

Part three:
**Accountability
and management**



Ed Warmington, a traveller from the United Kingdom, has his photograph taken for the Landmarks gallery as he waits for a train at Gunnedah, New South Wales.



Governance

The National Museum of Australia guides the delivery of its outputs through its corporate governance framework. This framework comprises the Museum’s enabling legislation and other legislative instruments, managerial and organisational structures, corporate policies and strategies, and resource management practices.

Legislation

The *National Museum of Australia Act 1980* defines the broad functions and activities of the Museum. This Act established the Museum as a Commonwealth statutory authority and, along with the *National Museum of Australia Regulations 2000*, defines the Museum’s role, functions and powers. (For the functions and powers of the Museum, see Appendix 2, p. 104).

The *Commonwealth Authorities and Companies Act 1997* provides a single set of core reporting, auditing and accountability requirements for directors of Commonwealth authorities. It also deals with other matters such as banking and investment and the conduct of officers, and states that directors are responsible for the preparation and content of the report of operations in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Orders 2008*. The *Public Service Act 1999* covers the powers of the Director of the National Museum of Australia in relation to the management of human resources.

The National Museum of Australia is a statutory authority within the Prime Minister and Cabinet portfolio.

Council and committees

The Council of the National Museum of Australia is responsible for the overall performance of the organisation, including setting the strategic direction and establishing goals for management. The Council works with executive management in developing, executing, monitoring and adjusting the appropriate strategies, and its members are appointed under Section 13(2) of the *National Museum of Australia Act 1980*.

This Act provides for a Council consisting of a Chair, the Director of the Museum and between seven and ten other members. All members are appointed by the Governor-General and, apart from the Director, are part-time appointees for terms of up to three years, although terms of appointment can be extended. The Director can hold office for a period not exceeding seven years.

The current membership of the Council provides a mix of skills and experience in the areas of history, law, education, the arts, museum management, tourism, Indigenous issues, business, and financial and strategic management. The Commonwealth Remuneration Tribunal determines remuneration for non-executive members. At 30 June 2011, the Council comprised the following non-executive members:

Mr Daniel Gilbert AM (Chair) has many years of experience as a commercial lawyer and company director. Since the mid-1970s, he has had extensive involvement with social justice issues through work with community legal centres and public organisations and the arts. In 1992 he established the Gilbert+Tobin Pro Bono practice, which has a strong emphasis on Indigenous issues.

Governance model



Accountability

- Parliament
- Government
- Minister
- Council
- Other stakeholders

Strategy

- Vision and mission
- Performance management framework
 - plans, policies and procedures
 - strategic and business plans
- Personal performance plans
- Organisational structure
- Risk management
- Committees
- Culture

Controls

- Legislation
- Delegations
- Values
- Codes of conduct
- Ethics
- Certified Agreement
- Staff circulars

Performance

- Internal conformance and reporting
- External conformance and reporting



The Council of the National Museum of Australia: (left to right) Nicholas Davie, Andrew Sayers AM, Raelene Frances, David Jones, Barbara Piscitelli AM, Andrea Hull AO, John Morse AM and Daniel Gilbert AM, Peter Yu (absent).

Mr Nicholas Davie is the Chief Executive Officer of Publicis Mojo. He is currently a member of the Board of Trustees of the Sport and Tourism Youth Foundation and a member of the Tourism Task Force. He is also Co-Chairman of the Bestest Foundation.

Professor Raelene Frances is the Dean of Arts and Professor of History at Monash University.

Professor Emeritus Andrea Hull AO has held senior roles at international, federal and state levels in cultural, heritage and education areas. She was Director and Dean of the Faculty of the Victorian College of the Arts at the University of Melbourne for 14 years, and is a member of the Council of Trustees of the National Gallery of Victoria.

Mr David Jones is Managing Director, CHAMP Private Equity. He is also a non-executive director of three organisations: Centric Wealth Limited, Global Sources Limited (NASDAQ) and the Beacon Foundation.

Mr John Morse AM is advisor on tourism and Indigenous tourism to the Director of Parks Australia. He is also the owner of John Morse Art, and Chair of the Mutitjulu Foundation. He worked for the Australian Tourist Commission for 20 years in Europe and Asia, and was Managing Director from 1997 to 2001, overseeing the development of Brand Australia and driving the highly successful

international campaign to encourage people to visit Australia during the 2000 Olympics.

Dr Barbara Piscitelli AM is a freelance consultant and researcher in education and the arts. Her research explores cultural policy and childhood, children's learning in museums, and early childhood visual arts education. Dr Piscitelli is a member of the Board of the Queensland Museum.

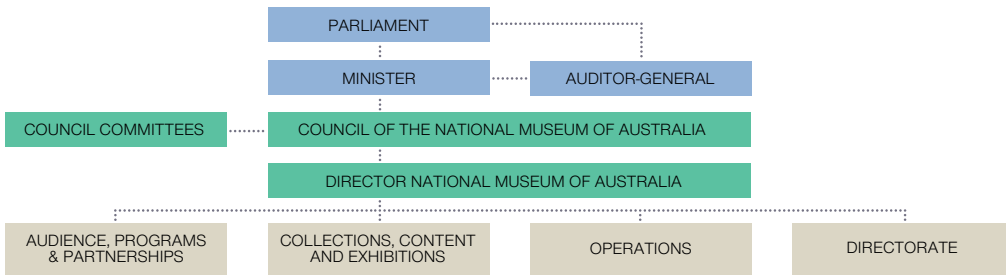
Mr Peter Yu is Chief Executive Officer of Nyamba Buru Yawuru Ltd located in Broome, Western Australia. He is also a member of the Australian Statistics Advisory Council.

The Council held six meetings during 2010–11. An executive officer from the Office of the Arts, the Department of the Prime Minister and Cabinet, attended the meetings as an observer.

