

Part three:
**Accountability
and management**

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Education officer Mia Thornton with Luke, and the car he made in the Discovery Space.



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. 120). 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 portfolio of the Environment, Water, Heritage and the Arts.

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 senior 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*.

The *National Museum of Australia Act 1980* provides for a Council consisting of a Chair, the Director of the Museum and neither fewer than seven nor more than 10 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, financial and strategic management. The Commonwealth Remuneration Tribunal determines remuneration for non-executive members.

The terms of Council non-executive members, Dr John Hirst, Dr John Fleming and Ms Sally Anne Hasluck, lapsed during 2009–10. At 30 June 2010, 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

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, Daniel Gilbert AM and Marian Gibney.

organisations and the arts. In 1992 he established the Gilbert+Tobin Pro Bono practice, which has a strong emphasis on Indigenous issues.

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.

Ms Marian Gibney is an experienced lawyer who has held a number of high-profile private and public positions, including her current role as General Counsel, ACMI Investments. Her government sector board appointments include membership of the Queensland Art Gallery Foundation Board.

Professor 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 also is a non-executive director of three organisations: Centric Wealth Limited,

Global Sources Limited (NASDAQ) and the Beacon Foundation.

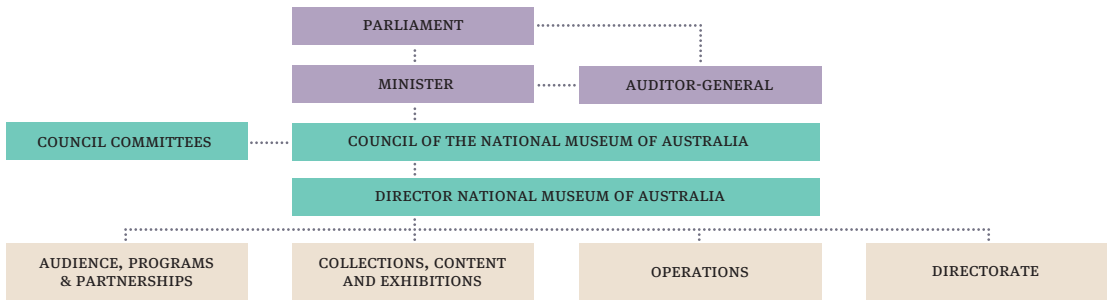
Mr John Morse AM is advisor on tourism and Indigenous tourism to the Director of Parks Australia, the owner of John Morse Art, and Chair of the Mutitjulu Foundation. He worked for the Australian Tourist Commission for 20 years in Europe and Asia, and was Managing Director from 1997 to 2001, during which time he oversaw the development of Brand Australia and drove 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.

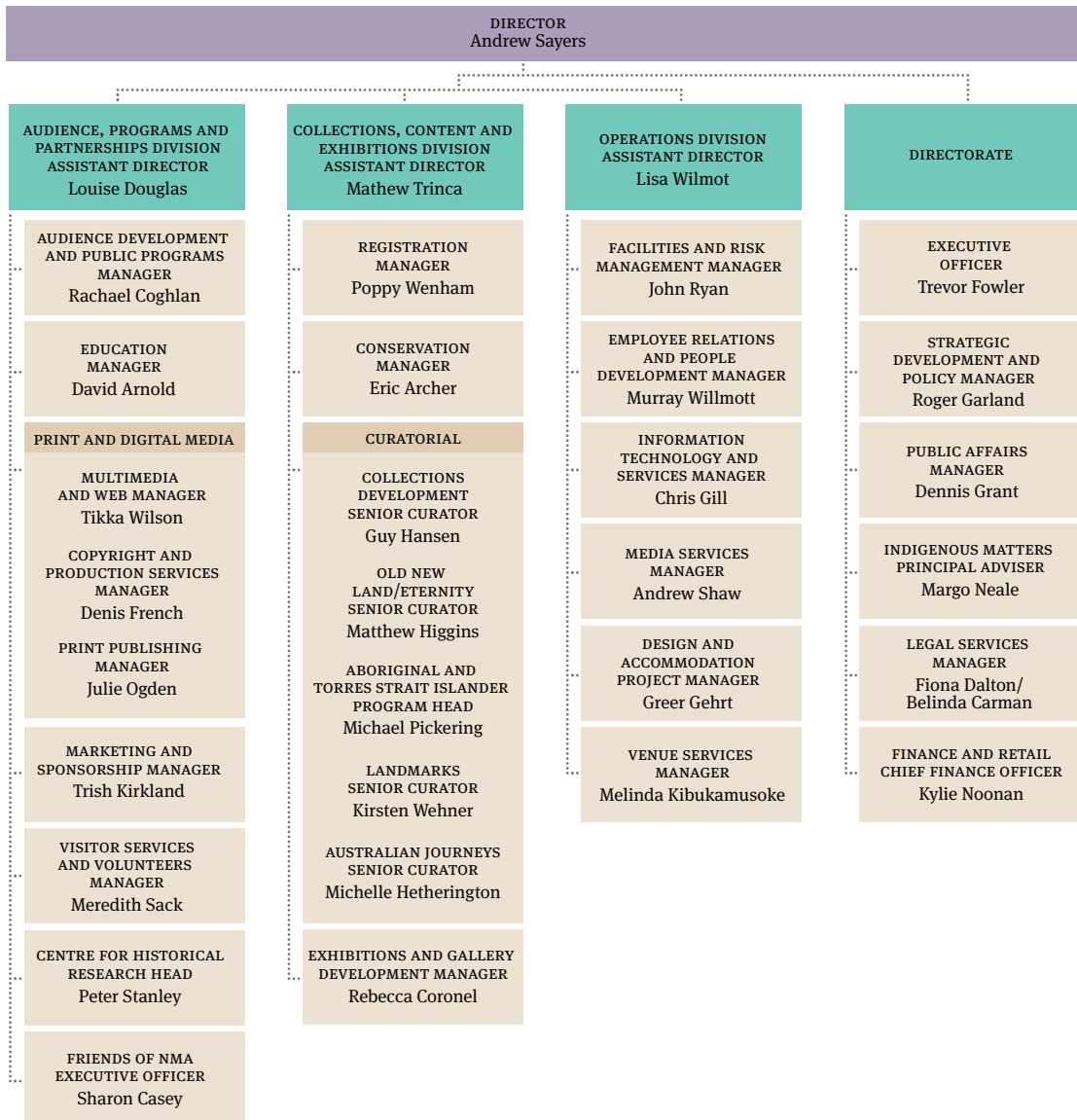
Mr Peter Yu is Chief Executive Officer of Nyamba Buru Yawuru Ltd located in Broome, Western Australia. He is also a member of the Australian Statistics Advisory Council.

