



Programs
and
outcomes

11 :: 12

The Beach Fisherman
by Kenneth MacQueen
(1897–1960), watercolour,
1934. Lent by New England
Regional Art Museum, Armidale.
Gift of Howard Hinton

We aim to increase the awareness and use of our programs across Australia

Strategic directions 2009–12

We will get to know our existing and potential audiences better

We will create a wide range of programs that will appeal to and engage these audiences – particularly remote, regional, disadvantaged, Indigenous and other culturally diverse communities

We will embrace new technologies to provide stimulating new teaching, communication and learning experiences. Our programs will include reference to contemporary issues

Key performance indicators of the ANMM 2011–12 Annual Operating Plan

KPI	Issue	2011–12 Targets	Response
1.1	Number of visitors to <i>Endeavour</i> and on site	430,000	390,517
1.2	Number of unique website users	10% increase on 2010–11	Not available due to metrics changes; page views up 18%
1.3	Visitor/user satisfaction levels	95%	97%
1.4	<i>Endeavour</i> outreach	600 public participants over 11 voyages and a full circumnavigation completed by June 2012	Full circumnavigation completed. 568 voyage crew for 2011–12. Total for voyage 704
1.5	Education/new technology	Four new comprehensive online education resource packages	Two video conference packages, three comprehensive online education resource packages; see Appendix 5

right: Schoolchildren queue to visit the *Endeavour* replica during her visit to Darwin in July 2011. In ports the ship is fitted out with artefacts and replicas to present the 18th-century shipboard environment.





HM Bark *Endeavour* replica

The museum has planned and completed, safely and successfully, the *Endeavour* replica's 2011–12 circumnavigation of Australia – the largest, most ambitious national outreach program we have ever undertaken. The itinerary included every state plus the Northern Territory, every state capital city, with visits to many regional ports. The majority of the voyage was completed under sail. The Department of Education, Employment and Workplace Relations funded 39 berths on HMB *Endeavour* for Indigenous people on most of the 20 legs of the voyage. This was part of a pre-employment program for Indigenous people that is being run nationally. The circumnavigation was documented on a number of social media websites, including Twitter, Facebook, Flickr and a dedicated blog. Immediately after returning, *Endeavour* sailed to Lord Howe Island to observe the Transit of Venus.

Public programs and education

The visitor and education teams' entire range of programs, both for the general public, schools and education audiences, are recorded in Appendix 2. Among the year's innovations were our Sustainable Sunset Seafood dinner onboard HMAS *Vampire*, part

of the Sydney's Crave Food Festival in October featuring celebrity chef Tom Kine. Visiting vessels *Whale Song* (cetacean research) and *Lady Amber* (CSIRO Argo oceanographic buoy deployment) exposed visitors to oceanic environment projects, and we partnered with Greenups during our summer attraction *AQUA* for talks by leading water sustainability experts.

The museum celebrated 20 years since it opened its doors to the public and the range of activities included a Gala Dinner for sponsors, supporters of the museum and staff past and present. A 20th-anniversary photographic competition, Museum Moments, had winners from WA and regional NSW. For the major exhibition *Fish in Australian Art* we worked with the Art Gallery of New South Wales to provide in-depth visual art interpretive training to museum volunteer guides. The education team developed a visual arts program to accompany this exhibition. Two debating series were organised based on the exhibitions *Scott's Last Expedition* and *Remembering Titanic*.

For the HMB *Endeavour* circumnavigation our education unit produced online cross-curriculum materials, and promoted and coordinated school in-port bookings resulting in visits for over 18,000 students and teachers. We held video-conference sessions with Northern Territory and South Australian schools; collaborated with other museums for enhanced visit programs; collaborated with Captain Cook's Cottage in Melbourne on a children's writing competition; worked with Taronga Zoo's Indigenous Education Officer to produce resource materials; and coordinated schools' participation in leaving and welcome-home ceremonies.

above: The replica of HM Bark *Endeavour* at the end of the 2011–12 circumnavigation of Australia, firing a salute from her four-pounder cannons.

HM Bark <i>Endeavour</i> replica visitation			
	2009–10	2010–11	2011–12
Visitors in all ports	122,935	28,649	56,143
Voyage crew berths filled	¹ 504	136	568
Number of days voyaging	² 24	41	153
Number of days open to public	309	34	³ 108

1 Includes 389 passengers on overnight and half-day sails, 104 voyage crew and 11 supernumeraries on offshore voyages

2 Includes half-day sails, overnight sails and offshore voyages

3 Includes ISAF open days in WA

HMB <i>Endeavour</i> replica voyages and port displays 2011–12			
Voyage	Dates 2011–12	Port	Open for inspection
Sydney–Brisbane	15–26 Apr	Brisbane	28 Apr–8 May
Brisbane–Gladstone	10–19 May	Gladstone	21–26 May
Gladstone–Townsville	28 May–8 Jun	Townsville	10–14 Jun
Townsville–Cairns	16–22 Jun	Cairns	24 Jun–5 Jul
Cairns–Thursday Island	7–16 Jul		
Thursday Island–Darwin	19 Jul–1 Aug	Darwin	3–14 Aug
Darwin–Broome	16–29 Aug		
Broome–Exmouth	1–14 Sep		
Exmouth–Geraldton	17–28 Sep	Geraldton	20 Sep–4 Oct
Geraldton–Fremantle	6–12 Oct	Fremantle	14 Oct–1 Nov
Fremantle–Bunbury	3–7 Nov	Bunbury	9–13 Nov
Bunbury–Fremantle	15–19 Nov	Fremantle	20–30 Dec
Fremantle–Albany	6–12 Jan	Albany	14–18 Jan
Albany–Port Lincoln	20 Jan–2 Feb	Port Lincoln	4–8 Feb
Port Lincoln–Adelaide	10–14 Feb	Adelaide	16–23 Feb
Adelaide–Portland	25 Feb–5 Mar	Portland	1–11 Mar
Portland–Hobart	13–22 Mar	Hobart	24 Mar–3 Apr
Hobart–Melbourne	5–16 Apr	Melbourne	18–29 Apr
Melbourne–Eden	1–7 May	Eden	9–13 May
Eden–Sydney	15–21 May		
Sydney–Lord Howe Island	31 May–5 Jun		
Lord Howe Island–Sydney	7–11 June		

Visitors and interactions		2009–10	2010–11	2011–12
Visitors	Museum (Darling Harbour)	503,778	440,114	334,374
	HMB <i>Endeavour</i> circumnavigation	n/a	21,188	56,143
Total visitors		503,778	461,302	¹390,517
Visitors to travelling exhibitions		122,935	161,690	153,465

1 In 2011–12 the museum anticipated a reduction in visitors as it reintroduced an entry fee and simplified its ticketing structure.

