



**National Museum of Australia
08–09 Annual Report**



**National Museum
of Australia 08–09
Annual Report and
Audited Financial
Statements**





Irish dancing costume designed and made by Rachel Franzen in Dubai, United Arab Emirates, 2008.

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This report is also accessible from the Museum's website: www.nma.gov.au/annualreport and is available in both pdf and html formats.

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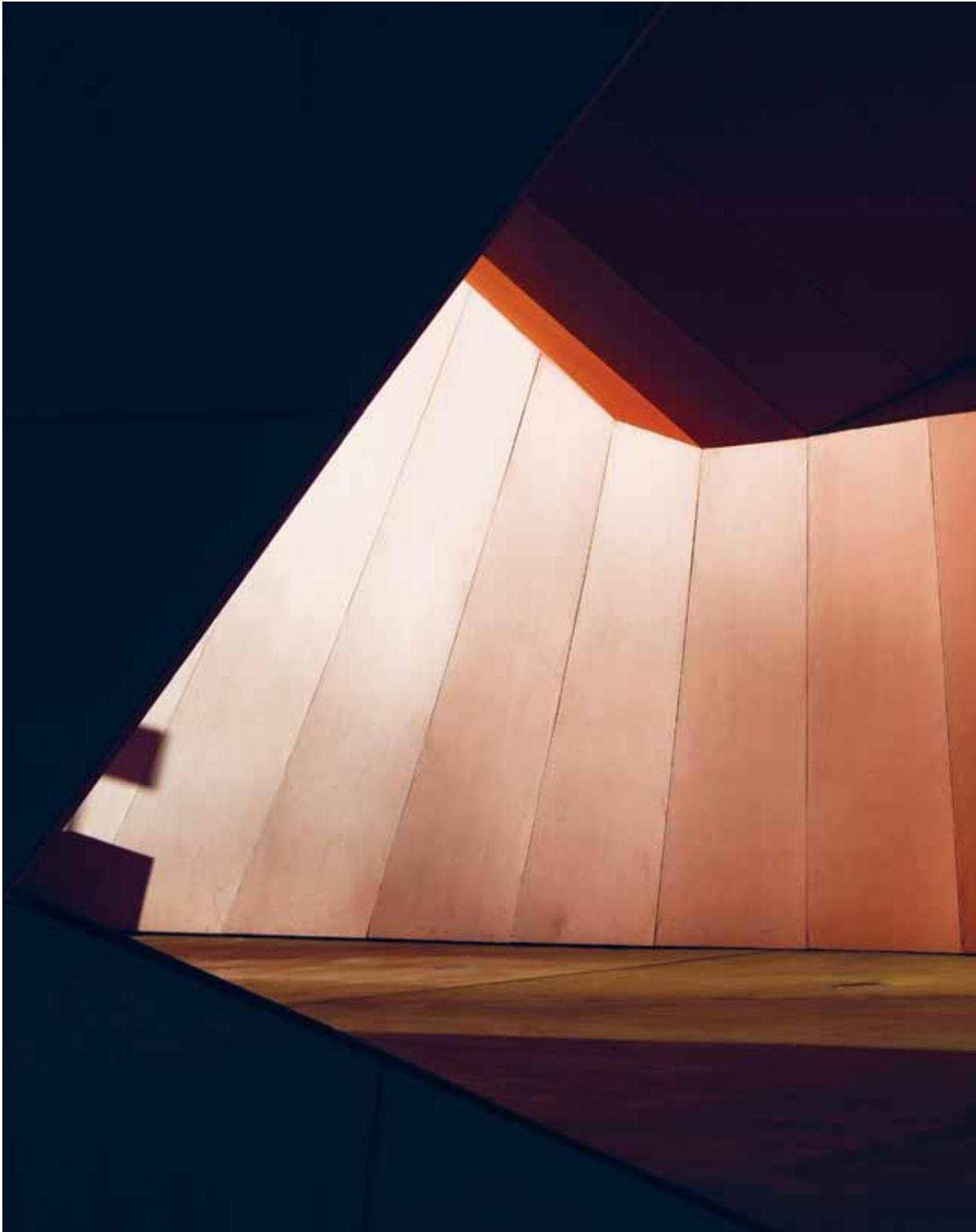
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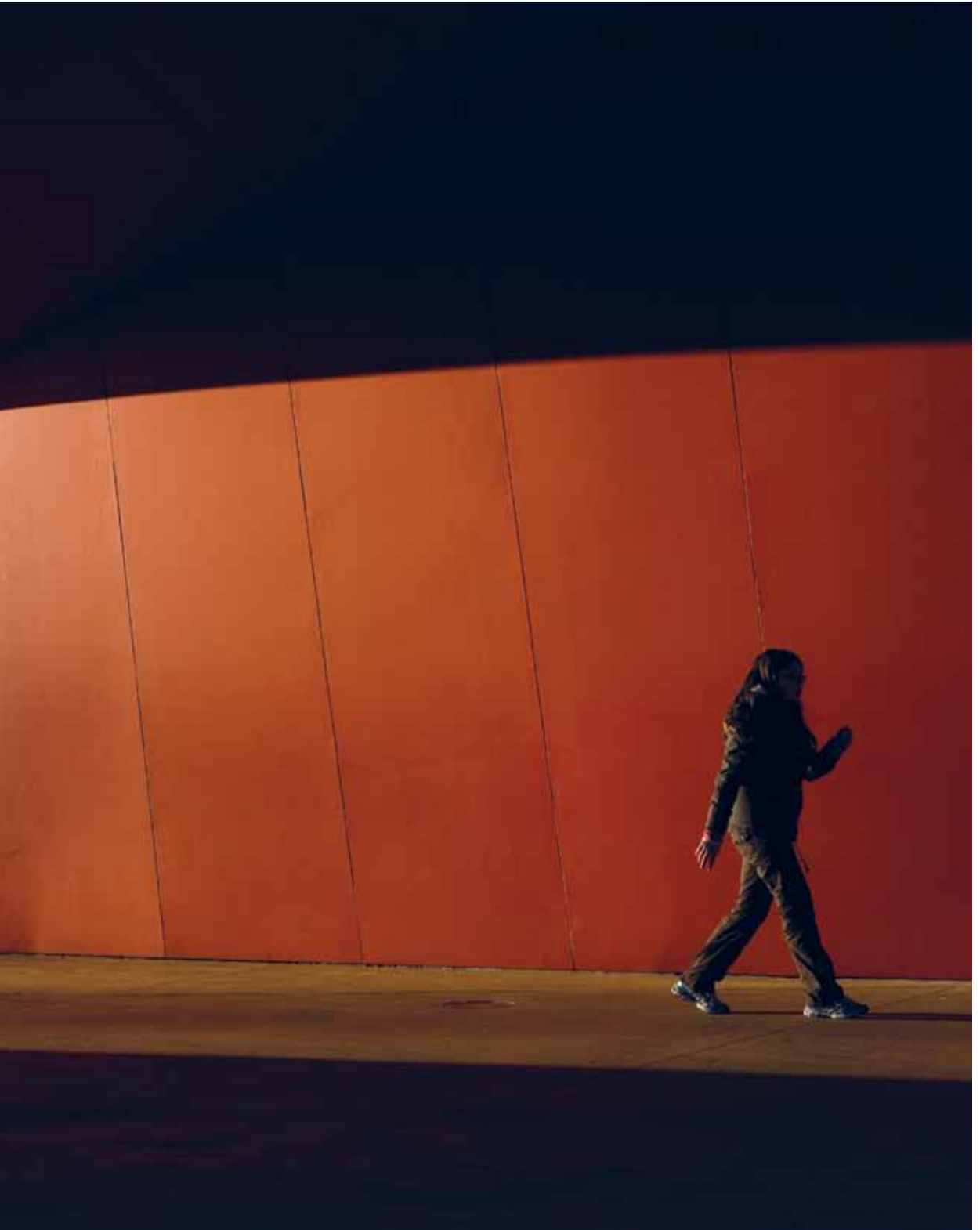
Australian Government