The Council held five meetings during 2009–10. An executive officer from the Department of the Environment, Water, Heritage and the Arts attended the meetings as an observer.

Accountability chain as at 30 June 2010



National Museum of Australia organisation chart as at 30 June 2010





The Executive of the National Museum of Australia: (left to right) Director, Andrew Sayers; Assistant Director, Audience, Programs and Partnerships, Louise Douglas; Assistant Director, Collections, Content and Exhibitions, Mathew Trinca; and Assistant Director, Operations, Lisa Wilmot.

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 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.

Details of Council meetings are listed in Appendix 1, pp. 118–119.

Executive Management group

The Executive Management group, comprising the Director and three Assistant Directors, provides strategic and operational leadership to the Museum.

Andrew Sayers AM (from 1 June 2010)

Andrew Sayers was Director of the National Portrait Gallery, Canberra, from 1998 to 2010. After studying

at 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. Previous to 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).

Craddock Morton, Director (to 26 March 2010)

Until 1986 Craddock Morton held various positions in the departments of the Senate and Prime Minister and Cabinet before working in a number of ministerial staff positions. In 1994 he left the position of Senior Adviser to Prime Minister the Hon PJ Keating to become Director of the Australian Foundation for Culture and Humanities. From 1995 Craddock held various positions in the Department of Communications, Information Technology and the Arts, including Chief General Manager on the Acton Peninsula Project (National Museum construction) and Director of Old Parliament House. After acting

as Director of the National Museum from December 2003, Craddock was appointed to the position in June 2004. He was Chair of the National Cultural Heritage Committee, President of ICOM Australia, a member of the Executive of Museums Australia and the Council of Australasian Museum Directors, and a director of Art Exhibitions Australia.

Louise Douglas, Assistant Director, Audience, Programs and Partnerships

Louise Douglas has had a successful career in cultural heritage management that spans over 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.

Mathew Trinca, Assistant Director, Collections, Content and Exhibitions

Prior to joining 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. Mathew acted as Director of the Museum from 27 March to 31 May 2010.

Lisa Wilmot, Assistant Director, Operations

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, 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 undertaken an 18-month term in the Office of the federal Minister for Education.

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 implemented four new 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, and workforce planning.

Strategic Plan

The Strategic Plan 2007–10 came into effect on 1 July 2007. Its key priorities and a summary of progress against its business priorities for 2009–10 are provided in Part One, Executive summary, of this report (see pp. 8–19).

The development of a new strategic plan was delayed pending the arrival of the new Director. The existing plan was rolled over for another year and a new plan will be developed and implemented in 2010–11.

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:

