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**Government  
of South Australia**

# **SOUTH AUSTRALIAN MUSEUM**

## **2020-21 Annual Report**

**SOUTH AUSTRALIAN MUSEUM BOARD**

North Terrace, Adelaide, South Australia 5000

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To:

Hon Steven Marshall MP

Premier of South Australia

This annual report will be presented to Parliament to meet the statutory reporting requirements of *the South Australian Museum Act 1976* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the South Australian Museum Board by:

A handwritten signature in black ink, appearing to read 'K Cheater', is written over a faint circular stamp.

Mr Kim Cheater  
Chair

Date 3 September 2021

## From the Director

Unsurprisingly, 2020-21 was a challenging year for the South Australian Museum, as it was for everyone. The Museum reopened in June 2020, after a 10-week closure due to COVID-19, with stringent capacity limitations requiring queue management and rigorous cleaning regimes. Despite the ongoing COVID challenges, the Museum continued to deliver excellence across the institution.

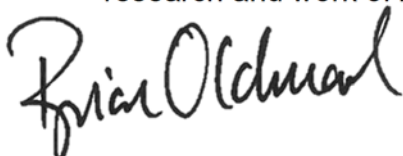
2021 was a big year for the Museum as we celebrated our 165th birthday. We presented *Wonders from the South Australian Museum*, an exhibition which not only celebrated this significant milestone but also showcased the world-class collections that have been accumulated over these past 165 years. The *Wonders* exhibition ran from April to August and gave South Australians the opportunity to see their Museum in the same light as the great museums around the world and learn about some of the many treasures in our collection.

The *Wonders* exhibition would not have achieved the outstanding success it did without the support of the Premier, the Honourable Steven Marshall MP whose ongoing personal support of our Museum is invaluable. With the Department of the Premier and Cabinet as presenting sponsor we were able to offer free admission to the exhibition, and as a testament to this support we recorded visitation of almost 70,000, making it one of the most highly visited free exhibitions in the Museum's history.

While we were celebrating the Museum's successes of the past 165 years, we were also considering a future vision for the Museum and finalising the Museum's Strategic Plan 2021-25. The new Strategic Plan focuses on five key themes for the Museum to achieve in the coming years; deliver unique experiences, amplify stories, expand knowledge, enhance collections and build the profile and impact of South Australia's cultural community.

Throughout 2020-21, the Museum continued to achieve outstanding results across the institution, to name a few the Museum:

- had access to research grants totalling \$2,909,477 through 27 external grants held in conjunction with other institutions.
- raised over \$2,186,000 through Development income consisting of philanthropy, grants, donations, commercial agreements, sponsorships and commercial transactions.
- received a Museums and Galleries National Award for the ground-breaking tour - *It's in Our Nature: A Queer Tour of the Museum*.
- added 16,693 items to the Museum's collections with a monetary value of over \$2,328,000 (with \$2,227,174 worth of items donated to the Museum).
- delivered 100 targeted engagement programs for diverse audiences; and
- launched the Museum's first podcast series featuring thirteen episodes highlighting the research and work of 28 staff and associates.



Mr Brian Oldman

**Director**

South Australian Museum



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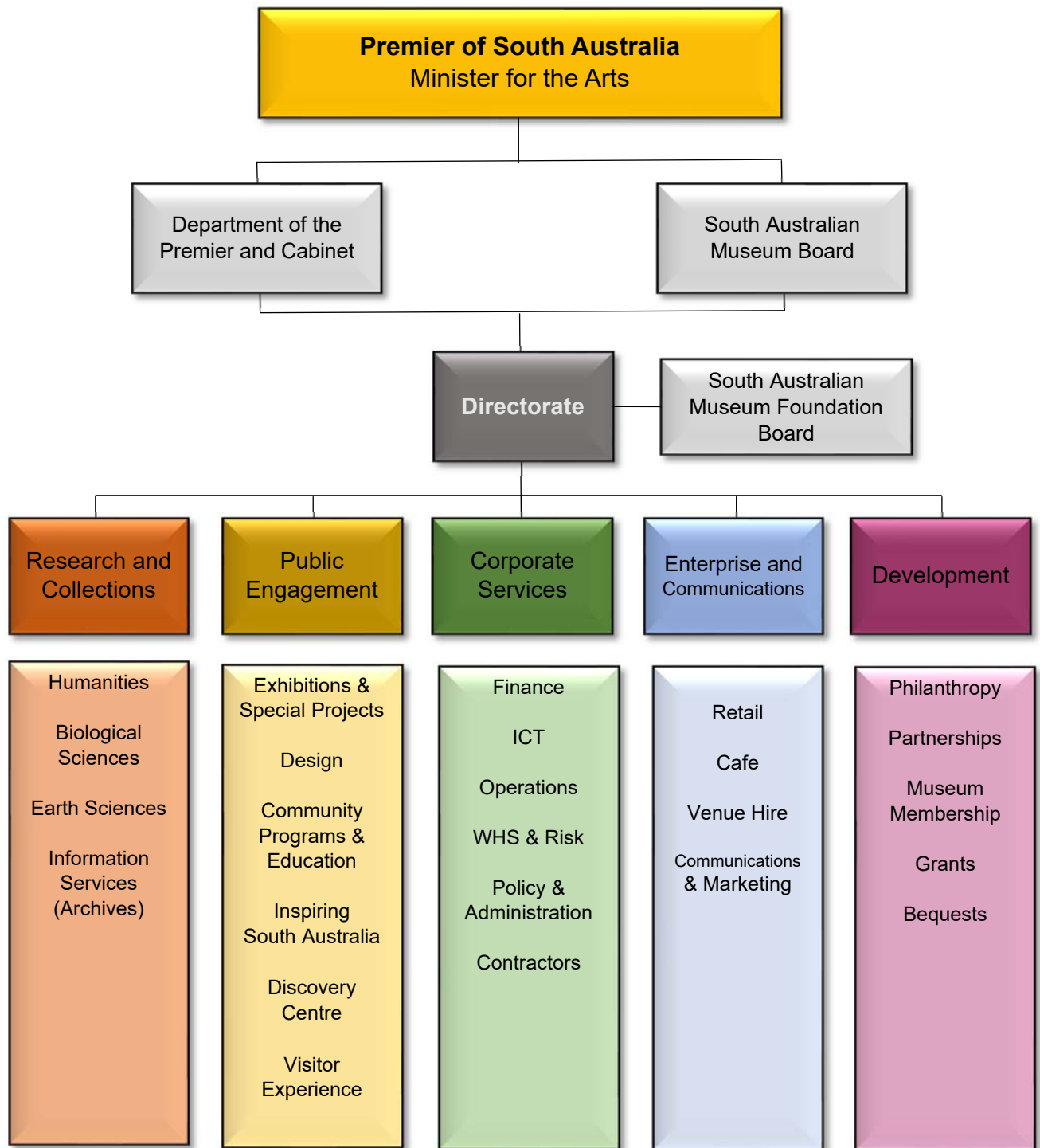


## Overview: about the agency

### Our strategic focus

<b>Our Purpose</b>	To inspire in all people a wonder and curiosity about life on Earth.
<b>Our functions and objectives</b>	<ul style="list-style-type: none"><li>• Seek to maximise visitor satisfaction.</li><li>• Integrate, connect and leverage our collections and research to generate new knowledge.</li><li>• Develop our strategic partnerships.</li><li>• Develop our public programmes and engagement capabilities.</li><li>• Ensure that the Museum operates as a modern, effective and efficient organisation.</li><li>• Redevelop the Museum site as funds permit.</li><li>• Ensure the economic sustainability of the Museum.</li></ul> <p>These functions and objectives were completed by 30 June 2021 and the South Australian Museum Board approved the Museum's new Strategic Plan for 2021-25 with effect from 1 July 2021.</p>

## Our organisational structure



## Changes to the agency

During 2020-21 there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

## Our Minister

The Hon Steven Marshall MP is the Premier of South Australia. The Minister oversees:

- Aboriginal Affairs and Reconciliation
- Defence and Space Industries
- Tourism
- the Arts
- Veterans' Affairs
- Multicultural Affairs.

We are extremely grateful for the leadership and support provided by the Premier this year. Specifically, for his advocacy of so many core Museum projects, and his attendance at so many of our key events at the South Australian Museum.

## Our Board

The Museum Board membership as at 30 June 2021 comprised of the following:

- Mr Kim Cheater, Chair
- Ms Amanda Duthie
- Ms Sue Edwards
- Mr Alan Noble
- Ms Erma Ranieri PSM
- Ms Teri Whiting
- Dr Christopher Wilson
- Mr Richard Perkins, Deputy Board member

The Museum and the Board would like to acknowledge Ms Teri Whiting who held the role of Chair from 18 August 2020 until 11 November 2020. Her contributions during this time and her ongoing support are invaluable to the Museum.

The Museum and the Board would also like to thank the following former Board members, for their contributions and commitment to the Museum (all three had served the maximum allowable term under the Act):

**The Hon, Dr Jane Lomax-Smith AM** (former Chair) whose career encompassed being a scientist and qualified pathologist and then entering politics firstly as The Lord Mayor of Adelaide and then in State Government as a Cabinet Minister with portfolios including Education and Tourism. Dr Lomax-Smith had a passionate and informed commitment to Aboriginal culture and brought her diverse skill base and experience to the Museum Board to the benefit of the Museum.

**Mr David Rathman AM PSM** who is a prominent Aboriginal leader in cultural issues over many decades and has worked in the public service as both Executive Director of Aboriginal Affairs and in senior positions in the Department of Education. Mr Rathman chaired the Museum's Aboriginal Partnership Committee for nine years giving the Museum Executive strong and considered advice on a range of Aboriginal cultural issues.

**Professor David Adelson**, served as statutory Board member with 'expertise in a scientific field relating to the State collection'. Professor Adelson is a Professor of Bioinformatics and Computational Genetics at the University of Adelaide with a long and distinguished research career in animal science and genomics and

continues to provide a valuable contribution to the Museum's research strategy and published output.

### **Our Executive team**

**Brian Oldman**, Director, is responsible for the day-to-day operations and strategic direction of the Museum.

**Steve Donnellan**, Head of Research and Collections, is responsible for overall collection management and research outcomes at the Museum. The role supports achieving the Museum's strategic research objectives, the provision of concepts and content to the Museum's exhibitions and participation in outreach programs, and the Humanities repatriation and family history programs.

**Brenton Macdonald**, Manager Corporate Services, is responsible for leading the provision of corporate services at the Museum. This includes managing the financial systems and operational budgets, facilities management, operations, ICT, digital innovation, administration, WHS and risk management. It also includes managing the contractual arrangements at the Museum for the provision of security and cleaning services.

**Jenny Parsons**, Head of Development, is responsible for all fundraising initiatives, including major gifts from individuals, corporations, foundations and government sources, strategic partnerships, annual fund, membership and special events. These efforts support the full range of Museum activities including exhibitions, educational outreach programs, early learning initiatives, skills and training programs, scholarships, acquisitions, and general operations.

**Justine van Mourik**, Head of Public Engagement, is responsible for managing exhibitions and programs, both intrastate, interstate, and internationally, as well as managing the Museum's front of house, Discovery Centre and overall visitor experience. This includes increasing the connectivity between the Museum's research outcomes and their presentation to the public through engaging and informative exhibitions, community and outreach programs and education initiatives.

**Vacant**, Manager Enterprise and Communications, was responsible for leading the retail, hospitality, venue hire and marketing communications operations of the Museum to maximise long-term revenue streams and optimise the Museum's profile to the public and key stakeholders, promoting the Museum brand, its research and collections, public programs, membership and revenue-generating activities.

### **Legislation administered by the agency**

*South Australian Museum Act 1976*

## The agency's performance

### Performance at a glance

Like all cultural institutions, the Museum has navigated extraordinary challenges due to the COVID-19 pandemic and global economic downturn. The Museum's achievements in this period demonstrate its strength and importance. We remain steadfastly committed to our purpose *to inspire in all people a wonder and curiosity about life on Earth*; and to be leaders in our sector during these challenging times.

In the search for new knowledge, our high performing researchers benefitted from 27 external grants which realised \$2,909,477 worth of funding, they produced 152 scholarly publications, and worked collaboratively with researchers from 121 institutions based all over the world. Science staff were remarkably successful in securing new funding from the Australian Research Council, with 14 active grants in 2020-21, an extraordinary achievement for a non-university research institution. The Museum's collection spans over 600 million years of life on Earth and was expanded in this fiscal year by 16,693 items, representing a monetary value of \$2,283,940.

The Museum reopened its doors in June 2020 after a 10-week closure due COVID-19. In the initial stages the Museum had severely restricted capacity which required queue management. However, a timed ticketed entry system provided a smooth transition for the many visitors eager to return. In July 2021, the Museum was a finalist in the inaugural SA Health CovidSafe awards and was recognised for its innovative approach to keeping visitors safe after reopening.

Despite the constantly fluctuating conditions caused by COVID-19, the Museum delivered a variety of in-person programs onsite as well as a rich program of outreach activities both offsite and online, connecting with over 1.4 million people, including:

- 402,466 visitors to the North Terrace site;
- 525,000 visitors to the Museum's touring exhibitions and displays;
- 160,319 people participating in community programs;
- 12,537 school students participating in programs at the Museum;
- 116,100 views on the Museum's YouTube channel; and
- 196,900 visitors to the Museum's website.

