

# EXTRAORDINARY STORIES

FROM THE WESTERN AUSTRALIAN MUSEUM

WESTERN AUSTRALIAN MUSEUM | ANNUAL REPORT

2011–2012



# MUSEUM LOCATIONS

Western Australian Museum — Administration, Collection and Research Centre  
49 Kew Street, Welshpool, WA 6106

Western Australian Museum — Albany  
Residency Road, Albany, WA 6330

Western Australian Museum — Geraldton  
1 Museum Place, Batavia Coast Marina, Geraldton, WA 6530

Western Australian Museum — Kalgoorlie-Boulder  
17 Hannan Street, Kalgoorlie, WA 6430

Western Australian Museum — Maritime ('The Western Australian Maritime Museum')  
Victoria Quay, Fremantle, WA 6160

Western Australian Museum — Perth  
Perth Cultural Centre, James Street, Perth, WA 6000

Western Australian Museum — Shipwreck Galleries ('The Shipwreck Galleries')  
Cliff Street, Fremantle, WA 6160

*Cover Photo: Celebrating the Extraordinary Stories exhibition and the five year partnership with the British Museum. Western Australian Museum — Perth, October 2011. Image courtesy of The Scene Team.*

This annual report is available in PDF format on the Western Australian Museum website  
[www.museum.wa.gov.au](http://www.museum.wa.gov.au)

Copies in alternate formats are available on request.

Copies are archived in the State Library of Western Australia, the National Library Canberra and the Western Australian Museum Library located at Kew Street, Welshpool.

For enquiries, comments or more information about staff or projects mentioned in this report, please visit the Western Australian Museum website [www.museum.wa.gov.au](http://www.museum.wa.gov.au) or refer to the contact details (page 5) for ways in which to contact the Museum.

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# STATEMENT OF COMPLIANCE

FOR THE YEAR ENDED 30 JUNE 2012

Hon. John Day, MLA  
Minister for Culture and the Arts

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australian Museum for the financial year ended 30 June 2012.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Emeritus Professor Alan Robson  
Chair, Western Australian Museum Board  
Chair of Accountable Authority  
5 September 2012



Mr Steve Scudamore  
Member, Western Australian Museum Board  
Member of Accountable Authority  
5 September 2012

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## MESSAGE FROM THE CHAIR

It is a great pleasure for me to introduce this year's Annual Report for the Western Australian Museum in what has surely been one of the most exciting years in the Museum's 121-year history.



I have long been aware of the diverse activities of the Museum and so it was a great honour to be asked to become Chair of its Board of Trustees, a position that I took up in January.

Since my appointment, my understanding and appreciation of the range and quality of work undertaken by the Museum has grown exponentially.

Increasingly vibrant public programs, excellent community engagement and a commitment to the regions of Western Australia are, of course, just the visible tip of the iceberg. Below the surface is the plethora of research and collections activity that supports the Museum's public face.

There is no question that many of the curators, conservators and researchers, many of whom work behind the scenes, are quite literally at the forefront of work in their respective fields. Little surprise, therefore, that whether it is Woodside, Rio Tinto or the Federal Government's Department for Sustainability, Environment, Water, Population and Communities, they all look to the Western Australian Museum and the expertise of its staff to support their key programs.



It is however, the public face by which the Museum is best known, and with this in mind, what an incredible moment it was when the State Government announced in May, its commitment to invest \$428.3 million in a New Museum — an announcement that was met with overwhelming positive support from the community.

This is clear evidence of the appetite of both Government and the people of this State to create a world-class museum where all people can explore our culture and environment, as well as Western Australia's increasingly significant place in the World.

Those who have been close to the Museum for much longer than I have waited for this moment for literally decades — and have worked tirelessly to achieve it. They are far too many to list, but it is most appropriate here, for me to acknowledge the significant contributions of our outgoing Trustees, Ms Tracey Horton, Professor Geoffrey Bolton and of course, particularly my predecessor as Chair of our Trustees, Mr Tim Ungar.

As we embark on this journey, it is also important that we acknowledge the current and future contributions of the Museum's sponsors, partners and benefactors. The Government may provide the infrastructure and recurrent funding, but financial support from the public and private sectors is vital in enabling the Museum to achieve its true potential.

I have been pleased in my first six months as Chair to visit a number of the Museum's sites and meet many of the staff. I have been impressed with the levels of expertise, enthusiasm and commitment that I have seen and I am very excited about the future.

We are poised to create something that will literally last for generations and will become a mainstay of not only the cultural, but also the social and economic capital of our State.

It is quite literally an unprecedented opportunity. It is also a great responsibility, but one that I believe we are well equipped to discharge under the guidance and leadership of our excellent Chief Executive Officer and Executive Management Team.

I thank my colleagues on the Board for their passion and belief in the Museum and our staff for their unwavering commitment to give this State the Museum it deserves.

I also extend my appreciation to the Western Australian Government for its continuing support for the Museum and its exceptional commitment to its future.



**Emeritus Professor**  
**Alan Robson AM CitWA**

Chair, Board of Trustees  
Western Australian Museum

## MESSAGE FROM THE CEO

2011–12 will go down as a very important year in the annals of the Western Australian Museum for a number of reasons, none more so than it marked the year in which the Western Australian Government formally committed to developing the new Western Australian Museum in Perth at our current Cultural Centre location. This decision, I believe, reflects recognition of the recent achievements and future potential of the Museum, and of the important role that culture can play in our lives.

The Museum, its staff and Trustees are passionate about the wider role of the Museum: of course it is about education, about enjoyment and about research — but it also plays a much broader role in our state. We truly believe that good public museums should be transformational, they should be affirming and they should be inclusive — and that is why they are worth investing in.

**The Museum's success this year has been achieved by setting a clear strategic direction that informs every aspect of our business — and then delivering on it.**



For instance, when we talk of the Museum contributing powerfully and significantly to the health and wellbeing of the people of Western Australia, this is no idle claim: we do this through our 'front-end' community and education work, and also through the research into our natural environment and human history.

The research contributes immeasurably to our understanding of the State and the responsible environmental and cultural management of its resources; this in turn, contributes directly to our physical and social health and wellbeing. This year has seen a focus on revealing our research to the widest possible audience, on-site, off-site and online.



Without doubt, one of the highlights of the year was the recognition of this research work in regional areas in the 2011 Premier's Award for Excellence in Public Sector Management. The Museum won not only the Managing the Environment Award, but the overall Award for the project *Exploring the Marine Biodiversity of Northern WA*, in partnership with Woodside Energy Ltd. This project has seen ground-breaking research into the marine biodiversity of the Dampier Archipelago and the Kimberley region. It was recognised as a strong example of how effective co-operation between industry, science and cultural organisations can deliver real outcomes for the environmental management of our State's unique biodiversity.

In another example of partnerships with industry, in February, the Museum opened a new Molecular Systematics Laboratory, funded through Environmental Offset funding from Rio Tinto Iron Ore. The new laboratory will allow the Museum to use modern DNA sequencing to more rapidly and accurately identify our fauna.

It was further afield that we turned to for the inspiration for our main exhibition of the year — namely the whole of the Commonwealth of Nations. The new partnership with the British Museum created the *Extraordinary Stories* exhibition to mark Perth's hosting of the Commonwealth Heads of Government Meeting. The exhibition comprised an exclusive collection of objects from the British Museum alongside some from the Western Australian Museum which together, told remarkable stories about the cultural identities of Commonwealth countries.

Another exhibition highlight of the year was the creation of *Immerse: Exploring the Deep* — an exhibition about sub-sea technology and undersea exploration — in partnership with the Society of Undersea Technology and with support from local industry including Woodside, GE and Apache. This was one of the most successful exhibitions ever to be shown in the Maritime Museum in Fremantle.

Fremantle was also the venue for an important Australian-Dutch Heritage Day hosted in partnership with the Dutch Embassy. Meanwhile, collaborations occurred with local communities across the state to exhibit objects from the Dutch shipwrecks at venues in Fremantle, Geraldton, Kalbarri and Wanneroo.

In regional sites, Geraldton created a very important exhibition about the history and future of mining in the Mid-West called *Unearthed*. Kalgoorlie-Boulder was the temporary home for the spectacular 23 kg Ausrox Gold Nugget. Meanwhile, Albany continued to host a range of community partners and activities and was the Western Australian Museum's key site to host the Commissioner for Children and Young People's Thinker in Residence program.

I also extend my thanks and appreciation to the Western Australian Museum Trustees. The Board has undergone significant change in the past year and I would particularly like to thank the outgoing Chair, Mr Tim Ungar, for his commitment during the past seven years and, in particular, for his support and counsel during my period here. I also acknowledge Ms Tracey Horton's contribution to the Board and I am grateful to her for her continuing work with the Western Australian Museum Foundation. I welcome our new Chair, Emeritus Professor Alan Robson and his fellow new Trustees Mr Ian Fletcher and Ms Irene Stainton who, since their appointment in January, have already shown their support and enthusiasm for the Museum.

I would, of course, like to take this opportunity to thank our exceptional and dedicated staff, our volunteers, friends and all our supporters, individual and corporate; public and private.

I know that all of the above would wish me to thank the Minister for Culture and the Arts, the Hon John Day MLA, for his support, advocacy and tenacity. Minister Day's support for the New Museum has been unwavering.

We look forward to creating a museum that is broad in its scope, deep in its understanding and bold in its aspiration; a museum that is owned and embraced by all Western Australians, and one of which they can be rightly proud.



**Alec Coles OBE**

Chief Executive Officer  
Western Australian Museum

# AGENCY OVERVIEW

## STRATEGIC DIRECTION

On 5 July, the Western Australian Museum released its new strategic plan for the period 2011 to 2014. During the past year, the Museum has been active in sharing its mission, vision, values and strategic aims with both public and private organisations and in communicating its commitment to delivering an excellent and vibrant museum service for the community.

### OUR MISSION

We will inspire people to explore and share their identity, culture, environment and sense of place, and to experience and contribute to the diversity and creativity of our world.

### OUR VISION

To be an excellent and vibrant museum service valued and used by all Western Australians and admired and visited by the world.

### OUR VALUES

We are dedicated to community value which means that we will be:

#### **Accountable**

We exist for the benefit of all the people of Western Australia and recognise that we are accountable to them and are custodians of their collection.

#### **Inspirational, Inclusive and Accessible**

We will inspire people to explore our world and will advance knowledge through study, research and life-long learning; making sure that our facilities, programs and resources are accessible to all.

#### **Enterprising and Excellent**

We will be creative, resourceful, imaginative, innovative and entrepreneurial; we will be commercially astute and aspire to excellence in all that we do.

## Sustainable

We aspire to be socially, environmentally and economically sustainable and will work in partnership with others to maximise public benefit and value for money.

## We recognise Aboriginal and Torres Strait Islanders Peoples as the first peoples of Australia

We acknowledge the primary rights of Aboriginal and Torres Strait Islander peoples in their cultural heritage and will work collaboratively to advance understanding between all peoples.

# HIGHLIGHTS OF 2011–12

## ORGANISATIONAL PRIORITIES

The Museum's five organisational priorities underpin the delivery of the strategic direction and have been used to identify highlights for the past year.

## COMMUNITY VALUE

### **The Museum exists for the benefit of all the people of Western Australia and is accountable to them.**

The State Government announced in May that it would commit \$428 million to the building of a new State Museum in the revitalised Perth Cultural Centre. This major new asset for the people of Western Australia will more than double exhibition spaces of the current Perth site and will include an interactive experience designed to connect visitors to the Museum's important research, investigation and conservation work.

The signing of a five-year Memorandum of Understanding with the British Museum saw the unique exhibition *Extraordinary Stories from the British Museum* brought to Perth in time for the Commonwealth Heads of Government Meeting (CHOGM) in October.

The Museum hosted and developed many other exhibitions during the year across all its sites.

The *Harry Butler Lecture Series: In the Wild West* continued with strong support from Chevron, and Dr Harry Butler. The second series covered a diverse range of topics from meteorites to shipwreck conservation. The third series, launched in May 2012, focused on the theme of collecting. Events are hosted at all the metropolitan and regional Museum sites, and have travelled to Karratha and Onslow during the past year.

Live video streams and video diaries provided an insight into the expedition work of Museum staff. Thanks to new technologies, it was possible to take a virtual journey through the fossil-rich caves underneath the Nullarbor Plain, explore the diverse marine life off the Kimberley and uncover the fossils of marine reptiles and large sharks that lived near Exmouth around 100 million years ago.

A DNA-sequencing laboratory was opened in February, with \$1.6 million Environmental Offset funding provided by Rio Tinto Iron Ore. The laboratory will be invaluable in streamlining the Museum's biodiversity work.

Innovative partnerships with the Perth Fashion Festival, the Perth International Arts Festival (PIAF) and Tura New Music saw new audiences enjoying the Museum's venues throughout the year. The site of the Museum's demolished Francis St building was transformed into the Festival Gardens during PIAF, providing a stunning setting for local and international live music acts that performed to more than 14,500 people over 22 summer nights.

## FINANCIAL SUSTAINABILITY

### **The Western Australian Museum will strive to be financially sustainable.**

The Museum's venue hire business continued to actively promote the Museum's architecturally and historically significant sites for events such as weddings, conferences and corporate functions. This included the recently refurbished Hackett Hall at the Western Australian Museum — Perth and the Western Australian Maritime Museum in Fremantle.

The Museum's fundraising arm, the Western Australian Museum Foundation, began work on a fundraising and business plan to support the development of the New Museum project and to attract new and lasting financial supporters to the Museum.

A customer relationship management system has been developed and implemented to improve service to customers and strategic marketing.

## ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS

### **The Museum will increase its efforts to ensure Aboriginal and Torres Strait Islander peoples are central to ownership, governance and program development.**

An Aboriginal and Torres Strait Islander Senior Advisor role was created this year.

The chair of the Museum's Aboriginal Advisory Council was appointed as a Trustee to the Museum Board.



The creation of a registrar's post in the Anthropology team has also been a significant staff addition.

A number of exhibitions exploring Aboriginal history and perspectives were hosted this year, including *Yarns of the Heart* and the *Pinjarra Massacre Memorial* exhibition. The Museum also assisted in the installation and management of the *Yiwarra Kuju: The Canning Stock Route* exhibition at the Perth Convention Centre.

A joint research project between the Western Australian Museum; Australian National University (ANU); University of Western Australia (UWA) and Australian Research Council (ARC) carried out in partnership with the Bunuba and Goonyandi people of the Oscar Napier Ranges is aiming to build a more holistic picture of the way of life of the first Australians.

Work continued at a number of the Aboriginal land reserves managed by the Museum. This included restoration work on the Devil's Lair cave site in the South-West, environmental and cultural evaluation work at Lake Hillman Reserve in the State's Wheatbelt, and planning for further survey and research work at Depuch Island, off the Pilbara coast.

## SERVICES DELIVERED WA-WIDE

### **The Museum will develop partnerships with regional communities, businesses and industries to share resources, knowledge and expertise.**

A master plan to guide the development of the Western Australian Museum — Geraldton was completed, with funding support from the Mid-West Development Commission. This plan lays the groundwork for the Museum to become a major community resource, a key visitor attraction for the region and a keystone in the spatial development of the city. It provides for new gallery spaces as well as commercial facilities, public areas and gardens. The Museum is seeking funding to realise the plan.

The Museum's regional sites hosted an array of exhibitions throughout the year, many of them reflecting regional themes. These included:

#### **Geraldton**

- *Unearthed: Stories of Mining from the Mid-West*
- *Climate Change: Our Future, Our Choice*

#### **Kalgoorlie-Boulder**

- *Edward Burtynsky: Australian Minescapes*
- *From Little Things Big Things Grow: Fighting for Indigenous Rights 1920–1970*
- *Ausrox Gold Nugget*

- *An Urban Transience: the Urban Imagery of Goldfields Photography of John Joseph Dywer*

## Albany

- *Tinker, Tailor, Soldier*
- *ANZANG: Nature Photography 2011*
- *Ten(T)*.

A number of exhibitions and programs were developed with regional partners as part of an outreach program. These included: *The Loss of the Koombana* (Port Hedland), *Line of Sight* (Broome), and *Immerse: Exploring the Deep* (Karratha).

Artefacts from the Museum's *Excavating the Zuytdorp* exhibition were also loaned to the Shire of Northampton to commemorate the 300<sup>th</sup> anniversary of the ship's foundering.

Important research work was carried out in regional areas throughout Western Australia, including the award-winning research in partnership with Woodside to explore and conserve the unique marine life of the Kimberley. Other sites of interest this year included the State's South-West waters, the Giraglia Range near Exmouth (with funding assistance from the Butler Bequest), and caves of interest around the Kimberley and beneath the Nullarbor Plain.

The Museum's Development Service continued to provide valuable support and training to clients WA-Wide.

## EMPOWERMENT

**The Museum expects its staff to be creative and innovative and encourages initiative, leadership and new ideas from all parts of the organisation.**

The Strategic Plan 2011–14 was developed with extensive staff consultation and, as a result of this process, staff have embraced the plan and taken strong ownership in delivering on the key strategic aims and outcomes.

The past year has seen staff develop proposals for exhibitions, public programs and partnerships with industry, business and local government:

- Live video streaming of fieldwork in the Nullarbor caves offered website viewers the opportunity to see, in real time, the work of researchers and scientists as they searched for Australia's prehistoric megafauna. The concept for this project was developed by Museum staff working with Flinders University and independent transmedia specialists. The outcome of this project will be the creation of an electronic video game that will combine gaming with scientific research and discovery.

- Work has begun on staff-inspired ideas for exhibitions on the Indian Ocean Rim and the pearling industry in Western Australia. The Museum is working in collaboration with the British Museum on research into countries around the Indian Ocean Rim, focusing on objects in the collections of both Museums.
- The inspiration for the *Debt of Honour: Australia's first Commandos and East Timor* exhibition was the direct result of leadership from Museum staff and a collaboration with the 2/2<sup>nd</sup> Commando Association of Australia (Inc.) and the Government of Timor Leste.
- Museum staff contributed to regional initiatives by designing and developing new content for the Museum's six public sites. They also took the Museum's collections to broader audiences with the negotiation of object loans and displays in Kalbarri, Karratha, Port Hedland, Wanneroo, Laverton and Broome.

## AWARDS

The Museum's 13-year partnership with Woodside to explore and conserve the marine resources of the State's Dampier Archipelago and Kimberley region won the 2011 Premier's Award for Excellence in Public Sector Management. The Awards recognise highly innovative projects and displays of creative leadership that lead to better service to the community. The partnership project — *Exploring the Marine Biodiversity of Northern WA* — has involved scientists and museums around the world, and was also the winner in the 'Managing the Environment' category of the Awards.

The Young Naturalists Club and the Minimus program run by the Western Australian Museum — Albany received highly commended citations at the 2011 Museums and Galleries National Awards (MAGNAs).

An Australian Web Award in the 'Culture and Events' category was received for the *AC/DC: Australia's Family Jewels* website. A website about the pioneering Broadhurst family was finalist in the 'Education' category of the same awards, and the *Pseudoscorpions of the World* website was a regional winner and finalist in the 'Government' category.

The *Marine Life of the Kimberley Region* website won the award for best large institution website at the Museums Australia Multimedia and Publications Design Awards.

Books published this year by the Museum also attracted accolades: *Voices from the West End* — an insight into the colourful history of Fremantle — won the 2012 Fremantle Heritage Award, while a book about Fremantle's World War II submarine base, *Secret Fleets*, was shortlisted for the same award. *Field Guide to Sea Stingers* was shortlisted in the 2011 Museums Australia Multimedia and Publishing Design Awards.

## HONOURS FOR OUR ASSOCIATES

Veteran environmental advocate and Museum Fellow, Dr Harry Butler, added three major accolades to his already impressive list of public awards: the Australian Petroleum Production and Exploration Association (APPEA) recognised his major contribution to the industry's environmental management practices with the rare conferral of its prestigious Lewis G Weeks Gold Medal; the National Trust of Australia named him a National Living Treasure; and most recently, he was appointed an Officer in the Order of Australia in the Queen's Birthday Honours List, announced in June.

Graeme Henderson (formerly Director of the Western Australian Maritime Museum) was made a Member of the Order of Australia (AM) in recognition of his service to maritime archaeology in Western Australia.

John Penrose, long-standing member of the Museum's Maritime Archaeology Advisory Committee, was made a Member of the Order of Australia in recognition of service to the community through the Volunteer Task Force of Western Australia and for education in the field of marine science and physics.

In November, the Museum's Head of Maritime Archaeology, Jeremy Green, was presented with the Asia-Pacific Maritime Archaeology Award for four decades of service to maritime archaeology in the Asia-Pacific region.

Dr Michael Rix was awarded a prestigious Australian Postdoctoral Industry Fellowship in the ARC Linkage project *Evolution and biogeography of Australia idiopid trapdoor spiders: implications for conservation biology and environmental assessment*. Trapdoor spiders (family *Idiopidae*) are poorly understood and this project will study their evolution, improve identification techniques, facilitate environmental assessment and determine conservation priorities.

A new sponge species discovered in 2005, has been named by the Museum after the Chief Scientist of Western Australia Professor Lyn Beazley. This honours Professor Beazley's dedicated advocacy for science in this State and her support for the work of the Museum. *Manihinea lynbeazleyae* was found in the Perth Canyon off Rottnest Island.

# OPERATIONAL STRUCTURE

## RESPONSIBLE MINISTER AND LEGISLATION

### Responsible Minister

The Hon John Day MLA, (Minister for Planning; Culture and the Arts; Science and Innovation), is the Minister responsible for the Culture and Arts Portfolio.

The Museum is a statutory authority within the Culture and Arts Portfolio.

### Enabling Legislation

- *Museum Act 1969 (WA)*

### Legislation and Regulations Administered by the Authority

- *Museum Regulations 1973 (WA)*
- *Maritime Archaeology Act 1973 (WA)*
- *Historic Shipwrecks Act 1976 (Cth)*; sections 10 (1), 11 (1), and 15 are administered by the Chief Executive Officer of the Museum, as Delegate in Western Australia for the Commonwealth Minister for Sustainability, Environment, Water, Population and Communities.