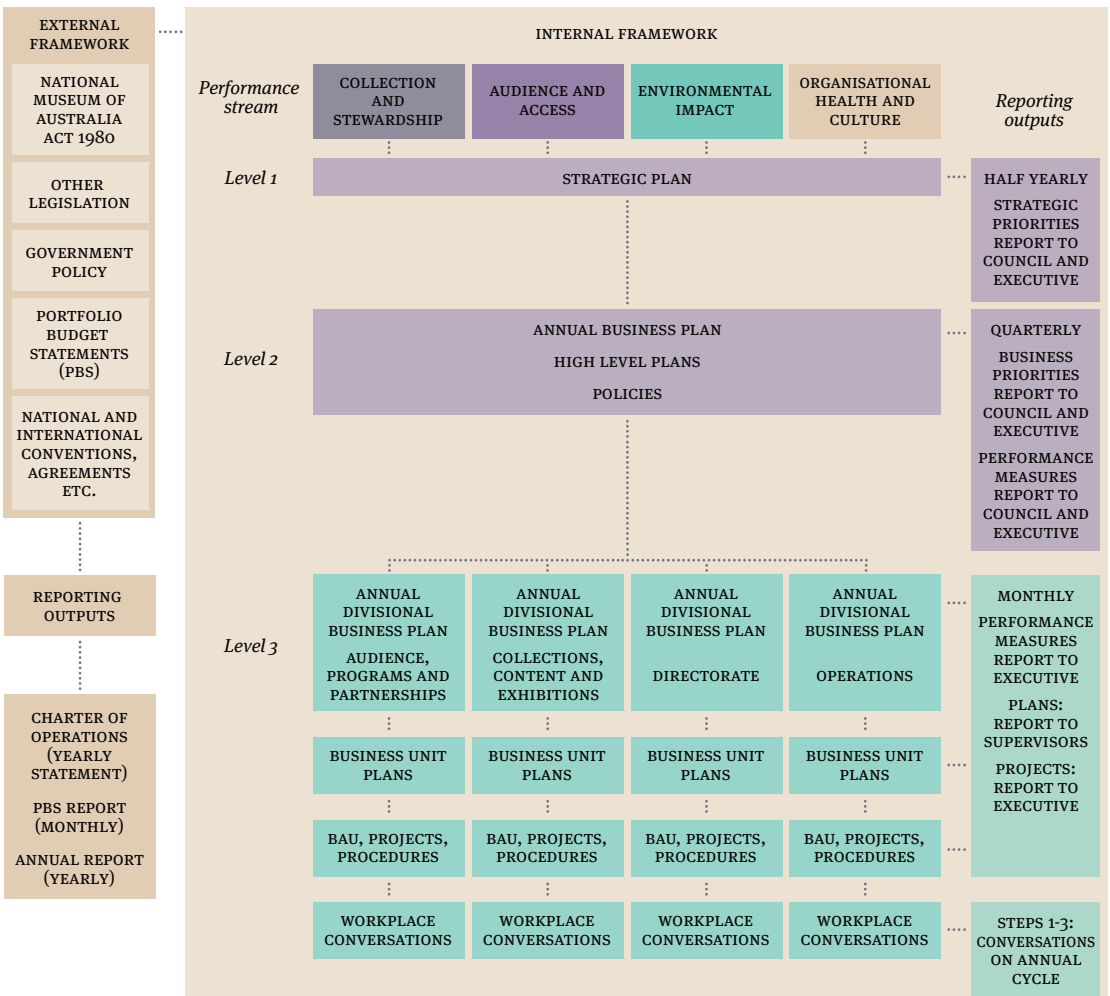
- project managers to plan, schedule and manage projects
- team members to view and update project activities for which they are accountable
- managers and executives to view the performance of a portfolio of projects.

A review of Primavera in 2010–11 will 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.

Museum Performance Management Framework overview





Museum host, Vicky Rovolis, interprets the Garden of Australian Dreams for visitors.

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 2009–10 included:

- financial compliance
- certificate of compliance
- asset management
- review of general IT environment controls
- review of risk controls.

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 pp. 80–114).

Risk management and fraud control

The Museum's risk management framework has been developed in accordance with the Australian Standard 4360: Risk Management. The aim of

the risk management framework is to assist 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 occupational health and safety (OHS), preservation of the National Historical Collection, damage to the building and infrastructure, financial loss, loss of reputation and damage to the environment.

A new International Standard on Risk Management was released in late 2009 and the Museum engaged a consultant to assist in the review and upgrade of its existing risk management framework to ensure that it meets the new standard, ISO31000, as well as Comcover's Better Practice Guide on Risk Management. The review was completed in June 2010 and the Museum will implement the recommendations during 2010–11.

The Museum's dedicated Risk Management unit is committed to fostering a culture of risk management throughout the organisation and, within an overall risk management framework, maintains and advises on:

- risk management policy
- strategic and corporate risk registers
- business unit risk management planning
- event risk management
- guidance material, including risk management plan templates and a risk ratings matrix.

The Museum's Strategic Risk Management Plan was reviewed during the year by the Council's Audit, Finance and Risk Committee. Divisional and business

unit risk management plans were also reviewed as part of the annual review process and the Museum also participated in Comcover's Annual Risk Management and Insurance Benchmarking program.

The Museum has in place fraud prevention, detection, investigation, reporting and data collection procedures and processes which, 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. The Museum provides fraud awareness training to staff as part of its induction training program and general awareness training to all staff.

Freedom of information

The *Freedom of Information Act 1982* requires each Commonwealth Government agency to publish a statement setting out its role, structure and functions; listing the documents available for public inspection; and advising how to access such documents. This statement is available in Appendix 8, p. 144. There were no formal requests for access to documents under Section 15 of the Act during 2009–10.

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 2009–10.

Formal decisions/notifications/ministerial directions

The Museum received no formal notifications or ministerial directions from the Finance Minister during 2009–10.

Ministerial directions that continue to apply in 2009–10 from previous financial years relate to the:

- Commonwealth Procurement Guidelines
- Certificate of Compliance Report requirements.

Significant events

The Museum did not advise the Minister of any significant events during 2009–10 in accordance with the *Commonwealth Authorities and Companies Act 1997*.

Legal actions

In 2009–10 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.

A focus on client service

The Museum's Client Service Charter (see Appendix 9, p. 145) is available to the public as a brochure and on the Museum's website.

During the year the Museum received 281 written comments from visitors using the Client Service Charter feedback form. Comments covered services, programs, exhibitions, the building and facilities. This represents a decrease of 42 per cent over the number received in 2008–09. The decrease can be attributed to a reduced number of comments on the new Australian Journeys gallery and the redeveloped Circa theatre as well as an increase in feedback received through the info@nma email address, which increased by 59 per cent to 1067 in 2009–10.

The majority of the feedback was positive, reporting successful visits to the permanent galleries and temporary exhibitions. Visitors also commented on the positive contribution the Museum was making to reconciliation in Australia through Indigenous exhibitions and programs. Wayfinding issues again represented the largest proportion of negative feedback.

Some changes to the Museum's services, amenities and exhibitions were made as a result of visitors' comments, including:

- improved accessibility for visitors with special needs
- further improvements in lighting in permanent and temporary exhibition areas
- expansion of cloakroom facilities.