Major visitor revenue sources		2009–10	2010–11	2011–12
Entry revenue	Museum (Darling Harbour)	\$1,784,715	\$1,558,617	\$1,744,326
	HMB <i>Endeavour</i> circumnavigation	n/a	\$212,040	\$595,292
Total visitor entry revenue		\$1,784,715	\$1,770,657	\$2,339,618
Merchandise revenue	The Store (gross revenue)	\$785,348	\$701,098	\$637,741
	HMB <i>Endeavour</i> circumnavigation	n/a	\$38,272	\$93,109
Total merchandise revenue		\$785,348	\$739,370	\$730,850
Public programs revenue		\$292,987	\$245,148	\$292,316
HMB <i>Endeavour</i> voyage crew and charter fees		\$174,606	\$370,681	¹ \$1,582,616
Total revenue		\$3,037,656	\$3,125,856	\$4,945,400

1 Includes ISAF fee \$250,000 inc GST

Education groups		2009–10	2010–11	2011–12
Primary schools		324	389	320
Secondary schools		353	253	253
Tertiary/adult groups		49	32	24
Education groups total		726	674	597

Public program/education attendances		2009–10	2010–11	2011–12
Primary students		15,817	17,024	34,270
Secondary students		11,515	9,271	7,838
Adult students		968	703	316
Teachers		3,896	3,566	5,595
Vacation care		1,671	1,896	1,842
Mini Mariners		¹ 5,225	² 4,072	1,746
Other groups		2,917	3,258	3,767
Students on HMB <i>Endeavour</i> circumnavigation		n/a	3,287	12,906
Teachers on HMB <i>Endeavour</i> circumnavigation		n/a	454	1,793
Sub-total booked groups		42,009	43,531	49,416
Kids on Deck		13,395	9,468	8,885
All programs total		55,404	52,999	58,301

1 Includes Playgroups Association of NSW (3,346)

2 Includes Playgroups Association of NSW (2,896)

Other program visitor numbers		2009–10	2010–11	2011–12
Teacher previews of exhibitions and Darling Harbour Education Network		103	210	n/a
Marine Careers Day – senior students		123	103	n/a
Public programs – WEA program		354	444	112
Public programs – other adult programs		70	155	57
Family programs – character tours		n/a	2,400	n/a
Family programs – theatre + Cabinet of Curiosity touch trolley		346	2,518	2,225
Youth/Family workshops		n/a	190	266
Other		35	n/a	n/a
Total		1,340	5,995	2,660

A special event held to celebrate the 10,000th school visitor to *Endeavour* attracted strong media attention. To mark the Transit of Venus the education team developed programs at the museum and for students on Lord Howe Island with Sydney Observatory. Our schools program gave Indigenous youth a voice in the museum's important national conference 'Nawi – exploring Australia's Indigenous watercraft'.

Two indigenous teacher placements worked on our Indigenous outreach program for students with a disability. This program, conducted by museum teacher-guides, provided access to Indigenous stories, art and culture through objects in the ANMM Education Collection, facilitating exploration and a tactile learning experience. It linked directly to syllabus outcomes in Stages 2 and 3 for the key learning areas HSIE, Visual Arts, CAPA, Mathematics, English and PDHPE. Different versions of the program were developed for students with intellectual disabilities, and for students with hearing and sight disabilities.

Vaughan Evans Library

As the museum celebrated 20 years since opening to visitors, its public research facility the Vaughan Evans Library had already marked 25 years of providing invaluable service to maritime researchers. Named after the esteemed Australian maritime historian who in 1986 donated his personal library to become its foundation, the library was serving the Australian public right through those early developmental years before the museum opened in 1991.

Vaughan Evans Library			
	2009–10	2010–11	2011–12
Monographs/AV titles accessioned	634	573	475
Internal loans processed	327	393	346
Inter-library loans processed	220	240	240
Researchers in person	715	584	557
External research requests	2,293	1,918	1,757
Total research requests	3,008	2,502	2,314
Items catalogued	720	695	281
Revenue	\$2,854	\$3,236	¹ \$2,502

1 Reduction this year due to being no longer able to accept donations online via the museum's website

The library was closed to large groups for a part of the year due to building works. The focus was therefore on core work such as external public services, and internally on infrastructure and knowledge management. The trend to more complex research enquiries and more detailed family history research continues. We looked at big-picture issues such as web presence, electronic resources, discovery layers, integrating online content, and improving subject resources to support the museum's new Strategic Plan. The library's intranet presence was replaced by a library Sharepoint community, with lots of social networking features to help get library services to museum staff and to create an engaged community of library users. Major acquisitions this year included electronic resources the British Newspaper Archive, Goldsmiths Kress Library of Economic Literature and 18th-Century Collections online.

Publications

We administered the 2011 Frank Broeze Memorial Maritime History awards, sponsored jointly by this museum and the Australian Association for Maritime History. The biennial prize was increased by the two organisations to \$3,500, and a new \$500 community award was added, for local museums and history societies. The winner of the main prize was Iain McCalman, for *Darwin's Armada – How four voyagers to Australasia won the battle for evolution and changed the world* (Penguin Australia 2009). The Australian Community Maritime History Prize was awarded to the Lady Denman Heritage Complex, Huskisson, for Peter



Crabb's *Shipping and Shipwrecks – Stories from Jervis Bay and its neighbouring coasts* (2010).

At the end of the year in review, the editing and design of a major new museum publication highlighting our collection, *100 stories from the Australian national Maritime Museum*, was complete, in association with the NewSouth Publishing (University of NSW Press). The 258-page book, edited by Theresa Willsteed, is to be launched in October 2012. We were associate publisher of the first national history of the towing industry, *Heroic, Forceful and Fearless – Australia's tugboat heritage* by Randi Svensen (Citrus Press Sydney 2012). The museum's flagship quarterly journal *Signals*, with a circulation of 6,000 nationally and overseas, grew in size, introducing a new series on maritime museums and historic vessels from around Australia.

The Store

The Store builds on its reputation as an exciting and varied shopping environment as well as an extension to the museum visit experience. It employs a team of experienced staff and offers exceptional customer service. Much of the merchandise is designed especially for the museum, or sourced from around the world, making a unique selection of gifts and souvenirs. During 2011–12, a range of merchandise was designed and developed for the *AQUA* and *Fish in Australian Art*

exhibitions. Product was also sourced internationally for the exhibition *Remembering Titanic – 100 years*. The Store became the only place in Australia to stock these products and they achieved strong sales. Despite a downturn in visitation to the museum, the takings exceeded budget. The wholesale arm continued to grow, supplying merchandise to an ever-expanding network of museums and cultural outlets.

Sydney By Sail

Sydney By Sail is a successful commercial enterprise operated from the museum waterfront by former Olympic yachtsman Matt Hayes. His yacht charter company is highly regarded in the tourism industry and offers short sails on the harbour and overnight cruises as well as sailing courses and corporate sailing. It benefits the museum not just by its commercial return, but by giving our visitors the opportunity to extend their museum experience onto the water, so that the museum becomes their gateway to the experience of sail and Sydney Harbour.

above: This classic photo from the museum's Samuel J Hood Studio Collection, of the tug *Heroic* with troopship *Queen Mary* during WW2, featured on the cover of a new book.

We aim to foster the care and research of Australia's maritime heritage and material culture, particularly through the management of our collections

Strategic directions 2009–12

Our collections are central to our scholarship and programs. Their accessibility is critical to our own goals and to the interests of our users and other stakeholders

Preservation of our unique historic fleet is also a priority. Since resources preclude expanding the in-water collection, we will increase accessibility to all vessels, particularly HM Bark *Endeavour* replica