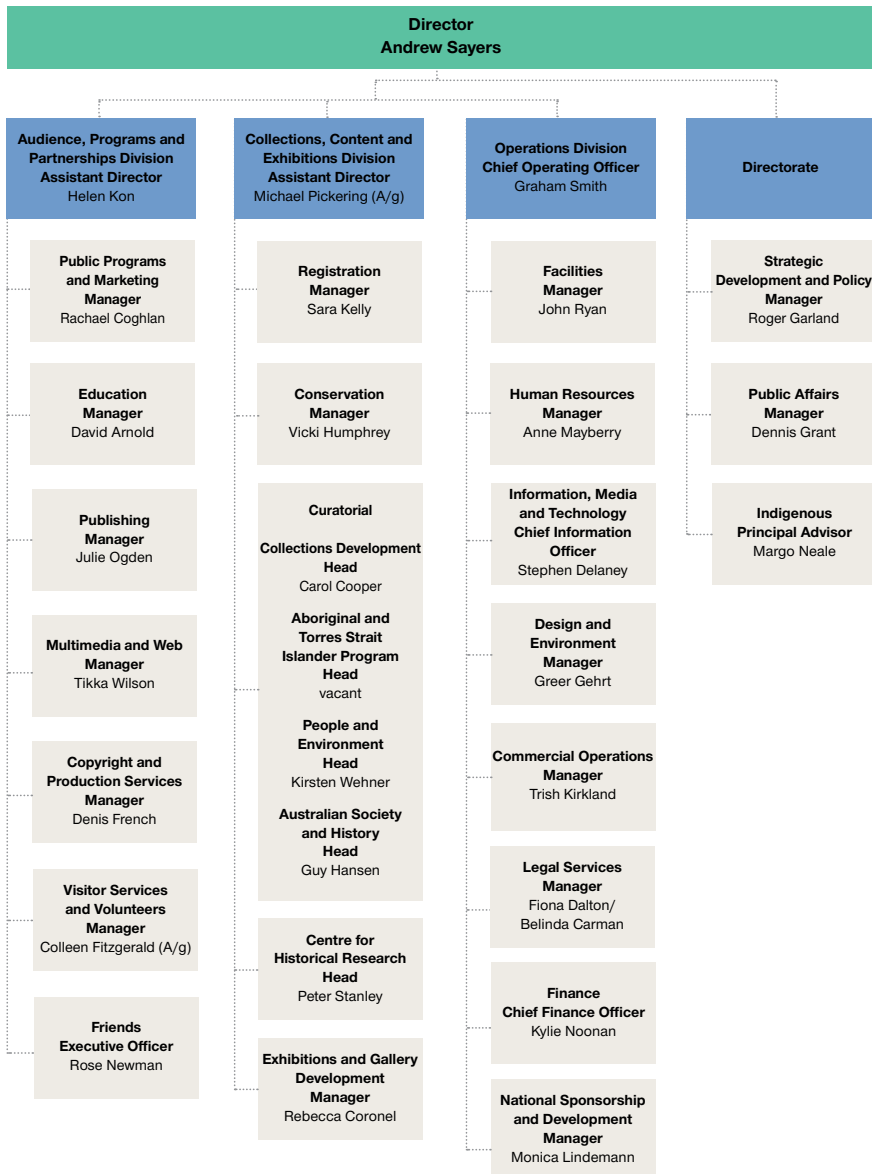
The Museum provides Council members with information on government changes to corporate governance responsibilities as it becomes available, including Australian National Audit Office documents and guidelines.

The Council has policy and procedures for the disclosure and resolution of any matter for its consideration that may result in a conflict of interest. Members are required to make the nature of that interest known at the commencement of a Council

Accountability chain as at 30 June 2011



National Museum of Australia organisation chart as at 30 June 2011





Director, Andrew Sayers AM



Assistant Director, Helen Kon

meeting, and details of such disclosures are recorded in the minutes of the meeting.

The Council has established an Audit, Finance and Risk Committee to assist in the execution of its responsibilities and an Indigenous Advisory Committee to advise on sensitivities and protocols relating to exhibitions and other matters. Details of Council meetings are listed in Appendix 1, p. 102.

Executive Management group

The Executive Management group, comprising the Director, two Assistant Directors, and a Chief Operating Officer, provides strategic and operational leadership to the Museum.

Andrew Sayers AM, Director

Andrew Sayers was Director of the National Portrait Gallery, Canberra, from 1998 to 2010. After graduating from the University of Sydney, he began his career at the Art Gallery of New South Wales before moving to Newcastle Region Art Gallery as Assistant Director. Before his appointment at the National Portrait Gallery he was Assistant Director (Collections) at the National Gallery of Australia. Andrew has been responsible for several exhibitions of Australian art, particularly in the areas of drawing and portraiture. He has written extensively and is the author of *Aboriginal Artists of the*

Nineteenth Century (Oxford University Press, 1994) and *Oxford History of Art: Australian Art* (Oxford University Press, 2001).

Louise Douglas, Assistant Director, Audience, Programs and Partnerships (until 8 April 2011)

Louise Douglas has had a successful career in cultural heritage management that spans more than 25 years, working at senior and executive management levels at the Powerhouse Museum and the National Museum of Australia. Louise has been active in Museums Australia for many years and was National Vice President from 1998 to 2000. She has been a member of the Canberra Museum and Gallery Advisory Committee since 1996 and is currently a member of the Fulbright Commission's Australian Capital Territory selection committee.

Helen Kon, Assistant Director, Audience, Programs and Partnerships (from 23 May 2011)

Helen Kon joined the Museum after working in senior management positions at the National Library of Australia and the State Library of New South Wales. She played a major role in many of the positive changes that have taken place in those institutions through the development of numerous community engagement



Assistant Director, Mathew Trinca

programs. Prior to working in the cultural sector Helen was Education Services Manager in marketing at the *Age* newspaper. She has also worked in state-wide curriculum consultancy roles and taught at secondary and tertiary levels. Her wider professional contributions have included membership and chairing of a number of national and state committees, boards and professional associations across the cultural and education sectors.

Mathew Trinca, Assistant Director, Collections, Content and Exhibitions

Before he joined the National Museum as a senior curator in 2003, Mathew Trinca worked as a curator of history at the Western Australian Museum and as a consultant historian on film, conservation and public history projects. With research interests in cultural history and museum practice, Mathew co-edited *Country*, a collection of essays on Western Australia's environmental history, and *Under Suspicion*, a collection devoted to studies of internment in Australia during the Second World War. He has been on extended leave since 17 June 2011 and Dr Michael Pickering is acting in his position.

Lisa Wilmot, Assistant Director, Operations (until 1 December 2010)

Having worked with the Museum for over six years, Lisa Wilmot commenced as Acting Assistant Director, Operations, in April 2009. Prior to taking on this role,



