



WESTERN AUSTRALIAN
museuM

Western Australian Museum
ANNUAL REPORT
2010/2011





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 WA 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: Welcome Walls Stage 3 – Fremantle, 11 December 2010.
Photo by Patrick Baker (Image copyright of WA Museum).*

This annual report is available in PDF format on the Western Australian Museum website
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 or refer to the contact details (page 4) for ways in which to contact the Museum.

Published by the Western Australian Museum

ISSN 0083–8721

CONTENTS

Statement of Compliance.....	4
Message from the Chair.....	5
Message from the CEO.....	6
Agency Overview	8
Strategic direction	8
Highlights of 2010/2011	9
Awards and honours.....	11
Operational Structure.....	12
Responsible Minister and legislation	12
Board and advisory committees	12
Volunteers of the Western Australian Museum.....	13
Friends of the Western Australian Museum	13
Western Australian Museum Foundation	14
Organisational charts	15
Performance Management Framework	17
Agency Performance	18
Collections.....	18
Knowledge.....	20
Experiences.....	22
Community.....	28
Capacity.....	30
New Museum Project	34
Summary of Key Performance Indicators	35
Significant Issues Impacting the Agency.....	36
Disclosures and Legal Compliance	39
Financial Statements and Key Performance Indicators	39
Ministerial directives.....	85
Other financial disclosures	85
Governance disclosures	86
Other legal requirements	87
Government policy requirements.....	92
Appendices.....	94

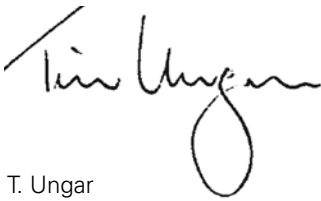
STATEMENT OF COMPLIANCE

FOR THE YEAR ENDED 30 JUNE 2011

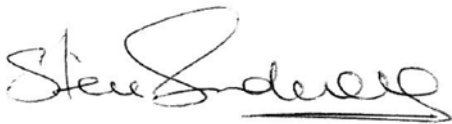
Hon. John Day, MLA
Minister for Culture and the Arts

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 2011.

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



T. Ungar
Chair, Western Australian Museum Board
13 September 2011



S. Scudamore
Member, Western Australian Museum Board
13 September 2011

CONTACT DETAILS

POSTAL

Locked Bag 49
Welshpool, Western Australia 6986

STREET

49 Kew Street
Welshpool, Western Australia 6106

ELECTRONIC

www.museum.wa.gov.au
Email: reception@museum.wa.gov.au
Telephone: 61 8 9212 3700
Facsimile: 61 8 9212 3882

MESSAGE FROM THE CHAIR



I am delighted to introduce this year's Annual Report of the Western Australian Museum. It has been an exciting year for the Museum with significant numbers of visitors to contrasting exhibitions, namely *A Day in Pompeii*, and *AC/DC: Australia's Family Jewels*. One might contrive a unifying theme of 'rock' running through our year – but of very different kinds!

A key priority identified early in 2010/2011 was improving the Museum's financial sustainability for the future. Through reprioritisation of resources, implementation of cost control measures, exploration of new commercial opportunities, and with support, in the form of supplementary funding, from Government, the Museum has recorded its strongest budget outturn position for several years. Whilst some difficult decisions were made to achieve this outcome, the Board is pleased to report a balanced financial

result for the year, putting the Museum in a much stronger business position as it looks to the future and the New Museum project.

In order to prepare for the years ahead, it was important to articulate the Museum's new strategic direction. I am pleased that all staff and a range of stakeholders were actively involved in the creation of our new Strategic Plan and in developing the vision and values that underpin it.

We look forward to working with Government and business to share our vision and to build partnerships that will help us achieve our goals.

With this in mind, it has been particularly encouraging this year to see such strong support from our sponsors, partners and benefactors. Financial assistance from the public and private sector enables the Museum to continue to undertake research, develop new programs and provide services for the benefit of all Western Australians. We are extremely grateful to all our contributors, corporate and individual. The end of the year saw a remarkably generous donation to the Museum's Foundation by Andrew and Nicola Forrest.

Last year I reported that the WA Museum had closed all of its public sites for one day a week to assist in achieving savings. Following a review of this closure, I am pleased to report that the WA Museum has now re-opened all of its sites seven days a week as of October 2010. The

Museum prides itself on being an organisation that is receptive to the needs of the community, and I would like to record my gratitude to all the staff who devised and implemented a plan for keeping our doors open every day, while still achieving the necessary budgetary savings.

As I reflect on a year which proved the public's strong appetite for quality Museum experiences, I would like to thank my colleagues on the Board of Trustees for their dedication and belief in the direction that we are taking the Museum. Thanks must also go to our CEO, Alec Coles who is driving this change and inspiring our people to be passionate about their Museum.

Tim Ungar

Chair, Board of Trustees
Western Australian Museum

MESSAGE FROM THE CEO



At the end of my first full year as CEO, I am pleased to report on a year of success, progress and change.

Our success has been illustrated in no better way than through the performance of our major exhibitions, most notably *A Day in Pompeii*. This exhibition attracted more than 113,000 visitors to the Perth site over a 14 week period making it our most successful exhibition ever. This proved the interest of the people of Western Australia for this kind of exhibition and we are proud to have been able to bring it to Perth. A photograph of hundreds of people queuing to see the exhibition on its final day demonstrates the impact that it made.

We are delighted that shortly before the end of June, we were able to sign a five year memorandum of understanding with the British Museum that will enable us to bring some of the worlds' greatest exhibitions to WA, starting, in October with *Extraordinary Stories* – a unique exhibition to mark the

occasion of the Commonwealth Heads of Government Meeting here in Perth.

Our *A Day in Pompeii* exhibition was followed by the exhibition *AC/DC: Australia's Family Jewels* – homage to one of Australia's favourite bands and biggest exports. All indications are that this will also be a great success for the Museum.

Of course, all the action did not take place just in Perth! There have been significant exhibitions and events at all our venues, notably the completion of the final phases of the Welcome Walls projects in both Fremantle and Albany.

On a typically hot December weekend, a combined total of some 9,200 people descended on the Maritime Museum at Fremantle's Victoria Quay and the Amity Precinct in Albany to commemorate the journey of migrants to Western Australia. It was a moving experience to see so many people gathered together to celebrate their personal journeys, both physical and metaphorical.

Key to our current and future success has been a deep and broad review of our business, our operations and our plans. This has resulted in the production of a new, confident and inclusive strategic plan that crystallises our vision and aspirations and sets our business model for the next three years.

A major priority for the WA Museum is to deliver its services across the whole of the State. It was appropriate, therefore, to begin with the improvement of our own regional sites with major upgrades of exhibitions in both Albany and Kalgoorlie-Boulder. Geraldton Museum has secured funding to develop a master plan for the extension and development of its site and this was preceded by it winning a silver award for Best Tourist Attraction in the Western Australian Tourism Awards.

Of course, our important research and collections management work continues apace behind the scenes. Another 61 new species of animal have been described by Museum staff and 62 new holotype specimens added to our collections.

There have also been conspicuous successes through our partnerships with other organisations. Following the completion of the first phase of our *Marine Life of the Kimberley Region* project with Woodside, a further five-year research project for the Kimberley has been developed with the same company. Meanwhile, a new molecular lab is under construction at Welshpool courtesy of environmental offset funds from Rio Tinto.

The receipt of significant Dutch shipwrecks material from the Government of the Netherlands under the auspices of the Australian

Netherlands Committee on Old Dutch Shipwrecks (ANCOGS) was also an extremely important event in the history of the Museum.

Key to our current and future success has been a deep and broad review of our business, our operations and our plans. This has resulted in the production of a new, confident and inclusive strategic plan that crystallises our vision and aspirations and sets our business model for the next three years.

Importantly, as we progress planning to develop a brand new museum on the Perth site, the concept of 'new museum' must be embraced to describe the whole of the WA Museum, not just its buildings. In a rapidly changing world we have both a need and a responsibility to adapt and respond to the many challenges that face our State, its people and its environment.

Our achievements are the result of commitment and hard work from Museum staff and supporters. I particularly wish to acknowledge the work of our staff who, despite the pressure and uncertainty of organisational change, have worked tirelessly and with huge loyalty and commitment to ensure our success.

I also want to thank all our corporate and individual supporters without whom we simply could not function: their generosity is greatly appreciated. We continue

to be grateful to the WA Museum Foundation for its support and we welcome its new Director, Jane Harris.

I extend my personal thanks to the Museum's Board of Trustees and its Chair Tim Ungar for their support; also, of course, to our colleagues at the Department of Culture and the Arts through their Director General Ms Allannah Lucas.

Finally, my particular thanks go to the Minister for Culture and the Arts, the Hon John Day MLA. There can be no more passionate supporter of the Museum and we are grateful for his commitment to our work and, of course, his determination to secure a new museum building in Perth.



Alec Coles

Chief Executive Officer,
Western Australian Museum

AGENCY OVERVIEW

STRATEGIC DIRECTION

This year, the Museum embarked on the development of a new Strategic Plan for 2011-2014. The new plan was released on 5 July 2011. Below are the Museum's new Mission, Vision and Values, which are reported here as the organisation has been transitioning towards these throughout this reporting period. In line with accepted practice, however, the Museum's performance has been reported against the Strategic Plan 2006-2011.

OUR MISSION

We will inspire people to explore and share their identity, culture, environment and sense of place, and to experience 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 collections.
- **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 Islander 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 2010/11

COMMUNITY ENGAGEMENT

The WA Museum exists to inspire people to explore and determine their identity and place in the world. This is achieved through diverse public programs and community engagement with a focus on inclusion and accessibility for all members of the community. Through creative thinking and imaginative programing, the Museum aims to appeal to all Western Australians.

- The Museum attracted more than 819,000 visitors across its six public sites. The refurbishment of permanent exhibitions in Albany and Kalgoorlie-Boulder, had a significant impact on regional visitation, with the Museum experiencing an almost 50 per cent increase in regional visitors.
- This year saw the conclusion of the most successful temporary exhibition yet staged by the Museum: the *A Day in Pompeii* exhibition attracted a total of 113,000 visitors.
- *AC/DC: Australia's Family Jewels* attracted more than 50,000 visitors of this year (the exhibition concludes in August 2011). This exhibition was very successful in drawing new visitors to the Museum: 60 per cent of those surveyed reported that they were either first time visitors or had not visited the Museum in the past five years.
- The Museum completed Stage 3 of its Welcome Walls project with the launch of Welcome Walls outside its museum site in Albany and the addition of the final Welcome Walls outside the WA Maritime Museum site in Fremantle. More than 8,000 people attended the ceremony to mark the final stage of the project in Fremantle and more than 1,200 people attended the unveiling in Albany.
- Another well patronised program was the Harry Butler Lecture Series: *In the Wild West*. Aimed at sharing the knowledge derived from the State's collections with the community, more than 2,600 people attended presentations around the State and 13,000 people watched vodcasts of the lectures covering topics from pirates to the Square Kilometre Array project.
- A unique five-year research and exhibition partnership between the WA Museum and the British Museum was announced in London in June. The first exhibition to result from the partnership, *Extraordinary Stories from the British Museum*, will coincide with the Commonwealth Heads of Government Meeting in Perth in October and will feature objects representing 1.8 million years of human history from a selection of the 54 Commonwealth countries.
- The WA Museum's business case for the development of a new museum at its Perth site was submitted in November 2010, resulting in a \$5 million allocation in the 2011/2012 budget to progress further planning for the museum.
- In an effort to build new audiences and encourage repeat visitors to the Perth site, work began on modifications to the *Western Australia: Land and People* exhibition in Hackett Hall. Once completed, the revamped gallery will enable the Museum to trial a range of new innovative community programs and generate income from this unique venue during certain months of the year. The new gallery will, for instance, host the 2011 Perth Fashion Festival in September.
- The Museum launched a major redevelopment of its website in August 2010. New online videos, including streaming of research diaries from the Kimberley, online exhibitions and web accessible collection databases have resulted in a nearly 50 per cent increase in the average time spent on the site by visitors – suggesting the improved website is more effective and engaging to users.
- The Museum's Geraldton site was granted funding from the Mid West Development Commission to masterplan its site and the surrounding area.

COLLECTIONS, RESEARCH AND STUDY

The Museum acquires, conserves, manages and studies the evidence of people and their environment for the benefit of society both now and into the future. With over 4.5 million objects in the collection, the Museum shares its knowledge with the community, encouraging and inspiring people to understand and experience the world around them.

- Environmental offset funding of \$1.6 million was received from Rio Tinto to construct a state-of-the-art molecular laboratory at the Museum's Welshpool Research and Collection Centre. This facility will enhance the Museum's capacity to rapidly identify species using DNA techniques.
- The Museum continues its exceptional work in describing new species, with 61 described this year.
- The Museum's partnership with Woodside Energy Limited – exploring the Kimberley will continue to 2015 with significant increase in funding support from Woodside.
- Another important partnership with the 'Atlas of Living Australia' project is making information about Australia's biodiversity more accessible and useable online. With \$68,182 of infrastructure funding from the project, the Museum will accelerate its digitisation of images and specimens to maximise its input to this online resource.
- The Museum's collection of historic Dutch Shipwreck artefacts has been further enhanced by a gift from the Dutch Government late last year. The gift is comprised of more than 1,125 objects from 17th and 18th Century Dutch East India Company ships wrecked off the coast of Western Australia, including bullion, cargo, navigational equipment and the personal possessions of crew and passengers. A selection of artefacts from this collection has been on display since February 2011.

FINANCIAL DEVELOPMENTS

The Museum is committed to rigorous financial management ensuring effectiveness, efficiency and value-for-money. In recognising the importance of its financial sustainability, the Museum is investigating commercial opportunities, seeking out partnerships and promoting entrepreneurial practices, all of which will contribute to improved financial outcomes.

- The Museum achieved a positive financial outturn for 2010/2011, delivering a balanced budget position in its general operating activities.
- In order to develop a more sustainable business model for the future, the Museum commissioned a Financial Management and Business Sustainability Review and has already implemented 11 of its 12 recommendations.
- The Museum has appointed a new Director to head its Foundation as it seeks to encourage public investment in the organisation through corporate partnerships, donations, gifts and bequests. Jane Harris was, until recently, fundraising director with the Lord Mayor's Charitable Foundation in Melbourne.
- Andrew and Nicola Forrest made a very generous gift of shares to the Western Australian Museum Foundation – the largest philanthropic gift received to date.
- The Museum continues to rationalise its property portfolio assets. Permission was obtained from the necessary authorities for the Museum's former conservation workshop (also known as the former US Navy's temporary Laundry Building) in Finnerty Street, Fremantle to be safely demolished in the second half of 2011.

AWARDS AND HONOURS

- Palaeontologist **Dr Katherine Trinajstic** received one of the prestigious Prime Minister's Prizes for Science in 2010 for her work in the preservation of fossilised soft tissue of ancient fish. Dr Trinajstic, who is also a Curtin University School of Science Research Fellow, won the \$50,000 Malcolm McIntosh Prize for Physical Scientist of the Year, which recognises early career researchers who have made outstanding achievements in the physical sciences.
- **The Museum's Geraldton site** received a silver award at the 2010 WA Tourism awards in the heavily contested category of 'Tourist Attraction'. The award recognised the diverse exhibitions and programs on offer at the Museum, including its magnificent collection from four significant early Dutch shipwrecks, its guided tours and enthusiastic visitor services team.
- **Loisette Marsh** and **Shirley Slack-Smith**, members of the Museum's scientific staff, received a commendation in the prestigious 2010 Whitley Awards that recognise outstanding publications dealing with the promotion and conservation of Australasian fauna. They received the commendation for their new edition of *Field Guide to Sea Stingers and Other Venomous and Poisonous Marine Invertebrates of Western Australia*.
- WA Museum Trustee, **Professor Geoffrey Bolton**, was awarded the John Douglas Kerr Medal of Distinction for Historical Research and Writing. The medal is a joint Royal Historical Society of Queensland and Public History Association (Queensland) award.
- Research Associate **Dr Barbara York Main** was awarded the Medal of the Order of Australia in the Australia Day Awards for "service to science and conservation as a researcher and educator in the field of arachnology, and to the community of Western Australia".
- In March 2010, Research Associate **Dr Michael Rix** was awarded the 2009 Robert Street Prize for research excellence by the University of Western Australia in recognition of his PhD research on the taxonomy and systematics of the southern-temperate spider family *Micropholcommatidae*.
- **Dr Paul Doughty**, Curator of Herpetology, was the recipient of an ABRS Churchill Fellowship 2010 for his work on the biodiversity of Australian frogs and reptiles and describing a plethora of new species.
- **Dr Ian MacLeod**, Executive Director, Collections Management and Conservation, was awarded a Getty Conservation Institute Fellowship for four months to conduct research into the conservation of shipwrecks and the use of *in-situ* treatments for managing the wreck sites. Dr MacLeod was also elected President of the Australasian Corrosion Association.
- The photographic book *Australian Minescapes* received high commendation in the 2010 Museums Australia Multimedia and Publication Design Awards.
- Restoration work on the Shipwrecks Galleries undertaken by the Heritage Conservation Architectural team of **Alan Kelsall** and **Piero Casellati**, received a Heritage Award from the City of Fremantle – Town of East Fremantle.
- The Museum's website **HMAS Sydney (II)** won awards in the categories of 'Arts and Events' and 'Education' in the Western Division of the Australian Web Awards, and was also a short-listed finalist in both categories in the National Division.
- **The Museum's Albany site** was named as a finalist for two Western Australian Heritage Awards recognising: outstanding contribution to conservation and promotion of cultural heritage; and excellence in adapting a site listed on the State Register of Heritage Places.

OPERATIONAL STRUCTURE

RESPONSIBLE MINISTER

The Hon John Day BSc BSc MLA (Minister for Planning; Culture and Arts; Science and Innovation) is the Minister responsible for the Culture and Arts Portfolio. The WA Museum is a statutory authority within the Culture and the 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 CEO of the WA Museum as Delegate in Western Australia for the Commonwealth Minister for the Environment, Water, Heritage and the Arts.