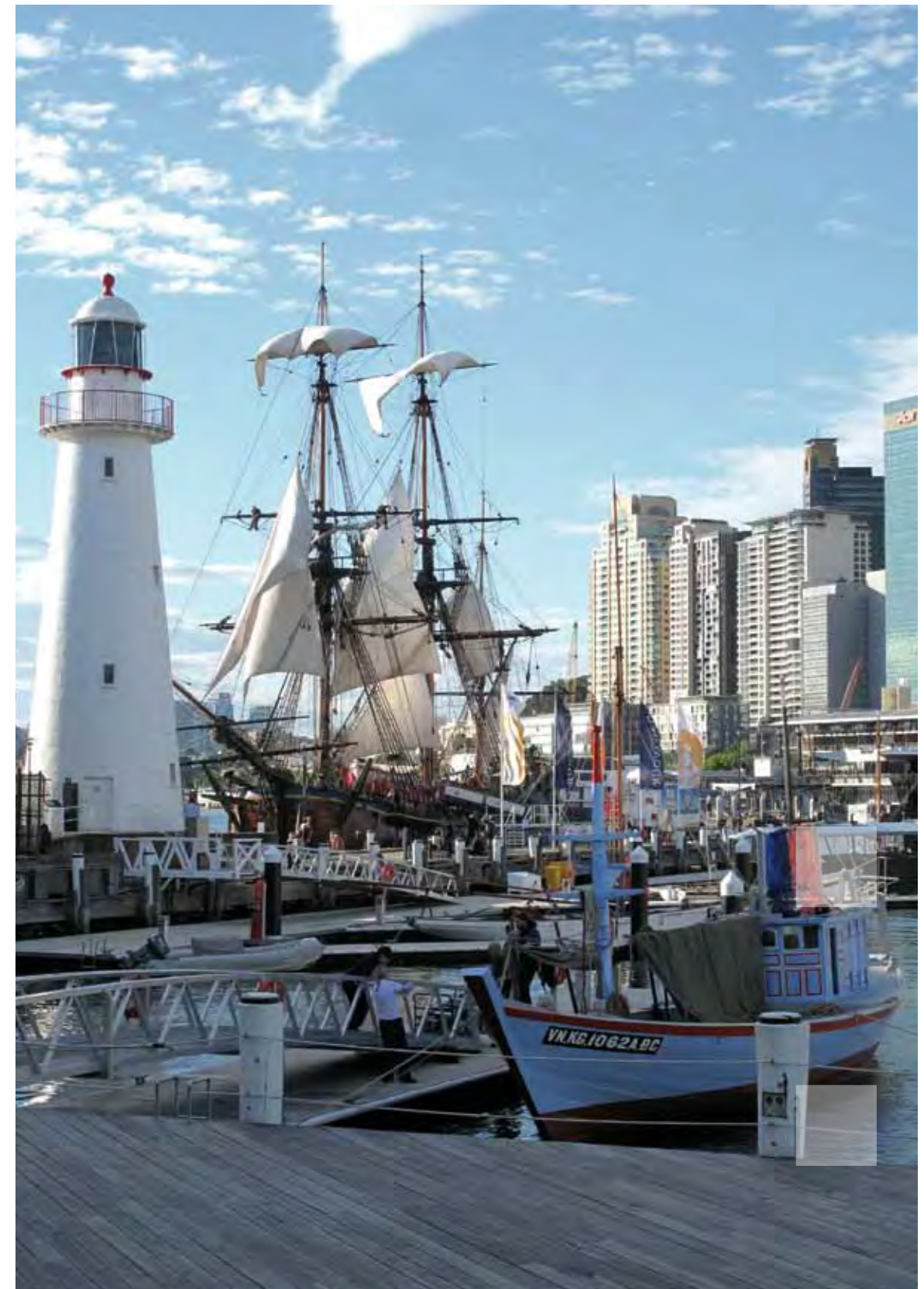
We will continue to fulfil our charter obligation to acquire items for the National Maritime Collection (NMC) and to care for other historical material in our custody

We will continue to be involved in a variety of scholarly maritime heritage activities

Key performance indicators of the ANMM 2011–12 Annual Operating Plan

KPI	Issue	2011–12 Targets	Response
2.1	Fleet management documentation	New vessel management plans for <i>Carpentaria</i> , <i>John Louis</i> , <i>Thistle</i> and <i>Endeavour</i>	<i>John Louis</i> and <i>Thistle</i> completed
2.2	Collections management	Revised design, library, and oral history policies	(5) Collection Development Policy, Collection Storage Access, Conservation Policy and Procedures, Integrated Pest Management (IPM) review, Deaccessioning Disposal Policy
2.3	Digitisation of collection	2,500 items digitised	5,007 items digitised
2.4	Physical accessibility of collection	2.5% increase in number of NMC items on display	4% (2010–11=1,800; 2011–12=1874)

right: At the museum's upgraded fleet basin, the Vietnamese fishing boat *Tu Do* ('Freedom') was being restored this year to the colours and fitout of its 1977 arrival in Darwin carrying 31 refugees fleeing communism.



Curatorial sections

The work of the curatorial sections in developing exhibitions, researching and acquiring additions to the National Maritime Collection, providing professional services and advice, and partnering with a diverse range of organisations, is reflected in many sections of this annual report particularly in Section 1: The Year in Review, which includes a catalogue of the year's exhibitions. The list of selected acquisitions to the NMC that appears in Appendix 3, and the list of donors to the collection in Appendix 4, reveal the diversity of our holdings. Publications, lectures, and media appearances by members of the curatorial sections are listed in Appendixes 6, 7 and 8.

Appendix 2 lists the program for the curatorial section's outstanding research and community collaboration, the national conference 'Nawi – exploring Australia's Indigenous watercraft' held 30 May–1 June 2012. Initially aimed at addressing the paucity of typological studies and the lack of any national survey in this important area representing over 40,000 years of maritime history, this project expanded with regional workshops and practical experiments in canoe-building to link many Indigenous communities that are determined to preserve their cultural knowledge.

Working on Indigenous collections, University of Sydney Museum Studies intern Mariko Smith updated the data on artists Billy Missi and Lola Greeno, clearing copyright for all their works, writing blogs on her internship and completing a Google map project on both artists. A significant acquisition was a *derrka* (bark canoe) made in the mid-1980s by John Bulun Bulun of the Ganabingu language group and the Gurrumba Garumba clan, from Arnhem Land in the Northern Territory. This type of craft, used to hunt magpie geese and collect their eggs in the Arafura Swamp, was made famous in the film *Ten Canoes*.

Exhibition fitout of the major Wharf 7 foyer redevelopment, featuring historic small craft both power and sail, marine engines and collection items from Sydney Heritage Fleet and this museum, was 80% completed during the year. We received a grant of \$71,100 from National Collecting Institutions Touring and Outreach Program to tour *On their Own – Britain's child migrants* and *Freshwater Saltwater – Aboriginal and Torres Strait Islander* prints in 2011–12. Most curators were engaged in researching and writing entries to the major new museum publication *100 stories from the Australian National Maritime Museum*, which will be published in October 2012. Our participation in the

museum's social media program notably increased, with regular blogs, Twitter and Facebook postings. Curators were filmed in pre-recorded programs and live video links as part of *Endeavour* schools outreach. Dr Nigel Erskine completed a successful study trip to India researching the 2013 exhibition *East of India: Power, Trade and Australia 1788–1857* and liaising about seminars and workshops with Indian museums.

The imaginative exhibition *Fish in Australian Art*, developed at the museum with guest curator Stephen Scheduling, brought together an unprecedented selection of artworks representing the following diverse range of artists past and present:

Edward Abbott, J Allen, Joyce Allen, Aby Alston, William Anderson, George French Angas, Anonymous, Yvonne Atkinson, Ian Armstrong, Bartleet & Sons, Graeme Base, Ferdinand Bauer, Clarice Beckett, Vera Blackburn, Robert Leslie Blackwood, Brian Blanchflower, William Blandowski, Lin Bolton, Arthur Boyd, Arthur Boyd Snr, John Brack, Oswald Walter Brierly, Richard Browne, Rupert Bunny, Frances Burke, Cressida Campbell, Jeff Carter, Ugo Catani, Harold Cazneaux, Vic Chapman, Peter Churcher, George Day, William Dobell, William Henry Downes, William Duke, Eugenie Durran, James Barker Emery, Adrian Feint, Max Feuring, George Alexander Gilbert, James Gleeson, William Buleuow Gould, Deborah Halpern, Lawrence Hargrave, John Castle Harris, Lucien Henry, Samuel J Hood Studio, Anthony Hordern & Sons, John Hunter, Indigenous rock artists, Lorraine Jenyns, Yvonne Koolmatrie, Jacques-Julien Houton de Labillardiere, Charles Alexandre Leseur, Michael Leunig, John William Lewin, Edith London, Augusto Lorenzini, Mildred Lovett, Joseph Lycett, Fiona Macdonald, Kenneth Macqueen, Conrad Martens, Jocelyn Maughan, Galuma Maymuru, John Mawurndjul, Noel McKenna, Louisa Anne Meredith, W P Meston, E Mickleburgh, Mickey of Ulladulla, Matilda Mitchell, W Morrô, Sebastian Munster, Ada Newman, James Northfield, Justin O'Brien, Chris O'Doherty (Reg Mombassa), Margaret Olley, John Olsen, Lin Onus, Arthur Koo'ekka Pambeegan Jr, Sydney Parkinson, Segar Passi, J R Pearson, Herbert Ponting, Port Jackson Painter, David Potts, John Wardell Power, Margaret Preston, Reg Preston, Priora Brothers, Theo Purcell, George Raper, Ida Rentoule Oouthwaite, Louis Renard, Alfred Ronalds, AV Rumsey, scrimshanders, Louis de Sainson, Kath Shillam, Henry Short, Joshua Smith, Bevan Stewart, Phyllis Stewart, Sarah Stone, Kate Sweetapple, Ken Thaiday, Roma Thompson, H H Tilbrook, George Tobin, Barbara Tribe, Catherine