The Museum delivered daytime and evening experiences that appealed to wide-ranging and diverse audiences including two sold-out Night Lab events. These large-scale STEM-focused programs for visitors aged over 18 drew record-breaking audiences. The Museum also participated in major South Australian festivals and events held over the course of the year including the Adelaide Festival, Adelaide Fringe, Nature Festival, Feast Festival, History Festival, Science Alive and Dream Big.

For *National Science Week 2020*, the Education team delivered a virtual classroom experience for students to visit the Museum's biodiversity gallery and Marine Invertebrates Collections in the Science Centre. Students were able to ask questions and talk to the Museum's collections managers and educators about marine and coastal life in South Australia.

The Museum is deeply grateful to have received over \$800,000 in donations including almost \$700,000 in major gifts from individual donors. These significant donations were made in the areas of drone technology, salary support, collection care, exhibitions, and infrastructure. Many of these transformative gifts are being leveraged with additional income to achieve an even greater result for the Museum.

One-off non-recurrent financial support from the Government of South Australia and the Commonwealth Government was again very strong with \$1,129,950 gratefully received. Many of these grants form part of multi-year partnerships that seek to raise awareness, through the medium of the Museum, of core issues like Indigenous Food, Indigenous Language, Earth Sciences, and Curriculum based projects. The Museum also secured \$117,311 in sponsorships and partnerships with companies, businesses and universities. Included in this was a major corporate sponsorship of \$100,000 over two financial years, to deliver the Virtual Classroom project.

The Museum's loyal and passionate volunteers are indispensable to all aspects of the Museum's work, and we were grateful for their careful return to the Museum over this period. We also express our best wishes and heartfelt thanks to the Waterhouse Club for their resilience, support and friendship over this incredibly challenging period.

The Museum continued to activate its permanent galleries, historic Armoury building and surrounding lawns for weddings, corporate events, social gatherings and meetings. The revenue generated from venue hire contributes to the maintenance of the Museum's collections and funds vital research projects. Venue Hire hosted 49 private events during the reporting period, generating gross revenue of \$64,963 from July 2020 to June 2021.

There were 2,754 mentions of the South Australian Museum in traditional media, reaching a total audience of 31,825,794 people with an advertising space rate of \$21,886,611 (up by 54% from the previous year). The Museum's social media accounts (Twitter, Instagram, YouTube, LinkedIn and Facebook) have followers totalling 60,928, an increase of 7.5% on last year.

**Agency contribution to whole of Government objectives**

<b>Key objective</b>	<b>Agency's contribution</b>
More jobs	<p>The Museum is increasing the proportion of jobs that are funded through external means such as grant funding, partnerships, or philanthropic support.</p> <p>Support from the Bridging the Gap Foundation and the Office of the Commissioner for the Public Sector has led to the creation of four tailored Aboriginal School Based Traineeships. Hosted at the Museum and Adelaide Festival Centre, these young people will gain skills and experience to help them when faced with career choices and contributes to improving the quality and delivery of services to Aboriginal Australians.</p> <p>Through joint staff appointments with the University of Adelaide, Flinders University and the University of South Australia, the Museum provides expertise to the tertiary education sector through teaching and supervision of postgraduate students. Training future generations of researchers ensures succession planning in South Australia.</p> <p>The Museum has partnered with the Department for Education to provide the Aboriginal Education Program Coordinator role until the end of 2024.</p>
Lower costs	<p>The Museum met the mandated savings target for 2020-21.</p> <p>The Museum constantly reviews systems, service delivery methods and approaches to resourcing to increase operational efficiencies across the Museum.</p>
Better Services	<p>The Museum continued with the digitisation of the collections, including making more objects and their associated data accessible online. In 2020-21 the Museum added 2,435 digital images for objects and increased the digital record database by 13,803 items.</p> <p>The Museum continued to develop a particular focus on disability access, inclusion and equality, through staff training, service initiatives and public programs intended to improve our service to visitors with access requirements. These included programs tailored for hearing and vision impaired visitors and those with autism and sensory needs. The Museum also launched the ground-breaking LGBTIQ+ tour as part of Feast Festival as an ongoing offering.</p> <p>In January, the Premier launched the Aboriginal Living Languages SA Co-operative, a joint venture involving the Aboriginal communities of South Australia and the South Australian Museum in partnership with The University of Adelaide's Mobile Language Team. The project aims to revive and promote South Australia's unique and important Aboriginal language heritage through reactivating archival materials held at the South Australian Museum under the cultural guidance of Aboriginal communities.</p> <p>50 Museum staff members participated in the Museum's Cultural Awareness Training (facilitated by Bookabee) designed to increase awareness around Aboriginal culture and history and encourage compassion and understanding of the ongoing issues faced by culturally diverse people in Australia.</p>



## Agency specific objectives and performance

Agency objectives	Indicators	Performance
Seek to maximise visitor satisfaction.	Award Winning / Industry Recognition	<p>In July 2021, the Museum was a finalist in the inaugural SA Health CovidSafe awards and was recognised for its innovative approach to keeping visitors safe after reopening.</p> <p>The relaunch of the Museum's popular <i>Night Lab</i> program in February 2021, <i>Night Lab: Magic, Mystery and Monsters</i> was the recipient of an <i>Adelaide Fringe Weekly Award</i> for best event, workshop or talk in Week 2 of the Fringe.</p> <p>The Museum also received a Museums and Galleries National Award (MAGNA) in June 2021 for the ground-breaking tour - <i>It's in Our Nature: A Queer Tour of the Museum</i>. This tour, the first of its kind for a natural history museum in Australia was written and curated by LGBTIQ+ South Australians.</p>
	Visitation (North Terrace)	<p>During the year, the Museum welcomed a total of 402,466 visitors to the North Terrace site. This represents a 32% decrease in visitation compared to the preceding year, however, it is still a positive outcome given the restrictions in place on travel and reduced capacity to accommodate visitors within indoor spaces.</p> <p>The Museum reopened in June 2020 after a 10-week closure due to COVID-19. In the initial stages the Museum had severely restricted capacity which required queue management, but a timed ticketed entry system provided a smooth transition for the many visitors eager to return.</p> <p>With the easing of restrictions, volunteers resumed Front of House duties in March 2021 in time to assist with the popular <i>Wonders from the South Australian Museum</i> exhibition.</p>
	Major Events	<p>Despite the constantly fluctuating conditions caused by COVID-19, the Museum delivered a variety of in-person programs onsite as well as a rich program of outreach activities both offsite and online.</p> <p>The Museum participated in major South Australian festivals and events held over the course of the year including the <i>Adelaide Festival</i>, <i>Adelaide Fringe</i>, <i>Nature Festival</i>, <i>Feast Festival</i>, <i>History Festival</i>, <i>Science Alive</i> and <i>Dream Big</i>.</p> <p>The Museum delivered daytime and evening experiences that appealed to wide-ranging and diverse audiences including two sold-out <i>Night Lab</i> events. These large-scale STEM-focused programs for visitors aged over 18 drew record-breaking and sold-out audiences. The revamped February and May <i>Night Lab</i> events attracted 430 and 450 attendees respectively. The February <i>Night Lab</i> event was</p>



Agency objectives	Indicators	Performance
		<p>awarded a <i>2021 Adelaide Fringe Weekly Award</i> and both events received five-star reviews from <i>Glam Adelaide</i>.</p> <p>The South Australian Museum was one of several key host sites for the <i>Adelaide Fringe Opening Night: Welcome to Country Public Screenings</i> on 19 February on the front lawn. The opening night attracted 400 attendees.</p> <p>Over the weekend 13-15 March the South Australian Museum hosted <i>Ngarku'adlu</i>, a series of fine dining and family picnic events featuring Australian native foods, Aboriginal chefs, food industry leaders and businesses as part of the <i>2021 Adelaide Festival</i>. The sold-out dinners saw more than 300 attendees partake in the unique dining experience on the Museum's front lawn. The sold-out family picnic event attracted 1,700 attendees over the two-days at Adelaide University. The Museum worked with Aboriginal owned and operated businesses to develop and deliver a program of activities and performances, including <i>Kuma Kaaru</i>, <i>Kura Yerlo Council</i>, <i>First Nations Dance Collective</i>.</p>
Integrate, connect and leverage our collections and research to generate new knowledge.	Collections Access	Museum collections were accessed through 150 loans entailing 5,763 items to other institutions. The Museum also provided access to 591 on-site visitors to the collections.
	Collections acquisition	16,693 items were added to the Museum's collections. The monetary value of these new acquisitions was \$2,283,940. Of which \$2,227,174 worth of collections were donated and \$46,720 worth of collections were accumulated on Museum fieldtrips.
	Research: Grant Funding	In total Museum research was supported by 27 multi-year external grants providing \$2,909,477 worth of research support. In addition, staff were remarkably successful in securing new funding, with 11 new grants attained in 2020-21, worth \$1,587,534. These included new grants from the major academic national research scheme, the Australian Research Council. Our researchers' grant awards are an extraordinary achievement for a non-university research institution.
	Research Publications	Museum researchers produced 152 scholarly publications, matching the last two reporting years.
	Honorary Researchers	32 Honorary Museum Researchers significantly contribute to the Museum's research efforts in Humanities, Earth and Biological sciences.
	Research Academic Engagement	Museum staff provide research supervision in some capacity for 44 honours and post-graduate students that are receiving training in the National Research Training Scheme. The research that these students produce contributes significantly to the Museum's research outputs and impact.

Agency objectives	Indicators	Performance
	Research Collaborations	Museum staff work collaboratively on 213 projects with researchers based in 121 institutions locally, nationally and internationally across 22 countries.
Develop our strategic partnerships.	Inspiring South Australia	<p>Inspiring South Australia has continued its program of broad and inclusive community science engagement throughout metropolitan and regional areas and successfully contributes to the implementation of the national Inspiring Australia Strategy. The Program is hosted by the South Australian Museum with the Program Manager reporting to the Head of Public Engagement.</p> <p>Inspiring South Australia continued to deliver a broad program of events and grants during the year despite the uncertainties of COVID-19. <i>National Science Week 2020</i> was entirely and successfully delivered online for the first time.</p> <p>Inspiring SA sponsored an inaugural <i>Science at the Fringe</i> award, a natural extension of its popular annual Science at the Fringe guide. The award was won by the popular kids show <i>The Alphabet of Awesome Science</i> and presented by the Inspiring SA Program Manager.</p> <p>Several Inspiring SA Science Arts Collaboration grants were given to groups to present exhibitions and productions as part of the <i>Fringe</i>.</p> <p>Inspiring SA also continued to support the annual <i>Tall Poppies and Unsung Heroes</i> awards as well as the inaugural <i>Citizen Science</i> awards to be launched in 2021. <i>The Unsung Hero of South Australian Science</i> was awarded to Graham Medlin, an Honorary Research Associate at the Museum, who has made an enormous contribution to the field of palaeobiology in Australia.</p> <p>A new exciting strategic direction and program has been developed for Inspiring SA by the Steering Committee for delivery in 2021-22 and beyond. The Committee is co-chaired by the Director of the Museum and the Chief Scientist for South Australia.</p>

Agency objectives	Indicators	Performance
	Collab	<p><i>Collab</i> is a joint venture between the South Australian Museum, the History Trust of South Australia, the State Library of South Australia, the Art Gallery of South Australia and the Botanic Gardens and State Herbarium to promote the discovery of their digital collections. <i>Collab</i> supports innovation, new knowledge and entrepreneurship across Adelaide's cultural precinct and showcases our digital expertise to the world.</p> <p><i>Collab</i> is part of an international network of cultural sector collaborative GLAM Labs, across the Galleries, Libraries, Archives and Museums sector, that are transforming the relevance and purpose of our institutions in the digital age.</p> <p>This collaboration that will allow us to leverage our expertise, digital collections and South Australia's creative industries to achieve our goals and to re-imagine how we might work with the State's priceless cultural, scientific and artistic collections.</p>
	State Government	<p>The Museum is a statutory authority within the Department of the Premier and Cabinet and works actively with that lead agency in all aspects of its performance.</p> <p>Within DPC, the Museum has specific active engagements with Aboriginal Affairs and Reconciliation, the Commissioner for Aboriginal Engagement, and the Lot Fourteen project team.</p> <p>In addition, the Museum has established meaningful partnerships and collaborations with the Department for Education, the Department for Mining and Energy, the Department for Innovation and Skills, the Department for Environment and Water, and the South Australian Tourism Commission.</p> <p>This year's work by our Palaeontology researchers and collection staff and Honoraries with the Department for Environment and Water included an application for the Flinders Ranges to achieve World Heritage Site status. In May this year, the Minister for Environment and Water, accompanied by the Museum Director, was able to announce the application had been awarded 'Tentative' status and approved to progress to the next stage of the application process. The nomination will now be independently evaluated by two advisory bodies mandated by the World Heritage Convention, before a final decision is made. The Museum provides information on fossil sites that makes a critical contribution to defining the World Heritage importance of the Flinders Ranges.</p>