Department of the Environment,
Water, Heritage and the Arts





Building exterior, National Museum of Australia.

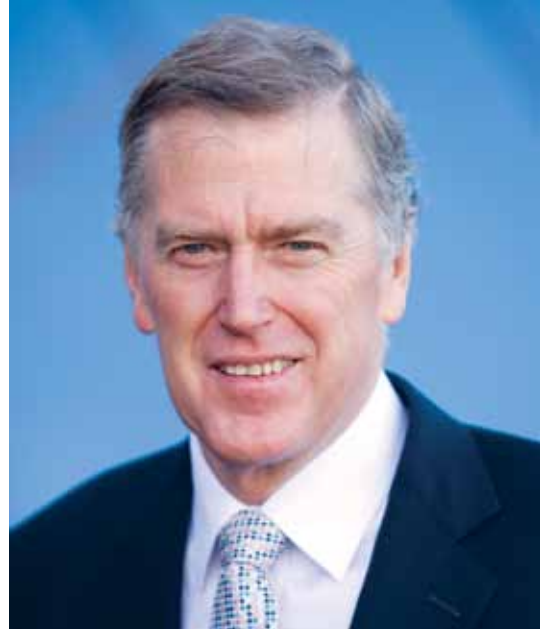




Detail of braille on building exterior, National Museum of Australia.



The Hon Peter Garrett AM MP



Daniel Gilbert AM

Chair's letter of transmittal

The Hon Peter Garrett AM MP
Minister for the Environment,
Heritage and the Arts
Parliament House
Canberra ACT 2600

Dear Minister

On behalf of the Council of the National Museum of Australia, I am pleased to submit our annual report for the financial year ended 30 June 2009. The report is presented in accordance with Section 9 and Schedule 1 of the *Commonwealth Authorities and Companies Act 1997*, and it has been prepared in conformity with the *Commonwealth Authorities and Companies (Report of Operations) Orders 2008*.

This year has seen the Museum further recognised as a dynamic national institution with a growing international reputation. Visitation numbers to the Museum in Canberra, to our travelling exhibitions around Australia and overseas, and to our website, continue at high levels. Highlights of the Museum's temporary exhibition program included exhibitions about Emily Kame Kngwarreye and Charles Darwin.

The opening of the Australian Journeys gallery substantially increased the number of objects from the Museum's National Historical Collection in the permanent exhibitions. The Centre for Historical Research continued to build momentum and add to the depth of knowledge about the collection.

I joined the Council of the National Museum of Australia on 27 March 2009, and take this opportunity to acknowledge the support of my fellow Council members in ensuring the highest levels of governance for the Museum. I believe the Museum has achieved the outcomes set for it by government for 2008–09, and note there have been no significant developments since the end of the financial year.

I would also like to express the Council's appreciation of your ongoing support for the Museum.

Finally, all members of the Council join me in congratulating the Director and staff on the Museum's continuing success.