Positive references to the service provided by the visitor services hosts were the most common visitor comments recorded through the Charter, accounting for over 19 per cent of all feedback received in 2009–10.

All new employees are made aware of the Client Service Charter in the Museum's Orientation Day New Starters program, and it was included in detail in the induction and training sessions provided to new and existing visitor services staff.

Sustainability

Taking care of people

The Museum’s people are at the heart of the organisation. The Museum continues to attract passionate, creative, highly qualified people with diverse skills and experience to care for and exhibit the collection and maintain the physical infrastructure. A major task is to develop and retain high-quality employees – a task to which the Museum is committed.

The premium placed on high performance and diversity in the Museum is highlighted in the Strategic Plan, with a commitment to continually reviewing the way business is conducted, operating in a way that utilises better practices and providing an environment to assist staff to undertake their work.

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.

The staffing numbers over the past five years indicate the Museum’s overall numbers have stabilised within the 280–300 range, with the gender split fairly constant every year. At 30 June 2010, the Museum employed 297 staff consisting of 237 ongoing and 60 non-ongoing employees, which represented a full-time equivalent number of 257.54.

Impact and features of workplace agreements

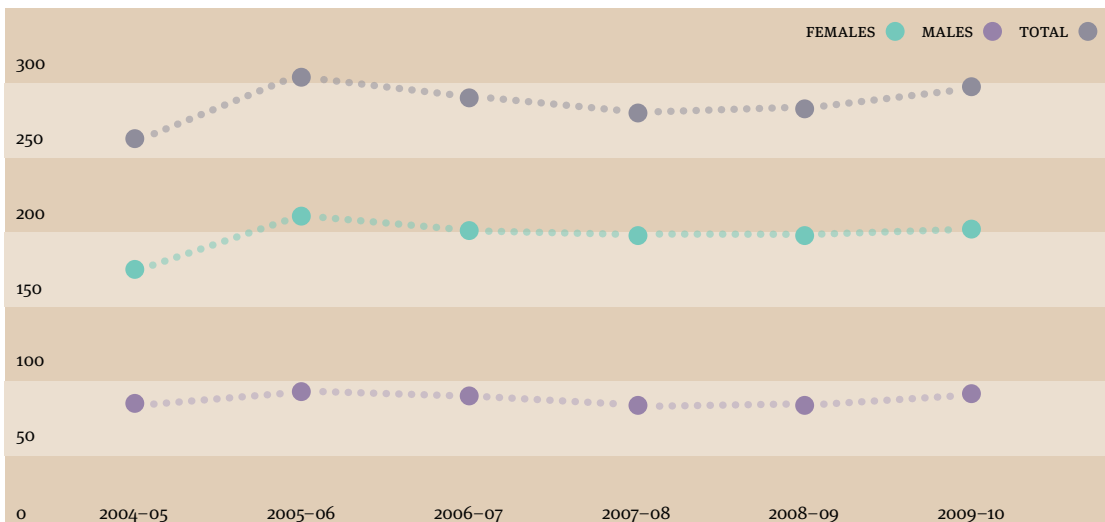
As an Australian Public Service (APS) agency, the Museum employs people within a regulatory framework that includes federal workplace relations and related legislation, the *Public Service Act 1999* and common law employment contracts.

In a rapidly evolving workplace relations and public sector management environment, a range of instruments regulate the Museum’s terms and conditions of employment. Agreements negotiated with employees and their representatives are at the heart of this framework. The Museum has maintained a high level of employee support for collectively negotiated arrangements over the last decade, reflecting an ongoing culture of consultation and trust.

The National Museum of Australia Workplace Agreement 2008–2011 commenced on 30 October 2008 and is the primary agreement covering most 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 will negotiate a new Workplace Agreement in 2010–11. The National Museum of Australia Workplace Agreement 2008–2011 delivered a total pay rise to eligible staff of 4 per cent during 2009–10.

The Museum also has a number of Australian Workplace Agreements (AWAs) made under the *Workplace Relations Act 1996*. These include comprehensive agreements with Senior Executive Service employees and individual AWAs covering a small number of non-SES employees. Under the

Total staff numbers, 2004–10



Transition to Forward with Fairness Act 2008 and the *Fair Work Act 2009*, AWAs will continue to operate until they are terminated or the relevant employment ceases, but no new AWAs may be made.

The 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.

Attracting the right people and doing it better

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.

Throughout the downturn in the global and Australian financial environments, the Museum has continued to attract highly competitive external and internal applicants for vacancies.

Consistent with other APS agencies, the Museum continues to focus on recruitment and selection procedures that deliver efficient, effective and timely filling of vacancies. The dual outcomes sought are to secure the best candidates and minimise recruitment time frames and costs. In 2009–10, the Museum continued to reduce recruitment costs and attract a high standard of candidates for vacancies.

The Museum's induction and orientation experience includes personalised day-one induction by the recruitment officer, regular 'new starter' training sessions on a range of essential issues such as performance management and APS Code of Conduct and Values, an online induction package and a regular Orientation Day program involving a tour of the Museum's collection storage and conservation facilities.