BOARD AND ADVISORY COMMITTEES

WA MUSEUM BOARD OF TRUSTEES

Clause 10 of the *Museum Act* provides that the Museum shall be governed by eight Trustees; seven of whom, including the Chairman and Vice-Chairman, shall be appointed by the Governor; and one of whom shall be the Chief Executive Officer of the Department of Culture and the Arts.

The WA Museum Board met on four occasions in the reporting period.

BOARD MEMBERS:

- Mr Tim Ungar BEd MAICD FAIM, (Chairperson)
- Professor Tracey Horton BEd (Hons), MBA, MAICD
- Mr Steve Scudamore MA(Oxon) FICA (Eng, Wales, Aust) Sr Fellow FINISA, Fellow AICD
- Professor Geoffrey Bolton AO CitWA
- Ms Sara Clifton BCom GAICD
- Mr Wayne Osborn MBA MAICD MIE
- Professor Anita Lee Hong MHumRights (resigned 9 July 2010)
- Ms Allannah Lucas MA Dip Ed, (ex-officio member)

ADVISORY COMMITTEES:

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

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

VOLUNTEERS OF THE WA MUSEUM

The WA Museum has approximately 110 dedicated regular volunteers who provide vital assistance in many areas of the Museum's operations in both regional and metropolitan sites. Volunteers help out with research, collection management, education and school holiday programs, the engineers' workshop and submarine tours. In addition, more than 72 people volunteered to assist with the exhibition *AC/DC: Australia's Family Jewels*.

FRIENDS OF THE WA MUSEUM

The Museum is very grateful for the support it receives from the Friends of the WA Museum and Lotterywest. The Friends' membership at 30 June 2011 was 195.

WA MUSEUM FOUNDATION

The WA Museum Foundation is the Museum's fundraising body. Its role is to encourage investment in the Museum through sponsorships, donations, gifts and bequests.

This year, the Foundation was very grateful to receive its largest philanthropic gift to date from Andrew and Nicola Forrest. We also acknowledge the sponsors of *Immerse: Exploring the Deep* exhibition. These sponsors provided, jointly, the highest level of sponsorship the Museum has received for any Museum exhibition. Contributions from partners and donors continue to make a critical difference to the work of the WA Museum.

A new Director of the Foundation, Ms Jane Harris was appointed in February. Ms Harris brings a wealth of experience in fundraising and senior level management to the Foundation. Her appointment acknowledges the need to increase the capacity of the Foundation to encourage community and corporate investment in the Museum.

The WA Museum Foundation Board of Governors are:

- Professor Tracey Horton BEd (Hons), MBA, MAICD (Chair)
- The Hon Julie Bishop MP, Deputy Leader of the Opposition, Shadow Minister for Foreign Affairs and Trade, Federal Minister for Curtin
- The Hon Richard Court AC
- Mr Geoff Duncan
- Comm Michael Gangemi OAM JP
- Mr Tim Ungar BEd, MAICD, FAIM (Chair, WA Museum Board of Trustees)
- Mr Alec Coles OBE; BSc(Hon); FLS; FRSA; AMA (CEO, WA Museum) (ex-officio member)

Each year brings new income generation challenges, and so it is with gratitude that the Foundation acknowledges its generous donors, benefactors, corporate partners and granting agencies all of whom have made 2010/2011 an exceptional year for investment in the Museum.

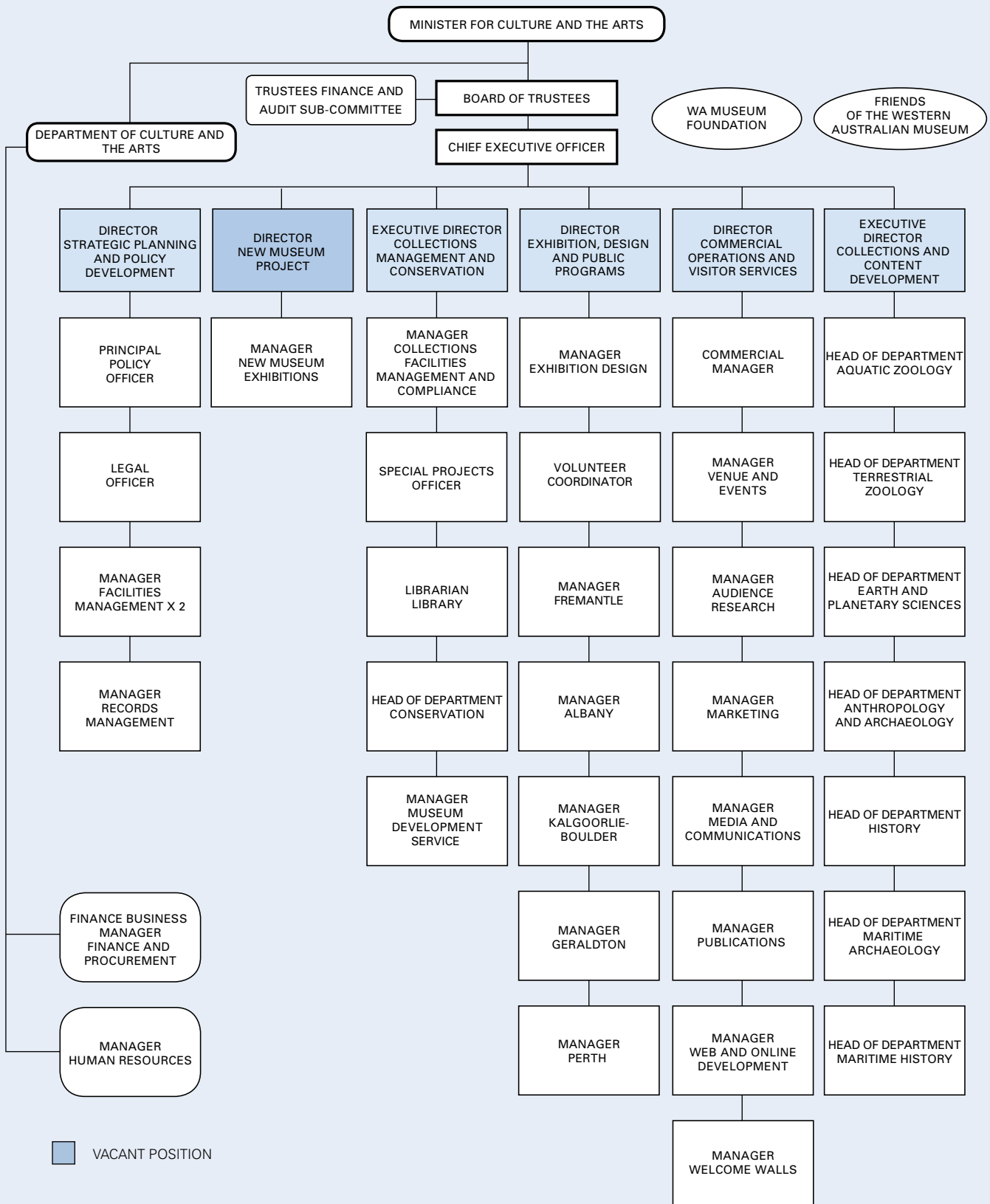
Income generated from these supporters and agencies has allowed the WA Museum to excel in areas such as research and exhibition presentation as well as purchase important items for its collections.

The Museum is particularly grateful to Andrew and Nicola Forrest for a substantial donation to the WA Museum Foundation.

Please refer to appendices (page 94) for a full list of sponsors, benefactors and granting agencies.

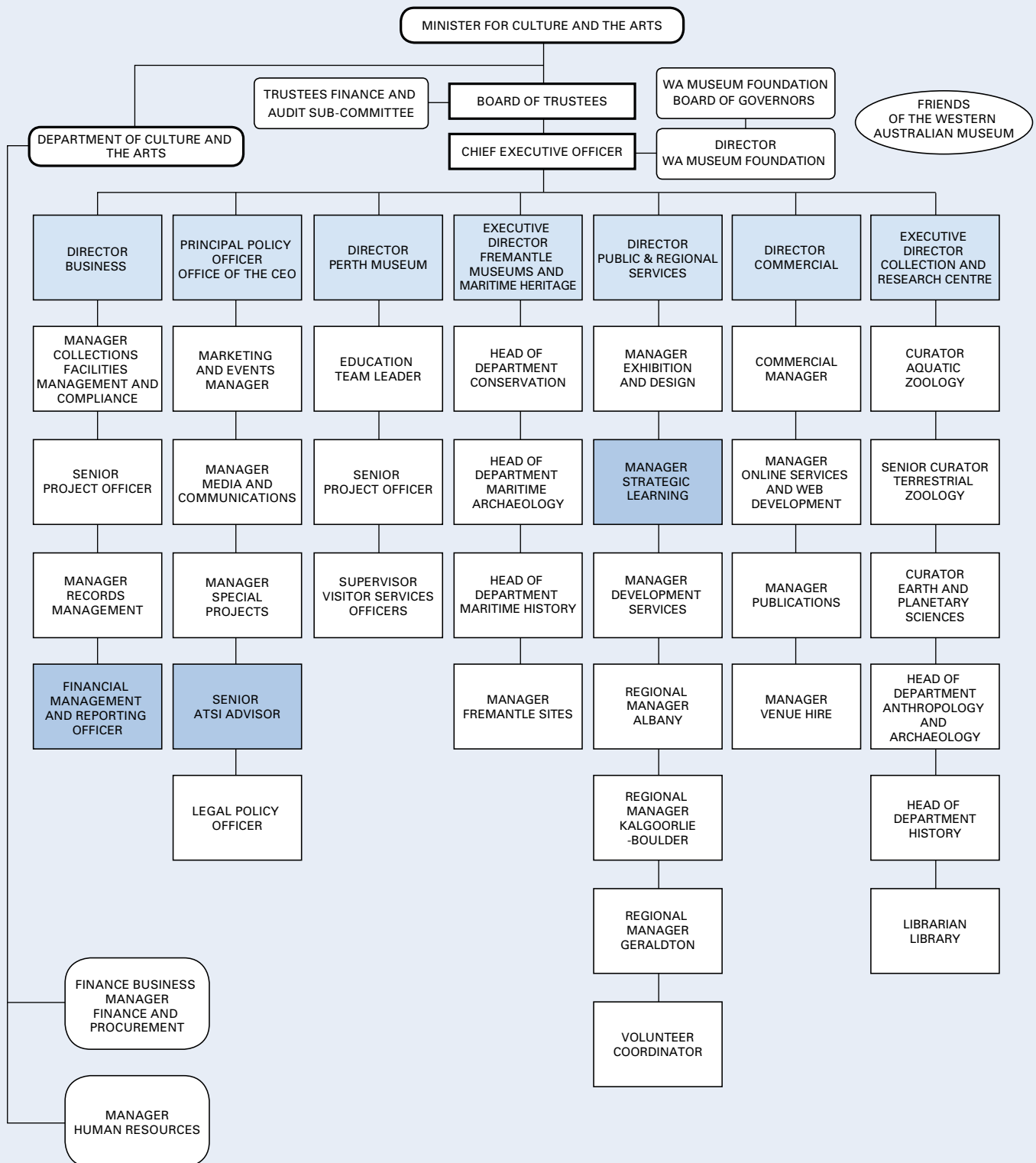
ORGANISATIONAL CHART

PRE-INTERIM STRUCTURE



ORGANISATIONAL CHART

INTERIM STRUCTURE



POSITIONS YET TO BE CREATED

PERFORMANCE MANAGEMENT FRAMEWORK

OUTCOME BASED MANAGEMENT FRAMEWORK

The WA 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) coordinates reporting of Key Performance Indicators at the whole of the Culture and Arts portfolio level. The structure aligns the portfolio and the Museum's desired outcomes with the Government's Strategic Planning Framework.

Funds allocated to the Museum are allocated under the Culture and the Arts service number 6 — Museum Services. The Museum's Key Performance Indicators are reported in detail on page 78.

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 the State collection that requires preservation is preserved.	
<i>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.</i>	
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 access

AGENCY PERFORMANCE

Agency performance is reported against the Museum's Strategic Plan 2006–2011. A new Strategic Plan has been developed for 2011–2014, however, this year's annual report is reported against the targets of the Strategic Plan 2006–2011. The Strategic Plan sets out six areas of strategic focus: Collections, Knowledge, Experiences, Community, Capacity and the New Museum Project.

COLLECTIONS

The Museum will strategically manage and strengthen the collections by acquiring and preserving faunal, geological and meteoritic specimens, and objects related to the social and maritime history of the State, for the benefit of current and future generations of Western Australians. The management and accessibility of the collections are fundamental to the Museum's purpose; providing the authentic objects that enable the unique stories of Western Australia to excite, inspire, educate and be experienced by visitors.

LINK TO GOVERNMENT GOALS

Goal 3: Outcomes Based Delivery. Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.

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.

OUTCOMES

Over the past year the Museum:

- continued to conserve and care for more than 4.5 million objects in the State's collection for the benefit of current and future generations, with more than 3,300 objects undergoing conservation;
- continued to strengthen the collection by adding more than 32,600 items to the collection including many new species identified by Museum scientists; and
- introduced a new Museum-wide Collections Policy in February 2011, to improve the scientific, cultural and interpretive value of the collections in support of specific Museum research and public programs.

ACHIEVEMENTS

As a partner in the 'Atlas of Living Australia' project – a collaborative, national project focused on making information about Australia's biodiversity more accessible and usable online – the WA Museum secured \$68,182 infrastructure funding to help maximise its input to this comprehensive online resource. The constantly evolving Atlas (www.ala.org.au) already holds more than 23 million records on the distribution of Australia's fauna and flora, as well as maps, images, literature, identification and tracking tools, and is designed to help researchers and others better understand, protect and manage Australia's biodiversity. The Museum will use the funding for digitisation of images and to help improve its collections management.

A collection of historic Dutch shipwreck artefacts gifted to the Museum by the Dutch Government late last year has been integrated with the maritime archaeology collection already held at the Museum's Shipwreck Galleries in Fremantle. The collection includes more than 1,125 objects from 17th and 18th Century Dutch East India Company ships wrecked off Western Australia's coast, including the *Batavia*, the *Vergulde Draeck*, the *Zuytdorp* and the *Zeewijk*. The varied collection of items – including bullion, cargo, building materials, navigational equipment and personal possessions of the crew and passengers, all discovered at the wreck sites since the early 1960s – has been returned to Western Australia under the Australian Netherlands Committee on Old Dutch Shipwrecks Agreement. They are being displayed at the Shipwreck Galleries from February to December 2011 (www.museum.wa.gov.au/museums/shipwrecks/#shipwrecks%2Fwhats-on/).

The Museum's work in finding and describing new species is highly significant in international terms. During the year, 61 new animal species, five new animal genera and two new meteorite species were described by WA Museum staff. Of these, 62 holotypes¹ were added to the Museum's collections (two fossil and 60 living animal species). Discoveries included:

- a new species of bee located in Forrestdale (only 21 kilometres from the Perth CBD), around the size of a honeybee and displaying unusual burrow-guarding behaviour amongst males;
- the Bearded Velvetfish, discovered in the far north Kimberley region during fieldwork sponsored by Woodside. The species – named for its bearded chin and velvety feel – had not been found before due to the remoteness of the region and the fish's ability to camouflage itself with its surroundings;
- the Kimberley Rockhole Frog, the newest member of the Rockhole Frog family, renowned for its ability to 'skip' across water without sinking to escape predators; and
- more than 250 different sponge species from the Ningaloo Marine Park's huge underwater sponge gardens, recognised as one of the world's richest and most diverse sponge sites.

Museum scientists also identified the jawbone fragment of a pterosaur – a flying reptile with a wingspan of between four and five metres that lived in the Perth region around 95 million years ago. While finds are common in other continents, this was the first pterosaur fossil to have been found in the Perth basin, and only the second pterosaur fossil to have been found in Western Australia.

The Museum continues to integrate and rationalise the 700,000 digital images of its collection onto its databases with a view to making the collection available to the public on the Museum's new website.

The Museum is continuing a project to manage Patricia Vinnicombe's archives, images, and notebooks. This work is predominantly undertaken by volunteers. Dr Vinnicombe was a world renowned rock art researcher. Her early book *People of the Eland* was celebrated internationally for its contribution to understanding rock art. She was subsequently a Museum Honorary Associate and recipient of the Museum medal for her contribution to heritage studies. Her material is a significant resource for researchers and Aboriginal community members.

¹ A holotype is a single physical example (or illustration) of an organism, known to have been used when the species (or lower-ranked taxon) was formally described.

The extraordinarily rare Megamouth shark was moved from its home outside the Museum's Perth site to a new, purpose-built tank at the Maritime Museum in Fremantle. The opportunity was also taken to transfer it from its hazardous ethanol (alcohol) preservative into glycerol, enabling it to be put on public display. The September 2010 relocation was part of the early preparation work for the demolition of the multi-storey building overlooking Francis Street at the Museum's Perth site. The primitive 5.2 metre shark – one of the world's rarest – weighs in at around 700 kilos, so moving the fragile specimen was a massive logistical exercise requiring careful conservation planning. Footage of the relocation can be viewed at www.museum.wa.gov.au/megamouth/the-move/moving-megamouth-documentary/.

After considerable work investigating a potential Collection Management Information System (CMIS), and through opportunities offered through the 'Atlas of Living Australia', the WA Museum has decided to use the Specify Platform to manage its Natural Sciences Collections. The WA Museum will be among five Western Australian institutions to use this system (joining the WA Herbarium, the Department of Environment and Conservation, the Department of Agriculture and Curtin University).

This year the Museum released a new Collections Policy that details collecting priorities and management practices for the next five years. A new Conservation Policy was also finalised.

KNOWLEDGE

Leadership in generating knowledge that relates to an understanding of Western Australia's natural, maritime and social history will be demonstrated by continuing to build on the Museum's tradition of academic and scientific excellence and by sharing this widely.