Yours sincerely

Daniel Gilbert AM
Chair of Council
National Museum of Australia
August 2009

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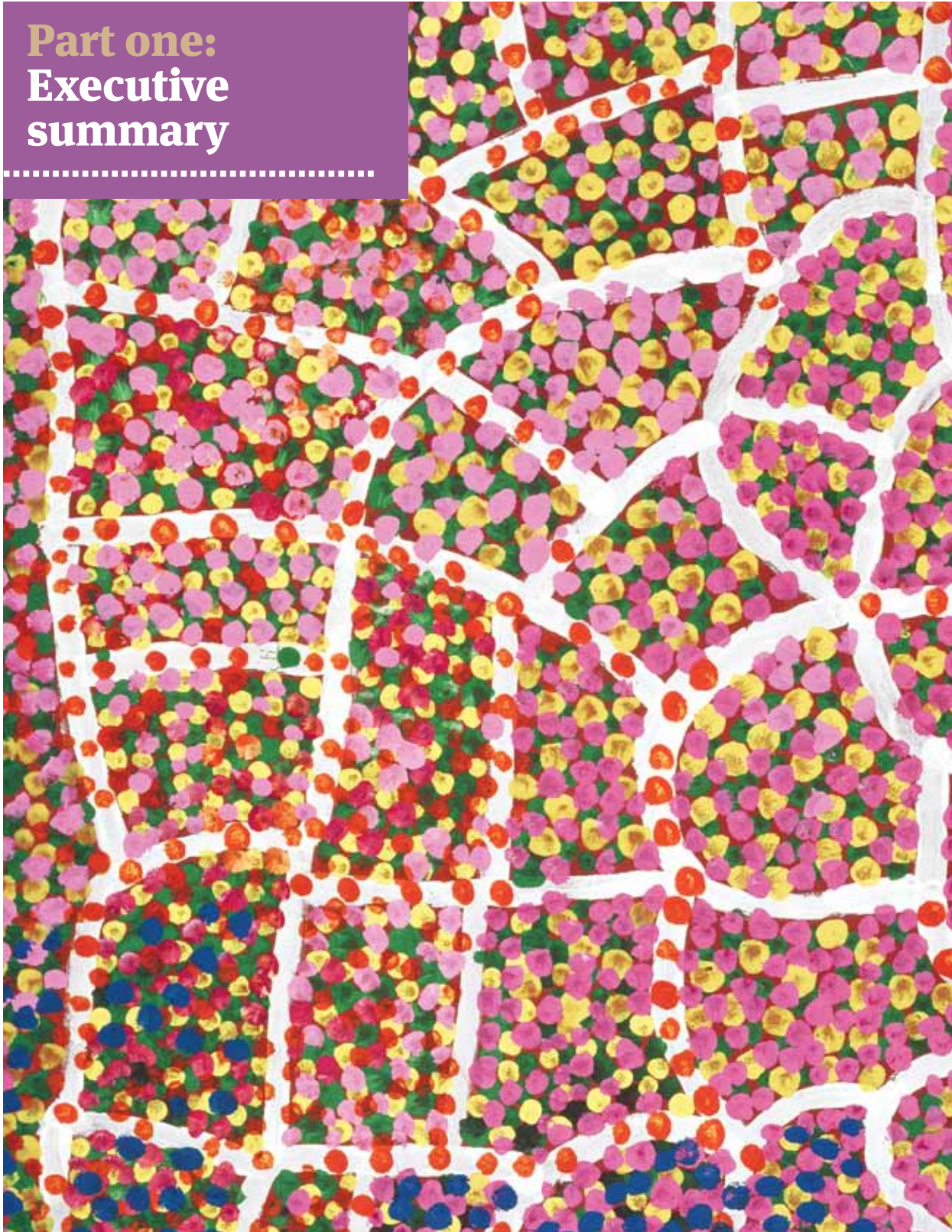
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Part one:
Executive
summary





Vision

A recognised world-class museum exploring Australia's past, illuminating the present, imagining the future.

Mission

To promote an understanding of Australia's history and an awareness of future possibilities by:

- developing, preserving and exhibiting a significant collection
- taking a leadership role in research and scholarship
- engaging and providing access for audiences nationally and internationally
- delivering innovative programs.

Values

The National Museum of Australia operates with the highest ethical standards. It embraces truth and the pursuit of knowledge for its own sake and recognises the importance of aesthetic considerations. The Museum acknowledges the contributions of all Australians to the country's historical development and accepts a fundamental requirement for fairness and equity in its activities.

In operating within the framework established by such values, the National Museum of Australia:

- develops and preserves the National Historical Collection
- upholds scholarly and professional integrity
- makes best use of its resources
- values and is open-minded to new ideas
- promotes continuous learning
- strives to be innovative and creative
- anticipates and responds to its diverse audience's needs.

Alwalye, 1991, by Emily Kame Kngwarreye, synthetic polymer paint on canvas, 152.2 x 121.8 cm, from the collection of Simon and Julie Ford.



Director Craddock Morton

Director's review of operations

Last year saw a period of considerable success for the Museum, as we continued to provide a wide range of programs and activities that foster a better understanding of Australian history for the Australian public, and enhanced our profile through a range of national and international partnerships and activities.

VISITATION

The Museum's exhibitions and programs were visited by an estimated 941,400 people nationally and internationally (compared with 1,007,900 in the previous year). This continues the Museum's average visitation of 965,000 over the last three years. Travelling exhibitions performed particularly well. There was a reduction in the number of visitors to the permanent exhibitions and in venue hire, possibly due to the economic downturn and the overall decline in domestic and national tourism.

Web visitation increased, growing from 1,522,000 last year to 2,533,100. This growth is a result of the addition of new content and the release of an upgraded version of the Museum's collection database. Total visitation to our website, exhibitions and programs was 3,474,500: the highest total since opening in 2001.

