

**BOARD OF THE**  
**QUEENSLAND**  
**MUSEUM**  
**ANNUAL**  
**REPORT**  
**2014-15**



**QUEENSLAND  
MUSEUM NETWORK**



**Queensland  
Government**

Date of Premier's approval to print report  
18 September 2015

The Honourable Annastacia Palaszczuk MP  
Premier and Minister for the Arts  
Level 15, Executive Building  
100 George Street  
BRISBANE QLD 4000

Dear Premier

I am pleased to present the Annual Report 2014–2015 and financial statements for the Board of Queensland Museum.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual Report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 83 of this Annual Report or accessed at [qm.qld.gov.au](http://qm.qld.gov.au)

Yours sincerely,

A handwritten signature in black ink, consisting of a large, stylized loop followed by a horizontal line that ends in a small arrowhead pointing to the right.

**David Conry**  
**Chairperson**  
**Board of the Queensland Museum**

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# VISION

Queensland Museum Network – discovering Queensland, inspiring generations.

A museum for all Queenslanders, which actively partners with diverse communities to enrich understanding of self and place.

# PURPOSE

To inspire generations of Queenslanders to discover, celebrate and value our distinctive natural and cultural environment.

# VALUES

- We have a culture of sharing, learning and growth, to foster a community that shares, learns and grows.
- We respect and celebrate diverse perspectives and we engage and represent diverse audiences.
- We study adaptation, evolution and change, and we value creativity and innovation.
- We excel at research to help understand life, and we love to bring research to life.
- We cherish our collections because we cherish our stories.
- We value integrity because it is the essence of trust.
- We encourage and nurture teamwork and partnerships because our job is too important to do alone.

# QUEENSLAND MUSEUM NETWORK

Queensland Museum Network (QMN) is the keeping place for the State Collection of 1.2 million objects and specimens, valued at more than \$479 million, and approximately 14 million unregistered Non-State Collection items.

The Network has grown since its initial beginnings which date back to January 1862, when the Museum was founded by the Queensland Philosophical Society. The Museum came under the responsibility of State Government in 1871 and moved into its first purpose-built premises in 1879.

Today, Queensland Museum Network is governed by the Board of the Queensland Museum (the Board) and includes:

- Queensland Museum (including the Sciencentre) in the heart of Brisbane's Cultural Precinct
- Museum of Tropical Queensland in Townsville
- The Workshops Rail Museum in Ipswich
- Cobb+Co Museum in Toowoomba
- Museum of Lands, Mapping and Surveying in Woolloongabba, Brisbane
- Museum of Earth Sciences in St Lucia, Brisbane.

The Network also includes a Collections, Research and Loans Centre at Hendra.

Over the years the Network has changed alongside Queensland as it discovers, documents and celebrates the State's natural, cultural and regional diversity.

Through its dynamic network of public attractions, trusted scientific and cultural research, significant collections, and regional and community services, Queensland Museum Network continues to enrich the cultural, social and intellectual life of Queenslanders and visitors to the State.

The Network reaches far beyond the walls of its five public museums, fostering connections with diverse audiences of millions of people each year. It does this through museum visits, workshops, lectures, school education kits, online interaction and publications, and continues to be at the forefront of successful professional and community support for the collections and museums sector.

Queensland Museum Network is celebrated as a valued cultural and scientific leader, growing with the community to foster a better understanding of our place in the world. Its scientific and academic researchers are internationally recognised for their expertise in the disciplines of natural and cultural heritage and geosciences.

## QUEENSLAND MUSEUM

South Bank, Brisbane  
Opened 1986

Queensland Museum is located at South Bank in the heart of Brisbane's Cultural Precinct, and is the most visited museum in the Network and in Australia\*. Permanent attractions include: the ScienCentre, which offers a wealth of interactive science and technology experiences; the Discovery Centre, the *Lost Creatures: Stories from Ancient Queensland* Gallery; and the *Dandiiri Maiwar* Aboriginal and Torres Islander Centre. The Museum also regularly hosts national and international travelling exhibitions and offers a range of public and educational programs and activities, which attract more than 1 million visitors to the Cultural Precinct each year. Queensland Museum exhibits and stores a significant proportion of the State Collection and houses several research and conservation laboratories.

\* 2013–14 and 2014–15 industry data.

## THE WORKSHOPS RAIL MUSEUM

North Ipswich  
Opened 2002

Multiple Queensland and Australian Tourism Award winner, The Workshops Rail Museum, is located in the regional city of Ipswich, the birthplace of rail in Queensland. It offers an interactive cultural heritage experience with hands-on and multimedia exhibits that focus on almost 150 years of rail history in Queensland. An outstanding feature of the Museum is the collection of heritage steam locomotives and industrial machinery.

## COBB+CO MUSEUM

Toowoomba  
Opened 1987

Cobb+Co Museum houses the National Carriage Collection of more than 50 horse drawn vehicles and tells the story of the Toowoomba region through its quality schedule of regional exhibits. The Museum also features the science-based, *Energy for Life* Discovery Centre, and an ever-changing program to suit educational and tourism activities.

## MUSEUM OF TROPICAL QUEENSLAND

Townsville  
Opened 1987

Museum of Tropical Queensland (MTQ) explores the natural and cultural heritage of the State's northern region, including the Great Barrier Reef and the rainforests of the Wet Tropics. The Museum houses an internationally important collection of *Acropora* corals; permanent galleries, such as *Colour: Secret Language of the Reef*, and the *Discover Tropical Queensland* Gallery; and a special display focusing on the 18th century shipwreck, HMS *Pandora*.

## QUEENSLAND MUSEUM COLLECTIONS, RESEARCH & LOANS CENTRE

Hendra, Brisbane  
Opened 2002

The collection storage and research facility at Hendra houses the vast geosciences collection, including rocks, minerals and fossils, and is the most comprehensive Queensland collection of its kind. The site holds large objects from the Cultural Heritage Collections, and includes a separate, environmentally controlled collection store for zoological collections.

The facility is also home to the renowned Queensland Museum Loans service, from which schools and other educational and community groups can borrow Museum objects and learning kits to use in their classrooms and for displays. The loans service covers an area from Cape York, west to Cloncurry and south to the border.

## MUSEUM OF LANDS, MAPPING AND SURVEYING

Woolloongabba, Brisbane  
Opened 1982

This museum is operated by the Department of Natural Resources and Mines in Woolloongabba to collect and interpret significant aspects of the land administration, surveying and mapping of Queensland. Staffed by one curator and several volunteers, the Museum provides specialist advice on land tenure. A comprehensive collection of artefacts, maps, social histories and other records are on display, and are progressively being made available online. More than 8,000 historical maps are available on the Open Data website.

## MUSEUM OF EARTH SCIENCES

University of Queensland, St Lucia

This museum is operated in partnership with the University of Queensland to display and interpret the highlights of the Queensland Museum Mineralogical Collections (which also incorporate the former University of Queensland Mineral Collections). The museum is accessible by both students and the general public.

## BOARD OF THE QUEENSLAND MUSEUM

The Queensland Museum Network is governed by the Board of the Queensland Museum (the Board).

The Board is a Statutory Body. Its existence, functions and powers are set out in the *Queensland Museum Act 1970* (the Act). The Board's functions include:

- (a) The control and management of the Queensland Museum and of all natural history, historical and technological collections, and other chattels and property contained therein;
- (b) The maintenance and administration of the Queensland Museum in such manner as will effectively minister to the needs and demands of the community in any, or all, branches of the natural sciences, applied sciences, technology and history, associated with the development of the Queensland Museum as a museum for science, the environment and human achievement, and to this end shall undertake:
  - (i) the storage of suitable items pertaining to the study of natural sciences, applied sciences, technology and history, and exhibits and other personal property;
  - (ii) carrying out or promoting scientific and historical research;
  - (iii) the provision of educational facilities through the display of selected items, lectures, films, broadcasts, telecasts, publications and other means; and
  - (iv) the operation of workshops for the maintenance and repair of exhibits and other things; and
- (c) The control and management of all lands and premises vested in or placed under the control of the Board.

For performing its functions, the Board has all the powers of an individual and may, for example, enter into arrangements, agreements, contracts and deeds; acquire, hold, deal with and dispose of property; engage consultants; appoint agents and attorneys; charge, and fix terms, for goods, services, facilities and information supplied by it; and do anything else necessary or desirable to be done in performing its function.

# CHAIRPERSON'S OVERVIEW

Looking back at my first year as Chairman of the Board, I am humbled by the magnitude of work that has gone into making the Queensland Museum Network the thriving cultural and scientific hub it is today.

The year has been busy and productive, with many achievements and change, which will lay the foundation for further growth in Queensland, Australia and internationally. I have met with, and been inspired by, staff at all levels right across the Network and have experienced first hand the efficiency, professionalism and inestimable value our museums deliver to the local and global science communities.

The Board has set bold and ambitious strategic objectives, which will see us strengthening the Network through industry collaboration and partnerships, technology, and investment in our programs and people.

Aligned with the State Government's priorities – our shared vision stretches beyond the ambitions of our Network to encompass more holistic, sustainable community outcomes for Queensland.

We've made considerable progress towards achieving these goals.

In the past year, we have established a number of partnerships that will be integral to the immediate and long term growth of the Museum. Key partnerships have been formed with BHP Billiton Coal, BHP Billiton BMC, Energex, and QGC — our largest ever corporate partner and a driving force in improving how the sciences are taught in schools.

Securing an exclusive three-year agreement with the World Science Festival in New York was a major milestone for the Queensland Museum Network, and is one of our most exciting commitments for the coming years. This significant achievement will not only enhance our engagement in Science, Technology, Engineering and Maths (STEM), but will also attract and inspire tourism opportunities throughout the State.

Development plans for the \$14.3 million *Queensland Anzac Centenary* Gallery, are now well underway, with the gallery set to span over 600 sqm across two levels, and slated to open in late 2018. As a permanent exhibition space, the gallery will become a lasting legacy for Queensland, allowing future generations to explore the enduring themes of freedom and democracy.

The Network's commitment to protecting our unique cultural and natural heritage as custodians and researchers of the State's collections has continued with fervour. We have worked with Indigenous communities through curatorial, public and repatriation programs; presented talks, lectures, seminars, and behind the scenes tours; and delivered three quarters of a million natural history specimen records to the *Atlas of Living Australia*. This is just a glimpse into the tremendous work being undertaken by this wonderful organisation.

I would like to thank and congratulate our CEO and Director, Professor Suzanne Miller, the executive team and staff for helping to realise the Board's ambitions over the past year. Your unwavering passion for science, learning, and discovery can be felt in the outstanding work you deliver.

I look forward to working alongside my Board, the team led by Suzanne, and with industry and agency partners, to ensure our continued growth and success in the years to come.



**David Conry**  
Chairperson  
Board of the Queensland Museum

*Improving the public perception of science*



# CEO'S OVERVIEW

Reflecting on the year, I am again in awe of how much we have accomplished over a mere 12 months.

The spectrum of our combined successes is a true representation of the diverse talent, dedication and determination of my wonderful team here at Queensland Museum Network – needless to say, I am exceptionally proud of every one of our people and their achievements.

In 2014–15 we've welcomed more than 1.6 million enthusiastic visitors through the doors of our museums, with an additional one million people connecting with us digitally. Our collections have made their way into schools, early learning centres, and communities through the Museum Loans service.

Our research, collections and knowledge not only grew with new discoveries and acquisitions, but were shared across a variety of online and offline platforms.

This year we developed and delivered exceptional digital products including our first e-book, *The Great Barrier Reef: Corals*, and mobile apps – *Coastal Life of South East Queensland*, and the *Field Guide to Australian Fauna*, which earned the Museum and its project partners international accolades, as proud recipients of the Best of the Web Award at the 2015 Museums and the Web Conference in Chicago.

We launched an Online Collections Microsite – providing the community with access to nearly three-quarters of a million collection items and approximately 5,000 images. We joined other leading cultural institutions in Australia to become part of the Google Cultural Institute – a relationship that will undoubtedly expand our digital capabilities.

With a powerhouse like Google behind us, we will grow our reach exponentially – bolstering access to all that the Network has to offer; extending the life of our onsite exhibitions with online accompaniments; and potentially providing virtual visits to the Museum using Google Maps Street View technology.

It's an exciting time for the Network as we embrace the digital space – equally so for our creative and innovative physical offerings.

This year we achieved some incredible results in research, discovery and education, including the contribution of 28,000 biological and geological specimens to the collections; the delivery of 750,320 natural history specimen records to the *Atlas of Living Australia*; the description of more than 120 new species; and the production of 164 publications (including 104 peer reviewed papers).

Our programs and exhibitions have continued to go from strength-to-strength, bringing science and history to life through engaging, interactive and visually spectacular events and activities.

*Dinosaur Discovery: Lost Creatures of the Cretaceous* clearly won the popularity stakes, with hordes of eager visitors lining up each day to be transported back millions of years to walk among the dinosaurs. In 2014–15, these frighteningly life-like, animated models enticed a total of 123,610 guests to the Museum – a number that continues to grow as word spreads about the wonders of this exhibition.

Intrigued by our very own Giant Squid, visitors explored *Deep Oceans*; delved into the detail of how 4,000 *Species*

were discovered and named; found themselves surrounded in *A Room for Wild Animals*; and heard stories of the men who risked death alongside 120,000 Australian Army horses during World War 1, in the *Horse in War* exhibition.

We acquired rare specimens from our natural environment, and impressive man-made collections, including the single largest private model rail collection in Australia, an acquisition of national and international significance.

We have continued to cement and strengthen relationships with cultural institutions at home and abroad – sharing historical treasures on a global scale.

Last year Queensland blushed at *Undressed: 350 years of Underwear in Fashion* from the Victoria and Albert Museum, London. Fashion enthusiasts and connoisseurs of undergarments came together to appreciate this world renowned collection – exposed for the first time in Australia at Queensland Museum.

Our own *Mephisto*, the last surviving German A7V Sturmpanzerwagen, from World War 1 was moved and now takes pride of place on temporary loan at the Australian War Memorial in Canberra. The tank will undergo conservation and display, before returning to Queensland Museum in time for the opening in November 2018 of the *Queensland Anzac Centenary Gallery*.

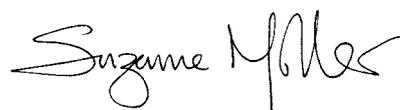
Of course none of this would be possible without funding, the commitment of our partners, and the dedication of our valued people.

Last year alone, the Queensland Museum Foundation distributed more than \$1.2 million to the Network and secured more than \$1.5 million in new pledges and donations. We have delivered numerous exhibitions and programs alongside industry peers, and established significant new corporate partnerships (representing more than \$6.4 million in total investment).

During the year, our staff have won a host of awards; were published in well regarded scientific journals; and, at the grassroots level, helped their fellow Queenslanders prepare for, and recover from, natural disasters, and tragic incidents like the fire at the Waltzing Matilda Centre.

I can say with confidence that our people genuinely care about our collections, ground-breaking research and innovative programs, and their role in connecting science, art and history with modern day society and culture.

I'd like to thank and acknowledge the Board, my team, and our partners, for helping make 2014-15 an overwhelming success. I look forward to seeing the continued results of our hard work unfold over the coming year.



**Professor Suzanne Miller**  
**Chief Executive Officer and Director,**  
**Queensland Museum Network**

# HIGHLIGHTS AND ACHIEVEMENTS

*Undressed: 350 years of underwear in fashion*



## ORGANISATIONAL ACHIEVEMENTS

- The Queensland Museum Network (QMN) attracted over 1.6 million visitors during the past 12 months, and more than 1.4 million online visitors.
- Queensland Museum Network hosted 19 new exhibitions, delivered 80 school programs, and 1,254 Science Theatre Shows.
- 783,963 people accessed Museum collections and knowledge in their schools, early learning centres, and communities via the Queensland Museum Loans service.
- New corporate partnerships were secured with BHP Billiton Coal, BHP Billiton BMC, Energex, and QGC (our biggest corporate partnership to date), representing more than \$6.4 million in total investment.
- The Queensland Museum Foundation distributed more than \$1.2 million to the Network and secured more than \$1.5 million in new pledges and donations.

- Our ninth consecutive \$250,000 matching grant was secured from the Queensland Office of Liquor and Gaming Regulation.<sup>1</sup>
- Queensland Museum Network secured the rights to host the first World Science Festival in the Southern Hemisphere. The inaugural *World Science Festival Brisbane* will be held in March 2016.
- The Museum Resource Centre Network and its five Museum Development Officers delivered 99 workshops, provided emergency disaster support, and established 54 service level agreements throughout the State.

1. The contributions toward the *Have a Go Festival* at Cobb+Co., *Undressed: 350 Years of Underwear in Fashion* at the Queensland Museum and public programs at the Workshops Rail Museum all helped to drive visitation to these popular destinations. External exhibitions at the Museum of Tropical Queensland and funding towards the Museum Resource Centre Network improved our community outreach; while funding toward the Molecular Identities Laboratory, three separate ABRIS Grants and scientific research in the fields of arachnology, vertebrate palaeontology and palaeobotany contributed to the Queensland Museum Network's world-class scientific research.

# QUEENSLAND MUSEUM, BRISBANE

- Queensland Museum's websites and services had a 20% increase in engagement this year, receiving 1,405,754 visits.
- Visitation to the Queensland Museum (including visitation to the Sciencentre), increased by 47% to 1,420,617 – making it the most visited museum in Australia.

## HIGHLIGHTS INCLUDE:

- *Dinosaur Discovery: Lost Creatures of the Cretaceous* — Featuring more than 20 animated, life-size dinosaur models, the touring exhibition attracted 123,610 visitors to the Museum up to 30 June 2015 (the exhibition will continue until October 2015).
- *Inside: Life in Children's Homes and Institutions* — This travelling exhibition, from the National Museum of Australia, shared the stories of some of the more than 500,000 children, who spent time in institutional care in Australia in the 20th century. Visitors left more than 3,000 comments after seeing the exhibition, more than at any other venue in Australia.
- *4,000 Species* — Through large, interactive touch screens, visitors learned how species were named by Queensland Museum scientists and other researchers. The interactive display includes a virtual 'tree of life' to see how different species fit together.
- *Humanoid Discovery* — A travelling exhibition from Scitech, which encouraged visitors to the Sciencentre to explore the human body from a different perspective.
- *Deep Oceans* — A touring exhibition from the Australian Museum and Questacon, *Deep Oceans* enabled 117,626 visitors to explore 'beneath the sea'. The exhibition was augmented by the Queensland Museum's own collections and research, including the first public display of a rare specimen of Giant Squid.
- *Undressed: 350 years of Underwear in Fashion* — A touring exhibition from the Victoria and Albert Museum, London. This display about the history of underwear was complemented by collection items in *Revealed: underwear and other wear* from the Queensland Museum.
- *Freewheeling* — This travelling exhibition, from the National Museum of Australia, looked at the history of cycling in Australia and also provided an opportunity to display the recently acquired Solar Tandem bicycle. The solar-powered, four-seater bike was imagined, designed and built at the University of Queensland in the mid-1980s.
- *The Great Barrier Reef* — An eye-catching outdoor exhibition of 87, large format photographs taken by Queensland Museum photographer Gary Cranitch, opened in the Whale Mall in June. The photographs, from the major publication, *The Discovery Guide to the Great Barrier Reef*, provides visitors a close-up look at the wonders of the Reef.
- *Queenslander!* — The significance of sport in Queensland was highlighted in this special display developed by the Museum. The exhibition focussed on the NRL State of Origin's 100th game and also provided the Cultural Environments Program with an opportunity to display previously unseen items from its collections.