The Museum contributes to advancing knowledge nationally and internationally through publication of research activities, loaning items from its collections to national and international scholars and institutions, hosting local, national and international visiting scholars and, of course, through its public programs.

LINK TO GOVERNMENT GOALS

Goal 3: Outcomes Based Delivery. Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.

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.

OUTCOMES

Over the year the Museum:

- advanced global scientific research efforts through:
 - 87 collaborative research projects, of which 28 involved international partner agencies and institutions
 - the loan of approximately 8,400 items to other institutions for scientific research
 - 31 field trips throughout the State, 16 of which were conducted in partnership with other organisations;

- contributed to the management and sustainability of the State's environment and resources by responding to more than 7,300 requests for advice and information from the government and private sector on biodiversity and culturally significant issues;
- supported the next generation of scientists, curators and other experts by supervising 15 students from state, national and international tertiary institutions. The Museum also plays a major role in introducing school-aged and vocational students to a variety of possible museum and science-based careers; and
- exchanged and advanced social, cultural and environmental knowledge in its related fields of enquiry by:
 - publishing 60 peer-reviewed research publications
 - publishing 17 non-refereed reports, 26 conference papers, 67 popular publications and 126 unpublished reports to consultants.
 - holding 156 local, 64 regional, 10 national and 33 international public lectures, workshops and presentations.

ACHIEVEMENTS

This year, the WA Museum received funding to construct a state-of-the-art, \$1.6 million molecular laboratory. This laboratory, scheduled for completion in late 2011, is set to boost the Museum's capacity to rapidly identify animal species using DNA techniques. Funding for the laboratory, which will be housed at the Museum's Welshpool Research and Collection Centre, has been provided as part of an offset program between the State Government and Rio Tinto Iron Ore.

Molecular techniques are an invaluable tool for enabling precise identification of distinct animal populations where physical characteristics alone may not be sufficient. Up until now, the Museum has outsourced this task to other organisations. Creating in-house capacity will significantly improve the rate at which fauna species in Western Australia can be identified. The Museum will employ a senior staff member on a three-year contract.

During the year, the Museum continued its 'Marine Life of the Kimberley Region' project, jointly funded by Woodside Energy Limited. The project combined historical survey data with the results of new expeditions to explore and catalogue the remote waters of the Kimberley, building a stronger picture of the different groups of marine fauna in the region and the relationships between them. A series of videos documenting the work in the field were posted each day on the Museum's website over a 10-day period (see www.museum.wa.gov.au/kimberley/videos/). This 'real-time' information-sharing was supplemented by publications, lectures and museum displays.

Further Woodside funding to continue this important marine biological research in the Kimberley was also secured during the year. The agreement (covering the period 2011 to 2015) represents the greatest support that the Museum has received to date from any business partner and more than doubles the combined Woodside support of \$1.7 million received from 1998 to 2010. It is an important contribution towards improving Western Australia's knowledge and understanding of its marine life in this unique region.

'Star-gazing' cameras set up across the Nullarbor Desert have, for the second time, tracked the entry of a meteorite and actually physically located it on the desert ground. This exciting find will yield additional information about the early formation of our solar system and the materials from which the planets were constructed. Members of the Museum's Earth and Planetary Sciences Department, in partnership with the Imperial College, London and the Ondrejov Observatory in the Czech Republic, are part of the Nullarbor Desert Fireball Network which is using the time-lapse camera network to record meteorite fireballs and learn more about their original orbit as they fall to Earth – information that enables scientists to link geological information to the correct location in space. Currently, the origins of only a dozen of around 1,100 documented meteorite falls over the past 200 years are known, so this camera-recorded find is an exciting development. Analysis of a meteorite found in 2009 using the same cameras has helped to support the theory that asteroids provided the building blocks for terrestrial planets when the solar system was forming.

Museum knowledge is regularly drawn on by other organisations to assist with management of their own work issues. During the year, Museum staff were asked by the Department of Fisheries to help investigate the spread of a non-native barnacle species – potential marine pests – detected on a vessel at Fremantle during a routine inspection. Samples of barnacles removed from port infrastructure were checked by Museum experts to identify their species, helping Fisheries staff to establish the level of infestation by the unwanted intruder and to develop plans to monitor and contain it.

EXPERIENCES

Exhibitions and programs will be educational, engaging and inspirational. They will be developed and built using international best practice, based on scholarship and informed by community interest.

Engaging and interpretative experiences offered through the Museum's website will ensure that the Museum's collections and programs are accessible across the State and internationally.

New and exciting, hospitality, and special event experiences will be created to enliven, enhance and diversify the visitor experience of the Western Australian Museum's sites.

LINK TO GOVERNMENT GOALS

Goal 3: Outcomes Based 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 the overall quality of life in remote and regional areas.

OUTCOMES

Over the year:

- the Museum recorded more than 819,000 visitors to all its public sites. While this represents a modest increase in overall visitor numbers from the previous year, the refurbishment of permanent exhibitions at Albany and Kalgoorlie-Boulder contributed to an increase of more than 40,000 visitors in the regions;
- 87% of visitors to the Museum reported being satisfied or very satisfied with their overall visit;
- 34 temporary exhibitions were displayed across all sites including the final stages of *A Day in Pompeii* and *AC/DC: Australia's Family Jewels*;
- 93,700 people – young and old – participated in public and school holiday programs;
- more than 64,000 children participated in the Museum's education programs; and
- there were more than 582,000 unique visits to the Museum's website. Whilst this represents a 13.5 per cent reduction in unique website visits from last year, the reduction is the result of more accurate reporting methodologies being employed and the removal of obsolete web pages². It should also be noted that in the same period the average time spent on the site increased by almost 50 per cent, suggesting more intense and meaningful engagement.

² Around 10,000 content pages were removed (because they were out-of-date, inaccurate or not maintained).

ACHIEVEMENTS

AUDIENCE DEVELOPMENT

Western Australian Museum Annual Total Visitation	Overall visitors	School groups	Total
2009/2010	762,605	55,361	817,966
2010/2011	755,349	64,159	819,508

Western Australian Museum Annual Total Visitor by Region of Residence	Perth Metro	Regional WA	Interstate	Overseas
2009/2010	273,078	94,489	243,176	207,223
2010/2011	229,463	139,316	204,877	245,852

The Museum recorded a total of 819,000 visitors across all its public sites. This represents a 0.2 percent increase in overall visitors. The Museum had a 16 percent increase in schools visitation and a 47 percent increase in visitors from regional Western Australia.

The Museum continues to work closely with both the East Perth Redevelopment Authority and the Fremantle Port Authority to develop the areas surrounding the Perth and Maritime sites, respectively, as engaging, inclusive and memorable destinations.

Fremantle Ports was integral to the development of Stage 3 of the Welcome Walls project. It provided land required for construction of the walls and contributed to the management of the project. The Museum continues to work closely with Fremantle Ports in the redevelopment of the A-Shed facility and the slipway precinct by ensuring a coordinated approach to the implementation of the Victoria Quay Master Plan.

The Museum worked with the East Perth Redevelopment Authority on place-making plans for the Cultural Centre. One strategic element of this plan, the creation of a children's adventure play area in front of the Museum's Hackett Hall building on James Street, promises to be an exciting addition to the spaces in and around the Museum.

The Museum has been examining opportunities to 'renew' or 'refresh' exhibitions as part of its strategy to build new audiences and encourage repeat visits to museums.

The *Western Australia: Land and People* exhibition housed in Hackett Hall at the Perth site is now 10 years old and requires a major investment to update its stories and refresh its displays. Rather than make that investment at this time, with planning underway for a redevelopment of the Perth site as a 'new museum', it was decided to create a gallery space that can be used more flexibly. In June, this process commenced with the dismantling of displays and exhibition infrastructure in the gallery. The clearing of the main floor area will enable the Museum to offer and assess a range of innovative community programs including education programs, performances and other events, as well as generate income from this unique venue. The new gallery space will, for instance, host the 2011 Perth Fashion Festival in September.

The Western Australian Museum is seeking to engage new and existing audiences and increase visits across all Museum sites. As part of this process, work has been undertaken to better understand the Museum's different audiences and determine whether exhibitions and marketing strategies are being correctly targeted. During the year, a contract was entered into with Pacific Micromarketing to use Mosaic, a leading 'geo-demographic segmentation' tool that helps to develop profiles of people based on where they live. This information is better enabling the Museum to identify its customer groups and focus its marketing and evaluation activities. A market research study was also conducted to assess the current brand perceptions of the Museum within the community and further inform a new branding project.

In response to public feedback, the Museum has opened its doors for seven days a week, following a 12-month trial of Wednesday closures across its six public sites.

EXHIBITION HIGHLIGHTS

The *A Day in Pompeii* exhibition at the Western Australian Museum in Perth (www.museum.wa.gov.au/pompeii/) was a definite highlight for museum-goers this year: there were more than 113,000 visits to the exhibition, with public demand so strong that the exhibition was extended by a week. Sponsorship from Eventscorp (Tourism Western Australia) also enabled the Museum to stay open on Friday nights until 9pm towards the end of the exhibition. Perth was one of only two Australian cities to host the exhibition, which gave members of the public fascinating insights into the daily life of people in the city of Pompeii at the height of the Roman Empire. More than 250 exquisite objects including marble sculpture, gold jewellery and delicate frescoes helped to evoke the richness and culture of life in this once bustling city. A 3D theatre experience also gave visitors the chance to appreciate the terror the town's citizens felt when Mt Vesuvius began the deadly eruptions that lead to the city's violent demise.

An exhibition tracing the history of world-famous Australian rock band AC/DC has also proved extremely popular with audiences. *AC/DC: Australia's Family Jewels* (<http://www.acdcfamilyjewels.com/>), which opened in April, was developed by the Arts Centre, Melbourne and the WA Museum in association with AC/DC, Albert Music and Sony Music. It is the first and only fully endorsed exhibition to bring to life the history, creativity and power of one of the world's greatest bands, recognising its place within popular music culture. The exhibition has more than 400 items, including photographs, instruments, gig posters, programs, show tickets, letters and lyrics, personal memorabilia and costumes, interspersed with projections of more than three hours of live footage, video clips and interviews.

A five-year research and exhibition partnership between the WA Museum and the British Museum was cemented with the signing of a Memorandum of Understanding in London, in the presence of Western Australia's Premier the Hon Colin Barnett MLA. The first project under this memorandum will bring a unique exhibition to coincide with the Commonwealth Heads of Government Meeting in October. *Extraordinary Stories from the British Museum* (www.museum.wa.gov.au/bm-exhibition/) will feature some of the British Museum's most important objects from a selection of the 54 Commonwealth countries – rarely lent to other museums – representing 1.8 million years of human history. These include some of the first ever human-made tools, magnificent buried treasures, a Lewis Chess piece and the stunning 20th Century sculpture, 'Throne of Weapons', from Mozambique. This is the first time most of these objects have been seen in Australia. The exhibition will be augmented with items from the WA Museum's own collection.

Other highlights in 2010/2011 (see www.museum.wa.gov.au/explore/past-exhibitions/) included:

- an exhibition of an array of works by Melbourne artist Vincent Fantauzzo at the Old Gaol at the Museum's Perth site, including *Light and Dark* a portrait of Perth-born actor Heath Ledger that won the People's Choice Award in the 2008 Archibald Portrait Prize. The Heath Ledger painting will also be included in a new world-class exhibition, currently in its planning stages, that will trace the late actor's life and career. A video documenting how Vincent painted 30 portraits in 30 days to represent the diversity of New York in September 2010 can be seen at: www.museum.wa.gov.au/explore/videos/videos/vincent-fantauzzo-light-and-dark/.

- in a partnership with the Perth Fashion Festival and Curtin University the Museum hosted a unique exhibition showcasing the work of Western Australia's creative industries. *Beyond Garment*, held at the Maritime Museum in Fremantle, featured jewellery, shoes, bags and millinery by some of the State's most artistic designers and marked the start of a partnership between the WA Museum and Perth Fashion Festival that will grow over time: the Museum's Perth site is set to be the new home of the Perth Fashion Festival in September 2011.
- *Menagerie*, a sculptural exhibition featuring contemporary works by 33 Aboriginal and Torres Strait Islander artists from every State and Territory in Australia. The sculptural representations of animals drew on the artists' connections to country, ancestors, family, ceremony and the animals found in the Australian landscape. *Menagerie* was presented in conjunction with Object Gallery and the Australian Museum.
- A photographic exhibition celebrating the depth and diversity of nature in Australia, New Zealand, Antarctica and the New Guinea region, through the eye of the nature photographer. The *ANZANG Nature Photography* exhibition aims to stimulate interest in ongoing conservation of nature and the wilderness in these regions.

Two exhibitions had their Western Australian debuts in the WA Museum's regional sites during the year:

- *Femme Fatale: The Female Criminal* (from the Historic Houses Trust of New South Wales) explored how Australian authorities have grappled with 'wayward' women from the moment female convicts stepped ashore, contrasting the brutal reality of some notorious Australian female criminals with the glamour of their fictional counterparts. It was on display at the Museum's Geraldton site as well as touring the Museum's Kalgoorlie-Boulder and Perth sites.
- *Shell Shocked: Australia after Armistice* (from the National Archives of Australia) explored the impact of World War I on Australian society – a conflict that left 200,000 Australians dead, injured or maimed and a generation in shell-shock. The exhibition opened at the Museum's Albany site and toured to the Museum's Geraldton, Kalgoorlie-Boulder and Perth sites.

PUBLIC PROGRAMS

The Museum completed Stage 3 of its Welcome Walls project (www.museum.wa.gov.au/welcomewalls/), with the launch of Welcome Walls outside its site in Albany and the addition of the final Welcome Walls outside the WA Maritime Museum site in Fremantle. The project which records the names of migrants who arrived in Western Australia by sea, began as part of Western Australia's 175th anniversary celebrations in 2004, acknowledging the contribution to the State made by its migrant communities. The Welcome Walls were planned as a one-off project displaying about 2,000 inscriptions, but the public response was so overwhelming that the Fremantle Walls now hold more than 21,000 inscriptions, paying tribute to 45,000 immigrants to Western Australia. The Albany Welcome Walls incorporate a boardwalk stretching from the Museum's historic Residency Building over the water of the Amity Precinct – a design symbolic of many migrants' journeys when they disembarked in Albany, which was the State's first port. The Albany Welcome Walls are inscribed with close to 500 names.

The *Harry Butler Lecture Series: In The Wild West*, inaugurated in 2010, had another successful run this year. Named after the well-known Western Australian naturalist and presenter of the popular 1970s TV series *In the Wild*, the lecture series is designed to promote the Museum's activity throughout the community. This year, some of the State's most eminent scientists, curators and their associates presented information on a diverse range of topics including shipwreck conservation, meteorites, sailing, marine biology, pirates, 'creepy crawlies' and Aboriginal artefacts. Highlights included an address by Western Australia's Chief Scientist, Professor Lyn Beazley, on the fascinating Square Kilometre Array Project that Australia hopes to secure in 2012 and locate in the mid-west of the State. Harry Butler – a Western Australian Museum Fellow – also visited the regions to talk about how science applies to our lives. Financial support for the lecture series has been provided by Chevron Australia. The series attracted more than 2,600 attendees and 13,000 vodcast visitors.

To help celebrate the International Year of Biodiversity, the Museum's National Science Week activities in August focused on this theme, with members of the public invited to visit the Museum to meet curators and scientists, examine specimens and share experiences. This biodiversity focus continued into the September/October school holidays, with *Explore Biodiversity!* workshops encouraging children to learn about underwater diving, untangle the food web and take a fresh look at feared creatures such as sharks and spiders. The children's workshops were made possible through a new sponsorship arrangement with long-term partner Woodside.

The Alcoa FrogWatch Program promotes issues of biodiversity and sustainability to Discovery Centre visitors, primarily young children and their families. This year, over \$15,000 was contributed through the Alcoa FrogWatch Program for the supply of new tanks for the live specimen collection. The rear of the Discovery Centre was redeveloped with existing frog terrariums upgraded and lowered to enable greater accessibility for young children. Through live animal displays and text information, the importance of these species, the roles they play as indicators of our environment and our diverse fauna was illustrated.

EDUCATION

Work has begun on improving the Museum's delivery of learning experiences. Planning is underway to improve the strategic coordination of learning resources across the organisation to develop the Museum as a learning resource for the whole community.

ONLINE ENGAGEMENT

The Museum launched a major redevelopment of its website in August 2010, consolidating all existing online material and introducing a range of new and engaging resources. New online content developed this year included:

- more than 70 online videos that received in excess of 50,000 video views through the year;
- development of four online exhibitions:
 - Marine Life of the Kimberley Region
(www.museum.wa.gov.au/kimberley/marine-life-kimberley-region/)
 - Megamouth
(www.museum.wa.gov.au/megamouth/)
 - Cockatoo Care
(www.museum.wa.gov.au/explore/online-exhibitions/cockatoo-care/)
 - Broadhurst Family
(<http://museum.wa.gov.au/broadhurst/>)
- development of four online collection databases:
 - Shipwrecks
 - ANCODS
 - Numismatics
 - Maritime Archaeology Artefacts
- streaming of research diaries from the Kimberley region to allow the public to see what happens during research expeditions (www.museum.wa.gov.au/kimberley/videos/); and
- redevelopment of the Welcome Walls website, with a facility for commentary and discussion (www.museum.wa.gov.au/welcomewalls/).

To further promote online audience engagement, the Museum released an Internet Provider Television (IPTV) channel through iinet (<http://freezone.iinet.net.au/>) that allows downloading and viewing of a range of films and vodcasts of Museum fieldwork, floor talks, exhibition launches and curator lectures in iinet Freezone.