## BOARD AND ADVISORY COMMITTEES

### Western Australian Museum Board of Trustees

Section 10 of the *Museum Act 1969* provides that the Museum shall be governed by eight Trustees; seven of whom, including the Chair and Vice-Chair, shall be appointed by the Governor; and one of whom shall be the Director General of the Department of Culture and the Arts.

Under the *Museum Act 1969*, the Trustees are responsible for the management of the affairs and property of the Western Australian Museum.

The Board of Trustees met on five occasions in the reporting year.



## BOARD MEMBERS

**Emeritus Professor Alan Robson** AM CitWA Chair (appointed from 1 January 2012)

**Mr Ian Fletcher** (appointed from 1 January 2012)

**Ms Irene Stainton** (appointed from 13 December 2011)

**Mr Steve Scudamore** (appointed from 24 October 2006)

**Ms Sara Clifton** (appointed from 25 September 2007)

**Ms Allanah Lucas** (ex-officio)

**Mr Wayne Osborn** (appointed from 30 July 2008)

## OUTGOING MEMBERS

**Mr Tim Ungar**, Chair (to 31 December 2011)

**Ms Tracey Horton** (to 31 December 2011)

**Professor Geoffrey Bolton** AO CitWA (to 22 June 2012)

## Advisory committees

- Western Australian Museum Aboriginal Advisory Committee (WAMAAC)
- Western Australian Museum — Geraldton Advisory Committee
- Western Australian Museum — Kalgoorlie-Boulder Advisory Committee
- Western Australian Museum — Maritime Advisory Committee
- Western Australian Museum Maritime Archaeology Advisory Committee

For further information on the Museum's Board and Advisory Committee, please refer to the Appendices.

# VOLUNTEERS OF THE WESTERN AUSTRALIAN MUSEUM

In the reporting year, the Museum benefited from the commitment of 312 dedicated volunteers who provided vital assistance in many areas of its operations at both regional and metropolitan sites.

Volunteers assisted with research, collection management, education and school holiday programs, and submarine tours. In particular, a volunteer group was created to 'meet and greet' visitors, manage crowds and provide interpretation for major exhibitions and programs at the Perth site, ranging from *Extraordinary Stories* to the dinosaur puppet show *Erth's Dinosaur Petting Zoo*.

In response to the Auditor General's Report 1 — February 2012 — *Working Together: Management of Partnerships with Volunteers*, the Museum is developing a suite of procedural documents that will enhance its ability to be a volunteer agency of choice and an example of best-practice in volunteer management across the public sector.

Throughout this financial period, volunteers dedicated an estimated 27,576 hours service to the Museum, valued at \$500,000.

## FRIENDS OF THE WESTERN AUSTRALIAN MUSEUM

The Museum is very grateful for the continuing support it receives from the Friends of the Western Australian Museum.

The Friends' membership at 30 June 2012 was 187.

## WESTERN AUSTRALIAN MUSEUM FOUNDATION

The profile and activities of the Museum are enhanced by acquisitions, exhibitions and scientific research made possible, in part, by the generosity of sponsors and benefactors. The Foundation seeks to build this giving tradition by encouraging and recognising donations and corporate partnerships, gifts of objects, bequests and endowments.

The year ahead will be exciting and challenging, as the Foundation prepares for a campaign to support the New Museum project in Perth.

Highlights of the past year for the Foundation included:

- The highest corporate sponsorship of any Western Australian Museum exhibition to date received for *Immerse: Exploring the Deep*. The cash (\$430,000) combined with 'in-kind support from the Society for Underwater Technology and our 28 industry supporters exceeded \$1 million in value. Our thanks go to principle partner Woodside major partners, SUT, GE Oil & Gas, Apache, Matrix and JP Kenny for their support.
- Singapore Airlines (SIA) and SIA Cargo generously supported *Extraordinary Stories from the British Museum*.
- Woodside Energy continued to be the Museum's major corporate partner, supporting research, gallery refurbishment and the Immerse exhibition
- Members of the Friends of the Western Australian Museum contributed towards the acquisition of a Tjanpi Desert Weavers artwork.
- Individual donors contributed almost \$60,000 to the Foundation.
- A generous gift to the Western Australian Museum — Albany accompanied by items collected by the Clifton-Hassell family, one of Albany's founding families.

## WESTERN AUSTRALIAN MUSEUM FOUNDATION BOARD OF GOVERNORS

Three long-standing members of the Board of Governors concluded their term during 2011–12, each of whom contributed a great deal of time and expertise: the Hon Richard Court AC, Mr Michael Gangemi, and Mr Tim Ungar. The Foundation welcomed Mr Justin Mannolini, Mr James McClements and ex-officio member Ms Sara Clifton, all of whom are joining the Board during an exciting and challenging period.

**Ms Tracey Horton** (Chair)

**Hon Julie Bishop** MP, Deputy Leader of the Opposition

**Ms Sara Clifton** (ex-officio member) (appointed May 2012)

**Hon Richard Court** AC (retired February 2012)

**Mr Alec Coles** (ex-officio member)

**Mr Geoff Duncan**

**Mr Michael Gangemi** OAM, JP (retired February 2012)

**Mr Justin Mannolini** (appointed November 2011)

**Mr James McClements** (appointed November 2011)

**Mr Tim Ungar** (retired December 2011)

## WESTERN AUSTRALIAN MUSEUM FOUNDATION INVESTMENT COMMITTEE

**Ms Tracey Horton** (Chair) (retired November 2011)

**Mr Geoff Duncan** (retired November 2011)

**Mr Justin Mannolini** (Chair) (appointed November 2011)

**Mr James McClements** (appointed November 2011)

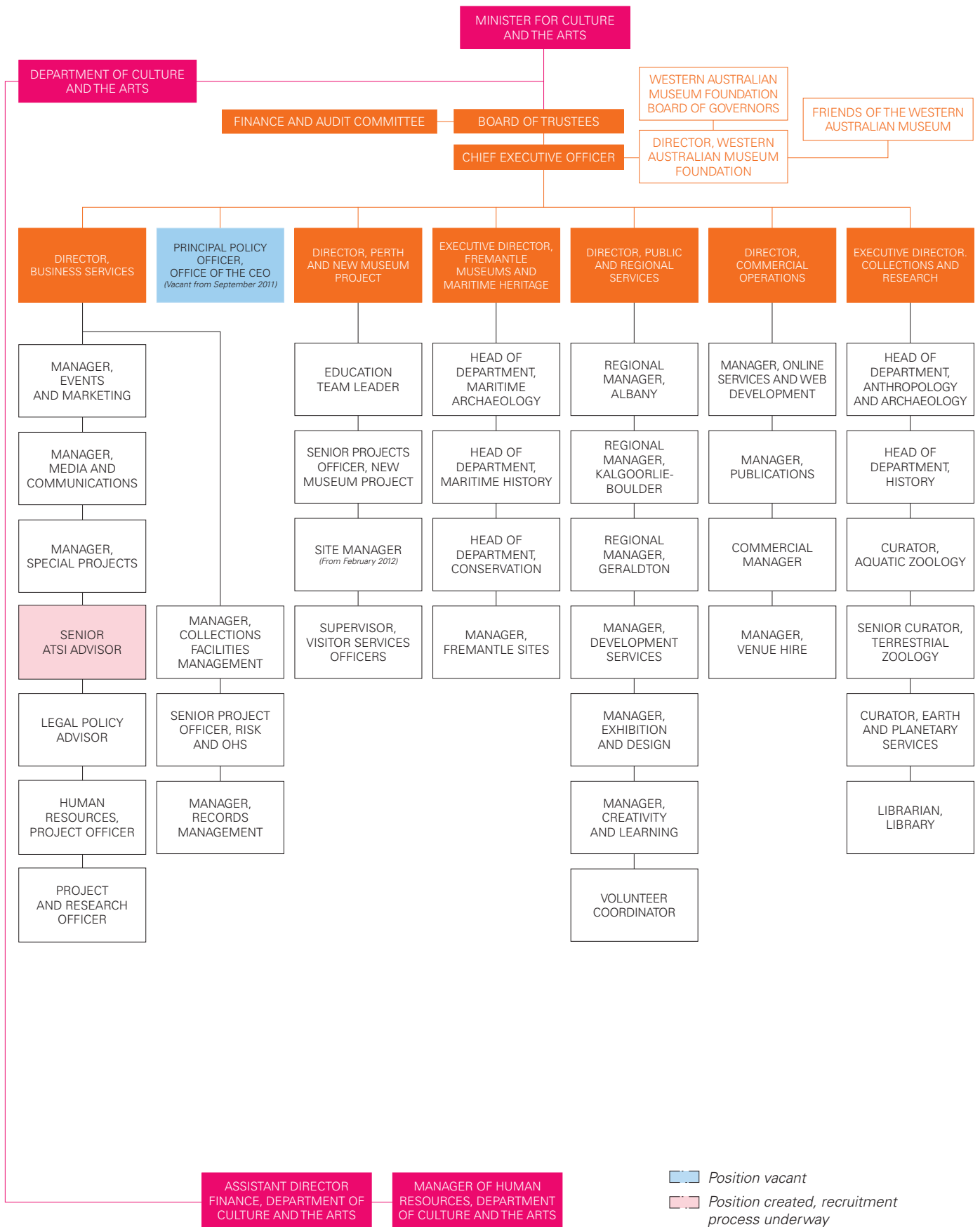
**Mr Tim Ungar** (retired December 2011)

## SPONSORS, BENEFACTORS AND GRANTING AGENCIES

Each year brings new income generation challenges, and so it is with gratitude that the Foundation acknowledges the generous donors, benefactors and corporate partners who made 2011–12 an exceptional year for investment in the Museum.

A full list of sponsors, benefactors, supporters and granting agencies is shown in the appendices.

# ORGANISATIONAL CHART



# PERFORMANCE MANAGEMENT FRAMEWORK

The Museum's annual budget is included in the State Government Budget Statements under Culture and the Arts.

The Department of Culture and the Arts (DCA) co-ordinates reporting of Key Performance Indicators at the whole-of-portfolio level. The structure aligns the portfolio and the Museum's desired outcomes with the Government's Strategic Planning Framework.

## Government Desired Outcome

Western Australia's natural, cultural and documentary collections are preserved, accessible and sustainable.

## Service

Museum Services

## KEY EFFECTIVENESS INDICATORS

### Preservation

Extent to which Western Australia's natural, cultural and documentary collections, that require preservation, are preserved

### Accessibility

The number of accesses to Western Australia's natural, cultural and documentary collections per capita.

Percentage of visitors satisfied with the services associated with accessing the Museum collection.



**Sustainability**

Value of collection renewal, content development, expansion and/or maintaining the physical integrity of the collection as a proportion of collection value.

**KEY EFFICIENCY INDICATOR**

Service	Indicator
Museum Services	Average Cost of Museum Services per Museum visitor or person accessing collection.

# AGENCY PERFORMANCE

Agency performance is reported and evaluated against the Museum's new 2011–14 Strategic Plan. The plan takes a balanced scorecard approach to reporting, with four areas of strategic focus: Learning and Growth, Customer, Financial and Processes.

## LEARNING AND GROWTH

### Link to Government Goals

#### Goal 3 — Results-Based Service Delivery

Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.

#### Goal 4 — Stronger Focus on the Regions

Greater focus on service delivery, infrastructure investment and economic development to improve overall quality of life in remote and regional areas.

#### Goal 5 — Social and Environmental Responsibility

Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.

The Museum is committed to the learning and growth of its customers and staff through the achievement of its five Learning and Growth Strategic Aims:

LG1 — ENSURE ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES ARE CENTRAL TO OWNERSHIP, GOVERNANCE AND DEVELOPMENT OF OUR COLLECTIONS AND PROGRAMS.

### Outcomes

- A Senior Aboriginal and Torres Strait Islander (ATSI) Advisor role has been established to work across the Museum's operations.
- The Chair of the Museum's Aboriginal Advisory Committee has been appointed as a Trustee of the Western Australian Museum Board.
- Aboriginal and Torres Strait Islander employees represent 1.73 per cent of the Museum workforce. This is below the Museum's target of three per cent. Strategies to improve this figure are under development.

## Achievements

The Western Australian Museum was responsible for the installation of the *Yiwarra Kuju: The Canning Stock Route* exhibition, which provided a cultural backdrop to the Commonwealth Heads of Government Meeting at the Perth Convention Centre. Paintings, cultural artefacts, photography, oral history and films told the previously unrecorded story of the remote desert lands of Western Australia from an Aboriginal perspective.

The exhibition was on loan from the National Museum of Australia in Canberra which acquired it from Western Australian creative arts agency, FORM.

The Museum was successful in a joint bid with the Central Desert Native Title Service for a Commonwealth Community Heritage grant to consult with Traditional Owners and pastoralists on the history and interpretation of Western Australian Museum Reserve Well 9, on the Canning Stock Route.

As noted, above, the Museum is working in the Kimberley with researchers from the Australian National University and the University of Western Australia on the *Lifeways of the First Australians* project in partnership with the Bunuba and Goonyandi people of the Oscar Napier Ranges.

The Museum is continuing to build on its relationship with the Spinifex People in the Great Victoria Desert in Western Australia by co-curating an exhibition to mark the 15<sup>th</sup> anniversary of The Spinifex Arts Project.

Throughout the year, the Museum was involved in the display of a number of exhibitions telling Aboriginal stories, including:

- *Yarns of the Heart* (in partnership with the Community Arts Network WA), a collection of more than 70 handmade dolls telling the traditional dreamtime and contemporary stories of Nyoongar people.
- *The Pinjarra Massacre Memorial* exhibition: a collection of art works responding to the massacre of the Bindjareb Nyoongar in October 1834, in the town of Pinjarra.

Free entry was provided to the Western Australian Maritime Museum on *National Sorry Day* (Saturday 26 May), honouring the remarkable significance of this site to Nyoongar people and their dreaming.

Meetings of the Museum's Aboriginal Advisory Committee focused on strategic issues such as management of records, exhibitions and issues of representation, while the Museum worked with Aboriginal organisations to facilitate access to collections for community healing programs.

## LG2 — CREATE AND SHARE KNOWLEDGE WITH OUR USERS.

### Outcomes

The Museum shared knowledge derived from its collections and research with its users through:

- attracting 887,594 visitors, including 55,405 in school groups across all sites;
- increase in school visitations from the previous year with 1,851 more students at the Maritime Museum (16.5 per cent increase) and 1,062 more students visiting at the Shipwreck Galleries (9.9 per cent increase);
- delivering 185 metropolitan, 48 regional, 21 national and 12 international public lectures, workshops and presentations;
- producing and distributing 69 peer-reviewed research papers, 15 non-refereed reports, 26 conference papers, six popular publications and 167 unpublished reports to consultants; seven book chapters and 34 in-house journals;
- undertaking 63 collaborative research projects, of which six involved international partner agencies and institutions;
- conducting 59 fieldtrips throughout the State (18 of which were in partnership with other organisations), as well as 11 interstate and five international field trips;
- improving information available on its website. In 2011–12 the Museum had 677,343 unique visits to its website (a 16.3 per cent increase from the previous year), with 13,022,579 pages visited and 256,075 video views;
- seven workshops delivered to community and special interest groups to support the care and management of collections in communities throughout the State.

### Achievements

The Museum continued to disseminate its research findings through publication of articles in national and international refereed academic journals; 69 peer-reviewed scientific papers were published this year. The Museum also publishes its own academic journal, *Records of the Western Australian Museum*, which includes the results of research into all branches of the natural sciences and social and cultural history — primarily based on the Museum's collections and the research activities of its staff.

Its latest edition described eight new genera and 117 new species, including a new species of pseudoscorpion found in Western Australia's Mid-West region. The pseudoscorpion was named *Synsphyronus christopherdarwini*, in honour of Christopher Darwin, great-great-grandson of Charles Darwin and a conservationist in his own right.

The Museum developed an online system — the Western Australian Museum Taxonomic Service (WAM-TS) — to provide an efficient way for consultancies to lodge requests for identification and/or registration of fauna specimens ([www.museum.wa.gov.au/consultation/](http://www.museum.wa.gov.au/consultation/)). A website delivering data to industry and the general public on Western Australian animals, 'WAMinals' is also under development.

Members of the public were taken on a virtual journey with scientists exploring the many caves beneath the Nullarbor Plain, as video footage was streamed live over the Internet ([www.museum.wa.gov.au/cave/](http://www.museum.wa.gov.au/cave/)). This is part of a collaborative gaming project which secured a \$20,000 Development Award from the XIMedialab digital and creative industry thinktank held in Perth in April 2011.

In November, a series of 23 video clips providing a rare glimpse of what lies beneath the waters off the north of Cape Leveque were released on the Museum's website. *Tides and Islands: The Kimberley* was recorded over 12-days as researchers, led by the Museum, surveyed the Kimberley waters.

A field trip to better understand the marine reptiles and large sharks that lived in the shallow seas that covered the coastal areas of Western Australia around 100 million years ago was also brought to life on the Museum's website ([www.museum.wa.gov.au/marine-reptiles/](http://www.museum.wa.gov.au/marine-reptiles/)).

With funding support from the Butler Bequest, the trip to the Giraglia Range near Exmouth was documented through video diaries and ultra-high resolution images of the fossilised teeth and bones that were discovered.

The Museum has also been building knowledge about marine life in the South-West waters of Western Australia, joining a global research project on the diversity of marine life in the world's oceans, known as the Marine Barcoding of Life (MarBOL). Museum staff have been working with internationally renowned scientists to collect shelled-molluscs; DNA barcoding is used to provide evolutionary context for these marine species and recommending effective strategies for their sustainable management.

The Museum recorded a rare species of trapdoor spider *Euoplos* sp. nov. after a householder had a chance encounter with the white-headed arachnid in the backyard of their Grass Valley home, in the State's Wheatbelt. The spider went on to be named at number three on the *National Geographic's 10 Weirdest Life-forms of 2011* list.

Pioneering conservation work on the preservation of sharks is nearing completion with the treatment and stabilisation of the rare Megamouth shark at the Maritime Museum on Victoria Quay. Visitors can learn about the relocation and treatment program that has been carried out over the last two years via an interactive touch screen.



## LG3 — UNDERSTAND AND RESPOND TO OUR AUDIENCES AND COMMUNITIES.

### Outcomes

- A review of the Museum's audience research function was conducted to identify areas that could be improved. As a result, Morris Hargreaves McIntyre was appointed as the Museum's research provider for the next two years. This work will inform programs, service provision and marketing and communications strategies.
- As part of the New Museum Business Case development, Morris Hargreaves McIntyre undertook research to gauge community needs and expectations and how these can be answered by the New Museum project.
- A position of Manager, Creativity and Learning has been established to lead development and implementation of a learning and creativity strategy.

### Achievements

The Museum partnered with the Commissioner for Children and Young People, Michelle Scott, in an initiative to explore the impact of creative activity on children's development. In the *Thinker in Residence: Unlocking Creativity* program, Paul Collard, head of the UK-based organisation Creativity, Culture and Education engaged with the local community at the Western Australian Museum — Albany to hear directly from regional practitioners involved in culture and arts education.

The Museum has developed a unique and fully integrated Customer Relationship Management system to capture and support management of data on its customers across the organisation. The system currently contains over 30,000 contacts and is due to be implemented in 2012.

Approximately 2,500 people participated in Perth International Arts Festival's *Home Sweet Home* program to build a mini-Perth in the historic Hackett Hall during the Festival.

The Museum supported an ABC Lifeline Christmas Charity Auction offering a 'night at the museum' sleepover at the Western Australian Museum — Shipwreck Galleries.

## LG4 — DEVELOP A HIGHLY SKILLED, MOTIVATED AND FLEXIBLE WORKFORCE.

### Outcomes

- Developing a highly skilled, motivated and flexible workforce is a critical priority. This year, staff attended a total of 541 training sessions. This represents 721 hours of training (or 96 staff training days) across a range of learning areas including: government procurement, substantive equality, ethical decision-making, intellectual property, customer relations, management and leadership, copyright and media management.
- The Museum's total cash expenditure on staff training for the year was \$42,844. Not all training is delivered at a cash cost and the total commitment, when staff time is added to this, is significantly greater.

## Achievements

Discussions with the British Museum regarding the co-development of an exhibition on the Indian Ocean Rim are underway. The five-year partnership with the British Museum offers strong opportunities for staff professional development and knowledge exchange.

Working alongside staff from other international cultural and scientific institutions offers valuable development opportunities for staff. During the year, the Museum hosted two curators from the Ministry for Culture for Timor-Leste; throughout this 10-week period Museum staff shared their knowledge and expertise and learnt about different museum practices and perspectives.

The Museum also hosted a number of staff from museums throughout the world including the US, Canada, the Netherlands, South Korea, the United Kingdom, Singapore, Oman and Japan. Museum staff also presented papers at international conferences in New Zealand, Portugal, Canada and the UK.

The Museum has been working with the DCA on the development of a portfolio strategic workforce plan. Consultation events were held between December 2011 to April 2012, assisted by the Australian Institute of Management and the University of Western Australia.

## LG5 — DEVELOP EFFECTIVE VOLUNTEER CULTURE.

### Outcomes

- 312 volunteers undertook various tasks including assisting visitors, and supporting the Museum's curatorial and conservation staff with research, cataloguing and fieldwork preparation.
- As a result of the Auditor General's audit of volunteer programs, the Museum has undertaken a full review of volunteer processes and policies and is implementing new procedures to attract and retain volunteers.

## Achievements

Volunteers in the *Extraordinary Stories* exhibition were acknowledged as being "extremely well informed and very keen to share their knowledge about the exhibition" on one museum blog and 'world-class' by a visiting international cultural expert.

During the year, the relocation of the history collection into the fully climate-controlled Collections and Research Centre in Welshpool gave a team of volunteers new opportunities for work experience in the Museum.

The Maritime History team co-ordinated volunteer teams of Library and Information Science students from Curtin University, who checked and digitised more than 40,000 data entries from the Welcome Walls project.

Highlights for volunteers at the Western Australian Maritime Museum in Fremantle included work on the repair and repainting of the HMAS *Ovens* submarine and the WWII heritage slipway that houses it.

## CUSTOMER

### Link to Government Goals

#### Goal 3 — Results-Based Service Delivery.

Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.

#### Goal 4 — Stronger Focus on the Regions

Greater focus on service delivery, infrastructure investment and economic development to improve overall quality of life in remote and regional areas.

