%	1%	0%	Sponsorship and partnerships continued this year with Nine Network and Royal Wolf each partnering for another three years and Southern Cross Austereo re-signing for 12 months. New strategic partnerships were secured this period to drive revenue through other parts of the museum, such as Major League Baseball and Professional Footballers Australia – both partnerships having an impact on commercial venues and Welcome Wall.
Other income (as a % of total funds)	28%	30%	7%	Commercial venues were significantly increased on the previous year with the commencement of proactive sales activities, launching a new venue into the market and undertaking some new marketing initiatives to drive more commercial business. In addition, current prices were reviewed in line with the market and adjustments made to reflect demand and propensity to pay. Commercial venues and revenue also benefited from the closing of the Darling Harbour Convention Centre.
Expenditure mix				
Expenditure on collection development (as a % of total expenditure)	12%	11%	-8%	
Expenditure on other capital items (as a % of total expenditure)	19%	11%	-42%	This has been affected by underspend in capital expenditure mostly due to phasing and spending deferred into the following year (including wharf works, docking of HMAS <i>Vampire</i> , and Warships Pavilion).
Expenditure on other (ie non-collection development) labour costs (as a % of total expenditure)	26%	28%	8%	

2013–14

STATUTORY INFORMATION

	2013–14	2013–14	Variance	
Key Performance Indicators	Target	Actual		Comments
Expenditure mix				
Other expenses (as a % of total expenditure)	44%	50%	14%	
Collection management and access				
Acquisition				
Number of acquisitions made in the reporting period	2,200	350	-84%	This figure reflects the fact that the new acquisitions procedures were only finalised in December. These procedures are intended to ensure a rigorous assessment process focusing on quality acquisitions rather than quantity (taking into account auditors' comments on the full cost of acquiring artefacts for the collection).
Accessions				
Total number of objects accessioned in the reporting period	3,200	2,168	-32%	Registration staff levels are less than same time last year and the position that was dedicated to accessioning remains unfilled.
Total number of objects awaiting accessioning at the end of the reporting period	3,600	3,357	-7%	Anticipated additions of new acquisitions and reduced staff levels will result in continued unregistered backlog.
% of total objects acquired in the reporting period accessioned	90%	100%	11%	
Access				
% of the total collection available to the public	19%	21%	11%	
% of the total collection available to the public online	17%	19%	12%	Increased online access to our collections is being put in place now, and a significant increase in the depth of access is being undertaken in a current project, 'Unlocking the Collections'.
% of the total collection available to the public on display	3.5%	3.0%	-14%	Greater use of our collections on gallery and on tour are planned over the next several years as the museum's master plan is further developed.
% of the total collection available to the public on tour	0.01%	0.04%	270%	
Digitisation				
% of the total collection digitised	42%	45%	7%	

Corporate governance

The museum is a statutory authority within the arts portfolio. Its enabling legislation, the *Australian National Maritime Museum Act 1990* (the ANMM Act), established a governing council to ensure the proper and efficient performance of its functions. At 30 June 2014, the council comprised ten members, including the museum's director and a representative of the Royal Australian Navy.

The full council met four times during the reporting period. Business is facilitated through three committees (refer to Appendix 12). They meet in advance of each full council meeting, and additionally if required, providing advice on the matters identified in their respective charters. Each committee apart from Finance, Risk, Audit, Capital Works, Assets and Systems comprises the director and at least two other councillors, one of whom acts as chair. All councillors are welcome to attend any committee meeting in an ex-officio capacity.

The council operates under a governance policy that includes a requirement for periodic self-assessment, an exercise which was undertaken during the course of the year. A number of councillors are members of the Australian Institute of Company Directors and subject to its code of conduct. All councillors are aware of the need to comply with both the letter and the spirit of relevant legislation. Operations are informed by the highest museological standards and codes of practice and all staff are bound by the Australian Public Service Values and Code of Conduct.

The museum prepares triennial strategic plans and annual operating plans for ministerial approval in accordance with the ANMM Act. The minister receives reports on matters of significance, and the chairman and director meet with the minister as required. A senior departmental representative attends all council meetings as an observer and copies of the minutes are subsequently provided to the minister and department. The museum is also subject to the *Commonwealth Authorities and Companies Act*

1997 (CAC Act) and in addition to its regular annual reporting obligations to the minister and the parliament, also lodges a CAC Act compliance report with its portfolio minister and the Minister for Finance and Deregulation.

All museum staff are aware of the importance of good governance, and governance is a standing item on the agenda for the executive management group's fortnightly meetings.

The names of the senior executive and their responsibilities are:

Peter Dexter Chairman

Kevin Sumption Director and CEO

Frank Shapter Chief Finance Officer

Peter Rout Assistant Director, Operations

Privacy legislation

The museum provides information as required to the Privacy Commissioner for inclusion in the Personal Information Digest. No reports by the Privacy Commissioner under Section 30 of the *Privacy Act 1988* were received during 2013–14.

Freedom of information

There were two requests under the *Freedom of Information Act 1982*. The museum's FOI officer for the period was Peter Rout.

Judicial decisions and reviews by outside bodies

There were no judicial decisions that affected the museum during the period under review. There were also no reports on museum operations by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman.

Effects of ministerial directions

The museum received no formal notification or ministerial directions during the reporting period.

The National Code of Practice for the Construction Industry, the Commonwealth Procurement and Cost Recovery Guidelines, and the Foreign Exchange Policy continue to apply to the museum by virtue of notices issued in preceding reporting periods.

Indemnities and insurance premiums for officers

No current or former officer has been given any indemnity and there are no agreements to give any. Normal directors and officers insurance is carried through Comcover.

Fraud control

The museum has prepared fraud risk assessments and fraud control plans, and has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes. All reasonable measures have been taken to minimise the incidence of fraud. There was no fraud identified or reported in the financial year.

Contribution of risk management in achieving objectives

Before any decisions are made on key projects, and before significant events, the museum undertakes thorough risk assessments. We have a robust work health and safety program (see next column) through which we manage accidents and incidents. We take a proactive approach to risk management, including independent consultation and review. Insurance needs, which are also based on independent valuation of replacement cost, are assessed by the finance and audit committee.

Performance against service charter customer service standards

The museum's response rate to performance indicators has been very positive; more detail is provided on pages 50–54. Over the reporting period our visitor surveys recorded a satisfaction rating of 98%, 15% higher than budget.

Establishment and maintenance of appropriate ethical standards

At induction all staff are briefed on the APS Values and Code of Conduct. Refresher training in Code of Conduct responsibilities is conducted periodically and all supervisors are required to sign off on the conduct of their subordinate staff as part of the process that informs the annual CAC Act compliance report.

The museum closely monitors any conflicts of interest, gifts to declare or any other matters to disclose. A conflict of interest declaration register is in place, and a gift register declaration continues to be sent out quarterly to all staff.

Workplace health and safety

The museum has a comprehensive and compliant workplace health and safety management framework, affirming its commitment to provide and maintain a working environment that is safe for employees, is without risk to their health and provides adequate facilities for their welfare at work.

This commitment also extends to the museum's volunteers, contractors and visitors.

The WHS committee has been meeting fortnightly to assist in the review of WHS policy and procedures and improvements to safety risk controls. The committee includes elected staff representatives from the six designated workgroups and all have received appropriate training. Regular workplace inspections occurred and staff have access to ergonomic assessments as well as free screen-based vision testing and influenza shots.

Outdoor staff are provided with protective clothing, sunglasses and sunscreen, and workshop staff are given biannual hearing tests.

From top: Museum vessels (from back), Tu Do, MB172 and Kathleen Gillett; Malcolm Page and Olympic gold medal-winning 470 class skiff Practical Magic; Vikings 'raid' the museum at the launch of the exhibition *Vikings – Beyond the legend*.

WHS is included in the site induction given to all new employees, volunteers and contractors.

Online hazard and incident reporting has been improved through the use of an off-the-shelf risk tool to facilitate notification and remedial management action. There were no reportable incidents but there were three claims for compensation by staff.

Particular workplace health and safety projects undertaken this year included installation of new balustrade infill panels to the Wharf 7 atrium staircase, and construction of a second entrance to the Wharf 7 foyer that is DDA compliant. The museum has conducted a comprehensive Work Health and Safety review on *Vampire* and the eastern seaboard (all outdoor areas on the eastern precinct of the museum including the wharves, pontoons and public spaces).

Significant effort by Fleet staff has resulted in numerous high risks on *Vampire* being eliminated or minimised during docking. This work continues and has included the entire vessel having the edge guard rails netted to prevent accidental falls from height, particularly of child visitors. Additional high risks related to supervision and free movement on the vessel by primary school groups have been revised and strengthened.

As a result of a shark sighting in the museum's basin and the subsequent cessation of all diving operations in Sydney region earlier in the year, a thorough review of the ANMM Diving Policy/Manual and Sydney Region Risk Assessment was completed.

The policy/manual now reflects all new WHS diving regulations introduced in July 2014 and includes the introduction and use of shark repellent devices as a standard requirement of diving operations and use of diver-to-diver and diver-to-boat attendant communications as standard requirements.

The museum continues to strive for a safe workplace and is revitalising all WHS policy, procedures and processes with a view of achieving its WHS objectives for the period, in compliance to the WHS Act and regulations and also to renew the safety culture.



Ecologically sustainable development and environmental performance

External maintenance to the Exhibition building included sprinkler head replacement, corrosion repairs and painting and panel seal repairs. Repairs to the South Wharf piles involved reinforcing head stocks to rack piles. Repairs to sheet piles included replacement of waler and plating of sheet piles and preparation of surfaces for protective coatings.

Various steps have been taken to save energy: the HVAC control upgrade is now complete, sub-metering has been installed and air-handling systems upgraded.

Measures to save energy in lighting have included replacement of lighting with LED tubes in the Wharf 7 building and replacement with LED fittings in the Exhibition building's plant room. Lighting in both the Wharf 7 reception/foyer and the Store has been upgraded with specialised LED fittings.

Replacement of the 1000 Kw HHW generator (boiler) with a high-efficiency generator has provided significantly reduced gas consumption.

Individual sections have also undertaken their own energy conservation measures. In the USA Gallery, a program of replacing the halogen lights with LED fittings is 50% complete, and has reduced energy consumption and improved the environment for objects on display and visual access for visitors. The Conservation section has embraced measures taken to reduce energy consumption by adopting energy-saving lab lighting and offering advice with regard to proposed exhibition lighting changes.

The ICT section sends e-waste for recycling by either Sydney City Council e-waste program or a commercial program. Redundant audio visual equipment is recycled through eBay, and all toners are recycled. A battery recycling program continues, and old server equipment is donated to charity. Use of the library's multifunction scanner continues to halve the number of paper copies accompanying public enquiries.

Advertising and market research

In the 2013/2014 financial year, the Marketing Unit at the Australian National Maritime Museum spent the following amounts on advertising and marketing.

Creative advertising agencies for developing advertising campaigns: \$125,042.50

Vikings exhibition campaign creative: Bloke \$96,662; Holla \$1,000; ACMN \$5,500

Vivid Festival campaign creative: Enigma \$3,045

Amazing Cetaceans exhibition campaign creative: Enigma \$5,057

Tourism campaign creative: Bloke \$4,040

Elysium exhibition campaign creative: Bloke \$890

East of India exhibition campaign creative: Enigma \$3,127

Ansel Adams exhibition campaign creative: Enigma \$541.50

Beautiful Whale exhibition campaign creative: Enigma \$5,180

Direct mail organisations: \$1032.75

Vivid Festival What's On distribution: Advertising Printing Australia \$1032.75

Market research organisations: \$139,337

Concept development research for *Voyage to the Deep* exhibition: Colmar Brunton \$42,382.50

Target market research insights: Colmar Brunton \$22,397.50; Strategy 8 Consulting \$70,825.00

Vikings exhibition exit surveys: Strategy 8 Consulting \$2,250; Street Promotions \$722

Whale Season exhibition exit surveys: Strategy 8 Consulting \$4,500; Street Promotions \$760

Media advertising organisations: \$225,716.80

Vikings exhibition media buying: ACMN \$141,836.80

Ansel Adams exhibition media buying: Frontier \$79,880

Beautiful Whale exhibition media buying: Frontier \$4,000

Market research

McNair Ingenuity Research \$950 Data entry and analysis for *War at Sea* title testing; \$1,045 Data entry and analysis for USA Gallery evaluation; \$1,320 Data entry and analysis for Kids on Deck/family program evaluation
Nosey Parker: \$20,000 Market testing for Master Narratives project

Grant programs

The museum's extensive range of Maritime Museums of Australia Project Support Schemes (MMAPSS) grants and internships is detailed on pages 36–41.

Disability reporting

Changes to disability reporting in annual reports

Since 1994, Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007–08, reporting on the employer role was transferred to the Australian Public Service Commission's *State of the Service Report* and the *APS Statistical Bulletin*. These reports are available at www.apsc.gov.au. From 2010–11, departments and agencies have no longer been required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by the *National Disability Strategy 2010–2020*, which sets out a ten-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high-level two-yearly report will track progress against each of the six outcome areas of the Strategy and present a picture of how people with disability are faring. The first of these reports will be available in late 2014, and can be found at dss.gov.au.

Information Publication Scheme

Agencies subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a Section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements.

Absence of provisions in contracts allowing access by the Auditor-General

There is no absence of this provision in any contracts relating to this reporting period.

Contracts exempted from publication in AusTender

There were no exemptions as per the AusTender requirements.

Correction of material errors in previous annual report

No errors are noted.

Agency Resource Statements and Resources for Outcomes

See Appendix 17 (page 146).

2013–14

HUMAN RESOURCES

Staffing overview

Staff employed under the *Public Service Act 1999* at 30 June 2014 totalled 97 (70 ongoing full time, 13 ongoing part time, 11 non-ongoing full time, 2 non-ongoing part time and 1 non-ongoing casual).

Enterprise agreements and Australian workplace agreements

The number of Australian Public Service (APS) employees covered by an enterprise agreement at 30 June 2014 was Senior Executive Service (SES) nil and non-SES 97; by an Australian workplace agreement (AWA), SES nil and non-SES nil; by an individual flexibility agreement (IFA), SES nil and non-SES 17.

Non-salary benefits

The museum provides flexible working hours and family-friendly initiatives, such as working from home and payment of childcare fees if staff need to travel away from home for museum business.

To help promote health and wellbeing, the museum offers the following non-salary benefits:

- access to confidential professional counselling service through an 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 glasses
- prescription sunglasses for employees who regularly work outdoors.

The museum also provides training in first aid, fire wardens, work health and safety representatives, and a harassment contact officer.

Encouraging professional development and study is an important aspect of working at the museum. Ongoing APS staff receive assistance for study as well as specialist training in IT (including Word, Excel and PowerPoint).

Other non-salary benefits offered include:

- salary sacrificing for laptop computers, additional superannuation, novated and associate motor vehicle leases
- access to a purchased leave scheme (for ongoing APS staff).

Performance bonus payment

The aggregate performance bonus payment for the agency as a whole in 2013–14 was \$1,106.

Effectiveness in managing human resources

Fifteen staff elected to take voluntary retrenchment in 2013–14. The staff turnover rate including the voluntary retrenchment employees in 2013–14 was 23.3%. Not including the voluntary retrenchments, the turnover rate was 10.23%, compared to 10.53% in 2012–13 and 20.56% in 2011–12.

Training and development initiatives

Staff undertook a range of work-related training activities, courses and conferences. These included courses on how to write a position description, how to identify KPIs, fire warden training, health and safety representative training, and senior first aid training. Digital outreach staff attended one-, two- and four-day courses on responsive design, web directions, and museums and the web.

Productivity gains

The organisational restructure (stage 2) progressed with its primary objective – more emphasis on generating new sources of income – being achieved. We created and filled a number of new positions that will be responsible for generating new business opportunities. The museum also developed and implemented new systems and system upgrades to provide staff with improved desktop tools, especially for accounting, procurement and customer relations management.

Commonwealth disability strategy

The museum developed the Australian National Maritime Museum Disability Action Plan which is awaiting approval and council endorsement.

Assessment of achievement in terms of Australian Government policy

The museum has developed, updated and implemented human resources policies to meet workforce requirements, including the government's Indigenous employment strategy.

The enterprise agreement

The ANMM Enterprise Agreement for 2011–14 nominally expired on 30 June 2014. Previous conditions of the agreement will remain in place until the new enterprise agreement is finalised.



Industrial democracy

The museum's Joint Consultative Council, consisting of three elected representatives, met four times in 2013–14 to discuss phase 2 of the organisation's restructure which was put in place in January 2014. Other issues raised included meaningful consultation on enterprise bargaining, financial and human resource planning, workplace diversity, work health and safety, work organisation, voluntary retrenchment and other employee issues as they arose.

Workplace diversity policy

The museum has Silver Membership of the Australian Network on Disability.

Assessment of purchasing against core policies and principles

The Australian National Maritime Museum has a specific procurement policy, including a list of approved authorised delegates and procurement guidelines. These comply with the Commonwealth Procurement Rules. The ANMM processes are transparent and competitive. The ANMM conducts ongoing staff training on procurement processes and continually improves such processes. For example, the ANMM is planning and implementing an online procurement system, with electronic workflow approval process.

Assessment of effectiveness of assets management

As part of the strategic planning process, the Australian National Maritime Museum engages independent review of its Strategic Asset Management Plan to reflect the current status of the museum's database and identify upcoming capital enhancement, capitalised maintenance and regular and reactive maintenance requirements in line with contemporary cost management processes and sound engineering practices. The Strategic Asset Management Plan is forward looking over 10 years and budget is made available for this purpose. The plan is current.

Salary rates and benefits

The salary rates available for APS employees by classification structure (at 30 June 2014) are:

Classification	Pay point	30 June 2014
APS Level 1	1.1	\$40,471
	1.2	\$41,832
	1.3	\$42,964
	1.4	\$44,720
	1.5	\$45,624
APS Level 2	2.1	\$45,802
	2.2	\$47,065
	2.3	\$48,302
	2.4	\$49,555
	2.5	\$50,792
	2.6	\$51,807
APS Level 3	3.1	\$52,171
	3.2	\$53,524
	3.3	\$54,886
	3.5	\$57,436
APS Level 4	4.1	\$58,145
	4.2	\$59,994
	4.3	\$61,556
	4.4	\$63,132
	4.5	\$64,393
APS Level 5	5.1	\$64,853
	5.2	\$66,887
	5.3	\$68,769
	5.4	\$70,007
APS Level 6	6.1	\$70,045
	6.2	\$71,790
	6.3	\$73,757
	6.4	\$77,463
	6.5	\$80,462
	6.6	\$82,072
Executive Level 1	1.1	\$89,796
	1.2	\$96,963
	1.3	\$98,904
Executive Level 2	2.1	\$103,567
	2.2	\$109,260
	2.3	\$117,417

Staffing

	2011–12	2012–13	2013–14
Staff years (actual)	114.34	114.65	98.84

Staff by gender

	2011–12		2012–13		2013–14	
	male	female	male	female	male	female
Senior management (EL 2)	4	3	6	3	4	6
Middle management	9	11	11	12	8	8
Other	44	47	40	49	32	39
Total	57	61	57	63	44	53

Division staff

Division	2011–12	2012–13	2013–14
Executive	8	12	3
Finance and Information Communication and Technology	New division	New division	5
Collections and Research	47	30	No longer exists
Public Engagement and Research	15	26	36
Commercial and Visitor Services	9	15	11
Operations	39	38	42
Total	118	121	97

Salaries

Division	2011–12	2012–13	2013–14
Executive	\$774,171	\$1,218,513	\$835,702
Collections and Research (division no longer exists)	\$3,537,247	\$2,800,805	\$427,667
Public Engagement and Research	\$1,100,426	\$1,575,609	\$3,565,142
Commercial and Visitor Services	\$1,238,263	\$1,389,153	\$955,880
Operations	\$2,918,450	\$3,289,336	\$3,241,745
Finance and Information Communication and Technology (new division)	New division	New division	\$917,800
Total	\$9,568,558	\$10,273,415	\$9,943,936

Australian National Maritime Museum

Statement by the Directors, Chief Executive and
Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2014 are based on properly maintained financial records and give a true and fair view of the matters required by Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, as amended.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian National Maritime Museum will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with a resolution of Directors.



Peter Dexter AM
Chairman
11 September 2014



Kevin Sumption
Director
11 September 2014



Frank Shapter
Chief Financial Officer
11 September 2014

2013–14

FINANCIAL REPORT



INDEPENDENT AUDITOR'S REPORT

To the Minister for the Arts

I have audited the accompanying financial statements of the Australian National Maritime Museum for the year ended 30 June 2014, which comprise: the Statement by the Directors, Chief Executive and Chief Financial Officer; the consolidated Statement of Comprehensive Income; consolidated Statement of Financial Position; consolidated Statement of Changes in Equity; consolidated Cash Flow Statement; consolidated Schedule of Commitments; and Notes to and forming part of the financial statements comprising a Summary of Significant Accounting Policies and other explanatory information. The consolidated entity comprises the Australian National Maritime Museum and the entity it controlled at the year's end or from time to time during the financial year.

Directors' Responsibility for the Financial Statements

The directors of the Australian National Maritime Museum are responsible for the preparation of the financial statements that give a true and fair view in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, including the Australian Accounting Standards, and for such internal control as is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian National Maritime Museum's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian National Maritime Museum's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

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

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Opinion

In my opinion, the financial statements of the Australian National Maritime Museum:

- (a) have been prepared in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, including the Australian Accounting Standards; and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the consolidated entity's financial position as at 30 June 2014 and its financial performance and cash flows for the year then ended.

Australian National Audit Office

Peter Kerr
Executive Director
Delegate of the Auditor-General
Canberra
11 September 2014

AUSTRALIAN NATIONAL MARITIME MUSEUM

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2014

	Notes	2014 \$'000	2013 \$'000
NET COST OF SERVICES EXPENSES			
Employee benefits	3A	12,964	13,865
Supplier expenses	3B	12,949	12,508
Depreciation and amortisation	3C	8,451	9,179
Losses from asset sales	3D	19	-
Write-down and impairment of assets	3E	67	-
Grants	3F	134	141
Total expenses		34,584	35,693
OWN-SOURCE INCOME			
Own-source revenue			
Sale of goods and rendering of services	4A	7,565	6,390
Interest	4B	921	813
Total own-source revenue		8,486	7,203
Gains			
Sale of assets	3D	-	4
Other	4C	2,160	3,231
Total gains		2,160	3,235
Total own-source income		10,646	10,438
Net cost of services		23,938	25,255
Revenue from Government	4D	23,416	22,073
Surplus (deficit) attributable to the Australian Government		(522)	(3,182)
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to profit or loss			
Changes in asset revaluation surplus (deficit)		(47,282)	5,207
Total other comprehensive income		(47,282)	5,207
Total comprehensive income(deficit) attributable to the Australian Government		(47,804)	2,025

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL MARITIME MUSEUM

STATEMENT OF FINANCIAL POSITION

as at 30 June 2014

	Notes	2014 \$'000	2013 \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	6A	21,370	21,047
Trade and other receivables	6B	975	795
Total financial assets		22,345	21,842
Non-financial assets			
Land, buildings and wharves	7A,E	141,202	197,074
Infrastructure, plant and equipment	7B,E	11,874	10,697
Heritage and cultural assets	7C,E	78,973	72,384
Intangibles	7D,E	4,913	3,863
Inventories	7F	241	204
Other non-financial assets	7G	444	492
Total non-financial assets		237,647	284,714
Total Assets		259,992	306,556
LIABILITIES			
Payables			
Suppliers	8A,B	2,585	1,524
Other payables	8C	1,205	2,315
Total payables		3,790	3,839
Provisions			
Employee provisions	9A	1,954	2,400
Total provisions		1,954	2,400
Total Liabilities		5,744	6,239
Net Assets		254,248	300,317
EQUITY			
Contributed equity		10,495	8,760
Reserves		186,783	234,065
Retained surplus		56,970	57,492
Total Equity		254,248	300,317

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL MARITIME MUSEUM

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2014

	Retained Earnings		Asset Revaluation Reserve		Contributed Equity / Capital		Total Equity	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Opening balance	57,492	60,674	234,065	228,858	8,760	7,032	300,317	296,564
Comprehensive income								
Surplus (deficit) for the period	(522)	(3,182)	-	-	-	-	(522)	(3,182)
Other comprehensive income	-	-	(47,282)	5,207	-	-	(47,282)	5,207
Total comprehensive income	(522)	(3,182)	(47,282)	5,207	-	-	(47,804)	2,025
Contribution by owners								
Equity injection	-	-	-	-	1,735	1,728	1,735	1,728
Total contribution by owners	-	-	-	-	1,735	1,728	1,735	1,728
Closing balance at 30 June	56,970	57,492	186,783	234,065	10,495	8,760	254,248	300,317

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL MARITIME MUSEUM

CASH FLOW STATEMENT

for the year ended 30 June 2014

	Notes	2014 \$'000	2013 \$'000
OPERATING ACTIVITIES			
Cash received			
Goods and services		8,146	6,908
Receipts from Government		23,416	22,073
Interest		913	855
Net GST received		1,305	1,619
Other		368	673
Total cash received		34,148	32,129
Cash used			
Employees		(13,024)	(10,802)
Suppliers		(14,543)	(14,711)
Other		(134)	(140)
Total cash used		(27,701)	(25,653)
Net cash from operating activities	10B	6,447	6,476
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of plant and equipment		(86)	4
Total cash received		(86)	4
Cash used			
Purchase of infrastructure, plant and equipment		(5,360)	(5,433)
Purchase of heritage and cultural items		(723)	(1,856)
Purchase of intangibles		(1,690)	(1,283)
Total cash used		(7,773)	(8,572)
Net cash (used by) investing activities		(7,859)	(8,568)
FINANCING ACTIVITIES			
Cash received			
Contributed equity		1,735	1,728
Total cash received		1,735	1,728
Net cash from financing activities		1,735	1,728
Net increase (decrease) in cash held		323	(364)
Cash at the beginning of the reporting period		21,047	21,411
Cash at the end of the reporting period	6A	21,370	21,047

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL MARITIME MUSEUM

SCHEDULE OF COMMITMENTS

for the year ended 30 June 2014

		2014 \$'000	2013 \$'000
BY TYPE			
Commitments (receivable)			
Lease rental income		(4,497)	(4,323)
Net GST recoverable on commitments		625	(432)
Total commitments (receivable)		(3,872)	(4,755)
Commitments payable			
Capital commitments			
Land and buildings	(1)	9,771	47
Infrastructure, plant and equipment		274	-
Intangibles	(1)	25	317
Total capital commitments		10,070	364
Other commitments			
Operating leases	(2)	125	228
Other	(3)	165	665
Total other commitments		290	893
Net commitments		6,488	(3,498)
BY MATURITY			
Commitments (receivable)			
Operating lease income			
One year or less		(1,928)	(1,886)
From one to five years		(1,944)	(2,868)
Total operating lease income		(3,872)	(4,755)
Capital commitments			
One year or less		10,070	364
Total capital commitments		10,070	364
Operating and other lease commitments			
One year or less		290	789
From one to five years		-	104
Total operating and other lease commitments		290	893
Net commitments by maturity		6,488	(3,498)

Note: Commitments are GST inclusive where relevant.

1. Capital commitments include contracts in respect of the museum's capital works and intangible development programs
2. Operating lease commitments include a lease for storage facilities on which there are no contingent rentals
3. Other commitments include service contracts in respect to the museum's exhibition program

AUSTRALIAN NATIONAL MARITIME MUSEUM

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

Note	Description
1	Summary of Significant Accounting Policies
2	Events After the Reporting Period
3	Expenses
4	Income
5	Fair Value Measurements
6	Financial Assets
7	Non-Financial Assets
8	Payables
9	Provisions
10	Cash Flow Reconciliation
11	Remuneration of Council Members
12	Related Party Disclosures
13	Senior Executive Remuneration
14	Remuneration of Auditors
15	Financial Instruments
16	Assets Held in Trust
17	Reporting of Outcomes
18	The Australian National Maritime Foundation
19	Net Cash Appropriation Arrangements
20	Compensation and Debt Relief

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2014

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Objectives

The Australian National Maritime Museum is an Australian Government controlled entity. The role of the museum is to promote a broad interpretation of maritime heritage and culture, to preserve it and to bring it to life.