*Behind the Scenes tours***PROGRAMS**

- School Programs — Discovery Centre staff delivered 65 school programs to 2030 school visitors, a significant increase on last year.
- Science Theatre Shows — A total of 1,254 shows were delivered to 58,207 visitors, including two new additions — The Space Show and The Balloon Show.
- It's Atomic — 20 holiday workshops gave 798 children the opportunity to explore the microscopic world of atoms by getting hands-on with elements, discovering the periodic table, building molecule models and exploring the bonds between atoms.
- Sciensensory Day — This special event for children with sensory processing difficulties and their carers was organised with the support of Autism Queensland, the Department of Communities, Child Safety and Disability Services, and various community groups. Two events were attended by 196 visitors.
- Daily Discoveries — 764 sessions were delivered to 14,612 visitors in the Discovery Centre.
- Meet our Curator — 64 sessions were delivered to 3,287 visitors, providing opportunities for one-on-one conversations with Museum staff about research and collections.
- Behind the Scenes Tours — 25 'back of house' tours were delivered to 296 visitors, providing a rare chance to view the collections.
- Brisbane Concert Orchestra — As part of Brisbane Open House, the Museum hosted the 40-piece Brisbane Concert Orchestra, which presented a concert of light classics to more than 165 visitors in the Collectors' Café.
- Humanoid Discovery Teacher Preview — This preview was attended by 16 teachers and focused on key messages, curriculum links, resources and supporting student learning.
- Pinning and Classifying Insects Workshop — Discovery Centre staff presented two workshops on insect pinning, maintaining collections and insect classifying as part of the 2015 CONQUEST Conference. The workshop was organised through Queensland Education Science Technicians (QEST) for High School Science Lab Technicians. Twenty-two Science Technicians attended.
- ReefBlitz Field Days — Queensland Museum staff presented at ReefBlitz in Airlie Beach, in association with the Great Barrier Reef Foundation.

Queensland Model Railway Show



## THE WORKSHOPS RAIL MUSEUM, IPSWICH

The Workshops Rail Museum welcomed 89,228 visitors — a 2% increase on the previous year and the second consecutive year of growth.

### HIGHLIGHTS INCLUDE:

- The Workshops partnered with the local RSL Railway sub-branch to develop *Railways 1914–1918*, a special exhibition that attracted 3,132 visitors during 2014–15. The exhibition presented a thought provoking mix of personal stories, imagery and objects, allowing visitors to explore the role of railways during World War 1.
- The travelling exhibition, *I've Been Working on the Railway*, continued its national tour and attracted 37,169 visitors.
- *Day out with Thomas* — 34,553 visitors attended the event over the summer school holidays; 4% more than the previous year.
- *Nippers Play & Learn* — 1,197 children (aged 0–5) and their carers attended these sessions; 54% more than the previous year.
- *Steam train program* — This popular program attracted 9,686 people; 15% more than the previous year. Trips included the popular *Steam Train Sunday* journey, the *Halloween Express*, and the *Brisbane Model Train Show* steam train.
- The Workshops partnered with the local community to deliver the *Ipswich Open Day* (3,220 visitors) and the *Queensland Model Railway Show* (178 modellers and 2,398 visitors).
- The popular events program contributed to the increase in visitation numbers and included *Bright Sparks*, *Brick Kids*, *Heist*, *Santa Sunday* and *Teddy Bears' Picnic*.

## COBB+CO MUSEUM, TOOWOOMBA

Cobb+Co Museum achieved a record breaking 81,364 visitors — a 16% increase on the previous year.

### HIGHLIGHTS INCLUDE:

- *Curriculum-based Learning Programs* — Delivered to 9,554 students from Prep to Tertiary levels.
  - The 2015 *Have a Go! Festival* — Visitation to the event increased by 23%. It featured more than 40 different *Have a Go* opportunities, mini workshops and demonstrations in traditional trades and crafts presented by the artisans who practise these skills.
  - *Curator's Conversation* — This series of monthly talks was attended by 347 visitors.
  - *Hand Made Under the Stars* — The annual twilight artisan market featured more than 50 artisans from the region and attracted more than 1,500 shoppers.
  - A total of 331 participants attended hands-on workshops in traditional trades.
  - School holiday programs — These activities brought 4,928 children to Cobb+Co Museum. Programs included *Kid vs Beast*, *Whodunit? The Case of Curly Cobb and the Lost Treasure*, *Santa's Workshop*, *Unearthed*, *Science Magic: Don't do this at Home* and *Under Construction*.
  - *Have Another Look Captain Cook: Indigenous Cultural Activities Week* — This program was developed with Toowoomba Catholic Education and community Indigenous organisations. It celebrated Indigenous culture through storytelling, hands-on activities and demonstrations to highlight all the things James Cook did not see when he came to Australia in 1770.
- 
- *Have a Go! Festival*
  - *Kids Connect 2014* — The program was delivered with Toowoomba Catholic Education to 137 students, as part of the Kids Connect Technology Forum. Students from Catholic Schools across the Toowoomba Catholic Diocese completed activities around the theme C@tch an iCart 2 Kids Connect.
  - *The Great Debate* — A supporting activity to complement the *Red Dirt and Grass Stains* exhibition, this event featured inspirational stories from Australian sporting legends.
  - *A Hard Day's Night* — A star-lit screening of the iconic movie was held on the final weekend of The Beatles exhibition.
  - *Make a Poppy, Leave a Message* — This activity complemented the Horse in War exhibition; more than 800 visitors contributed to an installation of poppies to commemorate Anzac Day.
  - *My Memories of RM* — This storytelling event, hosted by David Iliffe from ABC Southern Queensland, featured guest speakers David Seeto (photographer to RM), and Bill Webb, who learnt the art of leather plaiting with bushman and business entrepreneur, RM Williams.

# MUSEUM OF TROPICAL QUEENSLAND, TOWNSVILLE

The Museum of Tropical Queensland welcomed 75,801 visitors — a 7% increase on the previous year.

## HIGHLIGHTS INCLUDE:

- *Croc Country* — A total of 21,617 people explored this temporary exhibition to learn more about what it is like to live in ‘croc country’. The exhibition was supported by a school holiday program that featured talks, exhibition tours, a self-guided trail, workshops with Swamp cartoonist Gary Clark, appearances by dino-mascot, Dinomite, and displays of live crocodiles and venomous snakes. The exhibition was also complemented by a *Supercroc* display from the Australian Museum, and featured an impressive 11 m long reconstruction of the extinct crocodylian, *Sarcosuchus imperator*.
- *Wildlife Photographer of the Year* — This touring exhibition, developed by the Natural History Museum, London and BBC Worldwide, featured more than 100 images.
- *Museum Zoo School Holiday Program* — Supported by the international *Wildlife Photographer of the Year* and *A Room for Wild Animals* exhibitions; the program attracted 11,285 visitors and featured displays of live raptorial birds, and a range of art, craft and educational activities.
- *A Room for Wild Animals* — 22 exotic, taxidermy specimens from the collection (including a lion, tiger, bear, antelope and deer) featured in this exhibition, which explored the threat of habitat loss to wildlife across the world.
- *Nurses: from Zululand to Afghanistan* — The exhibition, produced by the Australian War Memorial, detailed the stories of nursing staff in Australia’s armed forces over the past century.



*A Room for Wild Animals*

- *Backyard Safari Photo Exhibition* — This exhibition featured 180 photographs selected from 470 entries as part of the Museum’s Backyard Safari Photography Competition.
- *Spirit of Africa* — Developed in partnership with communities from South Africa, Zimbabwe, Tanzania and Rwanda, the temporary display featured objects, stories and perspectives from these cultural groups.
- *Townsville: The Way We Were* — The exhibition, developed in partnership with Townsville Museum and Townsville City Libraries, focused on the city’s Flinders Street precinct between 1914 and 1918, and how civilian life carried on against the backdrop of World War 1.
- *Creepy Crawlies Alive* — Visitors were able to try edible insects, as part of discussions about food sustainability, in this school holiday program, which featured interactive displays of live insects, reptiles and other creepy crawlies. It also included a range of art, craft and educational activities.

## HIGHLIGHTS INCLUDE (CONTD):

- Reef Guardian Schools — Two interactive activities were attended by 99 students, 13 partner representatives and 16 teachers from Reef Guardian schools. The activities were based around the importance of preserving historic shipwrecks and allowed students to become maritime archaeologists.
- *Science, Art and Technology Festival* — In a major partnership with the Australian Museum and Inspiring Australia, the Museum delivered a two-day, Science, Art and Technology Festival to 815 visitors.
- *Taxidermy on Show* — This seven-case taxidermy display highlighted the collection value of select specimens, the work carried out by museum taxidermists, and the natural history of the selected species.
- *Lighthouses* — Co-developed with the community, this temporary display told the stories of four families who serviced the Cape Cleveland Lighthouse before its final automation.
- Teacher Professional Development — The Museum hosted a teacher professional development evening for staff from four Higher Education Participation and Partnership Program (HEPPP) schools. The event was presented in partnership with James Cook University.
- *Shipwrecked* — A school holiday program, supported by the local Navigation Centre and Volunteer Coastguard, allowed 6,152 young visitors to experience the adventure of the high seas, and revisit the story of the Pandora collection. Visitation increased by 22% on the previous year.
- *Focus on Indigenous Culture* — six small focus displays on boomerangs.
- *TEDx Event* — This event featured 10 speakers covering a range of topics aimed at bringing curious minds together to create excitement around ideas, knowledge and learning.

## CULTURAL ENVIRONMENTS PROGRAM AND NATURAL ENVIRONMENTS PROGRAM

The Cultural Environments (CEP) and Natural Environments Programs (NEP) are delivered across the entire Queensland Museum Network. A range of research and community engagement activities were led by these teams during 2014–15.

### HIGHLIGHTS INCLUDE:

- Research and Collections staff continued to engage with professional, public and special interest groups by presenting 140 talks, lectures and seminars to approximately 4,400 visitors.
- Staff conducted:
  - 160 behind-the-scenes tours, including six Ambassadorial visits and three distinguished partners of delegates of the G20 summit
  - supervised a large volunteer workforce (that donated approximately 1,400 person days to our collections and research projects)
  - responded to 2,600 public and 8,500 professional enquiries and specimen identifications
  - delivered 140 lectures and seminars to 4,400 people
  - hosted more than 600 professional visitors from universities, government agencies and international museums.
- *National Archaeology Week* — Museum staff participated in curator talks and shared hands-on experiences with the general community.

- The Museum worked with Indigenous Communities through curatorial, public and repatriation programs, and continued to provide regular access to the State Collections for communities and researchers.
- Indigenous Engagement Coordinator, Alethea Beetson was appointed in December 2014 to increase outreach activity and community access to the collections. Activity during the year included school visits, back-of-house tours, presentations and photography displays.
- Queensland Museum Network increased engagement with the collections in store this year, in particular among the hard to reach demographic of teenager and young adult audiences.
- Queensland Museum Repatriation Manager gave a presentation and contributed to a panel discussion at the State Library of Queensland's series on Repatriation.
- Queensland Museum staff joined University of Queensland staff to present at the Woodford Folk Festival on the travels of explorer, Ludwig Leichhardt in the Woodford area. A further two talks were presented at the winter festival at Woodford, *The Planting*, on the landscape and Aboriginal history of the area and used Queensland Museum's extensive collection of Indigenous photographs.

Other community engagement initiatives included:

Successes included:

- Nine College of Indigenous Art students visited the Collections, with the potential for post-graduate students to conduct extensive research later in the year.
- 24 students, three teachers, one police officer and eight parents from Dunwich State School visited Queensland Museum.
- 56 Indigenous youth visited the Museum for a Queensland Reds Development Camp. Year 9 students and mentors participated in the back-of-house tour.
- Queensland Museum Indigenous Engagement Coordinator chaired four discussions for the State Library of Queensland's *Night by the Fire* series on Constitutional Reform.
- Two *Backyard Explorer* community science events — presented with industry partners in the Girringun Region Indigenous Protected Area near Mission Beach, and Cannonvale Beach, Whitsunday region.
- Queensland Museum Geosciences staff delivered a day of community palaeontology to thousands of visitors to the Queensland Museum pavilion at Australia Zoo.
- *The Youth Science Symposium* and *Fame Lab* events were hosted at Queensland Museum. Early Career Researcher, Dr Marissa McNamara, produced a highly competitive '3-minute-thesis' at the Queensland heats of the *Fame Lab*.

# RESEARCH AND COLLECTION HIGHLIGHTS

## HIGHLIGHTS INCLUDE:

- Precisely, 750,320 Queensland Museum biological specimen records were delivered (i.e. uploaded from Vernon database) to the *Atlas of Living Australia* during 2014–15. Various communities/individuals downloaded these 750,320 records 54,655,799 times over 7,050 separate download events.
- The Cultural Environments Program published five peer reviewed articles. The Natural Environments Program published a further 136 peer reviewed papers; technical reports and conference abstracts, described more than 120 new species ranging from protozoans to mammals; and received 170 published acknowledgements from peers. See Appendix A for publication details.
- Chantal Knowles co-edited the volume *Trophies, Relics and Curios? Missionary Heritage from Africa and the Pacific* the outcome of a collaborative research project with University of Cambridge and University of East Anglia and involved scholars from Africa and the Pacific. David Mewes co-authored the volume *Salute to the Hudswells: The story of The Colonial Sugar Refining Company's Hudswell Clarke locomotives in Queensland and Fiji*.
- Natural Environments researchers won 10 new National Taxonomic Research Grants and *Bush Blitz* Tactical Taxonomy grants (Australian Biological Resources Study, Department of the Environment), and an Australian Research Council Linkage grant (with a combined value of approximately \$370,000).
- The Museum of Tropical Queensland played a major role in the identification of a new species of marine mammal, namely *Sousa*, the Australian Humpback Dolphin, a major event for marine mammal taxonomy and diversity.
- Archaeological material was provided as a research loan to Professor Peter Hiscock, University of Sydney, for Honours student, Anne van der Walt, to conduct a 3D analysis of a Cache of 36 Tulas from Mucklandama Creek in North West Queensland.
- Curator Dr Brit Asmussen received an AINSIE Research Award from the University of Sydney to carry out 10 radiocarbon dates for bone samples from the Donald Tugby Excavation of Cathedral Cave.
- Senior Curator, Dr Geraldine Mate, co-convened the Australian Archaeological Association – Australasian Society for Historical Archaeology Annual conference in Cairns and Dr Brit Asmussen contributed to four sessions. More than 300 papers were submitted for the conference, which featured national and international speakers on the theme of archaeology of the tropics.
- Senior Curator Dr Niel Bruce chaired a session at the International Congress on Parasites of Wildlife and 43rd Parasitological Association of South Africa, and co-presented a paper on South African parasites of marine fishes. A field expedition to the northernmost part of South Africa's Indian Ocean coast, Kosi Mouth and Kosi Bay, was the first ever to collect marine isopods from this coast. Ten new species of this significant marine predatory and parasitic group of crustaceans were also discovered from northern Queensland.
- The Cultural Environments Program, in collaboration with the University of Sydney, was awarded an ARC Discovery grant for *Excavating MacGregor: re-connecting a colonial museum collection*. The Museum holds the largest collection of ethnographic objects assembled by colonial administrator, Sir William MacGregor, and

this project will bring new insights into the collection contents and context.

- The Cultural Environments Program continued to produce Memoirs, and this year was able to publish two volumes on Mabuyag Island in the Torres Strait.

Other Natural Environments Program highlights include:

- Queensland Museum researcher, Dr Paul Muir and colleagues, published an article in the journal *Science*, based on their analysis of present-day global depth distributions of reef-building corals.
- Head of Terrestrial Environments, Dr Robert Raven, completed years of research culminating with the final publication on the taxonomy of the entire family of Ant-Mimicking spiders from the Western Pacific. In his research, Dr Raven described 108 species, of which 77 species and eight genera were new to science.
- In partnership with Queensland XRAY and Siemens, Geosciences staff used high powered CT scanning to uncover new 'dinosaur trackways' from Lark Quarry in western Queensland.
- A 200 million-year-old spider fossil from the Triassic Period was discovered in shale deposits from Dinmore, near Ipswich. This represents the first fossil mygalomorph spider ever described from Australia.
- A new species of fish, well-known to fly fishers as 'sweetlip', and a deepwater species of Sandperch, were discovered using DNA technologies.
- Two new species of rainforest skinks were discovered living in boulder-field associated with rainforests at Cape Melville and the McIlwraith Range in north Queensland.
- Queensland Museum researchers collaborated with other Australian, Singaporean, Japanese and Taiwanese scientists to document and publish a monograph on the native species of Christmas Island and Cocos Keeling Islands.
- A study of the population genetics of 'rock sponges' was conducted, in collaboration with colleagues from the Ludwig-Maximilians-Universität München, Germany, using specimens collected from seamounts in the south-western Pacific.
- Queensland Museum, in collaboration with international researchers, led a pivotal review of the global knowledge of parasites of aquatic wildlife, published in *Trends in Parasitology*.
- Dr Bert Hoeksema (Naturalis Biodiversity Center, The Netherlands), examined more than 1,000 specimens from 34 species of mushroom corals from Queensland and adjacent waters. The specimens are part of the Queensland Museum coral collection.

## COLLECTIONS

- The Collections Online microsite was launched, providing community access to 65.2% of the Queensland Museum Network's digitised collection.
- 10,727 digital images and records were added to the Queensland Museum Image Library, including born digital photographs, analogue scans and records.
- The Workshops Rail Museum acquired the T-House model rail collection, which consists of 11,691 models of locomotives, carriages and wagons. The collection, assembled by Mr Marsden 'Mick' Williams over 30 years from the 1970s to the 1990s, is of national and international significance. It is the single largest private collection in Australia, and may well be the largest collection of model trains of this quality in the world.

# AWARDS AND FELLOWSHIPS

- Cobb+Co Museum received a 2014 Inclusive Community Champion award from Spinal Injuries Australia.
- The Workshops Rail Museum won Gold in the Queensland Tourism Awards' Heritage and Cultural Tourism category, and bronze for the same category of the Australian Tourism Awards.
- The Queensland Museum Network Field Guide to Queensland Fauna App won a Best of the Web Award in the mobile category at the 2015 Museums and the Web conference in Chicago, and more recently, the MAGNA (Museums and Galleries National Award) in the category: Interpretation, Learning and Audience Engagement (Level 3).
- Queensland Museum Photographer, Gary Cranitch, was awarded third place in the prestigious 2014 Australian Museum New Scientist Eureka Prize for Science Photography. Gary's image of an Alfred Manta (*Manta alfredi*) was taken at Lady Elliott Island, on the southern Great Barrier Reef. Gary is also one of the three finalists in the 2015 Eureka Awards.
- Dr Christine Lambkin, Curator of Entomology, was awarded the Peter Doherty Science Education Partnership Award for developing and running the Backyard Explorer project.
- Dr Niel Bruce, Senior Curator of Tropical Marine Science, was appointed as Extraordinary Professor in the Unit for Environmental Sciences and Management at the Potchefstroom Campus of the North-West University, Potchefstroom, South Africa.
- Dr Robert Raven, Head of Terrestrial Environments and Senior Curator (Arachnids); Mr Patrick Couper, Curator of Herpetology; and Ms Jeanette Covacevich, former Senior Curator of Herpetology; were awarded medals from the Poison's Information Centre, Royal Children's Hospital, for their ongoing services as Honorary Bite Consultants, providing a 24-hour service to the community in the event of spider and snake bites in Queensland.
- Dr Rob Adlard, Head of Marine Environments and Senior Curator of Parasitology, was elected Fellow of the Australian Society for Parasitology in recognition of his contributions to, and promotion of, the scientific discipline of parasitology.
- The research career of Dr John Hooper, Head of Natural Environments Program, was recognised by publication of the new national Science Curriculum Nelson Biology Units 1 & 2, for the Australian Curriculum in June 2015, as a case study entitled, *Sponges and Evolution with 'Sponge Hoops': Dr John Hooper*.
- Director of the Workshops Rail Museum, Andrew Moritz, received an Endeavour Executive Fellowship for a three-month internship study tour, based at the National Railway Museum, York (UK), with visits to Italy, Sweden, Portugal, Austria and Germany rail and transport museums.
- Head of Information Management and Information Technology, Kerry Cody, was awarded the Smithsonian Fellowship 2014–2015 to work with Smithsonian Institution Archives on building a digital archive framework for improved community access to Queensland's digital objects and information.