The Museum exists to deliver public value to, and for the benefit of the community. It is committed to delivering quality experiences to its audiences through the achievement of its five Customer Strategic Aims:

C1 — PROVIDE THE HIGHEST STANDARDS OF CUSTOMER SERVICE AND USER EXPERIENCE IN ALL THAT WE DO.

### Outcomes

Annual total visitation	Overall visitors	School groups	Total
2010–2011	755,349	64,159	819,508
2011–2012	832,189	55,405	887,594

- This year the Museum had an additional 68,806 (8.31 per cent) visitors.
- 86.6 per cent of visitors were satisfied with the services. These results are in line with previous years and marginally exceed the Museum's target of 85 per cent. Work is underway to improve the quality and reporting of information collected from visitors.
- This year, for the first time, the Museum has conducted a survey of other 'customers' and supporters. 79 per cent of customers surveyed were satisfied with the services provided by the Museum, with 94 per cent saying they would definitely (66 per cent) or probably (28 per cent) recommend working with the Museum to others. These figures indicate there is clear room for improvement. Results of this survey will help the Museum better understand the expectations of a broader range of stakeholders and improve services and relationships across all areas of operations.
- A review of the Museum's comments and complaints procedures took place in 2012.

## Achievements

The Museum's commitment to providing quality experiences for the public — both actual and virtual — was reflected in the high-profile awards it received during the year (see Awards, page 16).

A master plan for the Western Australian Museum — Geraldton has been developed. The plan will guide long-term, staged development of the site and the integration of the Museum into the development context around it. The master plan was made possible following receipt of \$20,000 from the Mid-West Development Commission's Regional Development Scheme.

The Francis Street building at the Western Australian Museum — Perth was demolished towards the end of 2011. The grounds have since been landscaped and the Museum will develop a range of activities in the grounds prior to construction of the New Museum.

The refurbishment of Hackett Hall has enabled the Museum to attract new audiences through special events including a season of events with Tura New Music, the runway shows for Perth Fashion Festival and the Commonwealth Heads of Government Foreign Ministers' dinner.

In Fremantle, major conservation and remediation works have been carried out on the Oberon class submarine HMAS Ovens. With the support of industry, Challenger TAFE and the Royal Australian Navy, the submarine has been cleaned and repainted. The continuing partnership with Challenger TAFE enables the use of the submarine and slipway as a training facility for Maritime Maintenance students. Notre Dame University media and marketing students have developed visitor feedback forms for submarine tours.

C2 — TO CONTRIBUTE TO THE HEALTH AND WELLBEING OF OUR COMMUNITIES BY FACILITATING PEOPLE'S EXPLORATION OF THEIR IDENTITY, CULTURE, ENVIRONMENT AND PLACE IN THE WORLD.

## Outcomes

- Securing a Government commitment of \$428.3 million for the New Museum, with \$70.5 million to be spent over the period of the existing Forward Estimates.
- The Museum hosted 35 temporary exhibitions across all sites.

## Achievements

The New Museum project will showcase the significance of Western Australia's cultural heritage, history and biodiversity.

Following the signing of a five-year Memorandum of Understanding with the British Museum in June 2011, the opening of the unique exhibition *Extraordinary Stories from the British Museum* was timed to coincide with Perth hosting the Commonwealth Heads of Government Meeting (CHOGM) in October. British Museum Director Neil MacGregor visited Perth during the CHOGM festival to attend the *Extraordinary Stories* exhibition and to deliver a free public lecture exploring how museums can and should encourage different ways of thinking about the idea of global citizenship. Singapore Airlines and SIA Cargo provided strong support.

The four-month 'rock 'n' roll' exhibition, *AC/DC: Australia's Family Jewels*, attracted close to 80,000 visitors before it left Perth in August 2011 to tour internationally.

In February, the Museum launched the exhibition *Debt of Honour: Australia's First Commandos and East Timor*, detailing the extraordinary efforts of the 2/2<sup>nd</sup> Independent Company in East Timor during World War II. The exhibition honoured the relationship between the troops and their young Timorese helpers — the Creados — and the enduring friendships that ensued. The Museum, with support from the Department of Veterans' Affairs and the 2/2<sup>nd</sup> Commando Association, allowed the Museum to host two East Timorese curators to work on the exhibition.

The *Harry Butler Lecture Series: In the Wild West* continued this year with the strong support of Dr Harry Butler and Chevron Australia, and again proved highly popular, with a physical and online audience of more than 73,000.

The 2012 program is exploring the importance of collecting.

Personal stories, photographs, letters and poignant mementoes recounted the experiences of children sent to Australia as the result of British child migration schemes in the moving exhibition *On Their Own: Britain's Child Migrants*, launched in May at the Western Australian Maritime Museum. In collaboration with the Community Arts Network Western Australia and the Australian National Maritime Museum, the Museum organised a visit to the exhibition by former child migrants and their families and throughout the exhibition displayed a moving audio-visual presentation recounting the personal memories of some of Western Australia's child migrants.

The 70<sup>th</sup> anniversary of the sinking of the HMAS *Sydney* (II), one of Australia's worst naval tragedies, was marked at the Western Australian Museum — Geraldton with the presentation of a seminar series describing the search for the wreck. The Museum also partnered with the Geraldton City Sub-branch of the RSL to host *Recollecting Sydney: A Call to Mind*, a project which brought together memories of families and friends of the *Sydney* crew.

In February, 10 children from across the State had the opportunity to talk live to astronauts in the International Space Station after winning an online competition on the Museum's website to commemorate the 50<sup>th</sup> anniversary of Perth being named the 'City of Light' by astronaut John Glenn when he orbited the earth in the *Friendship 7* spacecraft in 1962. Organised in collaboration with the State Records Office and the City of Perth, the free public event, at the Northbridge Piazza, included the broadcast of a video message from John Glenn and presentations by Western Australia's Chief Scientist and the Museum's Head of Earth and Planetary Sciences.

To mark National Archaeology Week in May, the Western Australian Museum — Perth hosted the two-day event *Dig Deep!*.

*Climate Change: Our Future, Our Choice* was on show at the Western Australian Museum — Geraldton from December until April. Associated programs included *The World of RE*, encouraging children to be involved in a range of eco-activities, including testing their carbon footprint.

In March, the Western Australian Museum — Albany displayed *Tinker, Tailor, Soldier*, depicting stories of war through the eyes of children. Artists Trish Ware and Bo Laidler drew on childhood recollections, compelling viewers to reflect on the consequences of war.

The exhibition *Rock Breakers: Prisoners Built This Colony, Geology Made It Rich* went on display in the Old Gaol Perth site telling the stories of the convict-built Fremantle Prison and the Old Perth Gaol during the late 1800s — sites of incarceration that also housed rock and mineral collections for the reference of explorers and prospectors.

### C3 — PROMOTE TOURISM WITHIN AND TO WESTERN AUSTRALIA.

Annual total visitation by region of residence	Perth metro	Regional	Interstate	Total
2010–2011	229,463	139,316	204,877	245,852
2011–2012	301,782	133,139	204,147	248,526

### Outcomes

- 23 per cent of the Museum's visitors are from interstate and 28 per cent are international visitors. With improved visitor research, the Museum aims to benchmark its visitor profile with other national and international museums and attractions and improve its appeal to these audiences.

- The Museum's Perth and Maritime sites were profiled to national and international tourists and world leaders during the Commonwealth Heads of Government Meeting in Perth, in October. Tim Mathieson, partner of the Prime Minister, hosted a Spouses and Partners function at the Western Australian Maritime Museum and the Foreign Minister's Dinner was held at the Western Australian Museum — Perth.

## Achievements

During the year, the Museum worked closely with Tourism WA and the City of Perth to cross-promote key exhibitions including *AC/DC* and *Extraordinary Stories from the British Museum*. The organisations are currently sharing market research information and working together to develop joint key performance indicators for Tourism WA's 20/20 Strategy.

The Museum undertook targeted tourism marketing with Virgin Australia to promote key exhibitions on all Virgin domestic and international flights via the in-flight magazine *Voyeur* and in-flight entertainment program.

## C4 — DELIVER A WESTERN AUSTRALIA WIDE MUSEUM SERVICE.

### Outcomes

- Visitation to the Western Australian Museum — Kalgoorlie-Boulder was 90,369, an increase of 11,039 visitors or 13.92 per cent on the previous year.
- Visitation to the Western Australian Museum — Albany was 94,792, a 1 per cent reduction. However, participation in public programs and outreach activities have increased by seven and four per cent respectively.
- Visitation to the Western Australian Museum — Geraldton was 48,125, an increase of 5,118 visitors or 11.9 per cent on the previous year.
- Work began on a strategy for the Museum to increase its State-wide presence. The development of this strategy has been informed by discussions with community groups, local government and businesses. Discussions took place in Albany, Geraldton, Kalgoorlie, Port Hedland, Karratha, Onslow and Broome.
- The Museum's regional presence included 59 fieldtrips throughout the State, as well as 233 lectures, presentations and workshops delivered in regional Western Australia.

## Achievements

A commemorative exhibition was created in Port Hedland to mark the 100<sup>th</sup> anniversary of the disappearance of the SS *Koombana* — one of Australia's greatest and most tragic maritime mysteries. Developed in consultation with the Port Hedland Historical Society and financed by the Port Hedland Port Authority, the exhibition was replicated at the Western Australian Maritime Museum in Fremantle.



*Immerse: Exploring the Deep* travelled to Karratha after its showing at the Western Australian Maritime Museum.

*The Harry Butler Lecture Series: In the Wild West* toured to Karratha and Onslow.

The Museum's Development Service offers information and advice on all aspects of the planning, operation and management of museums. Services are tailored to assist organisations to achieve national standards in regards to collecting, displaying, conserving, promoting and funding collections. This year, the Development Service:

- provided services to 26 local government bodies;
- undertook a further 27 site visits to other client organisations;
- held nine workshops in various locations throughout the State;
- in partnership with the Goldfields Collections Care Hub, workshops were delivered in Kalgoorlie to participants from five different communities.

Maritime archaeology objects were loaned to the City of Wanneroo and to the Zest Festival in Kalbarri during the year.

### **Western Australian Museum — Kalgoorlie-Boulder**

During the year, the Western Australian Museum — Kalgoorlie-Boulder hosted two Goldfields-related exhibits. The Ausrox Gold Nugget, weighing 23.26 kg, returned temporarily to the Goldfields where it was found. The nugget was welcomed home with an open day event at the Museum in November.

The stunning photographic collection *Australian Minescapes*, by internationally acclaimed Canadian photographer Edward Burtynsky, was on display from December through to March.

Engagement with local organisations generated much activity during the year. This included:

- work with the City of Kalgoorlie-Boulder History and Heritage Unit to organise activities associated with the Centenary of WWI in 2014;
- work with Laverton's *The Great Beyond Explorers' Hall of Fame* on a display about Dr Charles Laver, the prospector after whom the town is named;
- collaboration with the Great Western Woodlands to generate community awareness of the woodlands;
- an ongoing partnership with Eastern Goldfields Historical Society for the exchange of research and collections knowledge;
- partnership with Kalgoorlie Boulder Urban Landcare Group to interpret ethnobotanic plants in the Museum garden and promote the group's Landcare work;
- sponsorship from the Kalgoorlie Mining Company for collections work, including the restoration of the chandeliers in the recreated office of mining entrepreneur Claude de Bernales;

- productive relationships with local media — in particular, the *Kalgoorlie Miner* newspaper — to promote and publicise the Museum;
- membership of the Goldfields Collections Reference Group.

### **Western Australian Museum — Albany**

The Albany site supported the 10<sup>th</sup> anniversary of the Great Southern Festival with the *ten(T)* exhibition earlier this year. Presented by a group of 17 contemporary artists from the region, the exhibition played on the themes of 'ten' and 'tent' — the Museum site was a tent settlement in the 1820s. The Museum also hosted the Perth International Arts Festival's regional writers' program *Write in the Great Southern*.

The Museum is represented on the Board of the Great Southern Science Council which was successful in securing a joint Scitech and Inspiring Australia grant to fund a project officer to facilitate communication of scientific information to the Great Southern community. Through this forum, the Museum and the University of Western Australia will assist in the delivery of a National Science Week Conference to be held at the Albany Entertainment Centre.

The Museum is also an active member of the Albany Centenary of ANZAC Alliance which is developing plans for the region's 100-year commemoration of the First World War; this will be a significant event for Albany as it was the main Western Australian Port that soldiers left from in 1914.

### **Western Australian Museum — Geraldton**

The *Unearthed: Mining Stories from the Mid-West* exhibition was created with the community in response to the recent, rapid increase and projected expansion of mining in the region. The region's geology, social history and new phase of sustained economic development made for an exciting collection of stories previously untold in the Mid-West. It included a unique blend of objects and stories from in the Mid-West region.

A successful partnership with Rotary saw the Geraldton site providing gold-level sponsorship to the 2012 'Land, Sea and Air' Rotary State Conference in April. The Museum hosted the official opening event attended by more than 350 people, including His Excellency Malcolm McCusker AC CVO QC, Governor of Western Australia, who opened the conference.

The Museum is also an active member of the Mid-West Science Engagement Group which is a collection of approximately 15 organisations working together to engage the Mid-West community in science events such as the Youth Science Forum, National Science Week and activities to promote the Square Kilometre Array (SKA) project.

In January the Museum celebrated its 500,000<sup>th</sup> visitor since opening.

C5 — DEVELOP THE WESTERN AUSTRALIAN MUSEUM BRAND TO REFLECT, SUPPORT AND DELIVER OUR MISSION AND ACHIEVE OUR VISION.

### Outcomes

- The Museum has significantly increased exposure to its brand this year and diversified the range of media activity it undertakes. Media coverage achieved across print, radio and television for 2011–12 totalled 1,817 media items, representing a 67.47 per cent increase from the previous reporting year (1,085).

### Achievements

The Museum has developed relationships with a number of event and festival organisers to broaden exposure to, and perception of, the Museum brand.

Over the five nights of *Fashion Paramount*, nearly 6,000 new visitors experienced the Museum in a very different way.

The Perth International Arts Festival's, Festival Gardens on the Western Australian Museum — Perth grounds in February and March, attracted more than 14,500 people who enjoyed 22 nights of live music.

The Museum also partnered with Tura New Music as the venue for nine events throughout the year, including the launch of its season and its influential *Reef* tour.

## FINANCIAL

### Link to Government Goals

#### Goal 1 — State Building — Major Projects

Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.

#### Goal 2 — Financial and Economic Responsibility

Responsibly manage the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.

#### Goal 5 — Social and Environmental Responsibility

Ensuring that economic activity is managed in socially and environmentally responsible manner for the long-term benefit of the State.

The Museum recognises the need to exercise responsible financial management, while at the same time exploring new and creative ways to increase revenue opportunities and maximise its earning potential. This is achieved through the four Financial Strategic Aims:

## F1 — MAXIMISE FINANCIAL SUSTAINABILITY BY OPERATING WITHIN OUR MEANS, BUT MAXIMISING THOSE MEANS.

### Outcomes

- Following a case for additional baseline funding, the Museum has delivered a balanced budget for the 2011–12 financial year.
- The Museum evaluated its donation box strategy in Perth and, as a result of improved signage and visibility, donations at the Perth site increased by 18 per cent from the previous year.
- The Museum received \$548,000 in Commonwealth recurrent grants, including funding from the Department of Sustainability, Environment, Water, Population and Communities (\$321,000) and \$34,000 in state grants.

### Achievements

In 2012, the Museum was successful in securing several research grants:

- In February, the Minister for Environment Hon Bill Marmion MLA announced that the Museum would receive \$5.69 million over five years for *Conservation Systematics of the Western Pilbara Fauna* which will document the biodiversity of the region and help interpret plant and animal population responses to the changing climate and land use in the area.
- The Museum received \$15,000 funding from the Atlas of Living Australia to work with the Queensland Museum (lead agency) and the Museum and Art Gallery of the Northern Territory, to synchronise sponge species identifications across tropical Australian seas.
- The Museum received \$35,000 funding from BHP Billiton Iron Ore to develop the WAMinals website which will deliver data to industry and the public on Western Australian fauna.

## F2 — BE ENTREPRENEURIAL IN ALL THAT WE DO.

### Outcomes

- The Museum's use charges and fees decreased from \$2.948 million in 2011 to \$1.688 million in 2012. The key variance was in admission fees, and is explained by the very successful exhibition in 2011, *A Day in Pompeii*. This is offset to some extent by the increasing revenue generated by the Museum's venue hire business.

### Achievements

The Museum's venue hire business continues to focus on growing revenue and improving occupancy of its 11 venue spaces through improved marketing and exposure. The dedicated promotion of key market segments — including weddings, corporate events and conferences — increased venue hire revenue during the year: the business total of \$455,643 was up 54 per cent on 2010–11 (\$295,041).

To increase retail sales, two specific exhibition shops operated this financial year. The *AC/DC: Australia's Family Jewels* shop (begun in the previous financial year) earned \$58,044 this financial year through sales of 4,046 units — a spend per visitor of \$2.02. The *Extraordinary Stories* exhibition totalled \$68,010 (a spend per visitor of \$1.18). A high-quality souvenir catalogue produced for the *Extraordinary Stories* exhibition sold 1,360 copies.

A mini refit of the Western Australian Museum — Shipwreck Galleries shop was completed in September 2011, to modernise the fixtures and improve the overall shopping experience for visitors. This saw an increase of 2.91 per cent on budgeted sales and an increase in sales of 7.47 per cent on the previous financial year. This has contributed to a positive result to overall budgeted retail sales for this financial year of + 1.81 per cent (\$19,078) for the Museum.

Other retail shops also showed a positive return against budget for the financial year: Kalgoorlie 5.95 per cent, Maritime Museum 1.46 per cent, Geraldton 1 per cent and Albany 0.8 per cent. Average transaction value also showed positive growth of \$0.36 for the year from \$17.78; the combined retail spend per visitor for the year was \$1.14 with a visitor conversion rate across all sites of 6.34 per cent.

The Museum has contracted caterer Heyder & Shears to reopen the Old Gaol café with a view to offering a functioning café by the start of the July 2012 school holidays.

The Museum's Online Services team provided consultancy services to a variety of government departments, including assisting the redevelopment of [wa.gov.au](http://wa.gov.au) and the Public Sector Commission websites. This generated more than \$63,000 in revenue.

The Publications Unit is streamlining its operations business models. This has included seeking sponsorship and funding for Museum publications. The book *110 in the Waterbag* was produced with the University of Western Australia and the Shire of Leonora as funding partners, while the publication *Field Guide to the Snakes of the Pilbara* was fully funded by external sponsorships.

In 2011–12 the Publishing Unit completed a publishing consultancy for the Shire of Shark Bay and entered into agreements to undertake three new consultancies, one with the Department of Environment and Conservation, another with a regional history group and the third with a private engineering and construction company.

### F3 — MAXIMISE EFFECTIVENESS OF THE WESTERN AUSTRALIAN MUSEUM FOUNDATION.

#### Outcomes

- Contributions to the Western Australian Museum Foundation totalled \$912,790 in 2011–12 with \$709,894 in corporate sponsorship, \$146,468 in-kind sponsorship, and \$56,428 in donations from individuals.

- The Western Australian Museum Foundation Board of Governors welcomed three new members.

### Achievements

The *Immerse: Exploring the Deep* exhibition attracted the highest corporate sponsorship of any Museum exhibition to date, with more than \$430,000 raised. *Immerse* demonstrated the value of effective co-operation between industry players, the Museum and the community, and importantly, introduced a substantial number of new businesses to the arts/cultural sector.

With the strong connection to CHOGM, the *Extraordinary Stories from the British Museum* exhibition raised support from a number of industry partners including Singapore Airlines (SIA) and SIA Cargo, Hilton Perth and Kensington London, Globe Trotter Corporate Travel and Devil's Lair Wines.

The Foundation is developing a fundraising and business plan, particularly with regard to the announcement of the New Museum project.

F4 — PROVIDE VALUE FOR MONEY BY ADDING VALUE AND SHARING COSTS.

### Outcomes

- The average cost of Museum services per Museum visitor or person accessing the collection was \$36.63 for the year. This represents a reduction in cost per access of \$1.49 from 2010–11 (\$38.12).

### Achievements

The partnership with the Perth Fashion Festival generated strong media recognition of the Museum brand, with more than 50 media references to the Museum made during the course of the Festival. The hosting of the Festival's premier event, *Fashion Paramount*, exposed the Museum to a new audience of visitors and potential commercial venue hire clients.

## PROCESSES

### Link to Government Goals

#### Goal 1 — State Building — Major Projects

Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.

## Goal 5 — Social and Environmental Responsibility

Ensuring that economic activity is managed in socially and environmentally responsible manner for the long-term benefit of the State.

The Museum is committed to following due and effective Government process in order to meet its legislative and agency obligations and ensure effective management of the organisation. It does so by achievement of its five Strategic Process Aims:

### P1 — DISCHARGE HERITAGE RESPONSIBILITIES INCLUDING LEGISLATIVE OBLIGATIONS.

#### Outcomes

- Following a submission from the Museum, in partnership with the Department of Fisheries, an allocation was made in the 2011–12 State Budget for Act of Grace payments to relocate three licensed fisherman from Beacon Island. This will allow the Museum to proceed with the removal of infrastructure from the island and work to preserve one of the State's most significant maritime archaeological sites.
- The Museum responded to 715 requests for information and/or incidents relating to maritime archaeological wrecks and/or relics. This included registering and maintaining artefacts, investigating and identifying shipwrecks, and providing advice regarding Commonwealth and State maritime archaeological sites.

#### Achievements

The Museum has legislative obligations to protect and manage maritime heritage as the agency responsible for the administration of the *Maritime Archaeology Act 1973* and sections 10 (1), 11 (1) and 15 of the *Historic Shipwrecks Act 1976 (Cth)*. In responding to the large number of enquiries and incidents noted above, the Museum has effectively discharged these responsibilities in line with its obligations under the legislation.