Truman, Michael Tuffery, Craig Walsh, Thomas Watling, Frank Piggott Webb, Robert Marsh Westmacott, Charles Wheeler, Ken Whisson, Roy Wiggan, Tom Wiggan, Carol Wilson, Edward Wilson, Eric Wilson, Paul Worstead, Wunderlich, Anne Zahalka.

USA Gallery

The USA Gallery is the legacy of a generous endowment by the USA to Australia in the Bicentennial year 1988. Its purpose is to highlight the longstanding maritime relations between the two countries on either side of the Pacific Rim. An independent external review of the USA Gallery has been undertaken. An independent academic and community-based committee has been convened to provide guidance in the development of a new narrative for the gallery. This will be developed within the context of an overall redevelopment of the museum's core galleries announced by the new director. Throughout the past year key acquisitions have been purchased to support the new storylines and upcoming temporary exhibitions.

As part of the maritime archaeology program, the senior curator along with three other museum staff undertook a remote sensing survey for the American whaling vessel, *Lion*. This barque was lost on Wrecks Reef off the Queensland coast in 1856. Through historical research it was believed that the precise location was West Islet on Wreck Reefs. A magnetometer survey found a series of magnetic anomalies in a location that matched the description of the wreck site given by the captain in his account. A recent cyclone had deposited coralline sand in the gully so the source of the anomaly could not be confirmed without excavation, which was beyond the scope of the permit. Further work may be undertaken in the upcoming fieldwork.

Maritime archaeology

The four trained underwater archaeologists of this important museum program continued the work that receives extensive media coverage to inform the wider public (Appendix 8). Their highest-profile achievement was an expedition to Frederick Reefs off Cairns, northern Queensland, successfully locating and identifying the wreck of the *Royal Charlotte* (1825) in collaboration with Silentworld Foundation and University of Sydney. The museum's curator of maritime archaeology, Kieran Hosty, inspected the remains of the historic wreck of the barquentine *Buster* (1893) uncovered by storms on the beach at Woolgoolga, with the Heritage Office of

NSW and Marine Parks Authority of NSW. The museum tendered for and completed a contract for the maritime archaeology component of the Ettalong Beach heritage study, run by the Australian Museum Business Service. The team provided advice on proposed amendments to the *Historic Shipwrecks Act (1976)*. Its divers undertook regular training and test dives in Sydney Harbour including the wreck sites of *Royal Shepherd* and *Dunbar*, and provide invaluable services to museum infrastructure by making underwater inspections of the museum's historic vessels and pontoons.

Australian Register of Historic Vessels (ARHV)

This online national database (www.anmm.gov.au/arhv), coordinated and operated by the museum, is building a national picture of historic vessels and their designers, builders and owners. The collaborative project is steered by a council representing a variety of museums, associations and experts. The vessel entries increased by 84 to 474 listed vessels. Ten new reference pages on designers, builders, events and places were added. The ARHV study of Indigenous watercraft informed presentations at the conference 'Nawi - exploring Australia's Indigenous watercraft'. Twenty-six certificates were awarded to Indigenous craft from institutions around Australia that have been accepted onto the register. Five workshops and school visits were undertaken by the curator David Payne: one presentation, two model-making workshops and two instructing on building canoes. Two vessel management plans were completed for museum historic vessels *John Louis* and *Thistle*, and plans were prepared for *Tu Do* restoration and interpretation.



above: Searching for remnants of *Royal Charlotte*, wrecked in 1825 on the Great Barrier Reef.

Enquiries assisted by curatorial section						
	Public/private			Organisations		
Section	2009–10	2010–11	2011–12	2009–10	2010–11	2011–12
Maritime technology	563	547	620	123	118	115
Maritime communities	712	576	655	223	2,260	350
USA Gallery	142	178	223	168	145	140
Indigenous	5	0	9	2	0	14
Total	1,422	1,301	1507	516	2,523	619

Temporary exhibitions (% staff time)			
Section	2009–10	2010–11	2011–12
Maritime technology	40	55	50
Maritime communities	70	35	35
USA Gallery	30	20	20

Core exhibitions (% staff time)			
Section	2009–10	2010–11	2011–12
Maritime technology	20	15	10
Maritime communities	10	30	30
USA Gallery	50	60	60

Public programs, media relations, outreach (% staff time)			
Section	2009–10	2010–11	2011–12
Maritime technology	15	10	15
Maritime communities	20	35	35
USA Gallery	10	10	10

Maritime archaeology (% staff time)			
Section	2009–10	2010–11	2011–12
Maritime technology	25	20	25
Maritime communities	0	0	0
USA Gallery	10	10	10

Registration

- Upgraded our collection and exhibition management system, TMS, to the latest version.
- Finalised Quarantine-Approved Premises permit for both the Wharf 7 and main museum sites. This allows acquisitions and loans to come straight from the airport to the ANMM for their inspections, by Australian Quarantine and Inspection Service, minimising risk to valuable artefacts in transit.
- Created over 300 new photographs for the *100 Stories* book publication project.
- Digitised 18 books – over 580 pages – for a new interactive to appear in the *Navigators* exhibition.
- Digitised over 700 photographs and archives from the John Konrads collection; 768 glass plate negatives; over 300 photographs in the Jack Richardson passenger ship photographic collection; and 2,500 photographs from the John Watt collection of ship photographs and archive items such as shipboard menus and programs.
- Scanned and processed 200 images for Wharf 7 foyer redevelopment.
- Photographically recorded the conference 'Nawi – exploring Australia's Indigenous watercraft', including the night-time opening event when bark canoes took to the water.

Registration			
	2009–10	2010–11	2011–12
Objects registered (National Maritime Collection)	1,644	2,260	2,026
Collections registered	218	206	134
Collections remaining unregistered	50	57	22
Objects on display in core exhibitions (NMC, loans)	2,036	2,047	1,648
Objects on temporary display	734	531	354
Objects borrowed	454	180	406
Objects loaned (including ANMM travelling exhibitions)	160	18	33
Institutions borrowing from NMC	15	11	11
Core exhibition objects changed over (NMC, loans)	395	30	80
Collections donated	134	91	38
Registration photographs	6,837	8,599	11,220
Other photographic services	2,521	3,365	2,163
Objects registered by type			
Documents	144	¹ 43 series	² 44 series
Clothing and accessories	160	139	171
Photographs	64	151	187
Tools and equipment	559	653	627
Models and model parts	0	29	23
Vessels, vessel parts and accessories	15	12	11
Other	702	1,233	1,419

1 2,968 archive items 2 3,117 archive items



above: The 1968 RAN Attack class patrol boat *Advance* was dry-docked to maintain its fully operational status.

