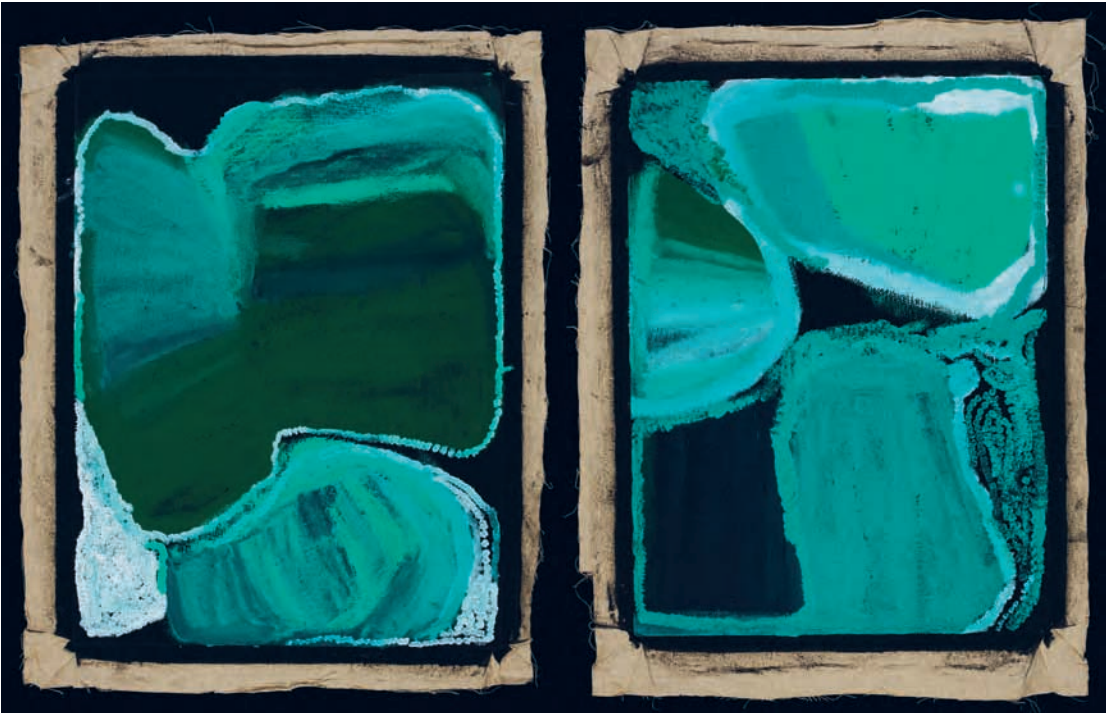


An abstract artwork featuring a dark, textured background. Overlaid on this are several large, irregular shapes in various shades of teal and light blue. The shapes have a grainy, painterly texture. A prominent shape on the left is a large, curved, teardrop-like form. Another large shape is in the upper right, and a third is in the lower right, which has a more intricate, cellular or crystalline pattern. The overall effect is layered and organic.

National Museum of Australia
09–10 Annual Report

**National Museum
of Australia 09–10
Annual Report and
Audited Financial
Statements**

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Cover: Yulparija artist Jan Billycan's 2008 paintings, *Kiriwirri*, from the Museum's Canning Stock Route collection.

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Produced by the National Museum of Australia,
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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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**National Museum
of Australia 09–10
Annual Report and
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Statements**



Australian Government

**Department of the Environment,
Water, Heritage and the Arts**





The Museum's Discovery Space in the main Hall is a popular venue for children's programs.