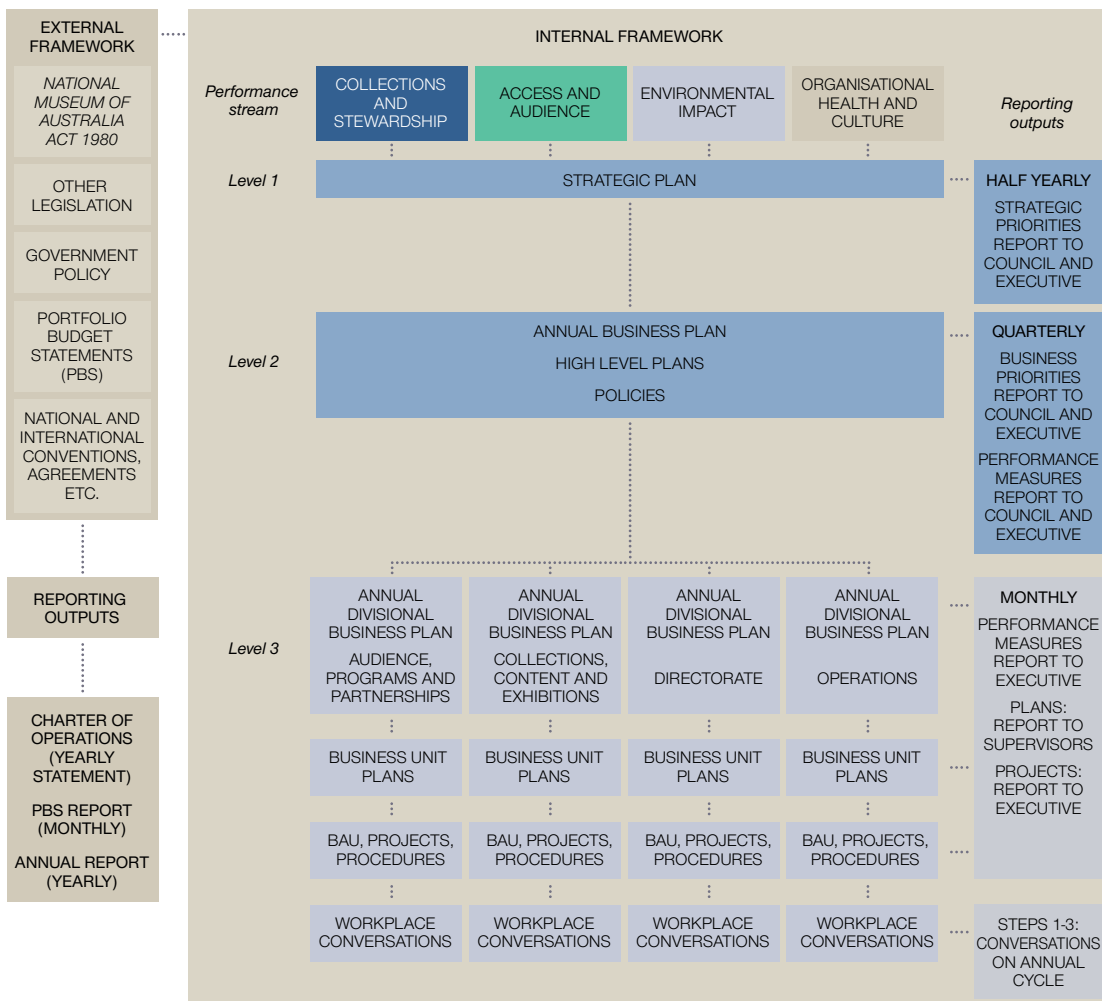
Chief Operating Officer, Graham Smith

she successfully led and managed the Museum's human resources and workplace relations functions. During her Australian Public Service career of over 20 years, she has led and managed various corporate-related functions in the employment, education and training portfolios including finance, complex tendering processes, employment services and employment programs delivery, and has undertaken an 18-month term in the Office of the Federal Minister for Education.

Graham Smith, Chief Operating Officer (from 29 November 2010)

Prior to joining the National Museum of Australia as Chief Operating Officer in November 2010, Graham Smith worked at the Royal Australian Mint for four years, firstly as Deputy Chief Executive Officer and then Acting Chief Executive Officer. He was influential in leading the Mint through major transformational change in both visitor facilities and work processes. Graham's public service career has spanned over 30 years, with experience in the provision of both policy and corporate advice in executive and senior management positions in the Department of Treasury, Prime Minister and Cabinet and the Office of the Assistant Treasurer. He is active in a range of Canberra-based community organisations and sits on a number of ACT Government advisory boards.

Museum Performance Management Framework overview



Performance Management Framework

The Museum’s organisational Performance Management Framework provides the structure for delivering outputs and outcomes through planning, policy and procedural work. Performance is guided by the Museum’s strategic and business plans as well as its vision and mission statements. Performance is tracked through quantitative measures, project management practices and qualitative reports. The Framework was reviewed and updated during the year. The Museum reports its performance to Government and other external interests through a statement against the Charter of Operations (yearly), the Annual Report (yearly) and the Portfolio Budget Statements (monthly). Internally, the Museum continues to report on four performance streams. These streams flow into strategic

and business planning and reporting, as well as business-as-usual activity:

- **Collection and stewardship** includes the Museum’s legislative responsibilities in developing, managing and preserving the National Historical Collection. It also covers research, as well as development and promotion of knowledge about the nation’s history and experience.
- **Audience and access** captures the Museum’s service delivery to diverse national communities. It includes indicators of public engagement and responsiveness as well as of access to collections, exhibitions, programs, website and publications.
- **Environmental impact** represents the Museum’s impact on land, air, water and built environments. It includes the Museum’s performance in achieving efficiencies and savings in energy use, the level of resource consumption in the organisation and waste management.

- **Organisational health and culture** includes the Museum's financial and staff management, and its broader work culture. It covers budget planning and accounting, staff recruitment and retention, workforce diversity, occupational health and safety (OHS), and workforce planning.

Strategic priorities

The Museum's new strategic priorities for 2011–12 to 2015–16 were endorsed by Council in March 2010. The key priorities are reported against in Part One, Executive summary, of this report (see p. 13).

Business planning

Business planning and performance reporting are central to the Museum's delivery of outcomes and outputs for its stakeholders. Museum divisions and their business units implement annual business plans linked to the Museum's strategic and annual business priorities. Business planning identifies key risks and risk mitigation for the delivery of these priorities.

Project management

The Museum Project Management Methodology, underpinned by the Primavera software tool, continued to be applied across the Museum. Primavera is a collaborative, web-enabled project management tool supporting:

- project managers to plan, schedule and manage projects
- team members to view and update project activities for which they are accountable
- managers and executives to view the performance of a portfolio of projects.

Primavera was reviewed in 2010–11 to help determine options for upgrading the system.

Policies and plans

The Museum has a comprehensive suite of policies and plans. These are monitored and reviewed at regular intervals and made publicly available on the Museum's website.

Internal and external scrutiny

Internal audit

An external service provider, RSM Bird Cameron, delivers internal audit services to the Museum under a service contract. The major reviews completed by the internal auditors during 2010–11 included:

- financial compliance
- gallery development
- project management
- performance indicators

- fraud control
- procurement
- OHS.

External audit

The Australian National Audit Office (ANAO) is responsible for auditing the Museum's annual financial statements. An unqualified audit opinion precedes the annual financial statements in Part Four of this report (see p. 64).

Risk management and fraud control

The Museum's risk management framework was reviewed this year in conjunction with an external consultant, to ensure that it met the requirements of the International Standard on Risk Management, ISO31000:2009. The aim of the risk management framework is to help all managers and supervisors to incorporate formal risk management processes into their work to enable the efficient and effective delivery of the Museum's programs, and to promote sound business practices. The Museum's risk management framework focuses on categories including OHS, preservation of the National Historical Collection, damage to the building and infrastructure, financial loss, fraud, loss of reputation and damage to the environment.