Conservation

- Desalination of maritime archaeological objects and research into treatment options for the *Sirius* anchor.
- Completion of Functional Objects conservation protocol.
- Completion of initial research into management rubber and plastics within the collection.
- Commenced treatment of speedboat *Chromeplate* in preparation for display.
- Completion of 60% of the textile re-housing project

Fleet

Not just static displays, several of the museum's historic vessels are an active part of the life of Sydney Harbour. The c 1903 Victorian cuta boat *Thistle*, an open-decked sloop, sailed in the biennial Gaffer's Day run by Sydney Amateur Sailing Club. The ketch *Kathleen Gillette* (launched 1939) was presented for the Veterans Day yacht race held by the Cruising Yacht Club of Australia. The historic yacht, a veteran of that club's first

Sydney–Hobart yacht race in 1945, was also displayed at the club's marina for four days. In both cases the activities exposed these vessels to an important audience of yachting enthusiasts and racers.

Ten vessels were slipped or docked during the year for hull surveys, maintenance and anti-fouling, with the Oberon class submarine HMAS *Onslow* (served 1969–99) and Commonwealth Lightship CLS4 *Carpentaria* (built 1916–17) being simultaneously dry-docked in the outer Captain Cook Dockyard by Thales at Garden Island, Sydney. Major hull preservation was also carried out on the Attack class patrol boat HMAS *Advance* (served 1968–88) and a full survey was done while in dock. This identified some minor deep pitting in the steel hull plates, which was repaired. A full inclining test, a measure of stability, was successfully carried out. Our ship keepers, working with our boiler makers, are preparing to open *Advance* to the public in the coming financial year, a welcome initiative to give greater access to this fascinating craft that was the 'star' of a popular ABC TV series, *Patrol Boat*, first screened in 1979–83.

The ongoing maintenance required for the major timber vessels *John Louis*, the 1957 Broome pearling lugger, and the World War 2 commando raider and veteran of Operation Jaywick, *Krait*, took place in public view alongside the museum wharves. *Krait* is managed by the museum for the Australian War Memorial. The veteran vessel is considered by many to constitute a floating war memorial, and was once again the centerpiece for Remembrance Day on 11 November, and for a special event held for members of the Z Special Forces Association in April this year.

One of the fleet apprentice shipwrights, Clarke Prior, was selected to travel to New Zealand with the Boating Industry of Australia and represented the museum at the annual build-a-boat competition held in Auckland. Fleet staff continue to provide guidance and assistance to other institutions on shipwright works and items for display.

Acquisition funding – by revenue			
Section	2009–10	2010–11	2011–12
Maritime technology	\$633,642	¹ \$119,187	³ \$55,363
Maritime communities	\$50,151	² \$15,045	\$46,049
USA Gallery	0	0	0
Indigenous	\$1,782	\$10,416	\$21,229
Total	\$685,575	\$144,648	\$122,641

1 \$47,966 from Director's Fund

2 \$7,200 from Director's Fund

3 \$6,964 from Director's Fund

Acquisition funding – by trust fund			
Section	2009–10	2010–11	2011–12
Maritime technology	0	0	0
Maritime communities	0	0	0
USA Gallery	\$31,038	\$98,752	\$36,066
Indigenous	0	0	0
Total	\$31,038	\$98,752	\$36,066

Conservation			
	2009–10	2010–11	2011–12
Conservation hours (preparation, examination, treatments, preventive)	6,339	² 7,100	² 6,736
Preventative conservation hours	350	350	Included in above figure
Collection objects examined, treated	873	³ 1,089	1,399
Loan objects examined, treated	¹ 376	407	206

1 Includes 200 objects as part of incoming exhibitions

2 Includes additional hours funded by Collection Development and Acquisition Budget (CDAB)

3 Includes preparation of large quantity of ANCODS material for return to WA

Fleet projects profile (% staff time)			
	2009–10	2010–11	2011–12
Maintenance/conservation	70	75	70
General tasks/shipkeeping	27	15	15
Routine vessel operations	4	5	10
Special events (vessels)	4	5	5
Public enquiries serviced	60	64	59

We aim to build partnerships to assist us to maintain our reputation as a pre-eminent and innovative cultural institution

Strategic directions 2009–12

We will capitalise on our unique programs, assets and expertise to establish partnerships that will enable us to achieve more and reach new and diverse audiences

We will enter more collaborative ventures with research, educational and cultural institutions at international, national, state and local levels

We will expand our relationships with the tourism industry and the broader commercial sector

Key performance indicators of the ANMM 2011–12 Annual Operating Plan

KPI	Issue	2011–12 Targets	Response
3.1	Number of partnerships	5% increase on 2009–10	Achieved 15% growth
3.2	Participation in academic and practice forums	5% increase on 2009–10	Achieved 10% growth
3.3	Value of sponsorship and commercial engagements	10% increase on 2009–10	Achieved 40% growth

right: Paddy Crumlin, President and National Secretary of the Maritime Union of Australia, speaks at the annual World Maritime Day event held each September at the museum to commemorate the sacrifices of merchant mariners in times of peace and war.



Members program

The year saw a significant rise in memberships, to 3,272, with the number of Members increasing to 8,324, raising the proportion of family and out-of-port memberships and substantially increasing the total of corporate memberships. This was in spite of challenges posed by staff turnover and the need to replace an ageing membership database. A comprehensive survey of Members’ responses to their flagship quarterly journal *Signals* – one of the key Member benefits – was initiated, and at the end of year, as responses were flooding in, was revealing an overwhelming endorsement of its content, form and format. The Members’ lounge underwent some changes to enhance visitor amenity.

Members programs lent additional depth and substance to the museum’s temporary exhibitions, a number of them relating to exhibitions marking the centenaries of the *Titanic* sinking and the Scott Antarctic exhibition. The program of activities swelled to a record 67 events with highlights including a harbour cruise to

mark the 70th anniversary of the WW2 Japanese midget submarine attack; numerous talks by new book authors; the 10th Phil Renouf Memorial Lecture in association with Sydney Heritage Fleet featuring Commodore Kim Pitt RAN (Rtd); and a sellout cruise aboard *James Craig* to welcome home the *Endeavour* replica after her 2011–12 circumnavigation of Australia.

A record of all 2011–12 programs enjoyed by Members can be found in Appendix 2.

The Welcome Wall

The Welcome Wall is both a physical and virtual tribute honouring the more than six million migrants who have made Australia home. It celebrates individual courage, determination, vision, entrepreneurship, unity, diversity and all that it means to be Australian. Each year thousands register to have their names inscribed on the 100-metre-long bronze wall on the public walkway at the northern perimeter of the museum’s waterfront, and to have their stories and those of their families

recorded forever online. Since inception, 24,990 names have been engraved on the Welcome Wall and 18,835 personal stories now contribute to the museum’s online social register of our migrant history. This register serves as a permanent record for the families and the future generations of those families, as well as acting as a public and collective record of our multicultural roots. The museum thanks our ongoing Welcome Wall partner SBS Media.

Two ceremonies, unveiling 1,071 names in-front of 2,300 guests, were held at the museum this year. Our VIP speakers, Janis Peterson and Peta Jane (PJ) Madan (SBS), inspired ceremony guests by sharing their own personal stories of migration, challenge and success in Australia. The museum was proud to invite 9-year-old Lara Sawaya to recite a poem of her own family history, which captivated guests old and young alike.

Media

This has been a fantastic year for lifting the museum’s media profile across the country, and internationally as well, with an incredible 50% increase in media stories from the previous year. Over the last 12 months the museum featured in 1,708 media stories, up from 1,143 in the previous year. Not surprisingly, our *Endeavour* replica’s circumnavigation of Australia contributed significantly to the increase in coverage, with 39 % of media coverage for the year about the voyage. This was predominantly in interstate and regional media, significantly raising the museum’s profile nationwide. Highlights include national coverage of *Endeavour*’s Indigenous program with the Department of Education, Employment and Workplace Relations on ABC TV’s 7.30 program and the *National Indigenous Times* and *Koori Mail*; a three-page cover story in the January edition of *Qantas – The Australian Way* inflight magazine by Jennifer Byrne; five-minute feature on BBC News’ *Fast:Track* program; and front-page picture stories in *The Age* and the *Herald Sun* on *Endeavour*’s encounter with *Queen Mary 2*.