Agency objectives	Indicators	Performance
	Universities	The Museum has academic joint appointments with Flinders University and the University of Adelaide, and collaborative research projects with all three local universities. Museum researchers also collaborate with University based researchers in New South Wales, ACT, Queensland, Western Australia, Victoria and the Northern Territory; and 58 university and other international research institutions.
	Aboriginal Art and Cultures Centre	<p>The Museum is a key stakeholder in the development of the Aboriginal Art and Cultures Centre (AACC) which will be a celebration of Aboriginal culture in Australia, a focus of reconciliation and is destined to be one of the leading First Nations cultural centres in the world.</p> <p>The Museum has multiple points of contact to develop this partnership. The Director is a member of the AACC Steering Group and a representative from the Museum's Aboriginal Partnership Committee is on the AACC Aboriginal Reference Group.</p> <p>Prior to Mr David Rathman's retirement from the Museum Board and retirement as Chair of the Museum's Aboriginal Partnership Committee in May 2021, he was appointed by the Premier as the Aboriginal Ambassador of the AACC. Mr Rathman retains a close working relationship with the Museum's Aboriginal Partnership Committee and the AACC will be the beneficiary of David's considerable experience with the Museum, Aboriginal Affairs, government and community relations. The Museum thanks him for his nine years of outstanding service to the Museum Board.</p>
Develop our public programmes and engagement capabilities.	Community Programs	<p>In 2020-21, the Museum delivered 100 targeted engagement programs for diverse audiences, including school students and educators, people living with a disability, families and the wider public.</p> <p>160,319 people participated in community programs, a reduction on the previous year's record engagement of 202,034. This reduction was due to COVID-19 and the cancellation of several major outreach events including the <i>Royal Adelaide Show</i>, <i>Tasting Australia</i>, <i>WOMAdelaide</i> and <i>SpaceFest</i>, and significantly reduced capacity at major offsite events including the <i>DreamBig Family Weekend</i> and <i>Science Alive!</i> There was also sporadic disruption and cessation of face-to-face programming during the year, notably during the November lockdown.</p> <p>Visitation by school groups was also significantly impacted by the pandemic. The return of school programs and students at the Museum occurred at the start of Term 4 (October 2020), more than four months after the cessation of onsite school programs.</p>

Agency objectives	Indicators	Performance
		12,537 school students participated in programs at the Museum in 2020-21. This figure is only slightly less than the previous year (17,694).
	Discovery Centre	<p>The Discovery Centre has been closed to casual visitors due to the COVID-19 pandemic. However, the staff have continued to provide experiences for booked groups in addition to an identification and information service to the public as well as facilitating access to the Centre's reference collection of specimens for a variety of purposes.</p> <p>In 2020/2021, the Discovery Centre received 4,813 enquiries via telephone, email, texts and in person.</p> <p>While the Centre has not been available to casual visitors, the Centre has delivered a range of programs and exclusive experiences for 1,153 participants including Museum Member programs and the April School Holiday Program.</p> <p>The Discovery Centre has been actively assisting internal and external displays with the loan of objects and promoting the <i>Wonders</i> exhibition. The Centre was also integral to the presentation of two extraordinarily successful <i>Night Lab</i> events.</p> <p>Two Bridging the Gap Foundation school-based Aboriginal trainees commenced their traineeship with the Visitor Experience team in January 2021, based in the Discovery Centre.</p>
Ensure that the Museum operates as a modern, effective and efficient organisation.	Digital Initiatives	<p>The Museum continued to expand its digital and online programming during the year alongside in-person delivery to offer audiences a variety of engagement opportunities.</p> <p>This included the release of the Museum's first podcast series featuring thirteen episodes highlighting the research and work of 28 staff and associates.</p> <p>The Museum continued its online program delivery through <i>Content for Connection</i>. This included the creation of videos for the Museum's YouTube channel and social media. Videos included:</p> <ul style="list-style-type: none"> <li>• Welcome back video with Brian Oldman</li> <li>• Director's tour</li> <li>• Collection Affection and Collection Care – behind the scenes with research and collection staff (30 videos).</li> </ul> <p>The Museum also developed nine <i>Young Explorers</i> videos for families to enjoy at home. The Museum employed digital tools to provide greater access to its digital products including podcast episode transcriptions, closed captioning of videos,</p>

Agency objectives	Indicators	Performance
		<p>and the integration of Auslan-interpretation into videos through green screen technology.</p> <p><i>The Shadow Initiation</i> digital adventure game in partnership with Adventure Mode continued to grow in popularity for schools, vacation care groups, university student groups, and other groups choosing to visit the Museum. It also became a featured offering to venue hire clients.</p> <p>The Museum's existing CRM, Blackbaud Raiser's Edge NXT, grew to almost 30,000 records over this period. This system is a cloud-based fundraising and donor management software solution that was purchased by the Museum and Foundation ten years ago. During this period, the Museum has begun to consolidate more of the contact lists sitting in the Museum, and to plan for the next generation CRM which will also address ticketing, marketing and other key needs.</p>
	Virtual visitation	<p>For <i>National Science Week 2020</i>, the Education team delivered a virtual classroom experience for students to visit the Museum's biodiversity gallery and Marine Invertebrates Collections in the Science Centre. Students were able to ask questions and talk to the Museum's collections managers and educators about marine and coastal life in South Australia.</p> <p>This was a pilot program in advance of the implementation of a Virtual Classroom by the Museum in 2021/2022 funded by Beach Energy. This important new project will deliver on outcomes of the education review conducted in partnership with the Department for Education and in consultation with South Australian teachers.</p> <p>The Museum also expanded the previous <i>Director's Tour</i> with a second video featuring galleries and objects not featured in the first video.</p> <p>For <i>Wonders from the South Australian Museum</i>, five videos featuring the exhibition curator and collections managers with objects from the Museum's collection were released. This series offered a deep dive into the objects on display in the exhibition.</p>
Redevelop the Museum site as funds permit.	Museum Gallery Amenities upgrade	<p>A major gift from a private donor to the Museum's Foundation initiated the amenities upgrade project with the designated purpose of upgrading the existing public toilet facilities. This transformative and much needed donation was then generously supported by the Department of the Premier and Cabinet. Project completion is due December 2021.</p>



Agency objectives	Indicators	Performance
	Off-site storage development – Australia Store	<p>The Humanities Collection team along with the Museum Board, Museum Director, Artlab Australia and the Department of the Premier and Cabinet have been working on improving the storage of the Australian Aboriginal Cultures Collection. The guiding principles of this project have been to safeguard the collection pending a future move to long-term storage, rehouse vulnerable collection items for storage, improve the trackability of the collection and improve accessibility and cultural safety for Aboriginal communities.</p> <p>To date, the team has designed new storage racking, which is now in the process of being built, and rehoused a significant number of collection items, including 5,000 spears and 500 bark paintings. In addition, one quarter of the collection has been safely decanted to allow for building works to be completed in the store and have implemented a barcoding/RFID tracking system to easily manage collection moves. Finally, aspects of the Ancestral remains material are being rehoused and a room has been created for culturally safe access for Aboriginal community members to viewing ancestral remains.</p> <p>The current scheduled completion date is end of December 2021, however this is dependent on storage furniture arriving promptly.</p>
	Off-site storage development – New purpose-built shared collection storage facility	<p>A capital sum of \$86.5 million has been approved by the State Government for the creation of a purpose-built storage facility for the Museum, Art Gallery, Library and History Trust collections. It is envisaged the transition of collections to the new storage facility will be completed in 2024.</p> <p>The Museum has been advocating for this project for over two decades and it is wonderful news that the Museum's collections will be made safe in a new, international standard, purpose-built facility.</p>
Ensure the economic sustainability of the Museum.	Venue Hire	<p>The Museum continued to activate its permanent galleries, historic Armoury building and surrounding lawns for weddings, corporate events, social gatherings and meetings. The revenue generated from venue hire contributes to the maintenance of the Museum's collections and funds vital research projects.</p> <p>Venue Hire hosted 49 private events during the reporting period, generating gross revenue of \$64,963 from July 2020 to June 2021. No events took place between July-September 2020 due to COVID-19 restrictions.</p> <p>Venue hire recorded a gross revenue loss of \$35,000 in lost business for the reporting period. Further, it is estimated there was a loss of \$101,700 for Journey Beyond events that did not proceed from 2 July 2020 until 4 March 2021. The</p>

Agency objectives	Indicators	Performance
		<p>loss gross revenue of Kids Birthday Parties is estimated at \$7,992.</p> <p><i>Journey Beyond</i> recommenced their train journey from New South Wales into South Australia, and the Museum hosted dinners each Thursday evening from the 11 March – 17 June 2021. A new contract and price point was negotiated and an average of 30 guests attended Museum Experience dinners each Thursday night during this period. Due to the border closures in New South Wales from the state's COVID-19 outbreak, the journey was again suspended from 24 June.</p> <p>Venue Hire continued to support the Museum Café by offering in-house catering for commercial events and generated \$51,221 in gross revenue by adding catering to events and kids' parties through the Museum Cafe. This is revenue that would have previously been awarded to third party caterers.</p> <p>The marketing materials created in 2020 heavily contributed towards the conversion rate in sales. Venue hire also created packages with the <i>Shadow Initiation</i> Game that included hospitality post event; two events were sold in June. Other business development tasks included joining the Adelaide Convention Bureau as 'Conference Professional Tier B' subscribers.</p> <p>Venue hire continued to engage with Out in the Paddock and Blanco Horner Hospitality as preferred caterers for events on the surrounding lawns. Venue hire collaborated with Out in the Paddock to host an end of year Christmas event, called 'An Out In The Paddock Christmas'. The event utilised the Armoury Lawns, Courtyard and laneway between the Art Gallery and Museum. This elaborate event received enormous social media traction.</p>
	Museum Shop	The Museum Shop is operated by the South Australian Museum Foundation for the benefit of the Museum and all profits are reinvested into supporting the Museum's activities.
	Museum Café	The Museum Café is operated by the South Australian Museum Foundation for the benefit of the Museum and all profits are reinvested into supporting the Museum's activities.
	Research Grants	Museum researchers secured 17 new grants. About 30% of the Museum's grant applications were successful, a remarkable result given the high demand on competitive research funding schemes.



Agency objectives	Indicators	Performance
	Philanthropy	<p>The Museum gratefully received \$107,023 in standard donations. This is comprised of income from donation boxes (\$27,382), tap to donate units (\$7,803), donations from members of the Waterhouse Club (\$8,773), appeals (\$61,267) and other minor donations (\$1,798).</p> <p>The end of financial year taxation appeal was themed to coincide with the <i>Wonders</i> exhibition by highlighting the critical importance of funds needed to care for the Museum's globally significant collections. 100 personal donations were received, of which 30 were from first time donors.</p> <p>The Museum also very gratefully received almost \$700,000 in major gifts from individual donors. These significant donations were made in the areas of drone technology, salary support, collection care, exhibitions, and infrastructure. Many of these transformative gifts are being leveraged with additional income to achieve an even greater result for the Museum.</p> <p>The Exhibition Leadership Council model returned for the <i>Wonders from the South Australian Museum</i> exhibition, which attracted a wonderful and generous group of donors to the project. \$58,000 was raised from Private Ancillary Funds and Trusts.</p>
	Museum Membership	<p>The Museum had 2,872 active members in 2020-21 down from 3,279 active members in 2019-20. This represents a 12% decrease in membership, however, this is expected to bounce back once the Member's Special events has recovered from COVID restrictions.</p> <p>Museum Members generously contributed \$45,210 in membership renewals and sales.</p> <p>Museum Members supported special ticketed members events with a generous income of \$34,373. This includes the annual <i>Night at the Museum</i> sleepovers, <i>Spooktacular</i>, <i>Museum Capers PJ Parties</i>, and the two <i>165 Anniversary</i> dinners. This also includes \$11,905 in ticket income from the Limestone Coast themed dinner featured in <i>Tasting Australia</i>.</p> <p>The Membership team delivered over 60 paid and free experiences for Members, both onsite and online, during this period. Members spent \$23,232 in the Museum Shop and \$19,956 in the Museum Café.</p> <p>The Membership team surveyed the Museum membership base for the first time to understand what drives their participation, and what other benefits/opportunities they are seeking. It is intended that a survey of members will occur annually in the future.</p>

Agency objectives	Indicators	Performance
		<p>The Membership team developed new membership sales materials to ensure a greater take-up of sales in the Museum Shop, and at the Welcome Desk. Various promotions including colouring in, gifts with purchase, and refer a friend opportunities were also trialled.</p> <p>The Membership team gave away 165 memberships as part of the Museum's Birthday celebrations on 18 June 2021, and supported <i>Night Lab</i> and other select public programs to help raise awareness about the membership offer to general audiences. The membership teams also staffed the welcome desk and worked with the front of house teams to encourage awareness of membership to all visitors.</p>
	Corporate and Institutional Giving	<p>One-off non-recurrent financial support from the Government of South Australia and the Commonwealth Government was again very strong with \$1,129,950 gratefully received. Many of these grants form part of multi-year partnerships that seek to raise awareness, through the medium of the Museum, of core issues like Indigenous Food, Indigenous Language, Earth Sciences, and Curriculum based projects.</p> <p>In addition, the Government of South Australia very kindly funded the admission cost of the <i>Wonders from the South Australian Museum</i> exhibition, enabling the exhibition to be free for all visitors.</p> <p>The Museum also secured \$117,311.82 in sponsorships and partnerships with companies, businesses and universities. Included in this was a major corporate sponsorship of \$100,000 over two financial years, to deliver the Virtual Classroom project.</p> <p>The Museum is also very grateful to a series of partners who provide regular and valuable in-kind and/or greatly discounted support across a variety of projects.</p>
Develop our public programs and engagement capabilities	Social Media Engagement	<p>Social media provides a unique platform for the Museum to connect with the public and create an engaged community who are interested in science, humanities, research and collections, exhibitions, events, programs, membership and retail, as well as enabling the Museum to be responsive to the public in real time.</p> <p>The Museum's social media accounts (Twitter, Instagram, YouTube, LinkedIn and Facebook) have a follower total of 60,928. The total number of followers across all platforms has increased by 7.5% on last year.</p>