The museum is structured to meet one outcome, being increased knowledge, appreciation and enjoyment of Australia's maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events.

The continued existence of the Australian National Maritime Museum in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament.

1.1 Basis of Preparation of the Financial Statements

The Financial Statements and notes are required by clause 1(b) of Schedule 1 to the *Commonwealth Authorities and Companies Act 1997* (CAC Act) and are a General Purpose Financial Report.

The Financial Statements and notes have been prepared in accordance with:

- Finance Minister's Orders (or FMOs) for reporting period ending on or after 1 July 2011; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The Financial Statements have been prepared on an accrual basis and in accordance with historical cost convention, except for certain assets at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The Financial Statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified (see note 1.21).

Assets and liabilities are recognised in the Statement of Financial Position when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under agreements equally proportionately unperformed are not recognised unless required by an Accounting Standard. Liabilities and assets that are unrealised are reported in the Schedule of Commitments.

Revenues and expenses are recognised in Comprehensive Income Statement when and only when the flow, consumption or loss of economic benefit has occurred and can be reliably measured.

Consolidation and associated company

The Financial Statements show information for the economic entity only; this reflects the consolidated results for the parent entity, the Australian National Maritime Museum, and its wholly-owned controlled entity, The Australian National Maritime Foundation. The results of the parent entity do not differ materially from the economic entity and have therefore not been separately disclosed. The Australian National Maritime Foundation is a company limited by guarantee. See note 18.

The accounting policies of The Australian National Maritime Foundation are consistent with those of the museum and its assets, liabilities and results have been consolidated with the parent entity accounts in accordance with the Accounting Standards. All internal transactions and balances have been eliminated on consolidation.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2014

1.2 Significant Accounting Judgement and Estimates

In applying the accounting policies listed in this note, judgement has been made as to the fair value that has significant impact on the amounts recorded in the financial statements. Note 5 contains details of Fair Value Measurement. The fair value of land has been taken to be the market value of similar properties then discounted to recognise the restricted permitted use of the lease. The buildings are purpose built and were independently valued using depreciable replacement cost. The fair value of heritage and cultural assets has been taken to be the market value as determined by curators or independent valuers. No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period except that the valuation deficit of \$47.3M on the revaluation of land, buildings and wharves introduces some risk of a future material adjustment if circumstances change.

1.3 New Accounting Standards

Adoption of new Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard.

The new Accounting Standard AASB13 *Fair Value Measurement* has been applied to the accounts and this has impacted the valuation of the Land and Buildings as per note 5.

AASB119 *Employee Benefits* has also impacted the classification of the leave in the senior remuneration note 13A.

A new accounting standard AASB1055 will introduce additional disclosures concerning key analytics around budgetary information.

No other new accounting standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable in the current period have had a material financial effect on the Australian National Maritime Museum.

Future Australian Accounting Standard Requirements

New standards, amendments to standards, and interpretations that are applicable to future periods have been issued by the Australian Accounting Standards Board. It is estimated that adopting these pronouncements, when effective, will have no material impact on future reporting periods.

1.4 Revenue

Revenue from Government

Funding received or receivable from agencies (appropriated to the agency as a CAC Act body payment item for payment to the Australian National Maritime Museum) is recognised as Revenue from Government unless they are in the nature of equity injections.

Other Types of Revenue

Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Revenue from the rendering of a service is recognised by reference to the stage of completion of the contract to provide the service. The stage of completion is determined according to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services are recognised at the nominal amounts due less any provision for bad and doubtful debts. Collection of debts is reviewed at balance date. Provisions are made when collection of the debt is no longer probable.

Interest revenue is recognised using the effective interest method being the rate inherent in the instrument.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

1.5 Gains

Sale of Assets

Gain from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

Resources Received Free of Charge

Resources received free of charge are recognised as gains when and only when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition.

1.6 Transactions by the Government as Owner

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year, less any formal reductions, are recognised directly in Contributed Equity in that year (2014: \$1,735 and 2013: \$1,728).

1.7 Employee Benefits

Benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Liabilities for short-term employee benefits (as defined in AASB119) and termination benefits due within 12 months of balance date are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

All other employee benefit liabilities are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration, including employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The non-current portion of the liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2014. In determining the present value of the liability, the museum has taken into account attrition rates and pay increases through promotion and inflation.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The entity recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out terminations.

Superannuation

Staff of the museum are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap). The CSS and PSS are defined benefit schemes and the PSSap is a defined contributions scheme. The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. The museum makes employer contributions to the employee superannuation schemes at rates determined by an actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of the museum's employees. The museum accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised at 30 June represents outstanding contributions for the final week of the year.

1.8 Leases

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets, and operating leases, under which the lessor effectively retains substantially all such risks and benefits. The museum has no finance leases.

Operating lease payments are expensed on a basis that is representative of the pattern of benefits derived from the leased assets.

1.9 Grants

The museum recognises grant liabilities as follows.

Most grant agreements require the grantee to perform services or provide facilities, or to meet eligibility criteria. In these cases, liabilities are recognised only to the extent that the services required have been performed or the eligibility criteria have been satisfied by the grantee.

In cases where grant agreements are made without conditions to be monitored, liabilities are recognised on signing of the agreement.

1.10 Cash

Cash and cash equivalents include notes and coins held and any deposits in bank accounts with an original maturity of 3 months or less, which are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

1.11 Financial Assets

Classification of financial assets depends on the nature and purpose of the financial assets and is determined at the time of recognition. The museum classifies its financial assets as loans and receivables.

Trade receivables and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as loans and receivables and are included in current assets. Loans and receivables are measured at nominal cost less impairment. The museum has no loans.

Financial assets are assessed for impairment at the end of each reporting period.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

1.12 Financial Liabilities

The museum classifies its financial liabilities as other financial liabilities.

Suppliers and other payables are classified as other financial liabilities and are recognised at their amortised cost, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods and services have been received and irrespective of having been invoiced.

1.13 Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Contingent asset/liabilities for the financial year ended 30 June 2014 were nil (2013: nil)

1.14 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues, at their fair value at the date of acquisition.

1.15 Infrastructure, Plant and Equipment

Asset Recognition Threshold

Purchases of infrastructure, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition other than where they form part of a group of similar items which are significant in total.

Revaluations

Infrastructure, plant and equipment are carried at fair value, being revalued with sufficient frequency such that the carrying amount of each asset is not materially different, at reporting date, from its fair value. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. Valuations undertaken in each year are at 30 June. Infrastructure, Plant & Equipment was last valued on 30 June 2014 by Rodney Hyman Assets Services Pty Ltd (RHAS).

Fair values for each class of assets are determined as shown below.

Asset Class	Fair Value Measured at
Land	Market appraisal
Buildings	Replacement cost
Infrastructure, Plant & Equipment	Market appraisal
Heritage and Cultural Assets	Market appraisal or replacement cost

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2014

Revaluation adjustments are made on a class basis. Based on previous valuations and methodology adopted, the value for HMAS *Onslow* and HMAS *Vampire* has been fixed at \$3M for each and is the Fair Value to be recorded in the books.

HMB *Endeavour* replica has been valued on a depreciated replacement cost basis in accordance with AASB 116. Smaller vessels are at market value.

Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through operating result. Revaluation decrements for a class of assets are recognised directly through operating result except to the extent that they reverse a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the relevant amount.

Under fair value, assets which are surplus to requirements are measured at their net realisable value.

Depreciation and Amortisation

Depreciable infrastructure, plant and equipment assets are written off to their estimated residual values over their estimated useful lives using, in all cases, the straight line method of depreciation.

Depreciation and amortisation rates, residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation and amortisation rates applying to each class of depreciable asset are based on the following useful lives:

	2014	2013
Buildings	10-60 years	10-50 years
Infrastructure, Plant & Equipment	3-20 years	3-20 years
Heritage & Cultural assets	10-400 years	10-400 years

Heritage and Cultural assets

The Australian National Maritime Museum collects, manages and displays cultural and heritage assets of Australian maritime history. These assets are classified as heritage and cultural assets as they are primarily used for purposes that relate to cultural significance.

A key objective of the Australian National Maritime Museum is the preservation of heritage and cultural assets and details in relation to the museum's curatorial, preservation and conservation policies are posted on the museum's web site: www.anmm.gov.au.

The museum's heritage and cultural assets have been depreciated according to the assessment of useful lives.

Impairment

All assets were assessed for impairment at 30 June 2014. Where indications of impairment exist, the asset's recoverable amount is estimated and impairment adjustment made if the asset's recoverable amount is less than its carrying amount (2014: \$66,595 and 2013: \$ nil).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependant on the asset's ability to generate future cash flows, and the asset would be replaced if the museum were deprived of the asset, its value in use is taken at market appraisal or replacement cost.

1.16 Intangibles

Intangibles comprise software and other assets for internal use and are carried at cost less accumulated amortisation. Intangibles are amortised on a straight-line basis over its anticipated useful life. The useful lives of the museum's intangibles are 3–10 years (2013: 3–10 years).

All intangibles were assessed for impairment at 30 June 14.

1.17 Inventories

Inventories held for resale by the museum store are valued at the lower of cost and net realisable value.

1.18 Taxation

The museum is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST:

- except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO); and
- except for receivables and payables.

1.19 Foreign Currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables (if any) are translated at the exchange rates current as at balance date. Associated currency gains and losses are not material.

1.20 Comparative Figures

Comparative figures have been adjusted to conform to changes in presentation in these financial statements where required. Accounting policies have been consistently applied, unless otherwise stated.

1.21 Rounding

Amounts are rounded to the nearest \$1,000 except in relation to:

- remuneration of Council members (note 11);
- remuneration of senior executives (note 13);
- remuneration of auditors (note 14);
- assets held in trust (note 16); and
- Australian National Maritime Foundation (note 18).

2 EVENTS AFTER THE REPORTING PERIOD

There were no subsequent events after balance date that had a potential to significantly affect the on-going structure and financial activities of the entity.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
3 EXPENSES		
3A Employee Benefits		
Wages and salaries	6,331	7,073
Superannuation:		
Defined contribution plans	771	681
Defined benefit plans	476	593
Leave and other entitlements	1,279	1,270
Separation and redundancies	-	1,137
Volunteer resources, free of charge	1,500	1,800
Workers Compensation	143	132
Labour Hire	2,368	1,179
Other employee expenses	96	-
Total employee benefits	12,964	13,865
3B Suppliers		
Goods and Services		
Consultants	942	800
Contractors	5,976	4,804
Partnerships and programs	1,549	1,423
Cost of goods sold	465	315
Exhibitions	1,213	718
Marketing	872	1,505
Other	1,777	2,827
Total goods and services	12,794	12,392
Goods and services are made up of:		
Goods and services – related entities	1,438	1,139
Goods and services – external parties	11,356	11,253
Total goods and services	12,794	12,392
Other supplier expenses		
Operating lease rentals	155	116
Total other supplier expenses	155	116
Total supplier expenses	12,949	12,508
3C Depreciation and Amortisation		
Depreciation:		
Buildings & wharves	3,908	4,834
Infrastructure, plant and equipment	1,764	1,499
Heritage and cultural assets	1,610	1,752
Total depreciation	7,282	8,085
Amortisation:		
Intangibles	1,169	1,094
Total amortisation	1,169	1,094
Total depreciation and amortisation	8,451	9,179

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
3D Gains (losses) from asset sales		
Infrastructure, plant and equipment:		
Proceeds from sale	50	107
Carrying value of assets sold	69	54
Net gains (losses) from sales of assets	(19)	53
Buildings		
Proceeds from sale	-	-
Carrying value of assets sold	-	49
Net gains (losses) from sales of assets	-	(49)
Total net gains (losses) from sales of assets	(19)	4
3E Write-Down and Impairment of Assets		
Write-down on Intangibles	2	-
Write-down on Infrastructure, plant and equipment	65	-
Total write-down and impairment of Assets	67	-
3F Grants Expense		
Non-profit institutions	134	141
Total grants expense	134	141
3G Operating Expenditure for Heritage and Cultural Assets		
Operating expenditure	3,000	1,500
Total	3,000	1,500

Operating expenditure is a representation of expenditure relating to Heritage and Cultural assets and is contained in the statement of comprehensive income. It is included in notes 3A to 3F.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
4 INCOME		
OWN-SOURCE REVENUE		
4A Sales of Goods and Rendering of Services		
Provision of goods – external parties	1,148	713
Rendering of services – related entities	375	363
Rendering of services – external parties	6,042	5,314
Total sales of goods and rendering of services	7,565	6,390
4B Interest		
Deposits	921	813
Total interest	921	813
GAINS		
4C Other Gains		
Volunteer resources, free of charge	1,500	1,800
Sponsorship in kind	292	758
Industry contributions	34	228
Grants	199	248
Donations	58	100
Other	77	98
Total other gains	2,160	3,231
Other gains include service-related donations-in-kind from a range of donors.		
REVENUE FROM GOVERNMENT		
4D Revenue from Government		
Attorney General's Department	23,416	
Department of Regional Australia, Local Government, Arts and Sport (2013)		22,073
CAC Act body payment item		
Total revenue from Government	23,416	22,073

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

5 FAIR VALUE MEASUREMENT

Fair Value Hierarchy

AASB13 Fair Value Measurements requires the disclosure of fair value measurements by level of the fair value hierarchy that reflects the significance of the inputs used in determining their fair value. The fair value hierarchy is made up of the following three levels:

Level 1 – quoted prices (unadjusted) in active markets for identical assets and liabilities that the entity can access at measurement date;

Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

Level 3 – unobservable inputs for the asset or liability (not based on observable market data).

Fair Value Measurement

	Level 3 \$'000
Consolidated	
Land, Building & Wharves	
Land	47,775
Buildings and Improvements	69,627
Wharves	23,800
Total Land and Building	141,202
Infrastructure, Plant and Equipment	11,874
Heritage and Cultural Assets	
HMB <i>Endeavour</i> Replica	27,000
HMAS <i>Onslow</i> and <i>Vampire</i>	5,660
Museum Collection	46,313
Total Heritage and Cultural Assets	78,973
Total	232,049

Note: All the above assets were valued subject to Level 3 unobservable inputs.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

Level 3 fair value measurements-valuation and inputs used for assets and liabilities in 2014

Asset Category	Input Level	Fair Value \$'000	Valuation Technique	Significant Unobservable Inputs	Range	Relationship of Unobservable Inputs to Fair Value
Land	3	\$47,775	Market Approach based on comparable sales in an active market adjusted for restriction on use	Restriction of Use Discount to reflect risk and difficulty in removing restriction.	20% - 50%	A significant increase or decrease in the adjustment would result in a significantly lower (higher) fair value.
Buildings	3	\$69,626	Cost Approach, Depreciated Optimised Replacement Cost, current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed economic benefits, expired economic benefits or obsolescence of the asset.	Physical Obsolescence (Useful Lives), valuation has been conducted based on a combination of historic useful lives of the assets and future potential useful lives.	Detailed Below	Greater consumption of economic benefit or increased obsolescence lowers fair value.
Wharves	3	\$23,800	Market Based Approach based income capitalization, whereby a yield is applied to the potential income to assess its value.	Valuation hinges on wet land discounted rate	Detailed Below	Greater consumption of economic benefit or increased obsolescence lowers fair value.
Infrastructure, Plant and Equipment	3	\$11,874	Cost Approach of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed economic benefits, expired economic benefits or obsolescence of the asset.	Physical Obsolescence (Useful Lives), valuation has been conducted based on a combination of historic useful lives of the assets and future potential useful lives.	Detailed Below	Greater consumption of economic benefit or increased obsolescence lowers fair value.
Heritage and Cultural Assets: HMB <i>Endeavour</i> Replica	3	\$27,000	Current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed economic benefits, expired economic benefits or obsolescence of the asset.	Value and estimated useful lives depend on the construction and age of the vessel.	50 Years	Replacement cost amortised over useful life.
Heritage and Cultural Assets: HMAS <i>Onslow</i> and <i>Vampire</i>	3	\$5,660	Based on previous valuations and methodology adopted, the value for HMAS <i>Onslow</i> and HMAS <i>Vampire</i> has been fixed at \$3M for each and is the Deemed Value to be recorded in the books. Improvements will continue to be capitalised and reassessment of the asset value and remaining useful life will be considered on an ongoing basis.	Value and estimated useful lives depend on the construction and age of the vessel.	20 Years	Deemed value amortised over useful life.
Heritage and Cultural Assets: Museum Collection	3	\$46,312	Selective external valuation of the collection which is re-assessed annually plus acquisitions at cost. Depreciation is based on material type.	Estimated useful lives depend material type and limited available market.	100 - 400 Years	Cost, Conservation or value less depreciation.

Note: These category input levels are considered consistent with prior year.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

Sensitivity of Inputs

Asset Category	Valuation technique	Significant unobservable inputs	Range (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
Wharf 7 Land	Market approach	Restriction in Lease and Use Adjustment	20% 2:1 FSR	A significant increase or decrease in the adjustment would result in a significantly lower/higher fair value.
Maritime Museum Land	Market approach	Assumed Floor Space Ratio 1:1	50% 1:1 FSR	A change in assumed ratio would result in a change in fair value by the same proportion.
Wharf Wet Land	Market approach	Land under Water	75%	A significant increase or decrease in the land under water discount would result in a significantly lower/higher fair value.
Wharf 7 Building	Cost approach and depreciated replacement cost	Direct cost per square metre	\$2,601 - \$4,105 per sq mtr (Avg \$3481 per sq mtr)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher/lower fair value.
Maritime Museum Building	Cost approach and depreciated replacement cost	Useful life of buildings	60 Years	A significant increase or decrease in the estimated useful life of the assets would result in a significantly higher/lower valuation.
Specialised Heritage and Cultural Assets: HMB Endeavour Replica	Depreciated replacement cost	Replacement cost of specialised vessel	50 Years	Increase or decrease in the replacement cost or estimated useful life of the assets.
Heritage and Cultural Assets: HMAS Onslow and Vampire	Deemed Value	Maintenance and public attraction	20 Years	Increase or decrease in the estimated useful life of the assets depends on their maintenance.
Heritage and Cultural Assets: Museum Collection	Cost approach or market value	Limited market and useful life of Collection items	100 - 400 years (Avg 163 Years)	Increase or decrease in the estimated useful life of the assets depends upon conservation and testing against the market.
Infrastructure, Plant and Equipment	Cost approach	Useful life of specialised infrastructure, plant and equipment	3 - 20 years (Avg 19 Years)	Increase or decrease in the estimated useful life of the assets or obsolescence of the assets.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

The Australian National Maritime Museum conducted an external valuation of land, building and wharf assets as at 30 June 2014. A new valuer, Rodney Hyman Assets Services Pty Ltd (RHAS) was engaged with strong experience relevant to the assets, and was asked to consider current accounting practices and requirements as they conducted the valuation, particularly given the adoption of AASB 13 Fair Value Measurement since the last valuation was performed. As a result of this exercise, the valuer has revised certain estimates and judgements about the conditions of the leases held by the Australian National Maritime Museum. This process has led to a reduction in the fair value of the assets. RHAS provided written assurance to the entity that the valuation model(s) developed comply with AASB 13. Details of the basis of the valuation are set out below.

Land Valuation technique

The valuation technique to value Land is the market approach.

Inputs: In determining the value of land, prices, leasing data, assessed yields and other relevant information generated by market transactions involving comparable (similar) assets were considered.

Regard was taken of the current Lease terms and tenure, the Darling Harbour Live plan where applicable, as well as current zoning. When assessing the value, the prices adopted from the evidence were on a dollar per square metre basis, adjusted for restriction on use, subsequently applied to the various land areas to derive the total land value.

Restriction on Use Adjustment

The adjustment for the restriction on use range from 20% - 50%. This adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with the land to the extent that is also equally applicable to market participants.

Floor Space Ratio Adjustment

Given the variation in zonings for these sales and the associated allowable development for each property, the analysis has been undertaken on a Floor Space Ratio (FSR) basis.

The FSR for a property is stipulated within the applicable zoning document (Local Environmental Plan) and it represents the allowable development potential for a site measured against the property's site area. In this regard, we note that a definitive floor space ratio is not determined under the applicable zoning for the Maritime Museum, as such an assumed FSR of 1:1 has been used.

Land under Water Adjustment

The land comprises both "above" and "below" the high tide mark. Sales of land below the high tide mark in Australia are very rare as such cannot be readily determined from analysis of market transactions. A review of various court precedents has indicated a discount of 75% from the surrounding "above" the high tide mark should be made to determine the value of "below" the high tide mark.

As the above adjustments are considered as significant unobservable inputs, specialised land would be classified as Level 3 assets.

Building Valuation Technique

Buildings and improvements were considered specialised assets by the valuers and measured using the depreciated replacement cost approach.

Inputs: In determining the value of buildings and improvements, regard was had to the age of buildings, size of improvements, estimated replacement cost, condition of structures and current use. When assessing the value, the prices adopted from the evidence were on a dollar per square metre basis, subsequently applied to the various building and improvement areas to derive the total building and improvements value on a replacement cost basis.

This replacement cost is depreciated to determine the assessed value. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are classified as Level 3 Fair Value Measurements.

ANMM's policy is to engage in independent revaluation of its buildings and improvements and leasehold improvements at a maximum of three year intervals. The Council reviews all asset values annually through the periods between independent valuations.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

Summary of movement in revaluation surplus

Asset Class	Reserve Opening Balance \$'000	Revaluation \$'000	Reserve Closing Balance \$'000
Land	81,464	(36,225)	45,239
Buildings and Wharves	80,501	(18,516)	61,985
Infrastructure, Plant and equipment	9,705	-	9,705
Heritage and Cultural Assets	62,395	7,459	69,854
Total	234,065	(47,282)	186,783

Reconciliation from opening balances to closing balances for recurring Level 3 fair value measurements (\$'000)

	Land	Buildings & Wharves	Total Land, Buildings & Wharves	Infrastructure, Plant & Equipment	Heritage & Cultural Assets	Total
Opening Balance	84,000	113,074	197,074	10,697	72,384	280,155
Transfers into Level 3	-	-	-	-	-	-
Transfers out of Level 3	-	-	-	-	-	-
Additions By purchase		2,777	2,777	3,075	740	6,592
Net revaluation adjustment in June 2014	(36,225)	(18,516)	(54,741)		7,459	(47,282)
Depreciation / amortisation expense		(3,908)	(3,908)	(1,764)	(1,610)	(7,282)
Disposals				(69)		(69)
Write-Down and impairment of Asset				(65)		(65)
Total Movement	(36,225)	(19,647)	(55,872)	1,177	6,589	(48,106)
Closing Balance	47,775	93,427	141,202	11,874	78,973	232,049

6 FINANCIAL ASSETS	2014 \$'000	2013 \$'000
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6A Cash and Cash Equivalents

Cash at bank and on hand	6,370	5,859
Term deposits of 3 months or less	15,000	15,188
Total cash and cash equivalents	21,370	21,047

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
6B Trade and Other Receivables		
Goods and Services		
Goods and services – related entities	10	-
Goods and services – external parties	258	200
Total receivables for goods and services	268	200
Other receivables:		
GST receivable from the ATO	635	378
Interest	27	18
Other – related entities	-	117
Other – external parties	45	82
Total other receivables	707	595
Total trade and other receivables (net)	975	795

Receivables are aged as follows:

Not overdue	795	617
Overdue by:		
0 to 30 days	98	107
31 to 60 days	20	19
61 to 90 days	23	-
More than 90 days	39	52
Total receivables (gross)	975	795

7 NON-FINANCIAL ASSETS

7A Land and Buildings

Leasehold land		
Fair value	47,775	84,000
Total leasehold land	47,775	84,000
Buildings and Wharves		
Fair value	93,474	117,908
Accumulated depreciation	(47)	(4,834)
Total buildings on leasehold land	93,427	113,074
Total land and buildings	141,202	197,074

7B Infrastructure, Plant and Equipment

Infrastructure, plant and equipment		
Fair value	33,853	31,894
Accumulated depreciation	(21,979)	(21,197)
Total infrastructure, plant and equipment	11,874	10,697

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
7C Heritage and Cultural Assets		
Heritage and cultural assets – at fair value		
Fair value	80,406	74,136
Accumulated depreciation	(1,433)	(1,752)
Total heritage and cultural assets	78,973	72,384

Heritage and cultural asset were revalued in June 2014 in accordance with the revaluation policy stated at note 1.

No heritage and cultural assets are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at note 1.

All increments and decrements were transferred to the asset revaluation surplus by asset class and included in the equity section of the Statement of Financial Position. Revaluation decrements of \$47.282 million were brought to account in 2014. (2013: \$5.207 million increment)

7D Intangibles

Computer software – in use	8,872	6,317
Other intangibles	-	349
Accumulated amortisation	(3,959)	(2,803)
Total intangibles	4,913	3,863

No indicators of impairment were found for intangible assets.

No intangible assets are expected to be sold or disposed of within the next 12 months.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

7E Reconciliation of the opening and closing balances of Property, Plant and Equipment (2013-14)

	Land \$'000s	Buildings & Wharves \$'000s	Total Land, Buildings & Wharves \$'000s	Infrastructure, Plant & Equipment \$'000s	Heritage & Cultural Assets \$'000s	Intangibles \$'000s	Total \$'000s
As at 1 July 2013							
Gross book value	84,000	117,908	201,908	31,894	74,136	6,666	314,604
Accumulated depreciation / amortisation	-	(4,834)	(4,834)	(21,197)	(1,752)	(2,803)	(30,586)
	84,000	113,074	197,074	10,697	72,384	3,863	284,018
Additions							
By purchase		2,777	2,777	3,075	740	2,221	8,813
Net revaluation adjustment in June 2014	(36,225)	(18,516)	(54,741)		7,459		(47,282)
Depreciation / amortisation expense		(3,908)	(3,908)	(1,764)	(1,610)	(1,169)	(8,451)
Disposals				(69)			(69)
Write-Down and impairment of Asset				(65)		(2)	(67)
As at 30 June 2014							
Gross book value	47,775	93,474	141,249	33,853	80,406	8,872	264,380
Accumulated depreciation / amortisation	-	(47)	(47)	(21,979)	(1,433)	(3,959)	(27,418)
Net book value	47,775	93,427	141,202	11,874	78,973	4,913	236,962

With effect from 1 July 2012, the museum's heritage and cultural assets have been depreciated according to the assessment of useful lives.