The Hon Simon Crean MP

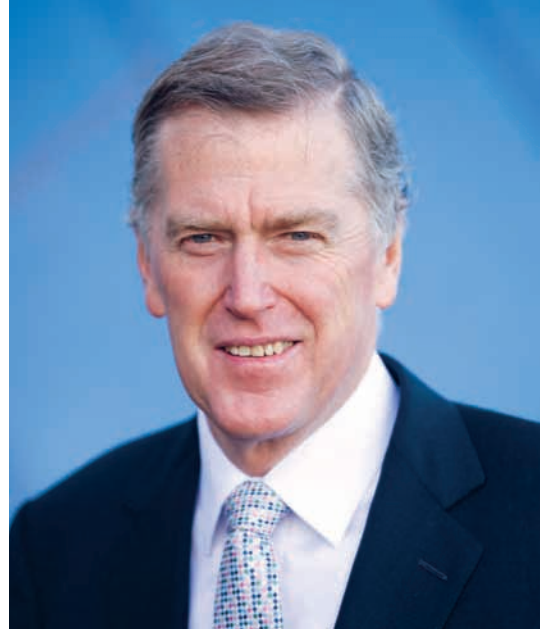
Chair's letter of transmittal

The Hon Simon Crean MP
Minister for 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 2010. 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 saw a change of Director with Craddock Morton, Director since 2004, retiring on 26 March 2010. I take this opportunity to recognise and thank him for his contribution. Andrew Sayers, previously Director of the National Portrait Gallery, joined the Museum on 1 June 2010 and I look forward to working with him as the Museum moves into the next stage of its development. In March 2011 the Museum celebrates the 10th anniversary of its opening on Acton Peninsula. I will be taking that opportunity to



Daniel Gilbert AM

outline a forward plan for the Museum built on its present and past success.

The terms of longstanding Council members, Ms Sally Anne Hasluck, Dr John Fleming and Dr John Hirst, ended during the year. I welcome new Council members Mr Nicholas Davie, Professor Raelene Frances, Mr David Jones and Mr Peter Yu and acknowledge the support of all Council members in ensuring the highest levels of governance for the Museum. The Museum has achieved the outcomes set for it by government for 2009–10, and there have been no significant developments since the end of the financial year.

Council looks forward to working with you and acknowledges the support of the Minister for the Environment, Heritage and the Arts, Hon Peter Garrett AM MP, through 2009–10.

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
September 2010

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Part one:
Executive
summary

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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.

School children from Craighburn Primary School taking in the Garden of Australian Dreams during a visit to the Museum.



The opening of the Barks, Birds & Billabongs symposium.

Director's review of operations

My term as Director of the National Museum commenced towards the end of the financial year (1 June 2010), when many of the Museum's strategic and business priorities for the year were in the final stages of delivery.

Earlier in the financial year, the Museum's internal planning and reporting framework was restructured to incorporate four performance streams: collection and stewardship, audience and access, environmental impact, and organisational health and culture. The Museum has performed well against internal measures and indicators set within these streams.

In reviewing the year, a number of achievements stand out. The government agreed that the Museum's reserves could be used to fund the extension of the administration wing, which will free up an estimated 650 square metres in the main building for public use. The Museum's website continued to build visitation beyond expectations and a record number of students participated in school programs at Acton. Relationships and partnerships with key organisations were deepened: for example, a Memorandum of Understanding was developed with our neighbour on the Acton Peninsula, the Australian Institute for Aboriginal and Torres Strait Islander Studies.

I am proud of the extent to which Indigenous people and culture were a focus of Museum activities during the year including the travelling exhibition *From Little Things Big Things Grow* and the international symposium, *Barks, Birds & Billabongs: Exploring the legacy of the 1948 American–Australian Scientific Expedition to Arnhem Land*. The Museum also produced *First Australians: Plenty Stories*, a major curriculum resource for primary school students and completed significant work on *Yiwarra Kujju: The Canning Stock Route* (exhibition opening 29 July 2010).

At the international level, the Museum took the exhibition *Papunya Painting: Out of the Australian Desert* to the National Art Museum of China in Beijing, as a flagship program of the Australian Government's *Imagine Australia: Year of Australian Culture in China*.

I am pleased to report that the Museum's budget outcome was as predicted. The Museum's commitment to accountability is exemplary. I would like to take this opportunity to acknowledge that the substantial organisational results of 2009–10 are attributable to the leadership of the previous Director, Craddock Morton, who retired on 26 March 2010.



Director Andrew Sayers AM

There are challenges ahead for the National Museum and I will be devoting significant energy to them over the coming year. The challenges as I see them are to be relevant, to engage as fully as possible with all parts of the Australian community, to maximise the opportunities offered by a national curriculum and to find solutions for some of the Museum's infrastructure needs.

I have been impressed with the dedication and commitment of Museum staff and look forward to working with them to celebrate the 10th anniversary of the opening of the Museum in March 2011. The celebrations will see the announcement of major new plans for the Museum over the next 10 years including the redevelopment of the Acton Peninsula site, the refurbishment of galleries and public spaces and a dynamic schedule of exhibitions and programs.