TEMPORARY AND PERMANENT EXHIBITIONS

The second stage of the Museum Enhancement Program was completed with the opening of the new permanent gallery, Australian Journeys, in December 2008. Audience response has been positive, particularly regarding the diversity and quality of the National Historical Collection objects on display. The third stage of the program — delivery of the Creating a Country gallery — was progressed with the completion of detailed content and conceptual design. The gallery is expected to open by early 2011.

Major temporary exhibitions at the Museum focused on Charles Darwin (an exhibition from the American Museum of Natural History in New York) and Emily Kame Kngwarreye (an exhibition developed by the Museum for the Australian Government). These, along with smaller exhibitions developed for our Focus galleries and the Hall, were popular with visitors.

NATIONAL AND INTERNATIONAL OUTREACH

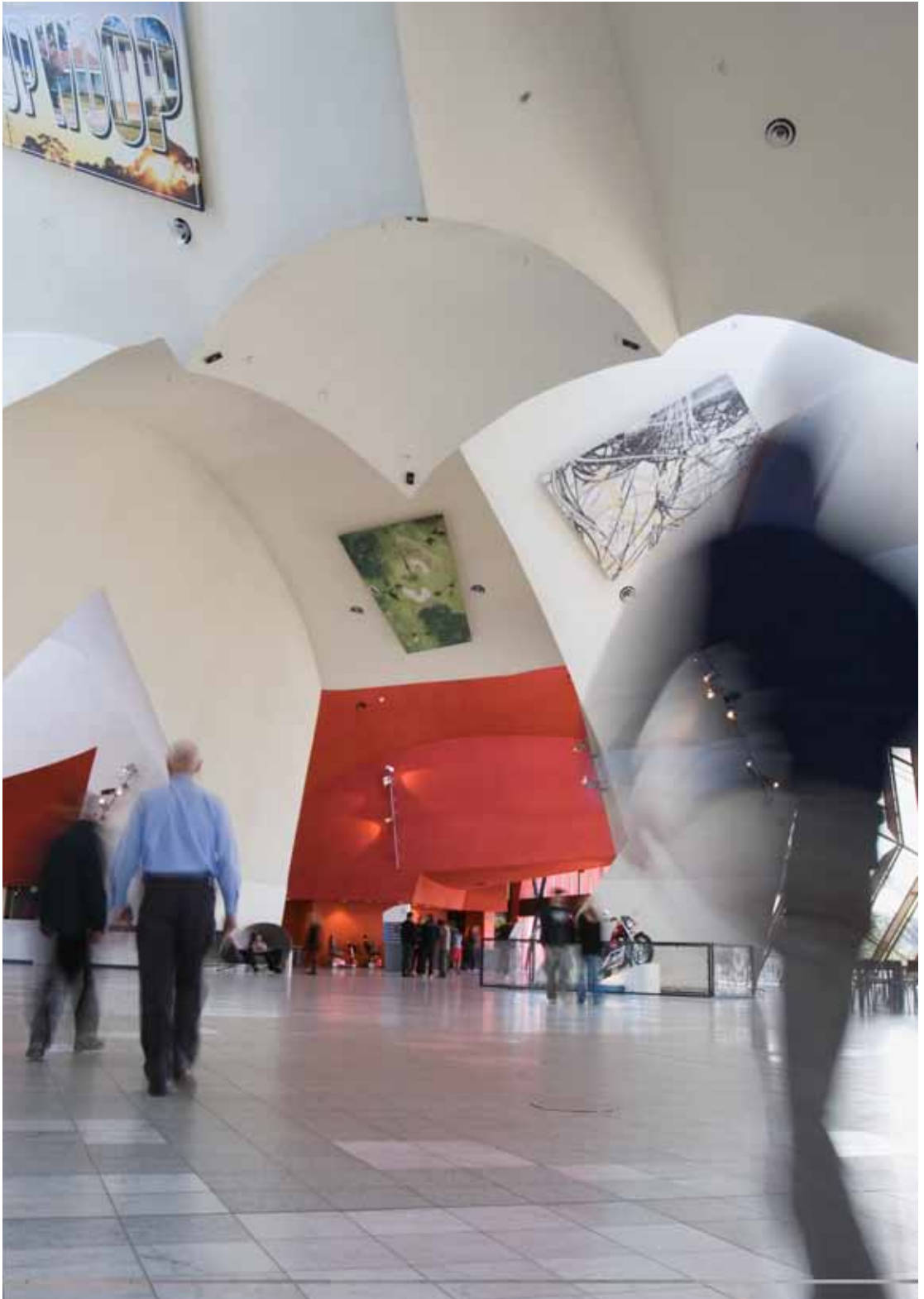
Engaging national audiences continued to be a priority this year with 10 exhibitions travelling to a total of 31 venues across the country. We entered into a significant partnership with FORM, an independent cultural organisation based in Western Australia, to develop a major travelling exhibition on Indigenous and non-Indigenous interpretations of the Canning Stock Route.

The international tour of *Utopia: The Genius of Emily Kame Kngwarreye* to Japan concluded at Tokyo's National Art Center at the end of July, having appeared at the National Museum of Art in Osaka in the previous financial year. Following this success, additional resources were allocated to extend our international exhibition profile through partnerships with other producers of world-class touring exhibitions.

Our capacity to deliver a dynamic program of national travelling exhibitions will be increased through access to the new National Cultural Institutions Touring and Outreach Program, announced in the 2009–10 Budget. Outreach via the Museum's website was increased with the addition of collection information, 69 audio-on-demand programs and 100 online learning resources.