The Museum is committed to fostering a culture of risk management throughout the organisation and, within an overall risk management framework, provides and advises on:

- risk management policy
- strategic and corporate risk management plans
- business unit risk management planning
- event risk management plans.

The elements of the framework are continuously improved to make them more user-friendly, while adhering to the requirements of ISO31000 and best practice guidance. Guidance material, including training courses, risk management plan templates and a risk ratings matrix were developed to assist this process.

The Museum's Strategic Risk Management Plan was reviewed twice during the year by the Council's Audit, Finance and Risk Committee. Business unit risk management plans were reviewed as part of the annual budget review process.

The Museum has in place fraud prevention, detection, investigation, reporting and data collection procedures and processes that, together with the Fraud Risk Assessment and Control Plan, meet the specific needs of the Museum and comply with the Commonwealth Fraud Control Guidelines.

The Museum's Fraud Risk Assessment and Control Plan is endorsed by the Council's Audit, Finance and Risk Committee and reviewed every two years. Fraud

awareness training is provided to all staff as part of their induction training program and general awareness training. The Museum is developing a new training program, which will be provided to staff during 2011–12.

Freedom of information

Part 2 of the *Freedom of Information Act 1982* (FOI Act) establishes an Information Publication Scheme (IPS). The Museum is subject to the FOI Act and is required to comply with the IPS requirements.

In accordance with the IPS, the Museum is required to:

- publish an agency plan
- publish specified categories of information
- consider proactively publishing other government information
- publish the information (or details of how to access it) on a website.

Details of the Museum's compliance with the IPS requirements during 2010–11 are available in Appendix 4, p. 111.

There were no formal requests for access to documents under Section 15 of the Act during 2010–11.

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* concerning actions or practices by the Museum were received during 2010–11.

Formal decisions/notifications/ministerial directions

The Museum received no formal notifications or ministerial directions from the Minister for Finance and Deregulation during 2010–11. Ministerial directions that continue to apply in 2010–11, from previous financial years, relate to the Commonwealth Procurement Guidelines and Certificate of Compliance Report requirements.

Significant events

The Museum did not advise the Minister of any significant events during 2010–11, in accordance with the *Commonwealth Authorities and Companies Act 1997*.

Legal actions

In 2010–11 the Museum did not settle any claims as a result of any legal action.

Ombudsman

No new issues or matters about the Museum were referred to, or raised with, the Commonwealth Ombudsman's Office.

Sustainability

Taking care of people

The Museum is committed to creating an environment that people love and this commitment extends to both visitors and employees. Creating and maintaining an organisational culture and environment that successfully attracts and retains high quality employees and supports and enhances individual and team capabilities is fundamental to the Museum's success. The Museum values excellent performance and diversity and continues to review, develop and implement workplace practices and programs that support staff to perform to the best of their ability.

Museum staff members are employed under the *Public Service Act 1999*, and employment conditions are established under legislation applying to the Australian Public Service and, in particular, the Museum's workplace agreement. A review of staffing levels this year has resulted in an overall reduction of staff numbers. At 30 June 2011, the Museum employed 266 staff consisting of 223 ongoing and 43 non-ongoing employees, which represented a full-time equivalent number of 234.02.

Total staff numbers as at 30 June each year

| FINANCIAL YEAR | TOTAL STAFF NUMBERS |
|----------------|---------------------|
| 2004–05 | 263 |
| 2005–06 | 304 |
| 2006–07 | 292 |
| 2007–08 | 282 |
| 2008–09 | 284 |
| 2009–10 | 297 |
| 2010–11 | 266 |

Impact and features of workplace agreements

As an Australian Public Service (APS) agency, the Museum employs people within a regulatory framework that includes federal workplace relations and related legislation, the *Public Service Act 1999* and common law employment contracts.

In a continually evolving workplace relations and public sector management environment, the Museum provides terms and conditions of employment using a range of statutory and common law instruments. A collective agreement negotiated with employees and their representatives is at the heart of the framework. The Museum has maintained a high level of employee support for collectively negotiated arrangements over the past decade, reflecting an ongoing culture of consultation and trust.

The National Museum of Australia Workplace Agreement 2008–11 commenced on 30 October 2008 and is the primary agreement covering the majority of Museum employees. It is a three-year union collective agreement with the Community and Public Sector Union, and has a nominal expiry date of 30 October 2011. The Museum has commenced preparations to negotiate a new workplace agreement for 2011–14 in the second half of 2011.

A number of individual Australian Workplace Agreements (AWAs) made under the *Workplace Relations Act 1996* continue to be in effect within the Museum. These AWAs will operate until they are terminated, as provided under the *Fair Work Act 2009*, or the relevant employment ceases. Further AWAs will not be made.

The 2008–11 Workplace Agreement provides for individual employees to negotiate pay and conditions enhancements through Individual Flexibility Agreements, designed to provide more flexible working arrangements where appropriate, and a number of these have been negotiated and approved across the Museum.

Attracting the right people

The Museum competes in a highly competitive employment market with public sector agencies, other museums and cultural institutions, academic institutions and private enterprise. Longer-term demographic trends in the Australian population, including the ageing of the Australian working population and the retirement of the 'baby boomer' generation, is leading to increased competition for highly qualified, experienced and skilled people. Despite the competitive employment market, the Museum continues to attract highly skilled external and internal applicants for vacancies.

As a business priority, the Museum is actively seeking to employ a diverse workforce representative of the Australian population and to maximise the employment of Aboriginal and Torres Strait Islander peoples.

Staffing by division, as at 30 June 2011

| DIVISION | ONGOING | NON-ONGOING | TOTAL |
|--------------------------------------|------------|-------------|------------|
| Directorate | 5 | 1 | 6 |
| Operations | 63 | 2 | 65 |
| Collections, Content and Exhibitions | 72 | 15 | 87 |
| Audience, Programs and Partnerships | 83 | 25 | 108 |
| Total | 223 | 43 | 266 |

Staffing by employment status, as at 30 June 2011

| STATUS | MALE | FEMALE | TOTAL |
|---|-----------|------------|------------|
| Ongoing full-time Principle Executive Officer (PEO) | 0 | 0 | 0 |
| Non-ongoing full-time PEO | 1 | 0 | 1 |
| Ongoing full-time Senior Executive Service (SES) | 3 | 2 | 5 |
| Ongoing full-time non-SES | 53 | 100 | 153 |
| Ongoing part-time SES | 0 | 0 | 0 |
| Ongoing part-time non-SES | 15 | 50 | 65 |
| Non-ongoing full-time SES | 0 | 0 | 0 |
| Non-ongoing full-time non-SES | 7 | 19 | 26 |
| Non-ongoing part-time SES | 0 | 0 | 0 |
| Non-ongoing part-time non-SES | 5 | 11 | 16 |
| Total | 84 | 182 | 266 |