# INNOVATION

- The Workshops Rail Museum has established itself as a unique film and wedding location. Last year the museum's industrial setting was used as a creative backdrop for various short films and music videos. The museum has already secured 10 wedding bookings for 2015-16.
- The Museum's first e-book, *The Great Barrier Reef: Corals*, derived from *Discovery Guide to the Great Barrier Reef*, was completed in May. It was released in both enhanced and fixed layouts in the following formats:
  - iBook
  - Kindle
  - Kobo
  - Google Books
  - Barnes & Noble Nook.
- The Information Management and Information Technology team continued to provide digital infrastructure and technical support on a range of Queensland Museum Network initiatives including exhibitions, apps and websites. Key achievements include:
  - implementing new IT infrastructure and application systems
  - completing the rollout of eDRMs and electronic recordkeeping training
  - digitising microfilm legacy correspondence records from 1862-1920.
- In partnership with Canon Collective, the Museum of Tropical Queensland initiated and managed its first photography competition, largely using Facebook as a medium. The extremely successful *Backyard Safari Photography Competition* generated over 460 entries from 174 photographers and resulted in a popular exhibition which ran for three months.

## PARTNERSHIPS

### QUEENSLAND MUSEUM FOUNDATION

The Queensland Museum Network and its longstanding partner **Energex Limited** announced new initiatives to support the creation of two additional public spaces at the Queensland Museum at South Bank over the next four years.

This partnership provides support to the:

- *Anzac Centenary* Gallery at the Queensland Museum, South Bank. Due to open in November 2018, the gallery will explore World War 1 and its legacies in Queensland. The gallery will become the permanent home for one of the world's most significant war relics — the only remaining German tank, *Sturmpanzerwagen A7V Mephisto*.
- *Nucleus*, a children's play space at the Queensland Museum, South Bank. Due to open in 2017, it will be a focal point for families, allowing them to play, or rest, before embarking on their next Museum adventure.

**BHP Billiton BMC** has continued its long-term relationship with the Queensland Museum Network through the Fossil Q Partnership. The partnership has an overarching focus on telling the story of megafauna in Queensland and continues with a new agreement that will:

- continue supporting paleontological field work at South Walker Creek
- deliver a unique digital tourism App that allows visitors to regional Queensland to plot their journey and access cutting edge paleontological research
- foster and share ground-breaking scientific research with communities across the State.

**BHP Billiton Coal** has joined the Queensland Museum Network as its Biodiversity Partner. This partnership will highlight the diversity and fragile balance of Queensland's unique flora and fauna through three exciting new projects, including:

- developing a suite of biodiversity themed loans kits for distribution across Queensland
- providing a high profile platform for Grade 7 students to explore scientific discovery and learning through our Natural Leaders program
- creating a new exhibition gallery, *Wild State*, which is due to open in 2016 and which will bring visitors face-to-face with Queensland's vast and varied biodiversity across our red desert plains, lush rainforests and tranquil reefs.

Photographs from the Queensland Museum image library were used on billboards across Brisbane publicising the new \$1.4 million partnership between BHP Billiton and the museum.

**QGC** joined the Queensland Museum Network to deliver shared objectives in science, technology, engineering and maths education. The three-year partnership aims to create a whole-of-life approach to STEM education that involves:

- direct programs in schools from Prep to Year 12
- professional development for teachers
- a rigorous academic research program
- community engagement initiatives, such as bringing the renowned *Hadron Collider* exhibition *Collider: step inside the world's greatest experiment* from the Science Museum in London.

Senior Curator, Vertebrate Palaeontologist, Dr Scott Hocknull



## PARTNERSHIPS INDUSTRY PARTNERSHIPS AND GRANTS

### Cobb+Co Museum:

- received \$15,000 from Tourism and Events Queensland Regional Development Program to promote the 2015 *Have A Go! Festival*
- was granted \$33,000 from the Queensland Anzac Centenary Grants program; and \$20,000 from the Federal Local Community Anzac Program to develop the *Horse In War* exhibition; and a further grant for the preservation of the 1916 GS Wagon featured in the exhibition
- formed a partnership with the University of Southern Queensland for the delivery of holiday programs and school activities
- continued to collaborate with the Diocese of Toowoomba Catholic Education and Indigenous groups within the community on the *Have Another Look Captain Cook: Indigenous Cultural Activities Week* for school groups.

### The Workshops Rail Museum:

- secured three grants, including:
  - \$80,000 through the Queensland Government's Queensland Anzac Centenary Grants program for the *Railways 1914–1918* exhibition
  - \$60,000 from the Australian Government through the Australia Council, its arts funding and advisory body
  - \$98,350 from the Australian Government's Anzac Centenary Arts and Culture Fund.
- received \$10,000 from Ipswich City Council to contribute to the staging of the *Ipswich Open Day* event.

The Museum of Tropical Queensland received grants from surrounding local councils as part of the Community Pass agreements to deliver free and discounted entry for residents and school groups, as well as a range of other benefits:

- Townsville City Council provided \$120,000
- Burdekin Shire Council provided \$5,399
- Charters Towers Regional Council provided \$8,200
- Hinchinbrook Shire Council provided \$5,500

### Cultural Environments Program and Natural Environments Program:

- continued to contribute to *QAnzac100* with State Library Queensland (SLQ) through the ongoing provision of curatorial advice and expertise for SLQ's research and exhibition programs.
- in partnership with State Library Queensland, continued to hold bi-monthly Conservation Clinics — providing one-on-one consultations looking at personal treasures and offering advice on how to maximise their longevity.
- undertook a research trip to museums in Canberra, Melbourne and Wellington, New Zealand, to explore potential partnerships for the *Queensland Anzac Centenary Gallery*.
- Program partnerships continued with:
  - the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) for the *This is my heritage* exhibition
  - the Australian War Memorial for the loan of the World War 1 tank, *Mephisto*, including conservation and research
  - the University of Sydney for publications and research funding
  - continued to work with the Queensland Advisory Committee for the Commemoration of Anzac Centenary (QACCAC), regarding the *Queensland Anzac Centenary Gallery*.

Natural Environments Program entered into productive partnerships with the following organisations to co-invest in 27 research projects investigating the Queensland Museum's natural history collections:

- Alfred P. Sloan Foundation New York
- Atlas of Living Australia
- Australian Biological Resources Study
- Australian Institute of Marine Science
- BHP Mitsui Coal South Walker Creek Mine
- Bioculture Mauritius Ltd.
- Caring for Our Country Bush Blitz Program
- Catlin Seaview Project
- Council of Heads of Australian Faunal Collections
- CREATE Foundation
- CSIRO National Research Collections Australia
- CSIRO Taxonomic Research Informatics Network
- Department of Environment and Heritage Protection
- Department of Agriculture
- Field Museum of Natural History Chicago
- Griffith University
- Horticulture Australia Ltd
- Inspiring Australia
- Institut de Recherche Pour le Développement (French Polynesia)
- James Cook University
- National University of Singapore
- National Science Foundation USA
- University of Queensland
- University of Utah
- Western Australia Museum

## PUBLICATIONS

In 2014–15, Natural Environments Program contributed to 164 publications. See Appendix A for a detailed list of papers, articles, abstracts and posters.

Cultural Environments Program authored a total of 18 publications.

Two volumes of the *Memoirs of the Queensland Museum – Cultures* were issued under Queensland Museum Network series editor Dr Geraldine Mate.

# BACKGROUND

## GOVERNMENT OBJECTIVES

The Board of the Queensland Museum contributes to the achievement of the Queensland Government's objectives.

## CREATING JOBS AND A DIVERSE ECONOMY

The Queensland Museum Network will contribute to stimulating economic growth and innovation by enhancing engagement and cultural and science tourism opportunities through our international exhibition and iconic experience program. We will provide a range of these experiences to attract audiences through our state-wide network of regional campuses.

We will encourage new investment in the sector by building creative, long-term partnerships with industry.

By investing in our people, we will endeavour to increase workforce participation and ensure safe, productive and fair workplaces.

## DELIVERING QUALITY FRONTLINE SERVICES

The Queensland Museum Network will support the *Advance Queensland* initiative and the *Science and Innovation Action Plan* by connecting the creative discovery process and the arts with education. This will put Queensland at the forefront of a worldwide movement that integrates art and design, and creative critical thinking with science and technology, to transform learning.

Queensland Museum Network will deliver an annual *World Science Festival Brisbane* celebrating Australia and Queensland's achievements in science, and help to build the vision for a new knowledge economy — making Queensland one of the leading states for student literacy and numeracy by 2020.

Queensland Museum Network will ensure that we provide responsive, integrated and excellent services to our audiences.

Queensland Museum Network will develop a number of key initiatives designed to enable collaboration across the Queensland Cultural Precinct — from festivals to collection storage, to optimising public investment and growth in Queensland's arts and cultural sector.

### **PROTECTING THE ENVIRONMENT**

The Queensland Museum Network will contribute to the protection of Queensland's unique cultural and natural heritage, as custodians and researchers of the State Collections.

Queensland Museum Network will contribute to public engagement and debate through the development and presentation of evidence-based science — ensuring Queensland's iconic natural environments are protected.

### **BUILDING SAFE, CARING AND CONNECTED COMMUNITIES**

Through its extensive network of regional facilities and resources, Queensland Museum Network will contribute to building capability and capacity in our regions. It will ensure that the cultural and natural heritage and geosciences collections are made available to all Queenslanders, and that educational resources are accessible to students and communities through our educational loans program.

### **OBJECT AND GUIDING PRINCIPLES**

In performing its functions, the Board must have regard to the object of, and guiding principles for, the Act. The object of the Act is to contribute to the cultural, social and intellectual development of all Queenslanders. The guiding principles behind achievement of this object are:

- (a) leadership and excellence should be provided in the preservation, research and communication of Queensland's cultural and natural heritage
- (b) there should be responsiveness to the needs of communities in regional and outer metropolitan areas
- (c) respect for Aboriginal and Torres Strait Islander cultures should be affirmed
- (d) children and young people should be supported in their appreciation of Queensland's cultural and natural heritage
- (e) diverse audiences should be developed
- (f) capabilities for life-long learning about Queensland's cultural and natural heritage should be developed
- (g) opportunities should be developed for international collaboration and for cultural exports, especially to the Asia-Pacific region
- (h) content relevant to Queensland should be promoted and presented.

## STRATEGIC PLAN 2014–2018

The Queensland Museum Network's *Strategic Plan 2014–2018* set out the following strategic objectives:

- To care for Queensland Museum (QM) collections to international standards, increasing access to both objects and the knowledge associated with them.
- To increase our focus on visitors from interstate, intrastate and international markets.
- To demonstrate positive social impacts through best practice audience research, development and engagement, and delivery of services across Queensland.
- To be the most successful research museum in Australia to drive national and international grant funding.
- To provide a learning platform where the creative process of discovery intersects in Science, Technology, Engineering and Maths (STEM).
- To invest in Queensland Museum Network's people, products, services, facilities and partnerships to create a more self-sustaining business.
- To review the funding framework for the Queensland Museum Network.

### STRATEGIC THEMES

The research, collection development and public experience activities of the Queensland Museum Network are strategically directed by the following themes:

**Ancient Ecosystems** — exploring, discovering and documenting Australia's unique geological and biological record, which underpins the knowledge and custodianship of Queensland's modern environments.

**Connecting Queensland: Reaching the World** — the connections and exchanges that sustain Queensland's place in the world.

**Customs, Cultures and Country** — Aboriginal, Torres Strait and Pacific Islander experiences, perspectives and cultures.

**Queensland Stories** — the people, places, cultures and events that make Queensland distinct.

**Science and Technology in Society** — heritage trades, technology and the role of science in people's lives.

**Sustainable Queensland** — documenting, conserving and appreciating Queensland's unique biodiversity.

The operational plan was not modified during the year.

The Premier and Minister for the Arts, and the former Minister for Science, Information Technology, Innovation and the Arts did not give any directions to the Board during or relating to the financial year.

## OPERATIONAL PLAN 2014–2015

Queensland Museum Network's *Operational Plan 2014–15* was based on its *Strategic Plan 2014–2018*, aligning operational strategies and activities for the 12 month period with key strategic objectives.

In 2014–15, Queensland Museum's operational plan focused on creating stronger industry partnerships to share in the delivery of the story of our state's remarkable cultural and natural heritage.

Queensland Museum aimed to maximise the considerable research value in the State Collections to strike new and innovative university partnerships that would increase its profile within the scientific research community.

Queensland Museum committed to connecting real objects and contemporary research with communities across the State and beyond, creating authentic and compelling experiences and stories that inspire, enrich and empower. The state-wide network continues to take the Museum into communities, classrooms and online—a museum without borders that inspires curiosity to connect the past, make sense of the present and help navigate the future.

## OPERATING ENVIRONMENT

### STRATEGIC CHALLENGES

The following challenges have been identified for Queensland Museum Network:

- Meeting the needs of a diverse audience during the state-wide delivery of exhibitions, events, public experiences and services.
- Increasing conservation and storage resources for the continued growth and development of the collections.
- Sustaining core scientific and technical expertise, capable of addressing issues critical to Queensland's cultural and natural environments, and the development of compelling visitor experiences.
- Ensuring a sustainable network of museums and services that are underpinned by sound resource management strategies and funding frameworks.

Queensland Museum Network manages these risks through:

- innovation in service delivery strategies
- the growth of strategic partnerships
- the development of in-house exhibitions
- the development of alternative revenue sourcing strategies.

Queensland Museum Network has an active risk management plan in place.

# OUTCOMES

## STRATEGIC OBJECTIVES

### 1. TO CARE FOR QUEENSLAND MUSEUM (QM) COLLECTIONS TO INTERNATIONAL STANDARDS, INCREASING ACCESS TO BOTH OBJECTS AND THE KNOWLEDGE ASSOCIATED WITH THEM

This is measured by the percentage of the collection stored to national benchmark standard, and the percentage of Queensland Museum Network collections available online.

#### ACCESSION OF OBJECTS

More than 28,000 biological and geological specimens were added to the collections in 2014–15 making a total of 1,145,995 registered, verified (taxonomically and geographically), and databased items in the Vernon Collection Management System.

Precisely, 750,320 Queensland Museum biological specimen records were delivered (i.e. uploaded from Vernon database) to the Atlas of Living Australia during 2014–15. Various communities/individuals downloaded these 750,320 records 54,655,799 times over 7,050 separate download events.

Significant collection acquisitions included:

- two Olive Ridley Turtles — donated by Underwater World and the Department of Environment and Heritage Protection
- the skulls of two rare specimens of the Longman's Beaked Whale — donated by the New Caledonian NGO, *Opération Cétacés*
- 73 specimens of amber from Cape York with fossil inclusions — purchased from a private collector with funding from the Create and Queensland Museum Foundations
- 18 new artefacts relating to the National Rugby League were added to the collection and displayed in the exhibition, *Queenslander!*
- the G20 collection, which includes items from all levels of Government, the Queensland Police Service, the media, delegates, protest groups and individuals — collected at the G20 summit held in Brisbane in 2014

- the Helen Barrett collection of 140 artefacts from the Solomon Islands — built over 40 years and spanning the decades of post-war recovery, self-governance and independence, the collection offers insights into the relationship between Queensland and one of our nearest neighbours
- *The Legends of Albatross Bay (Weipa Story)* by Thancoupie Tapich Gloria Fletcher (1937–2011) — a cast aluminium sculpture narrates the history and legends of the artist's home at Napranum in Weipa, Western Cape York
- a model rail collection of more than 11,000 items generously donated through the Government's Cultural Gifts Program by Shin Investments Pty Limited, in memory for Mr Mardsen 'Mick' Williams (1916–2013).

#### ACCESS TO ONLINE COLLECTIONS

- The Queensland Museum Network Online Collections Microsite; and two smartphone Apps — the *Queensland Museum Network Field Guide to Queensland Fauna* (funded by Inspiring Australia) and *Coastal Life of South East Queensland* (part funded by Griffith University) — were launched in 2014–15. The free Apps, which contain information and tools for identifying hundreds of Queensland's terrestrial and marine species, have been downloaded 9,940 and 1,711 times respectively.
- The 8,000th user logged into the *SpongeMaps* website, developed by Queensland Museum Research staff and which facilitates the online identification of sponges (Phylum Porifera) from Australasia. The online database was funded by the Alfred P. Sloan *Foundation's Marine Barcoding of Life Project*, and the CSIRO's *Taxonomic Research Information Network*. It now hosts approximately 28,800 specimens and 59,500 images of 4,618 species of Porifera from the Indo–West Pacific.
- The Museum's peer-reviewed journal, *Memoirs of the Queensland Museum* (MQM), commenced 'online first' publishing with Volume 59 of MQM – *Nature*.
- The Museum partnered with the international publisher EBSCO for increased access to, and wider distribution of, *Queensland Museum Memoirs* online.

**ACCESS TO DATA**

- The Museum supplied a data set of more than 750,000 specimen records to the *Atlas of Living Australia* portal.
- The Museum contributed 750,000 records to the Queensland Government Open Data Portal. More than 16 datasets of natural and cultural environments were made available.
- Queensland Museum participated in the DSITIA *Science 4 Solutions Open Data* competition and *GovHack 2014*.

**STORAGE CAPACITY AND QUALITY**

- The Museum has continued to improve storage of individual collection items. As objects are taken out for research or display, packaging materials are refreshed, or upgraded, and new boxes are made.
- A Collection Security Team was established to ensure high standards of security and protection are implemented and maintained across all areas of the Museum.
- Digital imaging of the original Collection Registers has continued, with 11 completed (25% of the overall holdings). Upon completion, this project will increase accessibility of highly valuable information, and provide long-term preservation of original documentation.
- The Vernon Collection Management System was upgraded to version 8.2 and switched to a new server (Windows 2012). The upgrade allows species information and images to be added to the Classification File, and can provide improved security.
- The Museum implemented a program of storage upgrades across the Network and at the Hendra campuses, which included the servicing and repair of existing storage systems, and replacing non-compliant module units.
- The Museum conducted a conservation review of the Queensland Museum Library holdings, specifically, a condition assessment of the Rare Book Collection. The review resulted in recommendations for an upgraded storage environment.