The year 2016 will mark the 400<sup>th</sup> anniversary of Dutch explorer Dirk Hartog's landing at Cape Inscription on the Western Australian coast. In the lead-up to this anniversary, the Museum has been involved in a number of projects to commemorate the Dutch exploration of Western Australia, and the strong ties that have developed between the two countries since the migration of Dutch families to Australia after World War II:

- The Museum collaborated with the Centre for International Heritage Activities (CIE) and the Embassy of the Kingdom of the Netherlands to organise an Australian-Dutch Heritage Day at the Western Australian Maritime Museum in February. Experts in the fields of maritime, mercantile, migration and military heritage exchanged views and an online 'Cultural Heritage Connections' platform was launched, with the aim of promoting future heritage co-operation between the two countries.



- In May, the Museum loaned 43 artefacts to the Shire of Northampton to commemorate the 300<sup>th</sup> anniversary of the wreck of the *Zuytdorp* — a Dutch East India Ship lost in 1712 en route from the Netherlands to Batavia (now Jakarta). The artefacts, from the Museum's *Excavating the Zuytdorp* exhibition, will be on display in Kalbarri until January 2013, and will be shown alongside the *Still Life/Our Life* exhibition — artworks inspired by Dutch images and objects, including those from the Museum's shipwreck galleries in Geraldton.

The Museum is a partner in an ARC Cooperative Research Centre project that will develop methodologies for the rapid excavation, detailed recording and reburial of significant at-risk shipwrecks. Using the Victoria shipwreck *Clarence* (1850) as the basis of the research, the project will help create a national approach to sustainable management of maritime cultural heritage, obviating the need for multi-million dollar collection and conservation facilities. The Museum will work with the University of Western Australia and support partners Heritage Victoria, Flinders University, Professional Diving Services and other institutions.

The Museum also conducted a study on the wreck of the *James Matthews* in Cockburn Sound.

## P2 — CARE FOR WESTERN AUSTRALIA'S COLLECTIONS REPRESENTING THE NATURAL ENVIRONMENT, THE STATE'S HISTORY, STORIES AND TRADITIONS.

### Outcomes

In the 2011–12 year the Museum:

- acquired 9,352 objects/items by donation, to the value of \$227,936;
- purchased 451 objects/items, to the value of \$11,985;
- collected 14,418 objects/items during field work;
- acquired 103 objects under Historic Shipwrecks Act legislation;
- 99.3 per cent of the collection is now stored in a controlled environment.

### Achievements

Unique yellow and white diamonds from the West Kimberley region were donated by the Kimberley Diamond Company. The gems are scientifically interesting because they enclose tiny mineral grains that contain information about ancient, underground geological processes.

A lunar meteorite found in the Nullarbor region in September 2010 was officially named Lynch 002 and approved by the Nomenclature Committee of the International Meteoritical Society in May. A full paper is in preparation for publication in *Meteoritics and Planetary Science*.

Rio Tinto Future Fund supported the acquisition of the Leaney collection of Aboriginal artefacts from the Leonora area: an interesting range of artefacts produced for personal use and for trade. The Leaney family were shopkeepers and long-term residents of Leonora who had very strong relationships with the local community. The objects were acquired by the family over a period of around 30 years, from the 1930s to the 1960s.

The Paterson collection of Pilbara Aboriginal artefacts, including a stunning carved dish, was donated to the Museum. The Patersons were connected with a Pilbara station and the objects were acquired by the ancestors of the donor's husband.

Chevron provided a unit for the safe storage of historic artefacts excavated from Cossack, an historic town in the Pilbara.

The Akerman Kimberley collection, including objects collected over a 40-year period from the early 1960s, has been moved to the Collections Research Centre. The collection is the subject of an acquisition partnership with Buru Energy.

Work on the rationalisation of the Hainault collection — a diverse and large collection of mining equipment and associated infrastructure on loan to the Australian Prospectors and Miners Hall of Fame in Kalgoorlie — has resulted in improved collection care and relocation of many objects to the main Hannan Street site of the Western Australian Museum — Kalgoorlie-Boulder. There have also been active negotiations over the future use of the site and the display of the Hainault and other collections in Kalgoorlie.

Important restoration work was completed in March on the HMAS *Ovens* submarine — one of Australia's most significant Cold War maritime artefacts, and a favourite Museum attraction. Twenty-four marine operations students from the Challenger Institute of Technology worked with Museum conservators to strip away corrosion from the support systems after the external surface corrosion had been removed by Veolia Environmental Solutions. The Challenger students and recruits from HMAS Stirling then painted the hull of the 1960s submarine.

The discovery of three shipwrecks in a Bunbury car park in November was an exciting find for the Museum's marine archaeologists. The eight-day excavation in a 1,200m<sup>2</sup> area in Koombana Bay revealed a large intact hull and two sites with parts of hulls, believed to be from 19<sup>th</sup> Century American whaling ships. Documentaries were made of each day's excavations ([www.carparkwhalers.com](http://www.carparkwhalers.com)).

### P3 — ENSURE EFFECTIVE GOVERNANCE AND MANAGEMENT.

#### Outcomes

- The Minister announced three changes to the Museum's Board in December, including the appointment of former Vice-Chancellor of the University of Western Australia, Emeritus Professor Alan Robson, as chair.
- The Museum was the overall winner in the 2011 Premier's Awards for Excellence in Public Sector Management, which recognise highly innovative projects and displays of creative leadership that lead to better service to the community. (See Awards, page 16, for more information.)
- The Western Australian Museum Foundation Board has undergone several changes in membership, developing a Board with a diversity of skills and contacts essential to engaging the community in the work of the Museum.

#### Achievements

In 2012, the Museum initiated work on a Project Management Framework. Several new projects within the Museum are trialing the Framework and options for implementing dedicated project management software will be examined.

Other work to improve governance and management structures included:

- development of a Governance Framework and Induction Manual for the Museum Board;
- a review of risk management across the organisation;
- implementation of a conflict of interest policy including disclosures by all staff, volunteers, Trustees and advisory committee members
- development and implementation of a transitional management structure, moving towards a whole-of-organisation restructure that will facilitate the delivery of both the Strategic Plan and New Museum project.

### P4 — CONTRIBUTE TO THE CONSERVATION OF ENVIRONMENTS, LANDSCAPES, HERITAGE SITES AND TRADITIONS.

#### Outcomes

- The Museum contributed to the management and sustainability of the State's environment and resources by responding to over 500 requests for advice from government and the private sector on marine and terrestrial biodiversity and issues of cultural significance.

## Achievements

The Museum was involved in managing the recording of the heritage status of the old Finnerty Street conservation laboratories in Fremantle. The site was handed over to the Fremantle City Council to augment the functionality of the Arts Centre.

The Museum manages eight Aboriginal land reserves throughout the State. Draft management plans and monitoring schedules are being prepared for those reserves which have been the subject of preliminary audit surveys:

- The Museum undertook repairs and remedial work at Devil's Lair to enable continued research, sampling and visits by custodians and scientists.
- Evaluation was undertaken on the environmental and cultural heritage values of the Kalannie Reserve adjacent to Lake Hillman Reserve. This reserve in the northern Wheatbelt was created to ensure protection and preservation of an Aboriginal heritage site of continuing cultural significance.
- The Department for Indigenous Affairs (DIA) has released a draft plan for the management of Hearson Cove, on the Burrup Peninsula, in the State's North-West, near Dampier. The Museum is in discussion with both the DIA and the local Elders group to secure the future of translocated rock art currently held in a compound there.
- The Museum was successful in its application for a grant of \$22,000 with the Central Desert Native Title Service to develop consultations between Mardu people and the local pastoralists over the interpretation of Weld Spring (Well 9) on the Canning Stock Route.

P5 — ENSURE THE HIGHEST STANDARDS OF  
HEALTH AND SAFETY MANAGEMENT AND PRACTICE.

## Outcomes

- With a staff of approximately 238 employees (as at 30 June 2012) and 887,594 visitors across all of its sites, the Museum recorded a total of 44 injuries and health or safety related incidences. Of the 44 incidents, 14 involved staff or volunteers (seven of which resulted in workers compensation claims) and 30 were either visitors or other people attending the Museum's sites. These figures will be used to set targets for improved performance in coming years.

## SUMMARY OF KEY PERFORMANCE INDICATORS

2011–12	Target	Actual	Variation
Outcome 1: Western Australia's natural, cultural and documentary collections are preserved, accessible and sustainable.			
<b>Key Effectiveness Indicator:</b>	99.00%	99.29%	0.29%
<b>Preservation:</b> Extent to which Western Australia's natural, cultural and documentary collections, that require preservation, are preserved.			
<b>Key Effectiveness Indicator:</b>			
<b>Accessibility:</b> The number of accesses to Western Australia's natural, cultural and documentary collections per capita.			
- Number of accesses <sup>1</sup>	1,352,934	1,564,937	162,827
- Accesses per capita <sup>2</sup>	0.567	0.656	0.089
Percentage of clients satisfied with the services associated with accessing Western Australia's natural, cultural and documentary collections.	85%	87%	2%
<b>Key Effectiveness Indicator:</b>	3.31%	3.39%	0.08%
<b>Sustainability:</b> Value of the State collection renewal, content development and/or expansion as a proportion of collection value. <sup>3</sup>			
<b>Key Efficiency Indicator:</b>	\$40.08	\$36.63	\$3.45
Average cost of Museum services per Museum visitor or person accessing collection. <sup>4</sup>			

<sup>1</sup> Total number of accesses is the total of visitors to Museum sites (887,594) and unique visits to [www.museum.wa.gov.au](http://www.museum.wa.gov.au) (677,343). It does not include visits to Western Australian Museum [www.youtube.com](http://www.youtube.com) site (25,105), video views (256,075), PDF downloads (662,540), or Facebook fans (1,523).

<sup>2</sup> Accesses per capita are based on the Number of accesses and Western Australian population of 2,387,200 as quoted on ABS Data table 3101.0 (WA) for June 2010.

<sup>3</sup> The variation from target to actual is due to the minimal movement in indexation for the Collection.

<sup>4</sup> Total cost of services = \$32.511 million. Total visitation = 887,594. This Key Performance Indicator excludes visits to [www.museum.wa.gov.au](http://www.museum.wa.gov.au) to provide a consistent methodology with the 2011–12 Target.

# SIGNIFICANT ISSUES IMPACTING THE AGENCY

## ISSUES, TRENDS AND INITIATIVES

The following current issues have been identified as those that will be at the forefront of the Museum's consideration in the coming year.

The Museum's Strategic Plan 2011–2014 identifies five key priorities; these are now joined by a sixth which is, of course, the development of the New Museums project for the Perth Cultural Centre. Major initiatives are grouped in these six areas:

### 1. DELIVERING COMMUNITY VALUE

#### **New Museum project**

- The commitment by Government to invest in a new museum at the Perth Cultural Centre at a total cost of \$428 million marks the beginning of the most significant period in the Museum's 121-year history. It also means that the Museum's priority for the next eight years will be to achieve the completion of this major project.

#### **Collections care and development**

- There needs to be a focus on the care, development and documentation of collections in preparedness for the New Museum development.
- Work will commence on improvements to the Collection and Research Centre facilities in Welshpool.
- The Molecular Systematics Laboratories will be developed and utilised to enhance collection knowledge.

#### **Increase digital content and presence**

- There will be a focus on making more collections available online and ensuring that the Museum maximises online opportunities to engage with its audiences.

**Focusing on learning and creativity**

- As part of the development of the creativity and learning team, lifelong learning strategy and practice will be established, with a Museum-wide approach.

**Engaging with audiences**

- Community engagement strategies will be developed to encourage end-users to contribute to content.
- A complaints and comments policy will be implemented.
- Audience research methodology will be reviewed.
- Brand identity will be strengthened.

**2. SUSTAINABLE MANAGEMENT****Financial management**

There are a number of critical financial issues that will require considerable focus over the coming years including:

- particular pressures in the 2012–2013 budget associated with a temporary reduction in the supplementary funding granted by Government;
- managing, through the Department of Culture and the Arts, the significant sums associated with the New Museum;
- integrating the recurrent and capital funding;
- becoming more entrepreneurial and maximising earned revenue from a variety of sources.

**Develop strategic partnerships to add value and reduce costs**

- Partnerships will continue to be developed with strategic and delivery partners such as the British Museum, Perth Fashion Festival, Perth International Arts Festival, Tura New Music, CAN WA, and the Commissioner for Children and Young People.

**Strengthen governance and management procedures**

- Induction will occur for Board of Trustees and Foundation Governors.
- The project management framework will be implemented.

**Sustainability strategy**

- A comprehensive sustainability strategy will be developed and implemented.



### 3. WORKING WA-WIDE

#### **Delivering services WA-wide**

- The Museum is committed to working with regional groups and remote communities to tell local stories and make its museum collections and expertise truly available to all of Western Australia.

#### **Capital developments outside Perth**

The New Museum project will not detract from the need to promote capital renewal in other museum sites. Priorities in the short term are:

- taking forward the Geraldton Museum Master Plan;
- developing a plan for the Shipwreck Galleries in Fremantle.

#### **Kalgoorlie and the Hainault collection**

- A strategy will be developed for the Kalgoorlie site master plan and relationship with the Miners and Prospectors Hall of Fame and Hainault collection.


#### **Commemorating significant events**

- Planning will take place for the Museum's contribution to the commemoration of the 100-year anniversary of the start of World War I (July 2014).
- In light of the 400<sup>th</sup> anniversary of the landing of Dirk Hartog in 2016, the Shipwreck Galleries and Dutch heritage relationships will be further developed.

### 4. RECOGNISING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE AS AUSTRALIA'S FIRST PEOPLES

- Aboriginal cultural values will be honoured and recognised throughout all Museum activity.
- Strategic policies will be built to ensure cultural sensitivity.
- Management protocols and rationale will be established for all Aboriginal cultural sites under the management of the Museum.

## 5. EMPOWERING STAFF AND VOLUNTEERS

- A Workforce Plan will be developed with the Department of Culture and the Arts.
  - A restructure will be implemented in accordance with Trustee recommendations.
  - Staff will be recruited to manage the New Museum project.
  - A volunteer management program will be implemented and the volunteer strategy developed.
- 

# DISCLOSURES AND LEGAL COMPLIANCE

## FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

### AUDIT OPINION



#### Auditor General

##### INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

##### THE WESTERN AUSTRALIAN MUSEUM

##### Report on the Financial Statements

I have audited the accounts and financial statements of The Western Australian Museum.

The financial statements comprise the Statement of Financial Position as at 30 June 2012, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

##### *Trustees' Responsibility for the Financial Statements*

The Trustees are responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

##### *Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Museum's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Trustees, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

##### *Opinion*

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of The Western Australian Museum at 30 June 2012 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

**Report on Controls**

I have audited the controls exercised by The Western Australian Museum during the year ended 30 June 2012.

Controls exercised by The Western Australian Museum are those policies and procedures established by the Trustees to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions.

*Trustees' Responsibility for Controls*

The Trustees are responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

*Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by The Western Australian Museum based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Museum complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

In my opinion, the controls exercised by The Western Australian Museum are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2012.

**Report on the Key Performance Indicators**

I have audited the key performance indicators of The Western Australian Museum for the year ended 30 June 2012.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

*Trustees' Responsibility for the Key Performance Indicators*

The Trustees are responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer's Instructions and for such controls as the Trustees determine necessary to ensure that the key performance indicators fairly represent indicated performance.

*Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Trustees' preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

In my opinion, the key performance indicators of The Western Australian Museum are relevant and appropriate to assist users to assess the Museum's performance and fairly represent indicated performance for the year ended 30 June 2012.

**Independence**

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

**Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators**

This auditor's report relates to the financial statements and key performance indicators of The Western Australian Museum for the year ended 30 June 2012 included on the Museum's website. The Museum's management are responsible for the integrity of the Museum's website. This audit does not provide assurance on the integrity of the Museum's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



DON CUNNINGHAME  
ASSISTANT AUDITOR GENERAL ASSURANCE SERVICES  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
6 September 2012

# FINANCIAL STATEMENTS

## CERTIFICATION OF FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2012

The accompanying financial statements of the Western Australian Museum have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2012 and the financial position as at 30 June 2012.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Tony Loiacono  
Chief Finance Officer  
5 September 2012



Alan Robson  
Chair, Western Australian Museum Board  
5 September 2012



Steve Scudamore  
Member, Western Australian Museum Board  
5 September 2012

## FINANCIAL STATEMENTS

### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 \$000	2011 \$000
COST OF SERVICES			
<b>Expenses</b>			
Employee benefits expense	6	16,925	16,714
Supplies and services	7	8,492	7,917
Depreciation and amortisation expense	8	2,742	2,784
Accommodation expenses	9	3,388	2,539
Grants and subsidies		-	222
Cost of sales	12	647	845
Other expenses	10	317	222
Total cost of services		32,511	31,243
INCOME			
<b>Revenue</b>			
User charges and fees	11	1,688	2,948
Sales	12	1,129	1,575
Commonwealth grants and contributions	13	548	298
Interest revenue	14	155	232
Other revenue	15	5,035	3,329
Total Revenue		8,555	8,382
Total income other than income from State Government		8,555	8,382
Net cost of services		23,956	22,861



	<b>Note</b>	<b>2012</b> \$000	<b>2011</b> \$000
INCOME FROM STATE GOVERNMENT	16		
Service appropriation		7,075	7,979
Assets assumed/(transferred)		-	(2,998)
Resources received free of charge		18,250	17,813
State grants and contributions		34	761
Total income from State Government		25,359	23,555
Surplus/(deficit) for the period		1,403	694
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	28	(9,312)	(2,836)
Total other comprehensive income		(9,312)	(2,836)
Total comprehensive income for the period		(7,909)	2,142

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2012

	Note	2012 \$000	2011 \$000
ASSETS			
<b>Current Assets</b>			
Cash and cash equivalents	29	427	857
Restricted cash and cash equivalents	17, 29	1,991	2,156
Inventories	18	850	930
Receivables	19	482	1,367
Other current assets	21	3	-
Total Current Assets		3,753	5,310
<b>Non-Current Assets</b>			
Amounts receivable for services	20	25,095	21,346
Property, plant and equipment	22	102,079	112,002
Museum collections	23	636,100	633,212
Total Non-Current Assets		763,274	766,560
Total Assets		767,027	771,870

	Note	2012 \$000	2011 \$000
LIABILITIES			
<b>Current Liabilities</b>			
Payables	25	3,644	2,318
Borrowings	26	19	19
Other current liabilities	27	7	48
Total Current Liabilities		3,670	2,385
<b>Non-Current Liabilities</b>			
Borrowings	26	-	19
Total Non-Current Liabilities		-	19
Total liabilities		3,670	2,404
Net Assets		763,357	769,466
EQUITY			
	28		
Contributed equity		15,216	15,216
Reserves		499,495	507,007
Accumulated surplus/(deficit)		246,846	247,243
Total Equity		761,557	769,466

The Statement of Financial Position should be read in conjunction with the accompanying notes.

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2012

	Note	Contributed equity \$000	Reserves \$000	Accumulated Surplus \$000	Total Equity \$000
<b>Balance at 1 July 2010</b>	28	15,516	509,843	246,549	771,908
Surplus/(deficit)		-	-	694	694
Other comprehensive income		-	(2,836)	-	(2,836)
Total comprehensive income for the year		-	(2,836)	694	(2,142)
Transactions with owners in their capacity as owners:					
Capital appropriations		-	-	-	-
Distributions to owners		(300)	-	-	(300)
<b>Total</b>		<b>(300)</b>	<b>(2,836)</b>	<b>694</b>	<b>(2,442)</b>
<b>Balance as at 30 June 2011</b>		<b>15,216</b>	<b>507,007</b>	<b>247,243</b>	<b>769,466</b>
<b>Balance at 1 July 2011</b>	28	15,216	507,707	247,243	769,466
Surplus/(deficit)		-	-	1,403	1,403
Other comprehensive income		-	(7,512)	(1,800)	(9,312)
Total comprehensive income for the year		-	(7,512)	(397)	(7,909)
Transactions with owners in their capacity as owners:					
Capital appropriations		-	-	-	-
Distributions to owners		-	-	-	-
<b>Total</b>		<b>-</b>	<b>(7,512)</b>	<b>(397)</b>	<b>(7,909)</b>
<b>Balance as at 30 June 2012</b>		<b>15,216</b>	<b>499,495</b>	<b>246,846</b>	<b>761,557</b>

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2012

	<b>Note</b>	<b>2012 \$000</b>	<b>2011 \$000</b>
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		3,326	4,361
Capital appropriation		-	-
Holding account drawdowns		-	-
State grants and contributions		34	761
Net cash provided by State Government		3,360	5,122

Utilised as follows:

### CASH FLOWS FROM OPERATING ACTIVITIES

#### Payments

Employee benefits		(363)	(1,836)
Supplies and services		(7,811)	(7,205)
Accommodation		(3,388)	(3,046)
Grants and subsidies		-	(182)
GST payments on purchases		(937)	(1,139)
Other payments		(320)	(221)

#### Receipts

Sale of goods and services		1,129	1,575
User charges and fees		1,649	2,967
Commonwealth grants and contributions		548	298
Interest received		194	199
GST receipts on sales		771	637
GST receipts from taxation authority		199	344
Other receipts		4,251	2,936
Net cash provided by/(used in) operating activities	29	(4,078)	(4,673)

	<b>Note</b>	<b>2012</b> \$000	<b>2011</b> \$000
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of non-current physical assets		142	(1,349)
Net cash provided by/(used in) investing activities		142	(1,349)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings		(19)	(19)
Net cash provided by/(used in) financing activities		(19)	(19)
Net increase/(decrease) in cash and cash equivalents		(595)	(919)
Cash and cash equivalents at the beginning of period		3,013	3,932
Cash and cash equivalents at the end of period	29	2,418	3,013

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

## 1. AUSTRALIAN ACCOUNTING STANDARDS

### General

The Western Australian Museum's financial statements for the year ended 30 June 2012 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standards Board (AASB).

The Western Australian Museum has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

### Early adoption of standards

The Western Australian Museum cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements*. There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Western Australian Museum for the annual reporting period ended 30 June 2012.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) General statement

The Western Australian Museum is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

### (b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land, buildings and Museum collections which have been measured at fair value.



The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

Note 4 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Western Australian Museum's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

### **(c) Reporting entity**

The reporting entity comprises the Western Australian Museum.