Agency objectives	Indicators	Performance
		<p>Social media highlights include:</p> <ul style="list-style-type: none"> <li>• Over 10 million total impressions (total number of times Museum content was displayed to users)</li> <li>• 35,273 link clicks</li> <li>• 116.1K views on the Museum's YouTube channel.</li> </ul> <p><i>The Australian Geographic Nature Photographer of the Year</i> video generated 53,238 views – a new record.</p>
	Traditional Media Engagement	<p>Media engagement is vital for adding to the visibility and credibility of the South Australian Museum among the public and stakeholders and allows the Museum to deliver information and messages while developing the audience.</p> <p>In 2020/2021, there were 2,754 mentions of the South Australian Museum in traditional media, reaching a total audience of 31,825,794 people with an advertising space rate of \$21,886,611 (up by 54% from the previous year).</p> <p>This included a campaign during April to June 2021 to promote the Museum's 165th birthday and the <i>Wonders</i> exhibition. During this period there were more than 55 media results across local, national TV, radio, print, online and social/influencer platforms for this campaign.</p>
	Website Engagement	<p>The Museum's website is a key communication tool to communicate the Museum's dynamic offering to audiences locally and internationally.</p> <p>The website received a total of 196,900 visitors up by 16% from last year. 84.9% were new visitors.</p> <p>Most visitors are from Australia 88.78% followed by the United States at 5.19%</p> <p>77.5% of visitors in Australia are from South Australia followed by 7.83% from New South Wales.</p>
	Electronic Direct Mail (EDM) marketing	<p>The Communications Team manages the EDM program to 15,180 general subscribers and has seen a 13.5% increase in subscribers in the last financial year.</p>
	Exhibitions	<p>The Museum was able to bounce back from COVID-19 closure to present a full exhibition program throughout 2020-21 and a robust schedule of touring exhibitions, which attracted overall visitation of 627,990 despite a shutdown in November and the implementation of restrictions on the Museum's visitor capacity.</p> <p>Seven exhibitions and six onsite displays attracted an onsite audience of more than 102,000 visitors.</p>

Agency objectives	Indicators	Performance
		<p>South Australian Museum exhibitions and displays were also presented in various locations, regionally and interstate in New South Wales, Queensland, Western Australia and the Australian Capital Territory as well as overseas in Chengdu, China to more than 525,000 people.</p> <p>The Museum demonstrated its skillset with a year of exhibitions created entirely in-house. It commenced with the reopening of <i>Dogs: A story of our best friend</i> which ran until 2 August 2020.</p> <p>The Museum's annual <i>Australian Geographic Nature Photographer of the Year</i> exhibition proved popular once again, with solid visitation in Adelaide and at venues across the country.</p> <p>The delayed <i>2020 Waterhouse Art Prize</i> became a summer exhibition in Adelaide and an autumn exhibition in Canberra, pleasing audiences at both locations.</p> <p><i>Waterhouse By The Sea</i> at The Strand Gallery in Port Elliot presented a selection of works by award winners and previous finalists of the <i>Waterhouse Natural Science Art Prize</i>. The Strand Gallery is a stunning home for artistic excellence in Port Elliot, owned by Mr Ron Langman AM and Ms Sonya Hender. Ms Hender is also a Board member of the Museum Foundation, and we are extremely grateful to them both for this wonderful new opportunity which hosted the Premier at its opening.</p> <p>The year's highlight was <i>Wonders from the South Australian Museum</i>, curated to celebrate the Museum's 165th anniversary, with 165 rarely seen pieces drawn from deep within the Museum's collections. Opening in April 2020, by 30 June it had amassed just under 50,000 visitors and on track to become one of the most visited free temporary exhibitions at the Museum in its history.</p> <p>A broad selection of Aboriginal cultural material was celebrated in <i>Wonders</i> as well as in several exhibitions and displays in other areas of the Museum.</p> <p>The extraordinary <i>McMahon Collection</i> of paintings by Ngaanyatjarra artists was extended to welcomed visitors back to the Australian Aboriginal Cultures Gallery exhibition space in June. It was followed by the <i>Story Necklace</i>, an extraordinary recent acquisition into the Museum's collection from Ikuntji artists. This 50-metre-long necklace is a celebration of women's place in Aboriginal society and a spectacular installation.</p> <p>In <i>National Reconciliation Week 2021</i> the Museum launched <i>Before and Now: Arrkurla nakala, kurunga Iyaata-ntama</i> the</p>

Agency objectives	Indicators	Performance
		<p>celebration of a recently acquired collection of watercolours painted at the Hermannsburg school in 1966 and displayed alongside contemporary works painted by the artists' descendants, as well as works by the celebrated Albert Namitjira.</p> <p>The plight of Kangaroo Island's green carpenter bee was highlighted in a North foyer display complete with a bespoke habitat and population forecasting game.</p> <p>The Museum continued another season of <i>Her Story: Women in STEM</i> displays to highlight the contribution of women to science including Chief Scientist for South Australia, Professor Caroline McMillen; former astronaut Commander Pamela Melroy and Museum researcher Dr Rachael King. <i>Her Story</i> celebrates the achievements of inspirational women researchers as told through their personal stories. The display series encourages and empowers young girls and women to follow their passion and pursue careers in science, technology, engineering and maths (STEM) by presenting visible role models: each offering a different perspective through their life stories and career paths. This series is made possible with the generous support of The Hon Dr Diana Laidlaw AM.</p> <p>Away from North Terrace the Museum has continued to tour several exhibitions across Australia and worldwide as part of its program.</p> <p><i>Yidaki: Didjeridu and the Sound of Australia</i> opened at its final venue at the National Museum of Australia in Canberra on 25 June 2021. This national tour was supported by a grant from Visions of Australia.</p> <p><i>Manggan</i>, created by the Museum in partnership between Girringun Aboriginal Corporation finished its thirteen-venue national tour in Queensland.</p> <p>The Museum's <i>Australian Geographic Nature Photographer of the Year</i> was shown at five touring venues across South Australia, New South Wales and Western Australia continuing to be a popular offering.</p> <p>And the <i>Yuendumu Doors</i> were celebrated in a panel display in Chengdu, China, in partnership with DFAT and the National Museum of Australia. This display opened to coincide with <i>NAIDOC Week</i> and will be the first of many venues connected with DFAT missions across the globe to show this display.</p>

## Corporate performance summary

In addition to the Government recurrent operating grant of \$11.215 million (compared to \$14.806 million in 2019-20), the Museum raised a further \$9.573 million (compared to \$10.548 million in 2019-20) from a variety of sources including donations, bequests, sponsorship, exhibition ticket sales, investments, venue hire, shop sales and café sales. Net result for the year ending 30<sup>th</sup> June 2021, is a surplus of \$3.309 million (compared to \$2.951 million in 2019-20).

The impact of COVID forced the Museum to close for 10 weeks, resulting in a downward trend in visitation, donations and sales. The Museum's closure also resulted in a reduction in contractual security labour costs and utilities expenses, with many staff working from home.

The challenge of upskilling staff and providing the necessary equipment for staff to work from home fell to the Museum's Information & Technology ('IT') team. In addition to assisting staff to transition to work from home environments, the IT team also delivered a new Digital Transformation Program, identifying a three-year strategic plan to upgrade and improve digital capability across the Museum. The Museum also played a leading role in the inaugural *Collab* Cultural Digital Fellowship award, supporting innovative South Australian entrepreneurs to use digital technology to re-imagine how we might work with the state's priceless cultural, scientific and artistic collections across Adelaide's cultural precinct.

## Employment opportunity programs

Program name	Performance
Museum Pathways Program	<p>The South Australian Museum can offer unique opportunities for young people to gain in-depth knowledge and skills to help equip them to thrive in future career opportunities. This is particularly true for Science, Technology, Engineering, and Mathematics (STEM) learning.</p> <p>The Museum Pathways program is designed to provide meaningful scholarly and skills-based learning opportunities at various levels of study, and in disciplines relevant to the Museum's state responsibilities and strategic research objectives.</p> <p>Currently the program includes the following elements all externally funded:</p> <ul style="list-style-type: none"> <li>• Summer Undergraduate Scholarship</li> <li>• Scholarship for a PhD student</li> <li>• Early Career Researcher in Minerals (to be recruited)</li> <li>• Early Career Researcher in Biology (to be recruited)</li> <li>• Return to work assistance for researcher parent</li> <li>• ABRS Postdoc Researcher in Entomology</li> </ul>
Aboriginal Pathways	<p>As an institution with extensive Aboriginal holdings there is a further imperative to support training and employment opportunities through a specific path for young Australian Aboriginal and Torres Strait Islander people.</p> <p>Currently the following are all externally funded:</p> <ul style="list-style-type: none"> <li>• Aboriginal Cadetships</li> <li>• Early Career Researcher in Humanities</li> <li>• The William and Margaret Geary Curator of Aboriginal and Torres Strait Island Art and Material Culture</li> <li>• Repatriation Officer</li> <li>• Aboriginal Education Program Coordinator</li> <li>• Bridging the Gap Aboriginal Traineeship Program</li> </ul>



## Agency performance management and development systems

Performance management and development system	Performance
DPC Connect Performance Development Plans	As at 30 June, a total of 79% of employees have a Performance Development Plan in place.

## Work health, safety and return to work programs

Program name	Performance
Q-Fever Management program	Employees and volunteers assessed as at risk for exposure to Q-Fever virus were identified and assessed for vaccination. Testing and vaccinations undertaken as required.
Flu vaccination	45 workers participated in the Flu vaccination program.
iLearn training	iLearn is the Learning Management System used by Museum to deliver mandatory WHS training. 83% of WHS training was completed.
Internal training	39 staff participated in the Museum's Disability Inclusion Training (facilitated by JFA Purple Orange).
External training	5 staff participated in first aid training. 26 staff participated in warden training.

Workplace injury claims	Current year 2020-21	Past year 2019-20	% Change (+ / -)
Total new workplace injury claims	1	2	-50%
Fatalities	0	0	0
Seriously injured workers*	0	0	0
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	0

*\*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)*



<b>Work health and safety regulations</b>	Current year 2020-21	Past year 2019-20	% Change (+ / -)
Number of notifiable incidents ( <i>Work Health and Safety Act 2012, Part 3</i> )	0	0	0
Number of provisional improvement, improvement and prohibition notices ( <i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i> )	0	0	0

<b>Return to work costs**</b>	Current year 2020-21	Past year 2019-20	% Change (+ / -)
Total gross workers compensation expenditure (\$)	39,911.86	29,295.25	+136.24%
Income support payments – gross (\$)	0	0	0

\*\*before third party recovery

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-work-health-and-safety>

### Executive employment in the agency

<b>Executive classification</b>	<b>Number of executives</b>
SAES1	2

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-executive-employment>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

## Financial performance

### Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2020-2021 are attached to this report.

<b>Statement of Comprehensive Income</b>	<b>2020-21 Budget \$000s</b>	<b>2020-21 Actual \$000s</b>	<b>Variation \$000s</b>	<b>2019-20 Actual \$000s</b>
Total Income	18,795	20,788	1,993	21,629
Total Expenses	18,166	17,479	(687)	18,678
<b>Net Result</b>	<b>629</b>	<b>3,309</b>	<b>2,680</b>	<b>2,951</b>
<b>Total Comprehensive Result</b>	<b>629</b>	<b>3,752</b>	<b>3,123</b>	<b>13,115</b>

<b>Statement of Financial Position</b>	<b>2020-21 Budget \$000s</b>	<b>2020-21 Actual \$000s</b>	<b>Variation \$000s</b>	<b>2019-20 Actual \$000s</b>
Current assets	6,469	10,297	3,828	9,110
Non-current assets	341,910	344,147	2,237	341,008
<b>Total assets</b>	<b>348,379</b>	<b>354,444</b>	<b>6,065</b>	<b>350,118</b>
Current liabilities	2,901	3,200	299	2,538
Non-current liabilities	1,542	1,517	(25)	1,700
<b>Total liabilities</b>	<b>4,443</b>	<b>4,717</b>	<b>274</b>	<b>4,238</b>
<b>Net assets</b>	<b>343,936</b>	<b>349,727</b>	<b>5,791</b>	<b>345,880</b>
<b>Equity</b>	<b>343,936</b>	<b>349,727</b>	<b>5,791</b>	<b>345,880</b>

## Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

### Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$38,250

### Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
Swanbury Penglase	Netley Storage Project Consultation	\$20,092*
Oxygen Pty Ltd	Design Consultancy	\$16,750
Wax Design Pty Ltd	Design Consultancy	\$12,000
Taylor Cullity Lethlean	Design Consultancy	\$10,000
	Total	\$58,842

\*Amount has been Capitalised

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-consultants>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

## Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

### Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$78,837

### Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Artlab Australia	Netley Storage Project Staffing	\$436,254*
University Of Adelaide	Living Languages Program	\$28,000
Ikuko Tomo	Research Staffing	\$23,616
Nathaniel Williams	Exhibition Curatorial Staffing	\$21,538
	Total	\$509,408

\*Amount has been Capitalised

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-contractors>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts](#).