The Museum also participated in the X|Media|Lab (Cross Media Lab) international conference held in Perth in April. X|Media|Lab is Australia's most prestigious think tank and workshop for professionals in the digital media industries. The Museum submitted two interactive storytelling proposals for the conference's 'Storytelling in a Digital Age' competition, and one of these – 'Bone Diggers', based on the Museum's exploration of extinct Megafauna in the caves of the Nullarbor – was selected for one-on-one mentoring by international media professionals. It was also one of only three projects to be hot-housed by the Lab and the Museum will work with specialists to develop the concept further. This development is currently underway, with further outcomes depending on future funding availability. This experience has provided invaluable learning for Museum staff as to how new and interactive story experiences can be created for a multitude of audiences.

COMMUNITY

Strong respectful and mutually beneficial relationships will be developed and maintained with communities across the State to achieve the purpose of the Museum, support community aspirations and build community capacity.

LINK TO GOVERNMENT GOALS

Goal 3: Outcomes Based 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 the 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.

OUTCOMES

- The Museums Development Service (formerly the Museum Assistance Program) continued to deliver collecting, conservation, management and development outreach support to communities across the State by responding to 1,017 requests for advice and information. The Development Service works closely with local authorities Statewide, conducting business with 39 different local authorities this year.
- The Western Australian Museum's Aboriginal Advisory Committee is the organisation's key advisory body on Aboriginal and Torres Strait Islander (ATSI) matters. It met three times during the year and continues to provide highly valued strategic, policy, exhibition and collection content and program advice to the Museum.
- The Museum continues to support communities to engage with their local history and natural environment through the loan of objects and specimens from the State's collections for display and exhibition in their communities.

ACHIEVEMENTS

Collections are dispersed amongst communities throughout Australia. As part of the National Conservation Strategy, and as a partner organisation of the National Standards Taskforce, the Museum extends services to organisations that care for collections. The Museums Development Service is the primary means of delivering these services to local government, historical societies, Aboriginal cultural organisations and other community groups as well as universities and government agencies.

In 2010/2011 the Museums Development Service delivered 59 training sessions to communities throughout the State. Training is conducted in all aspects of care for objects aligned with the National Standards for Australian Museums and Galleries. This includes: documentation, database management, digitisation; climate control monitoring and management; preventive conservation and cleaning; exhibition planning development and installation; and museum and staff management and planning.

The Development Service also conducted 134 visits to communities to deliver its services. These are delivered via regional circuits that cover the majority of the populated areas of the State.

In recent years the Development Service has been working to build 'learning circles' and mentoring groups in regional areas so that groups of clients can work together with some support from the Museum as they manage the State's valuable collections. The latest request to form a learning circle is from the Kimberley where up to 10 client groups are keen to network in this way.

The Anthropology and Archaeology Department continued its program of visits to the eight Aboriginal heritage reserves under its care visiting three sites this year. These visits are intended to provide an opportunity for discussions to be held with local community groups about how they can most effectively care for their heritage values.

The WA Museum Aboriginal Advisory Committee continues to provide critical support and advice to the Museum in the area of Aboriginal and Torres Strait Islander interests. Three meetings were held this year, with members contributing significant input into the Museum's Strategic Plan and ensuring that recognition of, and commitment to, Aboriginal and Torres Strait Islander peoples is embedded in the Museum's vision. The Museum values the ongoing dedication and contribution of the Committee's Chair, Irene Stainton, and her long-term commitment to the work of the Museum in this area. It was with regret that the Museum accepted the resignation of long-standing member Michelle Webb whose other work commitments prevent her continuation on the committee.

The Museum continued its work on returning Aboriginal ancestral remains and significant cultural objects through the national Return of Indigenous Cultural Property (RICP) program. Highlights during 2010/2011 included the ongoing assistance given to the Kimberley Aboriginal Law and Culture Centre in their efforts to complete a program of reburials, with three reburial events either completed or organised during this period. The Museum also received a request for the return of three sets of ancestral remains to the Albany area, 19 sets to the Bunbury region and more than 100 secret/sacred objects to senior Wongatha men in the north-east Goldfields.

WA Museum – Geraldton

The Museum received a major grant from the Mid West Development Commission to develop a masterplan for its Geraldton site with a view to future development. A project team has been formed and tenders let for the master planning work.

Unearthed: Mining Stories from the Mid West (<http://museum.wa.gov.au/unearthed/>), an exhibition exploring mining activities in the Mid West region – since the time that Aboriginal communities mined for ochre some 30,000 years ago – began its five-month display in May 2011. The community-based exhibition was created in response to the recent, rapid expansion of mining in the Mid West and contains contributions from many ex-miners and their families, the many historical societies in the area, mining companies past and present, and staff from the WA Museum.

The Museum's profile as an important tourist attraction for the region was confirmed in November, when it received a silver award at the 2010 Western Australian Tourism awards. The Museum's partnerships with organisations such as the Geraldton Yacht Club and the City of Geraldton-Greenough for the Clipper Round the World Yacht race and well-attended community events for the International Year of Astronomy and the International Year of Biodiversity contributed to a strong submission.

WA Museum – Albany

After two years of detailed planning and community consultation, the Museum's Albany site opened the doors on its extensively renewed and refurbished exhibition galleries. State Government funding of \$250,000 enabled the galleries to be brought up to modern, national museum standards, recognising the region's status as a major tourist attraction and internationally recognised biodiversity hotspot. Visitors can now explore stories of the Great Southern's natural and social history, spanning its early geological formation, its Aboriginal history and its early settlement, as well as more recent events such as the introduction to the region of Australia's largest wind farm. A grant of \$36,364 from the Albany Port Authority's Atlantic Eagle Community Fund has also funded an interactive table-top display that tells the past and present history of the port and reflects its key role in the region's development. The upgraded exhibitions are housed in the refurbished Residency Building, built in 1850, which originally served as a store and offices for the nearby convict-hiring depot and was later extended to accommodate the Government Residents and the Resident Magistrates.

In March, the Albany site hosted an event as part of the Perth International Arts Festival (Great Southern Program) with the *Minang Mainitch* Indigenous Weavers Festival (<http://museum.wa.gov.au/minang-mainitch-indigenous-weavers-festival/>). Workshops in weaving traditions and techniques were accompanied by traditional and contemporary weaving stories and songs, with participants shown how to adapt materials from the landscape for their weaving projects.

The Museum also showcased entries from Western Australian primary schools in the 2010 'Snapshots' program, which encourages students to explore the history and uniqueness of their local community through photography and storytelling. Schools from a number of locations around Australia have participated in 'Snapshots' since the program commenced in 2003.

WA Museum – Kalgoorlie-Boulder

Like its regional counterpart in Albany, the Kalgoorlie-Boulder site also revitalised its exhibitions this year in the first major upgrade to its displays in more than 20 years. The new *Stories from the Goldfields* exhibitions examines the region from the days before European arrival, through the gold rush era and into the modern day. The exhibitions take a fresh look at the area's Aboriginal history and heritage and the subsequent 'settlement' period, including the gold rushes, the continuing struggle for water, modern day mining activity and the popular horseracing carnival, the Kalgoorlie-Boulder Race Round. Again, the upgrades were made possible with funding of \$250,000 from the State Government as part of its ongoing commitment to the WA Museum and its six public sites.

During the year, the Museum also hosted the compelling National Museum of Australia travelling exhibition *From Little Things Big Things Grow: Fighting for Indigenous Rights 1920-1970*. The exhibition explored key moments in Aboriginal activism including the 1938 Day of Mourning and Protest, the 1965 Freedom Ride, the Gurundji 'walk-off' and the 1967 Referendum.

CAPACITY

The Museum will seek to meet its statutory obligations, deliver its strategic objectives and enhance the provision of its services through effective financial, human resource and information communications technology systems and practices and communications strategies that promote the successes and work of the Museum.

LINK TO GOVERNMENT GOALS

Goal 2: Financial and Economic Responsibility. Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.

Goal 3: Outcomes Based Delivery. Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.

OUTCOMES

In 2010/2011, the Museum:

- reported a surplus in its audited financial statements of \$0.694m. After discounting the Museum's non-discretionary activities (special purpose grants) and non-cash items (depreciation and asset transfers), the Museum's position was slightly higher than break-even. This is the first time in several years that the Museum has managed a break-even position and achieved this through a number of targeted efficiencies and through additional financial support from the State Government;
- generated \$4.5 million in gross earned income during 2010/2011 financial year through exhibition admissions, venue hire, publication sales, retail sales and other fees. This represents a 66 per cent increase from the previous year and 13 per cent of the Museum's overall income. The huge increase was largely the result of the highly successful *A Day in Pompeii* exhibition;
- commissioned and finalised a full Financial Management and Business Sustainability Review, to improve the Museum's management practises;
- prepared a new strategic direction for the Museum with planning finalised for the 2011-2014 period. In May, it also introduced an interim management arrangement pending finalisation of a new organisational structure to improve the execution of operational excellence;
- undertook a major exercise to identify business risks and deliver further training to managers to implement improvements in risk management;
- completed an audit of positions across the organisation to manage rising employee costs and improve the quality and availability of personnel data to facilitate financial and human resource decision-making; and
- generated key corporate policies to improve the operations and management of risks within the organisation, including Intellectual Property and Conflict of Interest policies.

ACHIEVEMENTS

FINANCIAL AND ASSET MANAGEMENT

The WA Museum commissioned a Financial Management and Business Sustainability Review in August 2010 to help determine how it could better manage its business. The review encompassed the organisation's financial planning and management, budgeting and accounting, management structures, cost control, income generation and commercial activity. Independent consultants KPMG were commissioned to conduct the review following a tender process and recommendations were approved by the Board of Trustees in February 2011. The Financial Management and Business Sustainability Review has allowed the Museum to take stock of its strengths and identify critical areas for improvement in performance. While the review found that the Museum has to better manage its costs and increase non-government sources of income (although this is already a relatively high proportion of income compared with its peers), it also found that costs have been increasing and that there is a clear case for additional funding which the State Government recognised with supplementary funding in 2010/2011 of \$2.7 million.

During the year, the Western Australian Planning Commission approved the demolition of the former US Navy laundry in Finnerty Street, Fremantle. The laundry, which was erected as a temporary measure by the American armed forces in 1942, was used variously as conservation laboratories and staff accommodation by the Museum, but has been vacant for the last six years for health and safety reasons. Following demolition, the site will be handed over to the City of Fremantle, which also supported the demolition. The land will form part of the Fremantle Arts Centre site and the Centre will ensure the building's cultural heritage values are interpreted for future generations.

HUMAN RESOURCES

The Western Australian Museum is poised for significant organisational change. With planning for a new museum continuing and a new strategic direction released (with unprecedented involvement by staff and stakeholders and embracing the recommendations arising from the recent Financial Management and Business Sustainability Review) the organisation now has the tools at its disposal to reshape itself for a new generation of museum-goers.

The Financial Management and Business Sustainability Review included a recommendation that the organisation's structure be revised in line with its strategies. As aligning the Museum's organisational structure with its new Strategic Plan will take some time, an interim structure was put in place in May, focused on changes to the role of the Executive Team and associated changes in reporting arrangements. This offers an opportunity to test out some new ways of working prior to a permanent restructure being approved by the Board of Trustees and fully implemented.

As part of the Museum's organisational review, a comprehensive review of its establishment was undertaken. Part of this exercise included the abolition of a number of obsolete positions from the human resources system, ensuring reporting lines are current and that position information reflected the most current situation. This has enabled the Board to accurately monitor staffing numbers to comply with the State Government's FTE ceiling cap as well as ensure that resources are adequately allocated across the whole organisation.

RISK MANAGEMENT

Significant achievements have been made as part of the Museum's integrated approach to risk management. A strategic risk register is currently being developed in alignment with the Museum's new Strategic Plan. The coming year will focus on further embedding the risk management into the culture of the Museum as well as establishing a risk management committee, comprising the senior executive team of the Museum, to provide oversight and assurance and improved risk management reporting and analysis to the Board of Trustees.

COMMERCIAL OPERATIONS

Venue hire

The Museum's venue hire business is undergoing significant change with a new focus on growing revenue and improving occupancy of the venue spaces. There has been significant focus on improving marketing exposure of available spaces through online and industry specific publications advertising.

The Museum has entered into a partnership with Quest Harbourside, Fremantle to offer corporate accommodation for the conference market. This partnership will allow the Museum to actively bid for interstate and international conferences that require an accommodation component.

The Museum has also reviewed the spaces available for venue hire within the Museum galleries and has made available an additional five spaces within the Museum for corporate and commercial bookings. Of particular note, are the changes to the Western Australian Land and People Gallery, in Level One of Hackett Hall, at the Museum's Perth site. A new, exciting and unique space is being created that will be made available for venue hire at specified times in the future.

Publications

A special case-bound book on immigration, *We Came by Sea*, was produced to mark the completion of the Welcome Walls initiative. To date, the book has sold 2,698 copies, so far generating gross revenue for the Museum of \$140,000.

A high quality souvenir catalogue was produced for the *A Day in Pompeii* exhibition. The 5,000 printed copies sold out during the exhibition.

Five other original Museum book titles were also produced for sale through the Australian book trade.

The Publications Unit also produced two editions of the *Records of the Western Australian Museum* which were distributed internationally under the scientific journal exchange program, plus two editions of the *Supplements* to the Records, both of which were supported by sponsorships.

In 2010/2011, the Publications Unit was engaged to undertake publishing consultancies with the Shire of Shark Bay, the Department of Environment and Conservation and the Commonwealth Scientific and Industrial Research Organisation (CSIRO).

RETAIL

Exhibition shops

Specific exhibition shops for major exhibitions were created this year, sourcing specific and unique merchandise inspired by the exhibition content. Two successful temporary shops for the *A Day in Pompeii* exhibition generated \$244,000 in revenue in the 2010/2011 financial year at an average spend per visitor of \$3.02. The exhibition sales totalled \$337,000, at a spend per visitor of \$2.98. The temporary exhibition shop for the *AC/DC: Australia's Family Jewels* exhibition in the Beaufort Street foyer had produced \$106,000 in sales by the end of the 2010/2011 financial year. The shop sold 5,742 units, with a spend per visitor of \$2.13.

The Maritime Museum shop in Fremantle was relocated to the foyer of the Museum in September 2010 as part of the Maritime Museum café development and a strategic move to drive retail sales. The spend per visitor since the relocation rose from \$1.26 in 2009/2010 to \$2.08 in 2010/2011.

Café Developments

Significant effort is being made to increase food and beverage offerings at all Museum sites.

- A five-year lease has been signed with an operator to create a café facility at the Perth site, opening onto Museum Street (facing the Library). Pending planning consent, work will begin on this in September with opening targeted for October.
- The newly relocated Maritime Museum café in Fremantle opened in December 2010 to coincide with the launch of the Welcome Walls. The new operator and visitors are benefiting from the relocation of the café with direct access to alfresco dining on the boardwalk.

Web services

The web team delivered a significantly expanded range of consultancy services this year, including:

- development of an interactive Mangrove game for primary school children for Woodside Energy Ltd, at their North West Shelf Visitor Centre. This Burrup Peninsula kids' interactive touchscreen game is based on the wildlife of the Dampier region; and
- contracts to perform web consultancy for the WA Government's Public Sector Commission and wa.gov.au, as well as an iPhone application development for the Department of Environment and Conservation.

Communication

Throughout the year approximately 1,085 press articles, radio and television appearances were generated to profile the WA Museum.

Information and communications technology

A program to upgrade all of the Museum's server infrastructure was initiated, with new machines to be delivered to all sites early in the 2011-12 period.

NEW MUSEUM PROJECT

The WA Museum worked closely with the Department of Culture and the Arts and Department of Treasury and Finance's Office of Strategic Projects to prepare a business case to develop a new museum at the existing Perth Cultural Centre site. The vision is to produce a creative and innovative cultural facility that will enrich the lives of the people of Western Australia and contribute to public value through providing social, economic, environmental and cultural benefits.

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 3: Outcomes Based Delivery. Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.

ACHIEVEMENTS

The WA Museum's business case for the development of a new museum on its Francis Street site was submitted in November 2010. In the 2011/2012 State Budget, it was announced that \$5 million had been allocated to progress further planning for the museum, including definition of its architectural requirements. The Museum continues to work closely with colleagues in Government, and in the East Perth Redevelopment Authority (EPRA) in planning for the new museum.

Meanwhile, demolition of the Museum's Francis Street building has been underway since March 2011. This has required the removal of internal asbestos contamination carried out under stringent health and safety procedures. Structural demolition is occurring from the top down; at the end of June 2011 the rooftop and Level 5 of the building had both been removed.

Demolition is expected to be complete by October 2011. The site will then be remediated in keeping with the work already undertaken by EPRA to revitalise the Perth Cultural Centre. In addition, the Museum participated in EPRA's place-planning workshops to assist with their development of an overall place-plan for the Perth Cultural Centre.

SUMMARY OF KEY PERFORMANCE INDICATORS

	2010/11 Target	2010/11 Actual	Variation
<i>Outcome 1: Western Australia's natural, cultural and documentary collections are preserved, accessible and sustainable.</i>			
<p>Key Effectiveness Indicator:</p> <p>Preservation: Extent to which Western Australia's natural, cultural and documentary collections, that require preservation, are preserved.</p>	99%	99%	0%
<p>Key Effectiveness Indicator:</p> <p>Accessibility: The number of accesses to Western Australia's natural, cultural and documentary collections.</p>			
- Number of accesses	1,525,539	1,402,110	(123,429)
Percentage of clients satisfied with the services associated with accessing Western Australia's natural, cultural and documentary collections.	85%	87%	2%
<p>Key Effectiveness Indicator:</p> <p>Sustainability: Value of the State collection renewal, content development and/or expansion as a proportion of collection value.</p>	3.15%	3.30%	0.15%
<p>Key Efficiency Indicator:</p> <p>Average cost of Museum services per access.</p>	\$34.62	\$38.12	\$3.50

SIGNIFICANT ISSUES IMPACTING THE AGENCY

CURRENT AND EMERGING ISSUES AND TRENDS

Issue 1

Continue planning for the new museum with the funds allocated to the Department of Culture and the Arts in the last budget round.