7E Reconciliation of the opening and closing balances of Property, Plant and Equipment (2012-13) Continued

	Land \$'000s	Buildings & Wharves \$'000s	Total Land, Buildings & Wharves \$'000s	Infrastructure, Plant & Equipment \$'000s	Heritage & Cultural Assets \$'000s	Intangibles \$'000s	Total \$'000s
As at 1 July 2012							
Gross book value	84,000	116,160	200,160	31,796	67,648	3,118	302,722
Accumulated depreciation / amortisation	-	-	-	(20,658)	-	(1,724)	(22,382)
	84,000	116,160	200,160	11,138	67,648	1,394	280,340
Additions							
By purchase		1,797	1,797	2,924	1,281	1,751	7,753
Asset reallocation				(1,812)		1,812	
Net revaluation adjustment					5,207		5,207
Depreciation / amortisation expense		(4,834)	(4,834)	(1,499)	(1,752)	(1,094)	(9,179)
Disposals		(49)	(49)	(54)			(103)
As at 30 June 2013							
Gross book value	84,000	117,908	201,908	31,894	74,136	6,666	314,604
Accumulated depreciation / amortisation	-	(4,834)	(4,834)	(21,197)	(1,752)	(2,803)	(30,586)
Net book value	84,000	113,074	197,074	10,697	72,384	3,863	284,018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
7F Inventories		
Inventories held at cost	241	204
Total inventories	241	204
7G Other Non-Financial Assets		
Pre-payments	444	492
Total other non-financial assets	444	492
8 PAYABLES		
8A Suppliers		
Trade creditors and accruals	2,585	1,524
Total supplier payables	2,585	1,524
8B Suppliers payables expected within 12 months		
Trade creditors and accruals – related entities	113	42
Trade creditors and accruals – external parties	2,472	1,482
Total supplier payables	2,585	1,524
8C Other payables		
Salaries and wages	231	243
Superannuation	42	37
Separations and redundancies	-	1,137
Deferred revenue	709	438
Other	223	460
Total other payables	1,205	2,315

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
9 PROVISIONS		
9A Employee Provisions		
Leave	1,954	2,400
Total employee provisions	1,954	2,400
Employee provisions expected to be settled in:		
No more than 12 months	831	1,310
More than 12 months	1,123	1,090
Total employee provisions	1,954	2,400
10 CASH FLOW RECONCILIATION		
10A Reconciliation of cash and cash equivalents as per Statement of Financial Position to Cash Flow Statement		
<i>Cash and cash flow equivalents as per:</i>		
Cash flow statement	21,370	21,047
Statement of Financial Position	21,370	21,047
Difference	-	-
10B Reconciliation of net cost of services in net cash from operating activities		
Net cost of services	23,938	25,255
Add revenue from Government	23,416	22,073
Operating surplus(deficit)	(522)	(3,182)
Adjustments for non-cash items		
Depreciation/amortisation	8,451	9,179
(Gain)/loss on disposal of assets	86	(4)
Changes in assets/liabilities		
(Increase)/decrease in net receivables	(181)	(83)
(Increase)/decrease in inventories	(37)	(36)
(Increase)/decrease in other assets	48	(60)
Increase/(decrease) in employee provisions	(446)	47
Increase/(decrease) in payables for operating activities	(952)	615
Net cash from operating activities	6,447	6,476

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2014

	2014	2013
11 COUNCIL MEMBERS REMUNERATION		
The number of non-executive Council Members of the museum included in these figures is shown below in the relevant remuneration bands.		
\$Nil - \$29,999	9	9
\$30,000 - \$59,999	1	1
Total	10	10
	\$	\$
Total remuneration received or due and receivable by non-executive Council Members	208,556	173,482
Remuneration of executive directors is included in note 13: Senior Executive Remuneration.		
12 RELATED PARTY DISCLOSURES - none		
13 SENIOR EXECUTIVE REMUNERATION EXPENSES		
13A Senior Executive Remuneration Expenses for the Reporting Period		
	\$	\$
Short-term employee benefits:		
Salary	780,509	783,198
Performance bonus	1,106	37,656
Other	20,614	38,311
Total short-term employee benefits	802,229	859,165
Post-employment benefits:		
Superannuation	123,661	108,921
Total post-employment benefits	123,661	108,921
Other long-term benefits:		
Annual leave	62,281	60,123
Long service leave	28,026	27,055
Total post-employment benefits	90,307	87,178
Termination benefits:		
Voluntary redundancies	-	178,317
Total termination benefits	-	178,317
Total employment benefits	1,016,197	1,233,581

- Note 13A excludes acting arrangements and part-year service where total remuneration expensed for a senior executive was less than \$195,000.
- Non-salary elements available to senior executives include motor vehicle and superannuation.
- Note 13A has been prepared on an accrual basis.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

13B Average Annual Reportable remuneration paid to substantive Senior Executives during the reporting period

Average annualised remuneration packages for executive		As at 30 June 2014				
Total remuneration (including part time arrangement)	Senior Executives	Reportable Salary	Contributed Superannuation	Reportable allowances	Bonus Paid	Total
	Number					
Less than \$195,000	7	\$90,921	\$14,462	\$0	\$158	\$105,541
\$225,000 to \$254,999	1	\$205,891	\$27,985	\$0	\$0	\$233,876
Total	8	\$296,812	\$42,447	\$0	\$158	\$339,417

Average annualised remuneration packages for executive		As at 30 June 2013				
Total remuneration (including part time arrangement)	Senior Executives	Reportable Salary	Contributed Superannuation	Reportable allowances	Bonus Paid	Total
	Number					
Less than \$195,000	7	\$119,176	\$16,320	\$0	\$451	\$135,947
\$255,000 to \$284,999	1	\$200,561	\$26,530	\$0	\$34,500	\$261,591
Total	8	\$319,737	\$42,850	\$0	\$34,951	\$397,538

This table reports substantive senior executives who received remuneration during the reporting period. Each row is an averaged figure based on headcount for individuals in the band.

'Reportable salary' includes the following: a) gross payments (less any bonuses paid, which are separated out and disclosed in the 'bonus paid' column); b) reportable fringe benefits (at the net amount prior to 'grossing up' to account for tax benefits); c) accrued leave paid out on resignation; and d) exempt foreign employment income.

The 'contributed superannuation' amount is the average actual superannuation contributions paid to senior executives in that reportable remuneration band during the reporting period, including any salary sacrificed amounts, as per the individuals' payslips.

'Reportable allowances' are the average actual allowances paid as per the 'total allowances' line on individuals' payment summaries

'Bonus paid' represents average actual bonuses paid during the reporting period in that reportable remuneration band. The 'bonus paid' within a particular band may vary between financial years due to various factors such as individuals commencing with or leaving the entity during the financial year.

Various salary sacrifice arrangements were available to other highly paid staff including superannuation, motor vehicle and expense payment fringe benefits. Salary sacrifice benefits are reported in the 'reportable salary' column, excluding salary sacrificed superannuation, which is reported in the 'contributed superannuation' column.

13C Average Annual Reportable remuneration paid to Other Highly Paid Staff during the reporting period

No other highly paid staff in the current and prior year above \$195,000.

14 REMUNERATION OF AUDITORS	2014 \$	2013 \$
Remuneration to the Auditor-General for auditing the financial statements for the reporting period	<u>57,300</u>	<u>49,500</u>

No other services were provided by the auditors of the financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

15 FINANCIAL INSTRUMENTS

15A Categories of Financial Instruments

Financial Assets

Loans and receivables financial assets		
Cash at bank and on hand	6,370	5,859
Term deposits	15,000	15,188
Receivables for goods and services	268	200
Interest receivable	27	18
Receivable from associated entities	-	117
Other receivables – external parties	45	82
Carrying amount of financial assets	21,710	21,464

Financial Liabilities

Other financial liabilities		
Trade creditors	2,585	1,524
Other payables – deferred revenue	709	438
Carrying amount of financial liabilities	3,294	1,962

15B Net Income and Expense from Financial Assets

Loan and Receivables		
Interest revenue	921	813
Net gain loans and receivables	921	813

15C Net Income and Expense from Financial Liabilities

Net interest income or expense from financial liabilities is at fair value through profit or loss in the year ending 30 June 2014. (2013: nil)

15D Fair Value of Financial Instruments

The carrying amounts of the financial instruments approximate their fair values.

15E Credit Risk

The maximum exposure to credit risk is the risk that arises from potential default of a trade debtor. This amount is equal to the total receivable for goods and services (2014: \$257,587 and 2013: \$200,594).

The museum has no significant exposures to any concentrations of credit risk and has policies and procedures which outline debt recovery techniques.

The ageing of financial assets that are past due but not impaired is equal to the ageing of receivables and is stated in note 6B.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

15F Liquidity Risk

The majority of the museum's financial liabilities are trade creditors and prepayments received. The exposure to liquidity risk is based on the probability that the museum will encounter difficulty in meeting its obligations associated with financial liabilities. This risk is minimal due to appropriation funding and internal policies and procedures which ensure that there are appropriate resources to meet financial obligations.

15G Market Risk

The museum holds basic financial instruments that do not expose the museum to 'currency risk' or 'other price risk'.

The museum is exposed to 'interest rate risk' which arises from the investment in short term cash and deposits with fixed and floating interest rates. This amount is equal to the total of cash at bank and deposits at call (2014: \$21,370,075 and 2013: \$21,046,916).

16 ASSETS HELD IN TRUST

The museum has established a number of Trust accounts which are detailed below. Donations and bequests are received for specified purposes and moneys received are placed in a special bank account and expended on the specified projects in accordance with the terms of the trusts. These moneys are not available for other purposes of the museum and are not recognised in the financial statements.

	2014 \$	2013 \$
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16A USA Bicentennial Gift Fund

A gift was received to develop and maintain the USA Gallery at the museum and upon completion of the fitout, the assets were transferred to the museum. The residual of the gift is held in trust and the financial position of the Fund is as follows:

Opening balance at 1 July	5,967,648	5,885,085
Receipts:		
Distributions/Interest	295,514	262,113
	6,263,162	6,147,198
Acquisitions	-	780
Other expenses	565,463	178,770
Closing balance at 30 June	5,697,699	5,967,648
Represented by:		
Cash at bank & term deposits less than 3 months	5,628,454	5,600,000
Distributions/Interest receivable	45,876	31,306
Receivable from the museum	23,369	336,342
	5,697,699	5,967,648

16B NZ Bicentennial Gift Fund

A fund was created in respect to the yacht *Akarana*. The financial position of the Fund is as follows:

Opening balance at 1 July	79,404	76,333
Receipts: Interest	2,485	3,071
Closing balance at 30 June	81,889	79,404
Represented by investment	81,889	79,404

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

	2014 \$	2013 \$
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16C Maritime Museum Bequest Fund

A fund was created to accommodate non-specific bequests made to the museum. The financial position of the Fund is as follows:

Opening balance at 1 July	195,480	187,915
Receipts: Interest	6,883	7,565
Closing balance at 30 June	202,363	195,480
Represented by investment	202,363	195,480

16D Louis Vuitton Fund

A fund was created to set up the Louis Vuitton Collection and for the acquisition of materials relating to the maritime association between France and Australia. The financial position of the Fund is as follows:

Opening balance at 1 July	22,011	21,157
Receipts: Interest	1,086	853
Closing balance at 30 June	23,097	22,011
Represented by investment	23,097	22,011

17 REPORTING OF OUTCOMES	\$000	\$000
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17A Net Cost of Outcome Delivery

Expenses		
Departmental expenses	34,584	35,693
Total expenses	34,584	35,693

Costs recovered from provision of goods and services to the non-government sector

Departmental	7,190	6,027
Total costs recovered	7,190	6,027

Other external revenues

Departmental		
Sale of goods and services – to related entities	375	363
Interest	921	813
Donation and bequests	1,850	2,658
Industry contributions	34	228
Grants	199	248
Revenue from sale of assets	-	4
Other	77	97
Total Departmental revenues	3,456	4,412
Total other external revenues	3,456	4,412

Net cost of outcome	23,938	25,255
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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

	2014 \$'000	2013 \$'000
17B Major Classes of Departmental Expense, Income, Assets and Liabilities by Outcome		
	Outcome 1	
Expenses		
Employees	12,964	13,733
Suppliers	12,949	12,640
Grants	134	141
Depreciation and amortisation	8,451	9,179
Losses on disposal of assets	19	-
Write-down and impairment of assets	67	-
Total departmental expenses	34,584	35,693
Income		
Revenues from Government	23,416	22,073
Sale of goods and services	7,565	6,390
Interest	921	813
Donations and bequests	1,850	2,658
Industry contributions	34	228
Grants	199	248
Other	77	101
Total departmental income	34,062	32,511
Assets		
Cash and cash equivalents	21,370	21,047
Trade and other receivables	975	795
Land and buildings	141,202	197,147
Infrastructure, plant and equipment	11,874	10,674
Heritage and cultural assets	78,973	72,384
Intangibles	4,913	3,813
Inventories	241	204
Other	444	492
Total departmental assets	259,992	306,556
Liabilities		
Suppliers	2,585	1,524
Other	1,205	2,315
Employee provisions	1,954	2,400
Total departmental liabilities	5,744	6,239

17C Outcomes of the museum

The museum is structured to meet one outcome as described in note 1. Only one Output Group is identified for the Outcome and all the museum's revenues, expenses, assets and liabilities are attributable to that Output Group.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2014

18 THE AUSTRALIAN NATIONAL MARITIME FOUNDATION

The Australian National Maritime Foundation is a Company Limited by Guarantee and is controlled by the Council of the Australian National Maritime Museum.

The Foundation's objectives are to create a capital fund, through gifts, bequests and fund-raising activities, for the purposes of:

- Acquiring major additional items or collections of items to develop the National Maritime Collection;
- Conserving the National Maritime Collection; and
- Other activities which enhance the National Maritime Collection.

The financial position of the Foundation is as follows:

	2014 \$	2013 \$
Opening balance at 1 July	513,531	461,007
Revenues: Interest	13,198	14,955
Revenues: Donations	1,615	100,000
	528,344	575,963
Less expenses: Suppliers	34,149	62,432
Closing balance at 30 June	494,195	513,531
Represented by:		
Cash at bank	489,311	516,733
Receivables	10,084	7,129
Payables	(5,200)	(10,330)
	494,195	513,531

19 NET CASH APPROPRIATION ARRANGEMENTS

	\$'000	\$'000
Total comprehensive income less depreciation expenses not funded through revenue appropriation	(49,414)	273
Plus: Depreciation not funded through revenue appropriation	1,610	1,752
Total comprehensive income as per the Statement of Comprehensive Income	(47,804)	2,025

The ANMM receives a separate Collection Development Acquisition Budget provided through an equity appropriation to fund the growth of Heritage and Cultural assets.

20 COMPENSATION AND DEBT RELIEF

Compensation and debt relief for the financial year ended 30 June 2014 were nil (2013: nil)



2013-14 APPENDICES

APPENDIX 1

VISITOR AND MEMBER PROGRAMS

Seminars, lectures and talks:

'Curator tour – *East of India* stories from the exhibition': a behind-the-scenes look at the research and creation of the *East of India* exhibition, with Dr Nigel Erskine (14/7/13)

'Author talk – *The Last Nizam: An Indian Prince in the Australian Outback*': by author John Zubrzycki (28/7/13)

'Inaugural Members book group – *The Light Between Oceans*': discussion of M L Stedman's *The Light Between Oceans*, hosted by curator Dr Stephen Gapps and joined by a selection of special guest speakers (18/8/13)

'Curator talk – Mariea Fisher': Mariea shared behind-the-scenes snippets from her 25 years with the museum (28/8/13)

'History Week panel discussion – From Glass Plate to Cyberspace': a panel of special guest speakers discussed how cultural institutions are using digital community platforms to share their photographic collections and unlock social and family histories (11/9/13)

'Meet the curator – *Vikings* exhibition': a pre-opening look at the *Vikings – Beyond the legend* exhibition and an opportunity to meet Gunnar Andersson from the Swedish History Museum (18/9/13)

'An evening with Annica Ewing': medieval curator Annica Ewing from Stockholm's Swedish History Museum talked Vikings and gave an exclusive tour through the *Vikings* exhibition (20/9/13)

'Commemorative talk – Men of *Krait*': commemorating the 70th anniversary of *Krait*'s attack on Singapore's harbour with a special onboard tour and a talk with assistant curator Penny Hyde (24/9/13)

'Curator talk – What Cup?': discussion about the triumph of *Australia II* in the America's Cup 30 years on with senior curator Daina Fletcher and curator-cum-yacht-designer David Payne (26/9/13)

'Book launch and author talk – East Indies': a talk about spices, gunpowder, opium and the associated social and military impacts with historian and author Ian Burnet (29/9/13)

'Lecture and exhibition tour – Vikings – Raiders, Traders, Culture Makers': a delve into the cultural legacies of the Vikings with Professor Margaret Clunies Ross, followed by a tour of the *Vikings* exhibition with curator Dr Stephen Gapps (20/10/13)

'Members book group – The *Dunbar* Case': author Peter Corris, joined by maritime archaeologist Kieran Hosty, answered questions about Corris's protagonist Cliff Hardy, hero of 38 crime fiction novels (27/10/13)

'Book launch and author talk – *Voyage to Gallipoli*': talk by Peter Plowman about the series of largely unforeseen events that led the Anzacs to Gallipoli (3/11/13)

'Curator talk – meet the Vikings': Viking re-enactments with museum curator Dr Stephen Gapps (17/11/13)

'Lecture – The Ships That Changed the World': Dr Eric Acheson talked about the unprecedented maritime feats of the Vikings, followed by a visit to a replica Viking longship (8/12/13)

'Archaeology lecture – Egypt's Oldest Boats': Dr Yann Tristant talked about the discovery and preservation of several approximately 5,000-year-old boats found in an Egyptian cemetery (22/1/14)

Waves of migration: the museum's iconic roofline became the canvas for a dynamic light show exploring migration to Australia (26/1–28/2/14)

'Curator lecture and tour – Myth and religion of the Viking World': talk by Professor Margaret Clunies-Ross about Viking mythology, tradition and worship followed by a tour led by curator Dr Stephen Gapps of the *Vikings – Beyond the legend* exhibition (30/1/14)

'Author talk – *The Reef: A passionate history*': Professor Iain McCalman talked about his new book, which charts the social, cultural and environmental history of the Great Barrier Reef (2/2/14)

'Author talk – *East Indies*': a talk about spices, gunpowder, opium and the associated social and military impacts with historian and author Ian Burnet (16/2/14)

'Members book club – *We the Drowned*': former *Signals* editor Jeffrey Mellefont led a discussion about this modern classic by Carsten Jensen (23/2/14)

'Mercy Ships': an inspiring talk by volunteer surgeon Dr Alan-John Collins of the medical charity Mercy Ships (1/3/14)

'Phil Renouf memorial lecture – Olympic Sailing Australia': a panel of experts shared their experiences and answered questions (6/3/14)

'Meet the curator': an opportunity to meet the new Indigenous Programs Manager, Donna Carstens (13/3/14)

'Author talk – *Evolution of the transatlantic liner* with Chris Frame': author Chris Frame spoke about how politics and technology have affected the history of ocean liners (16/3/14)

'Author talk – *A Savage History*': a talk by author John Newton about his book, which follows the history of whales and whalers; preceded by a tour of the *Amazing Whales* exhibition, guided by curator Michelle Linder (23/3/14)

'Author talk – *Saltwater People*': photographer, cinematographer, writer and publisher John Ogden talked about his book, the unanimous winner of the Frank Broeze Memorial Maritime History Book Prize 2013 (4/5/14)

'Members book club – *Shallows*': discussed Tim Winton's Miles Franklin Award winning book (18/5/14)

'Author talk – *A Savage History*': author John Newton talked about his book, which follows the history of whales and whalers, before a tour through the *Amazing Whales* exhibition (6/6/14)

'Panel discussion – Whale of a Debate': special guest speakers in a panel discussion addressed historical and contemporary anti-whaling, advocacy and conservation projects (29/6/14)

'Curator talk and tour – *East coast encounters: re-imagining history*': a celebration of NAIDOC Week with Indigenous Programs Manager Donna Carstens (12/7/14)

'Author talk – *To sea in a sailing ship*': author Sue Vader spoke about her book which recounts the adventures of her aunt Mary Lang, who set off in the 1930s to sail around the world (23/7/14)

On the water activities

'NAIDOC Week cruise – sea country cultural cruise of Sydney Harbour': curator Dr Stephen Gapps led a special tour of the Saltwater collection followed by a Sydney Harbour cruise aboard MV *Mari Nawi* with hosts and a guide from the Tribal Warrior Association, concluding with walking tour of Clark Island (7/7/13)

'Special visit – HMAS *Waterhen*': an exclusive tour of the HMAS *Waterhen* mine warfare and clearance diving base and Huon-class minehunter

'Tour and lecture – East of India: Lascars, Tea and the Monsoon Trade': talk by guest speakers Ian Simpson and Heather Bentley about the East India Company's trade with colonial Sydney, followed by a guided tour of the *East of India: Forgotten trade with Australia* exhibition with Dr Nigel Erskine and Michelle Linder (7/8/13)

'Island tour – Garden Island naval heritage': guided tour of areas not open to the public at the Garden Island heritage precinct, including the chapel, the Captain Cook dock, *Emden* cannon and *Kuttabal* memorial (8/8/13)

'Island tour – Goat Island tour and ferry cruise': guided tour of the convict heritage of Goat Island and cruise on historic ferry *Wangi Queen* (15/8/13)

'International Fleet Review 2013': viewing of over 50 warships and 30 tall ships at the International Fleet Review from the decks of HMB *Endeavour*, accompanied by museum experts to answer historical questions (3–11/10/13)

'International Fleet Review – tall ships welcome aboard MV *Proclaim*': HMB *Endeavour* welcomed the tall ship fleet, then followed it to Darling Harbour (3/10/13)

'International Fleet Review – HMB *Endeavour* welcome': welcome of the warships as they entered Sydney Harbour with a 21-gun salute (4/10/13)

'International Fleet Review – ceremonial fleet review cruise': with Governor General Quentin Bryce, accompanied by ceremonial flypasts and acrobatic displays by the Australian defence forces (5/10/13)

'International Fleet Review – fireworks and light show': luxury vessel Reef *Trekker* cruise among the tall ships and navy vessels, followed by fireworks display (5/10/13)

'International Fleet review – HMB *Endeavour* two-hour sailing program': opportunity to enjoy the navy centenary aboard HMB *Endeavour* with full commentary (8/10/13)

'International Fleet Review – day sail aboard HMB *Endeavour*': the last chance to see the visiting warships (9/10/13)

'International Fleet Review – tall ships farewell on board the HMB *Endeavour*': following the tall ships to Sydney Heads as they departed for the race (10/10/13)

'International Fleet Review – farewell ferry cruise aboard MV *Proclaim*': farewell to the tall ships and viewing of the start of the race to New Zealand (10/10/13)

'International Fleet Review – HMB *Endeavour*'s final sail for 2013': a five-day offshore voyage on the *Endeavour* initially joining the tall ships' race to Auckland before heading along the coast (10–14/10/13)

'Island tour – Garden Island naval heritage': guided tour of areas not open to the public at the Garden Island heritage precinct, including the chapel, the Captain Cook dock, *Emden* cannon and *Kuttabul* memorial (24/10/13)

'Naval tradition – HMAS *Vampire* wardroom mess dinner': Captain Paul Martin, former commanding officer of *Vampire*, hosted the annual traditional navy dinner in the destroyer's wardroom (16/11/13 and 26/4/14)

'Sydney to Hobart race-start cruise': following the Sydney to Hobart fleet to Sydney Heads on board a ferry (26/12/13)

'Australia Day aboard HMB *Endeavour*': joining in the tall ships race (26/1/14)

'Hawkesbury day cruise – the riverboat postman': cruising the route pioneered in 1910, with commentary provided by the skipper (5/2/14)

'Cruise forum – the forts of Sydney Harbour': with educators from National Parks and Wildlife Service and curator Dr Nigel Erskine touring the history of fortifications and defence around Sydney Harbour (19/2/14)

'The Seven Wonders Cruise adventure': a new Sydney coastal expedition took visitors to the most historically and culturally exciting locations of the coast including Sydney Heads, Bondi Beach, La Perouse National Park and Bare Island (27/4/2014)

'Japanese midget submarine tour': on the 72nd anniversary of the Battle of Sydney Harbour, author and expert Steven Carruthers spoke of the events of 31 May 1942 as visitors followed the paths of the three midget submarines through Sydney Harbour before visiting the Naval Heritage Centre on Garden Island (31/5/14)

'Family whale-watching cruise': exclusive cruise to see humpback whales as they migrated north (29/6/14)

'Family pirate cruise': pirate games and activities aboard our pirate ship (3/8/14)

Exclusive Members programs

'Members lunch – Yule fest anniversary lunch': director Kevin Sumption, the museum's council chairman, Peter Dexter and special guest, former museum director Mary Louise Williams, headed this Viking-inspired three-course lunch (30/11/13)

'Members family theatre program – The Truth About Vikings': an interactive circus comedy exploring the myths, legends and realities of Viking life (3–24/1/14)

'Special after-hours events – Viking Wet World': a family Viking experience in a water adventure playground (10 and 17/1/14)

'Film marathon – The Art of Persuasion': a marathon screening of some favourite wartime documentaries, comedies and dramas in association with the exhibition *Persuasion: US propaganda posters from WWII* (9/3/14)

'Members preview, talk and tour – *Beautiful Whale*': with Bryant Austin, multimedia artist and creator of the *Beautiful Whale* exhibition, followed by a guided tour of the exhibition (10/4/14)

'Members preview, talk and tour – *Amazing Whales*': curator Kinga Grege introduced the exhibition and led a guided tour (11/4/14)

'Members lunch – Battle of the Coral Sea commemorative lunch': Captain Stewart Holbrook USN, United States Naval Attaché, discussed the Battle of the Coral Sea (10/5/14)

'Special exhibition preview – *Going places*: travel bug soirée': a cocktail event with exclusive member access to the *Going places* exhibition (16/8/14)

Public programs – adult

'NAIDOC week sea-country tour and harbour cruise': curator Dr Stephen Gapps showed some important Indigenous bark paintings, followed by a tour of Sydney Harbour and Clark Island (7/7/13)

'Exhibition tour with music – *Photography from the mountains to the sea*': a curator-led tour of the Ansel Adams exhibition, followed by a musical tour of the exhibition by Conservatorium of Sydney postgraduate students Banks Duo (11/8/13)

'Cocktail opening – International Fleet Review art exhibition': viewing of a significant collection of paintings provided by the Australian Society of Marine Artists to celebrate the arrival of the first ships of the Royal Australian Navy (2/10/13)

'Cruise and photographic workshop – Ansel Adams' photography': an exhibition tour of *Ansel Adams – from the mountains to the sea* with Michael Waite and Richard Wood, followed by a photography workshop on a cruise down Parramatta River (16/10/13)

'Craft like a Viking – Felt making': renowned artist Anita Larkin taught visitors how to make Viking-inspired felted accessories and sculptural forms (24/11/13)

'Meet the neighbours – Ballast Point Park': exploration of the new Ballast Point Park in Balmain, guided by Roger Parkes (4/12/13)

'Exhibition opening and preview – new exhibitions in the USA Gallery': preview of two exhibitions that looked at the shared history of Australia and the USA in World War II: *Persuasion – US Propaganda posters from WWII* and *Mission X – The rag-tag fleet* (18/12/13)

'Behind-the-scenes tours': tours of the Maritime Heritage Centre, Wharf 7 (9, 16, 23 and 30/1/14 and 6, 13, 20 and 27/2/14)

'Free art exhibition – *Art of Sydney*': presentation by the combined art societies of Sydney of over 300 paintings from Sydney artists, all of which were for sale (24–27/1/14)

'Love and War – Valentine's Day lunch': talk by the museum's USA Gallery manager Richard Wood with a tour of the new USA Gallery exhibitions to celebrate Valentine's Day in the style of World War II America, with themed food, decorations and entertainment (14/2/14)

'Aboriginal heritage walk – whale rock carvings of coastal Bondi': guided walk from Tamarama to North Bondi Golf Course led by Indigenous Programs Manager Donna Carstens (3/4/14)

'Talk and tour – Beautiful Whale in Science and Imagination': an after-hours guided tour of the exhibition with artist Bryant Austin and Scientific Officer at Macquarie Biological Science, Libby Eyre (4/4/2014)

'Tour and walk – Newington Armoury': exploration of the Newington Armoury and a heritage train ride (15/5/14)

'Exclusive overseas tour – Celebes Sailors, Ships and Spice': tour led by former *Signals* editor Jeffrey Mellefont to discover southern Sulawesi's tropical lands, seascapes, cultures and cuisines (2–15/6/14)

'Aquatic Nights Live Music': a series of live music events including singers, bands and DJs such as The Maze; Tommy M and the Mastersounds; Imogen Clark; Jo Mungovan; Lane Sinclair; Evie J Willie; DJ Bennett; DJ Joey Kaz; DJ Troy; Hannah Robinson; Zach Gervaise; and DJ sensation I Am Sam (24/5–10/6/2014)

'East coast encounter opening and National Reconciliation Week': a full day of free events with performances, panel discussions, exhibition viewing; album launch and live performance by Neil Murray (31/5/14)

'Panel discussion – A whale of a debate': historical and contemporary anti-whaling, advocacy and conservation projects (29/6/14)

Children, youth and family programs

'Family fun Sundays': performances, tours, film screenings, character tours and face painting (every Sunday during school term)

'Kids on Deck: Amazing Antarctic!': art-making, science experiments, dress-ups, games, global warming and weather education (every Sunday during school term)