COLLECTION DEVELOPMENT AND STORAGE

The Museum spent a total of \$3.851 million on acquisitions for the National Historical Collection this year, including \$1.1 million from a special acquisitions fund provided by the Australian Government. Significant acquisitions included a major collection of convict tokens dating from the eighteenth and nineteenth centuries; 113 artworks known as the Canning Stock Route collection;



The Hall is a vibrant meeting place for visitors to the National Museum of Australia.



Exterior, National Museum of Australia.

a handwritten illuminated address on paper to the Victorian Premier, Sir Graham Berry, signed and marked by Aboriginal leader William Barak and 15 other residents of Coranderrk, Victoria; and a painting of Queen Elizabeth II, by Australian artist Sir William Dargie, completed in the year of her first visit to Australia in 1954.

Storage of our collection remains a major concern and in the announcement of the 2009–10 Budget the Museum received approval to progress the development of a business case for three collection storage options. This work is being funded from within our own budget, and project planning commenced in June 2009. The business case and options are expected to be considered in the context of future budgets.

RESEARCH AND SCHOLARSHIP

The Museum's research program, which focused on collections, exhibitions and audiences, continued to build momentum. Staff in the Centre for Historical Research worked on research projects devoted to environmental history, the material culture of Australia and Indigenous studies. The Museum's symposium on collections, held in March, has become a significant annual event for the academic and museum community. The publication of our well-regarded e-journal *reCollections*, and the participation of staff in forums and conferences around the world, further enhanced our international research profile.

PEOPLE AND CULTURE

In October 2008 we entered the first year of a new three-year agreement with our staff and relevant unions governing salary and conditions. This agreement ensures the Museum continues to be a highly attractive employer, which was demonstrated by high numbers of applications for positions throughout the year. The staff turnover rate has decreased from 19 per cent in 2007–08 to 11.2 per cent this year. Indigenous employees make up 4.6 per cent of our workforce, well above the public service average of 2 per cent.

CHALLENGES AHEAD

Our primary concern remains the limitations of the exhibition space available to us. While we recognise that it is possible to exhibit only a small percentage of the Museum's collection at any one time, we are nonetheless aware that our available exhibition area is small by Australian, let alone world, museum standards. Our capacity to achieve international standing will depend upon significant increase in exhibition space.

The Museum's Council endorsed a Property Plan in July 2008 that outlined how spaces within the existing Museum footprint could be reconfigured to maximise space for exhibition galleries. The Museum is seeking approval to use its funds to extend its current administration wing to provide accommodation for staff currently occupying potential exhibition space.

LEADERSHIP AND GOVERNANCE

I acknowledge the government's support for the Museum and thank the outgoing Chair of Council, the Hon Tony Staley AO, who provided strong leadership from September 1999 to October 2008. I also thank longstanding Council members Mr Benjamin Chow AO and Mr Christopher Pearson, who departed during the year. I welcome the new Chair, Mr Daniel Gilbert AM, whose appointment commenced in March 2009, and I would also like to welcome new Council members Dr Barbara Piscitelli AM, Mr John Morse AM and Professor Andrea Hull AO. We will introduce a revised reporting framework this year, with new performance criteria.

I am pleased to report that, although the Museum had budgeted for an operating loss, the 2008–09 year ended with a small operating surplus, primarily due to higher than expected returns from investments and retail operations.

Finally, the Museum's achievements reflect the continuing dedication of our people, the commitment of the Friends of the National Museum of Australia and our many volunteers who give up their time to assist us. I also wish to thank and congratulate every staff member for their commitment and contributions this year.

Craddock Morton
August 2009



(CLOCKWISE FROM LEFT) Director Craddock Morton; Senior Curator Margo Neale; the Hon Peter Garrett AM MP, Minister for the Environment, Heritage and the Arts; and Mr Hideki Hayashida, Director of the National Art Center, Tokyo, at the opening of *Utopia: The Genius of Emily Kame Ngwarreye*.

The year at a glance

Highlights of the year

August 2008 Emily exhibition opens.

After its successful tour in Japan, the Museum brought *Utopia: The Genius of Emily Kame Ngwarreye* to Canberra for display to a national audience. This exhibition told the story of one of Australia's greatest contemporary artists, and was opened by The Hon Peter Garrett AM MP, Minister for the Environment, Heritage and the Arts.

November 2008 Workplace Agreement strongly supported.

Highlights of the Museum's new Workplace Agreement included a provision for individual employees to negotiate pay and conditions enhancements, an increase in maternity leave entitlements and measures to encourage employment and retention of Aboriginal and Torres Strait Islander peoples.

December 2008 Celebrating the 200th anniversary of Charles Darwin's birth.

The Hon Dr Barry Jones AO officially opened *Darwin* on 9 December 2008. The exhibition offered visitors a unique glimpse into Darwin's intellectual and personal life.

December 2008 Minister awards student prizes at the Museum.

The Hon Peter Garrett AM MP, Minister for the Environment, Heritage and the Arts, presented awards to student cartoonists at a ceremony held at the Museum. 'Drawing the lines', a national cartooning competition for Australian schools, attracted almost 700 entries from primary and secondary students.

January 2009 Australian Journeys opens.

The Museum officially opened the Australian Journeys gallery, the first permanent gallery to be redeveloped since opening in 2001. The gallery explores the passages of people to, from and across Australia and traces the ways in which migrants and travellers have made homes in Australia and overseas, and have built and maintained connections between here and abroad.