**REPATRIATION**

- We have continued to engage with stakeholder communities regarding the care and return of Ancestral Remains and Secret Sacred Objects. The remains of 13 Torres Strait Islanders were returned from Germany in July 2014 and placed in the care of Queensland Museum by agreement with the Community. Subsequent visits have occurred to Queensland Museum to visit with the Ancestors.
- The remains of two Aboriginal People from the Birdsville area (previously held at the South Australian Museum and transferred to Queensland Museum as part of the national coordination program) were returned to *Wangkangurru/Yarluyandi* Traditional Owners.

**COLLECTION LOANS**

The Cultural Environments Program lent artefacts for inclusion in exhibitions to the following organisations:

- The Powerhouse Museum, Sydney, for *A fine possession: jewellery and identity*
- The State Library of Queensland for *Distant Lines: Queensland Voices of the First World War*
- The Museum of Brisbane for *The View from Here: the photographic world of Alfred Elliott 1890–1940*
- The Art Gallery of New South Wales for *The Photograph and Australia*.

The Natural Environments Program sent 9692 specimens in 86 lots, on loan to predominantly international museums and universities for expert taxonomic identification and analysis. The majority of these loans were insects and other arthropods — the Museum’s greatest source of new species discoveries.

A highlight of the program was the loan of the World War 1 German tank, *Sturmpanzerwagen A7V Mephisto*, to the *Australian War Memorial*, for their exhibition, *Australia in the Great War: The Anzacs, their story, our pride*. This loan will provide the opportunity for the last surviving German A7V tank to be researched and undergo conservation and display in Canberra before returning to the Museum in April 2018, in time for the opening of the new *Queensland Anzac Centenary* Gallery.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage of the collection stored to national benchmark standard	76%	79%
Percentage of Queensland Museum Network collections available online	70%	65% <sup>1</sup>

1. The Cultural Environments Program prioritised the development of a new data standards policy which will streamline records capture in the Vernon database and increase contributions to the online database in the future.

## 2. TO INCREASE OUR FOCUS ON TARGETED VISITORS FROM INTERSTATE, INTRASTATE AND INTERNATIONAL MARKETS

Measured by the number of visits to Queensland Museum Network onsite, online and through educational loans.

### EXCLUSIVE PRODUCTS

- In May, Queensland Museum signed a license agreement with the *World Science Festival* in New York, one of the world's most prestigious science festivals. The agreement ensures exclusive rights to the event for six years (under a 3 + 3 year contract) and will highlight the scientific achievements of the Asia-Pacific region.
- Biodiversity staff devoted 525 person-days to completing the intellectual concepts, detailed stories, specimen lists, availability, objects and images required for the *Wild State* exhibition. The exhibition has now moved into the draft design phase.
- Stage one of the Anzac Legacy Project, which will deliver the *Queensland Anzac Centenary Gallery* in 2018, was completed.
- In March, the Museum entered a partnership with the Queensland Government's Department of Aboriginal and Torres Strait Islander Partnerships and received funding of \$20,000 to develop a new exhibition at the Museum for NAIDOC week in July 2015. The new display, *This is my heritage*, features a series of photographs and films.

### INTERNATIONAL SCIENCE CONGRESS

Queensland Museum has further developed its relationship with Tourism and Events Queensland, engaging the agency in the development of *World Science Festival Brisbane*. In December 2014, Tourism and Events Queensland confirmed its financial support of the Festival and was delegated the rights of Strategic Partner for the event. It is anticipated the Festival will attract interstate and overseas visitors over the four-day period in March 2016.

### GALLERY RENEWAL

- Gallery development plans are underway for a new 600 m<sup>2</sup> exhibition over two levels, exploring the deep and lasting legacies of World War 1. This Queensland Anzac Centenary project will also provide a permanent home for *Mephisto*, the World War 1 German tank and Queensland's most iconic war object.
- At the Museum of Tropical Queensland, the 40 m<sup>2</sup> *Heritage of Helmets* Gallery was refurbished and revitalised to showcase 12 significant dive helmets from the Langley Collection.

Queensland Museum Network finalised the project initiation document for the Aboriginal and Torres Strait Islander Gallery; scoped content; and confirmed overarching narratives and themes.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Number of visits to Queensland Museum Network onsite, online and through educational loans annually	3,160,000	3,856,771

## 3. TO DEMONSTRATE POSITIVE SOCIAL IMPACTS THROUGH BEST PRACTICE AUDIENCE RESEARCH, DEVELOPMENT AND ENGAGEMENT AND DELIVERY OF SERVICES ACROSS QUEENSLAND

Measured by audience satisfaction — including their desire to return to the museum within the next twelve months, and the number of visitors who subscribed to our customer database.

### AUDIENCE RESEARCH

The Museum incorporated the Arts Queensland endorsed 'cultural impact' scoring system in its baseline research during the financial year:

	FEB	MAR	APR	MAY
QM makes a positive contribution to the image, appearance and reputation of Brisbane	92%	91%	88%	90%
QM enhances the overall quality of life in Brisbane	84%	82%	84%	77%
QM is important for the local community	91%	86%	83%	87%
QM contributes to my own overall wellbeing	72%	67%	76%	61%

### RELATIONSHIP MANAGEMENT

In January, a tender was awarded to Empired (formerly Interger Business Solutions Pty Ltd) to design the Museum's Customer Relationship Management (CRM) plan. This plan will empower the Museum to identify, develop, and retain loyal customers. A series of workshops has been held with stakeholders across the Museum Network, and externally, to assist with the delivery of the CRM in 2016.

### MUSEUM DEVELOPMENT OFFICER PROGRAM

The Museum Development Officer (MDO) Program consists of five Museum Development Officers based across regional Queensland, in Cairns, Townsville, Mackay, Toowoomba and Ipswich. During 2014-15 this program provided hands-on disaster recovery and salvage assistance for museums and collections in the wake of extreme weather events.

The team also serviced communities across the State, with projects ranging from the training and development of Gab Titui staff in curating and installing the *Evolution: Torres Strait Masks* exhibition on Thursday Island, to supporting the development and storytelling of Centenary of Anzac projects, such as the *War Stories* project in the Scenic Rim and the *Anzac Treasures* in Atherton Tablelands.

During 2014-15 Queensland Museum was funded \$500,000 by the Queensland Government to deliver the Museum Resource Centre Network. The network of five Museum Development Officers service all local government areas of Queensland and provide skill development, training and advice to the more than 400 cultural heritage collecting groups across the state. Key activities completed during 2014-15 include:

- Delivery of 99 workshops across regional Queensland (including Disaster preparedness training, volunteer management and succession planning, exhibition design and delivery)

- A total of 8,476 contacts with clients (including onsite visits)
- Emergency disaster support for communities affected by Cyclone Marcia, Cyclone Nathan and ongoing recovery support to Cardwell following Cyclone Yasi.
- Establishment of 54 Service Level Agreements for specific projects including
  - Training of staff at Gab Titui Cultural Centre, Thursday Island in applied exhibition development, object handling, installation methods and label writing. This training culminated in the development of a new exhibition *Evolution: Masks of the Torres Strait* exhibition.
  - Condition assessment and action plan for Langenbaker House, Ilfracombe where prolonged drought meant that work on the 19th century heritage listed cottage and the volunteer team needed external support.
  - Delivery of the *Defending the Pacific* exhibition on behalf of the Queensland Anzac Centenary Committee – the exhibition was hosted in regional centres throughout Far North Queensland to highlight the role of North Queensland and Australia’s first action in the World War 1 commemoration activities.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Satisfaction of audiences with museum experiences	76%	98%
Percentage of Local Government Authorities receiving QMN services	100%	100%
Doubling the number of visitors subscribing to the QMN database by 2018	-	44,562

#### 4. TO BE THE MOST SUCCESSFUL RESEARCH MUSEUM IN AUSTRALIA TO DRIVE NATIONAL AND INTERNATIONAL GRANT FUNDING

Measured by the number of peer reviewed papers, and by the percentage of exhibitions and experiences using Queensland Museum Network collections and evidence based research.

##### PEER REVIEWED PAPERS

- In 2014-15, 98 per cent of scientific peer-reviewed articles published by Natural Environments Program staff were in Excellence in Research (ERA) approved journals, including several higher impact journals (SCI Impact Factor > 4.0) including: *Science*, *Trends in Parasitology*; *PLoS ONE*; the *International Journal of Parasitology*; the *Journal of Animal Ecology*; *Ecography*; and the *Journal of Biogeography*.
- Over the year, Queensland Museum Program staff contributed to 164 publications (including 104 peer reviewed articles). See Appendix A for the full list of 2014-15 publications.

#### RESEARCH CAPABILITY

- The Museum developed high level partnerships with targeted universities<sup>2</sup> to support and augment Queensland Museum Network’s research capability.
- Significant progress was made towards developing formal Memoranda of Understanding (MOU) with targeted Australian and international universities. The MOU will formalise joint grant applications; closer research collaboration; and the growth of the Museum’s scientific and cultural capabilities.

#### RESEARCH PROJECTS AND GRANTS

- In 2014-15, the Museum undertook a comprehensive analysis of its current research strengths and gaps, to inform the development of the future research program. A key outcome of the review included the development of a scientific workforce planning strategy to inform Queensland Museum Networks expert recruitment in the future.
- An Australian Research Council (ARC) Linkage Project grant helped kick start the development of an evolutionary biology and imaging Centre at the Hendra campus. This aspiration was partially completed in 2014-15, and an application has been made (in collaboration with a consortium of universities) to ARC’s Linkage-Infrastructure, Equipment and Facilities (LIEF) grant scheme for funding in 2016.
- Queensland Museum’s Manager of the Molecular Identities Laboratory (MIL) and Head of Marine Environments led a review of the MIL in terms of its previous, present and predicted investment in infrastructure, and operational requirements for its continued effectiveness. The review outcomes will be tabled to the Executive Management Team and for external comment in the 2015-16 financial year.

The Cultural Environments Program, in collaboration with the University of Sydney, was awarded an ARC Discovery grant for *Excavating MacGregor: re-connecting a colonial museum collection*. Queensland Museum holds the largest collection in Australia of ethnographic objects acquired by 19th century colonial administrator, Sir William MacGregor, and this project will bring new insights into the collection contents and context.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage increase in the number of peer reviewed papers from previous year	(234) = 17%↑	(164) -30%
Percentage of museum exhibitions and experiences using QMN collections and evidence based research	75%	57%

\*An unusual number of papers were published earlier than originally anticipated and were therefore reported in 2013-14 rather than 2014-15. This resulted in a significant increase in 2013-14 and a lower number of publications in 2014-15.

<sup>2</sup> Griffith University; University of Queensland; James Cook University; Queensland University of Technology; The University of New South Wales; Ludwig-Maximilians-Universität München; The University of Utah; University of Papua New Guinea; National University of Singapore; American Museum of Natural History; Field Museum of Natural History; Smithsonian Institution; University of Sydney.

## 5. TO PROVIDE A LEARNING PLATFORM WHERE THE CREATIVE PROCESS OF DISCOVERY INTERSECTS IN SCIENCE, TECHNOLOGY, ENGINEERING AND MATHS (STEM)

Measured by the increase in formal educational visits during the year.

During 2014–15, the Sciencentre and Discovery Centre delivered 2198 programs to 79,605 visitors.

Discovery Centre staff supported 25,478 enquiries, including 4217 via online channels, 8578 in person, 12,658 over the phone and 25 through traditional mail — a total average of 489 per week.

### EDUCATIONAL PROGRAMS FOR CHILDREN

- Discovery Centre staff delivered 65 school programs to 2030 school visitors. This is a 111% increase from the previous year.
- Two of the key school programs delivered, Investigating Insects (Prep–Year 5) and Biodiversity and Classification (Years 7–9 and Years 10–12), were hands-on for the students, and strongly linked to the curriculum.
- Children explored the microscopic world of atoms at our Atomic holiday workshops. Twenty programs were run during the year, attracting 798 visitors.
- Two ScienSensory Day events, designed specifically for children with sensory processing difficulties and their carers, were held in 2014–15. A total of 196 visitors attended these events, thanks to the support of Autism Queensland, the Department of Communities, Child Safety and Disability Services, and various community groups.

**“Good chance for my younger brother, who has Down Syndrome and Autism to experience the Sciencentre in an environment that is conducive to children with disabilities, who need extra time, space and understanding from other visitors and staff. Seeing him interact with exhibits and show interest with a lot of enthusiasm. Completely unexpected.”**

### FOR EDUCATORS

- The Creative Lab’s *From STEM to STEAM, 21st Century Learning* — a teacher professional development program — was held in May 2015. The inaugural event was delivered in partnership with the State Library of Queensland and QUT and attended by some 90 educators and administrators from a variety of organisations and disciplines.
- The Museum continues to engage with precinct stakeholders to identify ways of cross-promoting teacher professional development activities, STEM programs and resources, to ensure the greatest impact.

- In February 2015, a group of 16 teachers previewed *Humanoid Discovery* at the Sciencentre. This event focused on curriculum links, resources and supporting student learning.
- Discovery Centre staff presented two workshops to 22 Science Technicians, on insect pinning, maintaining collections and classifying insects as part of the 2015 *CONQUEST Conference*.

### FOR THE COMMUNITY

- The Museum developed ‘*STEAMed Up*’ as the catalyst program for bringing together Cultural Precinct stakeholders to demystify the intersection of art, science and technology.
- The Museum participated in Inspiring Australia’s Science Communication Program to increase community engagement with natural and physical sciences, humanities and the social sciences.
- 1,254 Science Theatre Shows were delivered to 58,207 visitors in 2014–15, including two new shows — *The Space Show*, which explored Newton’s Laws of Motion, rockets and vacuums; and *The Balloon Show*, which explored sound, pressure, chemical reactions, states of matter and explosions.
- The weekly *Meet our Curator* program in the Discovery Centre attracted 3,287 visitors to the centre during the 64 sessions delivered in 2014–15.
- The Museum delivered 25 *Behind the Scenes* tours to 296 visitors last year. Highlights included six tours through the Textile Collections, as part of *Undressed: 350 Years of Underwear in Fashion*, and a further six as part of *Brisbane Open House*, an annual event where a number of Brisbane City buildings open their doors to the public.

### FOR REGIONAL QUEENSLAND

Negotiations to develop region specific models for science commenced in Townsville and the Gold Coast. Working parties and an advisory hub have been established in Townsville to support regional development of science engagement initiatives. On the Gold Coast, a new National Science Week festival has been founded in partnership with Study Gold Coast.

Queensland Museum and Inspiring Australia worked together to engage external stakeholders in the development and use of our loans kits.

In addition, through the STEM Education Partnership with QGC, loans kits and other Queensland Museum resources are being promoted and used by schools in Chinchilla, Gladstone, and Brisbane, as part of a pilot project designed to increase the interest and uptake of STEM subjects by students.

	Target	Actual
<b>PERFORMANCE INDICATOR</b>		
Increase annual formal educational visits <sup>1</sup>	72,000	57,116

1. Reduced capacity to facilitate formal educational visits and a greater focus on self-led visits led to a reduction in formal educational visits to Queensland Museum Network.

## 6. TO INVEST IN QUEENSLAND MUSEUM NETWORK’S PEOPLE, PRODUCTS, SERVICES, FACILITIES AND PARTNERSHIPS TO CREATE A MORE SELF-SUSTAINING BUSINESS

Measured by the percentage of self-generated revenue to total revenue; increase in the agency engagement outcome of the *Working for Queensland Employee Opinion Survey*; and completion of phase 1 of the *Anzac Centenary Gallery*.

Highlights include:

- Audience satisfaction with museum experiences was measured as 98% (against a target of 95%).
- Queensland Museum performed well against its measure of percentage of self-generated revenue to total revenue reaching 48.8% (against a target of 38%) — the highest proportion of self-generated revenue achieved by any major museum in Australia.

### PRODUCTS AND SERVICES

- The Museum developed satellite shops and products to complement exhibitions such as *Dinosaur Discovery*. Looking ahead to 2015–16, the Network will develop more scientific products to support our programs, exhibitions and events, including the *World Science Festival Brisbane*.
- Redevelopment of the online shop started in 2014–15. This will provide a central online space to offer our unique products.
- We have increased distribution of Queensland Museum Network publications across national capital markets.
- In February 2015, we implemented fit-for-purpose Project Management (PM) methodology across the Queensland Museum Network. This was supported by formal training, the development of a central data repository of resources, and monthly reporting of project performance against cost, schedule, scope and risk.

### FACILITIES AND INFRASTRUCTURE

- The Museum developed an integration plan for the *Anzac Centenary Gallery* to ensure adequate support services and infrastructure is provided for new and existing galleries. The plan includes a conceptual building design brief (developed collaboratively with Queensland Museum and Arts Queensland), allowing for the identification of all building and support service requirements before Stage 2 planning begins in October 2015.
- The Capital Maintenance Program (implemented by Arts Queensland) identified opportunities to improve various precinct-wide projects. Specific to the Queensland Museum building are roof repairs and an upgrade of CCTV and fire system equipment.
- Arts Queensland and the Museum continued to work together to identify, plan and improve energy management and sustainability opportunities aimed at reducing consumption and the greenhouse gas emissions of the facility.

## REVITALISING OUR INFORMATION TECHNOLOGY

- The Museum has a rolling hardware and software replacement plan in place, to improve costs and business efficiencies for ICT devices and facilities. Last year, the Museum:
  - installation of Wi-Fi network at the Museum of Tropical Queensland
  - replaced multifunction and multimedia devices in the Queensland Museum Theatre and exhibitions
  - upgraded VMware, Vernon (collection management systems) and Citrix client and ServicesDesk software
  - completed replacement of the network switches at The Workshops Rail Museum and Hendra sites.
- IMIT continued the roll-out of the Windows 7 operating system on South Bank PCs.
- Queensland Museum Records completed the implementation of an electronic document records management system (eDRMS) to provide greater access and integrity of information, and to meet State legislation.

The Museum continued to grow its suite of applications with the launch of the Customer Relationship Management (CRM) cloud-based service, and Enterprise Digital Asset Management (DAMs).

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage of self-generated revenue to total revenue	38%	48.8%
Annual increase in the agency engagement outcome of the <i>Working for Queensland Employee Opinion Survey</i>	Greater than 54%	Positive response increase from 54% to 60%
Delivery of Stage 1 of the <i>Anzac Centenary Gallery</i>	Complete Stage 1	Stage 1 to be completed September 2015

## 7. TO REVIEW THE FUNDING FRAMEWORK FOR THE QUEENSLAND MUSEUM NETWORK

Measured by the development of a business case determining sustainable future funding and investment levels across the Queensland Museum Network.

### ACTIVITIES

- Queensland Museum Network has been reviewing its business model to ensure that the museum represents the best value for investment by the Queensland Government. This review has included revision of commercial operations such as cafes, catering and retail. New initiatives include a move to in-house, bespoke catering in our regional campuses, ticketed *After Dark* events and new Queensland Museum-developed products for our wholesale and retail outlets.

- An organisational review was completed, with streamlining of processes and all operations transitioned to a functional model (rather than the previous campus-based model). In this way, Queensland Museum Network can capitalise on much greater coordination of activities and the expertise and capacity of its staff across the network.
- A complete review of operational and project funding has been undertaken and, together with a new project management methodology rolled out across all Queensland Museum Network projects, has ensured better planning based on sound business decisions.
- By implementing a single-organisation structure and mode of operation and drawing on the best practice of the network, Queensland Museum Network can ensure that standards of customer service are consistent across all our activities, with emphasis on training and delivery of excellent customer experiences.
- Queensland Museum Network has worked in partnership with other government departments and agencies, as well as community groups, to ensure that we are responsive to and work hand-in-hand with community.
- The realignment of the organisational structure has allowed greater opportunities for staff mentoring, development and career progression.
- The alignment of operational budgets has ensured that sufficient investment in staff development can be made in the most strategic way.