- The Museum completed and submitted a business case outlining the vision, scope, requirements and spatial modelling for a new museum to be built at the current site in the Perth Cultural Centre.
- Funds in the 2011/2012 State budget have been allocated to enable the Museum to undertake the next phase of planning for the new museum.

Issue 2

Complete demolition of Francis Street building and develop temporary use of the site pending the planning cycle for the new museum.

- Works on the Francis Street building commenced at the beginning of 2011 and by the end of June 2011, 75% of the asbestos has been safely removed, whilst the Museum's public site remains open and safe for people to enjoy.
- Following the complete demolition of the Francis Street building at the Museum's Perth site, the land will be remediated in preparation for the development of a new museum. This will serve to continue to highlight that the Museum is revitalising its offering, working with creative partners to maximise commercial opportunities and meeting Government objectives of revitalising the Perth Culture Centre.

Issue 3

Master-planning with the Department of Culture and the Arts to investigate options for joint storage schemes with other arts portfolio agencies.

- The Museum is contributing to a portfolio-wide review of the storage requirements across the Culture and the Arts institutions, including an audit of the storage facilities at the Collections and Research Centre in Welshpool.

Issue 4

Grow non-government sources of revenue particularly through hiring and food and beverage opportunities.

- Commercial operations of the Museum have expanded with the Museum focusing on new venue hire opportunities, particularly at the Perth and Maritime sites.
- In Perth, Hackett Hall is being redeveloped as a functions and event space. The Museum will be working with creative and commercial partners to develop new content and product.
- Negotiations are underway for a new café to be situated on Museum Street.
- An active marketing campaign at the Maritime Museum has generated an increase in bookings and enquiries, with a focus on the corporate and wedding markets.

Issue 5

Major year for the Museum Foundation to establish a strategy for future fundraising and generation of support for the Museum through the Foundation.

- A new Director of the Western Australian Museum Foundation was appointed; work has commenced on developing the fundraising strategic plan, in particular to build philanthropic support for the Museum.

Issue 6

Develop a sustainable regional strategy that provides support for local delivery partners.

- The Museum has affirmed its commitment to deliver a Western Australia wide museum service in its 2011-2014 Strategic Plan.
- This strategic aim includes developing capacity to deliver outreach programs, maximising the potential of its regional sites and working with regional communities, councils and local businesses.

Issue 7

Increasing the sustainability of the Museum financially, environmentally and socially.

- The Museum has identified sustainability as a core value for the organisation in its 2011–2014 Strategic Plan, both in the environmental and financial sense.
- Strategic aims in the area of finance include a commitment to be entrepreneurial in all that the Museum does and investigate opportunities for cost-sharing to create economies-of-scale.

Issue 8

Ongoing challenge to ensure that the collection is accessible and the Museum is inclusive.

- The Museum is adopting a stronger customer focus, extending to the delivery of high quality and engaging audience experiences in its programming and interaction with the public.
- The Museum is developing new partnerships and looking to work with organisations that can contribute to improved customer experiences.

LOOKING AHEAD — MAJOR INITIATIVES FOR 2011–12

In the year ahead, the Museum plans to:

- play a major part in the Commonwealth Heads of Government Meeting through staging *Extraordinary Stories* at the Perth Museum, and co-presenting *Yiwarra Kuju* at the Perth Convention Centre with the National Museum of Australia;
- develop a five-year plan for future work with the British Museum to share exhibitions and to develop research activity around the Indian Ocean region;
- undertake further planning and develop the projects scope for the new Museum in Perth; towards a bid for full funding in the 2013–14 Budget;
- develop new museum programs and uses of the Perth site to engage new audiences;
- work with creative partners to host and create events which build audiences and cross-market cultural activity;
- develop an organisational structure for the Museum that will enable it to deliver its new Mission, Vision and organisational priorities;

- develop and implement a regional strategy to provide a State-wide museum service by working with delivery partners;
- continue to improve collections management through improved collections storage, information capture and management, and knowledge dissemination;
- develop new technologies to improve access to knowledge and collections, especially to remote users in the regions and the wider world;
- re-brand the Museum to reflect and promote the Museum's Mission and achieve the Vision;
- increase the Museum's focus on customer service including the use of a comments, complaints and compliments process;
- affirm the Museum's commitment to providing access for all;
- formulate a Workforce Development Plan to enhance professional and personal development to meet the organisations needs;
- improve the quality and diversity of visitor experiences on offer at the Shipwrecks Gallery and Maritime Museum sites in Fremantle in order to build audiences;
- strengthen partnerships with organisations in Fremantle to promote visitation to the Museum's two Fremantle sites;
- finalise a Master Plan for the Western Australian Museum – Geraldton;
- review and improve the Museum's sustainability strategy to improve the sustainability of our buildings and operations;
- develop a life long learning strategy to create and share knowledge with our users.

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 2011, 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 2011 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.

The Western Australian Museum**Report on Controls**

I have audited the controls exercised by The Western Australian Museum. The Trustees are responsible for ensuring that adequate control is maintained over the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

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

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.

Report on the Key Performance Indicators

I have audited the key performance indicators of The Western Australian Museum. 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.

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 Standards.

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 2011.

Independence

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



COLIN MURPHY
AUDITOR GENERAL
14 September 2011

FINANCIAL STATEMENTS

CERTIFICATION OF FINANCIAL STATEMENTS

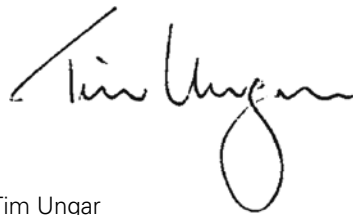
FOR THE YEAR ENDED 30 JUNE 2011

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 2011 and the financial position as at 30 June 2011.

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.



Renato Sansalone
Chief Finance Officer
13 September 2011



Tim Ungar
Chair, Western Australian Museum Board
13 September 2011



Steve Scudamore
Member, Western Australian Museum Board
13 September 2011

FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2011

	Note	2011 \$000	2010 \$000
COST OF SERVICES			
EXPENSES			
Employee benefits expense	6	16,714	17,151
Supplies and services	7	7,917	6,598
Depreciation and amortisation expense	8	2,784	3,457
Accommodation expenses	9	2,539	2,860
Grants and subsidies		222	33
Cost of sales	12	845	571
Other expenses	10	222	56
Total cost of services		31,243	30,726
INCOME			
<i>Revenue</i>			
User charges and fees	11	2,948	1,459
Sales	12	1,575	1,270
Commonwealth grants and contributions	13	298	652
Interest revenue	14	232	168
Other revenue	15	3,329	4,034
Total Revenue		8,382	7,583
Total income other than income from State Government		8,382	7,583
NET COST OF SERVICES		22,861	23,143
INCOME FROM STATE GOVERNMENT	16		
Service appropriation		7,979	5,149
Assets assumed/(transferred)		(2,998)	50
Resources received free of charge		17,813	14,844
State grants and contributions		761	1,132
Total income from State Government		23,555	21,175
SURPLUS / (DEFICIT) FOR THE PERIOD		694	(1,968)
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	27	(2,836)	1,879
Total other comprehensive income		(2,836)	1,879
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(2,142)	(89)

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

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2011

	Note	2011 \$000	2010 \$000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	28	857	1,619
Restricted cash and cash equivalents	17, 28	2,156	2,313
Inventories	18	930	914
Receivables	19	1,367	2,237
Total Current Assets		5,310	7,083
NON-CURRENT ASSETS			
Amounts receivable for services	20	21,346	18,028
Property, plant and equipment	21	112,002	120,201
Museum collections	22	633,212	630,650
Total Non-Current Assets		766,560	768,879
TOTAL ASSETS		771,870	775,962
LIABILITIES			
CURRENT LIABILITIES			
Payables	24	2,318	3,969
Borrowings	25	19	19
Other current liabilities	26	48	29
Total Current Liabilities		2,385	4,017
NON-CURRENT LIABILITIES			
Borrowings	25	19	37
Total Non-Current Liabilities		19	37
TOTAL LIABILITIES		2,404	4,054
NET ASSETS		769,466	771,908
EQUITY			
Contributed equity	27	15,216	15,516
Reserves		507,007	509,843
Accumulated surplus		247,243	246,549
TOTAL EQUITY		769,466	771,908

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 2011

	Note	Contributed equity \$000	Reserves \$000	Accumulated surplus \$000	Total equity \$000
BALANCE AT 1 JULY 2009	27	15,359	507,964	248,517	771,840
Total comprehensive income for the year		-	1,879	(1,968)	(89)
Transactions with owners in their capacity as owners:					
Capital appropriations		157	-	-	157
Total		157	1,879	(1,968)	68
BALANCE AS AT 30 JUNE 2010		15,516	509,843	246,549	771,908
BALANCE AT 1 JULY 2010	27	15,516	509,843	246,549	771,908
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)
Total		(300)	(2,836)	694	(2,442)
BALANCE AS AT 30 JUNE 2011		15,216	507,007	247,243	769,466

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 2011

	Note	2011 \$000	2010 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		4,361	1,655
Capital appropriation		-	157
Holding account drawdowns		-	436
State grants and contributions		761	567
Net cash provided by State Government		5,122	2,815
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
PAYMENTS			
Employee benefits		(1,836)	(412)
Supplies and services		(7,205)	(6,920)
Accommodation		(3,046)	(3,007)
Grants and subsidies		(182)	(28)
GST payments on purchases		(1,139)	(981)
Other payments		(221)	(29)
RECEIPTS			
Sale of goods and services		1,575	1,104
User charges and fees		2,967	1,977
Commonwealth grants and contributions		298	671
Interest received		199	188
GST receipts on sales		637	451
GST receipts from taxation authority		344	586
Other receipts		2,936	1,956
NET CASH USED IN OPERATING ACTIVITIES	28	(4,673)	(4,444)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical assets		(1,349)	(555)
NET CASH USED IN INVESTING ACTIVITIES		(1,349)	(555)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(19)	(19)
NET CASH USED IN FINANCING ACTIVITIES		(19)	(19)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(919)	(2,203)
Cash and cash equivalents at the beginning of period		3,932	6,135
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	28	3,013	3,932

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

NOTES TO THE FINANCIAL STATEMENTS

1. AUSTRALIAN ACCOUNTING STANDARDS

General

The Western Australian Museum's financial statements for the year ended 30 June 2011 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*. No Australian Accounting Standards that have been issued or amended (but not operative) have been early adopted by the Western Australian Museum for the annual reporting period ended 30 June 2011.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) General statement

The financial statements constitute general purpose financial statements that have been prepared 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 are legislative provisions governing 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 of the service to the client or 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, ie. 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 to 20 years
Office equipment	4 to 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. Items acquired via fieldwork/research are brought to account when the full Museum collection is revalued.

Subsequent measurement

The collections of the Western Australian Museum are revalued every three years. The revaluation of the collections is conducted by independent valuers using a combination of both market values, where applicable, and recollection costs. The last revaluation was undertaken in 2009.

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.

All acquired and internally developed 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 ^(a)	3 to 10 years
-------------------------	---------------

^(a) 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.

p) Receivables

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (ie. 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 some capital and project 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 2010 that impacted on the Western Australian Museum:

2009-5

Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 5, 8, 101, 107, 117, 118, 136 & 139]

Under amendments to AASB 117, the classification of land elements of all existing leases has been reassessed to determine whether they are in the nature of operating or finance leases. As leases of land and buildings recognised in the financial statements have not been found to significantly expose the Western Australian Museum to the risks/rewards attributable to control of land, no changes to accounting estimates have been included in the Financial Statements and Notes to the Financial Statements.

Under amendments to AASB 107, only expenditures that result in a recognised asset are eligible for classification as investing activities in the Statement of Cash Flows. All investing cashflows recognised in the Western Australian Museum's Statement of Cash Flows relate to increases in recognised assets.

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 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 & 1038 and Interpretations 10 and 12]</i></p> <p>The amendment to AASB 7 <i>Financial Instruments: Disclosures</i> requires modification to the disclosure of categories of financial assets. The Western Australian Museum does not expect any financial impact when the Standard is first applied. The disclosure of categories of financial assets in the notes will change.</p>	1 Jan 2013
AASB 2009-12	<p><i>Amendments to Australian Accounting Standards [AASBs 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Interpretations 2, 4, 16, 1039 & 1052]</i></p> <p>This Standard introduces a number of terminology changes. There is no financial impact resulting from the application of this revised Standard.</p>	1 Jan 2011
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.</p> <p>The standard does not have any financial impact on the Western Australian Museum. However it may affect disclosures in the financial statements of the Western Australian Museum if the reduced disclosure requirements apply. DTF has not yet determined the application or the potential impact of the new Standard for agencies.</p>	1 Jul 2013

		Operative for reporting periods beginning on/after
AASB 2010-2	<p><i>Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements</i></p> <p>This Standard makes amendments to many Australian Accounting Standards, including Interpretations, to introduce reduced disclosure requirements into these pronouncements for application by certain types of entities.</p> <p>The Standard is not expected to have any financial impact on the Western Australian Museum. However this Standard may reduce some note disclosures in the financial statements of the Western Australian Museum. DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.</p>	1 Jul 2013
AASB 2011-2	<p><i>Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project – Reduced Disclosure Requirements [AASB 101 & 1054]</i></p> <p>This Amending 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. DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.</p>	1 Jan 2011
AASB 2010-5	<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 & 1038 and Interpretations 112, 115, 127, 132 & 1042] (October 2010)</i></p> <p>This Standard introduces a number of terminology changes as well as minor presentation changes to the Notes to the Financial Statements. There is no financial impact resulting from the application of this revised Standard.</p>	1 Jan 2011
AASB 2010-6	<p><i>Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets [AASB 1 & AASB 7]</i></p> <p>This Standard makes amendments to Australian Accounting Standards, introducing additional presentation and disclosure requirements for Financial Assets.</p> <p>The Standard is not expected to have any financial impact on the Western Australian Museum. DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.</p>	1 Jul 2011

		Operative for reporting periods beginning on/after
AASB 9	<p><i>Financial Instruments</i></p> <p>This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i>, introducing a number of changes to accounting treatments.</p> <p>The Standard was reissued on 6 Dec 2010 and the Western Australian Museum is currently determining the impact of the Standard. DTF has not yet determined the application or the potential impact of the Standard for agencies.</p>	1 Jan 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 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127]</i></p> <p>This Amending Standard makes consequential adjustments to other Standards as a result of issuing AASB 9 <i>Financial Instruments</i> in December 2010. DTF has not yet determined the application or the potential impact of the Standard for agencies.</p>	1 Jan 2013
AASB 1054	<p><i>Australian Additional Disclosures</i></p> <p>This Standard, in conjunction with AASB 2011-1 <i>Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project</i>, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards.</p>	1 Jul 2011
AASB 2011-1	<p><i>Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, 5, 101, 107, 108, 121, 128, 132 & 134 and Interpretations 2, 112 & 113]</i></p> <p>This Amending Standard, in conjunction with AASB 1054 <i>Australian Additional Disclosures</i>, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards.</p>	1 Jul 2011

	2011 \$000	2010 \$000
6. EMPLOYEE BENEFITS EXPENSE		
Wages and salaries ^(a)	13,538	13,986
Superannuation – defined contribution plans ^(b)	1,412	1,402
Annual leave	381	398
Long service leave	1,229	1,124
Other related expenses	154	241
	16,714	17,151

(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	4,068	2,209
Consumables	681	691
Insurance premiums	484	522
Advertising	376	388
Repairs and maintenance	342	440
Exhibition fees	321	759
Freight and cartage	320	149
Lease and hire costs	319	318
Travel	301	458
Communications	228	203
Printing	142	171
Sundry equipment	121	119
Legal fees	8	13
Other	206	158
	7,917	6,598

	2011 \$000	2010 \$000
8. DEPRECIATION AND AMORTISATION EXPENSE		
DEPRECIATION		
Buildings	1,878	2,445
Computing, plant, equipment and transport	633	741
Total depreciation	2,511	3,186
AMORTISATION		
Leasehold Improvements	273	271
Total amortisation	273	271
TOTAL DEPRECIATION AND AMORTISATION	2,784	3,457
9. ACCOMMODATION EXPENSES		
Utilities	1,305	1,375
Repairs and maintenance	543	789
Cleaning	353	330
Security	273	289
Other	65	77
	2,539	2,860
10. OTHER EXPENSES		
Workers compensation insurance	160	(13)
Other	62	69
	222	56
11. USER CHARGES AND FEES		
User charges	585	499
Fees	2,363	960
	2,948	1,459

	2011 \$000	2010 \$000
12. TRADING PROFIT		
Sales	1,575	1,270
Cost of sales:		
Opening inventory	(914)	(750)
Purchases	(861)	(735)
	(1,775)	(1,485)
Closing inventory	930	914
Cost of Goods Sold	(845)	(571)
TRADING PROFIT	730	699
13. COMMONWEALTH GRANTS AND CONTRIBUTIONS		
Recurrent	298	652
	298	652
<p>Included in recurrent grants are non-reciprocal grants received from various Commonwealth providers with remaining unspent funds as follows:</p>		
Australian Biological Research Study	16	58
Australian Institute of Marine Science	-	21
Australian Marine Mammal Centre	-	12
Commonwealth Office of the Attorney General	-	25
Commonwealth Scientific and Industrial Research Organisation	100	82
Department of Sustainability, Environment, Water, Population and Communities	146	96
Department of Innovation, Industry, Science and Research	22	222
Online Zoological Collections of Australian Museums	37	37
National Archives of Australia	37	-
	358	553
14. INTEREST REVENUE		
Interest revenue	232	168
	232	168

	2011 \$000	2010 \$000
15. OTHER REVENUE		
Donations and contributions	2,578	1,434
Grants and subsidies	423	1,825
Recoups of expenditure	249	698
Other revenue	79	77
	3,329	4,034
16. INCOME FROM STATE GOVERNMENT		
Appropriation received during the year:		
Service appropriation ^(a)	7,979	5,149
	7,979	5,149
The following assets have been assumed from/(transferred to) other State Government agencies during the financial year: ^(b)		
Minor equipment – computing hardware (from the Department of Culture and the Arts)	-	50
Samson House land and buildings (to the National Trust of Australia (WA))	(2,998)	-
Total assets assumed /(transferred)	(2,998)	50
Resources received free of charge ^(c)		
Determined on the basis of the following estimates provided by agencies:		
Department of Culture and the Arts		
Salaries and related costs and minor equipment	15,104	14,836
Francis Street building demolition / New Museum business case	2,706	-
State Solicitor's Office	3	8
	17,813	14,844
State grants and contributions ^(d)	761	1,132
TOTAL INCOME FROM STATE GOVERNMENT	23,555	21,175

(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 (ie. 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.