'Mini Mariners themed activities': children under five explored the galleries with costumed guides, sang, danced and enjoyed creative free play in the activity area (every Tuesday during school term, and one Saturday each month)

'Kids on Deck – Teacups, Trunks and Traders': children investigated the history of the English East India Company with crafts and games (30/6–14/7/13)

'Winter holidays – the marketplace performance program': storytelling, music and dance performances inspired by the *East of India* exhibition (selected dates 30/6/13–14/7/13)

'Photography workshops – City to the sea': with Spitting Image Photography, a photo chase around Pyrmont and the museum to build skills using a digital SLR camera and learn photo-editing techniques (9/7/13)

'Bollywood music video': professional directors and choreographers taught visitors about all things Bollywood before students made their own Bollywood music video (10–11/7/13)

'Family harbour fun – annual pirate cruise for young and old': a pirate-themed cruise aboard the *Black Swan*, with pirate activities, food and drink (11/7/13)

'Family fun Sundays – Lighthouse Larks!': celebration of International Lighthouse Weekend at the museum with storytelling sessions, family-friendly tours, film screenings and craft activities (18/8/13)

'Family fun Sundays – Pirates Ahoy!': International Talk Like a Pirate Day celebrations, including a treasure trail, a film, a pirate performance, face painting and craft activities (15/9/13)

'Family theatre – So You Think You're a Viking?': an acrobatic comedy about Viking family life, performed by Unhinged Entertainment (21–27/9/13)

'Kids on Deck: Sailor Styling': a celebration of all things navy and nautical through shipboard games, crafts, and dress-ups (22/9–7/10/13)

'Under 5s tours – Sail Around the World': a fun and educational character tour for children under five and their carers (24 and 28/9/13)

'Kids' cooking workshops – Gingerbread Ships in the Sea': children learned to construct and decorate a gingerbread ship (25/9/13)

'Submarine Spies Workshop': exploration of submarine HMAS *Onslow* and an experimental art and science workshop (26/9 and 2/10/13)

'Family fun Sundays – Scandinavian Sunday!': a day of family fun inspired by the *Vikings – Beyond the Legend* exhibition, with saga-telling, games, performances, and craft creativity (20/10/13)

'Lah-lah's Musical Wonderland': Mini Mariners end-of-year concert (3/10/13)

'Festive fun – family Viking Christmas party': preview of the *Vikings* summer holiday program and entertainment; Viking-inspired food and drink (14/12/13)

'Kids on Deck – Viking Village': rune-writing, jewellery-making, Viking dress-ups, Viking games and exploration of a Viking-inspired longhouse (27/12/13 – 27/1/14)

'Viking Wet World': a Viking-themed water playground (27/12/13–2/2/14)

'Viking saga-telling performances': old tales of heroism and superstition adapted for children in an interactive performance (selected dates in January)

'ATYP theatre workshop: Vikings!': exhibition tour *Vikings – Beyond the Legend*; stories and myths, and writing Viking-inspired stories and characters culminating in a show devised by the children for family and friends (6–10/1/14)

'Under 5s character tours': special character tours for children under five and their carers, with stories, songs and dancing (7, 11, 14, 18, 21 and 25/1/14)

'TV presenting – NIDA Viking adventure': exploration of the *Vikings – Beyond the Legend* exhibition and introduction to television presenting techniques as visitors reported live from the museum (14–16/1/14)

'Family torchlight tour – Vikings after dark': a guided character tour by torchlight through the *Vikings* exhibition, followed by craft-making (18/1/14)

'Family fun Sundays – Viking Invasion': a Viking-themed extravaganza presented by costumed Viking re-enactors, based around the three themes of play, fight and trade (19/1/14)

'Family fun Sunday – Row-Row Regattas': a celebration of Lunar New Year, dragon-boat racing and regattas with dragon dancing, tours, games, on-water displays and craft activities (2/2/14)

'Kids' circus workshops – Run Away with the Circus by the Sea': children learned basic circus and magic skills, stage craft and characterisation, culminating in a special performance (6/4/14)

'Family torchlight tour – *Amazing Whales* after dark': a special tour through the *Amazing Whales* exhibition, followed by crafting of whale mementos (12/4/14)

Beautiful Whale: an illustrated talk with artist Bryant Austin; visitors created their own mosaic images and whale-scale artwork to take home (12/4/14)

'Fishing workshops – Hook, Line and Sinker': a workshop that taught responsible fishing, including a segment on sharks and sustainability (15 and 24/4/14)

'Kids on Deck – Baleen, Blubber and Blowholes!': children explored the world of cetaceans and created their own puppet, mobile or whale soft sculpture or whale-song instrument; scientific games and dress-ups in sea creature costumes (13–27/4/2014)

'Whale of a Tale – storytelling performances': imaginative whale stories inspired by classical mythology (14–16 and 24/4/14)

'Whale song DJ workshop': visitors learned to remix, reverb and record their own whale songs in a workshop on digital music-making inspired by the *Amazing Whales* exhibition (16 and 24/4/2014)

Cabinet of curiosities touch trolley – Curious cetaceans (13–27/4, 28 and 29/6/2014)

'Whale season theatre performances – Joe and the Whale': presented by What's on the Inside Tours, a comic circus performance with laughs and interesting whale facts (28 and 29/6, 1–5 and 8–13/7/14)

Vivid Sydney at Darling Harbour: rooftop projection (24/5–10/6/2014)

'Family fun Sunday – Ocean Commotion': (15/6/14)

Family movies

'Sunday at the movies – Bollywood film afternoon and discussion': Bollywood film viewing and discussion of the genre with Anupam Sharma, filmmaker for the *East of India* exhibition (21/7/13)

'Rooftop projection – *Beached* Az Film Festival': an animated comedy about a stranded whale on a New Zealand beach and its struggle to get back into the ocean (26/4/2014)

Education programs

Permanent programs on-site

'Splash!': a tour of the *Watermarks* exhibition, a workshop that focuses on leisure activities on, in, under and near the sea, and a themed creative arts activity. Years K–2

'Transport': students identify various types of water transport, their propulsion methods and uses. A harbour cruise can be added to this tour. Years K–2

'Pirate School': traditional school subjects are transposed into piratical equivalents as students earn their own pirate licence. Program includes a treasure hunt and optional visit to *James Craig*. Years K–4

'HMB *Endeavour*': students board the HMB *Endeavour* replica and investigate life on board, its historical context in British settlement of Australia and early European exploration, dual perspectives including Indigenous, and the role of replicas in history.

'*Navigators*': students tour the *Navigators* exhibit looking at stories of early contact with the Australian continent by Europeans and Makassan traders, traditional navigation techniques, the age of sail, and partake in a hands-on session with navigational objects from the museum's education collection.

'*Endeavour* and *Navigators*': a special package featuring tours of both exhibits, and investigation of early European exploration and contact with the Australian continent. Years 3–10

'My special place': looks at how Indigenous artists use symbols to express meaning in the Saltwater bark paintings plus a viewing of some paintings in the museum's Eora gallery. Students also create works using their own symbols. Years 5–10

'Maritime archaeology': students examine objects from shipwrecks and visit museum displays to learn how historians use material culture to reconstruct the past, and the application of science in archaeology. Years 5–12

'Pyrmont walk': students walk the streets of Pyrmont examining the changing nature and demographics of the suburb. Suitable as a site study for geography and history. An inner-harbour cruise may be added to the tour. Years 7–12.

'Shipwrecks, corrosion and conservation': students look at the chemistry behind corrosion and the conservation of metals from shipwrecks through a series of experiments and a museum tour. Years 11–12

'Highlights': general museum tour that can be themed to particular areas of interest. Tours catering especially for English language students are also available. Years K–12 and adult students

'Shipwreck sleuths': students investigate scientific principles involved in research on shipwrecks. Years 9–10 Science

'Life aboard a tall ship': students board the vessel *James Craig* and explore life at sea. Includes a hands-on session with traditional tall ship artefacts. Years 3–4 HSIE

'Simple machines': students investigate simple machines such as levers, wheels and gears through the museum and on the vessels. Years 1–2 Science and Technology

'Submarine adventure': students learn the science behind submarines and periscopes then visit HMAS *Onslow*. Years 3–4 Science and Technology

'Immigration': students investigate immigration stories in the museum, visit the Welcome Wall and view our historic vessel *Tu Do*. They then use a giant world map and objects from the education collection to trace migrant journeys. Years 9–10 History and Geography

'Ways of watching weather': students look at the importance of weather in a maritime environment and gather data to prepare their own weather report. Years 5–6 HSIE

'Science and the sea': students conduct experiments on corrosion, communication, buoyancy and navigation then tour the museum to see how these scientific principles are applied. Years 5–8 Science

'Technology of gold': students use a mock rocker cradle, gold pans, real gold and museum displays to investigate the properties of gold and the importance of the gold rushes.

'History of swimwear': students use swimwear to investigate the historical, cultural and social contexts of the evolution of swimwear through changing textile technologies, design practices, properties and performance of textiles and conservation principles. Stage 6 Textiles and Design Higher School Certificate course

Virtual excursions via video-conferencing

'SciFest 2013 Chemistry – shipwrecks, corrosion and conservation case study 1': ANMM Maritime Archaeology Manager, Kieran Hosty and Conservation Manager, Jonathan London presented two in-depth case studies, on the retrieval, original conservation and subsequent conservation work on the *Sirius* anchor and three small objects found recently on the Great Barrier Reef. Year 12

'SciFest 2013 Chemistry – shipwrecks, corrosion and conservation case study 2': Maritime Archaeology Manager, Kieran Hosty and Conservation Manager, Jonathan London presented two in-depth case studies on the retrieval, original conservation and subsequent conservation work on the *Endeavour* cannon and other wrecks. Year 12

'ANMM inspiring stories: Sea Shepherd': Years 3–8

'ANMM inspiring stories NASA Administrator Charles Bolden': Administrator Bolden presented a talk about his life and experiences, also focusing on further exploration of space and its comparison to historical ocean exploration. Years 7–12

'The pirate school from cyberspace attacks!': A virtual excursion version of the museum's pirate school program to celebrate International Speak Like a Pirate Day. Years K–4

'David Rabbitburrow presents the wonder of whales and their relatives': To celebrate World Environment Day, groovy presenter David Rabbitburrow investigated whales as a species and their environmental threats. Years 3–6

'ANMM unlocked: unlock water and indigenous people': To celebrate NAIDOC week Indigenous Programs Manager Donna Carstens discussed the cultural significance of water to Indigenous people. Years 3–8

'ANMM unlocked: unlock maritime archaeology': Maritime Archaeology Manager Kieran Hosty provided an insight into the role of an archaeologist and what happens before during and after a maritime archaeological expedition. Years 7–12

Temporary programs (linked to temporary exhibitions)

Koori Art Expression: annual event hosted in 2013 by ANMM. Guided tours and 'My special place' workshops. Years K–12

Vikings – Beyond the legend: Guided tours, What is History? workshop (Vikings version); video resource interview with a Viking; development free education resource kit. All years with focus on Years 7–8 History *Waves and water* (travelling exhibition): development of a free education resource kit; touring of objects from the museum's education collection, such as historical swimwear.

Amazing Whales – evolution and survival: guided tours, persuasive writing workshops and a Phylum Fun science workshop on classification; French language guided tours with optional lunch; tours of the Sea Shepherd vessel and development of a free education resource kit. All years with a focus on Science and Geography

East coast encounter: guided tours and discussions, combined with programs on HMB *Endeavour* and Navigators exhibit. Years 3–12

On their own – Britain's child migrants: guided tours and discussions, guided tours combined with the museum's Immigration program. Years 9–12

Special programs and events

'Nawi – Indigenous watercraft': Education worked with curator David Payne and Indigenous Programs Manager Donna Carstens to run canoe-building workshops with Narrabeen Sports Centre and Lawrence Hargraves High School.

'Interns and work experience': Education hosted groups of trainee primary teachers from the University of Technology, Sydney as part of their Beyond the Classroom program, an intern student from University of Western Sydney for a 10-day placement and two Year 10 students from Dulwich Hill High School and Menai High School for two weeks each.

'The Voyage': the museum was a partner in the development of this online game about convict transportation in the 19th century. Education worked on curriculum advice, student engagement, content development and game launch.

'War in the Pacific': Education hosted the Education Manager from Pacific Historic Parks, Pearl Harbor, Hawaii and curriculum experts from NSW Board of Studies and the organisation DART, for a two-day workshop to develop a joint Australia-USA virtual excursion program for schools on war in the Pacific in World War II.

'Science Week': students sailed on HMB *Endeavour* and participated in science workshops with visiting scientists from Young Scientist Australia, University of Technology, Sydney and The Royal Botanic Gardens and Domain Trust.

'ANMM Inspiring Stories NASA': the museum hosted NASA Administrator Charles Bolden who spoke to audiences on-site and via video conference about his role, NASA's future programs and young people in science.

'Remembrance Day': students from Amaroo School (Canberra) and Ultimo Public School (NSW) took part in the museum's Remembrance Day speeches, readings and wreath-laying ceremony.

Incursions into schools

'Pirate School': live performance version of the museum's pirate school program in schools. Years K–4

'Where Do You Think It Goes?': live performance version of the museum's virtual excursion program in schools. Years 3–6

APPENDIX 2

SELECTED ACQUISITIONS TO THE NATIONAL MARITIME COLLECTION

A Calendar of the Prisoners in the Gaol of our Sovereign Majesty – 19th Day of August 1829

The Northumberland Calendar of Prisoners of 19th Day of August 1829 describes the crimes and sentences handed down on a group of prisoners who appeared before the King's Bench Court. Two of those sentenced, James Cumberlodge and William Hardy, were both sentenced to transportation and departed England in December 1830 for the Colony of New South Wales on board the convict transport *Nithsdale*.

Two watercolours of Doepel vessels Bellinger and Surprise by William Forster, 1884–1886

Two ships portraits depicting coastal vessels of the fleet of Doepel and Anderson which operated along the NSW coast in the late 19th century.

The *Bellinger* and the *Surprise* were sister vessels of the surviving *Alma Doepel*. Both works are signed and dated by the artist William Forster, one of colonial Australia's most competent port painters. The paintings were probably commissioned to commemorate the launch of the vessels.

These portraits were kept by the Doepel family and, along with other ship portraits and coastal shipping material, help form a picture of the development of communities with shipping connections all along the Australian coastline.

Gift from Shane Doepel

Ship model: pilot steamer Captain Cook III, 1970s

Model of the pilot steamer *Captain Cook III*.

The *Captain Cook III* was well known to Sydneysiders, as well as international visitors to Australia whose first contact with Sydney was often the boarding of their vessel by one of the Sydney Harbour pilots based on board the *Captain Cook III*.

Gift of the estate of David Radford

Charles Reginald Ford's collection of slides of early 20th century British expeditions to Antarctica

A collection of slides assembled or photographed by Charles Reginald Ford, ship steward on the Antarctic ship *Discovery* 1901–1904. Ford used the slides in lectures to promote the various British expeditions to the icy continent from 1901 to World War I. The collection includes photographs by the official photographers Herbert Ponting and Frank Hurley.

International Fleet Review – Royal Australian Navy ships passing under Sydney Harbour Bridge 2013

Margaret Hadfield's painting *Proud Entry* capturing the moment on 4 October 2013 when HMAS *Darwin* passed under the iconic Sydney Harbour Bridge, leading other vessels of Australia's modern navy to their berths in Darling Harbour. Hadfield's commemoration of the centenary of the Royal Australian Navy in a painting mirrors the 1913 Frederick Elliot painting of HMAS *Australia*.

Photographs from Undiscovered, Michael Cook, 2010

A contemporary photographic series by Michael Cook reflecting on the 'discovery' and occupation of Australia by the British government.

Keith Barry's scrapbook, 1980s

A scrapbook documenting an important part of Australian water speed racing history including details of the famous lightweight hydroplane *Firefly II*. Compiled by the hydroplane's maker and driver Keith Barry some time during the 1980s, the scrapbook includes telegrams, letters, newspaper clippings, certificates and hand-drawn plans relating to Keith Barry's sailing and racing career from the late 1920s to the early 1950s.

Gift of Jessica Farrugia (nee Barry-Cotter) and Ryan Barry-Cotter.

Girl's swimsuit and child's beach coat, late 1950s and early 1960s

Commercially manufactured girl's one-piece swimsuit and hand-made child's beach coat.

Examples of such clothing are rare as they were often either handed down to younger siblings or simply worn out.

ANMM collection gift from Caroline Whitley

Vision, sound, ceramic and ghost net, Kab Kar – from then to now Jimmy K Thaiday, 2013

Contemporary mixed-media work that brings to life the *dari*, the traditional headdress of the men of the Torres Strait Islands. The traditional materials of cane and feathers used for making a *dari* have been replaced with ghost net (discarded fishing net) to convey the underlying message of the development of new ideas from traditional values. The *daris*, which are mounted on the figurative ceramic forms, are brought to life using a montage of video projected over the pieces. This projection shows the vitality associated with the wearing of these headdresses. While *daris* are often displayed as static objects on a wall, this mixed media work conveys the sense of rhythm, drum beats and song by using layered flickering images and video constructed from captured fragments projected onto their surface.

Surf life-saving costume and memorabilia from Leonard Trainor, 1930s

Collection of surf life saving memorabilia and apparel from Western Australian surf life saver Leonard Trainor. The collection includes his swimsuit, cap, formal blazer and photographs. Trainor was a member of the Western Australian State Surf Life Saving Team from 1934 to 1938.

Gift of Johanna Trainor

Two swimming costumes, 1910–1920

Early swimsuits representing bathing suit design, fashion and manufacture between the two world wars. The costumes are representative of the development of an increasingly active beach and pool culture in Australia between the wars.

Gift of Erika Steller

Ship's journal, Loch Bredan 1902 by Chief Officer RR Smythe

Journal of the Liverpool barque *Loch Bredan*.

This remarkable journal was written and illustrated by Chief Officer Robert Robertson Smythe who recorded his thoughts and observations on a 123-day voyage from Sydney to Liverpool via Cape Horn in November 1902. Built in 1882 on the Clyde, the *Loch Bredan* traded between England and Australia and New Zealand.

Snapshots on the Coast of Queensland, 1896–1903

'Snapshot' of Queensland islands around the time of Federation by Frederick Elliott. The paintings were probably painted when Elliott was on assignment for the Queensland Government Printer.

HMCS Protector and Torrens, 1880s

The work of one of Australia's prolific painters George Frederick Gregory junior. Both the *Protector* and the *Torrens* played significant roles in South Australian history.

Watercolour ship portrait by William Forster and a half block builder's model of the schooner Tom Fisher, 1884–1930

A ship portrait depicting a coastal vessel, which operated along the NSW and Queensland coastal routes and across to New Zealand in the late 19th and early 20th centuries. The *Tom Fisher* was built by Captain James Beattie for himself and Thomas Fisher in 1884 at Beattie's Balmain yard. The builder's half model was used for lofting the lines and moulds to build the *Tom Fisher*.

Gift of Alf Beattie

16ft skiff trophy, 1884–1930

Otto Warning trophy won by JB Beattie in *Oweenee* in the 16-foot skiff class in 1934–1935.

This trophy shows the sporting part of life enjoyed by the working men of Balmain's waterfront.

Gift of Alf Beattie

1914–1915 star, 1918

Star awarded posthumously to Lieutenant Leopold Florence Scarlett, Third Officer aboard the Royal Australian Navy submarine HMAS *AE1*.

The submarine disappeared without trace on 14 September 1914 while on patrol in the St George's Channel off Rabaul.

Gift of Lord Arbinger

Two tank test models, 1968

Models acquired by maritime journalist and author Bruce Stannard from Kerry Packer and his company Consolidated Press at an unknown date.

Kerry Packer's father, Sir Frank Packer, was head of the *Gretel II* syndicate and provided financial support to tank testing. During the design for the America's Cup Challenge, Alan Payne's offices were on the premises of Consolidated Press. Rather than being stored at the test facility, the models were stored at Consolidated Press.

North and South, 2012

Contemporary work by artist Neil Frazer depicting the entrance to Sydney Harbour.

Donation through the Australian Government's Cultural Gifts Program by Neil Frazer.

APPENDIX 3

ANMM PUBLICATIONS

Serials

Signals, quarterly journal of the Australian National Maritime Museum, Nos 103–107, editors Jeffrey Mellefont and Janine Flew, published September, December, March, June. Free to Members.

Australian National Maritime Museum Annual Report 2012–13, ISSN 1034–5019, 136 pp, editors Jeffrey Mellefont and Janine Flew.

Volunteers Newsletter, newsletter of the Australian National Maritime Museum Volunteers, issues August 2013, September 2013, December 2013, March 2014, May–June 2014, editor Kirra McNamara, published bi-monthly. Free to ANMM volunteers.

All Hands, e-magazine of ANMM volunteers, issues 84–88, 40 pp. Published quarterly online. Free to ANMM volunteers and staff, ANMM council members.

Educational resource kits

Education resources for free use in schools were produced for the following programs:

Waves and water – Australian beach photographs, ANMM travelling exhibition – teacher resources and objects suitcase for primary and secondary schools.

Vikings – Beyond the legend: Interview with a Viking video for secondary schools.

Vikings – Beyond the legend, re-worked supplied resources for Australian primary and secondary.

Amazing Whales – evolution and survival, resource kit for primary and secondary schools.

Pirates from cyber space attack, virtual excursion for primary students.

Water and Indigenous people, Unlock Education series virtual excursion

Swimwear, Unlock Education series, virtual excursion.

Internet

ANMM website www.anmm.gov.au

ANMM blog anmm.wordpress.com

ANMM on Flickr Commons www.flickr.com/photos/anmm_thecommons/

ANMM on Flickr www.flickr.com/anmm

ANMM on Twitter www.twitter.com/anmmuseum

ANMM on Facebook www.facebook.com/anmmuseum

ANMM on Instagram instagram.com/anmmuseum

APPENDIX 4

STAFF PUBLICATIONS

Staff publications and symposiums

Peter ABBOTT*

'Flagstaff Hill Maritime Village: At the heart of the Shipwreck Coast', article, *Signals* 105 (Dec 2013–Feb 2014): 54–58

Alice ACKLEY*

'Preserving Australia's whaling past', *Signals* 107 (Jun–Aug 2014): 54–59

Gunnar ANDERSSON*

with Kerstin O NAVERSKOLD and Frederik SVANBERG

'The age of Vikings: artisans, slaves and buried treasure', article, *Signals* 105 (Dec 2013–Feb 2014): 2–9

Sharon BABBAGE

'Applications open – MMAPSS 2013–14', ANMM blog, 15/7/2013

with Janine FLEW

'Promoting maritime heritage – MMAPSS grants and internships 2013–14', *Signals* 106 (Mar–May 2014): 30–35

Sue BASSETT*

'77° South: Back to work at the coolest job on earth', article, *Signals* 106 (Mar–May 2014): 56–59

'Frozen in time: Conserving Antarctica's heroic-era huts', article, *Signals* 107 (Jun–Aug 2014): 64–76

Em BLAMEY

'A nautical name', ANMM blog 7/2/14

Myffanwy BRYANT

'Men of the Silent Anzac', ANMM blog, 27/12/13

'When in doubt, razzle dazzle them', ANMM blog, 29/01/14

'Troopships – the forgotten ships of WWI', ANMM blog, 13/02/14

'The death of Captain Barker', ANMM blog, 21/02/14

'A mutiny of a different sort', ANMM blog, 26/03/14

'Memories are made of these', ANMM blog, 15/05/14

'Mouths of gold', ANMM blog, 05/06/14

'A bloody business – 150 years of whaling in Australia', article, *Signals* 107 (Jun–Aug 2014): 3–6

Nicole CAMA

'Hood and Hera: Flickr Commons viewers inspire an exhibition', article, *Signals* 106 (Mar–May 2014): 78–79

'The three mysteries: A film, a voyage, a disappearance', article, *Signals* 104 (Sep–Nov 2013): 30–37

'Japanese flapper lands on Australian shores', article, *Icon Magazine*, Issue 1, (Nov–Dec 2013): 76–77

'Saving Grace', article, *Inside History Magazine*, Issue 18 (Sep–Oct 2013): 52–53

'A country's lifeblood', article, *Inside History Magazine*, Issue 18 (Sep–Oct 2013): 54–56

'From Calabria with love', article, *Inside History Magazine*, Issue 17 (Jul–Aug 2013): 50–53

'Everything is open', article, *Inside History Magazine*, Issue 17 (Jul–Aug 2013): 60–63

'East meets West: The magical life of Long Tack Sam', ANMM blog, 27/5/14

'#HoodsHarbour: May's People's Choice winner', ANMM blog, 7/5/14

'The march of the Gallant Five Thousand', ANMM blog, 24/4/14

'#HoodsHarbour: April's People's Choice winner', ANMM blog, 3/4/14

'#HoodsHarbour: Our super sleuths inspire an exhibition', ANMM blog, 26/2/14

'Japanese flapper lands on Australian shores!', ANMM blog, 9/12/13

'Espionage and paranoia: The *Sea Devil* tours Australia', ANMM blog, 25/10/13

'It was "a veritable blaze of splendour": lightshows of the past', ANMM blog, 5/10/13

'100 years: The first fleet of the Royal Australian Navy', ANMM blog, 4/10/13

'Who's your seafaring relative?', ANMM blog, 4/9/13

'Picture this: History Week 2013', ANMM blog, 21/8/13

'Sailing, spacemen and underpants', ANMM blog, 29/7/13

'Saving whales', Professional Historians Association NSW blog, 11/4/14

'From glass-plate to cyber-space, a retrospective', Professional Historians Association NSW blog, 28/9/13

with Penelope EDWELL

'That's a Wrap! History Week 2013', ANMM blog, 23/9/13

Donna CARSTENS

'Nawi canoe building workshop', ANMM blog, 07/03/14

Annalice CREIGHTON

'Signals activities: Kids', insert, *Signals* 107 (Jun–Aug 2014)

'Stampin up (a whale of) a storm!', ANMM blog, 12/6/14

'Five little krill and the hungry whale: How to make a finger puppet play', ANMM blog, 19/5/14

'Make your own narwhal softie', ANMM blog, 1/4/14

'Persuasive posters – a propaganda collage craft for the home', ANMM blog, 15/2/14

'Box-board Vikings', ANMM blog, 15/1/14

'Raiders and reindeers – how to make Viking gingerbread', ANMM blog, 20/12/13

'Photo story – Ansel Adams cruise and workshop', ANMM blog, 24/10/13

'Craft like a Viking! How to make a felted longship rug', ANMM blog, 14/10/13

'Patch-eyed pirate prints', ANMM blog, 11/9/13

Rebecca DALLWITZ

'Conserving the *Sirius* anchor', article, *Signals* 105 (Dec 2013–Feb 2014): 27

Weslee Wootten D'AUDNEY*

'Patriotic inspiration: The tale behind a wartime image', article, *Signals* 106 (Mar–May 2014): 18–21

Colin DENNY*

'Tasmanian treasures: Maritime Museum of Tasmania', *Signals* 104 (Sep–Nov 2013): 48–55

John DIKKENBERG

'Sailing through time: life aboard the *Endeavour* replica', article, *Signals* 106 (Mar–May 2014): 52–55

'Maintaining *Endeavour*: Looking after Australia's best-known ship', article, *Signals* 107 (Jun–Aug 2014): 60–63

'Duty and command', article, *Signals* 107 (Jun–Aug 2014): 75

Penelope EDWELL

'Warships, story worlds and the story so far', ANMM blog, 14/3/14

'1951 beginnings, 2014 endings', ANMM blog 6/3/14 (with David Payne)

'Greetings from the lowest place on Earth', ANMM blog, 10/1/14

'Bathing in a dead whale: Crazy or cure?', ANMM blog, 2/12/13

'More than just a pretty face', ANMM blog, 15/11/13

'Special event: The discovery of the oldest boats in Egypt', ANMM blog, 1/11/13

'Aboard the *Tingira*: Our navy's nursery', ANMM blog, 7/10/13

'Operation Jaywick – 70th anniversary', ANMM blog, 7/9/13

'That's a wrap! History Week 2013', ANMM blog, 23/9/13 (with Nicole Cama)