## PERFORMANCE MEASURES

*The 2014-15 Budget Paper No. 3 — Service Delivery Statements as at 30 June 2015, including results against annual targets.*

Queensland Museum	Notes	2013-14 Actual	2014-15 Actual	2015-16 Target/Est
<b>SERVICE STANDARDS</b>				
Satisfaction of audiences with museum experiences		96%	98%	96%
Percentage of self-generated revenue to total revenue	1	37%	48.8%	39%

1. Self-generated revenue comes mainly from admission ticket sales, commercial revenue activity, corporate partnerships and research grants. Donated assets and other user charges are also included.

# FINANCIAL PERFORMANCE

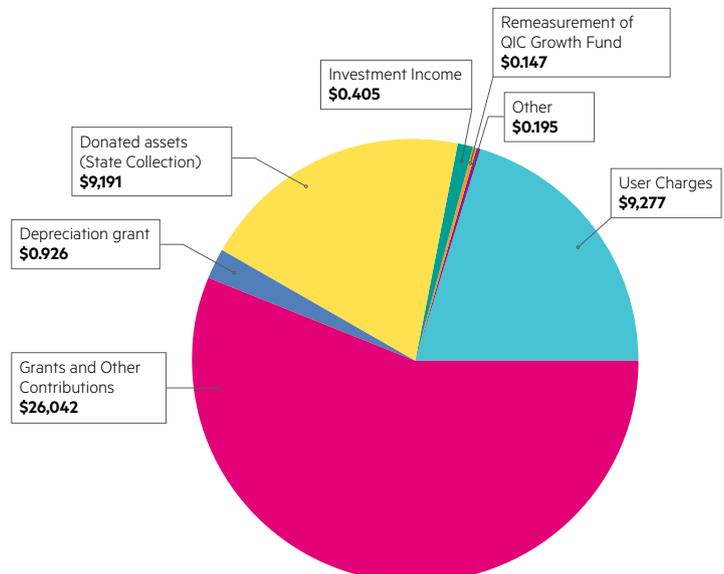
## FINANCIAL SUMMARY 2014-15

This financial summary provides a snapshot of the income, expenses, assets and liabilities of the Queensland Museum Network and can be read in conjunction with the financial statements provided at the end of this report. The Queensland Museum Network is in a sound financial position. During 2014-15 the Queensland Museum Network received \$46.183 million in income for the delivery of museum services to the Queensland community, realising an operating surplus from continuing operations of \$7.673 million.

	2015 \$000	2014 \$000	2013 \$000	Variance Current & Prior	Variance %
Total Income from Continuing Operations	46,183	36,296	36,876	9,887	27.24%
Total Expenses from Continuing Operations	38,510	36,138	36,873	2,372	6.56%
Operating Result from Continuing Operations	7,673	158	3		
	2015 \$000	2014 \$000			
Total Assets	566,028	550,783	546,603	15,245	2.77%
Total Liabilities	3,401	3,079	3,436	322	10.46%
Total Equity	562,627	547,704	543,167		

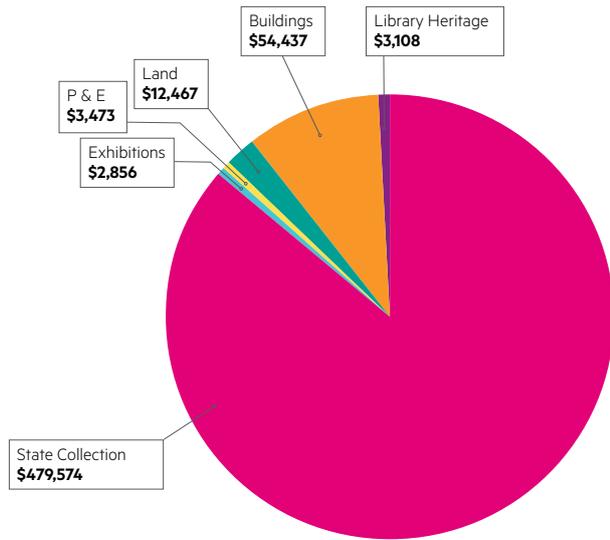
### INCOME (CONTINUING OPERATIONS)

For the 2014-15 financial year, an overall increase in income of \$9.887 million (27.24%) compared to 2013-14 was recorded. This increase was due to donations to the State Collection of \$9.191 million with the single most significant donation being a model railway collection valued at \$5.32 million. Industry contributions, grants and special exhibition admissions were also up on the 2013-14 year.



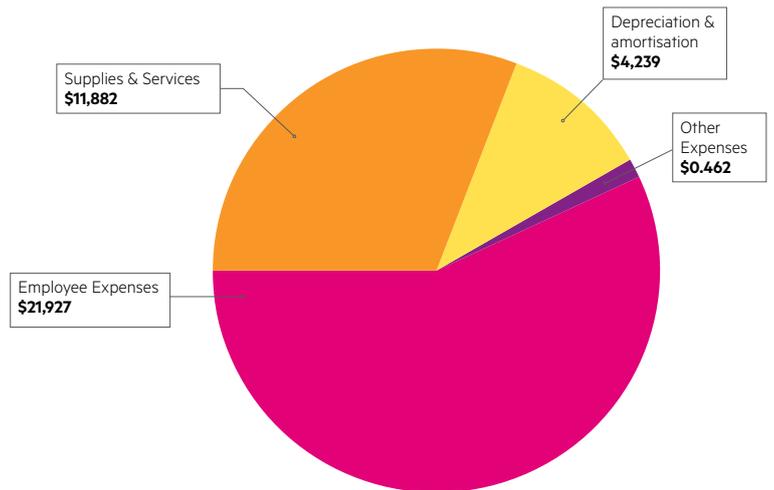
**ASSETS (CONTINUING OPERATIONS)**

As at 30 June 2015, total assets were valued at \$566.028 million, which amounted to an increase of \$15.245 million from the previous year. This movement was substantially due to the revaluation of Building and Heritage & Cultural assets and the significant value of donated assets to the State Collection.



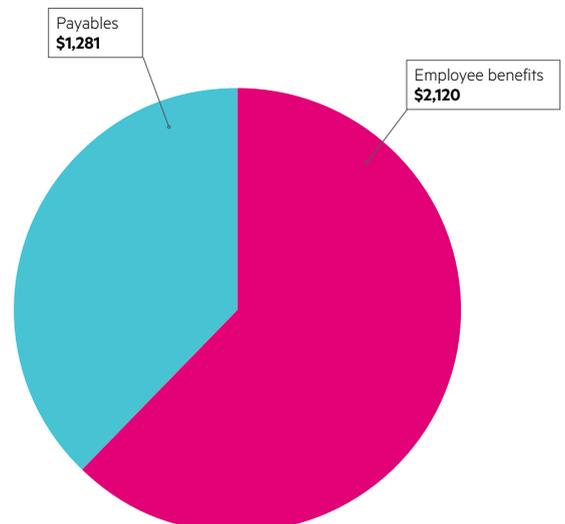
**EXPENSES**

For the 2014-15 financial year, an increase in expenses of \$2.372 million (6.56%) compared to 2013-14 was due mainly to increases in costs associated with higher level of project activities in 2014-15, eg. exhibition fees, materials, advertising and consultancies as well as staff costs, which included also enterprise bargaining increases and capitalisation of employee costs in 2013-14 that were not repeated in 2014-15.



**LIABILITIES**

As at 30 June 2015, total liabilities were valued at \$3.401 million, an increase of \$0.322 million from the previous year. This change was largely the result of an increase in employee benefits. The Queensland Museum Network is not a part of the State's Annual Leave Central Scheme and as such is required to manage leave liability internally.



**BOARD OF THE QUEENSLAND MUSEUM**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2015**

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**GENERAL INFORMATION**

These financial statements cover the Board of the Queensland Museum (the Board) as parent entity and its controlled entity; the Queensland Museum Foundation Trust (the Foundation). The economic entity refers to the consolidation of the Board and the Foundation.

The Queensland Museum is a Queensland Government statutory body established under the *Queensland Museum Act 1970*.

The Board is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of the Board is:

Corner of Grey and Melbourne Streets

SOUTH BRISBANE QLD 4101

A description of the nature of the Board's operations and its principal activities is included in the notes to and forming part of the financial statements.

For information in relation to the Board's financial report please call (07) 38407648, email [qmfinance@qm.qld.gov.au](mailto:qmfinance@qm.qld.gov.au) or visit the Board's internet site at <http://www.qm.qld.gov.au>

Board of the Queensland Museum

**STATEMENT OF COMPREHENSIVE INCOME**

for the year ended 30 June 2015

	Notes	Economic Entity		Parent Entity	
		2015	2014	2015	2014
		\$'000	\$'000	\$'000	\$'000
<b>INCOME FROM CONTINUING OPERATIONS</b>					
<b>Revenue</b>					
User charges and fees	2	9,277	7,620	9,277	7,620
Grants and other contributions	3	36,159	27,473	35,598	28,068
Other revenue	4	600	1,184	569	1,158
Total Revenue		46,036	36,277	45,444	36,846
Gains on Disposal/Remeasurement of Assets	5	147	19	147	19
<b>Total Income from Continuing Operations</b>		<b>46,183</b>	<b>36,296</b>	<b>45,591</b>	<b>36,865</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>					
Employee expenses	6	21,927	20,680	21,927	20,680
Supplies and services	8	11,882	10,517	11,882	10,517
Depreciation and amortisation	9	4,239	3,980	4,239	3,980
Other expenses	10	462	961	464	1,208
<b>Total Expenses from Continuing Operations</b>		<b>38,510</b>	<b>36,138</b>	<b>38,512</b>	<b>36,385</b>
<b>Operating Result for the Year</b>		<b>7,673</b>	<b>158</b>	<b>7,079</b>	<b>480</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Items that will not be reclassified subsequently to Operating Result: Increase in asset revaluation surplus	20	8,176	4,339	8,176	4,339
Total items that will not be reclassified subsequently to Operating Result:		8,176	4,339	8,176	4,339
<b>Total Other Comprehensive Income</b>		<b>8,176</b>	<b>4,339</b>	<b>8,176</b>	<b>4,339</b>
<b>Total Comprehensive Income</b>		<b>15,849</b>	<b>4,497</b>	<b>15,255</b>	<b>4,819</b>

The accompanying notes form part of these statements.

Board of the Queensland Museum

**STATEMENT OF FINANCIAL POSITION**

as at 30 June 2015

	Notes	Economic Entity		Parent Entity	
		2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	11	4,638	6,303	3,906	5,662
Receivables	12	1,069	817	563	814
Inventories	13	588	510	588	510
Other	14	25	14	25	14
<b>Total Current Assets</b>		<b>6,320</b>	<b>7,644</b>	<b>5,082</b>	<b>7,000</b>
<b>NON CURRENT ASSETS</b>					
Other financial assets	15	3,140	-	3,140	-
Intangible assets	16	653	783	653	783
Property, plant and equipment	17	555,915	542,356	555,915	542,356
<b>Total Non Current Assets</b>		<b>559,708</b>	<b>543,139</b>	<b>559,708</b>	<b>543,139</b>
<b>Total Assets</b>		<b>566,028</b>	<b>550,783</b>	<b>564,790</b>	<b>550,139</b>
<b>CURRENT LIABILITIES</b>					
Payables	18	1,281	1,181	1,281	1,181
Accrued employee benefits	19	2,120	1,898	2,120	1,898
<b>Total Current Liabilities</b>		<b>3,401</b>	<b>3,079</b>	<b>3,401</b>	<b>3,079</b>
<b>Total Liabilities</b>		<b>3,401</b>	<b>3,079</b>	<b>3,401</b>	<b>3,079</b>
<b>Net Assets</b>		<b>562,627</b>	<b>547,704</b>	<b>561,389</b>	<b>547,060</b>
<b>EQUITY</b>					
Accumulated surplus		144,308	137,561	143,070	136,917
Asset revaluation surplus	20	418,319	410,143	418,319	410,143
<b>Total Equity</b>		<b>562,627</b>	<b>547,704</b>	<b>561,389</b>	<b>547,060</b>

The accompanying notes form part of these statements.

Board of the Queensland Museum

**STATEMENT OF CHANGES IN EQUITY**

for year ended 30 June 2015

	ACCUMULATED SURPLUS		ASSET REVALUATION SURPLUS		TOTAL	
	Economic Entity	Parent Entity	Economic Entity	Parent Entity	Economic Entity	Parent Entity
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July 2013</b>	138,329	137,363	405,804	405,804	544,133	543,167
Operating Result for the Year	158	480	-	-	158	480
<i>Total Other Comprehensive Income</i>						
Increase/(decrease) in asset revaluation reserve						
Heritage and Cultural assets	-	-	4,227	4,227	4,227	4,227
Land	-	-	112	112	112	112
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal (note 27)	(926)	(926)	-	-	(926)	(926)
<b>Balance at 30 June 2014</b>	<b>137,561</b>	<b>136,917</b>	<b>410,143</b>	<b>410,143</b>	<b>547,704</b>	<b>547,060</b>
<b>Balance as at 1 July 2014</b>	<b>137,561</b>	<b>136,917</b>	<b>410,143</b>	<b>410,143</b>	<b>547,704</b>	<b>547,060</b>
Operating Result for the Year	7,673	7,079	-	-	7,673	7,079
<i>Total Other Comprehensive Income</i>						
Increase/(decrease) in asset revaluation surplus						
Heritage and Cultural assets revaluation surplus	-	-	3,947	3,947	3,947	3,947
Land asset revaluation surplus	-	-	(47)	(47)	(47)	(47)
Buildings asset revaluation surplus			4,276	4,276	4,276	4,276
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal	(926)	(926)	-	-	(926)	(926)
<b>Balance as at 30 June 2015</b>	<b>144,308</b>	<b>143,070</b>	<b>418,319</b>	<b>418,319</b>	<b>562,627</b>	<b>561,389</b>

The accompanying notes form part of these statements.

Board of the Queensland Museum  
**STATEMENT OF CASH FLOWS**  
 for the year ended 30 June 2015

	Notes	Economic Entity		Parent Entity	
		2015	2014	2015	2014
		\$'000	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
<i>Inflows:</i>					
User charges and fees		9,103	7,357	9,658	7,344
Grants and contributions		26,968	23,681	26,407	24,276
GST collected from customers		774	546	722	560
GST input tax credits from ATO		1,033	1,257	1,033	1,257
Interest receipts		210	256	180	230
Other		341	858	340	858
<i>Outflows:</i>					
Employee expenses		(21,727)	(20,780)	(21,727)	(20,780)
Supplies and services		(11,871)	(10,551)	(11,871)	(10,551)
GST paid to suppliers		(1,114)	(1,192)	(1,114)	(1,192)
GST remitted to ATO		(700)	(518)	(700)	(518)
Other		(452)	(898)	(454)	(1,145)
<b>Net cash provided by operating activities</b>	<b>21</b>	<b>2,565</b>	<b>16</b>	<b>2,474</b>	<b>339</b>
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		6	32	6	32
Sale of investments		7	-	7	-
<i>Outflows:</i>					
Payments for intangibles		(15)	(143)	(15)	(143)
Payments for property, plant and equipment		(302)	(1,987)	(302)	(1,987)
Payments for investments		(3,000)	-	(3,000)	-
<b>Net cash (used in) investing activities</b>		<b>(3,304)</b>	<b>(2,098)</b>	<b>(3,304)</b>	<b>(2,098)</b>
Cash flows from financing activities					
<i>Outflows:</i>					
Equity withdrawal		(926)	(926)	(926)	(926)
<b>Net cash (used in) financing activities</b>		<b>(926)</b>	<b>(926)</b>	<b>(926)</b>	<b>(926)</b>
Net (decrease) in cash and cash equivalents		(1,665)	(3,008)	(1,756)	(2,685)
Cash and cash equivalents at beginning of financial year		6,303	9,311	5,662	8,347
<b>Cash and cash equivalents at end of financial year</b>	<b>11</b>	<b>4,638</b>	<b>6,303</b>	<b>3,906</b>	<b>5,662</b>

The accompanying notes form part of these statements.

Board of the Queensland Museum

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2014-15

### OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE BOARD

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### Objectives of the Queensland Museum

To contribute to the cultural, social and intellectual development of all Queenslanders.

The Museum is predominantly funded (61%) for the outputs it delivers by Parliamentary appropriations received by way of a grant through Arts Queensland. In addition to government grant, revenue is significantly complemented (39%) through a range of services offered on a fee for service basis such as general and exhibition admission charges, professional consultancies and grants. In addition, the Museum operates retail and commercial outlets throughout the campuses together with a publishing and wholesaling unit for popular publications.

### 1. Summary of Significant Accounting Policies

#### (a) Statement of Compliance

The Museum has prepared these financial statements in compliance with section 43 of the Financial and Performance Management Standard 2009.

These financial statements are general purpose financial statements, and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury and Trade's Minimum Reporting Requirements for the year ending 30 June 2015, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, the Museum has applied those requirements applicable to not-for-profit entities, as the Museum is a not-for-profit statutory body. Except where stated, the historical cost convention is used.

#### (b) The Reporting Entity

In the financial statements, the term Parent Entity refers to the Board of the Queensland Museum (the Board), and includes the value of all revenues, expenses, assets, liabilities and equity of the Board. The term Economic Entity refers to the consolidated entity of the Board of the Queensland Museum and the Queensland Museum Foundation Trust (the Foundation). (Refer Note 25.)

In the process of consolidating into a single economic entity, all transactions between the Board and the Foundation have been eliminated (where material). The accounting policies of the Foundation have been changed where necessary to align them with the policies adopted by the economic entity.

Summaries of the controlled entities are disclosed at Note 25.

#### (c) User Charges and fees

User charges and fees controlled by the Board are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. User charges and fees are controlled by the Board where they can be deployed for the achievement of the Board's objectives.

#### (d) Grants and Other Contributions Revenue

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the Board obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. 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.

**(e) Cash and Cash Equivalents**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June as well as deposits at call with financial institutions. It also includes investments with short periods to maturity that are readily convertible to cash on hand at the Board's or issuer's option and that are subject to a low risk of changes in value.

**(f) Receivables**

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written off as at 30 June.

Other debtors generally are from transactions outside the usual operating activities of the Museum and are recognised at their actual values. No interest is charged on these amounts and no security is obtained.

**(g) Inventories**

Inventories represent stock on hand for sale through Museum shop operations. Inventories on hand are valued at the lower of cost and net realisable value.

Cost is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.

Net realisable value is determined on the basis of the Museum's normal selling pattern. Expenses associated with marketing, selling and distribution are deducted to determine net realisable value.

**(h) Acquisitions of Assets**

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions, with the exception of those items in the State Collection acquired through 'collecting activities'. These items are initially expensed as the Board believe that they do not currently meet the definition and recognition criteria for assets in accordance with Australian Accounting Standards. Only when the Board is satisfied that the definition and recognition criteria for assets have been met, are these assets added to the State Collection and recognised in these financial statements.

Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use including architect's fees and engineering design fees. However, any training costs are expensed as incurred.

Where assets are received free of charge from a Queensland Government entity (whether as a result of a machinery-of-Government or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland department, are recognised at their fair value at date of acquisition in accordance with AASB116 *Property, Plant and Equipment*.