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

	2011 \$000	2010 \$000
Department of Culture and the Arts	108	32
Department of Environment and Conservation	203	337
Midwest Development Commission	18	-

17. RESTRICTED CASH AND CASH EQUIVALENTS

CURRENT

Specific purpose grant funds ^(a)	2,156	2,313
	<u>2,156</u>	<u>2,313</u>

(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	401	373
- Museum shops stock	529	541
	<u>930</u>	<u>914</u>

19. RECEIVABLES

CURRENT

Receivables	1,246	2,205
Allowance for impairment of receivables	-	-
Accrued interest	64	32
GST receivable	57	-
Total current	<u>1,367</u>	<u>2,237</u>

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

20. AMOUNTS RECEIVABLE FOR SERVICES

Current	-	-
Non-current	21,346	18,028
	<u>21,346</u>	<u>18,028</u>

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.

	2011 \$000	2010 \$000
21. PROPERTY, PLANT AND EQUIPMENT		
LAND		
At fair value ^(a)	31,151	33,370
Accumulated impairment losses	-	-
	<u>31,151</u>	<u>33,370</u>
BUILDINGS		
At fair value ^(a)	70,192	74,786
Accumulated depreciation	-	-
Accumulated impairment losses	-	-
	<u>70,192</u>	<u>74,786</u>
BUILDINGS UNDER CONSTRUCTION		
Construction costs	-	851
	<u>-</u>	<u>851</u>
LEASEHOLD IMPROVEMENTS		
At cost	11,005	11,005
Accumulated amortisation	(1,998)	(1,725)
Accumulated impairment losses	-	-
	<u>9,007</u>	<u>9,280</u>
COMPUTERS, PLANT, EQUIPMENT AND TRANSPORT		
At cost	4,272	3,901
Accumulated depreciation	(3,421)	(3,212)
Accumulated impairment losses	-	-
	<u>851</u>	<u>689</u>
FURNITURE AND FITTINGS		
At cost	4,534	4,534
Accumulated depreciation	(3,733)	(3,309)
Accumulated impairment losses	-	-
	<u>801</u>	<u>1,225</u>
	<u>112,002</u>	<u>120,201</u>

^(a) Land and buildings were revalued as at 1 July 2010 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2011 and recognised at 30 June 2011. In undertaking the revaluation, fair value of land and buildings was determined on the basis of depreciated replacement cost

Western Australian Museum ANNUAL REPORT 2010/2011

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 table below.

	Land	Buildings	Buildings under construction	Leasehold improvements	Computers, plant, equipment and vehicles	Furniture and fittings	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2011							
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

	Land	Buildings	Buildings under construction	Leasehold improvements	Computers, plant, equipment and vehicles	Furniture and fittings	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2010							
Carrying amount at start of year	33,546	74,895	522	9,553	881	1,630	121,027
Additions	-	258	360	-	122	22	762
Transfers	-	23	(31)	(2)	-	-	(10)
Other disposals	-	-	-	-	-	-	-
Revaluation increments	(176)	2,055	-	-	-	-	1,879
Impairment losses	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-
Depreciation	-	(2,445)	-	(271)	(314)	(427)	(3,457)
Carrying amount at end of year	33,370	74,786	851	9,280	689	1,225	120,201

	2011 \$000	2010 \$000
22. MUSEUM COLLECTIONS		
MUSEUM COLLECTIONS		
At fair value	630,810	629,311
At cost	2,402	1,320
Accumulated depreciation	-	-
Accumulated impairment losses	-	-
	633,212	630,631
MUSEUM COLLECTIONS UNDER CONSTRUCTION		
Construction costs	-	19
	-	19

	Museum Collections \$000	Museum Collections under construction \$000	Total \$000
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	-	-	-
Carrying amount at end of year	633,212	-	633,212
2010			
Carrying amount at start of year	629,913	-	629,913
Additions	11	9	20
Donations	707	-	707
Disposals	-	-	-
Transfers	-	10	10
Revaluation increments	-	-	-
Carrying amount at end of year	630,631	19	630,650

	2011	2010
	\$000	\$000

23. IMPAIRMENT OF ASSETS

There were no indications of impairment to property, plant and equipment and intangible assets at 30 June 2011.

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 2011 have either been classified as assets held for sale or written off.

24. PAYABLES

CURRENT

Trade payables	2,245	3,888
Accrued expenses	73	58
GST payable	-	23
	<u>2,318</u>	<u>3,969</u>

25. BORROWINGS

CURRENT

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

NON-CURRENT

SEDO loan	19	37
Total non-current	<u>19</u>	<u>37</u>

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 until August 2012.

	2011 \$000	2010 \$000
26 OTHER LIABILITIES		
CURRENT		
Income received in advance	40	21
Unclaimed monies	8	8
	<u>48</u>	<u>29</u>
27. EQUITY		
The Government holds the equity interest in the Western Australian Museum on behalf of the community. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.		
CONTRIBUTED EQUITY		
Balance at start of period	15,516	15,359
Contributions by owners		
Capital appropriation	-	157
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)	-
Total distributions to owners	<u>(300)</u>	<u>-</u>
Balance at end of period	<u>15,216</u>	<u>15,516</u>
RESERVES		
Asset revaluation surplus		
Balance at start of period	509,843	507,964
Net revaluation increments/(decrements):		
Land	231	(176)
Buildings	(3,067)	2,055
Museum collections	-	-
Balance at end of period	<u>507,007</u>	<u>509,843</u>
Accumulated surplus		
Balance at start of period	246,549	248,517
Result for the period	694	(1,968)
Balance at end of period	<u>247,243</u>	<u>246,549</u>
TOTAL EQUITY AT END OF PERIOD	<u>769,466</u>	<u>771,908</u>

	2011	2010
	\$000	\$000

28. 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	857	1,619
Restricted cash and cash equivalents (note 17 'Restricted cash and cash equivalents')	2,156	2,313
	<u>3,013</u>	<u>3,932</u>

RECONCILIATION OF NET COST OF SERVICES TO NET CASH FLOWS USED IN OPERATING ACTIVITIES

Net cost of services	(22,861)	(23,143)
----------------------	----------	----------

NON-CASH ITEMS:

Depreciation and amortisation expense (note 8 'Depreciation and amortisation expense')	2,784	3,457
Resources received free of charge (note 16 'Income from State Government')	17,813	14,844
Assets assumed – consumables (minor equipment) (note 16 'Income from State Government')	-	50
Donations to collection (note 22 'Museum collections')	(1,499)	(707)
Adjustment for other non-cash items	27	457

(INCREASE)/DECREASE IN ASSETS:

Current receivables ^(a)	928	(1,654)
Current inventories	(16)	(164)

INCREASE/(DECREASE) IN LIABILITIES:

Current payables ^(a)	(1,628)	2,542
Other current liabilities	18	(14)

Net GST receipts/(payments) ^(b)	(158)	56
Change in GST in receivables/payables ^(c)	(81)	(168)

Net cash used in operating activities	<u>(4,673)</u>	<u>(4,444)</u>
--	-----------------------	-----------------------

(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 ie. cash transactions.

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

	2011	2010
	\$000	\$000

29. COMMITMENTS

The commitments below are inclusive of GST where relevant.

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	68	70
Later than 1 year and not later than 5 years	36	71
	<u>104</u>	<u>141</u>
Representing:		
Non-cancellable operating leases	104	141
	<u>104</u>	<u>141</u>

The thirteen motor vehicle leases (2010: 16 leases) are considered non-cancellable operating leases with lease expenditure payable monthly in advance.

30. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

31. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

Land located at Finnerty Street, Fremantle, is due to be transferred from the Museum in the first half of 2012. The value of the land at 30 June 2011 was \$4m.

32. EXPLANATORY STATEMENT

This statement provides details of any significant variations between estimates and actual results for 2011 and between the actual results for 2010 and 2011. Significant variations are considered to be those greater than 10% and \$100,000.

Significant variances between estimated and actual result for 2011

	2011 Estimate \$000	2011 Actual \$000	Variation Over/(Under) \$000
EXPENSES			
Supplies and services	6,602	7,917	1,315
Depreciation and amortisation expense	3,618	2,784	(834)
Grants and subsidies	-	222	222
Other expenses	60	222	162
INCOME			
User charges and fees	2,633	2,948	315
Commonwealth grants and contributions	468	298	(170)
Other revenue	1,682	3,329	1,647
Service appropriation	5,269	7,979	2,710
Assets assumed/(transferred)	-	(2,998)	(2,998)
Resources received free of charge	15,176	17,813	2,637

Supplies and services

Supplies and services includes \$2.3m in expenditure for the commencement of demolition of the Francis Street Museum building. These costs were not included in the Museum's original budget estimate. Funding for the project was appropriated to, and costs incurred by, the Department of Culture and the Arts with the WA Museum recognising the total 2011 costs as resources received free of charge. This expenditure is offset by a delay in a private sector-funded project to construct a molecular systematics laboratory, less than estimated expenditure during the year on costs associated with the preparation of a New Museum business case, savings in travel expenditure and the incorrect classification of workers' compensation insurance when estimates were prepared (see Other expenses below).

Depreciation and amortisation expense

A decrease against estimates to depreciation expense occurred as a result of a reduction to overall building valuations in the 2010 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.

Grants and subsidies

The majority of grants and subsidies expense relates to grant payments during 2011 from Commonwealth monies received to fund International Year of Biodiversity activities/initiatives. This expenditure was not included in original budget estimates.

Other expenses

Other expenses are greater than estimated due to the incorrect classification in the 2011 estimates of workers' compensation insurance (classified as Supplies and services). Workers' compensation expense in 2011 totalled \$160k.

User charges and fees

The variation from estimate is mainly due to fees and service charges received from third parties for various Museum projects/activities that were not anticipated when the 2011 budget was prepared. This is offset by lower than expected admission fees collected in the year for entry into the Fremantle Maritime Museum.

Commonwealth grants and contributions

The estimate for Commonwealth grants and contributions incorrectly classified a number of grants from the State Government (total \$248k) as Commonwealth grants. This variation is offset by Commonwealth grants received during the year that were not anticipated when the estimate was prepared.

Other revenue

Other revenue is greater than estimated due to the recognition in 2011 of items donated to the Museum Collection of \$1.5m and grants/contributions from the private sector that were not anticipated when the estimates were prepared.

Service appropriation

The increase is mainly due to an additional \$2.7m provided by the State Government during the year to fund the Museum's operating deficit that resulted from a shortfall in salary, accommodation and insurance funding.

Assets assumed/(transferred)

Samson House land and building assets in Fremantle were transferred to the National Trust of Australia (WA) on 1 July 2010. This item was not included in original budget estimates.

Resources received free of charge

Resources received free of charge includes amounts expended by the Department of Culture and the Arts for the commencement of demolition of the Francis Street Museum building (\$2.3m) and preparation of a New Museum business case (\$0.4m). These costs (recognised as Supplies and services) and offsetting revenue were not included in the Museum's original budget estimate. Funding for the project was appropriated by the State Government to the Department of Culture of the Arts.

Significant variances between actual results for 2010 and 2011

	2011	2010	Variation
	\$000	\$000	Over/(Under)
			\$000
EXPENSES			
Supplies and services	7,917	6,598	1,319
Depreciation and amortisation expense	2,784	3,457	(673)
Accommodation expenses	2,546	2,860	(314)
Grants and subsidies	222	33	189
Cost of sales	845	571	274
Other expenses	222	56	166
INCOME			
User charges and fees	2,948	1,459	1,489
Sales	1,575	1,270	305
Commonwealth grants and contributions	298	652	(354)
Other revenue	3,329	4,034	(705)
Service appropriation	7,979	5,149	2,830
Assets assumed/(transferred)	(2,998)	50	(2,948)
Resources received free of charge	17,813	14,844	2,969
State grants and contributions	761	1,132	(371)

Supplies and services

2011 expenditure includes \$2.3m for the demolition of the Francis Street Museum building. Funding for the project was appropriated to, and costs incurred by, the Department of Culture of the Arts with the WA Museum recognising the total 2011 costs as resources received free of charge. This expenditure is offset by decreases, when compared to 2010, in travel costs, capital maintenance expenditure, exhibition costs and insurance premiums.

Depreciation and amortisation expense

The decrease in depreciation expense occurred due to a reduction to overall building valuations in the 2010 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 decrease in accommodation expenses in 2011 is largely due to an overall reduction in building repairs, maintenance, minor works and utilities expenses across all of the Museum's sites.

Grants and subsidies

The increase in grants and subsidies is mainly the result of grant payments during 2011 from Commonwealth monies received to fund International Year of Biodiversity activities/initiatives.

Cost of sales

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

Other expenses

The Museum's workers' compensation premium was significantly higher in 2011.

User charges and fees

User charges and fees were substantially higher due to the recognition of admissions income from the major exhibition *A Day in Pompeii* in 2011.

Sales

Higher sales from the Museum's retail and commercial operations is largely attributed to sales during the major exhibition *A Day in Pompeii* and the sale of merchandise associated with the Fremantle and Albany Welcome Walls that were completed and launched during the year.

Commonwealth grants and contributions

The decrease in Commonwealth grants and contributions is mainly due to the receipt in 2010 of a substantial grant to fund International Year of Biodiversity activities/initiatives.

Other revenue

Other revenue was lower in 2011 due to a substantial capital grant in the prior year from the private sector for the construction of a molecular systematics laboratory.

Service appropriation

The increase in 2011 to the Museum's service appropriation is due to the receipt of supplementary funding from the State Government.

Assets assumed/(transferred)

The movement from prior year is mainly due to the transfer of land and buildings to the National Trust of Australia (WA) on 1 July 2010.

Resources received free of charge

Resources received free of charge were greater in 2011 largely due to expenditure incurred by the Department of Culture and the Arts for the demolition of the Francis Street Museum building and the preparation of a New Museum business case. The Department received funding from the State Government for both of these items.

State grants and contributions

The decrease to State grants and contributions is mainly attributed to the receipt in 2010 of a contribution from the Department of Culture and the Arts (for which the Department received funding from the State) towards costs associated with the preparation of a business case for a New Museum.

33. 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:

	2011	2010
	\$000	\$000
FINANCIAL ASSETS		
Cash and cash equivalents	857	1,619
Restricted cash and cash equivalents	2,156	2,313
Loans and receivables ^(a)	22,656	20,265
	<u>25,669</u>	<u>24,197</u>
FINANCIAL LIABILITIES		
Financial liabilities measured at amortised cost	2,356	4,025
	<u>2,356</u>	<u>4,025</u>

^(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, interest rate exposures 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.

The Western Australian Museum does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

Interest rate exposures and ageing analysis of financial assets ^(a)

	Weighted Average Effective Interest Rate %	Carrying Amount \$000	Interest rate exposure			Past due but not impaired					Impaired financial assets \$000
			Fixed interest rate \$000	Variable interest rate \$000	Non-interest bearing \$000	Up to 3 months \$000	3-12 months \$000	1-2 years \$000	2-5 years \$000	More than 5 years \$000	
FINANCIAL ASSETS											
2011											
Cash and cash equivalents	5.0	857	-	841	16	-	-	-	-	-	-
Restricted cash and cash equivalents	5.0	2,156	-	2,156	-	-	-	-	-	-	-
Receivables ^(a)	-	1,310	-	-	1,310	27	11	-	-	-	-
Amounts receivable for services	-	21,346	-	-	21,346	-	-	-	-	-	-
		25,669	-	2,997	22,672	27	11	-	-	-	-
2010											
Cash and cash equivalents	4.0	1,619	-	1,600	19	-	-	-	-	-	-
Restricted cash and cash equivalents	4.0	2,313	-	2,313	-	-	-	-	-	-	-
Receivables ^(a)	-	2,237	-	-	2,237	26	6	-	-	-	-
Amounts receivable for services	-	18,028	-	-	18,028	-	-	-	-	-	-
		24,197	-	3,913	20,284	26	6	-	-	-	-

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

Liquidity risk

The following table details the contractual maturity analysis for financial liabilities. The table includes interest and principal cash flows. An adjustment has been made where material.

Interest rate exposure and maturity analysis of financial liabilities^(a)

	Weighted Average Effective Interest Rate %	Carrying Amount \$000	Interest rate exposure					Maturity date				
			Fixed Interest Rate \$000	Variable interest rate \$000	Non- interest bearing \$000	Adjustment for discounting \$000	Total Nominal Amount \$000	Up to 3 months \$000	3-12 months \$000	1-2 years \$000	2-5 years \$000	More than 5 years \$000
FINANCIAL LIABILITIES												
2011												
Payables	-	2,318	-	-	2,318	-	-	-	-	-	-	-
Other Borrowings	-	38	-	-	38	-	-	19	-	19	-	-
		2,356	-	-	2,356	-	-	19	-	19	-	-
2010												
Payables	-	3,969	-	-	3,969	-	-	-	-	-	-	-
Other Borrowings	-	56	-	-	56	-	-	19	-	19	18	-
		4,025	-	-	4,025	-	-	19	-	19	18	-

(a) The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities at the end of the reporting period.

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
2011					
FINANCIAL ASSETS					
Cash and cash equivalents	857	(8.6)	(8.6)	8.6	8.6
Restricted Cash and cash equivalents	2,156	(21.6)	(21.6)	21.6	21.6
Total Increase/(Decrease)		(30.2)	(30.2)	30.2	30.2

	-100 basis points			+100 basis points	
	Carrying amount \$000	Surplus \$000	Equity \$000	Surplus \$000	Equity \$000
2010					
FINANCIAL ASSETS					
Cash and cash equivalents	1,619	(16.2)	(16.2)	16.2	16.2
Restricted Cash and cash equivalents	2,313	(23.1)	(23.1)	23.1	23.1
Total Increase/(Decrease)		(39.3)	(39.3)	39.3	39.3

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.