### **(d) Contributed equity**

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

The transfer of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

### **(e) Income**

#### **Revenue recognition**

Revenue is recognised and measured at the fair value of consideration received or receivable. The following specific recognition criteria must also be met before revenue is recognised for the major business activities as follows:

#### **Sale of goods**

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

### Provision of services

Revenue is recognised on delivery by reference to the stage of completion of the transaction.

### Interest

Revenue is recognised as the interest accrues.

### Service appropriations

Service Appropriations are recognised as revenues at fair value in the period in which the Western Australian Museum gains control of the appropriated funds. The Western Australian Museum gains control of appropriated funds at the time those funds are deposited to the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

### Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Western Australian Museum obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

### Gains

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

## **(f) Property, plant and equipment**

### Capitalisation/expensing of assets

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

### Initial recognition and measurement

Property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

### Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and buildings and historical cost for all other property, plant and equipment. Land and buildings are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Where the fair value of buildings is determined on the depreciated replacement cost basis, the gross carrying amount and the accumulated depreciation are restated proportionately.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

### Derecognition

Upon disposal or derecognition of an item of property, plant and equipment or Museum Collection, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

### Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 21 'Property, plant and equipment' and note 22 'Museum collections'.

### Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Buildings and monuments	40 years
Plant, equipment and vehicles	5–20 years
Office equipment	4–10 years
Leasehold improvements	Balance of the current terms of lease

Land is not depreciated.

### (g) Museum collections

#### Capitalisation/expensing of assets

No capitalisation threshold is applied to Museum collection items. These items are considered to form part of a collection and are disclosed separately in the Statement of Financial Position.

#### Initial recognition and measurement

Collection items may be acquired through collection, purchase or donation. Acquisitions of collection items are recorded at cost when purchased and at fair value when donated.

#### Subsequent measurement

The collections of the Western Australian Museum are revalued every five years (2011: three years). The revaluation of the collections is conducted by independent valuers using a combination of both market values, where applicable, and recollection costs. Additional detail is provided at note 5 'Voluntary change in accounting policy'.

### Depreciation

Collection items controlled by the Western Australian Museum are classified as heritage assets. They are anticipated to have very long and indeterminate useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of these assets.

## (h) Intangible assets

### Capitalisation/expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$50,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life which is reviewed annually) on the straight line basis. All intangible assets controlled by the Western Australian Museum have a finite useful life and zero residual value.

The expected useful lives for each class of intangible asset are:

Software*	3–10 years
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\* Software that is not integral to the operation of any related hardware.

### Computer software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

### Website costs

Website costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a website, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a website, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

### **(i) Impairment of Assets**

Property, plant and equipment and intangible assets are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the Western Australian Museum is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairments at the end of each reporting period.

### **(j) Leases**

The Western Australian Museum holds operating leases for vehicles. Lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased vehicles.

### **(k) Financial instruments**

In addition to cash, the Western Australian Museum has two categories of financial instrument:

- Loans and receivables; and
- financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

#### Financial Assets

- Cash and cash equivalents.
- Restricted cash and cash equivalents.
- Receivables.
- Amounts receivable for services.

#### Financial Liabilities

- Payables.
- Other borrowings.

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

#### **(l) Cash and cash equivalents**

For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

#### **(m) Accrued salaries**

Accrued salaries represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end.

All staff of the Culture and the Arts portfolio agencies, including the Western Australian Museum, are employees of the Department of Culture and the Arts. Therefore, the Western Australian Museum has no liabilities in relation to employee entitlements and accrued salaries. Accrued salaries are offset against resources received free of charge in the Statement of Comprehensive Income. Refer to note 3 'Department of Culture and the Arts'.

#### **(n) Amounts receivable for services (holding account)**

The Western Australian Museum receives income from the State Government partly in cash and partly as an asset (holding account receivable). The accrued amount appropriated is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.



**(o) Inventories**

Inventories are measured at the lower of cost or net realisable value. Costs are assigned by the method most appropriate for each particular class of inventory, with the majority being valued on an average cost basis.

Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

**(p) Receivables**

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Western Australian Museum will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

**(q) Payables**

Payables are recognised when the Western Australian Museum becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

**(r) Borrowings**

All loans payable are initially recognised at cost, being the fair value of the net proceeds received. Subsequent measurement is at amortised cost using the effective interest rate method.

**(s) Resources received free of charge or for nominal cost**

Resources received free of charge or for nominal cost that can be reliably measured are recognised as income at fair value. Where the resource received represents a service that the Western Australian Museum would otherwise pay for, a corresponding expense is recognised. Receipt of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

**(t) Comparative figures**

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.



### 3. DEPARTMENT OF CULTURE AND THE ARTS

The Department of Culture and the Arts provides staff and support to agencies in the Culture and Arts portfolio. The Department receives an appropriation for salary costs, superannuation, fringe benefits tax and capital expenses. These resources, provided to the Western Australian Museum, but paid for by the Department, have been treated as 'Resources received free of charge' in the Statement of Comprehensive Income.

In addition, the Department also provides shared corporate services to the Western Australian Museum that are not recognised in the Statement of Comprehensive Income.

### 4. JUDGEMENTS MADE BY MANAGEMENT IN APPLYING ACCOUNTING POLICIES

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Western Australian Museum evaluates these judgements regularly.

#### **Operating lease commitments**

The Western Australian Museum has entered into commercial leases rather than finance leases for motor vehicles. The Western Australian Museum has determined that the lessor retains substantially all the risks and rewards incidental to ownership of the vehicles. Accordingly, these leases have been classified as operating leases.

### 5. DISCLOSURE OF CHANGES IN ACCOUNTING POLICY AND ESTIMATES

#### **Initial application of an Australian Accounting Standard**

The Western Australian Museum has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 July 2011 that impacted on the Western Australian Museum:

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AASB 1054

*Australian Additional Disclosures*

This Standard, in conjunction with AASB 2011-1 *Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project*, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards. There is no financial impact.

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<i>AASB 2009-12</i>	<p><i>Amendments to Australian Accounting Standards [AASB 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 &amp; 1031 and Int 2, 4, 16, 1039 &amp; 1052]</i></p> <p>This Standard makes editorial amendments to a range of Australian Accounting Standards and Interpretations. There is no financial impact.</p>
<i>AASB 2010-4</i>	<p><i>Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, 7, 101 &amp; 134 and Int 13]</i></p> <p>The amendments to AASB 7 clarify financial instrument disclosures in relation to credit risk. The carrying amount of financial assets that would otherwise be past due or impaired whose terms have been renegotiated is no longer required to be disclosed. There is no financial impact.</p> <p>The amendments to AASB 101 clarify the presentation of the statement of changes in equity. The disaggregation of other comprehensive income reconciling the carrying amount at the beginning and the end of the period for each component of equity can be presented in either the Statement of Changes in Equity or the Notes. There is no financial impact.</p>
<i>AASB 2010-5</i>	<p><i>Amendments to Australian Accounting Standards [AASB 1, 3, 4, 5, 101, 107, 112, 118, 119, 121, 132, 133, 134, 137, 139, 140, 1023 &amp; 1038 and Int 112, 115, 127, 132 &amp; 1042]</i></p> <p>This Standard makes editorial amendments to a range of Australian Accounting Standards and Interpretations. There is no financial impact.</p>

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**AASB 2010-6**      *Amendments to Australian Accounting Standards — Disclosures on Transfers of Financial Assets [AASB 1 & 7]*

This Standard introduces additional disclosure relating to transfers of financial assets in AASB 7. An entity shall disclose all transferred financial assets that are not derecognised and any continuing involvement in a transferred asset, existing at the reporting date, irrespective of when the related transfer transaction occurred. There is no financial impact.

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**AASB 2011-1**      *Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, 5, 101, 107, 108, 121, 128, 132 & 134 and Int 2, 112 & 113]*

This Standard, in conjunction with AASB 1054, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards. There is no financial impact.

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**AASB 2011-5**      *Amendments to Australian Accounting Standards — Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation [AASB 127, 128 & 131]*

This Standard extends the relief from consolidation, the equity method and proportionate consolidation by removing the requirement for the consolidated financial statements prepared by the ultimate or any intermediate parent entity to be IFRS compliant, provided that the parent entity, investor or venturer and the ultimate or intermediate parent entity are not-for-profit non-reporting entities that comply with Australian Accounting Standards. There is no financial impact.

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### Voluntary change in accounting policy

The Western Australian Museum changed the frequency of collections revaluations from three years to five years. This was approved by the Western Australian Museum Board of Trustees on 16 May 2012. The change recognises the nature of the Museum collection value is reasonably static, which is consistent with the policy not to depreciate the collection asset (see Note 2. (g) 'Museum collections'). The new frequency of revaluation is also consistent with that adopted by the National and capital city museums within Australia. The nature and context of the Western Australian Museum collection is similar to that of other Australian museums, of course the items and size of the collections vary across Australia.

The process for adding new items to the collection utilises the valuation methodology of the valuer, which means that the risk of the Western Australian Museum carrying an undervalued or overvalued collection is minimal.

The last revaluation was undertaken in 2008–09. The next revaluation is planned for 2013–14.

### Future impact of Australian Accounting Standards not yet operative

The Western Australian Museum cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements*. Consequently, the Western Australian Museum has not applied early any of the following Australian Accounting Standards that have been issued that may impact the Western Australian Museum. Where applicable, the Western Australian Museum plans to apply these Australian Accounting Standards from their application date:

		Operative for reporting periods beginning on/after
AASB 9	<i>Financial Instruments</i>	1 Jan 2013
	This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i> , introducing a number of changes to accounting treatments.	
	The Standard was reissued in December 2010. The Western Australian Museum has not yet determined the application or the potential impact of the Standard.	



		Operative for reporting periods beginning on/after
AASB 13	<p><i>Fair Value Measurement</i></p> <p>This Standard defines fair value, sets out a framework for measuring fair value and requires disclosures about fair value measurements. There is no financial impact.</p>	1 Jan 2013
AASB 119	<p><i>Employee Benefits</i></p> <p>The standard supersedes AASB 119 (October 2010). As the Western Australian Museum does not operate a defined benefit plan. Refer to Note 3 'Department of Culture and the Arts'. There is no financial impact.</p>	1 Jan 2013
AASB 127	<p><i>Separate Financial Statements</i></p> <p>This Standard supersedes requirements under AASB 127 <i>Consolidated and Separate Financial Statements</i>, introducing a number of changes to accounting treatments.</p> <p>The Standard was issued in August 2011. The Western Australian Museum has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013
AASB 1053	<p><i>Application of Tiers of Australian Accounting Standards</i></p> <p>This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements. There is no financial impact.</p>	1 Jul 2013

		Operative for reporting periods beginning on/after
AASB 2009-11	<p><i>Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 &amp; 1038 and Int 10 &amp; 12]</i></p> <p>[Modified by AASB 2010-7]</p>	1 Jul 2013
AASB 2010-2	<p><i>Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, 141, 1050 &amp; 1052 and Int 2, 4, 5, 15, 17, 127, 129 &amp; 1052]</i></p> <p>This Standard makes amendments to Australian Accounting Standards and Interpretations to introduce reduced disclosure requirements for certain types of entities. There is no financial impact.</p>	1 Jul 2013
AASB 2010-7	<p><i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 &amp; 1038 and Int 2, 5, 10, 12, 19 &amp; 127]</i></p> <p>This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The Western Australian Museum has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013





		Operative for reporting periods beginning on/after
AASB 2011-2	<p><i>Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project — Reduced Disclosure Requirements [AASB 101 &amp; 1054]</i></p> <p>This Standard removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards for reduced disclosure reporting. There is no financial impact.</p>	1 Jul 2013
AASB 2011-7	<p><i>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 &amp; 1038 and Int 5, 9, 16 &amp; 17]</i></p> <p>This Standard gives effect to consequential changes arising from the issuance of AASB 10, AASB 11, AASB 127 <i>Separate Financial Statements</i> and AASB 128 <i>Investments in Associates and Joint Ventures</i>. The Western Australian Museum has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013

		Operative for reporting periods beginning on/after
AASB 2011-8	<p><i>Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 &amp; 1038 and Int 2, 4, 12, 13, 14, 17, 19, 131 &amp; 132]</i></p> <p>This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 13 in September 2011. There is no financial impact.</p>	1 Jan 2013
AASB 2011-9	<p><i>Amendments to Australian Accounting Standards — Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 &amp; 1049]</i></p> <p>This Standard requires to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification adjustments). The Western Australian Museum has not yet determined the application or the potential impact of the Standard.</p>	1 Jul 2012
AASB 2011-10	<p><i>Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 &amp; 2011-8 and Int 14]</i></p> <p>This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 in September 2011. There is no financial impact.</p>	1 Jan 2013

		Operative for reporting periods beginning on/after
AASB 2011-11	<p><i>Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements</i></p> <p>This Standard gives effect to Australian Accounting Standards — Reduced Disclosure Requirements for AASB 119 (September 2011). There is no financial impact.</p>	1 Jan 2013
AASB 2012-1	<p><i>Amendments to Australian Accounting Standards — Fair Value Measurement — Reduced Disclosure Requirements [AASB3, 7, 13, 140 &amp; 141]</i></p> <p>This Standard establishes and amends reduced disclosure requirements for additional and amended disclosures arising from AASB 13 and the consequential amendments implemented through AASB 2011-8. There is no financial impact.</p>	1 Jul 2013

	<b>2012</b> \$000	<b>2011</b> \$000
<b>6. EMPLOYEE BENEFITS EXPENSE</b>		
Wages and salaries <sup>(a)</sup>	13,778	13,538
Superannuation — defined contribution plans <sup>(b)</sup>	1,452	1,412
Annual leave	349	381
Long service leave	1,251	1,229
Other related expenses	95	154
<b>Total</b>	<b>16,925</b>	<b>16,714</b>

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.

(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid)

Employment on-costs, such as workers' compensation insurance, are included at note 10 'Other expenses'.

## 7. SUPPLIES AND SERVICES

Consultants and contractors	4,452	4,068
Consumables	656	681
Insurance premiums	380	484
Advertising	381	376
Repairs and maintenance	469	342
Exhibition fees	541	321
Freight and cartage	270	320
Lease and hire costs	280	319
Travel	356	301
Communications	175	228
Printing	165	142
Sundry equipment	113	121
Legal fees	3	8
Other	251	206
<b>Total</b>	<b>8,492</b>	<b>7,917</b>



	2012 \$000	2011 \$000
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## 8. DEPRECIATION AND AMORTISATION EXPENSE

### Depreciation

Buildings	1,800	1,878
Computing, plant, equipment and transport	669	633
Total depreciation	2,469	2,511

### Amortisation

Leasehold Improvements	273	273
Intangible assets	-	-
Total amortisation	273	273

Total depreciation and amortisation	2,742	2,784
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## 9. ACCOMMODATION EXPENSES

Utilities	1,379	1,305
Repairs and maintenance	1,213	543
Cleaning	401	353
Security	277	273
Other	118	65
Total	3,388	2,539

## 10. OTHER EXPENSES

Workers compensation insurance	240	160
Other	77	62
Total	317	222

## 11. USER CHARGES AND FEES

User charges	696	585
Fees	992	2,363
Total	1,688	2,948

	2012 \$000	2011 \$000
12. TRADING PROFIT		
<b>Sales</b>	1,129	1,575
Cost of sales:		
Opening inventory	(930)	(914)
Purchases	(567)	(861)
	(1,497)	(1,775)
Closing inventory	850	930
Cost of Goods Sold	(647)	(845)
Trading Profit	482	730

## 13. COMMONWEALTH GRANTS AND CONTRIBUTIONS

Recurrent	548	298
Total	548	298

Included in recurrent grants are non-reciprocal grants received from various Commonwealth providers with remaining unspent funds as follows:

Australian Biological Research Study	37	16
Commonwealth Scientific and Industrial Research Organisation	117	100
Department of Sustainability, Environment, Water, Population and Communities	171	146
Department of Sustainability, Environment, Water, Population and Communities	44	-
Department of Innovation, Industry, Science and Research	7	22
Online Zoological Collections of Australian Museums	37	37
National Archives of Australia	-	37
Total	413	358



	2012 \$000	2011 \$000
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## 14. INTEREST REVENUE

Interest revenue	155	232
Total	155	232

## 15. OTHER REVENUE

Donations and contributions	3,898	2,578
Grants and subsidies	642	423
Recoups of expenditure	394	249
Royalties	1	-
Other revenue	100	79
Total	5,035	3,329

## 16. INCOME FROM STATE GOVERNMENT

**Appropriation received during the year:**

Service appropriation <sup>(a)</sup>	7,075	7,979
Total	7,075	7,979

**The following assets have been assumed/(transferred to)  
other State Government agencies during the financial year:** <sup>(b)</sup>

Samson House land and buildings (to the National Trust of Australia (WA))	-	(2,998)
Total assets assumed	-	(2,998)



	2012 \$000	2011 \$000
<b>Resources received free of charge <sup>(c)</sup></b>		
Determined on the basis of the following estimates provided by agencies:		
Department of Culture and the Arts		
Salaries and related costs and minor equipment	15,673	15,104
Francis Street building demolition / New Museum business case	2,577	2,706
State Solicitor's Office	-	3
<b>Total</b>	<b>18,250</b>	<b>17,813</b>
State grants and contributions <sup>(d)</sup>	34	761
<b>Total income from State Government</b>	<b>25,359</b>	<b>23,555</b>

- (a) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.
- (b) Discretionary transfers of assets between State Government agencies are reported as assets assumed/ (transferred) under Income from State Government. Non-discretionary non-reciprocal transfers of net assets (i.e. restructuring of administrative arrangements) are designated as Contributions by Owners (CBOs) under TI 955 and are recognised directly to equity.
- (c) Assets or services received free of charge or for nominal cost are recognised as revenue at fair value of the assets and/or services that can be reliably measured and which would have been purchased if they were not donated. Contributions of assets or services in the nature of contributions by owners are recognised direct to equity.

Included in State grants and contributions are non-reciprocal grants received from various State Government providers with remaining unspent funds as follows:

Department of Culture and the Arts	72	108
Department of Environment and Conservation	246	203
LANDCORP	34	18
Water Corporation	1	-



	2012	2011
	\$000	\$000

## 17. RESTRICTED CASH AND CASH EQUIVALENTS

### Current

Specific purpose grant funds <sup>(a)</sup>	1,991	2,156
Total current	1,991	2,156

(a) Cash held in these accounts includes specific purpose account balances and unspent specific purpose grants.

## 18. INVENTORIES

### Current

Inventories held for resale:

Finished goods (at cost)		
Museum publications	436	401
Museum shops stock	414	529
Total current	850	930

## 19. RECEIVABLES

### Current

Receivables	357	1,246
Allowance for impairment of receivables	-	-
Accrued interest	25	64
GST receivable	100	57
Total current	482	1,367

The Western Australian Museum does not hold any collateral or other credit enhancements as security for receivables.

	2012 \$000	2011 \$000
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## 20. AMOUNTS RECEIVABLE FOR SERVICES

Current	-	-
Non-current	25,095	21,346
<b>Total</b>	<b>25,095</b>	<b>21,346</b>

Represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

## 21. OTHER CURRENT ASSETS

Prepayments	3	-
Other	-	-
<b>Total</b>	<b>3</b>	<b>-</b>

## 22. PROPERTY, PLANT, AND EQUIPMENT

### Land

At fair value <sup>(a)</sup>	27,140	31,151
Accumulated impairment losses	-	-
<b>Total</b>	<b>27,140</b>	<b>31,151</b>

### Buildings

At fair value <sup>(a)</sup>	64,891	70,192
Accumulated depreciation	-	-
Accumulated impairment losses	-	-
<b>Total</b>	<b>64,891</b>	<b>70,192</b>

### Buildings under construction

Construction costs	-	-
<b>Total</b>	<b>-</b>	<b>-</b>

	2012 \$000	2011 \$000
<b>Leasehold Improvements</b>		
At cost	10,892	11,005
Accumulated amortisation	(2,270)	(1,998)
Accumulated impairment losses	-	-
Total	8,622	9,007
<b>Computers, plant, equipment and transport</b>		
At cost	4,481	4,272
Accumulated depreciation	(3,520)	(3,421)
Accumulated impairment losses	-	-
Total	961	851
<b>Furniture and fittings</b>		
At cost	4,616	4,534
Accumulated depreciation	(4,151)	(3,733)
Accumulated impairment losses	-	-
Total	465	801
801		
Total Property, Plant and Equipment Assets	102,079	112,002

- (a) Land and buildings were revalued as at 1 July 2011 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2012 and recognised at 30 June 2012. In undertaking the revaluation, fair value of land and buildings was determined on the basis of depreciated replacement cost.

Reconciliations of the carrying amounts of property, plant, equipment and vehicles at the beginning and end of the reporting period are set out in the following table.

	Land \$000	Buildings \$000	Buildings under construction \$000	Leasehold investments \$000	Computers, plant, equipment and vehicles \$000	Furniture and fittings \$000	Total \$000
<b>2012</b>							
Carrying amount at start of year	31,151	70,192	-	9,007	851	801	112,002
Additions	-	-	-	-	352	33	385
Transfers	-	-	-	(113)	113	49	49
Other disposals	-	-	-	-	1,697	-	1,697
Revaluation increments/ (decrements)	(4,011)	(5,301)	-	-	-	-	(9,312)
Impairment losses	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-
Depreciation	-	-	-	(272)	(2,052)	(418)	(2,742)
Carrying amount at end of year	27,140	64,891	-	8,622	961	465	102,079
<b>2011</b>							
Carrying amount at start of year	33,370	74,786	851	9,280	689	1,225	120,201
Additions	-	48	-	-	371	-	419
Transfers	(2,450)	303	(851)	-	-	-	(2,998)
Other disposals	-	-	-	-	-	-	-
Revaluation increments/ (decrements)	231	(3,067)	-	-	-	-	(2,836)
Impairment losses	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-
Depreciation	-	(1,878)	-	(273)	(209)	(424)	(2,784)
Carrying amount at end of year	31,151	70,192	-	9,007	851	801	112,002



	<b>2012</b>	<b>2011</b>
	\$000	\$000

## 23. MUSEUM COLLECTIONS

### Museum Collections

At fair value	633,666	630,810
At cost	2,434	2,402
Accumulated depreciation	-	-
Accumulated impairment losses	-	-
<b>Total</b>	<b>636,100</b>	<b>633,212</b>

### Museum Collections under construction

Construction costs	-	-
<b>Total</b>	<b>-</b>	<b>-</b>

	<b>Museum Collections</b>	<b>Museum Collections under construction</b>	<b>Total</b>
	\$000	\$000	\$000

### 2012

Carrying amount at start of year	633,212	-	633,212
Additions	2,888	-	2,888
Donations	-	-	-
Disposals	-	-	-
Transfers	-	-	-
Revaluation increments	-	-	-
<b>Carrying amount at end of year</b>	<b>636,100</b>	<b>-</b>	<b>636,100</b>

### 2011

Carrying amount at start of year	630,631	19	630,650
Additions	1,063	-	1,063
Donations	1,499	-	1,499
Disposals	-	-	-
Transfers	19	(19)	-
Revaluation increments	-	-	-
<b>Carrying amount at end of year</b>	<b>633,212</b>	<b>-</b>	<b>633,212</b>

## 24. IMPAIRMENT OF ASSETS

There were no indications of impairment to property, plant and equipment and intangible assets at 30 June 2012.