**(i) Property, Plant and Equipment**

Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition.

Buildings	\$10,000
Land	\$1
Plant and equipment	\$5,000
Library Reference Collections	\$1,000,000
Heritage & Cultural Assets	
State Collection (Group)	\$5,000
Library Heritage Collection	\$5,000

With the exception of State Collection assets, individual items with a lesser value are expensed in the year of acquisition. State Collection assets are categorised into specific groups based on research disciplines. Because the majority of individual items within each discipline are below the threshold, the methodology (developed with the Australian Valuation Office) underpinning the valuation provides for items of any value to be capitalised.

Although ownership of land is retained by the Crown, it is administered by the Board. The economic benefits of this land accrue to the Board. The Board cannot dispose of this land without the prior approval of the Governor in Council.

Expenditure relating to the construction of exhibitions which, are expected to have a useful life of greater than one year, is capitalised.

In addition to Heritage & Cultural Assets, the Board retains physical control of a significant number of other items (the 'Research Collection') that have not as yet been accessioned into the State Collection. Such items are not accounted for or valued for the purpose of these financial statements.

The Research Collection also contains a number of images which do not meet the definition and recognition criteria for an asset and are not recorded in these financial statements. The Board considers that any future value of these items will not be material in terms of the total value of the State Collection.

**(j) Revaluations of Non-Current Physical and Intangible Assets**

“Land, buildings and heritage and cultural assets are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury and Trade’s *Non-Current Asset Policies for the Queensland Public Sector*. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses where applicable.

In respect of the above mentioned classes, the cost of items acquired during the financial year has been judged by management of the Museum to materially represent their fair value at the end of the reporting period.

Where intangible assets have an active market, they are measured at fair value, otherwise they are measured at cost.

Non-current physical assets measured at fair value are revalued on an annual basis by appraisals undertaken by an independent professional valuer or internal expert, or by the use of appropriate and relevant indices. Revaluations based on independent professional valuer or internal expert appraisals are undertaken at least once every five years. However, if a class of asset experiences significant and volatile changes in fair value (i.e. where indicators suggest that the value of the class of asset may have changed by 20% or more from one reporting period to the next), it is subject to such revaluations in the reporting period, where practicable, regardless of the timing of previous such method of revaluation.

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices.

Comprehensive re-valuations of all land and buildings were last performed at 30 June 2011 by Mr Aaron Brown, Certified Practising Valuer, Queensland Registered Valuer No. 1684. The Board ensures that the application of relevant indices results in a valid estimation of the assets’ fair values at reporting date. Indices for land have been sourced from Mr Aaron Brown, Certified Practising Valuer, Queensland Registered Valuer No. 1684. Indices for buildings have been sourced from the Asset Revaluation Index for Non-residential construction in Queensland, published by the Office of Economic and Statistical Research, Queensland.

A comprehensive revaluation of heritage and cultural assets was last performed at 30 June 2013 by the Australian Valuation Office and certified by Mr Ty Noble AAPI, Director, General Valuations, Plant & Machinery. These assets consist of Museum collections and library heritage items valued using cost and market valuation methods. To ensure a valid estimation of fair value at reporting date,

items under the cost method have been reviewed against movements in the consumer price index as this index closely aligns to the cost methodology applied. Items at market value have been reviewed using the internal expertise of Museum curators and collection managers.

“The fair values reported by the Board are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs (refer to Note 1(k)).

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices (publicly available from the State Valuation Service and the Australian Bureau of Statistics) and in the case of some heritage items in the state collection, using the professional judgement of museum staff. If the results of these assessments result in a 5% or greater (either positive or negative) change in asset balances, they are applied.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation reserve of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation reserve relating to that class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Only those assets, the total values of which are material compared to the value of the class of assets to which they belong, are comprehensively revalued.

“Separately identified components of assets are measured on the same basis as the assets to which they relate.

**(k) Fair Value**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the Museum include, but are not limited to, published sales data for land and buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Significant

unobservable inputs used by the Board include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics of the Board's assets/liabilities, internal records of recollection costs (and/or estimates of such costs) for assets' characteristics/functionality, and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- **level 1** - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- **level 2** - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- **level 3** - represents fair value measurements that are substantially derived from unobservable inputs.

There are no assets or liabilities eligible for categorisation into Level 1.

There were no transfers of assets between fair value hierarchy levels during the period.

More specific fair value information about the Board's Property, Plant and Equipment is outlined in Note 17.

#### (l) Intangibles

Intangible assets with a cost or other value greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset, less any anticipated residual value, is amortised over its estimated useful life to the Board. The residual value is zero for all of the Board's intangible assets.

It has been determined that there is no active market for the Board's intangible assets. As such, these assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

#### *Internally Generated Intangibles*

Costs associated with the development of computer software are capitalised and amortised on a straight-line basis over the period of expected benefit to the Board.

#### (m) Amortisation and Depreciation of Intangibles and Property, Plant and Equipment

Land is not depreciated as it has an unlimited useful life.

Heritage and Cultural assets comprising the State Collection and Library Heritage Collection are not depreciated as they have an indeterminate useful life. Preservation and management policies are in place and actively implemented to maintain these collections in perpetuity.

Property, plant and equipment (PP&E) is depreciated on a straight line (SL) basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the Museum.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes with PP&E.

All intangible assets have finite useful lives and are amortised on a straight line basis.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Museum.

For each class of depreciable asset the following depreciation and amortisation rates are used:

<b>Class</b>	<b>Rate</b>
Buildings	2%-20%
Plant and equipment:	
Computers and Servers	15%-30%
Motor vehicles	20%-33%
Scientific equipment	10%-25%
Exhibitions	10%-50%
Furniture, Fittings and Fixtures	4%-20%
Other	2%-30%
Intangibles	
Internally Generated Software	10%-25%

#### (n) Impairment of Non-Current Assets

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the agency determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement costs.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also Note 1 (j).

## 1. Summary of Significant Accounting Policies (contd)

### (o) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases under which the lessor effectively retains substantially all risks and benefits.

The Board is not party to any finance leases as at 30 June 2015.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

### (p) Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

### (q) Financial Instruments

#### **Recognition**

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Board becomes party to the contractual provisions of the financial instrument.

#### **Classification**

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value through profit and loss
- Receivables - held at amortised cost
- Payables - held at amortised cost

The Board does not enter into transactions for

speculative purposes, nor for hedging. The Board holds financial assets classified at fair value through profit and loss in respect of cash and cash equivalents, and the Queensland Investment Corporation's (QIC) Growth Fund.

All disclosures relating to the measurement basis and financial risk management of other financial instruments held by the Board are included in Note 27.

### (r) Employee Benefits

Employer superannuation contributions and long service leave levies are regarded as employee benefits.

Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

#### **Wages, Salaries, Recreation Leave and Sick leave**

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

Where the Board expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Entitlements not expected to be paid within 12 months are classified as non-current liabilities and recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity, after projecting the remuneration rates expected to apply at the time of likely settlement.

Prior history indicates that on average, sick leave taken in each reporting period is less than the entitlement accrued. This is expected to recur in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

#### **Long Service Leave**

Under the Queensland Government's long service leave scheme, a levy is made on the Board to cover the cost of employees' long service leave. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

### Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. The Board's obligation is limited to its contribution to QSuper.

The QSuper scheme has defined benefit and defined contribution categories. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

### Key Management Personnel and Remuneration

Key management personnel and remuneration disclosures are made in accordance with section 5 of the Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury and Trade. Refer to note 7 for the disclosures on key executive management personnel and remuneration.

#### (s) Insurance

The Board carries insurance cover in the areas of Property (including items on loan), General Liability (Incorporating Directors & Officers liability), Professional Indemnity, Personal Accident and Motor Vehicles. Insurance coverage (excluding motor vehicles) is with the Queensland Government Insurance Fund and includes coverage for the State Collection. Where existing cover is inadequate to meet business needs, additional insurance may be purchased as required. The Board also pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

#### (t) Services Received Free of Charge or for Nominal Value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense.

#### (u) Contributed Equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to 'Contributed Equity' in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

#### (v) Taxation

The Queensland Museum is a State body as defined under the Income Tax Assessment Act 1936 and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Board. GST credits

receivable from, and GST payable to the ATO, are recognised (refer to note 12).

#### (w) Issuance of Financial Statements

The financial statements are authorised for issue by the Chair of the Board of the Queensland Museum and the Chief Executive Officer of the Queensland Museum at the date of signing the Management Certificate.

#### (x) Accounting Estimates and Judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have the potential to cause a material adjustment to the carrying amounts of asset and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

Valuation of Property Plant and Equipment - note 17.

#### (y) Rounding and Comparatives

Amounts included in the financial statements have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

#### (z) Corporate Administration Agency

The Corporate Administration Agency provides the Museum with corporate services under the "Shared Services Provider" model. Fees and terms are agreed under a Service Level Agreement, negotiated annually and include:

- Financial systems and processing
- Management accounting
- Human resources recruitment, payroll and consultancy
- Information system and support in relation to records and financial management.

#### (aa) Harry West Memorial Fund

The Board is the Trustee of "The Harry West Memorial Fund" (the Fund), a testamentary trust established in accordance with the last will and testament of the late Henry (Harry) Thomas West. During the 2014-15 year the Fund's assets were invested in the Queensland Investment Corporation's (QIC) Growth Fund.

All income from the Fund is applied to the benefit of the Museum and is included as income.

As the Board acts only in a custodial role in respect of the Fund's assets (which must be maintained in

perpetuity), they are not recognised in the financial statements, but are disclosed at Note 25(b). Auditing arrangements are also detailed at Note 25(b).

## 1. Summary of Significant Accounting Policies (contd)

### (ab) New and Revised Accounting Standards

The Board did not voluntarily change any of its accounting policies during 2014–15. The Australian Accounting Standard applicable for the first time as from 2014–15 that had the most significant impact on the Board's financial statements is AASB 1055 *Budgetary Reporting*.

AASB 1055 became effective from reporting periods beginning on or after 1 July 2014. In response to this new standard, the Board has included in these financial statements a comprehensive new note 'Budget vs Actual Comparison' (Note 28). This note discloses the Board's original published budgeted figures for 2014–15 compared to actual results, with explanations of major variances, in respect of the Board's Statement of Comprehensive Income, Statement of Financial Position and Statement of Cash Flows. Note 28 also includes a comparison between the original published budgeted figures for 2014–15 compared to actual results, and explanations of major variances, in respect of the agency's major classes of income, expenses, assets and liabilities.

"The following new and revised standards apply as from reporting periods beginning on or after 1 January 2014 –

- AASB 10 *Consolidated Financial Statements* ;
- AASB 11 *Joint Arrangements* ;
- AASB 12 *Disclosure of Interests in Other Entities* ;
- AASB 127 (revised) *Separate Financial Statements* ;
- AASB 128 (revised) *Investments in Associates and Joint Ventures* ; and
- AASB 2011-7 *Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]*.

Of these new/revised standards, the most significant potential impacts would arise from AASB 10 and AASB 11.

AASB 10 redefines and clarifies the concept of control of another entity, and is the basis for determining which entities should be consolidated into an entity's financial statements. AASB 2013-8 applies the various principles in AASB 10 for determining whether a not-for-profit entity controls another entity. On the basis of those accounting standards, the Board has reviewed the nature of its relationship with other entities that the Board is connected with, including entities that are not currently consolidated, to determine the impact of AASB 2013-8. The Board's conclusion is that it will not have any control over any additional entities.

The Board has reviewed the nature of its present relationships with other entities to determine the impact of AASB 10 and AASB 11. It has concluded that it does not presently have any control or joint control over any other entities, so there is currently no impact on the Board's financial statements. However, the Board will continue to review its relationships with other entities from year to year to identify any need to apply those accounting standards.

The Board is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from Queensland Treasury. Consequently, the Board has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective. The Board applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards with future commencement dates are as set out below.

From reporting periods beginning on or after 1 July 2016, the Board will need to comply with the requirements of AASB 124 *Related Party Disclosures*. That accounting standard requires a range of disclosures about the remuneration of key management personnel, transactions with related parties/entities, and relationships between parent and controlled entities. The Board already discloses information about the remuneration expenses for key management personnel (refer to Note 6) in compliance with requirements from Queensland Treasury. Therefore, the most significant implications of AASB 124 for the Board's financial statements will be the disclosures to be made about transactions with related parties, including transactions with key management personnel or close members of their families.

AASB 15 *Revenue from Contracts with Customers* will become effective from reporting periods beginning on or after 1 January 2017. This standard contains much more detailed requirements for the accounting for certain types of revenue from customers. Depending on the specific contractual terms, the new requirements may potentially result in a change to the timing of revenue from sales of the Board's goods and services, such that some revenue may need to be deferred to a later reporting period to the extent that the Board has received cash but has not met its associated obligations (such amounts would be reported as a liability (unearned revenue) in the meantime). The Board is yet to complete its analysis of current arrangements for sale of its goods and services, but at this stage does not expect a significant impact on its present accounting practices.

AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) will become effective from reporting periods beginning on or after 1 January 2018. The main impacts of these standards on the Board are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the Board's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The Board has commenced reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. However, as the classification of financial assets at the date of initial application of AASB 9 will depend on the facts and circumstances existing at that date, the Board's conclusions will not be confirmed until closer to that time. At this stage, and assuming no change in the types of transactions the Board enters into, all of the Board's financial assets are expected to be required to be measured at fair value (instead of the measurement classifications presently used in Notes 1(k) and 20). In the case of the Board's current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value. Changes in the fair value of those assets will be reflected in the Board's operating results.

The Board will not need to restate comparative figures for financial instruments on adopting AASB 9 as from 2018-19. However, changed disclosure requirements will apply from that time. A number of one-off disclosures will be required in the 2018-19 financial statements to explain the impact of adopting AASB 9. Assuming no change in the types of financial instruments that the Board enters into, no significant ongoing disclosure impacts are expected.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the Board's activities, or have no material impact on the Board.

	Economic Entity		Parent Entity	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
<b>2. USER CHARGES AND FEES</b>				
Admission charges				
General admission charges	2,641	2,631	2,641	2,631
Special exhibitions admission charges	* 2,303	1,413	2,303	1,413
Consultancy	141	148	141	148
Sales revenue - shops	2,017	1,956	2,017	1,956
Subscriptions	354	340	354	340
Functions/Venue hire	1,254	610	1,254	610
Rental income	82	99	82	99
Workshops/Training courses	154	107	154	107
Other user charges	331	316	331	316
<b>Total</b>	<b>9,277</b>	<b>7,620</b>	<b>9,277</b>	<b>7,620</b>

\* The increase from 2014 is due to the *Dinosaur Discovery: Lost Creatures of the Cretaceous* exhibition at Queensland Museum and Sciencentre.

### 3. GRANTS AND OTHER CONTRIBUTIONS

Grants - State Government recurrent	20,846	20,481	20,846	20,481
Grants - State Government special	1,305	402	1,305	402
Grant - State Government recurrent funding (for depreciation)	926	926	926	926
Grant - Museum Resource Centre Network	500	473	500	473
Donations from QM Foundation	-	-	991	1,004
Donations	113	139	31	32
Donations - assets	* 9,191	3,792	9,191	3,792
Industry contributions	1,545	309	75	7
Commonwealth government grants	471	263	471	263
Local government contributions	459	366	459	366
Grants - Other	803	322	803	322
<b>Total</b>	<b>36,159</b>	<b>27,473</b>	<b>35,598</b>	<b>28,068</b>

\* In 2014-15, the museum was gifted a model railway collection under the Australian Government's Cultural Gifts Program that was valued at \$5.32M.

### 4. OTHER REVENUES

Interest	259	326	229	300
Disbursements from Harry West Memorial Fund	146	102	146	102
Goods received below fair value	-	581	-	581
Recoveries	135	109	135	109
Miscellaneous other revenues	60	66	59	66
<b>Total</b>	<b>600</b>	<b>1,184</b>	<b>569</b>	<b>1,158</b>

### 5. GAINS ON DISPOSAL/REMEASUREMENT OF ASSETS

Net gains from disposal of plant and equipment	-	19	-	19
Unrealised gains on funds invested with QIC	147	-	147	-
<b>Total</b>	<b>147</b>	<b>19</b>	<b>147</b>	<b>19</b>

	Economic Entity		Parent Entity	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>6. EMPLOYEE EXPENSES</b>				
<b>Employee Benefits</b>				
Wages and salaries	16,557	15,781	16,557	15,781
Employee costs capitalised - Exhibitions	(19)	(231)	(19)	(231)
Employer superannuation contributions	2,125	2,011	2,125	2,011
Long service leave levy	380	363	380	363
Annual leave expense	1,594	1,470	1,594	1,470
<b>Employee Related Expenses</b>				
Workers' compensation premium	92	104	92	104
Payroll tax and fringe benefits	998	949	998	949
Other employee expenses	200	233	200	233
<b>Total</b>	<b>21,927</b>	<b>20,680</b>	<b>21,927</b>	<b>20,680</b>

The number of employees as at 30 June, including both full-time employees and part-time employees, measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

	2015	2014
<b>Number of full-time equivalent employees:</b>	<b>246</b>	<b>231</b>

**6. EMPLOYEE EXPENSES (contd)**

Remuneration of board members and board sub-committee members was as follows:

Name	Appointment Details	Board	ATSI Consultative Committee	Audit & Risk Management Committee	2015	2014
Conry, D (Board Chair)	Appointed Chair March 2014	*			\$25,000	-
Cochrane, T Prof.	Re-appointed March 2014	*		*	\$9,650	\$845
Forrester, T	Appointed March 2014	*			\$8,750	-
McNarn, M (FARMC Chair)	Appointed March 2014	*		*	\$11,250	-
Schleicher S	Re-appointed March 2014	*		*	\$10,550	\$986
Schoenborn, S	Appointed March 2014	*			\$8,750	-
Williams, David	Appointed March 2014	*			\$8,750	-
Miller, S Prof. (Board ex-officio)	Appointed CEO July 2014	*		*	-	-
Robinson T (QMATSICC Chair)	Re-appointed QMATSICC Chair May 2013	Expired Feb 14	*		-	\$1,012
Isaacson, K.	Appointed May 2013		*		-	\$141
Moodie, D	Appointed May 2013		*		-	\$141
Mosby, P.	Appointed May 2013		*		-	-
O'Connor, R.	Appointed May 2013		*		-	-
Rowlands, D	Re-appointed May 2013		*		-	-
Sebasio, T	Re-appointed May 2013		*		-	\$141
Shipway, L	Re-appointed May 2013		*		-	-
Hamill D Dr (previous Board Chair)	Term expired February 2014	*		*	-	\$4,620
Abdel-Magied Y	Term expired October 2013	*			-	\$563
Copplin S (previous Chair, Audit and Risk Management Committee)	Term expired December 2013			*	-	\$167
Duffy P	Term expired October 2013	*			-	\$704
Ginn G Dr	Term expired October 2013	*			-	\$845
Mellor D	Term expired February 2014	*			-	\$986
Piscitelli B Dr	Term expired February 2014	*			-	\$986
Rowland L	Term expired February 2014	*			-	\$282
Vit M	Term expired February 2014	*			-	\$845
<b>Total remuneration paid to all members :</b>					<b>\$82,700</b>	<b>\$13,264</b>

A sitting fee is paid to members of the QM Aboriginal & Torres Strait Islander Consultative Committee (QMATSICC) and the Audit and Risk Management Committee (A&RMC). These fees have been included as Board remuneration for the purposes of this note.