February 2009 Barak address illuminates the past. William Barak's illuminated address was acquired



Tapu Country, 2008, by Jukuna Mona Chuguna, from the Museum's Canning Stock Route collection.

for the National Historical Collection. The address is a material reminder of the complexity of nineteenth-century race relations, and of William Barak himself.

March 2009 A new Chair of the Museum's Council.

Daniel Gilbert AM was appointed as the new Chair of the Museum's Council. Mr Gilbert has a broad background as the managing partner of the law firm Gilbert+Tobin and a range of public company and not-for-profit directorships. He has a long involvement with social justice and Indigenous issues, and the arts.

March 2009 Acquisition of Canning Stock Route collection.

This collection is the first significant attempt to document the Aboriginal experience of the Canning Stock Route. General Manager Mathew Trinca said, 'The Museum regards the collection as one of truly national significance, providing a unique archive of Indigenous social and cultural histories. It is an important addition to the nation's heritage and history collections'.

May 2009 Approval to go ahead with planning for collection storage.

The Museum received approval to progress the development of a business case for three collection storage options in the 2009–10 Budget.

June 2009 Record numbers visit the website.

Visits to the Museum's website continued to increase exponentially, growing from 1,521,926 last year to 2,533,138 this year.

June 2009 The Museum wins gold.

The Museum won a gold award in the Australasian Reporting Awards (ARA) for its 2007–08 annual report. According to ARA judges, 'Outstanding features of the Museum's report include the comparisons of measured performance with the targets, and design features that enhance communication'. The Museum's report was selected from over 450 entries and was appraised by 14 judges.

June 2009 Seattle Art Museum returns secret/sacred object to Australia.

For the first time an American cultural institution initiated the return of a secret/sacred object to an Australian cultural institution. Director Craddock Morton said, 'The Seattle Art Museum has shown great responsibility, as well as compassion and respect for Aboriginal culture, in deciding to repatriate this object. It is to be commended for its initiative and leadership'.



Curator Laura Breen at the media event of the handover of William Dargie's portrait of Her Majesty Queen Elizabeth II.

Performance summary

The National Museum of Australia is a statutory authority within the Environment, Water, Heritage and the Arts portfolio. The Australian Government funds the Museum to achieve an agreed outcome through a series of outputs and associated performance indicators, as specified in the annual Portfolio Budget Statement (PBS). The Museum's outcome is to ensure that:

Australians have access to the National Museum's collections and public programs to encourage awareness and understanding of Australia's history and culture.

(National Museum of Australia, Portfolio Budget Statement, 2008–09)

Financial summary

The price of outputs was \$47.775 million (anticipated \$45.471 million). Departmental appropriations were \$40.275 million (anticipated \$40.275 million) and revenue from other sources was \$7.504 million (anticipated \$5.196 million).

The Museum's financial statements disclose an operating surplus of \$0.004 million compared with the 2007–08 operating surplus of \$0.171 million. The Museum also received an equity injection of \$1.089 million in 2008–09, which related to the implementation of the Review of Exhibitions and Public Programs 2003.

The revenue from non-government sources increased by \$0.118 million this year. The increase was the result of increased retail sales. Donated assets for 2008–09 were valued at \$0.141 million.



Young visitors intrigued by an exhibit at the opening of the *Darwin* exhibition.

Total expenses decreased by \$0.204 million. The balance sheet discloses an increase in the Museum's net assets to \$391 million. In 2008–09 there was an increase in the asset revaluation reserve following an independent valuation of land, buildings, infrastructure, plant and equipment (\$3.4 million) and heritage cultural assets (not revalued).

Cash as at 30 June 2009 totalled \$1.5 million (30 June 2008: \$1.3 million) and investments totalled \$47.2 million (30 June 2008: \$46.5 million).

Net cash received from operating activities increased by \$3.8 million in 2008–09.

Output summary

The extent to which awareness and understanding of Australia's history and culture is increased

The target of 75 per cent for the proportion of visitors and users who indicated the Museum's exhibitions and public programs contributed to a new or different awareness or perspective on Australia's history or culture was reached (75 per cent achieved).

Output Group 1.1: Collection development and management

The price of Output 1.1 was \$8.201 million (anticipated \$10.069 million) Departmental appropriations were \$9.666 million (anticipated \$10.069 million).

Quality

The target of 100 per cent for the proportion of acquisitions acquired in accordance with the Collection Development Framework was achieved. The estimate for the percentage (75 per cent) of the National Historical Collection being packed or stored at, or above, appropriate museum standards was achieved.



Visitors enjoy the Rolf Harris exhibit at the official opening of the Australian Journeys gallery in January 2009.

Quantity

The Museum acquired 88 collections as part of the National Historical Collection. The number of conservation treatments completed was 2138, against an estimate of 1000 treatments. Against the anticipation that documentation for 7500 collection items would be made available on the Museum's website, 10,742 were made accessible.

Output Group 1.2: National exhibitions, programs and services

The price of Output 1.2 was \$39.574 million (anticipated \$35.402 million). Departmental appropriations were \$30.609 million (anticipated \$30.206 million) and revenue from other sources was \$6.458 million (anticipated \$5.196 million).

Quality

Visitor satisfaction (95 per cent) exceeded the

target (85 per cent), and the satisfaction of schools with the Museum's schools programs meeting core curriculum requirements (99 per cent) also substantially exceeded the target (80 per cent). The target of 75 per cent for the proportion of visitors and users who indicated the Museum's exhibitions and public programs contributed to a new or different awareness or perspective on Australia's history or culture was reached (75 per cent achieved).