The Western Australian Museum held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

All surplus assets at 30 June 2012 have either been classified as assets held for sale or written off.

	2012 \$000	2011 \$000
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## 25. PAYABLES

### Current

Trade payables	239	724
Accrued expenses	3,263	1,594
GST payable	34	-
Other	108	-
<b>Total</b>	<b>3,644</b>	<b>2,318</b>

Accrued expenses include amounts due to the Department of Culture and the Arts for salaries paid, but not covered by the Western Australian Museum appropriation. The total accrual for salaries is \$2,602,802 (\$1,520,970 for 2010-11 and \$1,081,832 for 2011-12). The accrual was reported at 'trade payables' in the prior year and is restated as accrued expenses.

## 26. BORROWINGS

### Current

SEDO loan	19	19
<b>Total current</b>	<b>19</b>	<b>19</b>

### Non-current

SEDO loan	-	19
<b>Total non-current</b>	<b>-</b>	<b>19</b>

Borrowings represent an interest free loan obtained from the Office of Energy to fund energy efficient building improvements. This loan is repayable in annual instalments of \$18,664 with the last payment due in August 2012.





	2012 \$000	2011 \$000
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## 27. OTHER LIABILITIES

### Current

Income received in advance	-	40
Unclaimed monies	7	8
<b>Total</b>	<b>7</b>	<b>48</b>

## 28. EQUITY

The Government holds the equity interest in the Western Australian Museum on behalf of the community. Equity represents the residual interest in the net assets of the Western Australian Museum. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

### Contributed equity

Balance at start of period	15,216	15,516
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### Contributions by owners

Capital appropriation	-	-
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### Distributions to owners

Transfer of net assets to other agencies:		
Transfer of amount receivable for services (holding account) to the Department of Culture and the Arts	-	(300)
<b>Total distributions to owners</b>	<b>-</b>	<b>(300)</b>

Balance at end of period	15,216	15,216
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	2012 \$000	2011 \$000
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## Reserves

### Asset revaluation surplus

Balance at start of period	507,007	509,843
Transfer from accumulated surplus	1,800	-
Net revaluation increments/(decrements):		
Land	(4,011)	231
Buildings	(5,301)	(3,067)
Museum collections	-	-
Balance at end of period	499,495	507,007

### Accumulated surplus

Balance at start of period	247,243	246,549
Transfer to asset revaluation surplus	(1,800)	-
Result for the period	1,403	694
Balance at end of period	246,846	247,243

Total Equity at end of period	761,557	769,466
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## 29. NOTES TO THE STATEMENT OF CASH FLOWS

### Reconciliation of cash

Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Cash and cash equivalents	427	857
Restricted cash and cash equivalents (note 17 'Restricted cash and cash equivalents')	1,991	2,156
Total	2,418	3,013



	2012 \$000	2011 \$000
<b>Reconciliation of net cost of services to net cash flows provided by/used in operating activities:</b>		
Net cost of services	(23,956)	(22,861)
<b>Non-cash items:</b>		
Depreciation and amortisation expense <sup>(d)</sup>	2,742	2,784
Resources received free of charge <sup>(e)</sup>	18,250	17,813
Assets assumed — consumables (minor equipment) <sup>(e)</sup>		-
Donations to collection <sup>(f)</sup>	(2,888)	(1,499)
Adjustment for other non-cash items		27
<b>(Increase)/decrease in assets:</b>		
Current receivables <sup>(a)</sup>	927	928
Current inventories	80	(16)
Other assets	(3)	-
<b>Increase/(decrease) in liabilities:</b>		
Current payables <sup>(a)</sup>	1,250	(1,628)
Other current liabilities	(41)	18
Net GST receipts/(payments) <sup>(b)</sup>	(364)	(158)
Change in GST in receivables/payables <sup>(c)</sup>	(75)	(81)
Net cash used in operating activities	(4,078)	(4,673)

(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(b) This is the net GST paid/received i.e. cash transactions.

(c) This reverses out the GST in receivable and payables.

(d) See note 8 'Depreciation and amortisation expense'.

(e) See note 16 'Income from State Government'.

(f) See note 23 'Museum collections'.

	2012	2011
	\$000	\$000

### 30. COMMITMENTS

#### Lease commitments

Commitments in relation to leases contracted for at the end of the reporting period but not recognised in the financial statements are payable as follows:

Within 1 year	41	68
Later than 1 year and not later than 5 years	44	36
Total	85	104

Representing:

Non-cancellable operating leases	85	104
Total	85	104

The thirteen motor vehicle leases (2011: 13 leases) are considered non-cancellable operating leases with lease expenditure payable monthly in advance. These commitments are all inclusive of GST.

### 31. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

At the reporting date, the Western Australian Museum had no contingent liabilities or assets.

### 32. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

On 17 May 2012, the Western Australian Treasurer announced, as part of the 2012–13 State Budget, that funding for the building of a new Western Australian Museum will be provided from 2013–14. The new Western Australian Museum is a significant project in the history of the Western Australian Museum.

There are no other significant events occurring after the end of the reporting period that would have a material financial effect on the financial statements of the Western Australian Museum.

### 33. EXPLANATORY STATEMENT

This statement provides details of any significant variations between estimates and actual results for 2012 and between the actual results for 2011 and 2012. Significant variations are considered to be those greater than 10% and \$100,000.



## Significant variances between estimated and actual result for 2012

	2012 Estimate \$000	2012 Actual \$000	Variation Over/(Under) \$000
<b>Expenses</b>			
Supplies and services	9,925	8,492	(1,433)
Depreciation and amortisation expense	3,749	2,742	(1,007)
Accommodation expenses	2,527	3,388	861
Other expenses	107	317	210
<b>Income</b>			
User charges and fees	1,509	1,688	(179)
Commonwealth grants and contributions	191	548	(357)
Other revenue	1,679	5,035	(3,356)
Resources received free of charge	20,153	18,250	(1,903)

### Supplies and services

Supplies and services includes expenditure for the demolition of the Francis Street Museum building and New Museum planning. These costs were included in the Museum's original budget estimate. Funding for the project was appropriated to, and costs incurred by, the Department of Culture of the Arts with the Western Australian Museum recognising the total 2012 costs as resources received free of charge. The variation is primarily caused by savings in the demolition of Francis Street Museum building and a delayed start to the New Museum planning. This is offset by increased repairs and maintenance expenses.

### Depreciation and amortisation expense

The 2012 estimate is consistent with the depreciation provided by the 2011–12 WA State Budget. The decrease against estimates to depreciation expense occurred as a result of a reduction to overall building valuations in the 2012 year, the transfer of Samson House buildings to the National Trust of Australia (WA) in July 2010 and a reassessment of the remaining useful lives of all Museum building assets.

### Accommodation expenses

The increase against estimates to accommodation expenses occurred as a result of an overall increase in building repairs, maintenance, minor works and utilities expenses across all of the Museum's sites.

**Other expenses**

Other expenses are greater than the estimate, due to the increase in workers' compensation insurance. Workers' compensation expense in 2012 totalled \$0.240 million (2011 \$0.160 million). The increase in workers' compensation applies to the whole of government and is caused by increases in numbers of claims, quantum of awards, and the aging nature of the workforce since compulsory retirement ages were abolished which can increase risks associated with providing workers compensation. No amount for workers' compensation insurance was included in the 'other expenses' estimate.

**User charges and fees**

The variation from estimate is mainly due to fees and service charges received from venue hire that was not anticipated when the 2012 budget was prepared.

**Commonwealth grants and contributions**

The estimate for Commonwealth grants and contributions varies from the actual for Commonwealth grants received during the year that were not anticipated when the estimate was prepared. Although, many Commonwealth grants are ongoing, the estimate was conservative, in that, only those confirmed at the time of the 2011–12 Operating Budget were included in the estimate.

**Other revenue**

Other revenue is greater than estimated due to the recognition in 2012 of items donated to the Museum Collection of \$2.857 million. Additionally, the Museum received recoups from the Department of Culture and the Arts for work undertaken by Museum and funded by the Department. The Museum also received private recurrent grants which were unconfirmed at the time of the 2011–12 Operating Budget and therefore not included in the estimate.

**Resources received free of charge**

Resources received free of charge includes funding from the Department of Culture and the Arts for the demolition of the Francis Street Museum building and the New Museum planning. These costs (recognised as Supplies and services) and offsetting revenue were included in the Museum's original budget estimate. As the budgeted work was not completed during 2011–12, only part of the funding for the projects was appropriated in 2011–12.



## Significant variances between actual results for 2011 and 2012

	2012 Estimate \$000	2012 Actual \$000	Variation Over/ (Under) \$000
<b>Expenses</b>			
Accommodation expenses	3,388	2,539	(849)
Grants and subsidies	-	222	222
Cost of sales	647	845	198
<b>Income</b>			
User charges and fees	1,688	2,948	(1,260)
Sales	1,129	1,575	(446)
Commonwealth grants and contributions	548	298	250
Other revenue	5,035	3,329	1,706
Service appropriation	7,075	7,979	(904)
Assets assumed / (transferred)	-	(2,998)	2,998
State grants and contributions	34	761	(727)

### Accommodation expenses

The increase in accommodation expenses in 2012 is largely due to an overall increase in building repairs, maintenance, minor works and utilities expenses across all of the Museum's sites.

### Grants and subsidies

The Museum did not provide any grants to other organisations in 2011–12. The decrease in grants and subsidies is mainly the result of grant payments made during 2011 from Commonwealth monies received to fund International Year of Biodiversity activities/initiatives.

### Cost of sales

Cost of sales is less than the prior year due to lower overall sales from the Museum's retail and commercial operations.

### User charges and fees

The decrease in user charges and fees is due to the higher user charges and fees in 2011 attributed to the major exhibition *A Day in Pompeii*.



## Sales

The decrease in sales from the Museum's retail and commercial operations is due to the higher sales in 2011 attributed to the major exhibition *A Day in Pompeii* and the sale of merchandise associated with the Fremantle and Albany Welcome Walls.

## Commonwealth grants and contributions

The increase in Commonwealth grants and contributions is mainly due to the receipt in 2012 of funding from the Department of Sustainability, Environment, Water, Population and Communities (\$0.321 million).

## Other revenue

The increase in other revenue is primarily attributed to additions made to the Museum's collection to the value of \$2.888 million. The collections with substantial increases were Maritime History (\$1.201 million), History (\$0.999 million), and Anthropology (\$0.620 million).

## Service appropriation

The decrease in 2012 to the Museum's service appropriation is primarily due to the receipt of funding for the major exhibition *A Day in Pompeii* repayable to the State Government. In lieu of the revenue from the exhibition in 2011 the Museum's service appropriation was reduced by \$1.133 million in 2012.

## Assets assumed / (transferred)

There were no assets assumed or transferred in 2012 the variation is caused by the transfer of land and buildings to the National Trust of Australia in 2011.

## State grants and contributions

The decrease to State grants and contributions is mainly attributed to the receipt in 2011 of a contribution from the Department of Culture and the Arts towards costs associated with the relocation of Telstra assets from the Francis Street building.

## 34. FINANCIAL INSTRUMENTS

### (a) Financial risk management objectives and policies

Financial instruments held by the Western Australian Museum are cash and cash equivalents, restricted cash and cash equivalents, loans and receivables, borrowings and payables. The Western Australian Museum has limited exposure to financial risks. The Western Australian Museum's overall risk management program focuses on managing the risks identified below.

### Credit risk

Credit risk arises when there is the possibility of the Western Australian Museum's receivables defaulting on their contractual obligations resulting in financial loss to the Western Australian Museum.

The maximum exposure to credit risk at end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment as shown in the table at Note 33(c) 'Financial instrument disclosures' and Note 19 'Receivables'.

Credit risk associated with the Western Australian Museum's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Western Australian Museum trades only with recognised, creditworthy third parties. The Western Australian Museum has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Western Australian Museum's exposure to bad debts is minimal. At the end of the reporting period there were no significant concentrations of credit risk.

### Liquidity risk

Liquidity risk arises when the Western Australian Museum is unable to meet its financial obligations as they fall due.

The Western Australian Museum is exposed to liquidity risk through its trading in the normal course of business.

The Western Australian Museum has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

### Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Western Australian Museum's income or the value of its holdings of financial instruments. The Western Australian Museum does not trade in foreign currency and is not materially exposed to other price risks. The Western Australian Museum's borrowings were obtained through an interest free loan from the Office of Energy. All cash and cash equivalents (except for cash floats) are interest bearing as noted at Note 33(c) 'Financial Instrument Disclosures', however the exposure to market risk for changes in interest rates is minimal as the Western Australian Museum does not rely on interest income for its principal operating activities.

## (b) Categories of financial instruments

In addition to cash, the carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2012 \$000	2011 \$000
<b>Financial Assets</b>		
Cash and cash equivalents	427	857
Restricted cash and cash equivalents	1,991	2,156
Loans and receivables <sup>(a)</sup>	25,520	22,656
<b>Total</b>	<b>27,938</b>	<b>25,669</b>
<b>Financial Liabilities</b>		
Financial liabilities measured at amortised cost	3,662	2,356
<b>Total</b>	<b>3,662</b>	<b>2,356</b>

(a) The amount of loans and receivables excludes GST recoverable from the ATO (statutory receivable).

## (c) Financial instrument disclosures

### Credit risk and interest rate risk exposure

The following table discloses the Western Australian Museum's exposure to credit risk and the ageing analysis of financial assets. The Western Australian Museum's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Western Australian Museum.

The Western Australian Museum does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

## Aged analysis of financial assets

	Cash and cash equivalents \$000	Restricted cash and cash equivalents \$000	Receivables <sup>(a)</sup> \$000	Amounts receivable for services \$000	Total \$000
<b>2012</b>					
Carrying Amount	427	1,991	343	25,095	27,856
Not past due and not impaired	427	1,991	138	25,095	27,651
<b>Past due but not impaired</b>					
Up to 1 month	-	-	50	-	50
1 to 3 months	-	-	111	-	111
3 months to 1 year	-	-	44	-	44
1 to 5 years	-	-	-	-	-
More than 5 years	-	-	-	-	-
Impaired financial assets	-	-	-	-	-
<b>2011</b>					
Carrying Amount	857	2,156	1,310	21,346	25,669
Not past due and not impaired	857	2,156	1,272	21,346	25,631
<b>Past due but not impaired</b>					
Up to 1 month	-	-	-	-	-
1 to 3 months	-	-	27	-	27
3 months to 1 year	-	-	11	-	11
1 to 5 years	-	-	-	-	-
More than 5 years	-	-	-	-	-
Impaired financial assets	-	-	-	-	-

(a) The amount of receivables excludes GST recoverable from the ATO (statutory receivable)

### Liquidity risk and interest rate exposure

The following table details the Western Australian Museum's interest rate exposure and the contractual maturity analysis for financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

## Interest rate exposure and maturity analysis of financial assets

	Cash and cash equivalents \$000	Restricted cash and cash equivalents \$000	Receivables <sup>(a)</sup> \$000	Amounts receivable for services \$000	Total \$000
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### 2012

Weighted Average Effective Interest Rate (%)	4.7	4.7	-	-	-
Carrying amount	427	1,991	425	25,095	27,938

### Interest rate exposure

Fixed interest rate	-	-	-	-	-
Variable interest rate	402	1,991	-	-	2,393
Non-interest bearing	25	-	425	-	-

Nominal Amount	427	1,991	425	25,095	27,938
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### Maturity dates

Up to 1 month	-	-	-	-	-
1 to 3 months	-	-	111	-	111
3 months to 1 year	-	-	44	-	44
1 to 5 years	-	-	-	-	-
More than 5 years	-	-	-	-	-

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).



### Interest rate exposure and maturity analysis of financial liabilities

	Payables \$000	Other Borrowings \$000	Total \$000
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#### 2012

Carrying amount	3,644	19	3,663
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#### Interest rate exposure

Fixed interest rate	-	-	-
Variable interest rate	-	-	-
Non-interest bearing	3,644	19	3,663

Nominal Amount	3,644	19	3,663
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#### Maturity dates

Up to 1 month	-	-	-
1 to 3 months	-	19	19
3 months to 1 year	-	-	-
1 to 5 years	-	-	-
More than 5 years	-	-	-

### Interest rate exposure and maturity analysis of financial assets

	Cash and cash equivalents \$000	Restricted cash and cash equivalents \$000	Receivables <sup>(a)</sup> \$000	Amounts receivable for services \$000	Total \$000
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#### 2012

Weighted Average Effective Interest Rate (%)	5.0	5.0	-	-	-
Carrying amount	857	2,156	1,310	21,346	25,669

#### Interest rate exposure

Fixed interest rate	-	-	-	-	-
Variable interest rate	841	2,156	-	-	2,997
Non-interest bearing	16	-	1,310	21,346	22,672

Nominal Amount	857	2,156	1,310	21,346	25,669
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#### Maturity dates

Up to 1 month	-	-	-	-
1 to 3 months	-	27	-	27
3 months to 1 year	-	11	-	11
1 to 5 years	-	-	-	-
More than 5 years	-	-	-	-

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).





### Interest rate exposure and maturity analysis of financial liabilities

	Payables \$000	Other Borrowings \$000	Total \$000
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#### 2011

Carrying amount	2,318	38	2,356
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#### Interest rate exposure

Fixed interest rate	-	-	-
Variable interest rate	-	-	-
Non-interest bearing	3,644	38	2,356

Nominal Amount	3,644	38	2,356
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#### Maturity dates

Up to 1 month	-	-	-
1 to 3 months	-	19	19
3 months to 1 year	-	-	-
1 to 5 years	-	19	19
More than 5 years	-	-	-

### Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Western Australian Museum's financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

		-100 basis points		+100 basis points	
	Carrying amount \$000	Surplus \$000	Equity \$000	Surplus \$000	Equity \$000

**2012****Financial Assets**

Cash and cash equivalents	427	(4.3)	(4.3)	4.3	4.3
Restricted Cash and cash equivalents	1,991	(19.9)	(19.9)	19.9	19.9

**Financial Liabilities**

Payables	3,643	36.4	36.4	(36.4)	(36.4)
Other Borrowings	19	0.2	0.2	(0.2)	(0.2)
Total Increase/(Decrease)		12.4	12.4	(12.4)	(12.4)

**2011****Financial Assets**

Cash and cash equivalents	857	(8.6)	(8.6)	8.6	8.6
Restricted Cash and cash equivalents	2,156	(2.6)	(21.6)	21.6	21.6

**Financial Liabilities**

Payables	2,318	23.2	23.2	(23.2)	(23.2)
Other Borrowings	38	0.4	0.4	(0.4)	(0.4)
Total Increase/(Decrease)		(6.6)	(6.6)	6.6	6.6

**Fair Values**

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

### 35. REMUNERATION OF MEMBERS OF THE WESTERN AUSTRALIAN MUSEUM AND SENIOR OFFICERS

#### Remuneration of members of the Western Australian Museum

The number of members of the Western Australian Museum, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year fall within the following bands are:

	2012 \$000	2011 \$000
\$0–\$10,000	8	6
The total remuneration of members	27	28

The total remuneration includes the superannuation expense incurred by the Western Australian Museum in respect of members of the Western Australian Museum

#### Remuneration of senior officers

The number of senior officers, other than senior officers reported as members of the Western Australian Museum, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year fall within the following bands are:

\$10,001–\$20,000	-	1
\$70,001–\$80,000	-	-
\$110,001–\$120,000	-	2
\$120,001–\$130,000	2	-
\$130,001–\$140,000	2	2
\$140,001–\$150,000	-	-
\$150,001–\$160,000	1	2
\$160,001–\$170,000	1	-
\$170,001–\$180,000	-	-
\$180,001–\$190,000	-	-
\$220,001–\$230,000	1	1
The total remuneration of senior officers	1,059	1,055

The total remuneration includes the superannuation expense incurred by the Western Australian Museum in respect of senior officers other than senior officers reported as members of the Western Australian Museum.

### 36. REMUNERATION OF AUDITOR

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2012 \$000	2011 \$000
Auditing the accounts, financial statements and performance indicators	36	34

### 37. RELATED BODIES

At the reporting date, the Western Australian Museum had no related bodies.

### 38. AFFILIATED BODIES

At the reporting date, the Western Australian Museum had no affiliated bodies.

### 39. SUPPLEMENTARY FINANCIAL INFORMATION

#### **(a) Write-offs**

Debts written off by the Western Australian Museum during the financial year	-	-
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#### **(b) Losses through theft, defaults and other causes**

Losses of public moneys and public and other property through theft	-	-
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#### **(c) Gifts of public property**

Gifts of public property provided by the Western Australian Museum	-	-
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#### **(d) Other supplementary Information**

The Western Australian Museum holds shares in a private company received in exchange for the Museum's support of specific projects. These shares are not recorded in the financial statements, as the measurement of the market value of the shares is not reliable.

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#### 40. INCOME AND EXPENSES BY SERVICE

For the financial year ended 30 June 2012, the Western Australian Museum operated under one service titled 'Museum Services' and therefore service information is reflected in the Statement of Comprehensive Income.