Where members have resigned or their terms have expired, their payments are reported for comparative purposes.

The Governor in Council approved new remuneration arrangements for Board members from 6 March 2014. However, 2013-14 last quarter fees were not paid to members until July 2014 and are reported in the 2015 year.

Members who resigned or their term expired in the 2013-14 year are included for comparative purposes.

## 7. KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

### (a) Key Management Personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2014-15. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Responsibilities	Current Incumbents*	
		Contract classification and appointment authority	Date appointed to position (Date resigned from position)
Chief Executive Officer	Working closely with the Board of the Queensland Museum and the Minister for the Arts, the Chief Executive Officer provides experienced, high level strategic and operational leadership of the Queensland Museum.	CEO 5 (SES 3); Governor in Council*	2 July 2014 (1 July 2014)
Director, Public Engagement, Queensland Museum and Sciencentre	The Director, Public Engagement is responsible for the provision of experienced strategic and operational leadership and management of Brand Delivery and is based at the Queensland Museum & Sciencentre.	SES 2; The Board*	14 July 2013
Director, Collections, Research and Learning, Queensland Museum and Sciencentre	The Director, Collections, Research and Learning is responsible for the provision of experienced strategic and operational leadership and management of Collections, Research and Learning and is based at the Queensland Museum & Sciencentre.	SES 2; The Board*	1 June 2015
Director, Queensland Museum Business	The Director, Queensland Museum Business is responsible for the provision of high level, strategic business and financial direction and services to the Chief Executive Officer and the Board. (The position was previously called Director, Corporate Services and Business Development.)	SES 2; The Board*	19 February 2007
Director, The Workshops Rail Museum	The Director, The Workshops Rail Museum is responsible for the provision of high quality, professional leadership and management of The Workshops Rail Museum.	SO3; The Board*	3 December 2001
Director, Cobb+Co and Regional Services	The Director, Cobb+Co and Director Regional Services is a dual role responsible for the provision of high quality, professional leadership and management to the Cobb+Co Museum and, the provision of leadership and strategic management in the delivery of all Queensland Museum regional services.	SO1; The Board*	3 January 2013
Director, Museum of Tropical Queensland	The Director, Museum of Tropical Queensland is responsible for the provision of high quality, professional leadership and management to the Museum of Tropical Queensland.	SO3; The Board*	15 May 2007

\* Authority to appoint the above executives is provided by the *Queensland Museum Act 1970*.

### (b) Remuneration Expenses

Remuneration policy for the Museum's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts provide for other benefits including motor vehicles. For the 2014-15 year, remuneration of key executive management personnel increased by 2.2% in accordance with government policy.

The following disclosures focus on the expenses incurred by the Board during the respective reporting periods, that is attributable to key management positions. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

- Short term employee expenses which include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or that part of the year during which the employee occupied the specific position.
  - Non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation contributions.
- Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

## 7. KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

## (b) Remuneration Expenses (contd)

1 July 2014 – 30 June 2015	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
Position	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	293	0	6	31	0	330
Director, Public Engagement, Queensland Museum and Sciencentre	174	0	4	18	0	196
Acting Director, Public Engagement, Queensland Museum and Sciencentre	4	0	0	0	0	4
Director, Collections, Research and Learning	14	0	0	1	0	15
Director, QM Business	147	0	35	19	0	201
Director, The Workshops Rail Museum	142	6	3	17	0	168
Acting Director, The Workshops Rail Museum	5	0	0	0	0	5
Director, Cobb+Co and Regional Services	138	2	3	17	0	160
Acting Director, Cobb+Co and Regional Services	12	0	0	1	0	13
Director, Museum of Tropical Queensland	139	2	3	17	0	161
Acting Director, Museum of Tropical Queensland	3	0	0	0	0	3
<b>Total</b>	<b>1071</b>	<b>10</b>	<b>54</b>	<b>121</b>	<b>0</b>	<b>1256</b>

1 July 2013 – 30 June 2014	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
Position	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer (New)	287	0	6	30	0	323
Chief Executive Officer (Resigned)	1	0	211	0	8	220
Director, Public Engagement, Queensland Museum and Sciencentre	168	0	4	17	0	189
Acting Director, Public Engagement, Queensland Museum and Sciencentre	2	0	0	1	0	3
Acting Director, Community Engagement, Queensland Museum and Sciencentre	101	0	2	11	0	114
Director, QM Business	173	0	4	18	0	195
Director, The Workshops Rail Museum	122	0	3	16	0	141
Acting Director, The Workshops Rail Museum	21	0	0	2	0	23
Director, Cobb+Co and Regional Services	120	0	3	15	0	138
Acting Director, Cobb+Co and Regional Services	7	0	3	15	0	25
Director, Museum of Tropical Queensland	140	0	3	16	0	159
Acting Director, Museum of Tropical Queensland	3	0	0	0	0	3
<b>Total</b>	<b>1145</b>	<b>0</b>	<b>239</b>	<b>141</b>	<b>8</b>	<b>1533</b>

	Economic Entity		Parent Entity	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>8. SUPPLIES AND SERVICES</b>				
Corporate services charges paid to CAA	1,071	1,047	1,071	1,047
Consultants and contractors	678	396	678	396
Materials	720	484	720	484
Repairs and maintenance	868	760	868	760
Facilities costs paid to Arts Qld	763	674	763	674
Special Exhibitions	1,291	807	1,291	807
Cost of goods sold	1,343	1,123	1,343	1,123
Insurance costs	199	181	199	181
Qld Rail Services	-	124	-	124
Motor vehicle costs	162	126	162	126
Property operating costs	1,853	2,065	1,853	2,065
Printing	250	354	250	354
Advertising	703	569	703	569
Telecommunications	170	191	170	191
Travel and associated costs	369	367	369	367
Catering and entertainment costs	75	108	75	108
Equipment hire costs	127	122	127	122
Computer costs	121	182	121	182
Fees	156	171	156	171
Postages and freight costs	240	145	240	145
Subscriptions and membership costs	50	35	50	35
Other	673	486	673	486
<b>TOTAL</b>	<b>11,882</b>	<b>10,517</b>	<b>11,882</b>	<b>10,517</b>

**9. DEPRECIATION AND AMORTISATION**

Depreciation and amortisation were incurred in respect of:

Plant and equipment	632	640	632	640
Buildings depreciation	2,812	2,791	2,812	2,791
Exhibitions depreciation	650	427	650	427
Amortisation - Computer software	145	122	145	122
<b>TOTAL</b>	<b>4,239</b>	<b>3,980</b>	<b>4,239</b>	<b>3,980</b>

**10. OTHER EXPENSES**

Property lease and rental	17	20	17	20
External audit fees	60	63	60	63
Bad debts expense	-	22	-	22
Goods and services supplied below fair value	-	581	-	581
Losses from the disposal of non-current assets	10	63	10	63
Donations expense	-	5	-	255
Yongala Moorings	64	-	64	-
Commissions	188	160	188	160
Other expenses	123	47	125	44
<b>Total</b>	<b>462</b>	<b>961</b>	<b>464</b>	<b>1,208</b>

**11. CASH AND CASH EQUIVALENTS**

24 hour at call deposits	3,709	5,248	3,709	5,248
Cash at bank and on hand	910	1,037	178	396
Imprest accounts	19	18	19	18
<b>Total</b>	<b>4,638</b>	<b>6,303</b>	<b>3,906</b>	<b>5,662</b>

Interest earned on cash held with the Commonwealth Bank earned 2.5 to 3.0% in 2015 (2014: 2.61%). Cash deposited with the Queensland Treasury Corporation earned interest at an annual effective rate of 2.84% in 2015 (2014: 3.43%).

	Economic Entity		Parent Entity	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>12. RECEIVABLES</b>				
<i>Current</i>				
Trade debtors	760	627	198	618
	760	627	198	618
GST receivable	192	111	192	111
Less: GST payable	(183)	(109)	(125)	(103)
	9	2	67	8
Long service leave reimbursements	88	66	88	66
Interest receivable	119	70	119	70
Other receivables	93	52	91	52
<b>Total</b>	<b>1,069</b>	<b>817</b>	<b>563</b>	<b>814</b>

Refer to note 27(c) Financial Instruments (Credit Risk Exposure) for an analysis of movements in the allowance for impairment loss.

<b>13. INVENTORIES</b>				
<b>Museum shop inventories at cost</b>	<b>588</b>	<b>510</b>	<b>588</b>	<b>510</b>
<b>14. OTHER CURRENT ASSETS</b>				
Prepayments	25	14	25	14
<b>Total</b>	<b>25</b>	<b>14</b>	<b>25</b>	<b>14</b>

<b>15. OTHER FINANCIAL ASSETS</b>				
QIC Managed funds	3,140	-	3,140	-
<b>Total</b>	<b>3,140</b>	<b>-</b>	<b>3,140</b>	<b>-</b>

<b>16. INTANGIBLE ASSETS</b>				
Computer software internally generated				
At cost computer software	1,364	1,225	1,364	1,225
Less: Accumulated amortisation computer software	(711)	(566)	(711)	(566)
	653	659	653	659
Work in progress				
At Cost WIP Intangibles	-	124	-	124
<b>Total</b>	<b>653</b>	<b>783</b>	<b>653</b>	<b>783</b>

#### Intangibles Reconciliation

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period.

	Computer Software		WIP		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Carrying amount at 1 July	659	762	124	-	783	762
Adjustment to opening balance					-	-
Acquisitions	(1)	19	16	124	15	143
Transfers	140	-	(140)		-	-
Disposals	-	-	-	-	-	-
Revaluation increments	-	-	-	-	-	-
Amortisation	(145)	(122)	-	-	(145)	(122)
<b>Carrying amount at 30 June</b>	<b>653</b>	<b>659</b>	<b>-</b>	<b>124</b>	<b>653</b>	<b>783</b>

No intangible assets have been classified as held for sale or form part of a disposal group held for sale. All Intangibles are held by the Parent Entity.

	Economic Entity		Parent Entity	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>17. PROPERTY, PLANT AND EQUIPMENT</b>				
<b>Land:</b>				
At Fair Value	12,467	12,514	12,467	12,514
	12,467	12,514	12,467	12,514
<b>Buildings:</b>				
At Fair Value	85,197	78,513	85,197	78,513
Less: Accumulated depreciation buildings	(30,760)	(25,540)	(30,760)	(25,540)
	54,437	52,973	54,437	52,973
<b>Heritage and cultural assets:</b>				
At Fair Value – Library Heritage Collection	3,108	3,108	3,108	3,108
At Fair Value – State Collection	479,574	466,347	479,574	466,347
	482,682	469,455	482,682	469,455
<b>Exhibitions:</b>				
At cost	11,764	11,538	11,764	11,538
Less: Accumulated depreciation	(8,908)	(8,400)	(8,908)	(8,400)
	2,856	3,138	2,856	3,138
<b>Plant and equipment:</b>				
At cost	6,546	6,442	6,546	6,442
Less: Accumulated depreciation	(3,073)	(2,512)	(3,073)	(2,512)
	3,473	3,930	3,473	3,930
<b>Assets under construction:</b>				
At cost	-	346	-	346
<b>Total</b>	<b>555,915</b>	<b>542,356</b>	<b>555,915</b>	<b>542,356</b>

**Reconciliation**

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period.

	Land Level 2		Buildings Level 2		Heritage & Cultural Assets Level 3		Plant & Equipment At Cost		Exhibitions At Cost		Assets under construction At Cost		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Carrying amount at 1 July	12,514	12,402	52,973	55,715	469,455	461,435	3,930	4,298	3,138	2,051	346	271	542,356	536,172
Acquisitions at cost	-	-	-	-	89	1	183	336	30	115	-	1,534	302	1,986
Acquisitions at Board valuation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations received	-	-	-	-	9,191	3,792	-	-	-	-	-	-	9,191	3,792
Donations made	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	62	-	-	-	-	346	1,399	(346)	(1,459)	-	2
Decommissioning of exhibits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	(12)	-	-	(8)	(64)	(8)	-	-	-	(16)	(76)
Revaluation increments	-	112	4,276	-	3,947	4,227	-	-	-	-	-	-	8,223	4,339
Revaluation decrements	(47)	-	-	-	-	-	-	-	-	-	-	-	(47)	-
Impairment losses recognised in operating surplus/(deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation for period	-	-	(2,812)	(2,792)	-	-	(632)	(640)	(650)	(427)	-	-	(4,094)	(3,859)
<b>Carrying amount at 30 June</b>	<b>12,467</b>	<b>12,514</b>	<b>54,437</b>	<b>52,973</b>	<b>482,682</b>	<b>469,455</b>	<b>3,473</b>	<b>3,930</b>	<b>2,856</b>	<b>3,138</b>	<b>-</b>	<b>346</b>	<b>555,915</b>	<b>542,356</b>

The Museum has plant and equipment with an original cost of \$556,002 and a written down value of zero still being used in the provision of services.

All property, plant and equipment is held by the Parent Entity.

## Level 3 significant valuation inputs and relationship to fair value

Description	Fair value at 30 June 2015 \$'000	Type and amount for significant level 3 inputs	Possible alternative amounts for level 3 inputs	Impact of alternative amounts for significant level 3 inputs
Heritage and Cultural Assets	482,682	<p>Iconic and high value items were initially identified by museum experts and assessed by independent valuers with extensive experience. The valuation inputs of those assets traded in the active market were assessed without adjustment for transaction costs. For some assets there is no active market, but they are irregularly traded and other market based evidence has been used by valuers to arrive at fair value. Valuation expertise covers the following areas: Australian Indigenous art (paintings, drawings, prints, sculpture) and material culture (wooden and stone tool, weapons, ceremonial objects) from Central and Northern Australia and the Kimberley after 1880, specialising in western Desert art, Hermannsburg watercolours, Arnhem Land art, Urban art, Australian paintings, sculptures, drawings and prints after 1800, historic manufactured items; ephemera; scrimshaw and related marine historical items; numismatics; sporting memorabilia; historic footwear and related items, model railways and library heritage.</p> <p>Because of the extent and diversity of the museum's collections, a valuation of an appropriate sample is considered the only practicable means of providing a defensible valuation for the remaining items in this category. A suitable qualified statistical consulting team from the University of Western Australia were engaged to develop a sampling scheme on the basis of a stratified sampling approach. The sophistication and complexity of the sampling strategy is largely dependent on the extent and diversity of the collection.</p> <p>Stratification groups items that are similar in;</p> <ul style="list-style-type: none"> <li>- nature;</li> <li>- the way in which they are stored; and</li> <li>- approximate value.</li> </ul> <p>Sample items were valued by independent valuers and applied across this category.</p>	(+/-) 4.2% 503M - 462M	<p>Items held at recollection cost are aligned to the consumer price index (CPI) and wages movement. The cumulative CPI since June 2013 was measured at 4.0% while wages movement was in the order of 4.4%.</p> <p>Valuation inputs relating to the fair value of the remaining items are aligned to market values where there is limited or restricted trade.</p> <p>There has been no adjustment made to the fair value of items held at recollection cost due to materiality. Similarly, following an internal assessment by expert staff there has been no adjustment made to the value of iconic and high value items.</p> <p>The impact of applying indexation to recollection items is estimated to be in the order of a 4.2% increase while those at market value are not expected to have moved significantly.</p>
		<p>Within these collections, treaties and protocols can impact the sale of specimens and for others an established market is not evident. Consequently, items have been valued on the basis of replacing or recollecting the existing verified material, unless they have iconic status and can be traded. Recollection cost inputs have account of local, distant and remote collecting locations together with the additional premium cost associated with "primary type" specimens. These costs include the following:</p> <ol style="list-style-type: none"> <li>1. Expeditions - staff, transport and special equipment.</li> <li>2. Specimen specific - analytical costs, preparation, identification &amp; curation and databasing.</li> </ol> <p>Cost inputs have been sourced from historical transaction data and scenario analysis and been verified by independent valuers.</p>		

## Level 3 significant valuation inputs and relationship to fair value

Description	Fair value at 30 June 2014 \$'000	Type and amount for significant level 3 inputs	Possible alternative amounts for level 3 inputs	Impact of alternative amounts for significant level 3 inputs
Heritage and Cultural Assets	469000	<p>Iconic and high value items were initially identified by museum experts and assessed by independent valuers with extensive experience. The valuation inputs of those assets traded in the active market were assessed without adjustment for transaction costs. For some assets there is no active market, but they are irregularly traded and other market based evidence has been used by valuers to arrive at fair value. Valuation expertise covered the following areas: Australian Indigenous art (paintings, drawings, prints, sculpture) and material culture (wooden and stone tool, weapons, ceremonial objects) from Central and Northern Australia and the Kimberley after 1880, specialising in western Desert art, Hermannsburg watercolours, Arnhem Land art, Urban art, Australian paintings, sculptures, drawings and prints after 1800, historic manufactured items; ephemera; scrimshaw and related marine historical items; numismatics; sporting memorabilia; historic footwear and related items and library heritage.</p> <p>Because of the extent and diversity of the museum's collections, a valuation of an appropriate sample is considered the only practicable means of providing a defensible valuation for the remaining items in this category. A suitable qualified statistical consulting team from the University of Western Australia were engaged to develop a sampling scheme on the basis of a stratified sampling approach. The sophistication and complexity of the sampling strategy is largely dependent on the extent and diversity of the collection.</p> <p>Stratification groups items that are similar in:</p> <ul style="list-style-type: none"> <li>- nature;</li> <li>- the way in which they are stored; and</li> <li>- approximate value.</li> </ul> <p>Sample items were valued by independent valuers and applied across this category.</p>	(+/-) 3% 455M-483M	<p>Items held at recollection cost are aligned to the consumer price index (CPI) and wages movement. The CPI was measured at 3.2% while wages movement was in the order of 2.2% for the reporting period.</p> <p>Valuation inputs relating to the fair value of the remaining items are aligned to market values where there is limited or restricted trade.</p> <p>There has been no adjustment made to the fair value of items held at recollection cost due to materiality. Similarly, following an internal assessment by expert staff there has been no adjustment made to the value of iconic and high value items.</p> <p>The impact of applying indexation to recollection items is estimated to be in the order of a 3% increase while those at market value could conceivably reduce in value by 3%.</p>
		<p>Within these collections, treaties and protocols can impact the sale of specimens and for others an established market is not evident. Consequently, items have been valued on the basis of replacing or recollecting the existing verified material, unless they have iconic status and can be traded. Recollection cost inputs have account of local, distant and remote collecting locations together with the additional premium cost associated with 'primary type' specimens. These costs include the following:</p> <ol style="list-style-type: none"> <li>1. Expeditions - staff, transport and special equipment.</li> <li>2. Specimen specific - analytical costs, preparation, identification &amp; curation and databasing.</li> </ol> <p>Cost inputs have been sourced from historical transaction data and scenario analysis and been verified by independent valuers.</p>		

	Economic Entity		Parent Entity	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
<b>18. PAYABLES</b>				
<i>Current</i>				
Trade creditors	510	581	510	581
External audit fees payable	60	63	60	63
Deposits held	25	11	25	11
Payroll tax payable	73	61	73	61
Fringe benefits tax payable	15	15	15	15
Other payables	598	450	598	450
<b>Total</b>	<b>1,281</b>	<b>1,181</b>	<b>1,281</b>	<b>1,181</b>

**19. ACCRUED EMPLOYEE BENEFITS**

<i>Current</i>				
Parental leave payable	11	3	11	3
Recreation leave	1,806	1,701	1,806	1,701
Long service leave levy payable	95	97	95	97
Superannuation payable	17	8	17	8
Wages outstanding	191	89	191	89
<b>Total</b>	<b>2,120</b>	<b>1,898</b>	<b>2,120</b>	<b>1,898</b>

The discount rates used to calculate the present value of long term annual leave is 1.985% (2014: 1.06%).