34. 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:

	2011	2010
\$0 – \$10,000	6	7
	\$000	\$000
The total remuneration of members of the Western Australian Museum	28	30

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:

	2011	2010
\$10,001 – \$20,000	1	-
\$70,001 – \$80,000	-	2
\$110,001 – \$120,000	2	-
\$120,001 – \$130,000	-	-
\$130,001 – \$140,000	2	1
\$140,001 – \$150,000	-	1
\$150,001 – \$160,000	2	-
\$160,001 – \$170,000	-	1
\$170,001 – \$180,000	-	1
\$180,001 – \$190,000	-	1
\$220,001 – \$230,000	1	-
	\$000	\$000
The total remuneration of senior officers	1,055	958

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.

2011	2010
\$000	\$000

35. REMUNERATION OF AUDITOR

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

Auditing the accounts, financial statements and performance indicators	34	37
--	----	----

36. RELATED BODIES

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

37. AFFILIATED BODIES

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

38. SUPPLEMENTARY FINANCIAL INFORMATION

(a) Write-offs

Debts written off by the Western Australian Museum during the financial year	-	-
--	---	---

(b) Losses through theft, defaults and other causes

Losses of public moneys and public and other property through theft	-	-
---	---	---

(c) Gifts of public property

Gifts of public property provided by the Western Australian Museum	-	-
--	---	---

(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.	-	-
--	---	---

39. INCOME AND EXPENSES BY SERVICE

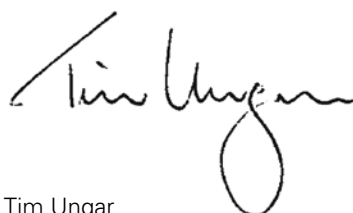
For the financial year ended 30 June 2011, the Western Australian Museum operated under one service titled 'Museum Services' and therefore service information is reflected in the Statement of Comprehensive Income.

KEY PERFORMANCE INDICATORS

CERTIFICATION OF KEY PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2011

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 2011.



Tim Ungar
Chair, Western Australian Museum Board
13 September 2011



Steve Scudamore
Member, Western Australian Museum Board
13 September 2011

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 coordinates reporting of key performance indicators at the whole of the Culture and 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 Outcome
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.	
<i>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.</i>	
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 access

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	2007/08	2008/09	2009/10	2010/11
Proportion of collection stored in controlled environment	97.49%	97.79%	98.87%	98.91%
Number of items from the collection described and recorded on the relevant data base	1,765,040	1,571,698	1,188,656*	1,221,306

* 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 previous two 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 WA Museum collections, in accordance with wishes of the elders. However, the Anthropology department has the material documented.

OBJECTS ADDED TO THE COLLECTIONS IN 2010–11

The Table below documents the number of items added to the collection in 2010–11

Items added to Collection	Terrestrial Zoology	Aquatic Zoology	Maritime History	Maritime Archaeology	Anthropology	Earth & Planetary Sciences	History	Total
July	526	695	364	0	126	3	0	1714
August	1185	149	552	66	13	1	1	1967
September	1525	259	1574	0	0	97	2	3457
October	4354	310	6	0	0	0	0	4670
November	1519	1486	28	3	14	0	0	3050
December	1044	2262	77	6	0	0	0	3389
January	922	577	1261	0	43	0	0	2803
February	925	931	1138	100	31	0	2	3127
March	600	709	594	0	0	28	0	1931
April	909	1971	31	3	0	0	0	2914
May	910	569	944	1	0	0	0	2424
June	447	725	29	0	0	2	1	1204
Total	14,866	10,643	6,598	179	227	131	6	32,650

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 programs.

Measurement of Indicator	2006/07	2007/08	2008/09	2009/10	Targets 2010/11	Actual 2010/11
Number of visitors to Museum sites	838,350	891,846	819,729	817,966	856,903	819,508
Number of visitors to web site — unique visits	396,986	614,081	655,398	661,425	668,636	582,602
Percentage of visitors satisfied with the services of the Museum's sites	70%	68%	68%	65%	85%	87%*

* Please note that a new survey method and instrument were used to collect this data in 2010/1011. Therefore, caution should be exercised in comparing data from 2009/2010 and 2010/2011 and inferring any significant change in performance as a consequence. Where significant and consistent changes have been recorded across all sites it is likely that these are largely the result of the new methodology. These changes were made to obtain a more accurate measure of actual visitor satisfaction.

VISITOR SATISFACTION OVERALL VISIT JULY 2010 – JUNE 2011

	2010/11	Total (n=2,666)	Perth	Maritime	Shipwreck Galleries	Albany	Geraldton	Kalgoorlie-Boulder
Overall ratings of Museum Aspects	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 SATISFACTION OVERALL VISIT JULY 2009 – JUNE 2010

	2009–10	Total (n=1,716)	Perth	Maritime	Shipwreck Galleries	Albany	Geraldton	Kalgoorlie-Boulder
General exhibitions rating	Poor	0%	1%	1%	0%	1%	0%	0%
	Average	1%	3%	1%	1%	2%	0%	1%
	Good	30%	41%	31%	32%	70%	12%	22%
	Excellent	65%	47%	63%	63%	27%	87%	74%
	Not applicable	4%	8%	4%	4%	0%	1%	3%

Please note that a new survey method and instrument were used to collect this data in 2010/1011. Therefore, caution should be exercised in comparing data from 2009/2010 and 2010/2011 and inferring any significant change in performance as a consequence. Where significant and consistent changes have been recorded across all sites it is likely that these are largely the result of the new methodology. These changes were made to obtain a more accurate measure of actual visitor satisfaction.

VISITOR RATINGS OF GENERAL EXHIBITIONS JULY 2010 – JUNE 2011

	2010–11	Total (n=2,781)	Perth	Maritime	Shipwreck Galleries	Albany	Geraldton	Kalgoorlie- Boulder
General exhibitions rating	Any Dissatisfied	7%	15%	7%	6%	9%	4%	4%
	Neither	3%	3%	4%	4%	8%	0%	1%
	Satisfied	31%	32%	35%	32%	30%	19%	26%
	Very Satisfied	55%	45%	51%	55%	49%	71%	67%
	Not applicable	4%	5%	3%	3%	4%	6%	2%

VISITOR RATINGS OF GENERAL EXHIBITIONS JULY 2009 – JUNE 2010

	2009–10	Total (n=1,712)	Perth	Maritime	Shipwreck Galleries	Albany	Geraldton	Kalgoorlie- Boulder
General exhibitions rating	Poor	0%	0%	0%	0%	1%	0%	0%
	Average	2%	3%	1%	0%	8%	0%	1%
	Good	31%	41%	32%	24%	64%	20%	23%
	Excellent	63%	46%	62%	73%	26%	79%	72%
	Not applicable	4%	10%	5%	3%	1%	1%	4%

Please note that a new survey method and instrument were used to collect this data in 2010/1011. Therefore, caution should be exercised in comparing data from 2009/2010 and 2010/2011 and inferring any significant change in performance as a consequence. Where significant and consistent changes have been recorded across all sites it is likely that these are largely the result of the new methodology. These changes were made to obtain a more accurate measure of actual visitor satisfaction.

Comparative Attendance Figures 2009/2010 and 2010/2011			
Western Australian Museum – Perth	Overall visitors	School groups	Site total
2009/2010	382,744	26,928	409,672
2010/2011	347,149	32,588	379,737
Western Australian Museum – Maritime Museum Victoria Quay and Submarine	Overall visitors	School groups	Site total
2009/2010	114,822	9,487	124,309
2010/2011	110,181	10,998	121,179
Western Australian Museum – Shipwreck Galleries	Overall visitors	School groups	Site total
2009/2010	71,151	10,950	82,101
2010/2011	89,371	10,708	100,079
Western Australian Museum – Fremantle History Museum and Samson House	Overall visitors	School groups	Site total
2009/2010	5,543	143	5,686
2010/2011*	-	-	-
Western Australian Museum – Albany	Overall visitors	School groups	Site total
2009/2010	70,268	3,677	73,945
2010/2011	91,043	5,133	96,176
Western Australian Museum – Geraldton	Overall visitors	School groups	Site total
2009/2010	45,118	2,170	47,288
2010/2011	40,547	2,460	43,007
Western Australian Museum – Kalgoorlie-Boulder	Overall visitors	School groups	Site total
2009/2010	72,959	2,006	74,965
2010/2011	77,058	2,272	79,330
Western Australian Museum Annual Total	Overall visitors	School groups	Site total
2009/2010	762,605	55,361	817,966
2010/2011	755,349	64,159	819,508

* Fremantle History Museum and Samson House were closed to the public from the end of 2009/2010.

Monthly Visitors 2010/2011													
Site	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Perth	64,521	45,205	34,207	23,822	20,116	20,620	35,389	17,513	21,852	33,536	33,092	29,864	379,737
Maritime	10,784	8,383	10,131	10,988	9,596	12,824	12,246	7,569	9,802	11,080	9,264	8,512	121,179
Albany	7,210	7,078	8,215	7,888	6,022	9,453	12,570	7,320	8,715	8,464	6,464	6,777	96,176
Geraldton	4,114	3,519	3,836	4,168	2,991	2,998	3,752	1,712	3,244	4,665	4,444	3,564	43,007
Kalgoorlie -Boulder	7,065	7,017	7,748	9,130	6,091	6,985	6,365	4,000	5,512	7,406	6,276	5,735	79,330
Shipwreck Galleries	7,994	6,888	8,572	9,042	8,394	9,149	9,776	7,419	8,436	9,085	7,305	8,019	100,079
Total	101,688	78,090	72,709	65,038	53,210	62,029	80,098	45,533	57,561	74,236	66,845	62,471	819,508

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 that was abolished at the end of 2007/2008. 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 in 2008/09.

Year	Collection valuation	5 Year Rolling Average Income from the State Government	Key Effectiveness Indicator
2006/2007 Actual	\$205,933,000	\$17,838,400	8.66%
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 Target	\$647,450,790	\$21,993,500	3.15%
2010/2011 Actual	\$630,809,748	\$21,387,200	3.30%

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
2006/2007 Actual	\$26.24
2007/2008 Actual	\$16.75
2008/2009 Actual	\$34.57
2009/2010 Actual	\$37.56
2010/2011 Target	\$34.62
2010/2011 Actual	*\$38.12

* Total cost of services = \$31,243,000; Total visitation = 819,508

MINISTERIAL DIRECTIVES

No Ministerial directives were received during the 2010/11 financial year.

OTHER FINANCIAL DISCLOSURES

MAJOR CAPITAL PROJECTS

Capital projects incomplete

The demolition of the Francis Street building and the remediation of the area will be completed in the 2011/12 year. The estimated total budget for the project is \$6.8 million and the estimated cost to complete the project at 30 June 2011 is approximately \$4.1 million.

The demolition of the former US Navy laundry in Finnerty Street, Fremantle, is due for completion in early 2011/12 at a total cost of approximately \$80,000.

Capital projects completed

The construction of the third and final stage of the Welcome Walls at the WA Maritime Museum and the WA Museum Albany site was completed in 2010/11. The total cost of construction of the Welcome Walls was \$1.3 million.

Works to restore, reconstruct and conserve deteriorated masonry at the WA Museum Shipwreck Galleries were completed in early 2010-11 at a total project cost of \$905,000.

EMPLOYMENT AND INDUSTRIAL RELATIONS

Demographics by Employment Type and Gender

Employment Type	Women	Men	Total
Permanent Full-time	58	58	116
Permanent Part-time	41	16	57
Fixed Term Full-time	24	16	40
Fixed Term Part-time	15	9	24
Casual paid in previous 12 months	12	8	20
Other* paid in previous 12 months	6	2	8
Total	156	109	265

* Employees seconded in or out of the organisation or not being paid for reasons such as Leave Without Pay/Parental leave etc.

GOVERNANCE DISCLOSURES

CONFLICTS OF INTEREST

A new Conflict of Interest Policy was introduced, focusing on critical areas of potential conflict of interest, such as: private collecting; outside employment, business interests or consultancy; teaching, lecturing, writing and other creative activities; and research ethics and conduct. The policy provides valuable tools and guidelines for both staff and managers in identifying and managing potential, perceived or actual conflicts of interest.

INTELLECTUAL PROPERTY POLICY

A newly prepared Intellectual Property Policy was introduced in November 2010. This revised and replaced the previous Intellectual Property Policy (1999). The objectives of the Policy are to: identify, capture, suitably protect and responsibly manage intellectual property created within the Museum; allocate rights to use intellectual property to optimise potential benefit to the Museum and Western Australia; encourage and where possible offer incentives to employees for the creation of valuable intellectual property.

OTHER LEGAL REQUIREMENTS

ADVERTISING EXPENDITURE

In accordance with Section 175ZE of the <i>Electoral Act 1907</i> expenditure by the Western Australian Museum on advertising and related costs is listed below.		
Advertising organisations		Nil
Market research organisations	Synovate	\$103,800
Polling organisations		Nil
Direct mail organisations	Lasermail	\$46,718
Media advertising organisations:		
Job vacancies	Adcorp Australia Limited	\$2,758
Media advertising organisations:	Albany Advertiser	\$747
Advertising	Albany Weekender	\$90
	Artha Publishing	\$82
	Australia's Golden Outback	\$905
	Best of Australia	\$700
	City of Perth	\$6,182
	Cooks Tours	\$1,250
	Countrywide Publications	\$4,042
	Cybersoft Creative	\$3,192
	Department of Education	\$2,000
	Digital Ads International Pty Ltd	\$1,683
	Eclipse Resources Pty Ltd	\$3,000
	Executive Media Pty Ltd	\$864
	Eyezon Pty Ltd	\$450
	Faircount Media Group Asia	\$5,950
	Fremantle Visitor Centre	\$386
	Geraldton Newspapers	\$621
	Geraldton-Greenough Post	\$810
	Haymarket	\$150
	Kalgoorlie-Boulder Chamber of Commerce	\$795
	Kalgoorlie-Boulder Tourist Centre	\$1,268
	Market Creations Pty Ltd	\$320
	Mitchell and Partners Australia	\$2,308
	OMD Media Decisions	\$436,412
	Pacific Magazines	\$5,000
	Perth Region Tourism Organisation	\$618
	Sensis Pty Ltd	\$1,210
	Smith and Brown Design	\$4,200
	Special Days Pty Ltd	\$99
	Sumo Group	\$7,724
	WA Newspapers	\$2,100
	Sub Total Advertising	\$495,158
Total Advertising and Related Costs		\$648,434

DISABILITY ACCESS INCLUSION PLAN OUTCOMES

The WA Museum is committed to ensuring that people with disabilities, their families and carers have the same opportunities, rights and responsibilities enjoyed as others to access the range of services, information and facilities it provides. The Museum is also committed to ensuring that people with disabilities have the opportunity to participate in shaping the Museum's services and objectives through a consultative process. During 2010/2011, the Western Australian Museum continued to refine and implement its Disability Access and Inclusion Plan strategies with the following outcomes.

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

- The Western Australian Museum has developed all of its public programs with access for people with disabilities as a core element. Vision impaired strategies utilising large text, audio and tactile elements have been built into new exhibitions and are common through participatory programs.
- The design and layout of all exhibition displays takes into consideration accessibility and readability. An example of this was the Museum's *AC/DC: Australia's Family Jewels* exhibition which incorporated showcases to enable people in wheelchairs to view the objects. Space planning ensured wheelchair access to all displays by way of providing a minimum of 1,550mm for turning circles with a carer.
- Text panels and object labels comply with international museum standards. Software is used in the design process to illustrate the effect of colour blindness and contrast in colours for colour blind visitors. A new lighting system has also been installed in the Perth Temporary Exhibitions Gallery enabling better visual access to objects and texts within conservation parameters.
- Audio points with headphones were also used in the *AC/DC* exhibition with great success. The audio points convey clear audio amongst fairly loud environmental audio in the space. The WA Museum has received good feedback from groups of visually impaired visitors in regard to the successful delivery of audio content and legibility of text presentation.
- The *Minang Mainitch* Indigenous Weaver's Festival at the WA Museum Albany had workshops available for vision impaired, hearing impaired and physically impaired participants with guides who assisted in the needs of these participants.
- The Francis Street Demolition project has allocated funding for a new universal access path from the rear of Hackett Hall foyer to the Beaufort Street wing. Post-demolition remediation landscaping plans provide accessible pathways throughout the new garden.
- WA Museum designed two programs, *Whale Tales* and *Puss in Boats*, specifically for students with special needs. These programs are advertised for years K-3 but are adaptable to all ages based on their needs. *Puss in Boats* won a Fremantle Friendly Access and Inclusion Award from the City of Fremantle. It received a 'special commendation for an inclusive educational environment'.
- In order to have a better understanding about the accessibility of museums and cultural heritage spaces for people who are blind or vision impaired, the WA Museum facilitated a study entitled *The Place of Vision Impaired Visitor Perspectives in Museums*, a Masters thesis by Teresa Moy from Curtin University. One outcome of this research project is to seek new and innovative ways to provide access to exhibition content within the shared museum space.

Outcome 2: People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority. Continuous improvements are being made to enhance physical sensory and intellectual access to all WA Museum sites.