The museum’s exhibitions also generated fine media coverage, with *Remembering Titanic – 100 years* featured in 106 media stories during the year and *Fish in Australian art* featured in 65. The discovery of the wreck of the *Royal Charlotte* by the museum’s maritime archaeology team in January also helped to highlight the museum’s leading interest in maritime archaeology while profiling our experts. There were 50 media stories on the subject. Appendix 8 lists the media appearances made by staff in 2011–12.

Marketing

Exceeding the museum’s admissions revenue targets and generating \$1.74 million – outperforming 2010–11 by 12% – was a noteworthy achievement in one of the museum’s toughest years. There was strong competition from other museums and attractions, volatile weather over our peak summer period, an uncertain economic climate and a slowdown in key international tourism markets. In early December, as noted in the Director’s overview, the museum re-introduced paid general admission to offset the rising costs of delivering programs, services and maintenance on our historic vessels.

Our revenue figures demonstrated the ability to quickly adapt to challenging market conditions and dedication and commitment from museum staff and contractors. This was aided by the introduction of a simpler pricing structure and a continued focus on ticket sales conversion at Front of House. Importantly, the change in ticketing allowed for savings of over 20% for some adult and child visitors. The Big Ticket, our main admission ticket, was reduced from \$70 to \$60 for a family. This competitive new price point was critical to the success of our sales conversion, with the percentage of vessel tickets sold in 2011–12 reaching 60% (37% in 2010–11). Revenue per visitor went up to \$5.85 (\$3.51 in 2010–11). This meant a far greater percentage of our visitors were able to have the ‘full museum experience’ which includes access the submarine, destroyer, tall ships, exhibitions and Kids on Deck activity program.

Other highlights include forging a major co-marketing partnership with 20th Century Fox for our exhibition *Remembering Titanic – 100 years*. The partnership allowed us to include original costumes and props from the Academy Award-winning film *Titanic*, giving the exhibition a major boost in popular appeal resulting in very strong visitation figures and PR in the months after opening.

In 2011–12, the museum also made significant headway in digital marketing. Achievements include launching the museum’s first ever ‘app’, the HMAS *Vampire* tour for iPhone and Android; producing three content-rich campaign microsites which extended the digital footprint of our exhibitions; being awarded the Best Azure Site (Australia/New Zealand) at the 2012 Sitecore Site of the Year Awards (*AQUA* website); and producing 40 YouTube videos resulting in a 260% increase in views on our channel – 472,000 views in 2011–12 (128,000 views in 2010–11).

Members profile			
	2009–10	2010–11	2011–12
Memberships at 30 June	3,003	2,726	3,272
Members at 30 June	7,977	6,942	8,324
Percentage renewing	73%	71%	69%
Corporate memberships	15	16	27
Gross revenue including donations	\$308,132	\$289,947	\$230,049
Donations	\$8,821	\$7,932	\$9,206
Members events and functions held	63	62	67
Members attending functions	2,877	3,638	2,374
Members and guests visiting museum	15,172	15,172	16,407

Welcome Wall performance			
	2009–10	2010–11	2011–12
Number of new panels unveiled	6	4	3
Number of names registered	1,692	1,227	839
Number of names unveiled	2,311	1,505	1,071
Guests at unveiling ceremonies	3,500	3,600	2,300

Commercial partnerships performance			
	2009–10	2010–11	2011–12
Number of new and renewed partnerships	5	124	326
Cash partnerships	\$52,560	² \$184,800	⁴ \$485,620
In-kind partnerships	\$598,452	\$802,400	\$892,586
Received in financial year (cash and in-kind)	\$650,912	\$987,200	\$1,378,206
Cash commitments	\$94,600	\$192,700	\$33,000
In-kind commitments	\$305,000	\$1,030,000	\$360,000
Committed in financial year (cash and in-kind)	\$399,600	\$1,222,700	\$393,000
Total value received and committed (cash and in-kind)	\$1,050,512	\$2,209,900	\$1,738,206

1 & 3 Does not include various additional ports and other regional contributors to HMB *Endeavour* replica's circumnavigation

2 Includes GST

4 Including ISAF fee of \$250,000 inc GST

Venue hire performance			
	2009–10	2010–11	2011–12
Number of functions	167	155	196
Number of guests	21,342	19,777	25,713
Turnover	\$568,912	\$617,562	\$847,460

Web visitation			
	2009–10	2010–11	2011–12
Number of unique visitors	345,480	420,399	¹ See note
Number of page views	1,401,421	1,514,877	1,717,432
Number of visits to blogs	36,018	64,639	126,447
Number of Flickr visits (includes Flickr Commons)	441,790	376,024	579,318
Number of YouTube views	12,723	19,194	412,738
Number of Vimeo views	–	2,490	24,218
Number of Facebook post feedback	–	3,583	1,443,092
Number of Twitter followers	–	2,299	3,705
Number of Tweets (since November 2010)	–	7,366	3,033
HMB <i>Endeavour</i> voyages website	–	12,342	37,447

1 Figure for 2011–12 is unavailable due to metrics issues. The first two rows of this table refer only to visitors to the museum's main website; users of the museum's social media programs are noted in the rows below.

Commercial partnerships

Despite challenging economic times, the museum delivered well in excess of its budgeted cash and in-kind commercial partnerships, and surpassed the previous year's strong revenue performance by 40 percent. In 2011–12 this more than doubled cash partnership revenue. Commercial partnerships came from at least 26 different organisations across both the private and public sector and in support of a wide range of museum programs. The Sydney Catchment Authority came aboard as Principal Partner in the museum's summer exhibition, *AQUA: a journey into the world of water*, and through their learning team incorporated the H2O 2U interactive family learning facility into the experience. We partnered with Orion Expeditions to offer an Antarctic voyage of a lifetime as part of the museum's *Scott's Last Expedition* exhibition. Significant energy was invested in enhancing the museum's media and marketing partnerships to ensure maximum public awareness of the museum and its programs, noted elsewhere. The many partners working with us to promote and ensure the success of the *Endeavour* replica's circumnavigation of Australia appear in Appendix 16, along with our current commercial partners.

Venue hire and catering

The museum's venues and catering revenue was the highest it has been since 2006, 60% up on budget, and 33% higher than the previous year. Venues visitors hit a high of 25,713, with the number of events held increasing 26% on the previous year. This outstanding result was despite the temporary inaccessibility of two main venues, the Terrace Room (due to refurbishment of the balcony during July through November) and the Theatre (booked by public programming in late September). New business growth came primarily from the July launch of the new waterfront facility, including Yots Café, Waterside Studio and the Ben Lexcen Terrace, and from a commitment to excellence in service and repeat business. An exclusive catering contract was awarded to Laissez-Faire Catering.

At a major new launch event in July, the museum hosted special guest speaker Joanna Savill, director of the Crave /Sydney International Food Festival, and brought close to 300 new and past buyers together to focus on sustainability in events and showcase our new venues. These new venues saw enormous uptake over the October–December period particularly. Staff also focused on encouraging growth in location staging



and weddings. The museum was successful in securing high profile events such as the Magdalena Velevska Fashion Week launch, the PlayStation Fifa Game Launch and the Meeting and Events Australia Christmas party. The museum venue and caterers demonstrated dexterity by simultaneously hosting a wide range of private weddings, retirements, association events, corporate conferences, town-hall seminars, corporate gala dinners and cocktails, and product launches.

Online

The museum launched a new HM Bark *Endeavour* website and three exhibition microsites – for *AQUA*, *Remembering Titanic – 100 years* and *Fish in Australian art* – hosted on the museum's new website CMS Sitecore. The next phase of the website project is to migrate the entire museum website to the new platform.