Staffing by APS level, as at 30 June 2011

| APS LEVELS | MALE | FEMALE | TOTAL |
|-------------------|-----------|------------|------------|
| PEO | 1 | 0 | 1 |
| SESB2 | 0 | 0 | 0 |
| SESB1 | 3 | 2 | 5 |
| Executive Level 2 | 9 | 15 | 24 |
| Executive Level 1 | 11 | 26 | 37 |
| APS6 | 12 | 34 | 46 |
| APS5 | 9 | 21 | 30 |
| APS4 | 11 | 33 | 44 |
| APS3 | 4 | 14 | 18 |
| APS2 | 23 | 35 | 58 |
| APS1 | 0 | 0 | 0 |
| CADET | 1 | 2 | 3 |
| Total | 84 | 182 | 266 |

Supporting and maintaining a high performance culture

The Museum's performance management framework, Workplace Conversations, provides managers and staff with the opportunity to engage in timely discussions regarding job roles and expectations and individual development opportunities. It aims to support employees and managers to have a 'guided conversation' about performance expectations and individual needs.

Workplace Conversations is a formal process that requires staff members to have regular performance discussions with their manager. These formal discussions, linked to overall strategic and business objectives, cover the scope and deliverables of a staff member's position, the support required to deliver them, and a documented agreement on relevant learning and development opportunities.

Mid-cycle team conversations encourage discussions on team performance and complement the regular individual focus characteristic of Workplace Conversations.

In 2010–11, over 90 per cent of Museum employees participated and successfully completed the Workplace Conversations process.

Sustaining a consultative culture

The Museum is proud of its consultative culture and has successfully embedded a consultation framework that provides all employees with the opportunity to be an integral part of the decision-making process. The Museum Consultative Forum, consisting of the Director, representatives appointed by the Director and staff representatives, oversees and engages on strategic issues impacting on the Museum. This forum is supplemented by a Workplace Consultative Committee that monitors and consults on operational matters affecting Museum staff.

The Museum also works closely with the Community and Public Sector Union (CPSU) on all relevant matters affecting staff and a CPSU representative also sits on the Museum Consultative Forum.

Supporting and making workplace diversity a priority

A fundamental aim of the Museum is to deliver exhibitions and programs that encourage awareness and understanding of Australian history and culture. Museum staff play an integral role in delivering these exhibitions and programs by bringing diverse perspectives, backgrounds and understandings to their work. Accordingly, the Museum constantly strives to maintain and encourage diversity within the workplace. The Museum's Workplace Diversity Plan seeks to

create an environment that is supportive of people's diversity by building knowledge and capabilities from many backgrounds within the Museum, having business processes that support diversity, and developing diverse ways to work.

In 2010–11, the Museum formally established a Workplace Diversity Reference Group and three supporting workgroups to represent the following groups: Aboriginal and Torres Strait Islander employment, disability, and cultural and linguistic diversity. Each workgroup is developing strategies and implementation plans for consideration by the Workplace Diversity Reference Group.

“A consultation framework provides employees with the opportunity to be an integral part of the decision-making process.”

This year, progress has been achieved through the ongoing promotion of APS values relating to diversity, maintaining a network of workplace support contacts and giving attention to increasing awareness and developing skills on ways to prevent bullying and harassment in the workplace. The Museum continues to be a member of the Australian Network on Disability, an employer group dedicated to improving employment conditions for people with disabilities, and has reviewed accessibility issues by ensuring Museum facilities are updated to comply with current building code requirements.

The Museum continued to take particular measures during the year to provide and support employment opportunities for Aboriginal and Torres Strait Islander peoples. Particular highlights include:

- ongoing commitment to an Indigenous Employment Support network
- ongoing support for three cadets
- engagement of an ongoing Volunteers and Diversity Support Officer.

The Museum is proud that the first Indigenous cadet, Rebecca Richards, graduated with honours, completed an internship with the Smithsonian Institution and was selected to be Australia's first Aboriginal Rhodes Scholar.

The Museum received financial assistance from the Workplace Modification Scheme for staff through JobAccess, a government initiative to assist with workplace solutions for the employment of people with disabilities.

Museum staff diversity

| GROUP | NO. | % TOTAL STAFF |
|---|-----|---------------|
| Aboriginal and Torres Strait Islander peoples | 14 | 5.3 |
| People with disabilities | 5 | 1.9 |
| Culturally and linguistically diverse backgrounds | 40 | 15 |
| Females | 182 | 68 |

Enhancing our capability through learning and development

The Museum's corporate training program is aligned with its capability profile and strategic business objectives. During 2010–11, the program focused on building capability in leadership, interpersonal skills and building better relationships, writing, performance management and application of the APS Values and Code of Conduct.

As in previous years, the Museum participated in the Cultural Management Development Program, with one employee successfully completing the program at the end of 2010. The Museum continued to assist staff to undertake formal tertiary or other educational studies that link to the corporate and operational requirements of the Museum, and the Workplace Agreement provides special provisions for staff to learn languages other than English.

Other staff training focused on core behaviours, skills and knowledge required by staff across the Museum, and included:

- 'respectful workplace behaviour' training
- seminars on OHS for all staff, through induction presentations, as well as focused OHS presentations for visitor services teams
- manual handling training
- security awareness training
- courses for first aid officers, wardens and section health and safety representatives.

Recognising people

Staff recognition at the Museum is usually expressed formally between those involved in individual performance management via the Workplace Conversations framework. This is a critical level of recognition, stressing the importance of having constructive conversations, aligned with strategic and business priorities, throughout the year.

To provide wider recognition of significant contributions and achievements by its staff, the Director presented Australia Day Achievement Medallions to four employees, including one volunteer, who had made noteworthy contributions to the work of the Museum during the past year or over a number of years.

Staff achievements and news are published regularly on the Museum's intranet and through the internal newsletter, the *Loop*.

The contribution of volunteers

This financial year 105 volunteers contributed 6179 hours, or 3.2 full-time equivalents, to areas including curatorial, administration and festival days.

Volunteers also contributed to:

- **Education:** Thirty-two volunteers contributed 2695 hours assisting in the delivery of the Museum's Education programs, enhancing the students' and teachers' experience of Australian history. Volunteers also helped visitor services hosts with introductions for teacher-guided groups.
- **Public Programs:** Four volunteers assisted in delivering school holiday programs for families.
- **Library:** Two volunteers spent 124 hours assisting Library staff.
- **Exhibitions:** Twenty-five volunteers contributed 683 hours in the *Not Just Ned: A True History of the Irish in Australia* temporary exhibition, helping visitors to research their own family history.
- **Office of the Principle Indigenous Advisor to the Director:** One volunteer contributed 79 hours providing research and office assistance.