Staffing by employment status

STATUS	MALE	FEMALE	TOTAL
Ongoing full-time Principal Executive Officer (PEO)	0	0	0
Non-ongoing full-time PEO	1	0	1
Ongoing full-time Senior Executive Service (SES)	1	2	3
Ongoing full-time non-SES	55	107	162
Ongoing part-time SES	0	0	0
Ongoing part-time non-SES	18	54	72
Non-ongoing full-time SES	0	0	0
Non-ongoing full-time non-SES	12	25	37
Non-ongoing part-time SES	0	0	0
Non-ongoing part-time non-SES	8	14	22
TOTAL	95	202	297

Staffing by division, as at 30 June 2010

DIVISION	ONGOING	NON-ONGOING	TOTAL
Directorate	24	3	27
Operations	40	3	43
Collections, Content and Exhibitions	78	25	103
Audience, Programs and Partnerships	95	29	124
TOTAL	237	60	297

Staffing by APS level, as at 30 June 2010

APS LEVEL	MALE	FEMALE	TOTAL
PEO	1	0	1
SESB2	0	0	0
SESB1	1	2	3
Executive Level 2	12	11	23
Executive Level 1	12	29	41
APS6	19	38	57
APS5	12	24	36
APS4	9	47	56
APS3	6	16	22
APS2	22	34	56
APS1	0	0	0
Cadet	1	1	2
TOTAL	95	202	297



Indigenous cadet Lorna Woodcock (right), assisting Oliver and Lydia with their creations during a school holiday program in the Discovery Space in the Hall.

Supporting and maintaining a high performance culture

The Museum's staff performance management framework, Workplace Conversations, is a key productivity initiative. The intent of Workplace Conversations remains the same as in previous years: to support a 'guided conversation' approach. Workplace Conversations continues to use Museum specific work-level standards to clarify job roles and expectations, and Museum-specific capability profiles to identify and reinforce work behaviours that support the Museum's objectives.

Workplace Conversations requires staff members to have regular performance discussions with their manager. These formal guided 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. Aggregate learning and

development data assists in the development of overall corporate training activities.

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

Sustaining a consultative culture

The current workplace agreement establishes a framework for formal and informal consultation arrangements as an integral part of decision making in the Museum, enabled by a biannual Museum Consultative Forum in which the Director, Executive Group and staff representatives engage on higher level strategic issues for the Museum. This is supplemented by a Workplace Consultative Committee for broad consultation on operational matters.

The Museum continues to work closely with the Community and Public Sector Union (CPSU) on all relevant matters affecting staff. Consistent with the

Australian Government Employment Bargaining Framework, the Museum will negotiate and finalise in 2010–11 an agreement with the CPSU concerning negotiation, communication and access to the workplace.

Supporting and making workplace diversity a priority

A significant factor in delivering services for diverse audiences is to sustain a workforce that reflects an equally diverse background and perspective. Subsequently, the Museum works hard to maintain and encourage diversity in its workforce.

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 implementing the plan, the Museum continued to encourage a staffing profile that reflects Australia's cultural diversity.

Progress has been achieved through the development of recruitment strategies, promoting APS values relating to diversity, maintaining a network of equity and diversity contacts, and continuing to raise awareness on ways to prevent bullying and harassment in the workplace. The plan expired during the year and a replacement plan was developed. In May 2010, the Museum became a member of the Australian Network on Disability, an employer group dedicated to improving employment conditions for people with disabilities.

Aware of the ongoing decrease in the number of Aboriginal and Torres Strait Islander people employed across the APS, the Museum continued to take particular measures during the year to provide and support employment opportunities for Indigenous people. These included:

- a dedicated role in the Visitor Services and Volunteers team to promote, facilitate and support the employment of Indigenous people
- the provision of cultural awareness training for staff
- employment of three people under the Indigenous Cadet Program
- continuing the Aboriginal and Torres Strait Islander Program, which employed a 12-month non-ongoing APS 4 curator.

The Cadet Program offers cadets ongoing employment upon successful completion of the program and supports cadets who are completing their post-secondary education while they gain valuable on-the-job work experience. In 2010 the Museum offered two visitor services host positions through the Indigenous Entry Level Recruitment Program coordinated by the Australian Public Service

Commission. This program provides entry level staff with the opportunity to obtain a Certificate IV qualification.

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

Museum staff who report as belonging to specific groups

GROUP	NO.	% TOTAL STAFF
Aboriginal and Torres Strait Islander peoples	14	4.7
People with disabilities	8	2.7
Culturally and linguistically diverse backgrounds	38	12.8
Females	202	68