'Sailing, rugby and a rabbitoh', ANMM blog, 13/9/13

'The sleeping beauties', ANMM blog, 28/8/13

'The sport of turtle riding and the greatest liar on Earth', ANMM blog, 10/8/13

'Alone on the wide, wide sea: The voyage of the *Spray*', ANMM blog, 5/7/13

'Life on the Murray-Darling', article, *Inside History* 18 (Sept–Oct 2013): 57–59

'A tale of two grandfathers', article, *Inside History* 19 (Nov–Dec 2013): 40–44

'Repairing the scars', article, *Inside History* 21 (Mar–Apr 2014): 59–61

'A curious cure', article, *Signals* 104, (Sept–Nov 2013): 58–61

'Krait under cover', article, *Signals* 105 (Dec–Feb 2013–14): 64–67

'Moss returns to Krait', news item, *Signals* 106 (Mar–May 14): 77

'Collections and connections', article, *Signals* 107 (Jun–Aug 2014): 78–79

'Honouring two champions', historical booklet for the occasion of the launch of the replica *Myra Too*, published by the Australian Open Skiff Trust, 6 pages

Dr Nigel ERSKINE

'East of India – forgotten trade with Australia', article, *Signals* 103 (Jun–Aug 2013): 1–13

'Reflections on Charlotte medal', ANMM blog, 26/11/13

'New Constellations', article in *Mapping Our World: Terra Incognita to Australia*, National Library of Australia 2014

'Search, Rescue and Survival', ANMM blog, 25/3/14

Letter to the Editor, *Afloat*, June 2014

Sabina ESCOBAR

'A tale of love and adventure between two teakwood panels', ANMM blog, 2/6/14

'Life, death and Antarctic rations', ANMM blog, 21/3/14

Daina FLETCHER

'Olympic gold' article, *Signals* 106 (Mar–May 2014): 2–7

'Fishing, pearling, sailing, trading' article, *Signals* 107 (Jun–Aug 2014): 16–21

'A tale of three blazers, two t-shirts and one pocket – collecting America's Cup apparel', ANMM blog 25/09/13

'Before the mast ... before the boom', ANMM blog 29/10/13

'Going for gold', ANMM blog 6/02/14

Janine FLEW

'Ansel Adams – photography from the mountains to the sea', *Signals* 103 (Jun–Aug 2013): 28–29

'Ships on show: Celebrating a naval centenary', article, *Signals* 105 (Dec 2013–Feb 2014): 10–15

'Maritime publishing thrives', article, *Signals* 105 (Dec 2013–Feb 2014): 52–53

'Vikings come to Sydney', article, *Signals* 105 (Dec 2013–Feb 2014): 72–73

'Service and sacrifice', article, *Signals* 107 (Jun–Aug 2014): 72–73

with Sharon BABBAGE

'Promoting maritime heritage – MMAPSS grants and internships 2013–14', *Signals* 106 (Mar–May 2014): 30–35

Sue FROST

'Helping hands: Volunteer conservators receive a national award', article, *Signals* 106 (Mar–May 2014): 74–75

Dr Stephen GAPPS

'A detailed illusion – war in miniature, depicted in a vivid diorama of Suvla Bay', article, *Signals* 107 (Jun–Aug 2014): 8–15

'Career snapshot', interview, *Timelines: Museum historians' National Network Newsletter* 15 (Mar–Apr 2014): 6

'*The Light between Oceans*', book review, *Signals* 103 (Jun–Aug 2013): 63

'Vikings – Beyond the legend', article, *Signals* 104 (Sept–Nov 2013): 2–9

'Vikings come to Sydney', article, *Signals* 105 (Dec–Feb 2013): 72–73

'The devil fish and Empire Day 1914', ANMM blog, 23/5/14

'An expedition of conquest – Australia and the southwest Pacific in WWI', ANMM blog 1/5/14

'Australian-Chinese junks and sampans', ANMM blog, 27/2/14

'Our *Emden* – contesting public memory through film', ANMM blog, 12/2/14

'Remembrance Day and the navy in WWI', ANMM blog, 10/11/13

'A Viking ship on Sydney Harbour – invasion?', ANMM blog, 25/9/13

'A Viking ship on Sydney Harbour – setting sail', ANMM blog, 18/9/13

'A Viking ship on Sydney Harbour – Australian Vikings', ANMM blog, 10/9/13

'A Viking ship on Sydney Harbour – stepping the mast', ANMM blog, 30/8/13

'A Viking ship on Sydney Harbour – sea chests', ANMM blog, 27/8/13

'A Viking ship on Sydney Harbour – the mast fish', ANMM blog, 23/8/13

'A Viking ship on Sydney Harbour – the artisans at work', ANMM blog, 16/8/13

'A Viking ship on Sydney Harbour – restoration work continues', ANMM blog, 7/8/13

'A Viking ship on Sydney Harbour', ANMM blog, 30/7/13

'Saltwater visions', ANMM blog, 7/8/13

Jan HARBISON

'Ships' diaries: The blogs of yesteryear', *Signals* 104 (Sep–Nov 2013): 22–28

Michael HARVEY

'Warships Pavilion – stories from a "Storyworld"', article, *Signals* 107 (Jun–Aug 2014): 37–39

Dr Roger HOBBS*

'Timbers, planks and keels: Timber shipbuilding in 19th century New South Wales', article, *Signals* 107 (Jun–Aug 2014): 22–29

Kieran HOSTY

'Shipwrecks east of India – the Ferguson Reef Project 2013', article, *Signals* 103 (Jun–Aug 2013): 20–14

'Return to the reef – the Far North Queensland Wreck Project 2013', article, *Signals* 106 (Mar–May 2014): 8–13

'Ferguson Reef expedition and following up a few leads', ANMM blog, 20/11/13

'Lizard Island', ANMM blog, 18/11/13

'Wreck Bay and the *Frederick*' (1818), ANMM blog, 20/11/13

'Night Island and Ben Cropp', ANMM blog, 22/11/13

'Eel and Fison reefs', ANMM blog, 3/12/13

'HMS *Pandora*', ANMM blog, 4/12/13

'Raine Island and Great Detached Reef', 7/12/13

'Bungee and Great Detached Reef', ANMM blog, 11/12/13

'Great Detached Reef', ANMM blog, 13/12/13

'Back to where it all started and a mystery', ANMM blog, 16/12/13

'Possible discovery of Columbus's flag ship *Santa Maria*', ANMM blog, 14/5/14

Ian JEMPSON*

'Heritage Bank: Queensland maritime museum', *Signals* 103 (Jun–Aug 2013): 50–55

Veronica KOOYMAN*

'To Victoria from the Isle of Mann in a home-made schooner', article, *Signals* 103 (Jun–Aug 2013): 60–62

'English rose, Dutch sailor and the life of a boy called Brian', article, *Signals* 104 (Sep–Nov 2013): 62–65

'A seafaring adventurer: The roaming life of an unconventional traveller', article, *Signals* 105 (Dec 2013–Feb 2014): 68–71

'Amazing Grace: The caring life of an English war bride', article, *Signals* 106 (Mar–May 2014): 66–69

Bill LEONARD*

'A mighty *Endeavour*: Building the replica of Cook's famous ship', article, *Signals* 105 (Dec 2013–Feb 2014): 16–23

Michelle LINDER

'Saving whales in the International Court of Justice and on the water', ANMM blog, 2/4/14

'Forgotten lives – Indian workers in 19th-century Australia', article, *Signals* 103 (Jun–Aug 2013): 14–17

Kirra McNAMARA

'Winter activities', *Signals* 107 (Jun–Aug 2014)

Jeffrey MELLEFONT

'First contact memorial on a remote northern coast', article, *Signals* 104 (Sep–Nov 2013): 68–69

'Celebes sailors, ships and spice: Tour to Sulawesi, Indonesia, June 2014', article, *Signals* 105, (Dec 2013 – Feb 2014): 40–4

'Armed enterprise: competition and monopoly in the east', book review, *Signals* 105 (Dec 2013–Feb 2014): 59

Carlin de MONTFORT*

The legacy of *Australia II*: Sailing and Australian cultural identity', article, *Signals* 104 (Sep–Nov 2013): 16–21

Kerstin O NAVERSKOLD*

with Gunner ANDERSSON and Frederik SVANBERG

'The age of Vikings: Artisans, slaves and buried treasure', article, *Signals* 105 (Dec 2013–Feb 2014): 2–9

Tim NOSSITER*

'Farewell to a veteran sailor', article, *Signals* 106 (Mar–May 2014): 76

Julie O'CONNOR*

'Conservation kayaking at the "See-Far" island', *Signals* 103 (Jun–Aug 2013): 32–38

Rhondra ORCHARD

'Borrowing from the Maritime Museum's Collection', ANMM blog, 03/09/13

Diane OSMOND

'New people, new programs', article, *Signals* 103 (Jun–Aug 2013): 43

'A spring in our step', article, *Signals* 104 (Sep–Nov 2013): 39

'Step into summer', article, *Signals* 105 (Dec 2013–Feb 2014): 43

'Autumn activities', article, *Signals* 106 (Sep–Nov 2013): 37

David PAYNE

'Pedigree classics', article, *Signals* 104 (Sept–Nov 2013): 56–59

'The Wright generations', article, *Signals* 105 (Dec–Feb 2014): 54–57

'Links to maritime history', article, *Signals* 106 (Mar–May 2014): 60–63

'Boats from the West', article, *Signals* 106 (Mar–May 2014): 60–65

'Whaleboats, sailboats and more', article, *Signals* 107 (Jun–Aug 2014): 68–71

'Myra Too makes waves', article, *Signals* 107 (Jun–Aug 2014): 40–45

'Rescue – early Australian lifeboats', ANMM blog, 1/07/13

'Rescue – the Australian surf boats', ANMM blog, 9/07/13

'A tale of self-rescue', ANMM blog, 10/07/13

'Australia II, the winged keel and more', ANMM blog, 24/09/13

'The race of the century – America's Cup 1983', ANMM blog, 26/09/13

'Western Australian vessels tell their stories', ANMM blog, 4 /11/13

'Crossing the bridge', ANMM blog, 13/11/13

'Maritime landscapes', ANMM blog, 22/11/13

'Myra Too goes sailing', ANMM blog, 17/01/14

'Happy birthday ARHV!', ANMM blog, 1/02/14

'Australian Olympic sailing', ANMM blog 3/02/14

'Meetings on the Murray', ANMM blog 28/02/14

'SY Ena at the museum', ANMM blog 10/03/13

'A place, a philosophy and a practical experience – a passage by water in Dharawal country', ANMM blog, 24/03/14

'Ena and the Dibbs family', ANMM blog, 28/04/14

'Queensland outreach', ANMM blog, 15/04/14

'Bark canoe building at Bents Basin – a National Parks and Wildlife Service Sydney Aboriginal community cultural gathering', ANMM blog 26/05/14

'SY Ena: Steaming towards the next chapter', ANMM blog, 17/06/14

Lindsay SHAW

'One king, one fleet, one nation – the birth of an Australian navy', *Signals* 104 (Sep–Nov 2013): 10–15

'One king, one fleet, one nation?', *Naval Historical Review*, December 2013: 1–5

'HMAS Voyager', ANMM blog, Feb 2014

'Journey to a war: The logistics behind the ANZAC legend', book review, *Signals* 106 (Mar–May 2014): 72

Margaret SMITH*

'Marine marvel: Survival and change on the Great Barrier Reef', book review, *Signals* 106 (Mar–May 2014): 70–71

'Exotic inspiration', book review, *Signals* 107 (Jun–Aug 2014): 76–77

Mariko SMITH*

'By the sea, drinking tea: The global influence of a beloved brew', article, *Signals* 103 (Jun–Aug 2013): 22–27

Bruce STANNARD

'In the beginning: Looking back at a busy bicentennial year', article, *Signals* 106 (Sep–Nov 2013): 22–29

Stan STEFANIAK*

'Maritime art: Catalogues presented to the museum', *Signals* 103 (Jun–Aug 2013): 66

Frederik SVANBERG*

with Gunner ANDERSSON and Kerstin O NAVERSKOLD*

'The age of Vikings: Artisans, slaves and buried treasure', article, *Signals* 105 (Dec 2013–Feb 2014): 2–9

Randi SVENSEN

'Freya fifty years on: the Halvorsen brother's Sydney to Hobart hat trick', article, *Signals* 105 (Dec 2013–Feb 2014): 36–38

Kim TAO

'Threads of migration: Stories of the humble handkerchief', article, *Signals* 105 (Dec 2013–Feb 2014): 28–35

'Populate or perish: from "white Australia" to multicultural nation', article, *Signals* 107 (Jun–Aug 2014): 30–35

'Waves of migration returns on Australia Day', ANMM blog, 23/1/14

'The opulent ship with a royal connection', ANMM blog, 27/7/13

'Suitcases, boats and bridges', ANMM blog, 9/8/13

'Apologies, anniversaries and hidden histories', ANMM blog, 24/2/14

'On their own: Telling child migrant stories in a transnational context', in *Perla Innocenti*, ed., *Migrating heritage: Experiences of cultural networks and cultural dialogue in Europe*, Ashgate, Farnham UK, 2014, 125–137

Greg WANE*

'Queenscliffe Maritime Museum: Spanning three centuries of maritime history', article, *Signals* 106 (Mar–May 2014): 46–51

Mary-Louise WILLIAMS*

'Spouting fish and camels and hippopotami', book review, *Signals* 104 (Sep–Nov 2013): 66–67

Rebecca TORSELL*

'Specialised skills: Behind the scenes with museum conservators', article, *Signals* 105 (Dec 2013–Feb 2014): 24–26

John WOOD*

'Wooden boatbuilding – not a dying art', article, *Signals* 103 (Jun–Aug 2013): 40–41

Richard WOOD

'Mission X – the ragtag fleet: Australians sailing under the American flag', *Inside History*, blog, 14/12/13

'An American icon', ANMM blog, 1/7/13

'What is it about deep water?' ANMM blog, 20/6/14

* Articles from distinguished contributors or museum associates, commissioned and edited for the quarterly journal *Signals*.

APPENDIX 5

STAFF CONFERENCE PAPERS,
LECTURES AND TALKS**Sharon BABBAGE**

'Access to funding workshop', presentation about MMAPSS at the Museums and Galleries NSW, Albury Library Museum, 28/3/2014

Em BLAMEY

'Update on Discovery Precinct', presentation to Australian Science and Technology Exhibitors Network conference, Wollongong, 11/11/13

Nicole CAMA

Social media strategies and engaging online communities, i-presentation at State Library of NSW, 25/3/14

'A morning with Joe Murphy and Nicole Cama', on ANMM's social media engagement strategy, Waverley Library, 13/2/14

'The Power of Flickr Commons', UK Museums on the Web, Tate Modern, London, UK, 15/11/13

'The Power of Flickr Commons: How digital communities are transforming cultural collections', History Week at ANMM, 11/9/13

Donna CARSTENS

'Canoe connections', canoe workshop and talk, Sydney Sport and Recreation School Holiday Program, 17/1/2014

'Eora Gallery talk', Redfern Jarjum College, ANMM, 13/2/2014

'Canoe connections', canoe workshop and talk, Lawrence Hargraves School, 26/2/2014

'Meet the Indigenous curator', Members talk, ANMM, 13/3/2014

'Bondi rock carving talk and cultural walk', Members event, Bondi, 3/4/2014

'Teacher guide training day', cultural talk ANMM, 8/4/2014

All staff briefing, Indigenous content presentation, ANMM, 8/4/2014

'Canoe connections', canoe workshop and talk, National Centre of Indigenous Excellence, 15/4/2014

Indigenous curator school talk, ANMM, 20/6/2014

'Unlock water and Indigenous people', NAIDOC Week, ANMM Unlocked, virtual excursion, ANMM, 24, 26 and 27/6/2014

East coast encounters, speaker at official opening, ANMM, 31/5/2014

East coast encounters exhibition talks, ANMM to museum staff and volunteer guides, VIP visitors and school groups, various dates May and June 2014

Penelope EDWELL

'From glass plate to cyberspace', History Week, ANMM, 11/9/13

'Men of Krait', ANMM Members, 24/9/13

'The museum at the lowest place on Earth at Zoara on the Dead Sea', lecture, Macquarie Ancient History Association, Macquarie University, Sydney, 8/4/14

Dr Nigel ERSKINE

'Maps by night: The Blaeu map and globe', National Library of Australia, Canberra, ACT, 7/2/14

Daina FLETCHER

'The America's Cup 30 years on', a cultural history presentation to ANMM members, ANMM, 26/09/13

'The material culture of the America's Cup', presentation at 30th anniversary crew reunion function, Wharf 7 ANMM, 25/9/13

'Sydney entrepreneur Mark Foy's sailing legacy', Sydney Flying Squadron Kirribilli, Sydney, 28/03/2014

'Ian Hoskin's Coast: A history of the New South Wales edge', book launch, conference Changing Coastlines, Macleay Museum, University of Sydney, 8/11/13

'Australia's Indigenous underwater cultural heritage', session chair, Towards Ratification – Australia's Underwater Cultural Heritage, Australasian Institute of Maritime Archaeology national conference, Australian National University, Canberra, ACT 4/10/13

'Fishing, pearling, trading, sailing – stories of Western Australian seagoers and their craft', introduction and overview, Western Australian Maritime Museum, Victoria Quay, Fremantle, WA 15/11/13

'An insider's view', interview with pearler Tony Larard

Chairing:

- 'Western Australia's Aboriginal watercraft and fishing gear in WA collections'
- 'Profits and lifestyle – WA fishers'
- 'Riding on the pearl oyster's back'

Jeffrey FLETCHER

'The pedagogy of teaching science in museums', lecture to University of Western Sydney trainee teachers, University of Western Sydney, Kingswood Campus, 28/4/14

'Gamifying the museum: How educational games can be used for good, not evil', lecture at Museums Australia national conference, Launceston, 18/5/14

Dr Stephen GAPPS

'Made in Australia: Chinese junks and sampans 1870–1910', academic paper, Australian Historical Association Conference, Wollongong, 15/7/13

'The story of Yankee Ned', academic paper, Local Intermediaries in International Exploration conference, ANU, Canberra, 17–18/7/13

Vikings – Beyond the legend lectures:

- ANMM Members and public, ANMM, 14 and 18/11/13
- Viking River Cruises, ANMM, 6 and 9/12/13

'Darling Harbour history', lecture, for art project Dirt, Blood, Water – 10 international artists commemorate the centenary of World War I, Sydney Harbour Foreshore Authority, 13/1/14

'Made in Australia: Chinese junks and sampans in northern Queensland 1880–1910', academic paper, Northern Links Conference, Chinese Heritage in Northern Australia Inc (China Inc), 22–23/2/14

'Museums and re-enactments', lecture, Macquarie University Public History undergraduate course, ANMM, 3/6/14

Peter HAGGARTY

'The challenge of providing a safe and secure environment to the visiting public', lecture, National Community Safety and Security Conference, Sydney, 28–29/4/14

Kieran HOSTY

Senior chemistry workshops – 'HMB Endeavour and other wrecks', ANMM, 7 and 13/8/13

'A matter of ethics', University of Sydney Museum Studies Students, ANMM, 16/10/13

'The Dunbar case – with author Peter Corris', Museum members book group, ANMM, 27/10/13

'Maritime archaeology and the historic diving collection', Macquarie University Marine Science students, 12/12/13

'A virtual excursion – maritime archaeology', ANMM, 25/3/14

'The mermaid's anchor', The Sydney University Archaeology Society, 15/5/14

Michelle LINDER

East of India – forgotten trade with Australia exhibition talks for ANMM Members Bollywood event, 21/7/13

East of India – forgotten trade with Australia exhibition talks:

- WEA tour, 7/8/13
- University of Sydney Masters of Curatorship students, 9/8/13
- Institute of Australian tour guides, 12/8/13
- Sydney Flying Squadron Club members, 16/8/13

'Telling Indian-Australian stories in the museum context', conference paper, *Gondwana Landings: Voices of the Emerging Indian Diaspora in Australia*, University of Melbourne, 27/9/13

Amazing Whales exhibition talks for ANMM Members tour, 11/4/13

Facilitator ANMM Members book club, discussing *The Shallows* by Tim Winton, 18/5/14

Moderator of ANMM panel discussion 'Whale of a debate', 29/6/14

Niki MORTIMER

Marketing Amazing Whales – evolution and survival, workshop, Sydney Institute, 18/10/13

Johanna NETTLETON

'Sustainable exhibition design' using *On their own – Britain's child migrants* as a case study, paper at Sustainable Exhibition Design Workshop, Questacon, 26/5/14

with Kim TAO

'Design strategies used in the development of *On their own – Britain's child migrants*', talk to Museum Studies students, University of Sydney, 21/3/14

David PAYNE

'Engaging with Indigenous communities' presentation at International Congress of Maritime Museums Conference, Cascais, Portugal 13/9/13

'The America's Cup 30 years on – a design history' presentation to ANMM Members, ANMM, 26/9/13

'WA vessels on the ARHV', presentation, Western Australian Maritime Museum, Fremantle, WA 15/11/13

'Vessels on the Murray River', presentation at Victorian Maritime Museums Conference, Echuca, Victoria, 22/2/14

Bark canoe model-making workshop, NSW Sport and Recreation Centre, Narrabeen NSW 17/1/14

Bark canoe model-making workshop, Lawrence Hargrave School, Warwick Farm NSW, 26/02/14

Bark canoe model-making workshop, National Centre for Indigenous Excellence, Garie, Royal National Park, NSW 15/4/14

Nawi building demonstration, National Parks and Wildlife Service NSW Aboriginal Community Gathering, Bringelly NSW, 17/5/14

'Indigenous watercraft of Australia', presentation, Sutherland Shire Reconciliation group, Sutherland Library NSW, 31/5/14

Lindsay SHAW

'Display techniques – some that work and some that don't', conference paper, Historic Naval Ships Association, September 2013, Philadelphia, USA

International Fleet Review commentary, MV *Proclaim*, 3 and 10/10/13

International Fleet Review commentary, MV *Reef Trekker*, 5/10/13

International Fleet Review commentary, HMB *Endeavour*, 4, 5, 8 and 9/10/13

Displays:

Presentations – 'Gifts from our friends and allies', Naval Heritage Centre, Garden Island, February 2014 ongoing

'The silent service – a century of Australia's submarines', Naval Heritage Centre, Garden Island, May 2014 ongoing

Kim TAO

'Telling child migrant stories in a transnational context', conference paper, Suitcases, Boats and Bridges: Telling Migrant Stories in Australian Museums, ANMM, 2/8/13

'Museums and multiculturalism', roundtable participant, Suitcases, Boats and Bridges: Telling Migrant Stories in Australian Museums, ANMM, 2/8/13

Escape from Vietnam, speaker at official opening, Liverpool City Library, 19/9/13

'On their own: exploring the hidden history of Britain's child migrants', conference paper, *Multiculturalism and museums in Australia*, University of Bath, UK, 7/11/13

'On their own: exploring the hidden history of Britain's child migrants', conference paper, *The child in the world*, V&A Museum of Childhood, London, UK, 9/11/13

'Curating museum exhibitions', talk to Year 7 students, UTS Sky High program, 14/11/13

'Developing *On their own – Britain's child migrants*', talk to Museum Studies students, University of Sydney, 21/3/14

'Homelands lost and found: Migrant women's art at the Australian National Maritime Museum', conference paper, *There's no place like home? Women-in-passage: 'Home' and migrations in women's art since 1945*, Association of Art Historians annual conference, Royal College of Art, London, UK, 10/4/14

APPENDIX 6

STAFF MEDIA APPEARANCES

Nicole CAMA

Guest presenter and historian for the *Dictionary of Sydney* on 2SER radio:

- Sydney's whaling history, 2/4/14
- The Irish Famine Memorial, 19/3/14
- The history of the Sydney Gay and Lesbian Mardi Gras, 26/2/14
- Captain Cook's death, 19/2/14
- Sydney's Chinatown, 12/2/14

Donna CARSTENS

'Canoe Connections workshop', interview, Sydney Sport and Recreation School Holiday program, NITV News, 17/01/2014

'East coast encounters exhibition', interview, 2SM News, 31/05/2014

Annalice CREIGHTON

Vikings summer programs, interview, SBS Norwegian Radio, 9/1/14

Vikings summer programs, Eastside Radio, 19/12/13

Dr Nigel ERSKINE

'Midday', interview, ABC Classic FM, 15/7/13

Jeffrey FLETCHER

'Museum Highlights', interview, SBS Radio German, 2/5/14

Dr Stephen GAPPS

Vikings – Beyond the legend interviews:

- SBS Norwegian radio, 15/7/13
- *Timeout Sydney*, 31/7/13
- ABC Radio Sydney 702, 16/9/13
- *Central Sydney*, 18/9/13
- International Business Times, 18/9/13
- ABC Radio 702, 23/9/13
- 'Vikings for kids', *Timeout Sydney*, 26/9/13
- 'Vikings really just a bunch of Norse guys', *Sun Herald*, 15/9/13

- 'Legends of the sea', *Sunday Telegraph*, 15/9/13
- Radio 2SER, 20/1/14
- 'Midday', Margaret Throsby ABC Classic FM, 4/6/14

'Splash – Vikings', ABC for Kids episode, 21/11/13

Vikings – Beyond the legend, opening event, SBS News, 19/9/13

Vikings – Beyond the legend, interstitial, History Channel, 28/11/13

Vikings – Beyond the legend, advertisement, History Channel, 28/11/13

Vikings – Beyond the legend at Australian National Maritime Museum, The Culture Concept, 20/1/14

'Dirt, Blood, Water – ten international artists centenary of WWI project', video promotion, Sydney Harbour Foreshore Authority, 14/2/14

Kieran HOSTY

'Expedition hopes to solve shipwreck mysteries', Sharnie Kim, ABC Cairns, 18/11/13

'Shipwreck survey under way off Queensland Coast', Radio National, 21/11/13

'The paddle steamer *Manning*', National Nine News, 26/3/14

'Researching steam relics', *The Manning River Times*, 26/3/14

'Wreck surveyed', *The Wingham Chronicle*, 27/3/14

'The *Manning*', Michael Spooner, ABC North Coast, 1/4/14

'Possible discovery of Columbus's flagship *Santa Maria*', Richard Glover, ABC Radio, 15/5/14

Michelle LINDER

East of India – forgotten trade with Australia interviews:

- *Inside History Magazine* Issue 17, July–Aug 2013
- Eastside Radio FM, 11/7/13
- 2RRR Community Radio, 25/7/13

Amazing Whales, interview, *The Sydney Morning Herald*, 30/3/14

Niki MORTIMER

'Elysium Antarctic visual epic', interview, East side Radio
21/08/13

Whale season, interview, Tim Webster, 2UE, 19/04/14

Lindsay SHAW

Krait documentary, interview, Hurrah! Productions,
25/10/13

HMAS *Voyager* 50th anniversary, interview, ABC TV,
5/1/14

HMAS *Voyager* 50th anniversary, interview, Channel
7, 7/1/14

Kevin SUMPTION

'Warships Pavilion', interview with Clive Robertson,
2UE, 30/1/14

Kim TAO

'Japanese war brides', interview with Tim Barlass,
The Sun Herald, 8/1/14

Waves of migration light show, interview with Ray
Kington, Hope 103.2, 13/1/14

Waves of migration light show, interview with
Jack Crane, 2SER 107.3, 23/1/14

Waves of migration light show, interview with Kumi
Taguchi, Weekend Breakfast, ABC TV, 24/1/14

'Fairstar the funship', interview with ABC Radio
National, 20/2/14

Coming to Australia exhibition, interview with Jacqui
Taffel, *The Sydney Morning Herald*, 5/6/14

Coming to Australia exhibition, interview with Rachel
Worsley, City News, 6/6/14

Richard WOOD

Ansel Adams, interview, AFTRS FM, 3/9/13

Persuasion, interview, AFTRS FM, 18/11/13

Persuasion, interview, SBS TV, 14/3/14

APPENDIX 7

STAFF PROFESSIONAL AND
ACADEMIC APPOINTMENTS**Dr Nigel ERSKINE**

Board Member, Council for the Humanities,
Arts and Social Sciences (CHASS)

Board Member, AusHeritage

Board Member, Australian Register of Historic Vessels

Daina FLETCHER

Australian Register of Historic Vessels Steering
Committee

Australian Register of Historic Vessels Council

Dr Stephen GAPPS

Member, Arts NSW Peer Register

Member, Heritage Council of NSW History Advisory
Panel

Member, judging panel, NSW Premier's History
Awards

Secretary, Professional Historians Association
(NSW & ACT)

'Piracy in the Australia-Pacific Region 1788-1914',
examiner, History Honours thesis, The University
of Notre Dame, November 2013

Kieran HOSTY

Member, Maritime Archaeology Advisory Panel
to the Heritage Council of NSW

Member, International Council of Museums

NSW Councillor, Australasian Institute for Maritime
Archaeology

Matt LEE

Vice President, Museum Shops Association
of Australia

David PAYNE

Australian Register of Historic Vessels Steering
Committee

International Congress of Maritime Museums
International Historic and Traditional Ships panel-
convenor, Working Party 2, Registers; Rules,
Regulations and Legislation

Peter ROUT

Vice President, Australian Maritime Museums Council
(AMMC)

Lindsay SHAW

Committee Member, Naval Historical Society
of Australia

Editor, *The Buzz*, Newsletter of the Naval Historical
Society of Australia

Member, Board of Directors, Historic Naval Ships
Association

Awards:

Historic Naval Ships Association 2013 International
Leadership Award

Kevin SUMPTION

Museum and Galleries New South Wales Foundation
Board (2013)

International congress of Maritime Museums (ICMM)
(2013)

Kim TAO

Member, *Ten Pound Poms* exhibition advisory
committee, Museum Victoria

APPENDIX 8

STAFF OVERSEAS TRAVEL

Donna CARSTENS**Manager of Indigenous Programs**

Hawaii, USA, 18–6/5/2014, to attend World Indigenous Peoples Conference on Education.