The Museum's largest volunteer program supports the 130-year-old paddle steamer, *PS Enterprise* — the crew being drawn entirely from volunteers. Depending on qualifications and experience, the 38 volunteers perform various roles aboard the vessel: master, mate, engineer, leading deckhand, deckhand and galley hand. The crew brought the *PS Enterprise* to life each weekend from September 2010 to May 2011. In 2010–11 the volunteer crew contributed 1833 hours, ensuring the *PS Enterprise* operated most weekends.

Post-separation employment

There were no applications for post-separation employment during the year.

Making the Museum accessible and safe

The Museum recognises the importance of the *Disability Discrimination Act 1992*. Compliance with the Act helps to identify and remove barriers that might prevent people with disabilities from accessing Museum programs, services and employment opportunities. The Museum meets its obligations under the Act by implementing the Commonwealth Disability Strategy and the Museum's Disability Action Plan.

Additionally, the Museum has:

- developed and implemented the Assistance Animal Access Guidelines and Procedures, referred to as model policy by the Australian Human Rights Commission



Curator Dr George Main positions a wild dog taxidermy specimen in the Bowen Downs exhibit, as part of the new Landmarks gallery.

- introduced braille and large-print maps and guides, created by CanBraille at the Canberra Blind Society
- implemented countertop hearing induction loops for visitors with hearing impairment
- joined the National Relay Service, training key staff to receive these calls
- provided visitor services hosts with training to assist and interact with people who have a carer or assistance animal, or who are vision, hearing or intellectually impaired.

Educational and developmental opportunities

The Museum continued to be a sought-after venue for secondary and tertiary students seeking work experience, with ten students undertaking work experience placements, primarily in our visitor services team, during the year.

The Education section continued to host interns and undergraduates as part of their tertiary studies. Interns from the Australian National University's Museums and Collections program, which is coordinated jointly between the Museum's Centre for Historical Research and the university, were also hosted at the Museum.

Promoting a healthy and safe workplace

The occupational health and safety (OHS) of staff, volunteers, visitors and contractors continued to be a priority for the Museum during 2010–11. This was achieved through the Museum's well-established framework for OHS management, which includes:

- regular OHS Committee meetings
- health and safety representatives and deputies in each of the five designated work groups
- targeted safety improvements
- incident reporting and investigation
- provision of timely information to employees via a dedicated intranet website.

There was a renewed focus on developing the awareness of health and safety issues among Museum staff and volunteers, especially at the Mitchell sites. Some of the initiatives undertaken to achieve this include voluntary health assessments, providing access to a quit-smoking course at no cost and providing flu vaccinations to all Museum staff and volunteers.

Training for staff and volunteers is recognised as being one of the key elements in achieving and maintaining a high standard of workplace safety. Training provided during 2010–11 included:

- online OHS training courses for all new employees
- induction presentations for all visitor services hosts focusing on their OHS obligations to each other and to the public
- training courses focusing on the OHS obligations of managers and supervisors

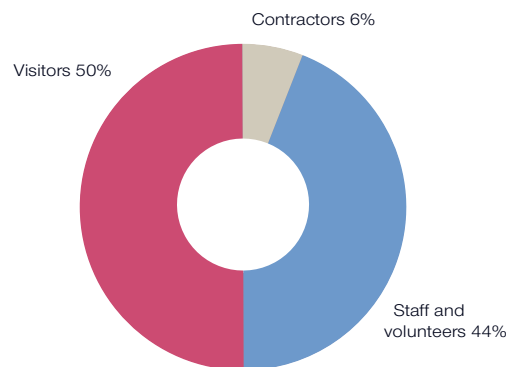
- ongoing recruitment and training of wardens, first aid officers, and health and safety representatives.

The Museum continued to ensure that all contractors working on Museum sites receive a site induction prior to commencing work. Site inductions aim to increase contractor awareness of OHS obligations and to reduce the risk of injury and/or damage to collection items. The Museum enhanced its practice of identifying, assessing and rectifying safety hazards in a functional and practical way, which also takes environmental and aesthetic aspects into consideration. Inspection and reporting tools have been reviewed and disseminated to health and safety representatives to help them conduct regular workplace inspections and report findings to the OHS Committee.

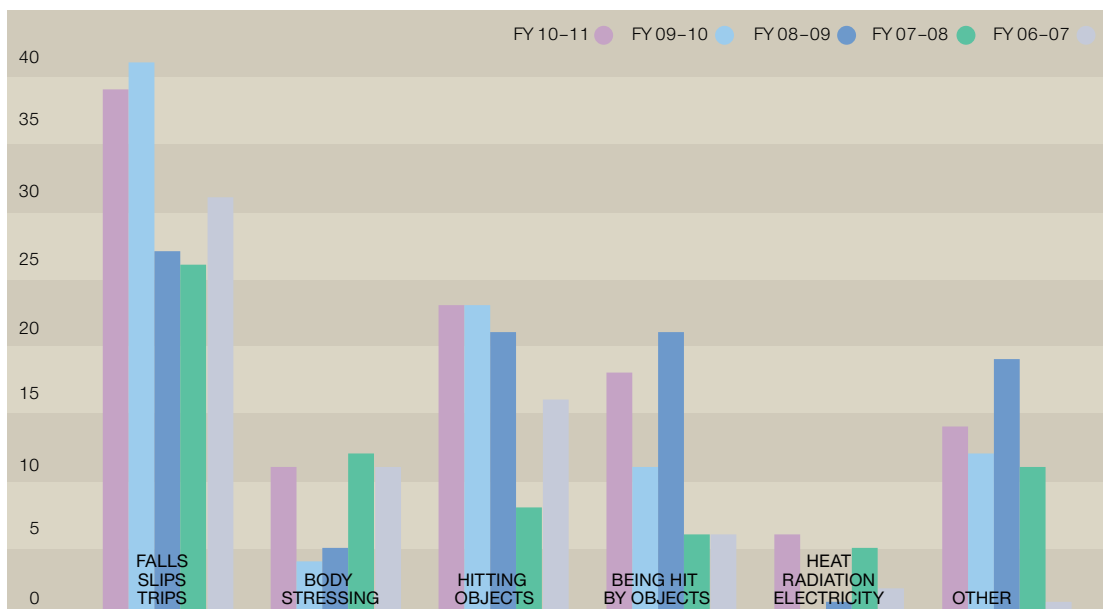
Advice on OHS issues is also fed into the exhibition and gallery development programs, including both the Landmarks gallery development and the temporary exhibition program. Input was provided at all stages of these programs, from design to installation.