- WA Maritime Museum has improved accessibility to its building by providing:
 - a new universal toilet
 - a ramp to the Batavia Gallery (lower floor),
 - Batavia Gallery doors (lower and upper floors) upgrade to automatic opening for disabled
 - tactiles installed to entrance and Batavia Gallery stairs
 - handrail installed to entrance gallery stairs
- Lifts at Fremantle sites have been provided with:
 - stainless steel flush mounted button plates
 - stainless steel handrails to rear and side walls.
 - stainless steel flush mounted side wall car operating panel. Buttons incorporate Braille.
 - installed one set of Panachrome 3D Door protection with controller in Victoria Quay lift
- WA Museum Albany has built two new door ramps for access to the programs offices and for the Residency interior.
- The Welcome Walls structures at Fremantle and Albany have access ramps and handrails for disability access. The interpretive panels have been set according to wheelchair bound viewing range.
- The Museum's Library has offered facilities to a volunteer with a physical disability and two volunteers with autism by providing a quiet work space and other relevant facilities to accommodate their needs.

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.

- Public programs promotional material is available to the site database and program participants with vision impairments in large format, either electronically or in hardcopy. All program materials follow disability access guidelines for font, colour and size.
- All new websites are developed according to a minimum of Web Content Accessibility Guidelines Version 1 (WCAG v1), and often reaching Web Content Accessibility Guidelines Version 2 (WCAG v2) to ensure maximum accessibility for all users. The only exception is that video files do not have captions.
- The WA Museum follows the Disability Services Commission's accessible information guidelines. Information has been sent to all staff members to ensure the organisation communicates effectively to the community by providing clear and concise information in a variety of formats that is easy to read and understand.

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.

- The Museum makes provision to present information to visually impaired visitors by developing a style guide for all future design work within exhibitions. Evidence of this approach can be seen at the new Albany redevelopment that opened to the public on 1 July 2010. Labels and graphic panels have been designed with 70 percent contrast with minimum font sizes for all visitors to read and experience the exhibition stories. *AC/DC: Australia's Family Jewels* is another example of using these design parameters to make the exhibition accessible to everyone.
- The *WAMI Kiss My Camera 2011* exhibition was presented in the Courtroom of the Old Gaol. As this building is a heritage building with no wheelchair or pram, an LCD TV was established on the ground floor that presented photographs for everybody to see.
- All people with any form of disabilities receive the same level and quality of service as other visitors. Staff utilise their disability access training to ensure they provide suitable service where required.

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

- The complaints information and process are available at the front reception desks at all sites of the WA Museum as well as on the Museum's website. Visitor Services Officers assist in documentation of complaints if requested.

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

- WA Museum Albany has two parents of children with disabilities in a focus group for children's programs and they have also attended the two Young Naturalists Club planning meetings.
- The Albany site has two long term (three years+) volunteers with disabilities and staff members have worked closely with these volunteers to ensure their views, concerns and feedback are incorporated in to site strategies for access.
- WA Museum Geraldton notifies consultation opportunities to its stakeholder groups including representation from people with disabilities.

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

RECORDKEEPING PLANS

The WA 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 WA Museum's Recordkeeping Plan details the recordkeeping program for the agency including which records are to be created and how those records are to be kept. In accordance with Part 3, Division 4 of the *State Records Act*, in 2009 the Museum evaluated the efficiency and effectiveness of its existing Recordkeeping Plan and the 2009 Amended Recordkeeping Plan was approved by the State Records Commission.

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

Additional TRIM licences have been purchased. The training on capturing the Museum's records on the records management system TRIM includes training on records identification and responsibilities under both the *State Records Act* and the Museum's Recordkeeping Plan. Identification of recordkeeping training needs is ongoing and as identified, processes are put in place to deliver the required training.

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 training program was reviewed in 2010 to ensure relevance. Feedback from training sessions is requested, and where appropriate changes are made to content. The Museum's Records Unit operates under a charter of continuous improvement. Records management training is continually being reviewed, to ensure best practices are adhered to and the Museum manages its records in an effective and efficient manner.

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

The Museum is an agency within the Culture and the Arts Portfolio and the induction program run by the Department of the Culture and the Arts addresses employees recordkeeping roles responsibilities. Under the Museum's Recordkeeping Plan, the records management awareness training program – detailing responsibilities and practices of records management – is compulsory for all employees and targets new employees.

GOVERNMENT POLICY REQUIREMENTS

SUBSTANTIVE EQUALITY

The Department of Culture and the Arts reports on substantive equality for the whole of the Culture and the Arts Portfolio.

OCCUPATIONAL SAFETY, HEALTH AND INJURY MANAGEMENT

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 2010/11.

1. A statement of the agency's commitment to occupational safety and health (OSH) and injury management

Health and safety is an integral part of management principles of the WA Museum's strategic and operational activities. The Museum's 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).

2. 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. Since the regional sites have small staff numbers, they have only one OSH representative for each site. These representatives work closely with the site managers and the 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 corporate Risk and Compliance Committee for appropriate action.

3. A statement of compliance with the injury management requirements of the Workers' Compensation and Injury Management Act 1981

The Injury Management Policy of DCA applies to all its agencies including the WA 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*.

Below is a report of the WA Museum's annual performance for 2010/2011 against the following indicators:

Indicator	Target 2010/11	Actual 2010/11
Number of fatalities	Zero (0)	0
Lost time injury/diseases (LTI/D) incidence rate	Zero (0) or 10% reduction on previous year	1.51 (25 percent reduction from previous year)
Lost time injury severity rate	Zero (0) or 10% improvement on previous year	0
Percentage of injured workers returned to work within 28 weeks	Actual percentage result to be reported	0
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 50%	Not recorded*

* Records are not kept at DCA level for this category. Training requirements will be considered as part of the OSH Framework review.

A statement confirming that a self-evaluation (annual) or an external accredited assessment (within previous three years) of occupational safety and health management systems has been completed that includes a summary of findings.

Staff representatives on the OSH committee undertake inspections in their work areas on a regular basis and take up all issues with their Manager/ Facilities Manager. The issues and their outcomes are also discussed at the OSH Committee meetings that are held four times a year.

APPENDICES

2010–11 BOARD AND ADVISORY COMMITTEES

WA MUSEUM BOARD OF TRUSTEES: PROFILE OF MEMBERS AND MEETING ATTENDANCE

[Mr Tim Ungar Chairperson \(attended four out of a possible four meetings\)](#) – Mr Tim Ungar, Chairman of the WA Museum Board of Trustees, has had extensive experience as a senior executive in the telecommunication and technology industries both in Australia and overseas. He is Chairman of TSA Telco Group, a national market acquisition and retention company headquartered in Western Australia, Governor of the WA Museum Foundation and Chairman of Sungrid Ltd a Perth-based solar energy company.

Mr Ungar was appointed to the Museum Board on 31 August 2004.

[Professor Tracey Horton \(attended three out of a possible four meetings\)](#) – Professor Tracey Horton represents both academia and business on the Board. Professor Horton is the Dean of the University of Western Australia's Business School. She is also Chairman of the WA Museum Foundation, the Chairman of D'Orsogna, a non-executive director for SKILLED Group and for Edge Employment Solutions and Deputy Chair of PLC (Perth) Council.

Professor Horton was appointed to the Museum Board on 17 January 2006.

[Professor Geoffrey Bolton \(attended four out of a possible four meetings\)](#) – Professor Geoffrey Bolton was Chancellor of Murdoch University from 9 July 2002 until 24 November 2006. He was a member of Murdoch University Senate from 1973–1976 and again from 1999–2006. He is the Senior Scholar in Residence at Murdoch University and has held chairs of history at four Australian universities. He was the Foundation Professor of Australian Studies at the University of London and the Foundation Professor of History at Murdoch University including periods as Pro Vice Chancellor, Dean of Social Inquiry and ABC Boyer Lecturer. Professor Bolton is the recipient of the Order of Australia, Citizen of WA 2003 and the Professions Award for his contribution to teaching and promoting Western Australia's history.

Professor Bolton was appointed to the Museum Board on 26 October 2005.

[Ms Sara Clifton \(attended four out of a possible four meetings\)](#) – With professional qualifications in chartered accountancy, Ms Sara Clifton has extensive experience in finance and capital markets, investor and media relations, business journalism, government relations and regulatory issues, as well as issues and crisis management. In addition to her business interests, she is also involved in a variety of not-for-profit, charitable and community organisations.

Ms Clifton was appointed to the Museum Board on 25 September 2007.

[Mr Steve Scudamore \(attended four out of a possible four meetings\)](#) – Mr Steve Scudamore has more than 20 years Mr Steve Scudamore has more than 20 years advisory experience with mining, oil and gas, natural resources and power generation companies and has acted as an adviser in a diverse range of domestic and international transactions including valuations, ENR sector rationalisation and mergers and acquisitions. Mr Scudamore chairs the Museum Board's Finance and Audit Sub-Committee.

Mr Scudamore was appointed to the Museum Board on 24 October 2006.

[Mr Wayne Osborn \(attended three out of a possible four meetings\)](#) – Mr Wayne Osborn has over 30 years experience in the resources sector including a period as Managing Director of Alcoa of Australia Ltd. He is a non-executive director of Wesfarmers, Leighton Holdings, Iluka Resources and Alinta Energy. Mr Osborn is also chair of Thiess Pty Ltd and the Australian Institute of Marine Science.

Mr Osborn was appointed to the Museum Board on 30 July 2008.

[Ms Allanah Lucas \(attended three out of a possible four meetings\)](#) – As Director General of the Department of Culture and the Arts, Allanah Lucas is an ex-officio member of five boards in the Culture and the Arts Portfolio. She is also currently on the Advisory Board of the University of WA's Arts, Humanities and Social Sciences Faculty, as well as an Executive Fellow of the Australian and New Zealand School of Government alumni.

Ms Lucas joined the Museum Board as an ex-officio member on 6 May 2008.

MEMBERSHIP OF COMMITTEES

THE WESTERN AUSTRALIAN MUSEUM ABORIGINAL ADVISORY COMMITTEE (WAMAAC)

Ms Irene Stainton (Chair); Ms Carly Lane; Mr John Mallard; Ms Michelle Webb (to Dec 2010); Mr Tony Calgaret; Ms Bev Port-Louis; Mr Alec Coles (CEO, WA Museum); Ms Diana Jones (Director, Collection and Research, WA Museum); Mrs Moya Smith (Head of Anthropology and Archaeology, WA Museum); Mr Ross Chadwick (Curator, WA Museum).

MARITIME ARCHAEOLOGY ADVISORY COMMITTEE

Professor Geoffrey Bolton (Chair); Professor John Penrose; Mr Joel Gilman; Mr Rodney Hoath; Dr Alistair Paterson; Mr Mark Polzer; Mr Ron Shepherd; Dr Andrea Gaynor; Mr Don Newman.

WESTERN AUSTRALIAN MUSEUM – MARITIME ADVISORY COMMITTEE

Mr Ron Packer (Chair); Dr Nonja Peters (Deputy Chair); Mrs Pat Barblett AM; Professor Geoffrey Bolton AO CitWA; Hon Richard Court AC; Mr Warwick Gately AM; Mr David Lynn; Ms Astrid Norgard; Professor Geoff Shellam.

WESTERN AUSTRALIAN MUSEUM – GERALDTON ADVISORY COMMITTEE

Mr Malcolm Smith (Chair); Mr Bob Urquhart (Deputy Chair); Cr Graeme Bylund; Dr Mort Harslett; Mr Gary Martin; Ms Andrea Selvey; Ms Marilyn McLeod; Ms Trish Palmonari.

WESTERN AUSTRALIAN MUSEUM – KALGOORLIE–BOULDER ADVISORY COMMITTEE

Mr Frank Andinach; Cr Deborah Botica; Ms Barbara Piercey; Cr Laurie Ayres.

SPONSORS, BENEFACTORS AND GRANTING AGENCIES

720 ABC Perth	Embassy of the Kingdom of the Netherlands	National Geographic
Alcoa of Australia	Engineers Australia	National Science Foundation
Alcoa Foundation	Fini Olives	Navigator Resources
All Seasons Hotel	Flinders University	North West Shelf Shipping Service Company Pty Ltd
Apache Energy	FMC Technologies	Osborn, Mr Wayne
APN Outdoor	Forrest, Andrew and Nicola	Outback Ecology
Aquila Resources Ltd	Friends of the Western Australian Museum	Phelps, Mrs Rosalind-Ruth
Australia & Pacific Science Foundation	Geomarine	Rio Tinto
Australian Biological Resources Study	Geosciences Australia	Rydges Kensington London
Australian Entomological Society	Globetrotter Corporate Travel	Saracen Estate
Australian Institute of Marine Science	Hawaiian	Singapore Airlines
Australian Marine Mammal Centre	Hermon Slade Foundation	Skywest Airlines
Australian Research Council	Heyder & Shears	Smithsonian Institute
Bennelongia Pty Ltd	Horton, Prof Tracey	Society of Underwater Technology – Perth
Biota Environmental Sciences	Hussey, Michael	Society of Underwater Technology – UK
Census of Coral Reef Ecosystems	INPEX	Speewah Metals
Channel Seven	Italian Chamber of Commerce and Industry	Subterranean Ecology
Chevron Australia	Italo-Australian Welfare and Cultural Centre Inc	Ungar, Mr Tim
Cliffs Natural Resources Inc	Kailis Bros Pty Ltd	Unitech
Commonwealth Scientific and Industrial Research Organisation	Kailis Consolidated Pty Ltd	University of Connecticut
CTC Marine	Kailis Fisheries Holdings Pty Ltd	University of Western Australia
Curtin University	KPMG	Vmoto Motorcycles
Department of Defence	Little Creatures Brewing	Verve Energy
Department of Environment and Conservation	Lotterywest	Water Corporation
Department of Sustainability, Environment, Water, Population and Communities	Matrix	West Australian, The
Devil's Lair, Margaret River	Mercure Hotel	West Australian Regional Newspapers
Discus Print	MG Kailis Group	Western Australian Marine Science Institution
DOF Subsea	Moore Stephens	Western Australian Museum Foundation
D'Orsogna	Morgan, Kevin and Patricia	Western Power
East Perth Redevelopment Authority	Mosmans Restaurant	Woodside Energy Ltd
	Mount Gibson Iron Ltd	WMC – Sir Lindesay Clark Trust Fund
	Murdoch University	X Media Lab
	Muséum National d'Histoire Naturelle, Paris	

For more information about how you can help make a difference, please visit the Museum's website at www.museum.wa.gov.au

2010–11 TEMPORARY EXHIBITIONS

The Museum hosted the following exhibitions in the reporting period:

WAM Exhibitions 1 July 2010 – 30 June 2011			
Exhibition	Loaning Institution	Site	Dates
<i>Shell-shocked: Australia After Armistice</i>	National Archives of Australia	Albany	05/06/10 – 31/07/10
<i>Abstract Earth: Photography by Richard Woldendorp</i>	Richard Woldendorp	Albany	05/08/10 – 11/09/10
<i>ANZANG Nature Photography 2010</i>	South Australian Museum	Albany	16/12/10 – 16/02/11
<i>Annual Clem Burns Heritage Award</i>	WA Museum	Geraldton	11/06/10 – 18/07/10
<i>Shell-shocked: Australia After Armistice</i>	National Archives	Geraldton	20/08/10 – 21/11/10
<i>Femme Fatale: The Female Criminal</i>	Historic Houses Trust	Geraldton	04/12/10 – 30/01/11
<i>ANZANG Nature Photography 2010</i>	South Australian Museum	Geraldton	25/02/11 – 17/04/11
<i>Unearthed: Stories of Mining</i>	WA Museum	Geraldton	19/05/11 – 23/10/11
<i>ANZANG Nature Photography 2010</i>	South Australian Museum	Maritime	29/04/10 – 06/07/10
<i>Beyond Garment</i>	Perth Fashion Festival	Maritime	03/09/10 – 28/11/10
<i>Small Town</i>	Historic Houses Trust	Maritime	10/12/10 – 11/02/11
<i>Line of Sight</i>	Peter Strain	Maritime	13/05/11 – 28/07/11
<i>Cloudstreet Photographic Exhibition</i>	ScreenWest	Maritime	12/04/11 – 20/04/11
<i>A Day in Pompeii</i>	SANP	Perth	21/05/10 – 12/09/10
<i>Menagerie: Contemporary Indigenous Sculpture</i>	Object Gallery	Perth	30/10/10 – 23/01/11
<i>Home Ground Faces</i>	Awesome International Arts Festival	Perth	19/11/10 – 28/11/10
<i>WAMI 'Kiss MY Camera'</i>	WA Music Industry	Perth	13/05/10 – 19/07/10;
<i>21/05/11 – 24/07/11</i>	WA Museum	Kalgoorlie-Boulder	31/07/09-19/03/10
<i>Heath Ledger Display</i>	The Ledger Family & Art Gallery of NSW	State Theatre	27/01/11 – 03/02/11
<i>Femme Fatale: The Female Criminal</i>	Historic Houses Trust	Perth	11/02/11 – 20/03/11
<i>Shell-shocked: Australia After Armistice</i>	National Archives of Australia	Perth	11/02/11 – 20/03/11
<i>Vince Fantauzzo's 'The Light and Dark Collection'</i>	Vince Fantauzzo	Perth	21/02/11 – 08/05/11
<i>Accidental Monsters of Meaning</i>	Aimee Smith	Perth	24/03/11 – 03/04/11
<i>AC/DC: Australia's Family Jewels</i>	The Arts Centre/WA Museum	Perth	16/04/11 – 07/08/11
<i>ANZANG Nature Photography 2010</i>	South Australian Museum	Perth	23/04/11 – 19/06/11
<i>ANZANG Nature Photography 2009</i>	South Australian Museum	Kalgoorlie-Boulder	13/07/10 – 29/08/10
<i>Femme Fatale: The Female Criminal</i>	Historic Houses Trust	Kalgoorlie-Boulder	25/09/10 – 21/11/10
<i>Shell-shocked: Australia After Armistice</i>	National Archives of Australia	Kalgoorlie-Boulder	02/12/10 – 31/01/11
<i>When Boulder Rocked</i>	WA Museum	Kalgoorlie-Boulder	08/04/11 – 20/05/11
<i>From Little Things Big Things Grow</i>	National Museum of Australia	Kalgoorlie-Boulder	28/05/11 – 09/10/11
<i>ANCODS</i>	WA Museum	Shipwrecks	21/02/11 – 01/12/11