Dr Nigel ERSKINE**Curator, Exploration and European Settlement**

Turkey, 7–17/6/2014, to participate in Maritime Archaeological Assessment, AE2 Silent ANZAC Project.

Michael HARVEY**Assistant Director – Public Engagement and Research**

Austria, Germany, France, 9–17 September 2013, to attend museum meetings and Ars Electronica Festival.

New Zealand, 7–9 November, to attend NAME (Network of Australasian Museum Exhibitors) meeting.

USA, 17–29/5/14 to attend museum meetings and American Alliance of Museums conference.

Matt LEE**Retail and Merchandising Manager**

Doha, Qatar, 19–22/1/14, National Museum of Qatar to develop retail merchandise links.

Spain, 27/1/14–29/1/14 Del Prado Museum, Madrid, and Museo de Leon, Leon, Galician Centre of Contemporary Art, Santiago de Compostela to develop retail and wholesale merchandise links.

UK, 2/2/14 – National Maritime Museum, Greenwich, London to source exhibition products.

Netherlands, 14/2/14, Scheepvaart Museum and Rijksmuseum, Amsterdam to source products for *Amazing Whales* and upcoming exhibitions.

Greece, 7/3/14, Acropolis Museum, Athens to develop retail and wholesale merchandise links.

United Arab Emirates, 20–21/3/14, Dubai Museum, to source products and suppliers.

USA, 8–14/4/14, to attend the Museum Store Association conference, Houston, Texas.

USA, 17/4/14, to liaise with Metropolitan Museum of Art, New York's retail division.

David PAYNE**Curator Historic Vessels**

Cascais, Portugal 8–16/9/13, International Historic and Traditional Ships panel meeting, International Congress of Maritime Museums conference.

Frank SHAPTER**Chief Finance Officer**

Turkey, 7–17/6/2014, to participate in Maritime Archaeological Assessment, AE2 Silent ANZAC Project.

Kevin SUMPTION**Director and CEO**

Cascais, Portugal, 6–17/9/13, to attend International Congress of Maritime Museums Executive Council meeting and to accept position on the board of the ICMM, and to make a 'Futures' presentation at the ICMM conference.

New Zealand National Maritime Museum Te Papa, Wellington, New Zealand, 27–29/11/13, to represent ANMM at the Annual General Meeting of the Council of Australasian Museum Directors.

Boston, London, Connecticut, Washington and Honolulu, 17/3–4/4/14. To meet with the Director of the Rhode Island Archaeological Program (RIMAP) in Newport, Rhode Island; to attend a two-day programming meeting of the International Congress of Maritime Museums (ICOMM) in London, and to meet with the Australian High commissioner to discuss the UK tour of the ANMM's exhibition *On their own*; to visit the Mystic Seaport Museum, Connecticut, to discuss future collaborations; to visit naval museums in Honolulu; to attend a function in his honour in Washington, organised by our Ambassador to the United States of America, the Hon Kim Beazley AO.

Indonesia, 25–30/5/14, to meet with representatives of the Indonesian Consulate to facilitate discussions around the wreck of HMAS *Perth* and to consolidate ties between Indonesian and Australian cultural institutions in particular; to meet with the Australian Ambassador, Cultural Attaché and Naval Attaché in Jakarta.

Kim TAO**Curator, post-Federation immigration**

UK, 3–12/11/13, to present the paper 'On their own – exploring the hidden history of Britain's child migrants' at The Child in the World conference at the V&A Museum of Childhood, London, and Multiculturalism and Museums in Australia conference at the University of Bath. Attended meetings in London and Bath.

UK, 10–12/4/14 (recall to duty) to present the paper 'Homelands lost and found: migrant women's art at the Australian National Maritime Museum' at the Association of Art Historians annual conference, Royal College of Art, London.

Deanna VARGA**Acting Assistant Director Commercial and Visitor Services**

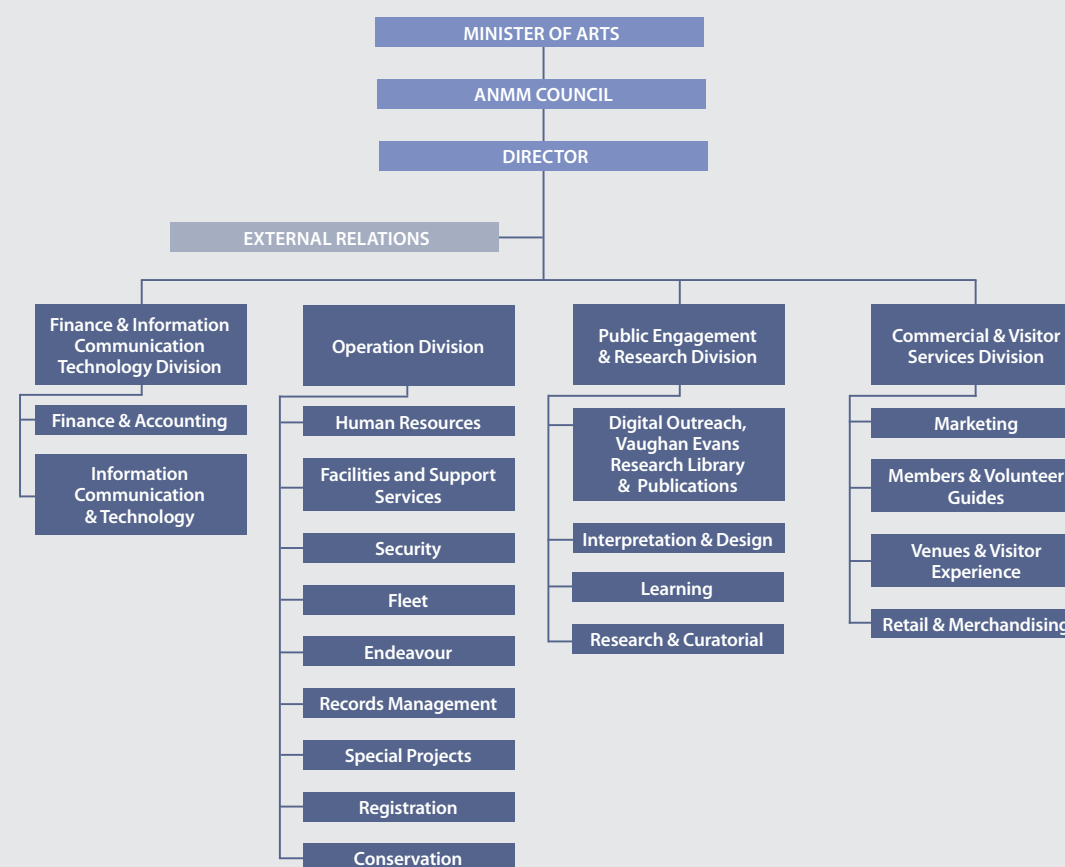
Malaysia, 14–18 May, to attend Meetings and Events Australia National Conference.

Richard WOOD**Program Development Manager, USA Gallery**

USA, 7–11/10/13, to inspect *Beautiful Whale* exhibition at Museum of Monterey and visit California Academy of Sciences, Oakland Museum and USS *Pampanito* to discuss temporary exhibition exchange.

APPENDIX 9

ORGANISATION CHART



APPENDIX 10

APS STAFF

EXECUTIVE	
Kevin Sumption Ndi BA (Hons) HADF MA Museum Studies	Director
Gayle Ingram BA MHeritageConsMan JP	Executive Assistant
External Relations	
Shirani Aththas BA MA GradDipCommMgt	Manager, Communications & Public Affairs
Jude Timms BA(Hons)	Communications Officer
PUBLIC ENGAGEMENT AND RESEARCH DIVISION	
Michael Harvey BSc (Hons) GrDip (ScienceCommunication) MLitt (MuseumStudies)	Assistant Director – Public Engagement & Research
Inger Sheil BA	Project Officer – Public Engagement & Research
Research	
Nigel Erskine PhD BA GradDipMarArch CertMusStud CertShpbldg	Head of Research
Daina Fletcher BA(Hons)	Senior Curator
David Payne BA(ID)	Curator, Historic Vessels
Stephen Gapps BA(Hons) MA(AppHist) PhD(Hist) MPHA	Curator
Kieran Hosty BA DipMarArch	Maritime Archaeology Manager
Kim Tao BA MA	Curator
Michelle Linder BA DipMusStud	Curator
Donna Carstens	Manager of Indigenous Programs
Richard Wood BSc(Arch), Dip Ed (Slow Learners in the Primary School)	USA Gallery Program Development Manager
Interpretation and Design	
Alexandra Gaffikin BSc MSc	Head of Interpretation and Design
Nicolette Mortimer BA DipMusStud	Acting Manager Temporary and Travelling Exhibitions
Gemma Nardone BFA, Dip Collection Mgt Law, Dip Project Mgt Arts & Culture	Acting Coordinator Temporary and Travelling Exhibitions
Adrienne Kabos MDes DiplndDes CertCompGraph	2D Designer Leader
Heidi Riederer BIndDes	2D Designer
Johanna Nettleton BSc(Arch) BArch(Hons)	3D Design Leader
Stephen Hain Adv DiplntDes	Manager Production & Lighting
Stephen Crane MAVisArts	Senior Preparator
Adam Laerkesen BAVisArts	Preparator
Kevin Bray DipVisArts	Preparator – Team Leader
Peter Buckley BAVisArts GradDipVisArts	Preparator

Digital Outreach	
Richella King MscMultimedia Systems BA (Hons) MA Biological Sciences	Manager, Digital Services
Gillian Simpson BA(LibSc) DipLib	Senior Librarian
Karen Pymble AdvancedDiplomaLibraryStudies / AssocDipComm.Welfare	Library Technician
Linda Moffatt BA (LibSc)	Library Technician
Janine Flew BA (Hons)	Publications Coordinator
Karen Roberts BSc (Inf)	Website Coordinator
Nicole Cama BA (Hons) APHA	Digital Curator
Penelope Edwell BA	Digital Curator
Learning	
Lynda Kelly BA, Grad Dip Emp Rel, PhD	Head of Learning
Jeffrey Fletcher DipTeach	Senior Education Officer
Amelia Bowan BA MAMusStud	Schools Booking Officer
Anne Doran BEd MEd	Education Officer
Neridah Wyatt-Spratt BA DipMusStud MA(AppHist) Mlitt (MusStud)	Manager, Programs
Annalice Creighton BFA BA MArtsAdmin	Programs Coordinator
OPERATIONS DIVISION	
Peter Rout BE(Hons) Naval Arch MEngSci	Assistant Director, Operations
Sharon Babbage	Project Assistant, Operations
Conservation	
Jonathan London DipCon	Manager Conservation
Caroline Whitley BAppSc (ConservationofCultural Materials) DipArtEd, CertIIIStudio Ceramics Practice	Senior Conservator – Paper/Photographic Materials
Rebecca Dallwitz BA(Hons) MA(CulturalMaterialsConservation)	Acting Senior Conservator – Objects
Sue Frost AAssDipMatCon	Senior Conservator – Textiles
Facilities and Support Services	
Ian McKellar AssocDipConstructionMngmnt	Facilities Manager
Mark Bow CertCarpJoin	Building Maintenance Manager
Terrence McGuiness CertMechEng	Building Services Manager
Frank Rossiter	Storeperson
Keith Buckman	Non-Collection Assets Co-ordinator

Fleet	
Phillip McKendrick Dip Eng(Mech)	Manager, Fleet
Michael Whetters CertShpbldg	Team Leader: Wooden Vessels
Jeffrey Hodgson	Team Leader: Steel Vessels
Anthony Longhurst Master IV CertShpbldg	Leading Hand Shipwright/Rigger
Christine Finlay	Shipkeeper
Cody Horgan DipBoatbldg BScGeology IV Cert Small group training	Shipwright
Dominique Anderson	Shipkeeper
Jim Christodoulou CertShpbldg	Shipwright
Joseph Nales CertBlrmkg	Boilermaker – Large Ships
Lee Graham Coxswain CertShpbldg	Shipwright
Margot Tidey BA MGIS	Shipkeeper
Vincent McGuire	Shipkeeper
Peter Lightbody Coxswain CertBlrmkg	Shipkeeper – HMB <i>Endeavour</i> Replica
Human Resources	
Lea McKenzie DipHRM CertIVHRM	Human Resources Manager
Peter Dibb JP	Assistant Human Resources Manager
Priya Deshvaria MCOM (HRM)	Human Resources Business Partner
Projects	
Vanessa Weedon BSc MArchHist MBlg Cons	Head of Projects
Records	
Edward De Zilva BSc	EDRMS Implementation Project Manager
Mechelle Walsh BCom Dip(CorpDir)	Assistant Records Manager
Registration	
Sally Fletcher BA DipMusStud	Manager Registration
Andrew Frolows CertPhoto	Senior Photographer
Anupa Shah BCom DipFineArts	Registrar, Exhibitions and Loans
Cameron Mclean BFA	Registrar, Collection Operations
Elizabeth Maloney BFA DipMusStud	Photographic Librarian
Myffanwy Bryant BA GradDip	Curatorial Assistant
Rhondda Orchard BA MAMusSTUD	Managing Registrar, Collection Database and Documentation
Sabina Escobar MAMusStud BASocSc	Registrar, Information Management
Will Mather BA(Hons) DipMusStud	Managing Registrar, Collection Operations and Exhibitions
Zoe McMahon BA	Photographic Assistant

Security	
Peter Haggarty JP	Manager, Security
Kalivati-Drotaki Vari-Ravulo	Weekend Operations Manager
FINANCIAL SERVICES AND ICT DIVISION	
Financial Services	
Frank Shapter Bbus(Accounting) CPA	Chief Finance Officer
Tony Ridgway BA	Accounts Officer
Information Communications Technology (ICT)	
Karen Holt MInfoSysSec MBT MACS	Head of Information Services
Heath Knott BA	ICT Services Delivery Support Officer
Neil Cogavin	ICT Desktop Support
Adam Kemp	Manager, Application Support
Chad Saliby MBA	ICT Services Delivery Support Officer
COMMERCIAL AND VISITOR SERVICES DIVISION	
Deanna Varga BA(Tourism) DiplMgt (MGSM) CertIVManagement	Acting Assistant Director Commercial & Visitor Services
Lisha Mulqueeny LLB MBA (AGSM) DipLegalPrac	Assistant Director Commercial & Visitor Services (On Maternity Leave)
Kimberley Brandner	Project Assistant
Marketing	
Jackson Pellow	Brand & Marketing Manager
Members and Volunteers	
Kirra McNamara BA(MarketingandMedia)	Manager, Members and Volunteer Guides
Tegan Nichols (on maternity leave)	Members Services Coordinator
Thomas Devitt	Guides Coordinator
Retail and Merchandising	
Matt Lee	Retail & Merchandising Manager
Knut Larsen	Retail & Merchandising Assistant Manager
Venues	
Susannah Merkur AdvDipEvents BA(Design)	Venues Manager
Rachael Barnes DipHosMan DipEventMan	Assistant Venue Manager

APPENDIX 11

COUNCIL MEMBERS

Chairman

*Mr Peter Dexter AM FAICD (NSW)***Term: 19 July 2010–18 July 2013****Attended four Council meetings**

Peter Dexter retired from his executive role as regional director of Wallenius Wilhelmsen Logistics, Oceania, in September 2005 to assume a range of non-executive appointments. In his executive role, Peter was a member of the Global Management Team of Wallenius Wilhelmsen Logistics, one of the world's largest operators of roll-on roll-off vessels, serving the motor vehicle, agricultural and mining machinery and high and heavy cargo trades.

His current appointments include: chairman/director of the Wilhelmsen Group companies in Australia, chairman SeaSwift Pty Ltd, director Royal Wolf Holdings Ltd, director K-POAGS, K-NSS, KW Auto Logistics Pty Ltd. Peter also serves as the Honorary Consul-General for Norway in New South Wales and is a board member of the Australian National Maritime Museum Foundation. During his career, he served as both a director and president of various industry associations and has extensive experience within both the private and public sectors. Peter is a fellow of the Australian Institute of Company Directors (FAICD) and retains a close association with the maritime, transport, ocean towage, ports and logistics industries. His directorships have also given him exposure to manufacturing and property investment and development.

Peter was awarded the Royal Norwegian Order of Merit by the King of Norway for his contribution to Norwegian/Australian business and his work during the *Tampa* crisis. He was named a member (AM) of the Order of Australia for services to the development of the shipping and maritime industries through leadership roles, to international relations and to the community in 2005.

Director

*Mr Kevin Sumption***Term: 15 November 2012–14 November 2017****Attended four Council meetings**

Kevin Sumption has extensive experience in museum management and exhibition and program development and a strong background in maritime heritage.

Before joining the museum, Kevin was Director of Exhibitions & Programmes at the National Maritime Museum & Royal Observatory, Greenwich UK (2009–2011), where he was responsible for the redevelopment of the museum's learning facilities and digital outreach services.

He has also held the position of Associate Director of Sydney's Powerhouse Museum (2001–2008), led the strategic management of the Australian Commonwealth Government's online portal service Australian Museums On Line (AMOL) (1999–2001) and was one of the founding curators of the Australian National Maritime Museum (1991–1995).

Kevin is also well known as an international expert in digital cultural content with specialist interest in mobile learning, outreach services and interactive media. He has given several presentations and conference papers on the subject, and was a lecturer of Design Theory & History at the University of Technology, Sydney, from 1991 to 2008.

Members

*Mr Paul Binsted (NSW)***Term: 8 March 2012–7 March 2015****Attended four Council meetings**

Paul Binsted worked as a Corporate Financial Adviser from 1982 until 2009 including holding senior roles at Lloyds Bank, Schroders, Salomon Smith Barney/Citigroup and Lazard. He has also been Chairman of both the State Rail Authority of NSW and Sydney Ports Corporation.

Paul was a Member of the Australian Government's Shipping Reform Task Force in 2011 and a Member of the Johnson Inquiry into the Australian Financial Services Industry. He is presently Chairman of the Financial Services Advisory Council and Ariadne Capital Pty Ltd. His first forebear to arrive in Australia came as an officer of the Royal Navy in the 1830s.

*Mr Robert Clifford AO (Tasmania)***Term: 11 April 2013–10 April 2016****Attended no Council meetings**

Robert Clifford is Chairman of Incat Tasmania Pty Ltd and was made an Officer of the Order of Australia in 1995. He built his first boat as a teenager, sailing yachts at an early age. He operated fishing boats for a few years before developing a river cruise business. This business became Hobart's commuter service carrying millions of passengers following the Tasman Bridge collapse in 1975. Robert's experience moving boats and passengers was quickly put to good use when designing and building high-speed craft.

The Incat Tasmania shipbuilding business has developed over almost five decades. The company builds a wide range of boats from small commercial boats to large, vehicle-carrying wave-piercing catamarans. Incat vessels operate around the world in commercial and military service, with the latest delivery being the world's first dual-fuel fast Ro-Ro. The Ro-Ro, which is powered by liquefied natural gas (LNG) as its primary fuel, began operating between Argentina and Uruguay in late 2013.

Robert holds an honorary doctorate in engineering and is the Honorary Consul for Denmark in Tasmania. He enjoys sailing, canal boating and restoring vintage cars.

*Mr John Coombs (NSW)***Term: 10 March 2011–9 March 2014****Attended three Council meetings**

John Coombs was one of the architects behind the amalgamation of the Seamen's Union of Australia and the Waterside Workers' Federation into the Maritime Union of Australia (MUA). He served as the MUA's National Secretary from 1993 to 2000 and led the union in its 1998 industry-defining dispute with Patricks Stevedores.

John is currently a director of Maritime Super, Maritime Financial Services, Virtual Communities Ltd, Luna Park Melbourne and the ITF Seafarers Club. He was awarded a Centenary Medal in 2001 for outstanding service to the trade union movement in Australia.

*Mr Peter M Harvie (Victoria)***Term: 12 December 2008–11 December 2011,****12 December 2011–11 December 2014****Attended three Council meetings**

Peter Harvie joined John Clemenger Advertising Melbourne in 1966 and in 1969 became a director of the company. In 1974, he founded the Clemenger Harvie advertising agency and in 1975 was appointed a director of Clemenger BBDO Limited. He joined Village Roadshow in 1993 to develop a nationwide media and radio group. Peter was appointed chairman of Austereo Ltd in 1997 and is currently a director of Southern Cross Media Group Ltd, Village Roadshow Limited, the Mazda Foundation Ltd, the Australian International Cultural Foundation Ltd, the Commando Welfare Trust and the Australian Stockman's Hall of Fame, Longreach. A past councillor of the Museum of Victoria and a past director of Art Exhibitions Australia Ltd, Peter also received a Centenary Medal in 2001 for services to the Media and Arts.

*Ms Robyn Holt (NSW)***Term: 25 February 2009–24 February 2012****Attended four Council meetings**

Robyn Holt is a senior management executive with more than 25 years' experience in journalism, publishing, cosmetics and fashion, particularly in emerging markets and multicultural environments. A holder of the Centennial Medal for services to business, she has also served as a trustee of the Australian Museum and as a governor of the Taronga

and Western Plains Zoos. She is a published author of a children's book and is a Penguin Award-winning costume designer for film.

Dr Julia Horne PhD (NSW)

Term: 12 December 2008–11 December 2011

Attended three Council meetings

Julia Horne, author of *The Pursuit of Wonder: How Australia's landscape was explored, nature discovered and tourism unleashed* (Miegunyah Press, 2005), is a Sydney-based historian. Appointed as university historian at the University of Sydney in 2002, she is responsible for the university's extensive oral history collection and historical matters relating to the university's heritage and public history. She has worked in both country and city museums, including the Powerhouse Museum in Sydney, and has taught Australian history in universities and outreach programs. She is a councillor of the Royal Australian Historical Society and is currently writing a history of the University of Sydney.

Mr Shane Simpson AM (NSW)

Term: 7 September 2009–6 September 2012, 6 December 2012–5 December 2015

Attended three Council meetings

Shane Simpson is a solicitor who has specialised in intellectual property, arts, entertainment, media, museums and law related to new technologies. He was founding director of the Arts Law Centre of Australia, has served on numerous arts boards and was the first chair of Museums and Galleries NSW. Shane is the author of many books relating to law and cultural property. His current project is *Collections Law: Legal issues for Australian Archives, Galleries, Libraries and Museums*.

Ms Eva Skira

Term: 16 June 2011–15 June 2014

Attended three Council meetings

Eva Skira brings 17 years' experience as a non-executive director and chair, serving on a number of Australian boards across a range of industries, including construction, engineering, finance, infrastructure, education and health. As a director, she has chaired a number of audit, risk and compliance board committees. Eva completed her Bachelor of Arts (1st Class Honours, Economic History) at the University of New South Wales, and obtained her Masters of Business Administration

(Dux and Distinction) at the now re-badged IMD International in Switzerland. Eva has a background in banking, stock broking and the financial markets. Her professional profile includes Western Australian chair of the Securities Institute of Australia 2003–06. She is currently deputy chancellor of Murdoch University.

Mr Neville Stevens AO (ACT)

Term: 17 July 2008–16 July 2011

Attended three Council meetings

Neville Stevens is chairman of Australia's Information and Communications Technology Centre of Excellence (NICTA), chairman of Communications Alliance, chairman of AC3 and chairman of the Australian Government's Co-operative Research Centre program. Before joining NICTA, Neville had a distinguished public service career that culminated in three years as secretary of the Industry Department and a further eight years as secretary of the Department of Communications, Information Technology and the Arts. His contribution to public service was recognised when he was awarded a Centenary Medal in 2001 and again when he was made an Officer of the Order of Australia in the 2003 Australia Day honours list.

Naval member

Rear Admiral T W Barrett AM CSC

Term: 22 December 2011–30 June 2014

Attended two Council meetings

The naval member holds office at the pleasure of the Chief of Navy for the duration of his posting as the Commander Australian Navy Systems Command.

RADM Tim Barrett was appointed Commander Australian Fleet in December 2011. As commander, he is responsible for all navy ships, submarines, aircraft squadrons, diving teams and establishments, and the personnel serving in those units. In a 36-year career, he has served at sea in HMA ships as a seaman officer and as a flight commander. Ashore, he has held multiple director and deputy director staff appointments as well as significant charge and command positions. Most recently, he was Commander Border Protection Command, where he was responsible for the security of Australia's maritime domain. Tim holds a Bachelor of Arts in history and politics and a Master of Defence Studies. He was awarded a Conspicuous Service Cross in 2006 and was made a Member of the Order of Australia in 2009.