There were a total of 98 minor injuries (those that require no medical treatment or only first aid treatment and include potential exposures to chemicals) and five serious injuries (those that require emergency medical attention by a doctor, in a hospital or in an ambulance) reported by staff, visitors or contractors during the year. There were also eight dangerous occurrences (those incidents that could have, but did not, result in serious injury or death). The serious injuries and dangerous occurrences were reported to Comcare in accordance with Section 68 of the *Occupational Health and Safety Act 1991*. There were no fatalities or provisional improvement notices recorded during the year.

Category of person injured, 2010–11



Causes of injury or dangerous occurrences, 2006–11



Category and number of reported incidents, 2006–11

| YEAR | MINOR INJURIES | SERIOUS INJURIES | DANGEROUS OCCURRENCES |
|---------|----------------|------------------|-----------------------|
| 2006–07 | 63 | 0 | 4 |
| 2007–08 | 60 | 3 | 5 |
| 2008–09 | 85 | 6 | 3 |
| 2009–10 | 89 | 1 | 1 |
| 2010–11 | 98 | 5 | 8 |

Security

During 2010–11 the Museum’s Security section continued to maintain a safe and secure environment for visitors, staff, contractors and collections, including the National Historical Collection, and all Museum buildings and infrastructure.

Security camera upgrades continued this year and the Museum also installed additional cameras and electronic door locks, alarms and signage to provide enhanced security to the Museum’s assets.

Indemnities and insurance

In accordance with Section 16 of the *Commonwealth Authorities and Companies (Report of Operations) Orders 2008*, which requires reporting on indemnities

and insurance premiums for officers, the Museum confirms that it has:

- director’s and officers’ liability insurance cover through Comcover, the Commonwealth self-managed fund
- not entered into any deeds of indemnity in relation to director’s and officers’ liability.

The Museum reviewed its insurance coverage during the year to ensure that it remained appropriate for its operations. It also participated in the Comcover Risk Management Benchmarking program, which recognised the ongoing positive impact of the Museum’s risk management framework and activities by awarding the Museum a discount on its 2011–12 insurance premium.

Taking care of our environment

The National Museum of Australia remains committed to the conservation of natural resources through ongoing improvements to its energy management and the implementation of a number of other initiatives aimed at minimising environmental impact from its operations. The promotion of ecologically sustainable development (ESD) principles is woven through the content of the Museum’s programs and administrative and decision-making processes.

Under the *Environment Protection and Biodiversity Conservation Act 1999*, all Commonwealth agencies are required to report on their environmental performance and contribution to ecologically sustainable development.

The Museum's key activities, citing the relevant paragraphs of the Act, are described on the following pages.

Environmental management systems

How the Museum's activities accord with the principles of ESD (Paragraph 516A(6)(a))

The Museum's Environmental Management System incorporates guidelines for all Museum activities to reduce their impact on the environment. It also promotes the management of energy, waste and water on all Museum sites. The system was developed to meet ISO14001:1996 'Environmental management systems – specification with guidance for use'. It was designed to be as accessible as possible for all staff to allow them to minimise risks to the environment. The Environmental Management Policy highlights the Museum's commitment to operate within the principles of ecologically sustainable development wherever possible.

How the administration of legislation by the Museum accords with the principles of ESD (Paragraph 516A(6)(b))

The Museum's functions, as set out in the *National Museum of Australia Act 1980*, continue to remain consistent with the spirit of ESD principles. These include programs that 'improve the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends'. The Act also specifies that the focus of the Museum's exhibitions, collections, programs and research should be on three interrelated themes: Aboriginal and Torres Strait Islander history and culture, Australia's history and society since 1788 and, most specifically, the interaction of people with the environment. Stories related to Australia's environment appear throughout the Museum's permanent and temporary exhibitions, education programs, public programs, publications and the website. In particular, the Old New Land gallery, one of the Museum's five permanent galleries, is devoted to the interaction of people and the environment, and includes displays on bushfires, farming practices, Indigenous land management practices, endangered and extinct species, drought and water management.

How the outcomes specified for the Museum in an Appropriations Act contribute to ESD (Paragraph 516A(6)(c))

The Government's Portfolio Budget Statements specify that the Museum should foster an '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'. Although not directly contributing to ESD, an increased awareness and understanding of Australia's history – including its environmental

history – and culture by the public is still relevant to ESD principles.

How the Museum's activities affect the environment (Paragraph 516A(6)(d)) and the steps taken to minimise this (Paragraph 516A(6)(e))

The Museum's activities have the potential to affect the environment through consumption of energy, waste production, and the impact on local waterways, flora and fauna. A number of ongoing strategies, with relevant targets and objectives, have been put in place to reduce the Museum's environmental impact. These include:

- the reduction of energy consumption
- increase in waste recycling
- decrease in water use
- the use of environmentally friendly cleaning chemicals.

Mechanisms (if any) for reviewing and increasing the effectiveness of those steps (Paragraph 516A(6)(f))

Monitoring and reviewing performance are integral to the Museum's Environmental Management System. Ongoing reviews are carried out on targets and objectives to ensure they remain relevant to Museum operations and continue to meet changing government requirements. The targets include 10 per cent annual reductions for both water and energy use over the baseline year of 2007–08 by October 2011. Waste to landfill will be reduced by 5 per cent over this same period. The Museum has already met the water reduction figure with a reduction of 13 per cent in annual consumption when it introduced hybrid semi-waterless urinals within the public areas of the building.

Environmental initiatives

Reduction of energy consumption

The Museum continues to purchase 10 per cent of its electricity from renewable energy sources, and in addition has worked to reduce overall energy consumption through:

- replacement of existing light fittings with energy efficient LED lighting throughout the Museum building
- programming of the heating, ventilation and air conditioning plant and equipment was modified to utilise outside air when conditions are suitable, especially during spring and autumn. This will reduce the load on the Museum's heating and cooling plant and equipment, resulting in lower energy consumption.

Energy efficiency is a key guiding principle in the design and construction of the major building work currently planned at the Acton site. This will include the selection and use of energy efficient materials and finishes in the extensions to the administration building and the café. The Museum is seeking to achieve the equivalent of a 4.5 star NABERS (National Australian Built Environment Rating System) rating in the design and construction of the administration building extension.

Recycling

The Museum continues to recycle paper, cardboard, toner cartridges, and glass and plastic bottles in the administration areas.

Waste

The Museum monitors and reports on the amount of waste to landfill, as a percentage of its total waste. This year the Museum implemented a new methodology for measuring the amount of waste. Previously this was measured over a one-week period and this was then extrapolated across 52 weeks to determine the annual amount. This year the Museum implemented a more accurate method where the waste was monitored continuously across the entire year.

Water use

The Museum continued to reduce levels of water usage with hybrid semi-waterless urinals in high-use public toilets, as well as dual-flush toilets and water-saving showerheads in leasehold buildings. Additional water meters were also installed in critical areas, including cooling towers, to help track and monitor water consumption.