The website also provides details of [across government contracts](#).

## Risk management

### Risk and audit at a glance

The Museum maintains a robust and thorough risk management system. This helps to ensure risks to the collection, staff, volunteers and the public are identified and managed accordingly. The Risk Register is reviewed annually and changes throughout the year are reported at every Board meeting.

The Museum is audited by the Auditor-General's Department every year. Audit recommendations are adopted and acted upon to ensure the Museum is continually improving its systems, checks, controls and processes.

### Fraud detected in the agency

Category/nature of fraud	Number of instances
Actual and reasonably suspected incidents of fraud	0

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

### Strategies implemented to control and prevent fraud

The Museum has maintained a comprehensive system of checks and balances to control and prevent fraud.

During the 2020-21 period, 0 suspected or actual instances of fraud were detected.

The Museum Board's Finance, Audit and Risk Committee has established a work program to review the Museum's processes, as well as monitoring the Museum's Financial Management Compliance Program.

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-fraud>

### Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

0

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-whistle-blowers>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

## Reporting required under any other act or regulation

Act or Regulation	Requirement
<i>Freedom of Information Act 1991</i>	Request received

The South Australian Museum recorded 1 Freedom of Information Application in the 2020-21 financial year.

## Reporting required under the *Carers' Recognition Act 2005*

N/A

## Public complaints

### Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2020-21
Professional behaviour	Staff attitude (includes contractors and volunteers)	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	2
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	0
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	3
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	1
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	0
Policy	Policy content	Policy content difficult to understand; policy	0

<b>Complaint categories</b>	<b>Sub-categories</b>	<b>Example</b>	<b>Number of Complaints 2020-21</b>
		unreasonable or disadvantages customer	
Service quality	Information	Incorrect, incomplete, outdated or inadequate information; not fit for purpose	0
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	1
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	3
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		<b>Total</b>	<b>10</b>

<b>Additional Metrics</b>	<b>Total</b>
Number of positive feedback comments	114
Number of negative feedback comments	10
Total number of feedback comments	124
% complaints resolved within policy timeframes	100%



Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/south-australian-museum-complaints>

### Service Improvements

Three customer complaints were recorded relating to staff attitude, one related to the behaviour of a volunteer on social media and the remaining two related to incidents with contracted personnel. The volunteer is no longer with the Museum and the contracted provider was notified about incidents relating to their staff by the Museum and asked to provide additional training. No complaints related directly to the behaviour of Museum staff.

This year, two complaints were received about poor service quality in direct response to actions taken by the Museum to ensure visitor safety and good hygiene standards during the COVID-19 pandemic including the closure of the Discovery Centre and deactivation of touchscreens. While these actions elicited complaints from the public, the measures were enacted to ensure the safety of patrons in line with the Museum's CovidSafe management plan.

Where complaints are received regarding the accuracy or lack of coherent public information or poor service design of products and programs these are escalated to and actioned by the responsible section. Complaints regarding access and service delivery are forwarded through to the Public Engagement section for consideration and action where appropriate. All complaints are kept on file and taken into consideration as part of future planning and improvements for service delivery and design and future access initiatives. The appointment of a dedicated Visitor Experience Manager has resulted in all complaints being resolved within the allotted policy timeframe.

### Compliance Statement

The South Australian Museum is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector.	Y
The South Australian Museum has communicated the content of PC 039 and the agency's related complaints policies and procedures to employees.	Y

## **Appendix: Audited financial statements 2020-21**

# **Museum Board**

## **Financial Statements**

For the year ended 30 June 2021

**Museum Board**  
**Notes to and forming part of the financial statements**  
*for the year ended 30 June 2021*

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We certify that the:

- financial statements of the Museum Board:
  - are in accordance with the accounts and records of the Museum Board;
  - comply with relevant Treasurer's Instructions;
  - comply with relevant accounting standards; and
  - present a true and fair view of the financial position of the Museum Board at the end of financial year and the results of its operations and cash flows for the financial year.
- internal controls employed by the Museum Board for the financial year over its financial reporting and its preparation of financial statements have been effective.



Kim Cheater  
**Chair**

24 September 2021



Brian Oldman  
**Director**

24 September 2021

**Museum Board**  
**Statement of Comprehensive Income**  
*for the year ended 30 June 2021*

		2021	2020
	Note	\$'000	\$'000
<b>Income</b>			
Recurrent operating grant	2.1	11 215	14 806
Donations and bequests	2.2	802	1 620
Sales of goods		1 116	1 141
Resources received free of charge	2.3	1 165	616
Grant income	2.4	2 674	1 160
Fees and charges	2.5	200	527
Sponsorships	2.6	60	166
Interest and investment income	2.7	82	114
Donations of heritage assets		2 274	926
Insurance recoveries		545	101
Other income	2.8	655	452
<b>Total income</b>		<b>20 788</b>	<b>21 629</b>
<b>Expenses</b>			
Staff benefits expenses	3.3	8 520	8 692
Supplies and services	4.1	3 904	4 610
Accommodation and facilities	4.2	3 059	3 147
Depreciation and amortisation	5.1	1 846	2 029
Grants and subsidies		147	200
Net loss from the disposal of non-current assets	2.9	3	-
<b>Total expenses</b>		<b>17 479</b>	<b>18 678</b>
<b>Net result</b>		<b>3 309</b>	<b>2 951</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to net result:</b>			
Changes in property, plant and equipment asset revaluation surplus		-	10 491
Gain / (loss) on sale of investments classified as fair value through other comprehensive income		23	(5)
Changes in fair value of investments classified as fair value through other comprehensive income		420	(322)
<b>Total other comprehensive income</b>		<b>443</b>	<b>10 164</b>
<b>Total comprehensive result</b>		<b>3 752</b>	<b>13 115</b>

The accompanying notes form part of these financial statements. The net result and total comprehensive result are attributable to the SA Government as owner.

**Museum Board**  
**Statement of Financial Position**  
*as at 30 June 2021*

		2021	2020
	Note	\$'000	\$'000
<b>Current assets</b>			
Cash and cash equivalents	6.1	8 526	7 420
Receivables	6.2	1 623	1 563
Inventories		148	127
<b>Total current assets</b>		<b>10 297</b>	<b>9 110</b>
<b>Non-current assets</b>			
Receivables	6.2	-	1
Property, plant and equipment	5.1	42 814	42 710
Intangible assets	5.3	92	105
Heritage collections	5.4	298 826	296 498
Investments	6.3	2 415	1 694
<b>Total non-current assets</b>		<b>344 147</b>	<b>341 008</b>
<b>Total assets</b>		<b>354 444</b>	<b>350 118</b>
<b>Current liabilities</b>			
Payables	7.1	2 078	1 481
Staff benefits	3.4	1 097	1 028
Provisions	7.2	14	12
Lease liabilities	7.3	11	17
<b>Total current liabilities</b>		<b>3 200</b>	<b>2 538</b>
<b>Non-current liabilities</b>			
Payables	7.1	127	141
Staff benefits	3.4	1 353	1 520
Provisions	7.2	34	25
Lease liabilities	7.3	3	14
<b>Total non-current liabilities</b>		<b>1 517</b>	<b>1 700</b>
<b>Total liabilities</b>		<b>4 717</b>	<b>4 238</b>
<b>Net assets</b>		<b>349 727</b>	<b>345 880</b>
<b>Equity</b>			
Asset revaluation surplus		206 611	206 611
Investment reserve		72	(348)
Retained earnings		143 044	139 617
<b>Total equity</b>		<b>349 727</b>	<b>345 880</b>

The accompanying notes form part of these financial statements. The total equity is attributable to the SA Government as owner.

**Museum Board**  
**Statement of Changes in Equity**  
*for the year ended 30 June 2021*

	Note	Investment Reserve \$'000	Asset revaluation surplus \$'000	Retained earnings \$'000	Total equity \$'000
<b>Balance at 1 July 2019</b>		<b>(26)</b>	<b>196 120</b>	<b>136 671</b>	<b>332 765</b>
<b>Net result for 2019-20</b>		-	-	2 951	2 951
Gain / (loss) on sale of investments classified as fair value through other comprehensive income		(5)	-	-	(5)
Transfer of revaluation loss on sale of investments from investment reserve to retained earnings		5	-	(5)	-
Fair value movement of investments classified as fair value through other comprehensive income		(322)	-	-	(322)
Changes in asset revaluation surplus		-	10 491	-	10 491
<b>Total comprehensive result for 2019-20</b>		<b>(322)</b>	<b>10 491</b>	<b>2 946</b>	<b>13 115</b>
<b>Balance at 30 June 2020</b>		<b>(348)</b>	<b>206 611</b>	<b>139 617</b>	<b>345 880</b>
Error correction		-	-	95	95
<b>Restated balance at 1 July 2020</b>		<b>(348)</b>	<b>206 611</b>	<b>139 712</b>	<b>345 975</b>
<b>Net result for 2020-21</b>		-	-	3 309	3 309
Gain / (loss) on sale of investments classified as fair value through other comprehensive income		23	-	-	23
Transfer of revaluation gain on sale of investments from investment reserve to retained earnings		(23)	-	23	-
Fair value movement of investments classified as fair value through other comprehensive income		420	-	-	420
<b>Total comprehensive result for 2020-21</b>		<b>420</b>	<b>-</b>	<b>3 332</b>	<b>3 752</b>
<b>Balance at 30 June 2021</b>		<b>72</b>	<b>206 611</b>	<b>143 044</b>	<b>349 727</b>

The accompanying notes form part of these financial statements. All changes in equity are attributable to the SA Government as owner.

**Museum Board**  
**Statement of Cash Flows**  
*for the year ended 30 June 2021*

		2021 (Outflows) Inflows \$'000	2020 (Outflows) Inflows \$'000
<b>Cash flows from operating activities</b>	<b>Note</b>		
<b>Cash inflows</b>			
Recurrent operating grant		11 471	14 450
Sale of goods		1 116	1 141
Grants		2 674	1 154
Donations and bequests		802	1 620
Fees and charges		200	527
Sponsorships		60	166
Interest and investment income		131	50
Recoveries		545	101
Other		386	435
<b>Cash generated from operations</b>		<b>17 385</b>	<b>19 644</b>
<b>Cash outflows</b>			
Staff benefits payments		(8 586)	(8 896)
Payments for supplies and services		(2 843)	(4 103)
Accommodation and facilities		(3 059)	(3 147)
Grant payments		(147)	(200)
GST paid to the ATO		(96)	(146)
<b>Cash used in operations</b>		<b>(14 731)</b>	<b>(16 492)</b>
<b>Net cash provided by / (used in) operating activities</b>		<b>2 654</b>	<b>3 152</b>
<b>Cash flows from investing activities</b>			
<b>Cash inflows</b>			
Proceeds from sale of investments		146	249
<b>Cash generated from investing activities</b>		<b>146</b>	<b>249</b>
<b>Cash outflows</b>			
Purchase of heritage collections		(54)	(5)
Purchase of investments		(425)	(336)
Purchase of PPE and intangibles		(1 198)	(119)
<b>Cash used in investing activities</b>		<b>(1 677)</b>	<b>(460)</b>
<b>Net cash provided by / (used in) investing activities</b>		<b>(1 531)</b>	<b>(211)</b>
<b>Cash flows from financing activities</b>			
<b>Cash outflows</b>			
Repayment of principal portion of lease liabilities		(17)	(15)
<b>Cash used in financing activities</b>		<b>(17)</b>	<b>(15)</b>
<b>Net cash provided by / (used in) financing activities</b>		<b>(17)</b>	<b>(15)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>1 106</b>	<b>2 926</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>7 420</b>	<b>4 494</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>6.1</b>	<b>8 526</b>	<b>7 420</b>

The accompanying notes form part of these financial statements.



## **Museum Board**

### **Notes to and forming part of the financial statements**

*for the year ended 30 June 2021*

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#### **1. About the Museum Board**

The Museum Board (the Board) is a not-for-profit statutory authority of the State of South Australia, established pursuant to section 3 of the *South Australian Museum Act 1976* (the Act). The Board is charged with the management of the South Australian Museum (the SA Museum) under the Act.

The consolidated financial statements have been prepared by combining the Museum Board, South Australian Museum Foundation Incorporated and the SA Museum Foundation Fund in accordance with AASB 10 *Consolidated Financial Statements*.

Consistent accounting policies have been applied and all inter-entity transactions arising within the consolidated entity have been eliminated in full.

##### **1.1. Basis of preparation**

These financial statements are general purpose financial statements prepared in compliance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards with reduced disclosure requirements.

The financial statements have been prepared based on a 12 month reporting period and presented in Australian currency. The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

The Board is not subject to Income Tax. The Board is liable for Payroll Tax, Fringe Benefits Tax (FBT), Goods and Services Tax (GST) and Emergency Services Levy (ESL).