APPENDIX 12

COUNCIL MEETINGS AND COMMITTEES

2013–14 meetings

Meeting no	Date
112	28 August 2013
113	26 November 2013
114	26 February 2014
115	22 May 2014

Public Engagement and Research

Met four times
Members' attendance
Mr Peter Dexter 4
Rear Admiral Tim Barrett 2
Mr Peter Harvie 4
Ms Robyn Holt 4
Dr Julia Horne 4
Mr Shane Simpson 4
Mr Kevin Sumption 4

Others' attendance

Mr Michael Harvey, ANMM 3
Mr Peter Rout, ANMM 4
Ms Sally Fletcher, ANMM 1
Mr Jonathan London, ANMM 1
Dr Nigel Erskine, ANMM 1
Ms Jacquie Henfrey, ANMM 1

Commercial and Visitor Services

Met four times
Members' attendance
Mr Peter Dexter 4
Mr Robert Clifford 4
Mr Peter Harvie 4
Ms Robyn Holt 4
Dr Julia Horne 4
Mr Kevin Sumption 3
Others' attendance
Ms Lisha Mulqueeney, ANMM 1
Ms Deanna Varga, ANMM 3
Mr Jackson Pellow, ANMM 1
Ms Jacquie Henfrey, ANMM 3

Finance, risk, audit, capital works, assets and systems committee

Met four times
Members' attendance
Mr Peter Dexter 4
Mr Paul Binsted 4
Mr Robert Clifford 1
Mr Peter Harvie 2
Ms Robyn Holt 1
Ms Eva Skira 3
Mr Neville Stevens 3
Mr Kevin Sumption, ANMM 3
Others' attendance
Mr Andrew McPherson, PricewaterhouseCoopers 4
Ms Emma Egan, PricewaterhouseCoopers 4
Mr Ron Wah, ANAO 1
Mr Peter Kerr, ANAO 2

Mr Roger Williams, Stirling International 4
Mr Umer Altaf 1
Mr Peter Rout, ANMM 4
Mr Frank Shapter, ANMM 4
Ms Vanessa Weedon, ANMM 2
Ms Jacquie Henfrey, ANMM 3

Site masterplan steering committee

Met four times
Members' attendance
Mr Peter Dexter 4
Rear Admiral Tim Barrett 1
Mr Paul Binsted 3
Mr Robert Clifford 1
Mr John Coombs 3
Mr Peter Harvie 1
Ms Robyn Holt 4
Dr Julia Horne 1
Ms Eva Skira 1
Mr Shane Simpson 3
Mr Neville Stevens 2
Mr Kevin Sumption 4
Others' attendance
Mr Michael Harvey, ANMM 3
Mr Peter Rout, ANMM 4
Mr Frank Shapter, ANMM 4
Ms Deanna Varga, ANMM 2
Ms Vanessa Weedon, ANMM 4
Ms Shirani Aththas, ANMM 2
Ms Gemma Nardone, ANMM 1
Ms Jacquie Henfrey, ANMM 3

APPENDIX 13

AUSTRALIAN NATIONAL
MARITIME FOUNDATION**Chairman*****Mr Peter Sinclair AM CSC***Company director;
former Chairman,
Australian National Maritime
Museum**Directors*****Miss Kay Cottee AO***Record-making solo sailor;
former Chairman, Australian
National Maritime Museum***Mr Peter Dexter AM***Chairman, Australian National
Maritime Museum***Mr Rob Mundle***

Author and journalist

Ms Mary-Louise Williams AMFormer director, Australian
National Maritime Museum***Mr Kevin Sumption***Director, Australian National
Maritime Museum**Secretary*****Mr Frank Shapter***Australian National Maritime
Museum

APPENDIX 14

PATRONS, CO-PATRONS AND
SUPPORTERS**Foundation partner**

ANZ

Major partnersAustralian Maritime Safety
Authority
Lloyds Register Asia
Nine Entertainment
Southern Cross Austereo
Toshiba Australia Pty Ltd
Viking River Cruises**Project partners**Accor's Darling Harbour Hotels
APN Outdoor
Australian Pacific Touring Pty Ltd
AV1
Decorative Events & Exhibitions
Destination NSW
Erco Lighting Pte Ltd
History Channel
Incredible India
Laissez-faire Catering
Major League Baseball
Metropolitan Touring Ecuador
National Geographic Australia
oOh!media
OSRAM Australia Pty Ltd
Professional Footballers Australia
Rose Publishing Co Pty Ltd
Royal Wolf Holdings Ltd
Silentworld Foundation
Sydney by Sail
Sydney Catchment Authority**Founding patrons**Alcatel Australia
ANL Limited
Ansett Airfreight
Bovis Lend Lease
BP Australia
Bruce & Joy Reid Foundation
Doyle's Seafood Restaurant
Howard Smith Limited
James Hardie Industries
National Australia Bank
PG, TG & MG Kailis
P&O Nedlloyd Ltd
Telstra
Wallenius Wilhelmsen Logistics
Westpac Banking Corporation
Zim Shipping Australasia

APPENDIX 15

CORPORATE MEMBERS

Maritime Mining and Power Credit
Union
Printzone
City West Housing
Svitzer Australia
HMAS *Vampire* Association
Asia World Shipping Services
Australia Japan CableHMAS *Creswell*
City of Penrith RSL Sub-branch
Regimental Trust Fund, Victoria
Barracks
Defence National Storage and
Distribution Centre
Sydney Ports Corporation

APPENDIX 16

VOLUNTEERS

Darling Harbour, Sydney volunteers

The museum had 475 Sydney volunteers in 2013–14

Warwick Abadee	Tim Bowra	Murray Claydon	Andrew Ellis	Gordon Hannam	David Kane	Robert Matchett	Philip Nott	Graham Roe	Marty Upham
Arnold Abicht	Ron Bowrey	Helen Clift	John Elphick	Shirley Hannam	Keith Kennedy	Casimiro Mattea	Hugh O'Donnell	Ray Rogerson	Ann Usher
Andrew Acevedo	Sheila Bowtle	Fairlie Clifton	John Emdin	Brian Hansford	John Kent	Hevi Mattini	Clint Oliver	Kym Rohrlach	Janvan den Broek
Colin Adam	Frank Boyd	Graham Close	Ron Eslick	Deborah Hardy	Richard Keyes	Cheryl McArthur	Eric Olufson	Mervyn Rosen	David van Kool
Steve Adamantidis	Kel Boyd	Andrew Clough	Grant Eyre	Peter Hardy	Joan Killingsworth	Jack McBurney	Ellen Oredsson	John Rosenblum	Frank van
Harold Adolphe	Colin Boyd	Bryan Coates	Graham Falconer	Dorothy Harpley	Bob Killingsworth	Margaret McDonald	Barry O'Regan	Barney Ross	Roosmalen
Merinda Air	Nadia Bracegirdle	Michael Collins	Nathan Farrow	Malcolm Harrild	Judy Kim	Lyn McHale	Bob Osborne	Geoff Ruggles	Mia van Roosmalen
Michael Anderson	Chris Bremner	Alan Collins	Tina Faulk	Jon Harris	John King	Frank McHale	Tal Oswin	Jan Russell	Anthony Viviani
Ian Anstee	Bob Bright	Joshua Connelly	Lotty Feakins	Jane Harris	Colin Kline	Raymond	John Oxley	Kaleb Ryan	Rod Wait
Sharon Armour	Ric Broniman	Michael Connor	Diane Finlay	Chris Harry	Lewis Klipin	McHannan	John Papenhuyzen	Terry Ryan	Derek Walsh
Phillip Armstrong	Dolores Brooker	John Connor	Jerry Flavin	Dudley Hartgrove	Shelly Knight	Ron McJannett	Jenny Patel	Jill Saffron	Graham Walton
Lillian Austin	Mary Brookes	Julie Coolahan	George Fletcher	Aaron Haugh	Alfred Knight	Ken McKenzie	Catherine Pavey	Joy Salvetti	James Warrant
Fabian Babich	David Brooks	John C Cooper	Pam Forbes	Jim Hawkins	Andre Lagadec	John McKeown	Arthur Pearce	Roger Sanderson	Aislyn Warth
Peter Baldridge	Kevin Brown	Jennifer Corkin	Noelene Forrest	Patricia Hayes	John Laing	Sheila McLean	Martin Peebles	John Schattiger	Liz Watts
Vivian Balmer	Tony Brown	Gail Corkin	Geoffrey Francis	Breck Hayward	Terry Lancaster	Colleen McLean	Kate Pentecost	Stephen Schmidt	Malcolm Webb
George	Harry Brown	Robert Corkin	Neill Francis	Jennifer Heap	Alex Lang	Anthony McNaughton	George Pepperall	Shane Scott	John Weekes
Bambagiotti	John Buckland	John Cornish	Peter French	Derek Herbert	Laurie Larcombe	Ken McRorie	Patrick Perry-Bolt	Ross Scott	Reuben Wesek
Juliette Banerjee	Greg Buddle	John Corry	Greg Frewer	Bob Hetherington	Judith Laurence	John Mees	Noel Phelan	Peter Scutts	Jeannette
Bridget Banfield	John L Butler	Barry Costa	Lou Fuller	Harry Hicks	Nathan Law	Peter Mellor	Neale Philip	Deborah Shadbolt	Wheildon
Geoff Barnes	Nerida Byerley	Don Coulter	Les Gade	Annette Hicks	Jon Lawrence	Denise Mellor	John Pickhaver	Grant Sheldon	Adam White
Colin Barnes	Isis Cai	Leon Cremer	Terry Gaffney	Bill Hill	Terri Lawrence	Tom Metzner	Trevor Pike	Ken Sherwell	Bryan Wildash
Jeff Barrow	Graeme Campbell	Peter Cribb	Bobby Gallie	Frank Hines	Owen Laws	Nicolina Miani	Pauline Plowright	Colleen Simms	Eric Willcock
Kathryn Barwick	Mary Alice Campbell	Rodney Crocket	Brian Gallie	Neil Hird	Graham Lawson	Tony Michaels	Roger Pottie	David Simpson	David EWilliams
George Bate	Ray Carden	Andrew Crooks	Noreen-Lee Gardner	Uli Holmes	John Lea	Renee Michaels	George Poularas	Brian Skingsley	Michael Williams
Lyndyl Beard	Brian Carney	Pat Cullen	Aileen-Lee Gardner	Justin Holmwood	David Leach	Ron Miller	Judy Powell	Kevin Smith	Peter Williamson
Keith Beattie	Max Carrick	David Cunningham	Allan Garrick	Tim Hopper	Jessica Leafe	John Minns	Mike Powter	Mariko Smith	Peter Wilson
Roslyn Bedford	Marion Carter	Tom Dalton	Roz Gatwood	Chris Hordern	Sophie Leahy	Maureen Mitchell	Len Price	Ross Smith	Tim Wilson
Bob Bellini	Mohamed Chami	Bert Danon	Elizabeth Gewandt	Joe Horinek	Kin Lee	Byron Mitchell	Lily Price	Ruth Smith	Graeme Wilson
Pamela S Bennett	Mary Champion	Colin Delaney	Claire Ghi	David Horne	Gillian Lewis	Myles Mooney	Jennie Pry	Sunshine	Bill Wilson
Peter Bennett	Peter Chan	Jim Dennis	John Gibbins	Raymond Horsey	Lisa Li	Tessie Mooring	Keith Radford	Sonnenfeld	John Wilton
Estelle Billing	Evelyn Chen	Eric Deshon	Christopher Gibbs	Bruce Howland	Robert Limebeer	Elizabeth More	Ron Ray	Ray Spinks	Robert Winkler
Marilyn Blackett	Victor Chiang	Eric Dillon	Tony Gibbs	Peter Huber	John Lind	John Morony	Russell Rea	Ross Spirou	John Withers
John Blanchfield	Les Church	James Dillon	Col Gibson	Euan Huggett	Kathleen Linehan	Linda Mott	David Rees	Barry Squires	Candice Witton
Peter Bleeck	Bob Clampett	Peter Dixon	Bruce Gill	Charles Hughes	Terry Lloyd	Jill Mueller	Leonard Regan	Casey Standen	Tony Wober
David Bloom	Graeme Clark	Dixie Dixon	Maria Luisa Gleria	Don Humphrey	Doug Logan	David Mueller	David Reid	Royce Standish	Elizabeth Wood
Alex Books	Geoff Clarke	Truong Do	Pauline Goddard	Richard Hurley	Matt Lohmeyer	Hugo Muianga	Tony Reid	Bill Starkey	Ian Wood
John Booth	Lawrence Clarke	Margaret Dolling	Robert Goode	Martin Husty	Philip Long	Ross Muller	John Reid	Barbara Stein	David Wood
Ian Boothroyd	Bob Claxton	Joey Dong	Eddie Gordon	Greg Jackson	David Lovett	Valda Muller	Sophie Reid	Michael Stevens	Peter Woods
Sara Bowen		Vincent Dorahy	Roy Gower	Burkhard Jahncke	Chris Low	Maggie Muncaster	Alfred Reitano	Ian Stevens	John Worth
		Carol Dose	Ted Gray	Derek James	Paddy Lydon	Peter Murphy	Rhonda Riley	Heather Stevens	Alyssa Worthington
		Patrick Doumani	Richard Gregory	Roslyn Jan	Bob Macoun	Hugh Murray	Maddy Riley	John Sturday	Tom Wright
		Richard Downer	Margaret Grimes	Jim Jeans	Dora Maddock	Alwyn Murray	Ray Ringhoff	Max Surman-Smith	Anita Wright
		Peter Drummond	Douglas Grinter	Ian Jenkins	Eric Maddock	Emma Muzzatti	Keith Rippon	Warwick Tame	James Yong
		Anthony Duignan	Bob Guest	Peter Jennings	Rex Malin	Michael Napier	Judith Roach	Janice Taylor	Steven Young
		Peter Dzubiel	Judithe Hall	Jan Jensen	Hailey Mannell	Janos Nemeth	Jane Roberts	Vera Taylor	Ivy Zhang
		John Ebner	Janet Halliday	Alf Johnson	Roy Marchant	Barry Nesbitt	Jay Robertson	Coral Taylor	Sabrina Zhang
		Alex Edwards	Terry Halling	John Jones	Christian Martin	Chiu Ng	Ken Robinson	Eric Tilt	Angel Zhao
		Doug Edwards	Kyran Hamilton	Russell Jordan	John Martin	Mal Nicolson	Charles Robinson	Geoffrey Tonkin	Victor Zonca
		Supriya Eliezer	Graham Hanna	Dennis Joseph	June Martin	Lorraine Rodriguez	Wal Robson	Victor Treleaven	
		Ron Ellis		Chandra Jothy	Stephen Martin		Guy Tuplin		
				Gabriella Kaldy	Tony Martin				

*Regional volunteers***The museum had 1,024 regional volunteers in 2013–14**

Colin Aburrow	Kerry Balzarolo	Murray Blyth	Ernest Carey	Tricia Confoy	Kimberley Dodd	Grant Eyre	Ray Gibson	Brian Hart	Jodie Hutchins
Nadia Adams	Clive Banks	Jennie-Maree Bock	Jeremy Carlile	Joshua Connelly	Ruth Dodd	Colin Fabish	Lynette Giddings	Elizabeth Hartnell	Bill Hutchison
Casper Adson	Ross Bannister	Jane Boland	Bernard Carr	John Connors	Lilly Donkers	Grahame Fallon	Sarah Gilbert	Dr Cameron	Jacqueline Hyde
Erin Adson	Greg Barber	Alan Bold	Danielle Carroll	Alisha Cook	Colleen Donovan	Loretta Fanning	Matthew Gilbey	Hartnell	David I'Anson
Fay Agee	Howard Barker	Noel Bond	David Carter	Barry Cook	Michael Dowd	Erica Farag	Peter Giles	Peter Harvey	Tammy Irvine
Jung HyouAhn	Peter Barker	Mark Booth	Tony Caruana	Robert Cooke	William Dowd	Kira Fareso	Gordon Gill	Caroline Hayden	Ian Irvine
Bill Alford	Dr Robert Barnes	Jim Booth	Susan Caslake	John Coombs	Glenn Dowey	Erin Farley	John Gill	Ron Hayward	Reg Jackson
Lisa Allen	David Barnes	Linda Boothe	Linda Castle	Harlan Cooper	Peter Downes	Kerrie Farnsworth	Mark Gillow	Claire Heath	Judith Jackson
Gloria Allen	Rodney Barnett	Karl Borth	Gifford Causon	David Cooper	Joanna Dowse	Bernadette Farrell	Erin Giulieri	Norman Heath	Richard Jackson
Terry Allen	Kym Barrett	Fiona Boyd	Connie Cecys	Cynthia Cordingley	Brian Dowse	Debra Fasano	Myriam Glorieux	Warren Hellwig	Pamela Jacobs
Clyde Ambrose	Greg Bartels	Rex Brady	Jennifer Chalk	Eveline Cornell-	Marion Dowsett	Douglas Faunt	Brian Glover	Anista Hely	Sari Jacobsen
Sarah Ames	Roger Bartlett	Cate Brand	David Chalk	Trapp	James Doyle	Julie Fedele	Stan Glowacki	Margaret Henry	Brian Jacobsen
Ricardo Anasco	Warwick Barton	Christopher	Barry Chambers	Andrew Cornell-	Peter Drescher	Russell Fielden	Lindsay Godson	Gary Herbert	David James
Andrew Anastasios	Peter Bate	Brearely	Kirsty Champion	Trapp	John Drew	Peter Filmer	Peter Gonder	Bob Hetherington	Ross James
Milton Anders	Helen Bate	Ken Brice	Yuen Yi Chan	John Coss	Judy Drummond	Jennifer Filmer	Trevor Goodridge	Paul Heyward	Emily Jateff
Murray Anderson	Ebony Battersby	Garth Briggs	Lucille Chapuis	Frank Coulson	Leah Drummond	Fiona Finke	Michael Goodwin	Carla Hildebrandt	Jalal Jazayeri
Colin Andrews	Tom Baurley	Stephanie Briggs	Peter Charlton	Laura Coulton	Rynee Drury	Timothy Firth	John Gorton	Dennis Hilder	Zack Jenkin
Paul Andrews	Nigel Beeke	Peter Brilliant	Julien Chatellier	Sophie Couzos	Brett Duck	Don Firth	Jonathon Goss	Ryan Hiley	Carla Jenkins
Kari Arason	Pam Beinssen	Tegan Brinkman	Ching-Wen Chen	Jinene Coyle	John Dugard	Marion FitzGibbon	Joe Gough	Adrian Hill	Bob Jenkins
Csilla Ariese	Simon Bell	Josh Brockbank	Wei-Lin Chen	Robert Craven	Terry Duke	Peter FitzGibbon	John Goulstone	Tony Hillier	Mark Jennings
Melissa Armstrong	Margaret Bell	Duncan Brookes	Rodney Chiapello	Alyson Crawford	Joshua Dunn	Matthew	Sandra Graham	Adrian Hinds	Jan Jensen
Phillip Armstrong	John Bembridge	Norm Broome	Adrian Church	Pixie Crehan	Steven Durham	Fitzgibbon	Geoffrey Grant	Michael Hirst	Charles Jensen
Michael Armytage	Lawrence Benbow	Joseph Brothers	Lauren Churchill	Peter Cribb	Tony Duvollet	Jennifer Fitzpatrick	Tania Grasbon	Nicole Ho	Ken Johnson
Don Arnold	Peter Bennett	Robert Broughton	Derek Churchill	Brian Crisp	Jane Dykstra	James Fitzsimmons	Rhys Gray	Matthew Hochman	Norman Johnson
Patricia Arnold	Geoff Bennett	Sholto Brown	Barry Clark	Dennis Croft	Purdey Eades	Yvonne Flanagan	Denise Green	Tess Hocking	Philip Johnson
Murray Arnold	Keira Bennett	Tony Brown	Raymond Clarke	Sandy Crone	Lynda Earney	Liam Flanagan	Ross Grenfell	Christine Hodgson	Roz Johnston
Harvey Arnold	Anne-Marie	Ian Brown	Dion Lee Clarke	David Cropley	Mike Earnshaw	Jenny Fleming	Iain Griffin	Lucy Hoeksema	Katrina Jones
Peter Ashburn	Bensley	Susan Brown	Murray Claydon	Robert Crouch	John Easton	Greg Fletcher	Christopher Griffin	BarbaraHogbin	Kylie Jones
Jason Atkins	David Bentley	John Buckland	Suzanne Clayton-	Laura Cunningham	Denis Eblen	Jim Forbes	Helen Griffin	Neil Hogstrom	Christine Jones
Andrew Attack	Ronald Bergman	Pieter Buining	Pearson	Barrie Dallas	William	Robert Fortier	Ryan Griffiths	Tony Holbrook	Bob Jones
Telani Aurora	Danielle Berry	Judith Bull	Tony Clegg	Aaron Darrell	Edmondson	Jan Fountain	Jennifer Groch	Gilbert Hollamby	Daniel Jones
David Austin	Barend Bester	Greg Bullen	Antonia Clegg	Graeme Davey	David Edward	Elizabeth Frank	Stephen Groch	Yvette Hollings	Elizabeth Jones
Janet Aveyard	Fiona Betts	Robyn Bulley	Malcolm Cleggett	Craig Davey	Kit Edwards	Ann Fraser	Richard Guest	Gerald Holmes	Alvina Judkins
John Aveyard	Celia Bevan	Mandie Burgess	Michael	Bob Davies	Adrian Edwards	Thomas Fraser	Janice Gunn	John Honeywill	Robert Kaberry
Dr Marie-Louise	Peter Biggs	Dominique	Dale Clemons	Jonothan Davis	Caitlin Edwards	Richard Freeman	Douglas Haack	James Hood	Marian Kay
Ayres	Chris Bingham	Burgett-Leonard	Mark Clendon	Bianca Davis	Alex Edwards	Rupert French	David Habershon	Edmund Hore	Janet Keese
Mohamed Azhar	Amelia Birnie	Mark Burton	Eric Coates	Jon Day	James Egan	Christine Fudge	Rebecca Hackett	David Horne	Jack Keir
Sally Bailey	Jennifer Birt	David Butcher	Robert Cochrane	Annaliese Deitch	Kurt Egan	Jason Gale	Tony Hacking	Jill Horton	Des Kelly
Joanna Bailey	Wayne Black	David Butcher	Christine Cockayne	Sue Delaney	Barbra Eipper	Sally Gallacher	Martin Hales	Julia Houghton	Pamela Kelly
Claire Baillie	Gayle Black	John Buxton-Rella	Paul Cockayne	Jenny Demkin	Jane Elek	Marie Galloway	Cathy Hall	Graham Houghton	Perryn Kember
Barbara Baker	Janet Blacklock	David Caffin	Ross Cockle	Bob Demkin	Owen Ellem	Helen Gane	Susan Halliwell	Diana Howard	Bryan Kendrick
Leslie Baker	Paul Blackman	Terry Cain	Vanessa Codling	Janet Dennant	Bill Ellemor	George Gardiner	Iain Hamilton	Bruce Howland	Keith Kennedy
Mathew Baker	Jill Blaikie	Barrie Cole	Patricia Dennis	Ilona Diessner	John Elliott	Allan Garrick	Ian Hamilton	Alana Hulme	Bill Kennedy
John Balas	Sally-Ann Blakers	Lyndon Cole	Graham Dimmitt	Frank Dingle	Sandie Ellsworth	Ross Gates	Doug Hamilton	Dave Hume	Peter Kenny
Jonno Ballard	Ron Blanchard	Margaret Coleman	Martin Coleman	Sarah Dix	Stewart Elston	John Gaul	Joanne Hammond	Graham	Phyl Kerridge
Richard Balsillie	Penny Blight	Alex Campbell	Kevin Colless	Mo Dobbie	Phil Elvery	Robyn Gee	Elizabeth Hanna	Humphreys	Peter Kervin
Edward Balzarolo	Michael Bloomfield	Colin Campbell	Ali Collier	Michael Dockerty	Kay England	Denis George	Stuart Hansman	Ching-Ho Hung	Hazel Kewin
		Helen Campbell	Kevin Colless		Nigel England	Patrick Gibbons	Peter Harding	Ricky Hung	Jacqui Kilby
		Kristy Campion	Ian Collinson		Brian English	Tony Gibbs	Tim Harley	James Hunter	Anthony Kimber
		Michael Collyer			Jenifer English	Anne Gibson	Eric Harris	Feng Huo	Ron Kirby
					Terry Evans	Debbie Gibson	Nancy Harrison	Stanley Hutchings	Graham Kirby

Colin Kline	David Mackay	Steve Merson	Paul Nutt	Captain Hien Pham	Christopher Rice	Debbie Seabrook	Helen Sonnenburg	John Thomas	Nicola Vragalis
John Klopp	Damian Macrae	Tony Metcalf	John O'Brien	Van	Brian Richardson	Wendy Sekuloff	Jamie Sorlie	Jeff Thompson	Richard Waddy
Roger Knowles	Wilhelmina Mailoa	Gary Meyers	Shenae O'Brien	Louise Phelps	Kay Richardson	Sophie Sexton	Colin South	Peter Thompson	Dennis Wagstaff
Terrance Knowles	Rex Malin	Evelyn Michell	Shane O'Brien	Bruce Phillips	Alana Richardson	Susan Seymour	Christopher	Alan Thompson	Bernie Waite
Ruth Knowles	David Malton	Terry Michell	Sue O'Connor	Mirabai Phillips	Mathew Richmond	Allan Seymour	Speight	Ron Thompson	Kathleen Walker
Horst Koerner	Tony Manning	Michael Michie	Barry O'Driscoll	Peter Phillips	Jillian Riethmuller	Dr Peter Sharp	John Spooner	Katherine Thomson	Elizabeth Walker
Adrian Koolhof	Henk Manussen	Amanda Midlam	Andreas Oest	Julie Pinel	Peter Rigby	Christopher Sharp	Edwin Spriggins	Allyn Thorburn	Ron Wall
Christopher Korvin	Barry Marks	Naomi Miles	Veronica O'Keefe	John Pinel	Patrick Riley	Glen Shaw	George Springhall	Gail Thornton	Phil Wallbank
Adrian Kraft	Ric Marley	John Mill	Oladipupo	Ernest Pitts	Kingsley Riley	Kevin Shaw	Kathryn Spry	Robert Thornton	Duncan Wallis
Kerry Kyle-Little	Darka Marotte	Donald Millar	Olubowale	Hugh Pitty	Keith Rippingale	David Shea	Adrian Stagg	Wendy Thornton	Margaret Walsh
Kerry Lamb	Robyn Marsden	Robin Miller	Wayne Onions	Louise Plug	Bill Ritchie	Jill Shearman	Chris Stain	Christopher Thorpe	Robert Walsh
Trudy Lamberton	Anthony Marston	Ron Miller	Bryce Onions	Daina Pocius	Wayne Rizzi	Ken Sheehan	Duncan Stalker	Lyndon Thurlow	Joy Walterfang
Dorothy Lane	Gary Martin	Bruce Millinger	Denis O'Reilly	Mark Polzer	Christopher	Robin Shepperson	Peter Stanfield	Cindy Tilbrook	Blair Ward
David Lanyon	Peter Matanle	Austin Mills	Rhodesa O'Rourke	Peter Pomi	Emma Roberts	Narelle Sheridan	Robert Stanley	Karen Tiller	Donna-Maree Ware
John Latham	Robyn Matthews	Jason Milton	Danielle Ostarek-	Jessie Poon	Peter Roche	Michael Sheridan	Wunjo Stardust	Cheryl Timbury	Mark Wasley
Joan Latham	Katrina	Andrew Mirtschin	Gammon	Robin Porte	Anne Rogan	Michael Shreeve	Kate Starr	Howard Timbury	Graham Waters
Gerald Latham	Matuszkiewicz	Don Mitchell	Dennis O'Sullivan	Andrew Porteous	Richard Rogers	Peter Siebert	Sheryl Stead	Michael Todd	Rik Watson
Kathleen Le Fevre	Julieanne Matzkov	Annie Mitchell	Vince Otto	Cheryl Porter	Gordon Rogers	Howard Simcoe	Tom Steele	Ross Tomkins	Dennis Watt
Malcolm Leatham	Peter Maxwell	Peter Moffat	Christine Ouslinis	Bill Porter	Vivian Rogers	Merv Simmons	Kay Stehn	James Tomlinson	Georgia Watts
Angela Leaver	Jan McAuliffe-	Arene Moir	George Owens	Bob Potter	David Rollins	Peter Simon	Aurthur Stenhouse	Yvonne Toomey	John Watts
Gilbert Leaver	Poznik	Stephanie Moloney	Janet Pagan	Bill Potts	Yara Rood	Howard Sims	Mark Stephenson	Joel Torison	Ian Watts
Hannah Lee	Debbie McBride	Kerry Moore	Dianne Page	Lorraine Potts	Colin Rose	Campbell Sinclair	Peter Sterling	Corine Toune	Shirley Way
Connor Leech	Peter McCabe	Jeffrey Moore	Michael Paget	Lauren Powell	Sandra Rose	Carmel Sinnott	Jeanne-Marie	Gary Towart	Vincent Weafer
Alan Lepp	Terence McCall	Thomas Moorhead	Debra Pains	Ian Powell	Garry Ross	Dianne Skaines	Stevens	Marian Trafalski	Lawrie Webb
Alison Lepp	Bill McCarthy	John Morfey	John B Palmer	Jim Poynter	Neville Roth	Donald Skerman	Gordon Stokes	Tony Trafford	Claire Webber
Martin Lewis	David McCuaig	John Morony	Doug Palmer	Jonathan Price	Kathleen	Peter Slattery	David Stone	Charles Trafford	Geoffrey Weeks
Melinda Lewis	David McEwan	Rachel Morris	Nina Park	Rick Price	Rousseaux	Louise Slattery	Jon Strachan	Peter Tredgett	Susan Westwood
Sarah Liddiard	Andrew McGarrigle	Florian Morris	Craig Parker	Paul Price	David Rout	Rachel Slatyer	Muriel Strahm	Judy Tremayne	David Westwood
Robyn Liddle	Julie McGilvray	Rick Morris	Doug Parker	Roy Priest	Stephen Rowse	Tracy Sleeman	Brian Stronach	Janine Trewavis	Harry Wetherall
David Liddle	Maree McGinty	Richard Morris	Ray Parks	Lea Priestley	Stefan Rucinski	Anthony Sly	Russell Stuckey	Shane Trimby	David Wharington
Brian Lill	Kay McGowan	David Moss	John Partington	Reg Pugh	Daphne Rudd	Peter Small	Jo Sullivan	Allan Trotter	Victoria Whitcomb
Gordon Ling	Thomas McHenry	Margaret Muir	John Parton	Sandra Pugh	Jan Russell	Glenda Smallman	Mike Sumerling	Zoi Tsa Tsembelis	Bob White
Frank Linnett	Bernie McIntosh	Ian Munday	Beverly Pasanen	Edward Purcell	Tony Ruth	Robert Smallman	Patricia Sutcliffe	Lyn Tucker	Michael White
John Livesley	Kevin McIntosh	Lila Murgatroyd	Daphne Pascoe	Sally Rackham	Trish Ryan	Robert Smith	Shane Sutton	Nazim Tuncay	Bari Whitehouse
Robin Loblins	Meg McKavanagh	John Murphy	Suzanne-Jo	Kevin Radcliffe	Warren Sahr	Graham Smith	Anthea Swann	John Turnwald	Monissa Whiteley
Geoffrey Lock	Alexander McKay	Kelly Needham	Patterson	Greg Raffin	Richard Salom	Kenneth Smith	Barbara Sweet	Julie Twine	Michael Whiting
Carmen Lockerbie	Isabelle McKenna	Clare Negus	Bill Pattinson	Daniel Ralph	Colin Samuels	Cyril Smith	Stephanie Syme	David Twitchen	Stuart Whiting
Jill Lockerbie	John McKernan	Ian Neil	Bill Paul	Sharon Ralph	John Sanders	Christopher Smith	Robert Symington	Russell Twomey	Eloise Whitlock
Kathryn Lockier	Jono McLaren	Des Neil	Tony Peace	Stephanie Rawlings	Kenneth Sanderson	Alan Smith	Wendy Takos	Anthony Urbani	Jeffrey Whittington
Roslyn Lockyer	Sheila McLean	Jeff Nemec	Alan Pead	Wally Rawlings	Charles Sapsford	Serenity Smith	Melissa Tamblyn	Eddie Utberg	Eric Whyatt
Norma Lodge	Michael McLean	Karen Nemec	Ian Pearce	Ron Ray	Robyn Sawtell	Roger Smith	Ian Tarry	George Vajda	Graeme Wiencke
Larry Logue	Marilyn McLean	Robert Newbury	Richard Pearce	Heather Redman	Allison Scandurra	Barry Smith	Frank Taylor	Johnvan de	Vivienne Wigg
Niklas Lohse	John McLean	Dr Jonathan	Bruce Pearson	Diane Reece	Irene Schaffer	Laura Smith	Christine Taylor	Lustgraaf	Denise Wild
Kathleen Loncar	Ernest Mcleod	Newbury	James Pearson	Trevor Reeve	Jodie Schipper	Valda Smith OAM	Caron Taylor	Stephanie van den	Tabetha Wilkes
Graham Long	Ian McMaster	Yoke-Leng Ng	Danielle Pender	Carolyn Reeve	Shirley Schlesinger	Susan Sneddon	Fran Taylor	Hoek	Colleen Wilkie
James Longdon	Lynne	Karen Nicoll	Frank Penistan	Catherine Reeves	Garth Schmith	Martin Snook	Diane Taylor	Dr Wendy van	Alastair Will
Russell Luckock	McNaughton	Adrian Nicoll	Meg Pennington	Martin Regis	Norman Scholes	Bill Snooks	Zheng-Yi Teoh	Duivenvoorde	Alan Williams
Juliet Ludbrook	Witarina McRae	Malcolm Nicolson	Scott Perry	Natalie Reimer	Dennis Schram	Orchard	John Thiele	Bob Vellacott	Wendy Williams
Maureen Lum	Irene Meager	Christine Nimmo	Graeme Peter	Helen Reis	Michael Scott	Sommerville-	Peter Thomas	Con Vervaart	Dennis Williams
Lai-Shy Lye	Keith Mellis	Alan Nind	Barry Peters	Dr John Renney	Peter Scrine	Collie	Greg Thomas	John Villanti	Patrice Williams
Pey-Shy Lye	Alan Mersh	Stan Nowakowski	Adrian Rhodes			Xiaohan Song	Chris Thomas	David Vine	Fred Williams