Enhancing our capability through learning and development

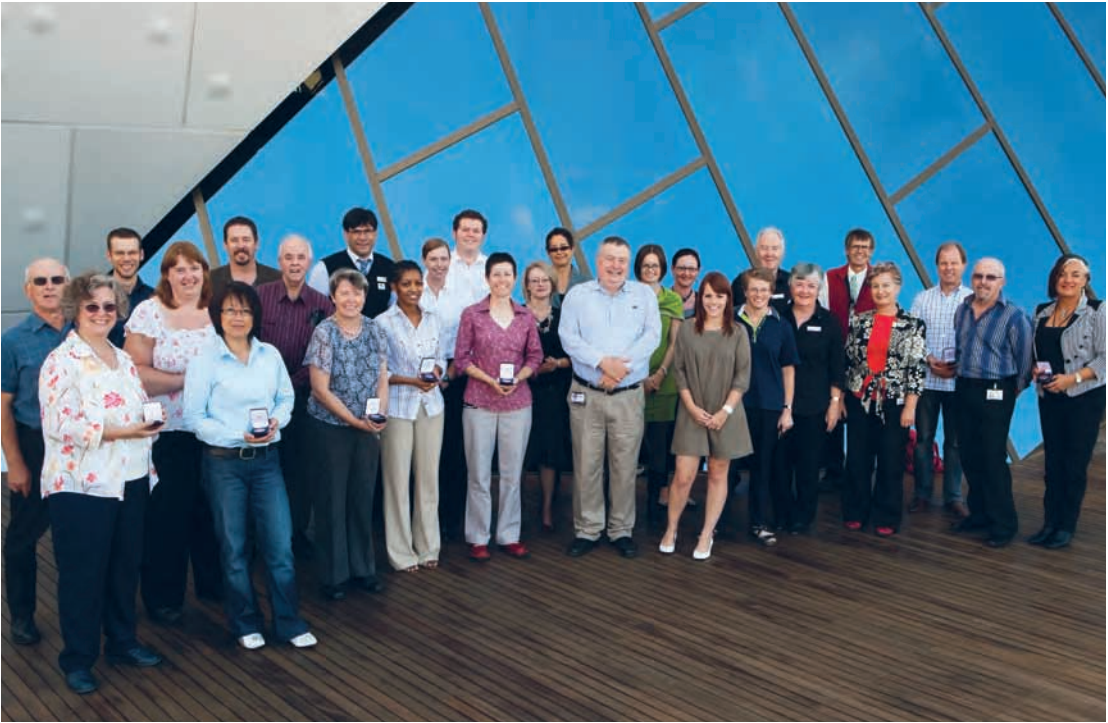
The Museum's corporate training program is aligned with its capability profile and strategic business objectives. During 2009–10 the program focused on building capability in leadership, writing, performance management, understanding our business and application of the APS Values and Code of Conduct.

As in previous years, in 2009–10 a number of staff members presented papers at conferences and seminars, undertook research and attended technical and professional workshops. A list of these activities is reported in Appendix 7, pp. 137–144. In addition, one employee took part in the 2009 Cultural Management Development Program (CMDP), with another enrolled in 2010.

Two employees completed the Advanced Workplace Skills Program (AWSP) during 2009 with another two enrolled in 2010. Both the CMDP and AWSP are collaborative development programs, run in conjunction with other cultural institutions in the Australian Capital Territory.

The Museum also supported attendance of two Indigenous staff at a two-day course designed to improve skills for mentoring of other Indigenous staff. In addition, the Museum continued to utilise the funding pool of \$5000 established in the Workplace Agreement to sponsor four Indigenous staff to attend the Barks, Birds & Billabongs symposium.

The Workplace Agreement also gave employees access to Museum-sponsored study leave, with special provisions for staff to learn languages other than English.



Recipients of the Australia Day Achievement Medallion for 2010.

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

- training for the Museum's Equity and Diversity contact officers on harassment and bullying in the workplace
- seminars on mental health in the workplace, with a particular emphasis on resilience and managing change
- seminars on occupational health and safety (OHS) for all staff, through induction presentations, as well as focused OHS presentations for visitor services teams
- manual handling training
- courses for first aid officers, wardens and section health and safety representatives
- regular and comprehensive orientation programs for all new Museum employees.

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 39 employees, including two volunteers, who had made noteworthy contributions to the work of the Museum during the past year, or over a number of years.

Internal communications and staff news are regularly communicated through the Museum's active intranet and the internal newsletter, *The Loop*.

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. Details of the Museum's performance during the year in implementing the Commonwealth Disability Strategy are set out in Appendix 10, pp. 146–149.

Educational and developmental opportunities

The Museum continued to be a sought-after venue for secondary and tertiary students seeking work experience, with 18 students undertaking work experience placements, primarily in our Visitor Services team, during the year. The Education section hosted 32 undergraduates from the University of Canberra, who were completing a Professional Community Day as part of their teaching program.

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 Museum continued to manage occupational health and safety (OHS) for all staff, volunteers, contractors and visitors during 2009–10. This was achieved with its well-established framework for OHS management that includes:

- a dedicated Safety and Risk Manager who represents the Museum at various forums including the Commonwealth Safety Management Forum
- quarterly OHS Committee meetings
- five designated work groups for OHS management in all areas of the Museum
- health and safety representatives and deputies in each of the five designated work groups
- regular training for staff
- targeted safety improvements
- incident reporting and investigation
- provision of timely information to employees via a dedicated intranet website.

The Museum recognises that training for staff and volunteers plays a key role in achieving and maintaining a high standard of workplace safety. Training provided during 2009–10 included:

- online OHS training courses for all new employees
- training courses focusing on the OHS obligations of managers and supervisors
- customised manual handling training for collections management staff
- manual handling training for staff who work in Facilities, the Museum Shop, Multimedia and Public Programs
- training for staff members to gain licences for forklift and other plant operation, where required.

Ongoing recruitment and training of wardens, first aid officers, and health and safety representatives also took place to replace staff members who have vacated those positions. The Museum makes extensive use of

contractors, and hence continues to focus on ensuring that all contractors working on Museum sites receive a site induction prior to commencing work to make them aware of their OHS obligations. The Museum continued its approach of identifying, assessing and rectifying safety hazards in a functional and practical way, which also takes environmental and aesthetic aspects into consideration. The Safety and Risk Manager continues to actively provide OHS input into exhibition creation and gallery development, from design through to installation phases.

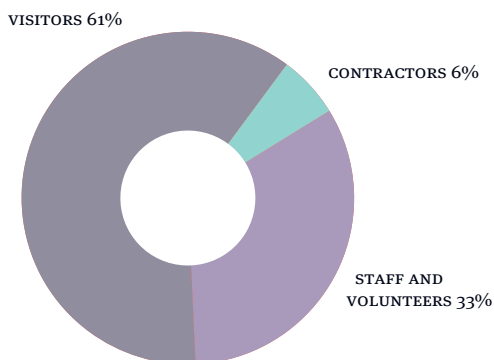
In an effort to increase staff awareness of their own health and wellbeing, annual influenza vaccinations and voluntary health assessments were made available for all staff and volunteers. Furthermore, additional H1N1 influenza vaccinations were made available during 2009 for staff and volunteers.