Assets and liabilities that are to be sold, consumed or realised as part of the normal operating cycle have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

Income, expenses and assets are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

The net GST receivable/payable to the ATO is not recognised as a receivable/payable in the Statement of Financial Position as the Board is a member of an approved GST group, of which Arts South Australia, a division of the Department of the Premier and Cabinet (DPC), is responsible for the remittance and collection of GST. The GST receivable in these financial statements relates to the South Australian Museum Foundation Incorporated and the SA Museum Foundation Fund.

The SA Museum is dependent on state government funding which makes up the majority of its income.

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**1.2. Objectives and Programs**

The functions of the Board, as prescribed under the *South Australian Museum Act 1976*, are as follows:

- to undertake the care and management of the Museum
- to manage the premises of the Board
- to carry out, or promote, research into matters of scientific and historical interest
- to accumulate and care for objects and specimens of scientific or historical interest
- to accumulate and classify data in regard to any such matters
- to disseminate information of scientific or historical interest
- to advise the Minister on matters relating to scientific or historical research or collections
- to carry out any other functions assigned to the Board by this or any other Act or the Minister.

**1.3. Impact of COVID-19 pandemic on the Board**

The COVID-19 pandemic has impacted on the operations of the SAM. The key impacts in 2020-21 were:

- Ongoing and varying capacity restrictions surrounding visitation to the Museum
- Forced closure of the Museum during lockdown periods
- Reduced revenue due to closures, particularly in donations and exhibition admissions
- Increased cleaning expenses.

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**2. Income**

**2.1. Recurrent operating grant**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Recurrent operating grant	11 215	14 806
<b>Total revenues from recurrent operating grant</b>	<b>11 215</b>	<b>14 806</b>

The SAM receives an annual operating grant, and funding for the purposes of holding exhibitions, from the Department of the Premier and Cabinet. This is recognised as revenue on receipt.

**2.2. Donations and bequests**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Donations and bequests	802	1 620
<b>Total donations and bequests</b>	<b>802</b>	<b>1 620</b>

Donations and bequests are recognised on receipt.

**2.3. Resources received free of charge**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Artlab conservation work	508	299
Services received free of charge - Shared Services SA	153	190
Centralised IT and Telecommunication services - DPC	62	-
Donated assets	442	118
Services received free of charge - valuation services	-	9
<b>Total resources received free of charge</b>	<b>1 165</b>	<b>616</b>

Contributions of services are recognised only when a fair value can be determined reliably, and the services would be purchased if they had not been donated.

Under an arrangement with Artlab Australia, a division of the Department of the Premier and Cabinet, Artlab Australia receives SA Government appropriation to perform conservation services on the SAM's heritage collections. A corresponding amount has been included as conservation work expenditure in note 4.1 supplies and services.

The Board receives centralised information technology and telecommunication services free of charge from the Department of the Premier and Cabinet.

The SAM receives Financial Accounting, Taxation, Payroll, Accounts Payable and Accounts Receivable services from Shared Services SA free of charge, following Cabinet's approval to cease intra-government charging.

Donated assets in 2020-21 include a Science Centre lift and boiler received free of charge from Department for Energy and Mining (DEM).

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

**2.4. Grant income**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
General	24	244
Commonwealth	391	353
State Government	2 259	563
<b>Total grants</b>	<b>2 674</b>	<b>1 160</b>

Grant income is recognised on receipt as there are no sufficiently specific performance obligations attached to the income. Where there are sufficiently specific performance obligations linked to the grant, the income is recognised over time as the performance obligations are satisfied.

General grants include funding for Inspiring South Australia, affiliate agreement research support, and the Adelaide Festival Ngarku'adlu picnic.

The Commonwealth has provided funding for the purposes of the Science Engagement Program (Inspiring South Australia), Citizen Science grants, NAIDOC week and the Indigenous repatriation project.

State Government grant funding includes contributions to repatriation of aboriginal ancestral remains, additional funding for separation packages, and capital grants for toilet and flooring upgrade, network infrastructure and RSR building works.

**2.5. Fees and charges**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Admissions	105	289
Functions	52	172
Fees for Service	24	19
Other	19	47
<b>Total fees and charges</b>	<b>200</b>	<b>527</b>

The Board recognises revenue from:

- Admission for entry: General entry to the Museum is free however charges do apply for some exhibitions and events. Revenue from entry is recognised at a point in time when the performance obligation is discharged, which is once entry is granted.
- Fees for services include usage fees for film/tv/internet/publication, supervision and research fees. Revenue from these services is recognised on a time and material basis as services are provided.

**2.6. Sponsorships**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Sponsorships	60	166
<b>Total sponsorships</b>	<b>60</b>	<b>166</b>

Sponsorships are recognised on receipt.

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**2.7. Interest and investment income**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Investment income	79	83
Loss on market value movement of investments	(3)	-
Interest	6	31
<b>Total interest and investment income</b>	<b>82</b>	<b>114</b>

Interest revenue is recognised taking into account the interest rates applicable to the financial assets. Dividend income is recognised when the right to receive a dividend has been established. The loss on market value movement of investments relates to debt instruments where the decrease in value has been recognised through profit or loss. In 2019-20 there were no debt instruments held.

**2.8. Other income**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Competition entry fees	47	58
Lab consumable recharge	35	57
Exhibition hire	84	44
Other	489	293
<b>Total other income</b>	<b>655</b>	<b>452</b>

Other income is recognised on receipt.

**2.9. Net gain/ (loss) from disposal of non-current assets**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Investments</b>		
Proceeds from disposal	147	248
Less value on sale of investments classified as fair value through other comprehensive income	(124)	(253)
<b>Net gain (loss) from disposal of investments</b>	<b>23</b>	<b>(5)</b>
<b>Plant and equipment:</b>		
Proceeds from disposal	-	-
Less carrying amount of assets disposed	(3)	-
<b>Net gain (loss) from disposal of plant and equipment</b>	<b>(3)</b>	<b>-</b>
<b>Total assets:</b>		
Total proceeds from disposal	147	248
Less total carrying amount of assets disposed	(127)	(253)
<b>Total net gain (loss) from disposal of non-current assets</b>	<b>20</b>	<b>(5)</b>

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**3. Board, committees and staff**

**3.1. Key management personnel**

Key management personnel of the Board include the Premier of the State of South Australia as responsible Minister for the Arts, the eleven members of the Museum Board and the Director of the South Australian Museum, all who have responsibility for the strategic direction and management of the Museum.

Total compensation for the Board's key management personnel was \$310 000 in 2020-21 and \$309 000 in 2019-20. This amount excludes salaries and other benefits the Premier receives. The Premier's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account (via the Department of Treasury and Finance) under section 6 the *Parliamentary Remuneration Act 1990*.

**Transactions with key management personnel and other related parties**

There were no significant transactions between key management personnel and other related parties.

**3.2. Board and committee members**

Members during the 2021 financial year were:

**Museum Board**

The Hon Dr J Lomax-Smith AM (Chair) (expired 17 August 2020)  
K Cheater (Chair) (appointed 12 November 2020)  
Prof D Adelson (expired 11 May 2021)  
AJ Duthie  
SY Edwards  
A Noble  
E Ranieri\*  
D Rathman AM PSM (expired 11 May 2021)  
TA Whiting (appointed Chair between 18 August 2020 – 11 November 2020)  
Dr C Wilson (appointed 27 May 2021)  
R Perkins (Deputy Board member)

**Aboriginal Partnership Committee**

D Rathman AM PSM (Chair) (expired 29 April 2021)  
Dr C Wilson (Chair) (appointed 30 April 2021)  
FH Lampard OAM  
S Miller  
V Wilson  
L Merrick (appointed 1 July 2020)

\*In accordance with the Premier and Cabinet Circular No. 016, government employees did not receive any remuneration for board/committee duties during the financial year.

**Board and committee remuneration**

The number of members whose remuneration received or receivable falls within the following bands:

	2021	2020
\$0 - \$19 999	11	9
<b>Total number of members</b>	<b>11</b>	<b>9</b>

The total remuneration received or receivable by members was \$24 000 (\$24 000). Remuneration of members reflects all costs of performing board and committee duties including sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**3.2 Board and committee members (continued)**

Unless otherwise disclosed, transactions between members are on conditions no more favourable than those that it is reasonable to expect the entity would have adopted if dealing with the related party at arm's length.

**3.3. Staff benefits expenses**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Salaries and wages	6 546	6 373
Targeted voluntary separation packages	163	359
Long service leave	(45)	152
Annual leave	561	545
Skills and experience retention leave	37	35
Employment on-costs - superannuation	672	659
Employment on-costs - other	355	350
Board and committee fees	24	21
Salaries charged externally	152	123
Other staff related expenses	55	75
<b>Total staff benefits expenses</b>	<b>8 520</b>	<b>8 692</b>

**Employment on-costs – superannuation**

The superannuation employment on-cost charge represents the Board's contributions to superannuation plans in respect of current services of current staff. DTF centrally recognises the Superannuation liability in the whole-of-government financial statements.

**Staff Remuneration**

The number of staff whose remuneration received or receivable falls within the following bands:

	<b>No.</b>	<b>No.</b>
\$274 001 to \$294 000	1	1
<b>Total</b>	<b>1</b>	<b>1</b>

The total remuneration received or receivable by these staff for the year was \$289 000 (\$289 000).

The table includes all staff who received remuneration equal to or greater than the base executive remuneration level during the year. Remuneration of staff reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, termination payments, salary sacrifice benefits and fringe benefits and related fringe benefits tax.



**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**3.3 Staff benefits expenses (continued)**

**Targeted voluntary separation packages (TVSPs)**

The number of staff who received a TVSP during the reporting period was 2 (4).

	2021 \$'000	2020 \$'000
Amounts paid to separated employees:		
Targeted voluntary separation packages	163	359
Leave paid to separated employees	91	222
	<b>254</b>	<b>581</b>
Recovery from the Department of Treasury and Finance	-	(542)
<b>Net cost to the Museum</b>	<b>254</b>	<b>39</b>

There was no reimbursement from DTF towards the cost of TVSPs in 2020-21.

**3.4. Staff benefits liability**

	2021 \$'000	2020 \$'000
<b>Current</b>		
Annual leave	526	533
Long service leave	321	247
Skills and experience retention leave	63	61
Accrued salaries and wages	187	187
<b>Total current staff benefits</b>	<b>1 097</b>	<b>1 028</b>
<b>Non-current</b>		
Long service leave	1 353	1 520
<b>Total non-current staff benefits</b>	<b>1 353</b>	<b>1 520</b>
<b>Total staff benefits</b>	<b>2 450</b>	<b>2 548</b>

Staff benefits accrue as a result of services provided up to the reporting date that remain unpaid. Long-term staff benefits are measured at present value and short-term staff benefits are measured at nominal amounts.

**Salaries and wages, annual leave, skills and experience retention leave (SERL) and sick leave**

The liability for salary and wages is measured as the amount unpaid at the reporting date at remuneration rates current at the reporting date.

The annual leave liability and the SERL liability in full is expected to be payable within 12 months and is measured at the undiscounted amount expected to be paid.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by staff is estimated to be less than the annual entitlement for sick leave.

**Long service leave**

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by staff up to the end of the reporting period using the projected unit credit method. Details about the measurement of long service leave liability is provided at note 10.1.



**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

**4. Expenses**

**4.1. Supplies and services**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Exhibitions	229	574
Administration	260	440
Cost of goods sold	459	435
Information technology and communication charges	490	366
Contractors	152	373
Marketing	231	288
Functions	34	53
Insurance and risk	317	312
Artlab conservation work	508	299
Maintenance	122	205
Business services charge	215	190
Research	179	186
Consultants	77	184
Minor equipment	58	84
Accommodation and travel	46	124
Collections	1	117
Audit fees	65	64
OHS&W	33	38
Legal Fees	79	26
Motor vehicle expenses	21	17
Hire, rent and equipment	24	16
Other	304	219
<b>Total supplies and services</b>	<b>3 904</b>	<b>4 610</b>

**Consultants**

The number of consultancies and dollar amount paid/payable (included in supplies and services expense) to consultants that fell within the following bands:

	<b>2021</b>	<b>2021</b>	<b>2020</b>	<b>2020</b>
	<b>No.</b>	<b>\$'000</b>	<b>No.</b>	<b>\$'000</b>
Below \$10 000	8	38	12	55
\$10 000 or above	3	39	4	129
<b>Total</b>	<b>11</b>	<b>77</b>	<b>16</b>	<b>184</b>

**4.2. Accommodation and facilities**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Facilities	1 216	1 124
Security	888	937
Electricity and gas	475	564
Accommodation	480	522
<b>Total accommodation and facilities</b>	<b>3 059</b>	<b>3 147</b>

**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**5. Non-financial assets**

**5.1. Property, plant and equipment**

**Reconciliation 2020-21**

	Land	Buildings & improvements	Work in progress	Plant and equipment	Computer equipment	ROU Vehicles	Total tangible assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Carrying amount at the beginning of the period</b>	11 700	28 043	318	2 919	-	31	<b>43 011</b>
Additions	-	-	1 161	17	20	-	<b>1 198</b>
Disposals	-	-	-	(56)	-	-	<b>(56)</b>
Accumulated depreciation on disposals	-	-	-	53	-	-	<b>53</b>
Depreciation and amortisation	-	(1 566)	-	(250)	-	(17)	<b>(1 833)</b>
Transfer to/(from) capital works in progress	-	-	(11)	11	-	-	<b>-</b>
Donated assets	-	442	-	-	-	-	<b>442</b>
Other	-	(1)	-	-	-	-	<b>(1)</b>
<b>Carrying amount at the end of the period</b>	<b>11 700</b>	<b>26 918</b>	<b>1 468</b>	<b>2 694</b>	<b>20</b>	<b>14</b>	<b>42 814</b>
<b>Gross carrying amount</b>							
Gross carrying amount	11 700	83 136	1 468	5 452	69	27	<b>101 852</b>
Accumulated depreciation	-	(56 218)	-	(2 758)	(49)	(13)	<b>(59 038)</b>
<b>Carrying amount at the end of the period</b>	<b>11 700</b>	<b>26 918</b>	<b>1 468</b>	<b>2 694</b>	<b>20</b>	<b>14</b>	<b>42 814</b>

Property, plant and equipment owned by the Board with a value equal to or in excess of \$10 000 is capitalised, otherwise it is expensed. Property, plant and equipment is recorded at fair value and there were no indications of impairment. Details about the Board's approach to fair value are set out in note 10.2.