# KEY PERFORMANCE INDICATORS

## CERTIFICATION OF KEY PERFORMANCE INDICATORS

FORTHE YEAR ENDED 30 JUNE 2012

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Western Australian Museum's performance, and fairly represent the performance of the Western Australian Museum for the financial year ended 30 June 2012.



Alan Robson  
Chair, Western Australian Museum Board  
5 September 2012



Steve Scudamore  
Member, Western Australian Museum Board  
5 September 2012

## DETAILED KEY PERFORMANCE INDICATORS INFORMATION

### Explanation

The Western Australian Museum annual budget is included in the budget statements under the outcome for the Department of Culture and the Arts.

The Department of Culture and the Arts co-ordinates reporting of key performance indicators at the whole of the Culture and the Arts portfolio level and reports aggregated amounts in its Annual Report. The structure aligns the portfolio and the Museum's desired outcomes with the government's Strategic Planning Framework.

### Government Desired Outcomes

Western Australia's natural, cultural and documentary collections are preserved, accessible and sustainable

### Service

Museum Services

## KEY EFFECTIVENESS INDICATORS

### Preservation

Extent to which the State collection that requires preservation is preserved.

*Note: Preservation of the entire "Collection" is not required, therefore this measure only relates to that part of the "Collection" that is required to be preserved.*

### Accessibility

Number of people using and accessing the State collection.

Percentage of visitors satisfied with the services associated with accessing the Museum collection.

## Sustainability

Value of the State collection renewal, content development and/or expansion as a proportion of collection value.

### KEY EFFICIENCY INDICATOR

Service	Indicator
Museum Services	Average cost of Museum services per Museum visitor or person accessing collection

## KEY EFFECTIVENESS INDICATOR ONE — PRESERVATION

### INDICATOR

Extent to which the Museum collection, that requires preservation, is preserved.

*Note: Preservation of the entire "Collection" is not required, therefore this measure only relates to that part of the "Collection" that is required to be preserved.*

### MEASUREMENT

The Museum has developed bench line data and reports the number of items added to the collection each year.

Measurement of Indicator	2008–09	2009–10	2010–11	2011–12
Proportion of collection stored in controlled environment	97.79%	98.87%	98.91%	99.29%
Number of items from the collection described and recorded on the relevant data base	1,571,698	1,188,656*	1,221,306	1,250,469

\* The decline in the number of items described and recorded on electronic databases is owing to the gradual transfer of written register information into relevant electronic databases. The figures in the financial years (2007–08 and 2008–09) have included written information on register books, written information transferred to electronic databases, and information directly registered on electronic databases. Furthermore, the Museum databases objects and specimens in groups or lots i.e. one registration number may consist of one specimen/object or many. The development of an integrated collection management system is progressing.

Owing to the confidential nature of the cultural information associated with the Secret and Sacred Collection, it has neither been valued nor counted as part of the Museum collections, in accordance with wishes of the elders. However, the Anthropology department has the material documented.



## OBJECTS ADDED TO THE COLLECTIONS IN 2011–2012

The Table below documents the number of items added to the collection in 2011–2012

Items added to Collection	Terrestrial Zoology	Aquatic Zoology	Maritime History	Maritime Archaeology	Anthropology	Earth and Planetary Sciences	History	Total
July	328	1,034	538	1	6	-	2	1,909
August	2,230	1,010	1,128	-	23	-	1	4,392
September	2,027	926	769	-	3	-	2	3,727
October	1,036	290	-	-	-	-	2	1,328
November	807	699	664	-	-	-	5	2,175
December	865	202	62	84	6	-	-	1,219
January	984	849	497	-	2	-	4	2,336
February	869	865	523	46	-	416	10	2,729
March	1,434	379	39	-	-	-	5	1,857
April	783	912	377	47	192	-	63	2,374
May	982	536	877	1	6	-	-	2,402
June	1,443	502	648	1	120	-	1	2,715
<b>Total</b>	13,788	8,204	6,122	180	358	416	95	29,163

## KEY EFFECTIVENESS INDICATOR TWO — ACCESSIBILITY

### INDICATOR

- Number of people using and accessing the State collection.
- Percentage of visitors satisfied with the services associated with using and accessing the State collection.

### MEASUREMENT

This indicator measures the number of visitors to each of the Museum sites. It is argued that visitation reflects the ability of the Museum to provide relevant and engaging exhibitions and programmes.

<b>Measurement of Indicator</b>	<b>2007–08</b>	<b>2008–09</b>	<b>2009–10</b>	<b>2010–11</b>	<b>Targets 2011–12</b>	<b>Actual 2011–12</b>
Number of visitors to Museum sites	891,846	819,729	817,966	819,508	776,886	887,594
Number of visitors to web site — unique visits	614,081	655,398	661,425	582,602	576,048	677,343
Percentage of visitors satisfied with the services of the Museum's sites	68%	68%	65%	87%	85%	87%

## VISITOR SATISFACTION OVERALL VISIT JULY 2011 – JUNE 2012

Overall ratings of Museum Aspects

<b>2011–12</b>	<b>Total</b>	<b>Perth</b>	<b>Maritime</b>	<b>Shipwreck Galleries</b>	<b>Albany</b>	<b>Geraldton</b>	<b>Kalgoorlie</b>
Any Dissatisfied	8%	14%	10%	6%	11%	7%	3%
Neither	3%	4%	4%	3%	5%	3%	0%
Satisfied	26%	29%	27%	28%	18%	28%	18%
Very Satisfied	61%	46%	57%	60%	64%	60%	77%
Not applicable/ Don't Know	3%	7%	3%	3%	2%	2%	2%

## VISITOR SATISFACTION OVERALL VISIT JULY 2010 – JUNE 2011

Overall ratings of Museum Aspects

<b>2010–11</b>	<b>Total</b>	<b>Perth</b>	<b>Maritime</b>	<b>Shipwreck Galleries</b>	<b>Albany</b>	<b>Geraldton</b>	<b>Kalgoorlie</b>
Any Dissatisfied	7%	11%	8%	7%	10%	4%	1%
Neither	3%	4%	3%	4%	7%	1%	0%
Satisfied	28%	32%	30%	30%	20%	17%	22%
Very Satisfied	59%	50%	57%	56%	57%	76%	74%
Not applicable/ Don't Know	3%	3%	2%	3%	6%	3%	3%



## VISITOR RATINGS OF GENERAL EXHIBITIONS JULY 2011 – JUNE 2012

General exhibition rating

<b>2011–12</b>	<b>Total</b>	<b>Perth</b>	<b>Maritime</b>	<b>Shipwreck Galleries</b>	<b>Albany</b>	<b>Geraldton</b>	<b>Kalgoorlie</b>
Poor	7%	12%	8%	7%	10%	5%	2%
Average	4%	6%	6%	3%	7%	4%	1%
Good	30%	36%	29%	30%	30%	32%	26%
Excellent	56%	38%	52%	59%	45%	57%	68%
Not applicable	4%	8%	5%	2%	9%	2%	4%

## VISITOR RATINGS OF GENERAL EXHIBITIONS JULY 2010 – JUNE 2011

General exhibition rating

<b>2010–11</b>	<b>Total</b>	<b>Perth</b>	<b>Maritime</b>	<b>Shipwreck Galleries</b>	<b>Albany</b>	<b>Geraldton</b>	<b>Kalgoorlie</b>
Poor	7%	15%	7%	6%	9%	4%	4%
Average	3%	3%	4%	4%	8%	0%	1%
Good	31%	32%	35%	32%	30%	19%	26%
Excellent	55%	45%	51%	55%	49%	71%	67%
Not applicable	3%	5%	3%	2%	4%	6%	2%

## COMPARATIVE ATTENDANCE FIGURES 2010–2011 AND 2011–2012

<b>Western Australian Museum — Perth</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	347,149	32,588	379,737
2011–2012	398,816	23,121	421,937
<b>Western Australian Museum — Maritime Museum Victoria Quay and Submarine</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	110,181	10,998	121,179
2011–2012	112,894	12,849	125,743
<b>Western Australian Museum — Shipwreck Galleries</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	89,371	10,708	100,079
2011–2012	94,858	11,770	106,628
<b>Western Australian Museum — Albany</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	91,043	5,133	96,176
2011–2012	90,714	4,078	94,792
<b>Western Australian Museum — Geraldton</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	40,547	2,460	43,007
2011–2012	46,546	1,579	48,125
<b>Western Australian Museum — Kalgoorlie-Boulder</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	77,058	2,272	79,330
2011–2012	88,361	2,008	90,369
<b>Annual Total</b>	<b>Overall visitors</b>	<b>School groups</b>	<b>Site total</b>
2010–2011	755,349	64,159	819,508
2011–2012	832,189	55,405	887,594



## MONTHLY VISITORS 2011–12

	Perth	Maritime	Albany	Geraldton	Kalgoorlie	Shipwreck Galleries	Total
July	61,051	13,379	7,835	5,885	7,593	10,778	106,521
August	30,889	10,026	7,391	4,706	6,937	7,721	67,670
September	31,449	11,956	7,097	5,560	7,364	9,503	72,929
October	42,071	13,743	10,883	6,493	9,191	9,155	91,536
November	30,280	9,567	6,956	2,824	7,274	7,913	64,814
December	28,304	9,701	7,539	2,841	6,762	7,941	63,088
January	47,470	11,295	12,719	3,335	7,596	10,228	92,643
February	36,718	8,581	7,699	2,063	4,481	7,264	66,806
March	29,619	8,804	6,984	3,116	7,514	9,301	65,338
April	35,701	11,585	8,623	5,579	9,867	10,391	81,746
May	23,412	7,875	5,895	2,836	8,669	8,230	56,917
June	24,973	9,231	5,171	2,887	7,121	8,203	57,586
<b>Total</b>	421,937	125,743	94,792	48,125	90,369	106,628	887,594

## KEY EFFECTIVENESS INDICATOR THREE — SUSTAINABILITY

### INDICATOR

Value of Museum collection renewal, content development and/or expansion as a proportion of the collection value.

### MEASUREMENT

This is calculated by dividing the value of the collection by the income received from State Government, not including the capital user charge. The result will be a percentage figure that demonstrates the percentage of the collection value spent annually by government in renewal, content development or expansion of the collection.

It is proposed to benchmark this figure against other museum collections and to average the indicator over five years. The collection was first valued in 2005–06 and was completely re-valued again in 2008–09.

Year	Collection valuation	5 Year Rolling Average Income from the State Government	KEI
2007–2008 Actual	\$208,722,000	\$17,894,000	8.57%
2008–2009 Actual	\$628,593,000	\$18,670,600	2.97%
2009–2010 Actual	\$629,300,100	\$19,309,800	3.07%
2010–2011 Actual	\$630,809,748	\$21,387,200	3.39%
2011–2012 Target	\$649,600,000	\$21,507,600	3.31%
2011–2012 Actual	\$636,100,000	\$21,550,100	3.39%

## KEY EFFICIENCY INDICATOR

Average cost of museum services per museum visitor or person accessing the collection.

Access includes visitor attendance figures.

Year	Cost per visitor
2007–2008 Actual	\$16.75
2008–2009 Actual	\$34.57
2009–2010 Actual	\$37.56
2010–2011 Actual	\$38.12
2011–2012 Target	\$40.08
2011–2012 Actual	\$36.63

\* Total cost of services = \$32.511 million; Total visitation = 887,594

## OTHER FINANCIAL DISCLOSURES

### MAJOR CAPITAL PROJECTS

#### CAPITAL PROJECTS INCOMPLETE

The 2012–13 Budget announced the funding for the building of a new Western Australian Museum. Planning work for which funding has already been received was capitalised for \$0.479 million in 2011–12.

#### CAPITAL PROJECTS COMPLETED

The demolition of the Francis Street building and the remediation of the area was completed in 2011–12. The total for the project was \$4.887 million (\$2.577 million 2011–12, \$2.310 million \$2010–11).

Demolition of the former US Navy laundry in Finnerty Street, Fremantle was completed in 2011–12 at a total cost of \$62,119. The Museum, through sound project management delivered this project under the original budget of \$80,000.

## GOVERNANCE DISCLOSURES

### GOVERNANCE FRAMEWORK

A Governance Framework for the Museum was prepared in 2011–12. As appropriate, it may be read as either a free-standing document, or as part of the larger Induction Manual prepared for the Board of Trustees. Both documents were approved by the Board during the course of the year.

The Governance Framework focuses on the respective legislative responsibilities for the administration of the Museum that reside with the Board of Trustees, the CEO, and the Department of Culture and the Arts (as the employing authority). Legislation discussed includes the *Museum Act 1969*, the *Public Sector Management Act 1994* and the *Financial Management Act 2006*. There is also discussion of the proceedings of the Board of Trustees.

## OTHER LEGAL REQUIREMENTS

### EXPENDITURE ON ADVERTISING, MARKET RESEARCH, POLLING AND DIRECT MAIL

In accordance with Section 175ZE of the *Electoral Act 1907* expenditure by the Western Australian Museum on advertising and related costs is listed in the following table.

<b>Advertising organisations</b>		-
<b>Market research organisations</b>	Ipos	\$26,565
	Morris Hargreaves McIntyre	\$12,500
<b>Polling organisations</b>		-
<b>Direct mail organisations</b>		-
<b>Media advertising organisations:</b>		
Job vacancies	Adcorp Australia Limited	\$2,376
Advertising	Adcorp Australia Limited	\$272.72
	Artha Publishing	\$904.55
	Association of Perth Attractions	\$1,800.00
	Australia's Golden Outback	\$904.55
	Boulder Promotion & Development Association	\$180.00
	Discus	\$22,418.00
	Fisheye Pty Ltd	\$3,600.00
	Jaypak	\$1,093.00
	Michael Parish Ink	\$100.00
	Mitchell and Partners Australia Pty Ltd	\$64,439.93
	Optimum Media Decisions (WA) Limited	\$21,822.67
	Perth Regional Tourism Organisation	\$863.64
	Quality Press WA	\$38.82
	Sensis Pty Ltd	\$200.00
	Smith and Brown Design	\$200.00
	Spice Digital Imaging	\$376.00
	The Mingenew Lions Midwest Expo	\$390.90
	The Poster Girls	\$268.50
	Us & Them Studios	\$580.00
<b>Total Advertising and Related Costs</b>		<b>\$161,894.28</b>



## DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

(Disability Services Act 1993, s29 and Schedule 3 of the Disability Services Regulations 2004)

The Museum is committed to ensuring that people with disabilities, their families and their carers have the same opportunities, rights and responsibilities as others to access the range of services, information and facilities the Museum provides. Progress in 2011–12 towards meeting the desired outcomes of the Museum's Disability Access and Inclusion Plan is outlined below.

### **Outcome 1: People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority.**

- The Museum has taken into consideration accessibility and readability for all of its public programs and exhibition displays.
- Showcases and space planning are designed to enable people in wheelchairs to view exhibited objects.
- The Museum introduced a new service for its *Immerse* exhibition that allowed information about exhibited objects to be downloaded onto smartphones/tablets to enhance access for the visually impaired.
- Software has been introduced in exhibition design processes to help plan for the effect of colour blindness, as well as contrast in colours.
- A new lighting system was installed in the Western Australian Museum — Perth Temporary Exhibitions Gallery to enable better visual access to objects and accompanying text.
- Audio points with headphones have been installed in key exhibition spaces. These allow members of the public to listen to exhibition audio commentary without distraction.
- The Western Australian Museum — Albany purchased lapel microphones for the use of Museum presenters to enable greater audibility for the hearing impaired.

### **Outcome 2: People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority.**

- At the Western Australian Museum — Perth site, the Francis Street demolition project created a universal access path from the rear of Hackett Foyer to the Beaufort Street wing.
- At the Western Australian Museum — Albany, the photographic archive was relocated to enable ease of access for people in wheelchairs. Improvements were also made at this site to allow better access to toilets for people in wheelchairs.

**Outcome 3: People with disabilities receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.**

- The promotional materials for the Museum's public programs follow disability access guidelines for font, colour and size.
- The Museum's websites are developed to WCAG v2 compliance, to ensure maximum accessibility for all users. The main exception is that video content is not currently captioned. While PDF documents on the Museum's website are not currently available in alternative formats, they can be supplied in a required format upon request.

**Outcome 4: People with disabilities receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.**

- All new employees attend a presentation on disability access and inclusion, including customer service for people with disabilities, as part of the Culture and Arts Portfolio Induction Program.

**Outcome 5: People with disabilities have the same opportunities as other people to make complaints to a public authority.**

- Information for making a complaint is available at the Museum's front reception desks as well as on the Museum's website. Visitor Services Officers provide assistance in documenting complaints, if required.

**Outcome 6: People with disabilities have the same opportunities as other people to participate in any public consultation by a public authority.**

- The Museum is represented on the Department of Culture and the Arts Disability Services Planning Committee which looks to improve services to people with disabilities and includes representation from consumers with disabilities.

## COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

*(Public Sector Management Act 1994, s31(1))*

Compliance with the Public Sector Standards and Ethical Codes are assessed regularly by the Department of Culture and the Art's Human Resources directorate. The Public Sector Commission investigates and determines the outcome of breach claims, should they occur.

In accordance with Section 31 of the *Public Sector Management Act 1994*, the following is a report of the extent to which the Department of Culture and the Arts has complied with Public Sector Standards, *Western Australian Public Sector Code of Ethics* and the *Department's Code of Conduct*.

Compliance Issue	Significant action taken to monitor and ensure compliance
<p>Public Sector Standards</p> <ul style="list-style-type: none"> <li>No breaches</li> </ul>	<ul style="list-style-type: none"> <li>Information about Public Sector Standards has been included on intranet and incorporated into the Department's Induction Program.</li> <li>The portfolio manager education program includes information on Public Sector Standards.</li> <li>HR policies and guidelines are continually reviewed to ensure continued compliance with new Standards and other Public Sector guidance.</li> </ul>
<p>Western Australian Public Sector Code of Ethics</p> <ul style="list-style-type: none"> <li>No breaches</li> </ul>	<ul style="list-style-type: none"> <li>Training on the Code of Ethics and Code of Conduct continues to be covered in staff induction sessions.</li> <li>Staff are required to acknowledge receipt of their own copies of the codes on at the time that they sign their initial employment contract.</li> <li>Staff are reminded of the content of the Codes during staff or management development training sessions on topics such as First Principles, the new Discipline Standard or the Performance Management Process.</li> <li>The Department currently applies the Commissioners Instruction: Discipline — General and regularly reviews policies and processes to ensure compliance.</li> <li>Accountable and Ethical Decision Making was planned to be held for all staff this year, however it has been put on hold due to the Public Sector Commission announcement that the relevant policy will be revised and incorporated into the Code of Conduct.</li> </ul>
<p>Code of Conduct</p> <ul style="list-style-type: none"> <li>No breaches</li> </ul>	<ul style="list-style-type: none"> <li>Same as for Code of Ethics, which has been incorporated into the Departmental Code of Conduct.</li> </ul>

## RECORDKEEPING PLANS

*(State Records Act 2000 & State Records Commission Standard 2, Principle 6)*

The Museum is required to report on the following measures with regard to its recordkeeping practices:

**Whether the efficiency and effectiveness of the organisation's recordkeeping systems has been evaluated or alternatively when such an evaluation is proposed.**

The Museum's Recordkeeping Plan details the recordkeeping systems and practices currently in place. A review of the Recordkeeping Plan was conducted in 2009 and an amended Plan was approved by the State Records Commission at that time. The next complete review of the Plan is scheduled for 2014. In 2012, The Museum's Retention and Disposal Schedule was fully revised and updated. The revised schedule is currently with the State Records Office for approval.

**The nature and extent of the recordkeeping training program conducted by or for the organisation.**

Rollout of new TRIM licences for the Museum's corporate recordkeeping continued in 2011–12. In-house TRIM training was conducted as part of this roll-out and support is provided to staff using TRIM on a needs basis. Additional training in using TRIM has been identified for the Museum's regional sites as well as for when new licences are installed.

**Whether the efficiency and effectiveness of the recordkeeping training program has been reviewed or alternatively when this is planned to be done.**

The efficiency and effectiveness of the Museum's recordkeeping training was reviewed in 2010. The main focus for recordkeeping training at this stage is in using the TRIM system. An assessment of fuller training needs/requirements is not yet planned.

**Assurance that the organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's recordkeeping plan.**

The induction program for new Museum employees that is provided by the Department of Culture and the Arts addresses general recordkeeping responsibilities. Under the Museum's Recordkeeping Plan, the records management awareness training program — detailing responsibilities and recordkeeping practices — is compulsory for new employees.

# GOVERNMENT POLICY REQUIREMENTS

## EQUITY AND DIVERSITY

The implementation of the EEO and Diversity Management Plan 2010–2012 is now complete. Future EEO goals will be incorporated into the portfolio strategic workforce plan.

The 'How Does Your Agency Compare?' report provided annually by the Office of Equal Employment Opportunity shows a statistical analysis of workforce diversity in the arts and culture portfolio compared to the whole public sector. The information from this report is based on a 2011 Equal Employment Opportunity (EEO) survey with a minimum response rate of 88 per cent across the portfolio. Results showed that the portfolio exceeded the public sector representation for women in management and people from culturally diverse backgrounds. The ongoing constrained recruiting environment is making it difficult for the portfolio to meet its goals for staff representation of Indigenous Australians, people with disabilities and youth (under 25 years). Effort in these areas is mainly focussed on retention of existing staff.

## SUBSTANTIVE EQUALITY

*(Public Sector Commissioner's Circular 2009–23: Implementation of the Policy Framework for Substantive Equality)*

This year the Department of Culture and Arts has conducted a review of its Substantive Equality project plan, also incorporating changes to the revised Equal Opportunity Commission policy framework. A new reference group has been established, with all portfolio agencies represented within it. A proposed new policy and communications plan is under consideration. A large number of portfolio agency representatives attended Needs and Impact Assessment training at the Equal Opportunity Commission. This will allow for the development of an implementation schedule to cover the Department and all portfolio agencies for the period 2012 to 2014.

# OCCUPATIONAL SAFETY, HEALTH AND INJURY MANAGEMENT

*(Public Sector Commissioner's Circular 2009–11: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector)*

In compliance with the Public Sector Commissioner's Circular 2009–11: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector, the following information addresses the reporting requirements for 2011–12.