Finally, the Friends of the National Museum of Australia, our many volunteers and our partners have added significantly to our success. I also wish to thank and congratulate every staff member for their commitment and contributions this year.

Andrew Sayers AM
August 2010



The year at a glance

Key moments

August

• Memorandum of Understanding signed with Neil MacGregor, Director of the British Museum, to collaboratively develop a major exhibition on the Australian Indigenous collections held in the British Museum (1).

September

• Film and television director Rachel Perkins opens *From Little Things Big Things Grow: Fighting for Indigenous Rights 1920–1970*, an exhibition reflecting the struggle for Indigenous equality and legal recognition (2).

November

• Representatives from the Museum attend National Museums in a Transnational Age: A Conversation between Historians and Museum Professionals, an international conference held in Prato, Italy, organised jointly by the Museum, the Smithsonian Institution, Monash University and the University of Technology, Sydney.

• An international symposium, *Barks, Birds & Billabongs: Exploring the Legacy of the 1948 American–Australian Scientific Expedition to Arnhem Land*, was opened by the Governor-General Quentin Bryce AC (3).

December

• United States Ambassador to Australia, Jeffrey L Bleich, visits the exhibition *Water: H₂O=Life*, and confirms the importance of Australian–American cultural exchange (4).



March

- Prime Minister Kevin Rudd announces an exhibition on the Irish presence in Australia that will open 17 March 2011.
- The Director visits the National Art Museum of China to progress discussions about an exchange of exhibitions supported by the Department of Foreign Affairs and Trade.
- Museum Council and Friends farewell retiring Director, Craddock Morton (5).

April

- Launch of *First Australians: Plenty Stories*, a unique curriculum resource for primary schools on the histories, cultures and identities of Aboriginal and Torres Strait Islander peoples (6). The series was written by senior Indigenous Education Officer, Trish Albert.

May

- The Museum's 2008–09 annual report wins a gold award in the Australasian Reporting Awards and wins gold for its online report in the Institute of Public Administration of Australia (ACT) awards (7).

June

- The Governor-General, Quentin Bryce AC, and the Museum's new Director, Andrew Sayers AM, officiate at the opening of *Papunya Painting: Out of the Australian Desert* at the National Art Museum of China, Beijing (8). The Museum's first website in a language other than English goes live to support the exhibition.

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 performance indicators, as specified in the annual Portfolio Budget Statements (PBS). The Museum's outcome is to ensure:

Increased awareness and understanding of Australia's history and culture by managing the National Museum's collections and providing access through public programs and exhibitions.

(National Museum of Australia, Portfolio Budget Statements, 2009–10)

Financial summary

Total revenue for 2009–10 was \$47344 million (anticipated \$44,548 million). Revenue from government was \$40.182 million and revenue from other sources was \$7.162 million (anticipated \$4,366 million).

The Museum's financial statements disclose an operating deficit of \$2.246 million compared with the 2008–09 operating surplus of \$0.004 million. The Museum received approval from the Minister for Finance and Deregulation to incur an operating loss in 2009–10. The Museum also received an equity injection of \$1.863 million in 2009–10 to fund National Historical Collection acquisitions.

Revenue from non-government sources decreased by \$0.342 million this year. The decrease was the result of decreased retail sales and decreased interest earnings. Donated assets for 2009–10 were valued at \$0.538 million.

Total expenses increased by \$1.815 million. The balance sheet discloses an increase in the Museum's net assets to \$6.317 million. In 2009–10 there was an increase in the asset revaluation reserve following an independent valuation of land and buildings (\$0.015 million) and heritage and cultural assets (\$6.685 million).

Cash as at 30 June 2010 totalled \$2.246 million (30 June 2009: \$1.488 million) and investments totalled \$45,777 million (30 June 2009: \$47,208 million).