Quantity

The target of 2,300,000 for the number of visitors or users of Museum exhibitions and programs (including web) was substantially exceeded with a total of 3,474,499 (941,361 visitors or users and 2,533,138 web visitors).*

* The target for 2008–09 as recorded in the Portfolio Budget Statement was erroneously noted as 1,150,000.

Achievement of strategic and business priorities

Strategic and business priorities: Summary of activities and achievements, 2008–09

1. Key strategic priority: Enhance exhibitions, programs and services

The National Museum of Australia strives to ensure that Australians have access to its collections and programs and to encourage awareness and understanding of Australian history and culture. The Museum will achieve this by developing and delivering exhibitions and activities that are audience-focused, object-centred and rich in content.

BUSINESS PRIORITIES FOR 2008–09	REPORTS
1.1 Deliver the new Australian Journeys gallery	The refurbishment of the gallery was completed in July 2008, followed by five months of exhibition and object installation. The gallery was officially opened in January 2009. <i>See pages 44–5.</i>
1.2 Continue development of the new Creating a Country gallery	Significant progress in the development of this new permanent gallery included: <ul style="list-style-type: none"> • finalisation of the storyline and content • commencement of the exhibition design. <i>See pages 42–3.</i>
1.3 Develop and deliver a temporary gallery program	The temporary exhibitions program promotes knowledge of Australian history and provides access to Museum collections throughout the country. This year the Museum delivered: <ul style="list-style-type: none"> • three major exhibitions in the temporary gallery space: <i>Utopia: The Genius of Emily Kame Ngwarreye</i>, <i>Darwin</i> and <i>Voyages of the Pacific Ancestors: Vaka Moana</i> • five exhibitions in the Nation Focus Gallery and First Australians Focus Gallery: <i>A Different Time: The Expedition Photographs of Herbert Basedow 1903–1928</i>; <i>Recoil: Change and Exchange in Coiled Fibre Art</i>; <i>Selling an American Dream: Australia's Greek Café</i>; <i>Behind the Lines: The Year's Best Cartoons 2008</i>; <i>We Came as Workers, We Stayed as Citizens: Celebrating More than 40 Years of Turkish Migration to Australia</i> • Work also continued on planning to host the major international exhibition <i>Water: H₂O=Life</i>, content and design development for an exhibition based on the Canning Stock Route collection and preparation of a Memorandum of Understanding with the British Museum to develop an exhibition based on its Australian Indigenous collections. <i>See pages 45–50.</i>
1.4 Plan and develop increased exhibition space	The Museum continued further detailed planning to extend the administration wing to accommodate staff currently located in back-of-house areas behind the permanent galleries. It is anticipated that should funding become available, the administration wing will be complete by mid-2012 and the conversion of the back-of-house area into gallery space will commence post-2012. The Museum commenced planning to convert the Studio facility into a new temporary exhibition gallery. The Museum anticipates that the new gallery will be completed by September 2010. <i>See page 101.</i>

2. Key strategic priority: Develop the National Historical Collection and improve collections storage

The National Museum of Australia is mandated to develop and maintain a national collection of historical material. The Museum will continue to develop its acquisitions program, maintain its collections to the highest possible standards and improve its collections storage.

BUSINESS PRIORITIES FOR 2008–09	REPORTS
<p>2.1 Develop the collection through key acquisitions and targeted collecting projects</p>	<p>The Museum's Council approved 88 significant collections for inclusion in the National Historical Collection. All were acquired in accordance with the Collection Development Framework as set out in the PBS performance indicator. Targeted collecting projects supported gallery development and future exhibitions. A series of operating procedures concerning collection assessment and documentation were reviewed, and improved procedures were implemented.</p> <p><i>See pages 31–4, 141–5.</i></p>
<p>2.2 Develop storage and management plans that ensure the long-term preservation and sustainability of Museum collections</p>	<p>The Museum undertook a survey of Canberra's climatic conditions over the past 100 years to provide critical data for the design specifications of a dedicated storage facility for the National Historical Collection. The Museum also engaged a conservation architect to provide advice on design specifications for an environmental passive facility and undertook a site evaluation report on possible sites for a dedicated collection storage facility.</p> <p><i>See page 41.</i></p> <p>The Museum implemented its conservation work plan, and exceeded PBS performance indicators, with 2138 objects treated for all purposes by conservators.</p> <p><i>See pages 37–9.</i></p>
<p>2.3 Increase the quantity, quality and accessibility of collection information</p>	<p>Collection information was increased as follows:</p> <ul style="list-style-type: none"> • 3566 objects were accessioned • 12,863 object records were added to the collections database • approximately 10,742 object records were digitised and uploaded to the Museum's website. <p><i>See pages 35–7.</i></p>

3. Key strategic priority: Strengthen research and scholarship

The National Museum of Australia aims to be a centre of excellence for research and scholarship, and to contribute to the body of knowledge about Australian history and culture. The Museum will significantly develop its research and scholarship activity over the coming years.