## **A statement of the agency's commitment to occupational safety and health (OSH) and injury management with an emphasis on Executive commitment.**

Health and safety is an integral part of management principles of the Museum's strategic and operational activities. The Museum's Executive Management is committed to ensuring that all employees, contractors, volunteers and visitors are safe from injuries and risks to their health while they are on the Museum premises or out on Museum business and accepts that employee health and safety is primarily the Museum's responsibility. All injuries and workers' compensation issues for Museum staff are managed by the Insurance Commission of Western Australia (ICWA) and processed through the Department of Culture and the Arts (DCA).

## **A description of the formal mechanism for consultation with employees on OSH matters.**

The Museum has OSH representatives for all its metropolitan and regional sites. These representatives work closely with the site managers and local staff. In the metropolitan area, the OSH committees consist of elected staff representatives and management representatives. OSH committee meetings are held quarterly and representatives recommend preventative actions, audit the work areas and analyse all incident, hazard and accident reports and liaise with the staff in their specific areas. All important issues are referred to the Executive Risk Management Committee (ERMC) for appropriate action.

## **A statement of compliance with the injury management requirements of the Workers' Compensation and Injury Management Act 1981 including the development of return to work plans.**

The Injury Management Policy of DCA applies to all its agencies including the Museum. Employees of the Portfolio who sustain a work-related injury or work-related disease during the course of their work are covered by this policy.

The Department is committed to assisting employees to return to work as soon as medically appropriate following a work-related injury or work-related disease through its Injury Management Policy. Information on workers compensation and injury management is provided to staff at induction and via the intranet. DCA engages in formal, documented programs for employees requiring modified duties or equipment upon returning to work after an injury. Such programs are compliant with the Worker's Compensation and Injury Management Act 1981.

**A statement confirming that an assessment of the OSH management system has been completed (within the past five years or sooner depending on the risk profile of the agency) using a recognised assessment tool and reporting the percentage of agreed actions completed.**

The Department of Culture and the Arts has not conducted this assessment within the past five years. DCA is seeking to engage consultants to conduct this assessment on behalf of portfolio agencies wishing to participate. The successful consultant will conduct an audit of the Occupational Safety and Health Management System (OSHMS) of Portfolio agencies using the WorkSafe Plan to determine the level of conformance to that standard.

The WorkSafe Plan has five elements and each one has a standard that describes the performance expected for that element. The five elements are:

- management commitment
- planning
- consultation and reporting
- hazard management
- training and supervision.

Each element has a number of indicators that are used to measure the extent to which the standards have been achieved.

## **Commitment**

The Department is committed to ensuring that all employees are safe from injuries and risks to health while they are at work and accepts that employee health and safety is primarily a responsibility of management. Specified policies, work practices and procedures have been prepared to address the hazards and hazardous work processes in the workplace. These are available on the Department's intranet.

### Mechanisms for consultation with staff

The Department and portfolio agencies each have their own active OSH committees. The formal mechanisms for consultation with employees on OSH and injury management matters are primarily via line management. Staff are made aware of this process at their staff induction and by having access to the same information on the intranet.

### Compliance with injury management requirements

The Department demonstrates its commitment to assist employees to return to work after a work-related injury or work-related disease through its Injury Management Policy. Information on workers compensation and injury management is provided to staff at induction and via the intranet. The Department engages in formal, documented programs for employees requiring modified duties or equipment upon returning to work after an injury. Such programs are compliant with the Worker's Compensation and Injury Management Act 1981.

Indicator	Target 2011–12	Actual
Number of fatalities	Zero (0)	0
Lost time injury/diseases (LTI/D) incidence rate	Zero (0) or 10% improvement on previous three (3) years	3.59
Lost time injury severity rate	Zero (0) or 10% improvement on previous three (3) years	28.57
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 26 weeks	Greater than or equal to 80% return to work within 26 weeks	(i) 75.00 (ii) 75.00
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 80%	74.29



# APPENDICES

## 2011–12 BOARD AND ADVISORY COMMITTEES

### WESTERN AUSTRALIAN MUSEUM BOARD OF TRUSTEES: PROFILE OF MEMBERS AND MEETING ATTENDANCE

The Western Australian Museum Board of Trustees met on five occasions in the reporting period.

#### **Board Members until December 2011:**

Mr Tim Ungar, Chair; Ms Tracey Horton; Mr Steve Scudamore; Professor Geoffrey Bolton; Ms Sara Clifton; Mr Wayne Osborn; Ms Allanah Lucas, ex-officio member.

#### **Board Members from January 2012:**

Emeritus Professor Alan Robson, Chair; Mr Ian Fletcher; Ms Irene Stainton; Mr Steve Scudamore; Professor Geoffrey Bolton; Ms Sara Clifton; Mr Wayne Osborn; Ms Allanah Lucas, ex-officio member.

#### **Mr Tim Ungar, Chair of the Trustees until 31 December 2011 (attended three out of a possible three meetings)**

Mr Ungar was Chair of the Western Australian Museum of Trustees (2004–2011) and Governor of the Western Australian Museum Foundation (1999–2011). Mr Ungar is currently Chairman of TSA Telco Group, a national market acquisition and retention company headquartered in Western Australia. Mr Ungar has had extensive experience as a senior executive in the telecommunication and technology industries both in Australia and overseas and has been a Director and Chairman of the WA Corporation.

**Emeritus Professor Alan Robson AM CitWA, Chair of the Trustees  
from 1 January 2012 (attended two out of a possible two meetings)**

Professor Robson served as Vice-Chancellor of the University of Western Australia from 2004 until 2012. Prior to his appointment as Vice-Chancellor, Professor Robson was Deputy Vice-Chancellor and Provost of the University from 1993. He was Chair of the Group of Eight Universities from 2007–2010, Deputy Chair of the Council of the National Library from 1998–2005, Deputy Chair of Universities Australia from 2009–2011, a member of the Western Australian Science Council from 2003–2009 and a member of the Board of the CSIRO from 2003–2008. Professor Robson was Foundation Chair of the Grain Legumes Research Council, Deputy Chair Research Grants Committee of the Australian Research Council and a Member of the Committee for University Training and Staff Development from 1998–1999, the Australian Teaching and Learning Committee from 2000–2004 and the Board of Directors of the Australian Universities Quality Agency. In 2001 Professor Robson chaired the Ministerial Taskforce on Structures, Services and Resources Supporting Government Schools. In 2003, he was made a Member of the Order of Australia and awarded a Centenary Medal and in 2009 he was made a Citizen of Western Australia. He was appointed Chair of the Museum's Board of Trustees in 2012 following the retirement of Mr Tim Ungar.

**Ms Tracey Horton, Trustee until 31 December 2011  
(attended two out of a possible three meetings)**

Ms Tracey Horton has more than 25 years of experience in senior management, leadership and business strategy. Ms Horton is currently Chair of the Western Australian Museum Foundation Board of Governors, Chair of D'Orsogna Ltd and a non-Executive Director at SKILLED Group, Automotive Holdings Group, Navitas and Cullen Wines (Australia) Pty Ltd. Ms Horton was a Trustee of the Western Australian Museum Board (2006–2011) and the Dean of the University of Western Australia's Business School (2005–2011).

**Mr Ian Fletcher, Trustee from 1 January 2012  
(attended two out of a possible two meetings)**

Mr Fletcher has had more than 40 years' experience in the public and private sectors in a wide array of different positions, ranging from First Assistant Secretary and State Director for a number of Australian Government departments, department head in the Tasmanian Government and CEO of the City of Kalgoorlie Boulder. He was CEO of the Australian Chamber of Commerce in Canberra and Principal of Fletcher Rowe & Associates. His most recent position was Vice President, External Affairs, BHP Billiton, Western Australia from which he retired at the end of 2011, after six years service. He was Chief of Staff to Western Australian Premier Richard Court, from 1993 to 1999, and Principal Private Secretary to the Federal Minister for Social Security, Senator Fred Chaney, from 1980 to 1983. Mr Fletcher is a graduate of the University of Western Australia with majors in Political Science and Economic History. He is a Fellow of the Australian Institute of Management and a member of the Australian Institute of Company Directors and a Justice of the Peace. He is currently the Executive Chairman of the West Australian Regional Development Council, and non-Executive Director of Horizon Power. Ian is Deputy Chair of the Australia Day Council of Western Australia and is the immediate past Chairman of Miners' Promise (a resource workers legacy). He is a Paul Harris Fellow (Rotary) and a Churchill Fellow. Mr Fletcher was appointed a Trustee of the Museum in 2012.

**Emeritus Professor Geoffrey Bolton AO CitWA to 22 June 2012  
(attended five out of a possible five meetings)**

Professor Geoffrey Bolton was Chancellor of Murdoch University from 2002–2006. He was also a member of the University's Senate from 1973–1976 and from 1999–2006. He has held chairs of history at four Australian universities and was the Foundation Professor of Australian Studies at the University of London. He is currently the Senior Scholar in residence at Murdoch University. Professor Bolton is the recipient of the Order of Australia and the Citizen of WA award. He has been publishing works on Australian history, British Commonwealth history, and 18th and early 19th century British and Irish history since 1952, and was the ABC Boyer Lecturer in 1992. He has served as a long-standing member of the Australia-Netherlands Committee on Old Dutch Shipwrecks (also known as ANCODS) and is the Chair of the Western Australian Museum's Maritime Archaeology Advisory Committee. He was appointed as a Trustee of the Western Australian Museum in 2005.

**Ms Sara Clifton****(attended four out of a possible five meetings)**

Ms Clifton completed a Bachelor of Commerce degree at the University of Western Australia and is a graduate of the Australian Institute of Company Directors. In addition to qualifications as a chartered accountant, she has extensive experience as a senior business journalist with media that have included *Business Review Weekly*, *The Australian* and *The West Australian*.

Currently, Ms Clifton is the Managing Director of Clifton Counsel, an investor and media relations consultancy. Previously, she worked as General Manager at Porter Novelli Perth (now FTI Consulting), Manager of External Relations at ARC Energy Limited (Perth), Head of Investor and Media Relations at Publishing and Broadcasting Limited (Sydney), National Public Affairs Manager at Multiplex Constructions (Sydney) and was also employed at KPMG (Perth). Ms Clifton has varying non-for-profit interests that include The Hunger Project and serving as a Board member of the UWA Club.

She was appointed as a Trustee of the Western Australian Museum in 2007.

**Mr Steve Scudamore****(attended four out of a possible five meetings)**

Mr Scudamore holds a BA (Hons) in History and Economics as well as a MA from Oxford University and is a Chartered Accountant in England, Wales and Australia. He joined KPMG in London in 1973 and transferred to Perth in 1978, where he was appointed an Audit and Advisory Partner in 1984. From 1993, he acted as an Executive Director and Partner of KPMG's Corporate Finance in Australia, and more recently has acted as KPMG's Perth Chairman of Partners. Mr Scudamore has provided financial advice to a wide range of companies in a variety of industries particularly with mining and exploration, oil and gas, utilities and government. Through both his roles in KPMG and external boards, he has extensive experience in strategy development and governance and has been involved in many major international transactions of note. He was appointed a Councillor and Finance Committee Member of Curtin University in 2011, and a Council Member of the Curtin Business School Advisory Council in 2008. He has also previously served as a Senior Fellow and Regional Councillor for the Financial Services Institute of Australia. He was appointed as a Trustee of the Museum in 2006 and is a member of the Finance and Audit Committee of the Western Australian Museum Board of Trustees.

**Mr Wayne Osborn****(attended two out of a possible five meetings)**

Mr Osborn has over 35 years' experience in the Australian mining, resources and manufacturing sectors. He originally qualified as an electrical engineer and holds an MBA from Deakin University. He spent 29 years with Alcoa of Australia, the last seven as managing director before retiring in 2008. He now works as a non-Executive Director and sits on the boards of Wesfarmers, Leighton Holdings, Iluka Resources and Alinta Energy. He was also appointed Chair of the Australian Institute of Marine Science in 2010. Mr Osborn is a Fellow of the Australian Institute of Company Directors and a Member of the Institute of Engineers. He has an interest in whale conservation and was appointed a fellow international of the New York-based Explorers Club in 2004. He was appointed as a Trustee of the Museum in 2008.

**Ms Irene Stainton****(attended two out of a possible two meetings)**

Ms Stainton completed a Bachelor of Applied Science Degree and a Diploma in Aboriginal Community Management from Curtin University. She currently works as the Senior Aboriginal Affairs Advisor at INPEX where she provides strategic policy advice relating to working with Aboriginal Australians. Prior to working with INPEX, Ms Stainton was the General Manager at Australian Interaction Consultants, Executive Director of the Organisational Cultural Change Program at the Department of Community Development, the Executive Director of the Family and Domestic Violence Unit and the Assistant Director of the Aboriginal Affairs Department. She was the Registrar of Aboriginal Sites and the Chairperson of the Aboriginal Cultural Material Committee. Ms Stainton is the Chair of the Western Australian Museum's Aboriginal Advisory Committee, is the Deputy Chairperson of the Aboriginal Lands Trust Board, a member of the National Museum of Australia's Indigenous Advisory Committee and a past member of the Return of Indigenous Cultural Property Program Management Committee. She has also previously served as a member of the United Nations Working Group on Indigenous Populations and as an Aboriginal Council member for the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families. She was appointed a Trustee of the Museum in 2011.

**Ms Allanah Lucas****(attended four out of a possible five meetings)**

Ms Lucas is a UWA arts graduate with a Diploma of Education, as well as a Master of Arts Administration (City University, London). She has worked in a number of roles in the Culture and Arts Portfolio since 2000 when she joined as Director of ArtsWA. She was the Acting CEO of the Western Australian Museum in 2004, the Executive Director, Culture and Arts Development in 2005 and in 2008 was appointed Director-General of the Department of Culture and Arts. As Director-General, she is a Trustee of the Western Australian Museum *ex officio* (as well as the boards of the other agencies in the Culture and Arts Portfolio). Ms Lucas has worked in the arts for more than 25 years both in Australia and in the UK. As a professional arts administrator, a performing arts producer, presenter and practitioner, researcher, consultant, and tutor she has a diversity and depth of business, management, creative, industrial and academic skills and knowledge. She is also on the Advisory Board of the University of Western Australia's, Arts, Humanities and Social Sciences Faculty.

## MEMBERS OF COMMITTEES

**The Western Australian Museum****Aboriginal Advisory Committee (WAMAAC)**

Ms Irene Stainton BAppSc Chair

Carly Lane

John Mallard

Bev Port-Louis

Tony Calgaret

Michelle Webb (to 26 November 2011)

**Maritime Archaeology Advisory Committee**

Professor Geoffrey Bolton (Chair)

Professor John Penrose

Mr Joel Gilman

Dr Alistair Paterson

Mr Rodney Hoath

Mr Mark Polzer

Mr Ron Shephard

Dr Andrea Gaynor

Mr Don Newman

Ms Barb Green

Ms Aileen Walsh

**Western Australian Museum — Maritime Advisory Committee**

Mr Ronald Packer BCom AIVLE(Econ) FAICD,  
Solicitor of the Supreme Court (England and Wales) (Chair)  
Dr Nonja Peters (Vice-Chair)  
Mrs Pat Barblett  
Mr David Lynn  
Hon Richard Court AC  
Professor Geoff Shellam  
Mr Warwick Gately AM  
Ms Astrid Norgard  
Professor Geoff Bolton AO, CitWA  
Western Australian Museum CEO (staff representative)

**Western Australian Museum — Geraldton Advisory Committee**

Mr Malcolm Smith (Chair)  
Mr Bob Urquhart (Vice-Chair)  
Mayor Ian Carpenter  
Councillor Chris Gabelish (proxy)  
Dr Mort Harslett  
Mr Gary Martin  
Ms Marilyn McLeod  
Ms Trish Palmonari  
Ms Andrea Selvey

**Western Australian Museum — Kalgoorlie-Boulder Advisory Committee**

Mr Frank Andinach  
Mr Scott Wilson  
Ms Barbara Piercey  
Ms Deborah Botica (City of Kalgoorlie-Boulder Council representative)

## SPONSORS, BENEFACTORS AND GRANTING AGENCIES

The Western Australian Museum gratefully acknowledges the support of the following supporters and partners during the period 1 July 2011 – 30 June 2012:

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Lotterywest	Society for Underwater Technology — UK
Matrix	Speewah Metals
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Osborn, Mr Wayne	WMC — Sir Lindesay Clark Trust Fund
Outback Ecology	X Media Lab

The Western Australian Museum Foundation would also like to thank the many additional supporters who assisted the Museum with their kind contributions of up to \$1,000.

## 2011–12 TEMPORARY EXHIBITIONS

Exhibition	Loaning Institution	Site	Start	End
ANCODS Collection	ANCODS	Shipwrecks	21/02/11	14/08/11
<i>AC/DC: Australia's Family Jewels</i>	The Art Centre/Western Australian Museum	Perth	16/04/11	07/08/11
<i>Line of Sight</i>	Peter Strain	Maritime	13/05/11	28/07/11
<i>Kiss My Camera 2011</i>	WA Music Industry, Western Australian Museum	Perth	21/05/11	07/08/11
<i>Unearthed: Stories of Mining from the Mid West</i>	Western Australian Museum	Geraldton	21/05/11	20/11/11
<i>From Little Things Big Things Grow</i>	National Museum	Kalgoorlie	28/05/11	09/10/11
Clem Burns Award	Western Australian Museum	Geraldton	17/06/11	24/07/11
<i>Rockbreakers</i>	Fremantle Prison/Western Australian Museum	Fremantle	04/08/11	25/04/12
<i>Immerse: Exploring the Deep</i>	Western Australian Museum	Maritime	03/09/11	05/03/12
<i>Kiss My Camera 2011</i>	WA Music Industry, Western Australian Museum	Albany	12/09/11	06/11/11
<i>Yarns of the Heart</i>	CANWA/Western Australian Museum	Perth	17/09/11	31/01/12
<i>Early Days Bush Family</i> (part of <i>Kuru Alala Eyes Open</i> )	Museum and Gallery Services Queensland	Perth	27/09/11	16/10/11
Endless Space		Albany	01/10/11	16/10/11
<i>Extraordinary Stories from the British Museum</i>	Western Australian Museum	Perth	25/10/11	05/02/12
<i>Pinjarra Massacre</i>	Art on the Move	Perth	28/10/11	12/02/12

Ausrox Gold Nugget	Western Australian Museum	Kalgoorlie	05/11/11	10/01/12
<i>Re: a prefix</i>	Western Australian Museum	Perth	12/11/11	31/01/12
<i>Climate Change: our future, our choice</i>	Australian Museum/Scitech	Geraldton	03/12/11	22/04/12
<i>Edward Burtynsky — Australian Minescapes</i>	Western Australian Museum	Kalgoorlie	09/12/11	26/02/12
<i>ANZANG: Nature Photography 2011</i>	South Australian Museum	Albany	18/12/11	05/02/11
<i>Ten(T) PIAF Mix Artists</i>	PIAF	Albany	11/02/12	05/03/12
<i>Debt of Honour</i>	Western Australian Museum	Perth	18/02/12	04/06/12
<i>PIAF Home Sweet Home</i>	PIAF	Perth	24/02/12	03/03/12
<i>ANZANG: Nature Photography 2011</i>	South Australian Museum	Kalgoorlie	03/03/12	04/05/12
<i>Tinker, Tailor, Soldier,</i>	Trish Ware & Bo Laidler	Albany	09/03/12	29/04/12
<i>100 Dolls, Countless Hearts</i>	Western Australian Museum and Uthando Project	Albany	10/03/12	18/03/12
<i>My India by Ragu Rai/ No Worries: Martin Parr — Fotofreo 2012</i>	Fotofreo	Maritime	17/03/12	06/05/12
<i>The Loss of the Koombana</i>	Western Australian Museum/Port Hedland Historical Society	Maritime	24/03/12	01/12/12
<i>Reclaim/Regain</i>	Local artists	Geraldton	12/04/12	29/04/12
<i>An Everyday Transience</i>	University of Western Australia	Kalgoorlie	12/05/12	21/10/12
<i>ANZANG: Nature Photography 2011</i>	South Australian Museum	Geraldton	17/05/12	15/07/12
<i>Rockbreakers</i>	Fremantle Prison/ Western Australian Museum	Perth	18/05/12	04/11/12
<i>On their own: Britain's Child Migrants</i>	Australia National Maritime Museum	Maritime	19/05/12	14/08/12
<i>Kiss My Camera 2012</i>	WA Music Industry	Perth	24/05/12	06/07/12

## 2011–12 EXHIBITIONS CREATED AND MADE ACCESSIBLE BY THE WESTERN AUSTRALIAN MUSEUM AT NON-MUSEUM SITES <sup>1</sup>

Exhibition name	Lending institute	Venue	Dates	Visitations
<i>ANZANG: Nature Photography 2011</i>	South Australian Museum	Shark Bay	02/07–04/09/11	1,608
<i>Line of Sight</i>	Peter Strain, Notre Damme	Broome	10/09–01/12/11	2,072
<i>Traversing Antarctica: the Australian Experience</i>	Western Australian Museum/NAA/TMAG	TMAG — Hobart	02/12–26/02/12	32,594
<i>Traversing Antarctica: the Australian Experience</i>	Western Australian Museum/NAA/TMAG	NAA — Canberra	23/03–09/09/12	12,226
<i>Immerse: Exploring the Deep</i>	Western Australian Museum	Karratha	23/06–20/07/12	5,045
<i>Zuytdorp display</i>	Western Australian Museum	Kalbarri	01/06–01/12/12	2,451 <i>estimate</i>
<i>AC/DC: Australia's Family Jewels</i>	Arts Centre Melbourne/Western Australian Museum	Glasgow, Scotland — Kelvingrove Museum and Gallery	17/09–12/02/12	40,042
<i>AC/DC: Australia's Family Jewels</i>	Arts Centre Melbourne/Western Australian Museum	Seattle, Washington — Experience Music Project	28/04–23/09/12	83,158

<sup>1</sup> The Museum presented exhibitions to non-Museum sites in various locations WA-wide, interstate and internationally. The total number of exhibition created and made accessible at non-Museum sites for 2011–12 is 179,196. Refer to table 2011–12 Exhibitions created and made accessible by the Western Australian Museum at non-Museum sites.