There were a total of 90 injuries reported by staff, visitors or contractors during the year. This included one serious injury. There was also one dangerous occurrence. These were both reported to Comcare in accordance with Section 68 of the *Occupational Health and Safety Act 1991*.

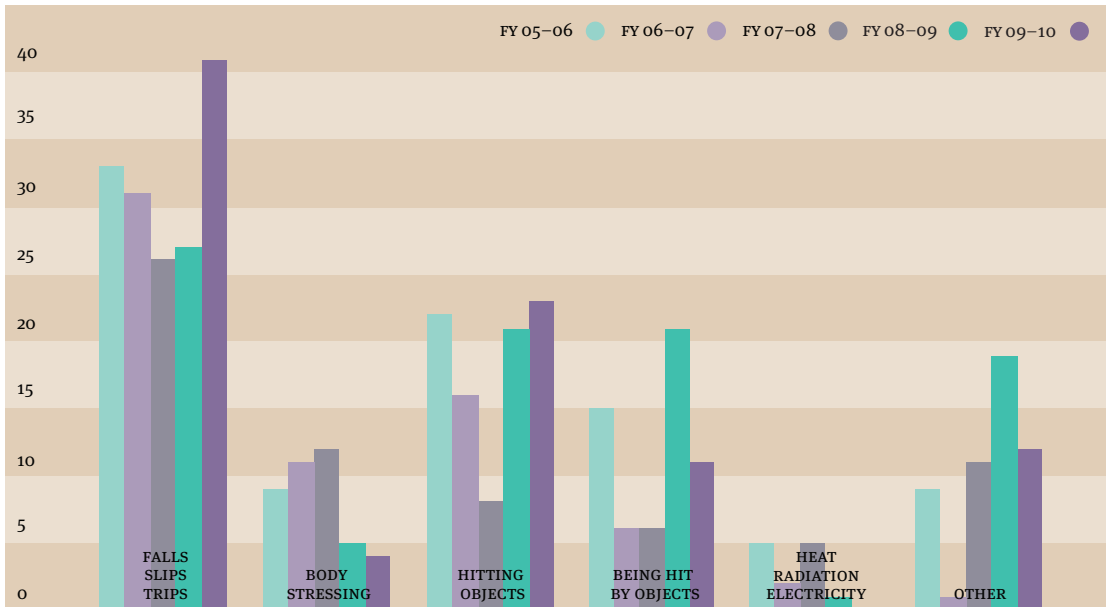
The statistics show a slight increase in the number of reported minor injuries compared with the previous year but there was a decrease in the number of serious injuries and dangerous occurrences.

There were no fatalities or provisional improvement notices recorded during the year. Minor injuries are those that require no medical treatment, or only first aid treatment. Serious injuries require emergency medical attention by a doctor, in a hospital or in an ambulance. Dangerous occurrences are incidents that could have, but did not, result in serious injury or death.

Category of person injured or involved in dangerous occurrences, 2009–10



Cases of injury or dangerous occurrences, 2005–10



Category and number of reported incidents, 2005–10

YEAR	MINOR INJURIES	SERIOUS INJURIES	DANGEROUS OCCURRENCES
2005–06	91	1	1
2006–07	63	0	4
2007–08	60	3	5
2008–09	85	6	3
2009–10	89	1	1

Security

During 2009–10 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.

Upgrades to security infrastructure undertaken during the year included:

- an upgrade to the security camera controller to replace outdated, end-of-life technology with new digital equipment. This included new software, the replacement of outdated analogue components with digital hardware and new LCD monitors
- installation of additional cameras and electronic door locks to provide enhanced security to the Museum's building 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.

As part of its annual insurance renewal process, the Museum reviewed its insurance coverage to ensure that it remained appropriate for its operations. The Comcover Risk Management Benchmarking program recognised the ongoing positive impact of the Museum’s risk management strategies and activities by awarding the Museum a discount on its 2009–10 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 ISO 14001:1996 ‘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

“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’.”

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 contribute to 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’.



ACTEW Corporation dam level indicator at the National Museum entrance during the *Water: H₂O=Life* exhibition.

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:

- reducing energy consumption
- increasing waste recycling
- decreasing water use
- using environmentally friendly cleaning chemicals
- using a vehicle fleet that offsets carbon emissions
- supporting environmentally conscious staff initiatives.

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

Reducing energy consumption

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

- accurate tracking of energy usage across the Acton site. The Museum's energy monitoring system enables independent monitoring of the heating, ventilation and air conditioning (HVAC) system
- ongoing replacement of older lights with energy efficient LED lights. These require less maintenance and replacement, further reducing their whole-of-life environmental impact. Existing light fittings were also modified to improve energy efficiency
- changes to the building management system to ensure that the air conditioning chillers operate at optimum efficiency, which has also resulted in savings in energy costs.
- further revision of chilled water plant programming to provide better environmental conditions within the Acton exhibition areas while reducing energy consumption. This was achieved through improved sequencing of the HVAC plant and has resulted in significant reductions in energy use and operating costs.