Elizabeth Williams	Richard Wilson	Jaimy Wisse	Kevin Wotton	Greg Youdale
Geoff Williams	Kelvin Wilson	Reg Wood	Mike Wraith	Gordon Youett
Philippa Williams	John Wilton	Bruce Wood	Lew Wray	Anne Young
John Williams	John Winchester	Graham Woodall	Betty Wright	Antonia Zavone
Rex Williams	Dorothy	Judy Woodlands	Madeline Wright	Sonia Zhu
Rhianna Williams	Winchester	Peter Woods	Marilyn Anne	
Odette Willows	David Winter	Jack Woods	Wright	
Robert Wilson	David Winterforde-	Capt David Woods	Gai Wright	
David Wilson	Young	Desmond Woolford	Mark Wyborn	
Ian Wilson	Emilia Wisniewski	Alison Worrell	Florence Yates	

APPENDIX 17

SUMMARY RESOURCE TABLE
BY OUTCOMES

Expenses for Outcome 1			
Outcome 1: Increased knowledge, appreciation and enjoyment of Australia's maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events			
Programme 1.1: Management of maritime heritage	Budget 2013–14 \$'000	Actual 2013–14 \$'000	Variation 2013–14 \$'000
Revenue from government			
Ordinary annual services (Appropriation Bill No. 1)	22,279	23,416.0	1,137.0
Revenues from other independent sources	9,135	10,646.0	1,511.0
Expenses not requiring appropriation in the budget year*	1,843	522.0	(1,321)
Total expenses for Outcome 1	33,257.0	34,584.0	1,327.0
		2013–14 number	2014–15 number
Average staffing level		115	108

* Expenses not requiring appropriation in the budget year are made up of depreciation and amortisation expenses for heritage and cultural assets.

APPENDIX 18

CONSULTANTS

Consultant	Amount	Service provided
Adair Fire & Safety Consultant	\$3,392.40	Training
Allcom Networks Pty Ltd	\$84,189.06	IT services
Ample Projects Pty Ltd	\$37,802.50	Design
Annie Kewe	\$630.00	Editorial services
Architectus Group Pty Ltd	\$46,310.00	Design
Artimidae Creative	\$26,280.84	Design
Asset Technologies Pacific	\$92,971.00	Contract and tender services
Austen Kaupe	\$53,185.00	Design
Australian Government Solicitor	\$119,736.46	Legal services
Bloke Australia	\$144,922.26	Design
Blueprint Concepts	\$3,080.00	Design
Bluewater Marine Surveyors	\$270.00	Surveying services
Boomerang Partners Pty Ltd	\$15,035.33	Recruitment services
Brayalei Pty Ltd	\$5,082.00	IT services
Broken Yellow	\$2,516.00	Design
BRS Consulting	\$453.75	Workplace health and safety assessment
Cardno (NSW/ACT) Pty Ltd	\$18,646.38	Engineering
Carol Scott Associates	\$8,940.60	Strategic analyst
CCG Architects Pty Ltd	\$11,600.00	Design
Character Creations	\$7,095.00	Design
Colmar Brunton	\$71,258.00	Market research
Corporate Scorecard	\$339.90	Financial assessment services
Corrosion Control Engineering	\$11,220.00	Engineering
Cox Architecture Pty Ltd	\$89,153.35	Design
CPM Anao	\$49,918.00	Audit services
Crowle Marine Services Pty Ltd	\$200.00	Valuation
Crown Cabling	\$37,955.50	IT services
Ctc.com.au Pty Ltd	\$186.45	Translation services
Cypha Interactive	\$111,818.85	Multimedia consultants
Daniel Ormella	\$6,735.00	Design
Donald Cant Watts Corke (NSW) Pty Ltd	\$61,501.00	Quantity surveying and cost engineering
Dun & Bradstreet (Australia) Pty Ltd	\$1,290.63	Creditor analysis
Dynamic Tourism Group	\$44,872.59	Marketing services
Finn Carlyle Pty Ltd	\$4,574.50	Training
Firefly Interactive	\$45,160.50	IT and design services

Consultant	Amount	Service provided
Fit For Purpose Communications	\$1,000.00	Marketing
Five Spaces Design	\$11,729.30	Design
Francis-Jones Morehen Thorp Pty Ltd	\$306,700.91	Design
Frontline Systems Aust Pty Ltd	\$11,290.95	IT services
Greenkon Engineering	\$46,486.00	Engineering
Holmes Fire & Safety Ltd	\$1,375.00	Fire engineering
Hospitality Management Australia Pty Limited	\$9,696.50	Commercial opportunities analysis
Impact Communications Australia	\$34,247.13	Media services
Jalica Studios	\$11,000.00	Design
Janice Wormworth	\$11,308.00	Design
Jason Gemenis Design	\$4,960.00	Design
JBA Urban Planning Consultants Pty Ltd	\$6,047.25	Site planning
Jones Lang LaSalle (NSW) Pty Ltd	\$47,300.00	Lease consultancy
Kingsway Financial Assessments	\$599.00	Financial assessments
Laccal Consulting Pty Ltd	\$21,879.00	Executive consulting
Management Consultancy International Pty Ltd	\$1,850.00	Training
Marianne Hawke	\$8,593.40	Design
Mcnaair Ingenuity Research Pty Ltd	\$2,321.00	Visitor survey and analysis
Media Measures Pty Ltd	\$1,430.00	Media valuation and analysis
Michael Jones	\$5,900.00	Editorial services
Mudassar I Cheema	\$2,400.00	Venue hire analysis
N.S.C.A.	\$26,884.00	Workplace health and safety services
Nook Studios Pty Ltd	\$1,650.00	Design
Nosey Parker Research Pty Ltd	\$25,904.00	Market research
Now Industries	\$150,647.20	Web design
NTT Com ICT Solutions (Australia) Pty Ltd	\$4,752.55	IT services
Object Consulting Pty Ltd	\$8,214.26	IT services
Parsons Brinckerhoff Australia	\$12,067.00	Asbestos services
PM Production Design & Management	\$94,870.95	Production services
PriceWaterhouseCoopers	\$78,371.46	Audit services
R & M Marine & General Service	-\$825.00	Valuation services
Radical Love Pty Ltd	\$22,660.00	Design
Randi Svensen	\$6,385.00	Editorial services
Razorfish Australia Pty Ltd	\$40,000.40	Website Design
Representing Tourism Pty Ltd	\$12,100.00	Marketing
Roar Film Pty Ltd	\$66,000.00	Production services
Root Projects Australia Pty Ltd	\$93,115.13	Strategic planning
Safeguard Training & Services	\$2,640.00	Training
Scampe Consulting	\$11,393.80	Design
Simpsons Solicitors	\$22,830.50	Legal services
Sitecore Australia	\$68,771.71	Website services
Slade Smith	\$1,078.00	Design

Consultant	Amount	Service provided
Slingshot Design	\$19,604.75	Design
Smith Street Films Pty Limited	\$1,360.00	Editorial services
Social Media Rocketeer	\$9,292.36	Web services
Spatchurst Design Associates	\$6,259.00	Design
Stark and Montagu	\$4,400.00	Editorial services
Strategy 8 Consulting	\$83,732.45	Marketing
Street Promotions Australia	\$6,569.20	Marketing
Susan Hocking Pty Ltd	\$7,800.00	Commercial research services
Thoughtworks Australia Pty Ltd	\$4,950.00	Data visualisation
Thylacine Design and Project Management Pty Ltd	\$42,941.23	Design
Tinka Marketing & Events	\$21,208.75	Sponsorship strategy
Tony Charters & Associates	\$70,642.00	Sponsorship procurement
Turner & Townsend Pty Ltd	\$9,135.50	Quantity surveying
Upfront Leadership	\$3,300.00	Training
Vanessa Mcquarrie	\$5,025.00	Web services
Veronica Kooyman	\$1,200.00	Editorial services
Virginia Mitchell	\$3,300.00	Research
Vos Group Pty Ltd	\$1,100.00	Engineering
Walter Partners	\$16,016.00	Probity services
West & Associates Pty Ltd	\$880.00	Acoustic services
Whitecube Pty Ltd	\$1,540.00	Design
Williams PR	\$10,497.04	Public relations
Wingrove & Wingrove Design Studio Pty Ltd	\$35,037.00	Design
Winning Attitudes & Solutions	\$6,545.00	Performance management services
Workplace Safety Australia	\$1,650.00	Workplace health and safety services
Worley Parsons	\$51,293.00	Tender review services
Write-Minded Pty Ltd	\$5,940.00	Editorial web services
WSP Buildings Pty Ltd	\$16,940.00	Design
Zadro Communications Pty Ltd	\$ 44,906.18	Venues and marketing public relations
Zen Ex Machina Pty Ltd	\$6,600.00	Training
Total	\$ 2,918,264.45	

APPENDIX 19

FUNCTIONS AND POWERS
OF THE MINISTER

The Minister for the Arts is the Minister with responsibility for the Australian National Maritime Museum. The Hon Tony Burke MP was Minister for the Arts from 25 March–16 September 2013. Senator The Hon George Brandis QC has been Minister for the Arts from 18 September 2013.

Key ministerial powers under the *Australian National Maritime Museum Act 1990* include the Minister's ability to:

- transfer property, real or personal, held on lease or otherwise by the Commonwealth, to the museum for its use or for inclusion in the National Maritime Collection (Section 8)
- approve criteria and guidelines for the National Maritime Collection (Section 9)
- approve the disposal of material in the National Maritime Collection with value exceeding \$20,000 (Section 10(4)(b))
- give direction to the Council with respect to the performance of the functions or the exercise of the powers of the museum (Section 14)
- appoint a member to act as chairperson of the Council or appoint a member of Council (for no more than 12 months) where there is a vacancy (Section 18)
- approve guidelines for the leave of absence to Council members (Section 19)
- convene a meeting of the Council at any time (Section 23)
- approve and table in Parliament Strategic and Annual Operational Plans and variations to them (Sections 25–28)
- approve the director engaging in paid employment outside the duties of the director's office (Section 32)
- approve leave of absence to the director on such terms or conditions as she or he determines (Section 34)
- appoint a person (not a member of Council) to act as director during a vacancy with such appointment not to exceed 12 months (Section 38)
- approve contracts exceeding \$1,000,000 (Section 47).

APPENDIX 20

FUNCTIONS AND POWERS
OF THE MUSEUM

The functions and powers of the museum are specified in Sections 6 and 7 of the *Australian National Maritime Museum Act 1990*.

Functions of the museum (Section 6)

- to exhibit, or make available for exhibition by others, in Australia or elsewhere, material included in the National Maritime Collection or maritime historical material that is otherwise in the possession of the museum
- to cooperate with other institutions (whether public or private) in exhibiting, or in making available for exhibition, such material
- to develop, preserve and maintain the National Maritime Collection
- to disseminate information relating to Australian maritime history and information relating to the museum and its functions
- to conduct, arrange for and assist research into matters relating to Australian maritime history
- to develop sponsorship, marketing and other commercial activities relating to the museum's functions

Powers of the museum (Section 7)

- to purchase, commission the creation of, lend, borrow or hire maritime historical material either in its own right or jointly with others
- to collect material relating to Australian maritime history and dispose of that material under certain conditions
- to recover or arrange for or assist in the recovery of maritime historical material from the Australian marine environment and from other areas
- to accept gifts, devises, bequests and assignments of money or property whether as trustee or otherwise
- to acquire and operate vessels anywhere, whether or not the vessels are maritime historical material
- to disseminate information relating to Australian maritime history and sell replicas or reproductions of maritime historical material
- to enter contracts, acquire, hold and dispose of real or personal property, charge fees (in addition to the charges fixed by regulation), appoint agents and attorneys and act as an agent for other persons, as well as raise money by appropriate means for the purpose of the museum.

APPENDIX 21

LIST OF ACTS ADMINISTERED

The museum was established by the *Australian National Maritime Museum Act 1990* (No 90 of 1990), where its functions and powers are set out. The Act was amended by the *Arts, Sport, Environment, Tourism and Territories Legislation Amendment (No 2) Act 1991* (No 179 of 1991), principally to provide for a Naval member of Council. The Act was also amended in 1992 (Act No 118); 1993 (Act No 17); 1997 (Act No 1, 152); 1999 (Act Nos 146 and 156); 2001 (Act No 159); 2005 (Act No 110); and 2006 (Act No 101).

The Australian National Maritime Museum Regulations (Statutory Rules 1991 No 10) under Section 54 of the Act were made by the Governor-General in Council on 29 January 1991, and notified in the *Commonwealth of Australia Gazette* on 5 February 1991. The regulations were amended (Statutory Rules 1991 No 220) by the Governor-General in Council on 27 June 1991, and notified in the *Commonwealth of Australia Gazette* on 5 July 1991 and revised again (Statutory Rules 1991 No 348) on 4 November 1991, and gazetted on 12 November 1991. Revised further in 1996 (No 93) gazetted on 20 June 1996; 1999 (No 72) gazetted on 19 May 1999; 2001 (No 337) gazetted on 21 December 2001; and 2002 (No 161) gazetted on 3 July 2002.

APPENDIX 22

DIRECTOR'S STATEMENT

The Australian National Maritime Museum is a statutory authority established by the *Australian National Maritime Museum Act 1990* and responsible to the Minister for the Arts. The Hon Tony Burke MP was Minister for the Arts from 25 March to 16 September 2013. Senator the Hon George Brandis QC is the current Minister for the Arts.

This annual report is a report of operations for the last financial year of the Australian National Maritime Museum's 2012–2015 Strategic Plan. It has been made in accordance with a resolution of the directors of the Australian National Maritime Museum on 12 October 2012, those directors being responsible under

Section 9 of the *Commonwealth Authorities and Companies Act 1997* for the preparation and content of the report. The report was prepared in accordance with the Commonwealth Authorities (Annual Reporting) Orders 2011.

Certain categories of information do not appear in full but are available to Members of Parliament and Senators on request.



Kevin Sumption
Director

APPENDIX 23

LIST OF REQUIREMENTS

Part of report	Page(s)	Description
	5	Letter of transmittal
	6–7	Table of contents
Appendix 26	158	Index
Appendix 24	156	Glossary
	2	Contact officer(s)
	2	Internet home page address and Internet address for report
Review by secretary		
Director's Overview	14–19	Review by departmental secretary
Highlights; Director's Overview	13, 14–19	Summary of significant issues and developments
Financials	64–105	Overview of department's performance and financial results
Director's Overview	14–19	Outlook for following year
Director's Overview	14–19	Significant issues and developments – portfolio
Departmental overview		
Our mission, values, key focus areas and strategic objectives	18	IT services
Appendix 20	151	Role and functions
Appendix 9	129	Organisational structure
Our vision and strategic objectives	8–11	Outcome and program structure
Performance Indicators	50–54	Where outcome and program structures differ from PB Statements/PAES or other portfolio statements accompanying any other additional appropriation bills (other portfolio statements), details of variation and reasons for change
N/A	N/A	Portfolio structure
Report on performance		
Performance Indicators	50–54	Review of performance during the year in relation to programs and contribution to outcomes
Performance Indicators	50–54	Financial assessment services
Financials		Actual performance in relation to deliverables and KPIs set out in PB Statements/PAES or other portfolio statements
Performance Indicators	N/A no differences	Where performance targets differ from the PBS/PAES
Details of both former and new targets, and reasons for any change	N/A no change	Audit services
Director's Overview	14–19	Narrative discussion and analysis of performance
Director's Overview	18	IT services

Part of report	Page(s)	Description
Performance Indicators	N/A	Translation services
Financials	144–146	Multimedia consultants
Director's Overview	14–19	Trend information
N/A	N/A	Significant changes in nature of principal functions/services
N/A	N/A	Performance of purchaser/provider arrangements
Director's overview	14–19	Factors, events or trends influencing departmental performance
Statutory information	56	Contribution of risk management in achieving objectives
N/A	N/A	Performance against service charter customer service standards, complaints data, and the department's response to complaints
Financials	64–105	Discussion and analysis of the department's financial performance
Financials	64–105	Discussion of any significant changes in financial results from the prior year, from budget or anticipated to have a significant impact on future operations.
Appendix 17	146	Agency resource statement and summary resource tables by outcomes
Management and accountability		
Corporate governance		
Statutory Information	56	Agency heads are required to certify that their agency complies with the 'Commonwealth Fraud Control Guidelines'.
Statutory Information	55–59	Statement of the main corporate governance practices in place
Statutory Information	55	Names of the senior executive and their responsibilities
Appendix 12	137	Senior management committees and their roles
Director's Overview; Performance Indicators	14–19, 50–59	Corporate and operational plans and associated performance reporting and review
Statutory Information	55–59	Internal audit arrangements including approach adopted to identifying areas of significant financial or operational risk and arrangements to manage those risks
Statutory Information	55–59	Policy and practices on the establishment and maintenance of appropriate ethical standards
N/A	N/A	How nature and amount of remuneration for SES officers is determined
External Scrutiny		
Statutory Information	N/A	Significant developments in external scrutiny
Statutory Information	54	Judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner
Financials	64–101	Reports by the Auditor-General, a Parliamentary Committee, the Commonwealth Ombudsman or an agency capability review

Part of report	Page(s)	Description
Management of human resources		
Human Resources	60	Assessment of effectiveness in managing and developing human resources to achieve departmental objectives
Human Resources	60	Workforce planning, staff retention and turnover
Human Resources	60	Impact and features of enterprise or collective agreements, individual flexibility arrangements (IFAs), determinations, common law contracts and Australian workplace agreements (AWAs)
Human Resources	60	Training and development undertaken and its impact
Statutory Information	56–57	Work health and safety performance
Human Resources	60	Productivity gains
Human Resources	63	Statistics on staffing
Human Resources	60	Enterprise or collective agreements, IFAs, determinations, common law contracts and AWAs
Human Resources	60	Performance pay
Assets Management	62	Assessment of effectiveness of assets management
Purchasing	62	Assessment of purchasing against core policies and principles
Consultants Appendix 18	147	The annual report must include a summary statement detailing the number of new consultancy services contracts let during the year; the total actual expenditure on all new consultancy contracts let during the year (inclusive of GST); the number of ongoing consultancy contracts that were active in the reporting year; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST). The annual report must include a statement noting that information on contracts and consultancies is available through the AusTender website.
Australian National Audit Office Access Clauses	N/A	Absence of provisions in contracts allowing access by the Auditor-General
Exempt Contracts	N/A	Contracts exempted from publication in AusTender
Financial Statements	64–72	Financial statements
Other mandatory information		
Statutory Information	56–57	Work health and safety (Schedule 2, Part 4 of the <i>Work Health and Safety Act 2011</i>)
Statutory Information	58–59	Advertising and Market Research (Section 311A of the Commonwealth Electoral Act 1918) and statement on advertising campaigns
Statutory Information	57–58	Ecologically sustainable development and environmental performance (Section 516A of the <i>Environment Protection and Biodiversity Conservation Act 1999</i>)
N/A	N/A	Compliance with the agency's obligations under the <i>Carer Recognition Act 2010</i>
Outreach	36–42	Grant programs
Statutory Information	59	Disability reporting – explicit and transparent reference to agency level information available through other reporting mechanisms
Statutory Information	59	Information Publication Scheme statement
Statutory Information	N/A	Correction of material errors in previous annual report
Appendix 17	146	Agency Resource Statements and Resources for Outcomes
Appendix 23	153	List of Requirements

APPENDIX 24

GLOSSARY

Acronyms

ANMM	Australian National Maritime Museum
ARHV	Australian Register of Historic Vessels
AMOL	Australian Museums On Line
CAVS	Customer and Visitor Services
CHASS	Council for the Humanities, Arts and Social Sciences
MMAPSS	Maritime Museums of Australia Project Support Scheme
NAIDOC	National Aborigines and Islanders Day Observance Committee
MUA	Maritime Union of Australia
NIDA	National Institute of Dramatic Art
PE&R	Public Engagement and Research
RAN	Royal Australian Navy
SHF	Sydney Heritage Fleet
SLSC	Surf Life Saving Club
UTS	University of Technology, Sydney
UWS	University of Western Sydney

APPENDIX 25

PHOTOGRAPHIC CREDITS

All photographs by Andrew Frolows/ANMM unless otherwise stated.

Cover	HMB <i>Endeavour</i> beam reaching in 50 knots of wind. Photographer unknown.	27	From left: Reconstructed Viking ship <i>Jorgen Jorgenson</i> , 2013; Child migrant Stewart Lee on SS <i>Strathnaver</i> , 1955, courtesy Sydney Lee; Hera Roberts at a reception on board the Dutch light cruiser <i>Java</i> moored in Circular Quay, Sydney, 1930, by Sam Hood, ANMM Collection.
1	Thor's hammer, silver, Swedish History Museum, Stockholm. SHM 9822:810	28	<i>Five-week-old humpback whale calf, Kingdom of Tonga, 2006</i> (detail). Bryant Austin/studio:cosmos
4	Cape Bowling Green Lighthouse on the museum's waterfront.	29	From left: Replica skeletons of whale ancestors; <i>Undiscovered #4</i> , 2010 by Michael Cook, courtesy Andrew Baker Art Dealer and Diane Tanzer Gallery + Projects; Migrants on MV <i>Toscana</i> at Trieste, Italy, 1954, ANMM Collection Gift from Barbara Alysen.
6–7	Museum buildings, Fleet and environs.	30	Jonny Lewis Collection ANMM.
8–9	The museum and its wharves from the air.	31	Samuel J Hood, ANMM Collection.
10–11	The ANZ Tall Gallery.	33	Xanthe Rivett/Silentworld Foundation.
12–13	HM Bark <i>Endeavour</i> replica, Cape Bowling Green Lighthouse and museum building.	35	<i>Humpback whale, Kingdom of Tonga, 2006</i> , Bryant Austin/studio:cosmos.
15	Courtesy FJMT Architects.	36	Museum exterior.
17	Janine Flew/ANMM.	39	Cape Jaffa Lighthouse, Kingston, South Australia, photograph courtesy May McIntosh.
22	Iceberg graveyard, Pleneau Bay, Antarctica. Michael Aw/Elysium Antarctic Visual Epic.	40	Top and bottom: Mission to Seafarers Victoria; centre Nepean Historical Society.
23	From left: Helicopter simulator, image courtesy Scitech, Western Australia; <i>Lord Wellesley's Boatman</i> , hand-coloured engraving by Charles Doyley, ANMM Collection; <i>Ansel Adams and the American Clipper, Ross Landing, California</i> by Alan Ross.	45	Courtesy Project Silent Anzac.
24	From left: Weslee Wooten D'Audney beside the famous nursing recruitment poster for which she modelled in 1942, aged 17; US Army Captain Sheridan Fahnestock outside Gili Gili Headquarters in New Guinea, photograph Ladislav Reday Photographic Collection, courtesy San Francisco Maritime National Historical Park; Viking Wet World visitors, Annalice Creighton/ANMM.	46	Bottom: Penny Edwell/ANMM.
25	From left: <i>Waves of Migration 2</i> roof projection; <i>Yathikpa II</i> (detail) by Bakulanay Marawili 1998, ANMM Collection; <i>Moonlit Ocean</i> (detail) by Feryial, Wendy and Lily from Year 8, Georges River College Penshurst Girls Campus.	50	Museum exterior.
26	Whale Season rooftop projection during <i>Vivid Sydney</i> 2014.	57	Centre: Janine Flew/ANMM.
		61	Cape Bowling Green Lighthouse.
		64–65	Barque <i>James Craig</i> , HMB <i>Endeavour</i> replica and lightship <i>Carpentaria</i> .
		102–	Oberon class submarine HMAS <i>Onslow</i>
		103	at the museum's wharves.

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