**Review of accounting estimates**

Assets' residual values, useful lives and depreciation/amortisation methods are reviewed and adjusted, if appropriate, on an annual basis. Changes in the expected life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate.

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**5.1 Property, plant and equipment (continued)**

**Useful life**

Depreciation and amortisation are calculated on a straight-line basis over the estimated useful life of the following classes of assets as follows:

<b>Class of asset</b>	<b>Useful life (years)</b>
Buildings and improvements	15 to 100
<i>Plant and equipment</i>	
Exhibition	10
Other	3 to 25
Computer equipment	3 to 5
Right-of-use vehicles	3 to 5
Intangibles	5 to 10

Exhibitions with a life of less than one year are expensed.

**5.2. Leased Vehicles**

Right-of-use assets leased by the Board as a lease are measured at cost and there was no indication of impairment. Additions to right-of-use assets in 2020-21 were nil (2020: nil).

The Board has a limited number of leases:

- 2 motor vehicle leases with the South Australian Government Financing Authority (SAFA). Motor vehicle leases are non-cancellable, with rental payments monthly in arrears. Motor vehicle lease terms can range from 3 years (60,000km) up to 5 years (100,000km). No contingent rental provisions exist within the lease agreements and no options exist to renew the leases at the end of their term.
- a concessionary (peppercorn) lease on a purpose-built facility located at SA Water's sewage treatment plant at Bolivar. It houses all the specialised equipment needed to handle skeletons of all sizes, including large whales. Without the supply of this lease at concessionary terms, the Board would incur costs for alternative property. Key aspects of the lease are nil lease payments and an automatic annual renewal of the lease on the anniversary date of the MoAA. Two years advance notice is required to terminate the lease.

The lease liabilities related to the right-of-use assets are disclosed in note 7.3. The Board's maturity analysis of its lease liabilities is disclosed in note 10.3. Cash outflows related to leases are disclosed in note 8.2.

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**5.3. Intangible assets**

**Reconciliation 2020-21**

	<b>Computer software</b>	<b>WIP intangible assets</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Carrying amount at the beginning of the period</b>	26	79	105
Disposals	(33)	-	(33)
Accumulated depreciation on disposals	33	-	33
Amortisation	(13)	-	(13)
<b>Carrying amount at the end of the period</b>	<b>13</b>	<b>79</b>	<b>92</b>
<b>Gross carrying amount</b>			
Gross carrying amount	121	79	200
Accumulated amortisation	(108)	-	(108)
<b>Carrying amount at the end of the period</b>	<b>13</b>	<b>79</b>	<b>92</b>

Intangible assets are initially measured at cost and are tested for indications of impairment at each reporting date. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses.

The acquisition of or internal development of software is capitalised only when the expenditure meets the definition and recognition criteria and when the amount of expenditure is greater than or equal to \$10 000.

The internally developed computer software relates to the K-Emu entomology software, the Sarfme website and Inspiring SA website with a remaining useful life of 3 years, 5 months and 1 year respectively.

**Museum Board**  
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**5.4. Heritage collections**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Entomology	53 419	53 419
Australian Aboriginal ethnology	35 487	35 388
Marine invertebrates	30 347	30 267
Foreign ethnology	27 162	27 116
Mineralogy	21 737	19 804
Archives/artwork	18 463	18 463
Mammalogy	17 182	17 182
Australian helminthological collection	16 221	16 193
Palaeontology	15 022	14 946
Archaeology	14 434	14 434
Ornithology	9 339	9 280
Australian polar collection	8 982	8 982
Australian biological tissue bank	6 591	6 590
Arachnology	6 321	6 321
Malacology	5 258	5 258
Herpetology	4 305	4 300
Rare books	4 260	4 260
Ichthyology	3 461	3 460
Social/industrial history	587	587
Public program collection	248	248
<b>Total heritage collections</b>	<b>298 826</b>	<b>296 498</b>

**Reconciliation of carrying amounts of heritage collections**

	<b>Opening balance</b>	<b>Additions</b>	<b>Closing balance</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2021</b>			
Entomology	53 419	-	53 419
Australian Aboriginal ethnology	35 388	99	35 487
Marine invertebrates	30 267	80	30 347
Foreign ethnology	27 116	46	27 162
Mineralogy	19 804	1 933	21 737
Archives/artwork	18 463	-	18 463
Mammalogy	17 182	-	17 182
Australian helminthological collection	16 193	28	16 221
Palaeontology	14 946	76	15 022
Archaeology	14 434	-	14 434
Ornithology	9 280	59	9 339
Australian polar collection	8 982	-	8 982
Australian biological tissue bank	6 590	1	6 591
Arachnology	6 321	-	6 321
Malacology	5 258	-	5 258
Herpetology	4 300	5	4 305
Rare books	4 260	-	4 260
Ichthyology	3 460	1	3 461
Social/industrial history	587	-	587
Public Program Collection	248	-	248
<b>Carrying amount at the end of the period</b>	<b>296 498</b>	<b>2 328</b>	<b>298 826</b>

**Museum Board**  
**Notes to and forming part of the financial statements**  
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**5.4. Heritage collections (continued)**

Heritage collections are kept under special conditions so that there is no physical deterioration, and they are anticipated to have very long and indeterminate useful lives. No amount for depreciation has been recognised, as their service potential has not, in any material sense, been consumed during the reporting period.

The heritage collections are large and diverse. They include many items for which valuations are complex, given considerations of market value and their uniqueness. The heritage collections are independently valued every six years. The Board's heritage collections, except for the foreign archaeology, were revalued as at 30 June 2016 using the valuation methodology outlined below in accordance with fair value principles adopted under AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*. The foreign archaeology collection was revalued as at 30 June 2017.

These valuations were undertaken by Aon Risk Solutions.

The collections were broadly valued on the following basis:

<b>Collection</b>	<b>Method of valuation</b>
Heritage collections	Market approach
Natural history collections	Cost approach

Heritage collection status applies to those collections where an established market exists.

Natural history collections have been valued at fair value on the basis of the cost of fieldwork, preparation and documentation to replace the material in its present condition.

Heritage collections deemed to have market value are Australian Aboriginal ethnology, foreign ethnology, Australian polar collection, social/industrial history collection, mineralogy, museum library, archives/artworks, rare books and public programs.

Natural history collections valued at cost of recovery are the Australian biological tissue bank, marine invertebrates, malacology, ichthyology, palaeontology, arachnology, entomology, ornithology, the Australian helminthological collection, archaeology, mammalogy and herpetology.

The public programs collection is a new collection which was valued for the first time in the 30 June 2016 valuation. This collection consists of both the Waterhouse Art Prize collection and the ANZANG nature photography collection.

Collections deemed to be culturally sensitive, including human remains or items which are secret and sacred to Aboriginal communities have not been included within the current valuation and are considered at zero valuation. These collections are human biology and secret sacred material.

**Museum Board**  
**Notes to and forming part of the financial statements**  
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**6. Financial assets**

**6.1. Cash and cash equivalents**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Deposits with the Treasurer	4 913	4 140
Term deposits	-	560
Cash on hand	2	2
Deposits with banks	3 611	2 718
<b>Total cash and cash equivalents</b>	<b>8 526</b>	<b>7 420</b>

Cash is measured at nominal amounts.

**Deposits with the Treasurer**

Deposits with the Treasurer are a combination of funds held in the "*Museum Board Account*", an account held with the Treasurer of South Australia pursuant to section 21 of the *Public Finance and Audit Act 1987 (PFAA)*, and funds held in the Arts South Australia Operating Account. This account is held with the Treasurer of South Australia pursuant to section 8 of the *PFAA*. There are stipulated restrictions on the use of the Zimmerman Bequest component of the cash funds available \$111 000 (2020: \$113 000) and the Bonython Bequest component of the cash funds available \$22 000 (2020: \$22 000).

**Deposits with banks**

Deposits with banks include funds held by National Australia Bank Limited (NAB) in term deposit facilities and cash held with Australia and New Zealand Bank Banking Group (ANZ) by the SA Museum Foundation Incorporated and SA Museum Foundation Fund. Cash held for investments by Hood Sweeney are with Macquarie Bank. There are restrictions in place for the cash accounts for Norman B Tindale Memorial, Mawson Collection, Thyne Reid and High Noon \$265 000 (2020: \$436 000).

**Interest rate risk**

Interest is calculated based on the average daily balances of the interest-bearing funds. The interest-bearing funds of the Board are held in the section 21 interest bearing account titled the "*Museum Board Account*" and the NAB and Macquarie SA accounts.

**Museum Board**  
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**6.2. Receivables**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
<b>Trade receivables</b>		
From government entities	364	321
From non-government entities	483	521
Less impairment loss on receivables	(1)	(10)
<b>Total trade receivables</b>	<b>846</b>	<b>832</b>
GST receivable	689	593
Accrued revenues	52	98
Prepayments	36	40
<b>Total current receivables</b>	<b>1 623</b>	<b>1 563</b>
<b>Non-current</b>		
Accrued revenues	-	1
<b>Total non-current receivables</b>	<b>-</b>	<b>1</b>
<b>Total receivables</b>	<b>1 623</b>	<b>1 564</b>

Receivables arise in the normal course of selling goods and services to other government agencies and to the public. Receivables are normally settled within 30 days after the issue of an invoice, or the goods/services have been provided under a contractual arrangement.

Receivables, prepayments and accrued revenues are non-interest bearing. Receivables are held with the objective of collecting the contractual cash flows and they are measured at amortised cost.

Statutory receivables do not arise from contracts with customers. They are recognised and measured similarly to contractual receivables (except impairment) but are not classified as financial instruments for disclosure purposes.

**Allowance for impairment loss on receivables**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Carrying amount at the beginning of the period	10	10
Increase/(decrease) in allowance recognised in profit or loss	(9)	-
<b>Carrying amount at the end of the period</b>	<b>1</b>	<b>10</b>

Impairment losses relate to contracts with customers external to SA Government.

Refer to note 10.3 for details regarding credit risk and the methodology for determining impairment.



**Museum Board**  
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**6.3. Investments**

	2021 \$'000	2020 \$'000
<b>Investments classified as fair value through other comprehensive income</b>		
Listed equity instruments designated at fair value through other comprehensive income	2 198	1 694
<b>Investments classified as fair value through profit and loss</b>		
Listed debt instruments mandatorily measured at fair value through profit and loss	217	-
<b>Total non-current investments</b>	<b>2 415</b>	<b>1 694</b>
<b>Total investments</b>	<b>2 415</b>	<b>1 694</b>

Equity instruments are designated at fair value through other comprehensive income with all changes in fair value being taken to the investment reserve. On disposal of these equity investments, any related balance within the investment reserve is reclassified to retained earnings. The debt instruments are designated at fair value through profit and loss with all changes in fair value going through profit or loss. On disposal of these debt instruments, any gains or losses are recognised in profit and loss.

Dividends arising from all investments are recognised in the statement of comprehensive income.

Of the four investment accounts; Museum Board, Norman B Tindale, Memorial Mawson Collection and Thyne Reid - there are restrictions in place for Norman B Tindale Memorial, Mawson Collection and Thyne Reid relating to funds totalling \$1.5 million (2020: \$1.1 million).

**Museum Board**  
**Notes to and forming part of the financial statements**  
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**7. Liabilities**

**7.1. Payables**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Trade Payables	1 921	1 264
<b>Statutory payables</b>		
Employment on-costs	157	217
<b>Total current payables</b>	<b>2 078</b>	<b>1 481</b>
<b>Non-Current</b>		
<b>Statutory payables</b>		
Employment on-costs	127	141
<b>Total non-current payables</b>	<b>127</b>	<b>141</b>
<b>Total payables</b>	<b>2 205</b>	<b>1 622</b>

Payables are measured at nominal amounts.

Payables and accruals are raised for all amounts owing but unpaid. Payables are normally settled within 30 days from the date the invoice is first received. All payables are non-interest bearing. The carrying amount of payables represents fair value due to their short-term nature.

The net amount of GST recoverable from the ATO is included as part of receivables.

**Employment on-costs**

Employment on-costs include payroll tax, ReturnToWorkSA levies and superannuation contributions and are settled when the respective staff benefits that they relate to is discharged.