Although watering restrictions have been eased in the Australian Capital Territory, watering of the gardens and cleaning of the external facade continue to be minimised.

Environmentally friendly cleaning chemicals

All cleaning chemicals used by the Museum's cleaning contractors meet the specifications set out in Australian Standards AS/NZ ISO14001:1996 'Environmental Management Systems — Specification with guidance for use' and AS/NZ ISO14004:1996 'Environmental Management Systems — General guidelines of principles, systems and supporting techniques'.

Greenfleet

The Museum continued its membership of this non-profit organisation that plants trees in nearby forests to offset carbon emissions from its vehicle fleet.

Generating external revenue and support

Grants and sponsorship

The total value of support secured from external sources was \$1,123,150, comprising \$367,472 for cash or in-kind sponsorship and \$755,678 for grants received for major programs. *Not Just Ned: A True History of the Irish in Australia* attracted substantial media support from Prime Television and Foxtel's History Channel.

Significant grant funding received included:

- \$207,000 from the Department of the Prime Minister and Cabinet, Office for the Arts, National Collecting Institutions Touring and Outreach Program to support the development of touring exhibitions
- \$400,000 from the Department of Foreign Affairs and Trade for *Papunya Painting: Out of the Australian Desert* to travel to the National Art Museum of China in Beijing. This was the second portion of the overall \$500,000 grant provided for the tour
- \$40,000 from the Irish Government to provide video equipment for *Not Just Ned: A True History of the Irish in Australia*.

Merchandising and retail

Merchandising and retail operations not only raise revenue for the Museum, but also enhance visitor experiences by providing merchandise that is largely inspired by the Museum's exhibitions, programs and its unique building. The year 2010–11 was the most successful year on record for the Museum's retail operations with a 47.96 per cent increase in gross sales and a record 12 per cent net profit return to the Museum. This increase in sales was the result of operational, customer service, product and merchandising improvements implemented throughout the year.

In 2010–11, retail conversion increased significantly from 14.26 per cent to 21.07 per cent while average sale and sales per visitor increased 22.27 per cent and 80.54 per cent respectively, reflecting the increased appeal of the product range to visitors.

An extensive range of merchandise was produced for *Yiwarra Kuju: The Canning Stock Route*. Royalties from sales of this merchandise were paid to the respective art centres and artists involved. Total exhibition merchandise sales for *Yiwarra Kuju*, including 2873 catalogues, contributed 19.6 per cent to retail sales for the period of the exhibition.

A special temporary shop operated for *Not Just Ned: A True History of the Irish in Australia*, selling local gifts and mementos as well as authentic goods imported from Ireland. Sales in the exhibition shop contributed 23.07 per cent to retail sales for the period of the exhibition in 2010–11.

In January, the Museum launched its e-commerce facility. It was launched with a modest book range to support the Museum's publications program, but further development and enhancement to this important revenue and customer service function will occur in 2011–12.

Venue hire

The Museum is a popular venue and in 2010–11 a range of corporate events was held at Acton, including conferences, meetings, product launches, gala dinners, awards presentations and cocktail receptions. Key relationships were developed within the industry to help promote the Museum as a venue to local, national and international markets, particularly the conventions industry.

Management performance

Consulting and contracting services

The Museum is committed to achieving value for money in its procurement practices, including contracted services for internal audit, information technology hardware and support, advertising, transactional banking, cleaning, catering, security and exhibition design.

Museum purchasing practices and procedures are consistent with the Commonwealth Procurement Guidelines, and are in accordance with the *National Museum of Australia Act 1980* and best practice principles. The Museum annually reviews its Procurement Guidelines to ensure consistency with Commonwealth policy. The engagement of consultants is carried out in the same manner as the Museum's other procurement activities. The priority is to obtain value for money, and competitive processes are, as far as possible, used for the selection of consultants. Consultants are generally engaged when particular specialist expertise is necessary, sufficiently skilled expertise is not immediately available in-house, or independent advice on an issue is required.

The total number of consultancy services provided to the Museum in the period 2010–11 was nine, and the total expenditure on consultancy contracts during the year was \$160,497. Major contracted services included audience and customer reviews, a review of the catering service, advice on risk management, and feasibility studies for the Museum site plan.

Facilities management

During 2010–11, the Museum entered into a new contract for the provision of cleaning services for a period of three years. The contract was awarded to

Rolfe Property Services following an open tender procurement process.

Major facilities management projects commenced or completed during the year included:

- an upgrade to the lifts throughout the Museum to provide better access for disabled visitors and staff. This included the provision of braille lift buttons, audio commands and improved passenger detection systems to ensure the operation of the doors allows for people with disabilities
- refurbishment of the visitor services hosts' accommodation to locate all staff in one place. The lower administration kitchen and tearoom facilities were also upgraded as part of this work to enable them to handle the increased number of staff in the area
- replacement and strengthening of the external decking on the western side of the Museum. This work provided improved access to this area for heavy equipment such as elevated work platforms that are required for maintenance and external cleaning of the building
- construction of a new armoury at the Museum storage facility at Mitchell
- ongoing fire upgrade projects at the Museum building at Acton, including revised exit signage and emergency lighting works
- a continuing program of energy management works, including modifications to the programming of the Building Management System and the installation of more energy efficient lighting.

Enhancing key services: Information and communications technology

The Museum continued to augment, strengthen and upgrade its technical infrastructure during the 2010–11 year. Major achievements included:

- replacement of all desktop and laptop hardware to offer a standardised Windows 7 operating environment across the Museum, resulting in better performance, reliability and manageability
- implementation of a wireless networking capability within the Museum's collection storage sites to improve work practices for staff with mobility requirements, and completion of preliminary design work on a wider introduction of wireless technology
- major version upgrades to the Human Resource Information System and Library Information System
- commencement of a project to implement a digital asset management solution ensuring preservation and accessibility of the Museum's digital collection
- expanding video conference facilities for use between Museum locations.

Building upon its recently obtained Records Authority, the Museum has also continued to digitise paper collection files into the TRIM electronic records management system to enable ready access of this information to all staff. The development of a program to sentence historical records is well underway.

Future objectives

The Museum's technology objectives for 2011–12 are to maintain stable and secure systems and infrastructure, while focusing on standardisation and continuous improvement. Initiatives to achieve this include:

- development of a 2012–15 Information and Communications Technology (ICT) Strategic Plan
- evaluation of personal access devices for their potential to deliver productivity improvements
- a program to raise awareness and take up of electronic recordkeeping practices across the Museum
- greater use of digital signage
- inclusion of telephony support and administration within ICT support services
- continuation of the replacement program for multimedia control systems, theatre equipment, solid state media players and production systems.

The Museum will also continue to take advantage of whole-of-government ICT initiatives and ensure a close relationship with other cultural institutions for the sharing of ICT information.