Over the year we increased online engagement using social media, particularly during the *Endeavour* replica's circumnavigation of Australia. People across the world could follow the ship's progress and engage directly with its crew through Facebook, Twitter and the blog. This direct communication, impractical through conventional maritime radio telephony, was important to families of travelling voyage crew concerned their loved ones were safe at sea. Museum staff have been introduced to and trained on the museum's social media platforms, resulting in more diverse content being shared by our subject area experts, with particular focus on stories from the museum's object collection.

right: Members and guests dine al fresco on destroyer *Vampire's* heli-deck, at our sustainable-seafood event for Crave/Sydney International Food Festival.



Audience engagement

This unit manages the delivery, installation and commissioning of multimedia and interactives in exhibitions. A new voyages interactive, installed in our *Navigators* exhibition, provides a multilayered experience for visitors that features a range of stories relating to 200 years of discovery and exploration of the Australian coastline. The multi-user display allows moving, scaling and rotation of content. To tell the stories of the great navigators the museum draws on engravings, maps and atlases from the many rare books produced in association with these voyages of discovery and held in the National Maritime Collection. Displayed behind glass in museum cases, any real examination or visitor interaction with the object is impossible. Our large multi-touch display features digitised copies of this material and provides access to the detail of the atlases and volumes, in particular Cook's *Endeavour* journal made available by the National library of Australia. A local content management system enables staff to easily add audio, video and images to the interface, enabling the interactive to grow over time.

right: Volunteer guides who worked on the visiting replica of the Dutch scout ship *Duyfken* (1606) gathered to farewell the ship on her return to WA.

Volunteers

Our volunteers are invaluable partners who contributed across a broad range of museum activities, from guided tours of galleries and vessels, to ship maintenance, conservation and restoration, mail-outs and office duties. Recruiting volunteer guides for the *Endeavour* replica's Australian circumnavigation 2011–2012 lifted both the number and value of our volunteer workforce. In addition to recurring volunteer services such as assisting with Welcome Wall unveiling ceremonies, they guided public tours on board the *Duyfken* 1606 replica that was at our wharves in place of *Endeavour* until March 2012. Volunteer amenities were improved when they occupied their new accommodations after completion of the major renovations to the main building in July 2011. The work of all volunteers was recognised at our 20th Volunteers annual party and award presentations were held in November 2011 at Sydney Convention and Exhibition Centre, Bayside Gallery. Since the program's inception in 1990, volunteers have contributed in total 926,872 hours. At a rate of \$15 per hour this equates to \$13.9 million dollars.

Volunteers services summary			
	2009–10	2010–11	2011–12
Number of Sydney volunteers at 30 June	516	500	498
Number of National volunteers at 30 June	352	645	1,035
Total volunteers at 30 June	868	1,145	1,533
Volunteer hours for year (Sydney)	68,306	69,564	61,301
Volunteer hours for year (national)	8	4,397	21,861
Total volunteer hours	68,314	73,961	83,162
General museum tours rostered	2,151	1,427	1,655
Visitors taking general museum tour	6,694	5,091	3,959
Destroyer <i>Vampire</i> tours rostered	2,955	2,773	3,406
Visitors taking destroyer <i>Vampire</i> tour	19,120	16,968	19,161
Wharf 7 tours rostered	52	12	5
Visitors taking Wharf 7 tour	97	8	1
Lighthouse tours rostered	770	567	896
Visitors taking lighthouse tour	26,685	17,273	20,896
<i>Blackmores First Lady</i> tours rostered	1,094	930	927
Visitors taking <i>Blackmores First Lady</i> tour	5,634	5,014	4,197

Volunteers service profile (% service time)			
	2009–10	2010–11	2011–12
Guides ¹ (including national volunteers)	73.6	74.4	77.7
Fleet ²	10.1	10.3	8.2
Members	4.8	4.7	3.7
Others ³	3.6	3.0	3.8
Public programs	2.3	2.2	1.9
Volunteer office	0.8	1.0	0.8
Conservation	1.2	1.2	1.5
Registration	2.0	1.9	1.3
Marketing/external relations	0.9	0.9	0.7
Curatorial	0.7	0.4	0.3

1 includes regional volunteers statistics

2 includes HMB *Endeavour* replica

3 includes library, records, design, secretariat and miscellaneous task hours

We aim to ensure that all of our resources are the best they can be

Strategic directions 2009–12

We will tread lightly on the earth in providing and managing assets and systems to facilitate our work, to provide appropriate conditions for the storage, care, maintenance and exhibition of the National Maritime Collection, and to meet the future needs and expectations of our audiences

We will continue our program of site improvement capital works and also pursue government support and additional funding for a new exhibition building. Development will be sustainable and compliant. We will also seek to reduce our existing impact on the environment by consuming less energy and water and by reducing, recycling or reusing our waste

We will foster a vibrant working environment that encourages professionalism, and involve our people in processes to identify, develop and implement continuous system improvements

We will continue to develop our people to ensure they have the knowledge and skills required to perform our statutory functions and to implement and achieve the objectives of this strategic plan

We will improve our information and communications technology (ICT) systems to ensure that the public can readily access the museum and its services online, and provide our people with the technologies they need to do their work efficiently

Key performance indicators of the ANMM 2011–12 Annual Operating Plan

KPI	Issue	2011–12 Targets	Response
4.1	Site improvement projects	All completed on time and on budget	Achieved
4.2	Water and energy	Consumption reduction initiatives developed for new site and ICT infrastructure	Baseline has been established for the new mechanical services infrastructure and the new additions constructed as part of the eastern works project
4.3	Strategic human resources plan	Expenditure on training to be not less than 2% of the salaries budget (\$195,000)	1.6% of the salaries budget. The target was not achieved due to staff work commitments; unable to backfill for training
4.4	ICT development plan	Implementation of an integrated ICT infrastructure and plans that align future ICT development with the museum's strategic plan	Achieved

below: Redeveloped foyer of Wharf 7 Maritime Heritage Centre features important artefacts of our partner the not-for-profit community organisation Sydney Heritage Fleet, and ANMM.

Facilities and support services

The section managed the successful integration of Google, the new tenant of Level 3 of Wharf 7. We undertook a base building compliance survey of essential services within the main exhibition building and completed outstanding works from the survey. Staff initiated an energy audit on the exhibition and Wharf 7 buildings, infrastructure and built environment, including all light and power usage and building design for future opportunities in reducing energy consumption and further improving conditions at both buildings. Completion of the major infrastructure upgrade, with emphasis on environmental improvements, included:

- Replacement of three reciprocating chillers with two high-efficiency refrigeration chillers.
- Inclusion of chilled water air handling unit in the Terrace function room, replacing low-efficiency split-package units.
- Upgrade of chilled water lines and cooling coils within the museum complex to achieve gains in temperature and humidity control.
- Addition of heating hot water generator for better control over humidity and temperature, with reduction to the carbon footprint of the museum.



Capital works, facilities and support services			
	2009–10	2010–11	2011–12
Capital works	¹ \$3,195,083	² \$11,907,022	³ \$11,532,790
Maintenance and minor works	\$661,662	\$673,620	\$804,122
Energy costs	\$685,684	\$640,769	⁴ \$833,506
Energy (kilowatt hours)	5,251,752	4,788,566	⁵ 4,931,648

1 From a total capital expenditure of \$4,827,826 including building works, computer software and hardware, audio-visual equipment, vehicles, furniture and fittings, machinery and plant, and \$1,632,083 spent on collection development, acquisition and conservation of heritage assets
2 From a total capital expenditure of \$14,407,755 including building works, computer software and hardware, audio-visual equipment, vehicles, furniture and fittings, machinery and plant, and \$2,500,733 spent on collection development, acquisition and conservation of heritage assets
3 From a total capital expenditure of \$13,419,679 including building works, computer software and hardware, audio-visual equipment, vehicles, furniture and fittings, machinery and plant, and \$1,886,889 spent on collection development, acquisition and conservation of heritage assets
4 Includes gas
5 While energy efficiencies have been vigorously pursued as noted, the greater power consumption in 2011–12 reflects an increase in museum facilities in use and floor areas after recently completed redevelopments and the letting of Wharf 7's top level to a tenant.