During the year the Museum engaged an independent consultant to undertake an energy audit of the Museum's property portfolio. The consultant identified a number of initiatives to further reduce energy consumption. These included modification of the HVAC plant and equipment to ensure it is operating to its maximum efficiency, replacement of existing lighting with new, more

efficient lighting technology, and the installation of additional power factor correction to the electricity supplies that feed into the Acton building. The Museum is currently examining the feasibility of implementing these initiatives with a view to incorporating them into future building upgrades and refurbishments.

Increasing waste recycling

The Museum continues to recycle paper, cardboard, toner cartridges and glass/plastic bottles. Specific activities included the implementation of a recycling program for fluorescent tubes and bulbs, and installation of recycling bins in the outdoor public areas and in staff amenity rooms.

Decreasing water use

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

In line with current water restrictions in the Australian Capital Territory, watering of the gardens and external facade continued to be minimised.

Using environmentally friendly cleaning chemicals

All cleaning chemicals used by the Museum's cleaning contractors meet the specifications set out in Australian Standards AS/NZ ISO 14001:1996 'Environmental Management Systems — Specification with guidance for use' and AS/NZ ISO 14004:1996 'Environmental Management Systems — General guidelines of principles, systems and supporting techniques'.

Offsetting carbon emissions

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

Staff action

The Green Museum group, a voluntary group of environmentally conscious Museum staff, assisted in raising awareness of environmental issues by promoting activities such as:

- a blog on the Museum's intranet where staff can discuss environmentally sustainable ideas and events
- providing tips via the Museum's intranet on ways to reduce work and home environmental footprints
- setting up a car-pooling roster
- collecting ideas from staff on ways to make the workplace more sustainable and acting upon these wherever possible.



The Museum was a popular venue for corporate functions including gala dinners, awards presentations and cocktail receptions.

Generating external revenue and support

Grants and sponsorship

The total value of support secured from external sources was \$1,602,638 comprising \$750,523 in cash or in-kind sponsorship (exceeding the target of \$570,000) and \$852,115 in grants received to support key activities.

Water: H₂O=Life and *Voyages of the Pacific Ancestors: Vaka Moana* both attracted substantial media support from Prime Television and Foxtel's History Channel.

Significant grant funding received was:

- \$219,233 from the Department of the Environment, Water, Heritage and the Arts' National Collecting Institutions Touring and Outreach Program to support the development of one and touring of three exhibitions
- \$100,000 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 (a further \$400,000 has been provided for expenditure in 2010–11).

In anticipation of the opening of a major new exhibition on the history of the Irish in Australia in March 2011, preliminary steps were taken in 2009–10 to raise awareness of the exhibition among members of corporate Australia, including two events hosted by

Daniel Gilbert AM, Chair of the National Museum of Australia Council, in Sydney (11 December 2009) and Melbourne (13 April 2010).

Merchandising and retail

Merchandising and retail operations raise revenue while enhancing visitor experiences by providing merchandise that is largely inspired by the Museum's exhibitions, programs and its unique building. It was a challenging year for Museum retail operations with gross revenue declining by 20.2 per cent compared to the previous year, although it did surpass the budget target for 2009–10 by 3.1 per cent.

This result was largely due to the worldwide financial situation as well as the fluctuating Australian dollar, which also had an impact on tourism and discretionary domestic spending. In the later half of the financial year a review of retail operations was undertaken, resulting in improvements to be implemented in areas of the product range, price points, merchandising and customer service.

Venue hire

The Museum is a popular venue and in 2009–10 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. See Appendix 6, pp. 131–136.

Management performance

Consulting and contracting services

The Museum is committed to achieving the best 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.

Its purchasing practices and procedures are consistent with the Commonwealth Procurement Guidelines and are also 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 2009–10 was eight, and the total expenditure on consultancy contracts during the year was \$1,028,124. Major contracted services included exhibition design, information technology and facilities services.

Facilities management

During 2009–10, the Museum exercised options to extend the contract for the provision of cleaning services for a further 12 months.

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

- conversion of the existing broadcast studio into a new 200-square-metre exhibition area. This work included a new airlock entry off the main Hall and upgrades to the heating, ventilation and air conditioning (HVAC) system to provide exhibition standard environmental conditions. In association with this work, a new cloak room was also constructed to provide greater visibility for visitors and improved storage for staff
- an upgrade to the fire suppression system at 9–13 Vicars Street to provide improved protection for collection items

- ongoing fire upgrade projects at the Museum building at Acton, including revised exit signage and emergency lighting works
- provision of dedicated art racking at 90 Vicars Street to provide better storage for two-dimensional collection items
- a number of office fitouts to improve staff comfort and amenity
- construction of a new storage facility at 90 Vicars Street to house non-collection items such as facilities stores, hazardous materials and a battery charging area for the forklifts.

This year the Museum received approval in the Federal Budget to extend the main administration building at Acton. This will see a two-storey extension to the existing administration wing off the main Museum building using, where possible, best practice in green building materials, plant and systems. The extension will provide an additional 920 square metres of office accommodation.

The primary aim of this proposal is to free up 650 square metres of existing space, currently used for administrative purposes, for public use. This will allow more of the Museum's collection to be on display and accessible to the public. The extension will also provide more efficient and functional work space and staff accommodation for the Museum.

Asset management

The Council's Audit, Finance and Risk Committee monitors the financial management of the Museum's assets. During 2009–10, the Museum continued ongoing training and implementation of changes to its asset management system, to streamline and strengthen some procedures within the system. The Museum also contributed to the development of the Australian National Audit Office Better Practice Guide on the Management of Assets by Public Sector Entities.

“Key relationships were developed within the industry to help promote the Museum as a venue to local, national and international markets.”