Financial summary 2009–10, measured against PBS

Budgeted outcome: \$44.378m	Actual outcome: \$49.590m
Departmental appropriations: \$40.182m	Actual appropriations: \$40.182m
Revenue from other sources: \$4.366m	Actual revenue from other sources: \$7.162m

Financial summary 2008–09, measured against PBS

Total price of outputs: \$45.471m	Actual price of outputs: \$47.775m
Departmental appropriations: \$40.275m	Actual appropriations: \$40.275m
Revenue from other sources: \$5.196m	Actual revenue from other sources: \$7.504m

Financial summary 2007–08, measured against PBS

Total price of outputs: \$48.759m	Actual price of outputs: \$47.979m
Departmental appropriations: \$40.952m	Actual appropriations: \$40.764m
Revenue from other sources: \$7.807m	Actual revenue from other sources: \$7.386m

Financial summary 2006–07, measured against PBS

Total price of outputs: \$44.431m	Actual price of outputs: \$47.081m
Departmental appropriations: \$40.026m	Actual appropriations: \$40.026m
Revenue from other sources: \$4.405m	Actual revenue from other sources: \$10.705m



A replica of George Augustine Taylor's 1909 biplane glider on display in the Hall.

Program summary

Quantitative and qualitative performance indicators were met or exceeded across the two programs within the Museum's one outcome:

Program 1.1 Collection development and management

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 81 per cent.

The Museum acquired 108 collections as part of the National Historical Collection. The number of conservation treatments completed was 1469, against an estimate of 1000 treatments. Against the anticipation that documentation for 7500 collection items would be made available on the Museum's website, 15,877 were made available.

Program 1.2 National exhibitions, programs and services

Visitor satisfaction with the Museum (94 per cent) exceeded the target (85 per cent) and 99 per cent of school visits met the core curriculum requirements (target 80 per cent).

The target of 3,270,000 for the number of visitors or users of the Museum's collections, exhibitions and programs (including web) was substantially exceeded with a total of 4,171,904 (880,030 visitors or users and 3,291,874 web visitors).

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).

Achievement of strategic and business priorities

Strategic priority 1: Enhance exhibitions, programs and services

BUSINESS PRIORITIES	REPORT
1.1 Complete Stage 1 of planning for Discovery Centre and K-Space redevelopment (Audience and access)*	Scheduling dependent on development of long-term capital plan.
1.2 Continue development of Landmarks: People and Places across Australia (Audience and access)*	Achieved The Landmarks gallery development project is on track, with the completion of the documented design for the gallery and the selection of a successful tenderer for the primary and secondary works. <i>See p. 32</i>
1.3 Develop and deliver a temporary gallery program (Audience and access)*	Achieved Exhibition development included: <ul style="list-style-type: none"> • content development for an exhibition on the experience of the Irish in Australia • content development for <i>Yalangbara</i> • design documentation for <i>Exploration and Endeavour: The Royal Society of London and the South Seas</i> • installation of <i>From Little Things Big Things Grow</i> • installation of <i>Tayenebe: Tasmanian Aboriginal Women's Fibre Work</i> • installation of <i>Water: H₂O=Life</i> • fabrication of <i>Yiwarra Kuju: The Canning Stock Route</i>. <i>See pp. 33–35</i>
1.4 Redevelop the broadcast studio into a temporary gallery space (Audience and access)*	Achieved The first exhibition, <i>Exploration and Endeavour: The Royal Society of London and the South Seas</i> , will be installed in September 2010.

Strategic priority 2: Develop the National Historical Collection and improve collections storage

BUSINESS PRIORITIES	REPORT
2.1 Develop the collection through key acquisitions and targeted collecting projects (Collection and stewardship)*	Achieved A total of \$1.869 m was invested in acquisitions for the National Historical Collection, and 108 significant collections were approved by Council. Targeted collecting projects included the Tasmanian Women's Basket collection and the 2009 Political Cartoons collection. <i>See pp. 24–26</i>
2.2 Develop storage and management plans that ensure the long-term preservation and sustainability of Museum collections (Collection and stewardship)*	Achieved Plans developed for projects included the Preventative Collections Preservation Program and Stage 1, Legacy Collections Project. <i>See p. 26</i>
2.3 Increase the quantity, quality and accessibility of collection information (Collection and stewardship)*	Achieved National Historical Collection items accessible via the Museum's website increased by 15,877 this reporting year compared to last year's 10,742. <i>See pp. 26–27</i>