Energy use snapshot		
	2010–11	2011–12
Climate-controlled stores 1,415 m ² – electricity consumption	184,273 kWh	191,311 kWh
Public buildings – electricity consumption	3,828,053 kWh 13,687 m ²	¹ 3,933,740 kWh 15,134 m ²
Transport energy – distance travelled	151,279 km	149,387 km

1. Note increased area and consumption due to new facilities coming on-line in 2011–12

IT service desk			
	2009–10	2010–11	2011–12
Service requests	565	1,076	3,077

Records management			
	2009–10	2010–11	2011–12
Files moved	7,326	8,579	7,985
Files created	1,302	1,762	1,329
Staff trained on museum record-keeping	15	17	23
Documents created	376	173	603

- Duplication and upgrade of chilled water to Wharf 7 to allow for additional capacity within the building.
- Replaced elevator of the Wharf 7 building with a more energy-efficient machine.
- Replaced two unreliable low-energy-efficient, split-package units with energy-efficient ducted fan coil unit for the Peter Doyle Learning Centre (PDLCL).

Information services

- The ICT infrastructure project replaced the museum's ageing server platform to provide faster access and high availability. It included offsite backup for the museum's data and secure remote access to internal data and services for ANMM staff from any location and from any device.
- Completing the server room upgrade project solved several issues by using two very secure, environmentally controlled, redundant locations for each node of the ICT infrastructure along with dynamic cooling and power supply, reducing overall energy consumption. Systems put in place will contribute to monitoring and management of energy consumption.
- We aimed to increase productivity with a new staff portal to files and applications; access to files and email from an increasing number of mobile phones; upgrades of software and many back-end applications.
- Work continued on an electronic document and record management system (EDRMS) to meet the statutory record-keeping requirements of the museum for paper-based and digital records.

Human resources

Staffing overview

At 30 June 2012, the number of staff employed under the *Public Service Act 1999* totalled 118 (84 ongoing full-time, 11 ongoing part-time, 16 non-ongoing full-time, 4 non-ongoing part-time and 3 non-ongoing casual).

Enterprise Agreements/AWAs

At 30 June 2012, the number of APS employees covered by an Enterprise Agreement was SES Nil, non-SES 91. The number of staff covered by an AWA was SES Nil, non-SES 1. The number of staff covered by an IFA was SES Nil, non-SES 26.

Salary rates and benefits

The salary rates available for APS employees by classification structure (as at 30 June 2012) are as right.

Salary rates and benefits		
Classification	Pay point	
APS Level 1	1.1	\$37,417
	1.2	\$38,676
	1.3	\$39,723
	1.4	\$41,346
	1.5	\$42,182
APS Level 2	2.1	\$42,346
	2.2	\$43,514
	2.3	\$44,658
	2.4	\$45,816
	2.5	\$46,960
APS Level 3	2.6	\$47,898
	3.1	\$48,235
	3.2	\$49,486
	3.3	\$50,745
	3.4	\$52,060
APS Level 4	3.5	\$53,103
	4.1	\$53,759
	4.2	\$55,468
	4.3	\$56,912
	4.4	\$58,369
APS Level 5	4.5	\$59,535
	5.1	\$59,961
	5.2	\$61,840
	5.3	\$63,581
	5.4	\$64,725
APS Level 6	6.1	\$64,761
	6.2	\$66,374
	6.3	\$68,192
	6.4	\$71,619
	6.5	\$74,391
Executive Level 1	6.6	\$75,880
	1.1	\$83,021
	1.2	\$89,648
Executive Level 2	1.3	\$91,442
	2.1	\$95,754
	2.2	\$101,017
	2.3	\$108,559

Non-salary benefits provided by the agency to employees:

- Access to confidential professional counselling service through Employee Assistance Program.
- Reimbursement of costs for APS staff for vaccinations.
- Bulk influenza vaccinations on site for staff.
- Eyesight testing for APS staff and reimbursement for cost of spectacles.
- Provision of prescription sunglasses to employees who work regularly outdoors.
- Access to salary sacrifice – laptop computers, additional superannuation, novated and associate motor vehicle leases for staff.
- Studies assistance for ongoing APS staff.
- Access to relevant training for APS staff including, first aid, fire warden, work health & safety representatives, harassment contact officer, IT training and specialised training in Word, Excel and PowerPoint.
- Access to purchased leave scheme for ongoing APS staff.
- Flexible working hours and a range of family-friendly initiatives, such as working from home and payment of child care fees if staff are required to travel away from home for museum business.

The aggregate performance bonus payment for the agency as a whole in 2011–12 was \$30,340

Effectiveness in managing human resources

The staff turnover rate was 20.56% in the 2011–12 compared to 16.82% in the previous year.

Key training and development initiatives

Staff undertook a range of training including work-related activities, courses and conferences. Major training activities including project management training, code of conduct, merit selection and setting KPIs.

Productivity gains

Introduction of Timekeeper module in Aurion has resulted in improvement of processes and a reduction in paper usage.

Commonwealth disability strategy

New ANMM Disability Action Plan is awaiting approval and endorsement.

Assessment of achievement in terms of Australian Government policy

Human Resources management policies have been developed, updated and implemented to meet workforce requirements, including the Government's Indigenous employment strategy.

The Enterprise Agreement

The ANMM Enterprise Agreement for 2011–14 was implemented in August 2011.

- To define working conditions for staff and allowances
- Pay increase of 4% per annum for three years
- 20 days personal leave
- Defines consultative process and terms of representation

Industrial democracy

The museum's Joint Consultative Council met five times, including two extraordinary meetings to discuss implementation of the organisation restructure scheduled to take effect on 8 August 2012. The JCC consisted of three elected representatives, with the range of issues raised including meaningful consultation, financial and human resource planning, workplace diversity, work health and safety, work organisation and other employee issues as they arose.

Workplace diversity policy

Silver membership of the Australian Network on Disability.

Security

The museum's topography is crucial to its success within the Darling Harbor precinct, but both success and location make it vulnerable. Technical enhancements continue, including upgrades in CCTV and access control. We assisted NSW Police during New Year preparations, providing them a briefing room and command centre facilities on this critical night. Equally close ties with the NSW Fire Brigade have also been beneficial, for example using their high-level crane to access the top of the Cape Bowling Green Light House, and providing them the opportunity to test equipment. Manager Peter Haggarty was invited to a disaster preparedness seminar in New Zealand, covering responses and recovery procedures to local catastrophes. The section also provided security to the HMB *Endeavour* replica at all of its ports as it circumnavigated Australia.

Staffing	2009–10	2010–11	2011–12
Staff years (actual)	116.39	123.61	114.34

Staff by gender						
	2009–10		2010–11		2011–12	
	male	female	male	female	male	female
Senior management (EL 2)	3	2	3	3	4	3
Middle management	13	11	10	13	9	11
Other	42	61	41	55	44	47
Total	58	74	54	71	57	61

Branch staff	2009–10	2010–11	2011–12
Executive	10	9	8
Collections and exhibitions	55	49	47
Audience	16	18	15
Commercial services	10	8	9
Operations	41	43	39
Total	132	127	118

Salaries	2009–10	2010–11	2011–12
Executive	\$1,066,422	\$1,140,694	\$1,744,326
Collections and exhibitions	\$3,212,289	\$3,543,593	\$3,537,247
Commercial and visitor services (ceased 23 May 2010)	\$1,570,545	n/a	n/a
Audience (new branch)	\$143,989	\$1,402,189	\$1,100,426
Commercial services (new branch)	\$76,924	\$818,151	\$1,238,263
Operations	\$2,819,902	\$3,021,517	\$2,918,450
Total	\$8,890,071	\$9,926,144	\$9,568,558