The Board makes contributions to several State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to the South Australian Superannuation Board.

As a result of an actuarial assessment performed by DTF, the portion of long service leave taken as leave has remained the same at 42% and the average factor for the calculation of employer superannuation contribution on-costs has increased to 10.1% (9.8%). These rates are used in the employment on-cost calculation. The net financial effect of these changes in the current financial year is immaterial. The estimated impact on future periods is impracticable to estimate as the long service leave liability is calculated using a number of assumptions.

**Museum Board**  
**Notes to and forming part of the financial statements**  
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**7.2. Provisions**

All provisions relate to workers compensation.

	2021 \$'000	2020 \$'000
<b><i>Movement in provisions</i></b>		
Carrying amount at the beginning of the period	37	30
Additional provision recognised	11	7
<b>Carrying amount at the end of the period</b>	<b>48</b>	<b>37</b>

A liability has been reported to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2021 provided by a consulting actuary engaged through the Office of the Commissioner for the Public Sector Employment. The liability was calculated to be required to settle obligations incurred as at 30 June. No risk margin is included in this estimate.

The Board is responsible for the payment of workers compensation claims.

**7.3. Lease liabilities**

	2021 \$'000	2020 \$'000
<b>Current</b>		
Lease liabilities	11	17
<b>Total current lease liabilities</b>	<b>11</b>	<b>17</b>
<b>Non-current</b>		
Lease liabilities	3	14
<b>Total non-current financial liabilities</b>	<b>3</b>	<b>14</b>
<b>Total lease liabilities</b>	<b>14</b>	<b>31</b>

Lease liabilities have been measured via discounting lease payments using either the interest rate implicit in the lease (where it is readily determined) or Treasury's incremental borrowing rate. There were no defaults or breaches on any of the above liabilities throughout the year. All material cash outflows are reflected in the lease liabilities disclosed above.

**Museum Board**  
**Notes to and forming part of the financial statements**  
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**8. Other disclosures**

**8.1. Equity**

**Asset revaluation surplus**

The asset revaluation surplus is used to record increments and decrements in the fair value of property and plant and equipment to the extent that they offset one another. Relevant amounts are transferred to retained earnings when an asset is derecognised.

**Investment reserve**

The investment reserve records all changes in fair value of investments classified as fair value through other comprehensive income.

**8.2. Cash flow**

The total cash outflow for leases in 2020-21 was \$17 000 (\$15 000) which related to the repayment of leases.

**9. Outlook**

**9.1. Unrecognised commitments**

**Expenditure commitments**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
No later than one year	1 210	1 371
Later than one year but not later than five years	846	2 535
<b>Total expenditure commitments</b>	<b>2 056</b>	<b>3 906</b>

Commitments include operating and outsourcing commitments arising from contractual or statutory sources and are disclosed at their nominal value.

The Board's other commitments comprise the Netley off-site storage, security and cleaning.

Contingent rental provisions within the security and cleaning contracts require the minimum contract payments to be increased by variable operating costs and wage rises. Options exist to renew the contracts for another 12 months.

**9.2. Contingent assets and liabilities**

The Board is not aware of any contingent assets as at 30 June 2021.

The Board is aware of a contingent liability concerning the Bolivar site. The Board leases space at Bolivar from SA Water. The lease arrangements include make good provisions in the event that the Board vacates the site. The Board has no intentions to vacate the site in the near term future. In addition, the scope and cost of potential make good requirements are undetermined. As such there has not been any provision raised in these financial statements.

There is an assessment underway at the site to put in place an environmental management plan. The cost to implement the recommendation is estimated to be between \$50 000 and \$100 000.

**Museum Board**  
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**10. Measurement and risk**

**10.1. Long service leave liability – measurement**

AASB 119 *Employee Benefits* (AASB 119) contains the calculation methodology for long service leave liability.

The actuarial assessment performed by DTF has provided a basis for the measurement of long service leave and is based on actuarial assumptions on expected future salary and wage levels, experience of staff departures and periods of service. These assumptions are based on staff data over SA Government entities.

AASB 119 requires the use of the yield on long-term Commonwealth Government bonds as the discount rate in the measurement of the long service leave liability. The yield on long-term Commonwealth Government bonds has changed from 0.75% (2020) to 1.25% (2021).

This increase in the bond yield, which is used as the rate to discount future long service leave cash flows, results in a decrease in the reported long service leave liability. The net financial effect of the changes to actuarial assumptions in the current financial year is a decrease in the long service leave liability of \$160 000 and employee expense of \$160 000.

The impact on future periods is impracticable to estimate as the long service leave liability is calculated using a number of demographical and financial assumptions – including the long-term discount rate.

The actuarial assessment performed by the DTF kept the salary inflation rate at 2.5% for long service leave liability. As a result, there is no net financial effect resulting from changes in the salary inflation.

The portion of the long service leave to be taken within 12 months is classified as current. The remaining portion is classified as non-current.

**10.2. Fair Value**

AASB 13 *Fair Value Measurement* defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants, in the principal or most advantageous market, at the measurement date.

**Initial recognition**

Non-current tangible assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position. However, if the assets are acquired at no or nominal value as part of a restructure of administrative arrangements, then the assets are recognised at book value (i.e. the amount recorded by the transferor public authority immediately prior to the restructure).

**Revaluation**

Property, plant and equipment, other than right of use assets, is subsequently measured at fair value after allowing for accumulated depreciation.

The revaluation process is required to be performed every six years at a minimum and is reviewed by the Manager Corporate Services and Finance, Audit & Risk Committee each year.

Non-current tangible assets are valued at fair value and revaluation of non-current assets or a group of assets is only performed when the fair value at the time of acquisition is greater than \$1.5 million and estimated useful life is greater than three years.

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**10.2 Fair Value (continued)**

Revaluation is undertaken on a regular cycle as detailed below. If at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amounts of the assets and the net amounts are restated to the revalued amounts of the asset.

**Land and buildings**

An independent valuation of land and buildings owned by the Board was performed as at 30 June 2020 by a Certified Practising Valuer from Liquid Pacific Holdings Pty. Ltd.

Fair value of land has been determined using the market approach. The valuation was based on recent market transactions for similar land in the area and includes adjustment for factors specific to the land such as size and location. For land classified as restricted in use, fair value was determined by applying an adjustment to reflect the restriction.

The fair value of buildings was determined using current replacement cost, due to there not being an active market. The current replacement cost considered the need for ongoing provision of government services, specialised nature and restricted use of the assets, their size, condition and location.

The valuation used estimates about construction materials that would be required to replace the buildings, information about current construction costs were derived from building costs guides / internal records such as recent tender documents, construction invoices etc. and the estimated useful life due to age and condition of the building.

The fair value of land and buildings may be impacted by market changes due to the continued impact of COVID-19 however there was no market evidence to support the extent of any impact available at the time of preparing these financial statements.

**Plant and equipment**

All items of plant and equipment that had a fair value at the time of acquisition less than \$1.5 million or had an estimated useful life of no less than three years have not been revalued. The carrying value of these items are deemed to approximate fair value.

**Heritage assets**

An independent valuation of heritage assets was performed in June 2016 by a Certified Practising Valuer from RHAS, an operating division of Aon Risk Services as at 30 June 2016. Fair value was determined by estimating the current replacement cost based on the limited market information available for similar heritage assets and reproduction materials.



**Museum Board**  
**Notes to and forming part of the financial statements**  
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**10.3. Financial instruments**

**Financial risk management**

Risk management is managed by the Board's Corporate Services section. The Board's risk management policies are in accordance with the *SA Government Risk Management Guide* and the principles established in the Australian Standard *Risk Management Principles and Guidelines*.

The Board's exposure to financial risk (liquidity risk, credit risk and market risk) is low due to the nature of the financial instruments held.

**Impairment of financial assets**

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9. The Board uses an allowance matrix to measure the expected credit loss of receivables from non-government debtors which comprise a large number of small balances.

To measure the expected credit losses, receivables are grouped based on shared risks characteristics and the days past due. When estimating expected credit loss, the Board considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Board's historical experience and informed credit assessment, including forward-looking information.

The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Board is exposed to credit risk.

The expected credit loss of government debtors is considered to be nil based on the external credit ratings and nature of the counterparties.

Loss rates are calculated based on the probability of a receivable progressing through stages to write off based on the common risk characteristics of the transaction and debtor.

Loss rates are based on actual history of credit loss, these rates have been adjusted to reflect differences between previous economic conditions, current conditions and the Board's view of the forecast economic conditions over the expected life of the receivables.

Impairment losses are presented as net impairment losses within net result, subsequent recoveries of amounts previously written off are credited against the same line item.

Receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the failure of a debtor to enter into a payment plan with the Board and a failure to make contractual payments for a period of greater than 90 days past due.

The allowance was recognised when there was objective evidence that a receivable was impaired. The allowance for impairment was recognised in other expenses for specific debtors and debtors assessed on a collective basis for which such evidence existed.

**Categorisation of financial instruments**

Details of the significant accounting policies and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised with respect to each class of financial asset, financial liability and equity instrument are disclosed in the respective financial asset/ financial liability note.

**Museum Board**  
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**10.3 Financial instruments (continued)**

**Classification of financial instruments**

The Board measures all financial instruments at amortised cost or fair value.

Category of financial asset and financial liability	Note	Carrying amount / fair value \$'000	2021 Contractual maturities*	
			Within 1 year \$'000	1-5 years \$'000
<b>Financial assets</b>				
<b>Cash and cash equivalents</b>				
Cash and cash equivalents	6.1	8 526	8 526	-
<b>Fair value through profit and loss</b>				
Receivables**	6.2	898	898	-
Listed equity instruments designated at fair value through other comprehensive income	6.3	2 198	-	2 198
Listed debt instruments designated at fair value through profit and loss	6.3	217	-	217
<b>Total financial assets</b>		<b>11 839</b>	<b>9 424</b>	<b>2 415</b>
<b>Financial liabilities</b>				
<b>Financial liabilities at amortised cost</b>				
Payables**	7.1	1 871	1 871	-
Lease liabilities	7.3	14	14	-
<b>Total financial liabilities</b>		<b>1 885</b>	<b>1 885</b>	<b>-</b>

Category of financial asset and financial liability	Note	Carrying amount / fair value \$'000	2020 Contractual maturities*	
			Within 1 year \$'000	1-5 years \$'000
<b>Financial assets</b>				
<b>Cash and cash equivalents</b>				
Cash and cash equivalents	6.1	7 420	7 420	-
<b>Fair value through profit and loss</b>				
Receivables**	6.2	931	930	1
Listed equity instruments designated at fair value through other comprehensive income	6.3	1 694	-	1 694
<b>Total financial assets</b>		<b>10 045</b>	<b>8 350</b>	<b>1 695</b>
<b>Financial liabilities</b>				
<b>Financial liabilities at amortised cost</b>				
Payables**	7.1	1 214	1 214	-
Lease liabilities	7.3	31	31	-
<b>Total financial liabilities</b>		<b>1 245</b>	<b>1 245</b>	<b>-</b>

\*Maturities analysis is presented using the undiscounted cash flows and therefore may not total to equal the carrying amount/fair value of the financial instrument.

\*\*Total amounts disclosed here exclude statutory amounts. Receivables do not include prepayments as these are not financial instruments. Prepayments are presented in note 6.2.



**Museum Board**  
**Notes to and forming part of the financial statements**  
*For the year ended 30 June 2021*

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**10.3 Financial instruments (continued)**

***Statutory receivables and payables***

The receivable and payable amounts disclosed here exclude amounts relating to statutory receivables and payables. This includes Commonwealth, State and Local Government taxes, fees and charges; Auditor-General's Department audit fees. This is in addition to employee related payables, such as payroll tax, Fringe Benefits Tax, Pay As You Go Withholding and ReturnToWorkSA levies. In government, certain rights to receive or pay cash may not be contractual and therefore, in these situations, the disclosure requirements of AASB 7 will not apply. The standard defines contract as enforceable by law. All amounts recorded are carried at cost (not materially different from amortised cost).



# INDEPENDENT AUDITOR'S REPORT



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Auditor-General's Department

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## To the Chair Museum Board

### Opinion

I have audited the financial report of the Museum Board for the financial year ended 30 June 2021.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the Museum Board as at 30 June 2021, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2021
- a Statement of Financial Position as at 30 June 2021
- a Statement of Changes in Equity for the year ended 30 June 2021
- a Statement of Cash Flows for the year ended 30 June 2021
- notes, comprising significant accounting policies and other explanatory information
- a Certificate from the Chair, Museum Board and the Director, South Australian Museum

### Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the Museum Board. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

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

## **Responsibilities of the Director, South Australian Museum and Museum Board for the financial report**

The Director, South Australian Museum is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and the Australian Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Director is responsible for assessing the entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The Director is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

The Museum Board are responsible for overseeing the entity's financial reporting process.

## **Auditor's responsibilities for the audit of the financial report**

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 16(3) of the *South Australian Museum Act 1976*, I have audited the financial report of the Museum Board for the financial year ended 30 June 2021.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Museum Board's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive
- conclude on the appropriateness of the Chief Executive's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Director, South Australian Museum and the Museum Board about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Andrew Richardson

**Auditor-General**

28 September 2021