Strategic priority 3: Strengthen research and scholarship capability

BUSINESS PRIORITIES	REPORT
3.1 Consolidate the Centre for Historical Research and continue a program of research, conferences and publications (Collection and stewardship)*	Achieved Programs included Barks, Birds & Billabongs symposium (November 2009) and Collections Symposium 2010: Caring for Collections (May 2010). <i>See pp. 45–46</i>
3.2 Integrate the operations of the Centre for Historical Research into existing Museum research in history, museums studies and material culture (Collection and stewardship)*	Achieved Integration continued through a range of products developed including publications, articles and talks. <i>See pp. 45–46</i>
3.3 Continue a program of research in history, museum studies and material culture (Collection and stewardship)*	Achieved Individual research programs completed as per research schedule. Workshop held with key historians to explore defining moments in Australian history (November 2009). <i>See pp. 45–46</i>
3.4 Establish research partnerships with academic and institutional partners (Collection and stewardship)*	Achieved Partnerships have been formed with The Australian National University, the Menzies Centre for Australian Studies in London and Curtin University’s Centre for Advanced Studies in Australia, Asia and the Pacific. One Australian Research Council Grant project was completed and three projects await approval to proceed. <i>See p. 46</i>

* Relevant performance stream as per revised Performance Management Framework.

Strategic priority 4: Enhance national and international profile

BUSINESS PRIORITIES	REPORT
<p>4.1 Build relationships and collaborations with the museum sector in Australia and internationally (Audience and access)*</p>	<p>Achieved Director travelled to Japan in February 2010 to progress discussions about exhibition exchange.</p> <p>Director officiated at the opening of the <i>Papunya Painting: Out of the Australian Desert</i> exhibition in Beijing in June 2010, building relationships with the National Art Museum of China and Chinese Government officials.</p> <p><i>See pp. 37–38</i></p> <p>The Museum jointly created the <i>Yalangbara</i> exhibition with the Museum and Art Galleries of the Northern Territory (MAGNT), which will be exhibited at both the Museum and MAGNT in December 2010.</p>
<p>4.2 Deliver travelling exhibitions and associated outreach programs (Audience and access)*</p>	<p>Achieved Outreach programs and travelling exhibitions included:</p> <ul style="list-style-type: none"> • <i>Papunya Paintings: Out of the Australian Desert</i> (an international exhibition supported by the Australian Government) • <i>Behind the Lines: The Year's Best Cartoons 2009</i> (tour ongoing) • <i>From Little Things Big Things Grow</i> (tour ongoing) • <i>Symbols of Australia</i> (tour ongoing) • the education program 'Snapshots' delivered in Queensland. <p><i>See pp. 37–44</i></p>
<p>4.3 Continue development of rich web content to extend access to the National Historical Collection and programs, exhibitions, research and activities and explore for online community engagement (Audience and access)*</p>	<p>Achieved 33 collection highlights published, including eight major features such as 'Bottles from the basin'</p> <p>Five programs completed, including 'Forgotten Australians' and 'Inside life in children's homes' (blog and community consultation). 108 audio-on-demand programs were made available including papers delivered at the Indigenous Participation in Australian Economies conference (25 programs).</p> <p><i>See p. 44</i></p>
<p>4.4 Engage with key Australian government cultural, educational and equity initiatives (Audience and access)*</p>	<p>Achieved The Museum provided advice on the development of the first four subjects for the Australian curriculum, including history, and supported the Parliament and Civics Education Rebate Program in the Australian Capital Territory.</p> <p><i>See p. 40</i></p> <p>The Museum was a major partner in the Community Heritage Grants Program funded by the Department of the Environment, Water, Heritage and the Arts.</p> <p><i>See p. 44</i></p>

Strategic priority 5: Develop staff, business practices and infrastructure

BUSINESS PRIORITIES	REPORT
5.1 Develop and implement the new Workplace Diversity Plan (Organisational health and culture)*	In progress Workplace Diversity Plan developed and implementation commenced. <i>See p. 71</i>
5.2 Design and build administration wing extension (Organisational health and culture)*	In progress Government approved use of Museum reserves to fund the administration wing extension.
5.3 Augment the Museum's information technology infrastructure to enable automated disaster recovery for key business systems (Organisational health and culture)*	Achieved New automated disaster recovery solution implemented. <i>See pp. 11, 79</i>
5.4 Develop and implement the Digital Asset Management Strategy (Collection and stewardship)*	In progress Procurement process completed with implementation to be completed in 2010–11. <i>See p. 30</i>

* Relevant performance stream as per revised Performance Management Framework.