BUSINESS PRIORITIES FOR 2008–09	REPORTS
<p>3.1 Establish the Centre for Historical Research and implement a program of research, conferences and publications</p>	<p>Research and scholarship continued to be fundamental to Museum activities. Highlights included:</p> <ul style="list-style-type: none"> • publication of two issues of the scholarly e-journal <i>reCollections</i> • hosting conferences including Using Lives, the annual Collections Symposium and Violent Ends: The Arts of Environmental Anxiety • publication of <i>Rugged Beyond Imagination: Stories from an Australian Mountain Region</i>, the first book from the Centre for Historical Research to be published by National Museum of Australia Press • publication of <i>Boom and Bust: Bird Stories for a Dry Country</i> and <i>Captain Cook Was Here</i>, and over 70 articles and conference papers. <p>See pages 62–5.</p>
<p>3.2 Integrate the operations of the Centre for Historical Research into existing Museum research in history, museum studies and material culture</p>	<p>The Centre for Historical Research:</p> <ul style="list-style-type: none"> • cooperated with colleagues to present talks and conferences such as the annual Collections Symposium held in March 2009 • developed a program of talks based on the research of visiting fellows and associates. <p>See pages 64–5.</p>
<p>3.3 Continue a program of research in history, museum studies and material culture</p>	<p>A diverse range of research projects informed exhibitions, audience development and website content and included:</p> <ul style="list-style-type: none"> • the <i>Collaborating for Indigenous Rights 1957–1973</i> website, developed as a result of an Australian Research Council funded project led by Monash University • evaluation of the recently opened Australian Journeys gallery. <p>Research was also undertaken on the ‘Material histories’ program, the impact of bushfire on a small Victorian town, the history of repatriation, and economic and ecological exchanges in the Pacific.</p>
<p>3.4 Establish partnerships with academic and institutional partners</p>	<p>Partnerships continued with:</p> <ul style="list-style-type: none"> • Australian universities such as The Australian National University, the University of Melbourne, Curtin University and the University of Canberra • the Menzies Centre for Australian Studies and the Royal Society, both in London. <p>See page 64.</p>

4. Key strategic priority: Enhance national and international profile

The National Museum of Australia's vision is to be a recognised world-class museum. The Museum will continue to develop as a national institution of international standing through leadership in museum practice, by fostering partnerships and delivering effective, engaging outreach programs.

BUSINESS PRIORITIES FOR 2008–09	REPORTS
<p>4.1 Build relationships and collaborations with the museum sector in Australia and internationally</p>	<p>Relationships and collaborations were established or continued during the year with:</p> <ul style="list-style-type: none"> • the British Museum, London (Indigenous collections) • American Museum of Natural History, New York (<i>Darwin and Water: H₂O=Life</i> exhibitions) • Australian Museum, Sydney (venue for <i>Papunya Painting: Out of the Desert</i> exhibition) • Museum and Art Gallery of the Northern Territory, Darwin (forthcoming <i>Yalangbara</i> exhibition) • Auckland War Memorial Museum (<i>Voyages of the Pacific Ancestors: Vaka Moana</i> exhibition) • Tasmanian Museum and Art Gallery (forthcoming <i>Tayenebe</i> exhibition) • Papua New Guinea National Museum and Art Gallery (forthcoming exhibition highlighting the contemporary art and culture of Papua New Guinea). <p>Negotiations commenced with Australian museums in relation to touring the Canning Stock Route exhibition (due to open at the National Museum in July 2010).</p>
<p>4.2 Deliver travelling exhibitions and other outreach programs</p>	<p>High-quality outreach programs delivered included:</p> <ul style="list-style-type: none"> • 10 exhibitions, which travelled to 31 venues in five states across Australia, including nine metropolitan and 17 regional centres, and five rural locations, attracting more than 344,500 visitors • one international exhibition, <i>Utopia: The Genius of Emily Kame Kngwarreye</i>, which was held at Tokyo's National Art Center • significant new online content including exhibitions, audio-on-demand and interactive programs. <p>See pages 51–62.</p>
<p>4.3 Continue development of rich web content to extend access to the Museum's National Historical Collection and programs, exhibitions, education and research activities</p>	<p>Improvements to and new content made available on the Museum's website in 2008–09 included:</p> <ul style="list-style-type: none"> • revisions of and enhancements to the collection highlights pages • online features focusing on the new Australian Journeys gallery, and the Museum's temporary exhibitions • programs made available as audio-on-demand increasing to more than 80 • substantially improved access to the Museum's collection database • 100 new online learning resources, in partnership with the Learning Federation. <p>See pages 62.</p>
<p>4.4 Engage with key Australian Government cultural, educational and equity initiatives</p>	<p>Highlights of the Museum's engagement with key cultural, educational and equity initiatives included:</p> <ul style="list-style-type: none"> • contribution to the development of the Commonwealth Government's national curriculum initiative <p>See page 54.</p> <ul style="list-style-type: none"> • continued employment of three people under the Indigenous Cadet Program <p>See pages 90, 93.</p>

5. Key strategic priority: Develop staff, business practices and infrastructure

The National Museum of Australia will continue to review the way business is conducted. The Museum will operate in a way that utilises better practices and provides an environment to assist staff to undertake their work.

BUSINESS PRIORITIES FOR 2008–09	REPORTS
5.1 Develop staff accommodation plan	A staff accommodation planning exercise was completed to review current staff accommodation pressures, provide baseline data and analyse future accommodation planning options. A cost report for the recommended options was also developed. <i>See page 100–01.</i>
5.2 Support workforce diversity and skill retention	The Museum continued to implement the Workplace Diversity Plan with a focus on recruitment and retention of Indigenous staff. Along with a comprehensive induction program, corporate training concentrated on building capabilities in cultural awareness, leadership, teamwork and communication skills. <i>See page 93.</i>
5.3 Implement the new Workplace Agreement	The new Workplace Agreement, which was strongly supported by staff, commenced in November 2008. Highlights included: <ul style="list-style-type: none"> • a competitive but not excessive pay outcome • provision for individual employees to negotiate pay and conditions enhancements through Individual Flexibility Agreements • an increase in maternity leave entitlement by one week, to 14 weeks • provisions to better manage excess leave accrued by employees • measures to encourage employment and retention of Aboriginal and Torres Strait Islander peoples. <i>See pages 88–90.</i>