**20. ASSET REVALUATION SURPLUS BY CLASS**

	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2014	10,039	44,998	355,105	410,142
Revaluation increments	-	4,276	3,947	8,223
Revaluation decrements	(47)	-	-	(47)
<b>Balance at 30 June 2015</b>	<b>9,992</b>	<b>49,274</b>	<b>359,052</b>	<b>418,319</b>
Balance at 1 July 2013	9,927	44,998	350,878	405,803
Revaluation increments	112	-	4,227	4,339
<b>Balance at 30 June 2014</b>	<b>10,039</b>	<b>44,998</b>	<b>355,105</b>	<b>410,143</b>

The revaluation reserve relates to the Parent Entity only.

**21. RECONCILIATION OF OPERATING SURPLUS TO NET CASH FROM OPERATING ACTIVITIES**

	Economic Entity		Parent Entity	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)	7,673	158	7,079	480
Non-cash items:				
Depreciation and amortisation expense	4,239	3,980	4,239	3,980
Bad debts expense	-	22	-	22
Loss on sale of property, plant and equipment	10	63	10	63
Gains on sale of property, plant and equipment	(147)	(19)	(147)	(19)
Non-cash asset donations	(9,191)	(3,792)	(9,191)	(3,792)
Changes in assets and liabilities				
(Increase)/decrease in net receivables	(252)	(55)	251	(54)
(Increase)/decrease in inventories	(78)	7	(78)	7
(Increase)/decrease in prepayments	(11)	9	(11)	9
Increase/(decrease) in payables	100	(50)	100	(50)
Increase/(decrease) in accrued employee benefits	222	(307)	222	(307)
<b>Net cash from operating activities</b>	<b>2,565</b>	<b>16</b>	<b>2,474</b>	<b>339</b>

**22. NON-CASH FINANCING AND INVESTING ACTIVITIES**

There were no non-cash financial and investing activities at reporting date.

**23. COMMITMENTS FOR EXPENDITURE****(a) Capital Expenditure Commitments**

Material classes of capital expenditure commitments inclusive of anticipated GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

## Plant and Equipment

Not later than one year	-	12	-	12
	-	12	-	12

## Payable

Not later than one year	35	473	35	473
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<b>Total</b>	<b>35</b>	<b>473</b>	<b>35</b>	<b>473</b>
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**(b) Other Expenditure Commitments**

Not later than one year	781	249	781	249
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Later than one year and not later than five years	984	-	984	-
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	<b>1,765</b>	<b>249</b>	<b>1,765</b>	<b>249</b>
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**24. CONTINGENCIES****Native Title claims over Museum land**

As at 30 June 2015, no native title claims have been made on Museum land.

## 25. CONTROLLED ENTITIES

The following entities are controlled by the Queensland Museum:

Name of Controlled Entity	Audit Arrangements
(a) Queensland Museum Foundation Trust	Auditor-General of Queensland

The Board established the Queensland Museum Foundation Trust in June 2002. The Trust's assets, liabilities, revenues and expenses have been consolidated in these financial statements. Separate financial statements are prepared for the Queensland Museum Foundation Trust.

The Board has agreed to fund the operation of the Foundation until further advised.

Trust	Audit Arrangements
(b) Harry West Memorial Fund	Auditor-General of Queensland

The Board of the Queensland Museum acts as trustee for, and manages the Harry West Memorial Fund, a testamentary trust established under the last will and testament of the late Henry (Harry) Thomas West. The Board is the sole beneficiary of this Trust as described at Note 1.

Revenue received by the Board as sole beneficiary totaled \$83,649 (2013-14: \$101,556).

As the Board acts only in a custodial role in respect of the Trust's assets (which must be maintained in perpetuity), they are not recognised in the financial statements.

## Financial results of the Harry West Memorial Fund

	2015	2014
	\$'000	\$'000
Income	84	102
Expenses	84	102
Net Surplus	-	-
Assets	2,752	2,701
Liabilities	0	0
<b>Net assets</b>	<b>2,752</b>	<b>2,701</b>

## 26. EVENTS OCCURRING AFTER BALANCE DATE

There were no significant events occurring after balance date.

## 27. FINANCIAL INSTRUMENTS – ECONOMIC ENTITY

### (a) Categorisation of Financial Instruments

The Board has the following categories of financial assets and financial liabilities:

Category	Note	Economic Entity		Parent Entity	
		2015	2014	2015	2014
		\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>					
Cash and cash equivalents	11	4,638	6,303	3,906	5,662
Receivables	12	1,060	815	496	806
QIC Managed funds	15	3,140	-	3,140	-
<b>Total</b>		<b>8,838</b>	<b>7,118</b>	<b>7,542</b>	<b>6,468</b>
<b>Financial Liabilities</b>					
Financial liabilities measured at amortised costs:					
Payables	18	1,193	1,105	1,193	1,105
<b>Total</b>		<b>1,193</b>	<b>1,105</b>	<b>1,193</b>	<b>1,105</b>

### (b) Financial Risk Management

The Board's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and market risk.

Financial risk management is implemented pursuant to Government and Board policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the Board.

All financial risk is managed by Executive Management under policies approved by the Board. The Board provides written principles for overall risk management, as well as policies covering specific areas.

The Board measures risk exposure using a variety of methods as follows -

Risk Exposure	Measurement method
Credit Risk	Ageing analysis, earnings at risk
Liquidity Risk	Sensitivity analysis
Market Risk	Interest rate sensitivity analysis

*(c) Credit Risk Exposure*

Credit risk exposure refers to the situation where the Board may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The carrying amount of receivables represents the maximum exposure to credit risk.

No collateral is held as security and no credit enhancements relate to financial assets held by the Board.

The Board manages credit risk through the use of management reports. This strategy aims to reduce the exposure to credit default by ensuring that the Board invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The method for calculating any provisional impairment for risk is based on past experience, current and expected changes in economic conditions and changes in client credit ratings. No impairment losses have been recorded in the current year.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated.

Aging of past due but not impaired financial assets of the Economic Entity are disclosed in the following tables:

*2015 Financial Assets Past Due But Not Impaired*

	Contractual Repricing/Maturity date:				Total \$'000
	Overdue				
	Less than 30 Days \$'000	30-60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	
Financial Assets					
Receivables	-	15	1	1	17
<b>Total</b>	<b>-</b>	<b>15</b>	<b>1</b>	<b>1</b>	<b>17</b>

*2014 Financial Assets Past Due But Not Impaired*

	Contractual Repricing/Maturity date:				Total \$'000
	Overdue				
	Less than 30 Days \$'000	30-60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	
Financial Assets					
Receivables	-	10	-	-	10
<b>Total</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>10</b>

2105	2014
\$'000	\$'000

**Movement in Allowance for Impairment**

Balance as at 1 July	-	-
Amounts written-off during the year	-	-
Balance as at 30 June	-	-

*(d) Liquidity Risk*

Liquidity risk refers to the situation where the Board may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The Board is only exposed to liquidity risk in respect of its payables.

The Board manages liquidity risk through the use of management reports to ensure the Board has sufficient funds available to meet employee and supplier obligations at all times. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by the Board. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal amount outstanding at balance date for the Economic Entity.

Financial Liabilities	Note	2015 Payables in			Total \$'000
		<1year \$'000	1-5 years \$'000	>5 years \$'000	
Payables	18	1,193	-	-	1,193
<b>Total</b>		<b>1,193</b>	<b>-</b>	<b>-</b>	<b>1,193</b>

Financial Liabilities	Note	2014 Payables in			Total \$'000
		<1year \$'000	1-5 years \$'000	>5 years \$'000	
Payables	18	1,105	-	-	1,105
<b>Total</b>		<b>1,105</b>	<b>-</b>	<b>-</b>	<b>1,105</b>

*(e) Market Risk*

The Board is exposed to interest rate risk through cash deposits in interest bearing accounts and market rate risk through investments in managed funds. The Board does not undertake any hedging in relation to interest risk. With respect to foreign currency exchange rate risks, the Board is primarily exposed through contracts negotiated in foreign currency such as exhibition hire and transportation fees. Where the amounts are material, the Board may elect to purchase foreign currency through the Queensland Treasury Corporation in order to provide budget certainty and to minimise the impact of adverse exchange rate movements.

*(f) Price Risk Sensitivity Analysis*

The Board is exposed to market risk through investments with Queensland Investment Corporation (QIC). The Board is exposed to adverse movements in the level and volatility of the financial markets in respect of these investments. The Board's Investment Policy is reviewed annually to ensure that an appropriate asset allocation exists to give expected returns for given levels of risk over time.

The following market sensitivity analysis reflects the outcome to profit and loss if investment returns would change by +/-3% applied to the carrying amount as at 30 June 2015 (2014: +/-3%). These fluctuations are based on the current world economic and market climate. With all other variables held constant, the Board would have a surplus and equity increase/(decrease) of \$96,000 (2014: \$0). This is attributable to the Board's exposure to investment returns held with QIC's Managed Funds.

Financial Instruments	Carrying Amount	2015 Market rate risk			
		- 3%		+ 3%	
		Profit	Equity	Profit	Equity
QIC Managed Funds	3,140	(94)	(94)	94	94
<b>Overall effect on profit and equity</b>	<b>3,140</b>	<b>(94)</b>	<b>(94)</b>	<b>94</b>	<b>94</b>

Financial Instruments	Carrying Amount	2014 Market rate risk			
		- 3%		+ 3%	
		Profit	Equity	Profit	Equity
QIC Managed Funds	-	-	-	-	-
<b>Overall effect on profit and equity</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

*(g) Interest Rate Sensitivity Analysis*

The Board is exposed to interest rate risk through cash deposited in interest-bearing accounts. The Board does not undertake any hedging in relation to interest risk. Interest returns on investments are managed in accordance with the Board's investment policies.

The following interest rate sensitivity analysis is based on a report similar to that which would be provided to management, depicting the outcome to profit and loss if interest rates would change by +/-1% from the year-end rates applicable to the Board's financial assets and liabilities. With all other variables held constant, the Board would have a surplus and equity increase/(decrease) of \$46,000 (2014: \$63,000). This is mainly attributable to the Board's exposure to variable interest rates on interest bearing cash deposits.

Financial Instruments	Carrying Amount	2015 Interest rate risk			
		- 1%		+ 1%	
		Profit	Equity	Profit	Equity
Cash	4,638	(46)	(46)	46	46
<b>Overall effect on profit and equity</b>	<b>4,638</b>	<b>(46)</b>	<b>(46)</b>	<b>46</b>	<b>46</b>

The Board's sensitivity to interest has remained stable in the current period.

Financial Instruments	Carrying Amount	2014 Interest rate risk			
		- 1%		+ 1%	
		Profit	Equity	Profit	Equity
Cash	6,303	(63)	(63)	63	63
<b>Overall effect on profit and equity</b>		<b>(63)</b>	<b>(63)</b>	<b>63</b>	<b>63</b>

*(h) Fair Value*

The following financial instruments are held at fair value:

	Classification of financial instruments			
	Level 1	Level 2	Level 3	Total Carrying Amount 2015
Financial Assets	\$'000	\$'000	\$'000	\$'000
QIC Managed Fund	-	3,140	-	3,140
<b>Total</b>	<b>-</b>	<b>3,140</b>	<b>-</b>	<b>3,140</b>

	Level 1	Level 2	Level 3	Total Carrying Amount 2014
	\$'000	\$'000	\$'000	\$'000
Financial Assets				
QIC Managed Fund	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The fair value of the Board's investments in the QIC Managed Fund are classified as Level 2 as the values of these investments are provided to the Board by these external bodies at 30 June each year, and are unadjusted by the Board.

**28. BUDGET VS ACTUAL COMPARISON**

NB. A budget vs actual comparison, and explanations for major variances, has not been included for the Statement of Changes in Equity, as major variances relating to that statement have been addressed in explanations of major variances for other statements.

**Statement of Comprehensive Income**

	Variance Notes	Original Budget 2015 \$'000	Economic Entity Actual 2015 \$'000	Variance \$'000	Variance % of Budget
<b>Income from Continuing Operations</b>					
User charges and fees		9,099	9,277	178	2%
Grants and other contributions	1	24,794	36,159	11,365	46%
Interest		470	259	(211)	-45%
Other revenue		158	341	183	116%
Total Revenue		34,521	46,036	11,515	33%
Gains		53	147	94	177%
<b>Total Income from Continuing Operations</b>		<b>34,574</b>	<b>46,183</b>	<b>11,609</b>	<b>34%</b>
<b>Expenses from Continuing Operations</b>					
Employee expenses		21,482	21,927	(445)	-2%
Supplies and services		11,488	11,882	(394)	-3%
Depreciation and amortisation		4,258	4,239	19	0%
Other expenses		286	462	(176)	-62%
<b>Total Expenses from Continuing Operations</b>		<b>37,514</b>	<b>38,510</b>	<b>(996)</b>	<b>-3%</b>
<b>Operating Result for the Year</b>		<b>(2,940)</b>	<b>7,673</b>	<b>10,613</b>	<b>361%</b>
<b>Other Comprehensive Income</b>					
Items that will not be reclassified subsequently to Operating Result:					
Increase in asset revaluation surplus	2	14,344	8,176	(6,168)	-43%
Total items that will not be reclassified subsequently to Operating Result:		14,344	8,176	(6,168)	-43%
<b>Total Other Comprehensive Income</b>		<b>14,344</b>	<b>8,176</b>	<b>(6,168)</b>	<b>-43%</b>
<b>Total Comprehensive Income</b>		<b>11,404</b>	<b>15,849</b>	<b>4,445</b>	<b>39%</b>

## Statement of Financial Position

	Variance Notes	Original Budget 2015 \$'000	Economic Entity Actual 2015 \$'000	Variance \$'000	Variance % of Budget
<b>Current Assets</b>					
Cash and cash equivalents		4,902	4,638	(264)	-5%
Receivables		865	1,069	204	24%
Inventories		517	588	71	14%
Other		23	25	2	9%
<b>Total Current Assets</b>		<b>6,307</b>	<b>6,320</b>	<b>13</b>	<b>0%</b>
<b>Non Current Assets</b>					
Other financial assets	3	-	3,140	3,140	100%
Intangible assets		816	653	(163)	-20%
Property, plant and equipment	4	562,281	555,915	(6,366)	-1%
<b>Total Non Current Assets</b>		<b>563,097</b>	<b>559,708</b>	<b>(3,389)</b>	<b>-1%</b>
<b>Total Assets</b>		<b>569,404</b>	<b>566,028</b>	<b>(3,376)</b>	<b>-1%</b>
<b>Current Liabilities</b>					
Payables		1,202	1,281	(79)	-7%
Accrued employee benefits	5	1,655	2,120	(465)	-28%
<b>Total Current Liabilities</b>		<b>2,857</b>	<b>3,401</b>	<b>(544)</b>	<b>-19%</b>
<b>Non Current Liabilities</b>					
Accrued employee benefits	6	373	-	373	100%
<b>Total Non Current Liabilities</b>		<b>373</b>	<b>-</b>	<b>373</b>	<b>100%</b>
<b>Total Liabilities</b>		<b>3,230</b>	<b>3,401</b>	<b>(171)</b>	<b>-5%</b>
<b>Net Assets</b>		<b>566,174</b>	<b>562,627</b>	<b>(3,547)</b>	<b>-1%</b>
<b>Equity</b>					
Contributed equity	7	(6,937)	-	6,937	100%
Accumulated surplus	8	139,178	144,308	5,130	4%
Reserves:					
- Asset revaluation surplus	9	433,933	418,319	(15,614)	-4%
<b>Total Equity</b>		<b>566,174</b>	<b>562,627</b>	<b>(3,547)</b>	<b>-1%</b>

**Statement of Cash Flows**

	Variance Notes	Original Budget 2015 \$'000	Economic Entity Actual 2015 \$'000	Variance \$'000	Variance % of Budget
<b>Cash flows from operating activities</b>					
<i>Inflows:</i>					
User charges and fees		9,099	9,103	4	0%
Grants and contributions	10	24,044	26,968	2,924	12%
GST collected from customers		-	774	774	100%
GST input tax credits from ATO		-	1,033	1,033	100%
Interest receipts		470	210	(260)	-55%
Other		665	341	(324)	-49%
<i>Outflows:</i>					
Employee expenses		(21,469)	(21,727)	(258)	-1%
Supplies and services		(11,489)	(11,871)	(382)	-3%
GST paid to suppliers		-	(1,114)	(1,114)	-100%
GST remitted to ATO		-	(700)	(700)	-100%
Other		(793)	(452)	341	43%
<b>Net cash provided by operating activities</b>		<b>527</b>	<b>2,565</b>	<b>2,038</b>	<b>387%</b>
<b>Cash flows from investing activities</b>					
<i>Inflows:</i>					
Sales of property, plant and equipment		53	6	(47)	-89%
Sale of investments		-	7	7	100%
<i>Outflows:</i>					
Payments for intangibles	11	(1,141)	(15)	1,126	99%
Payments for property, plant and equipment	12	-	(302)	(302)	-100%
Payments for investments	13	-	(3,000)	(3,000)	-100%
<b>Net cash provided by (used in) investing activities</b>		<b>(1,088)</b>	<b>(3,304)</b>	<b>(2,216)</b>	<b>-204%</b>
<b>Cash flows from financing activities</b>					
<i>Outflows:</i>					
Equity withdrawal		(926)	(926)	-	0%
<b>Net cash provided by (used in) financing activities</b>		<b>(926)</b>	<b>(926)</b>	<b>-</b>	<b>0%</b>
<b>Net (decrease) in cash and cash equivalents</b>		<b>(1,487)</b>	<b>(1,665)</b>	<b>(178)</b>	<b>-12%</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>6,389</b>	<b>6,303</b>	<b>(86)</b>	<b>-1%</b>
<b>Cash and cash equivalents at end of financial year</b>		<b>4,902</b>	<b>4,638</b>	<b>(264)</b>	<b>-5%</b>

**28. BUDGET VS ACTUAL COMPARISON (CONTD)****Explanations of Major Variances****Statement of Comprehensive Income**

1. Higher than budget Grants and other contributions primarily due to higher than expected donations added to Heritage and cultural assets, including \$5.3m associated with the model railway collection received during the year.
2. Lower than budget increase in asset revaluation surplus primarily due to budgeting indexation assumption of 2.5% not applied in actual that the increase was based on actual collection cost of new items added to Heritage and cultural assets.

**Statement of Financial Position**

3. Higher than budget Other non-current financial assets primarily due to investments made with QIC Growth Fund during the year that was not budgeted.
4. Lower than budget Property, plant and equipment primarily due to budgeting indexation assumption of 2.5% not applied in actual that the increase was based on actual collection cost of new items added to Heritage and cultural assets.
5. Higher than budget Current accrued employee benefits primarily due to the reclassification of all accrued employee benefits as current liabilities to reflect true nature of this liability item.
6. Lower than budget Non-current accrued employee benefits primarily due to the reclassification of all accrued employee benefits as current liabilities to reflect true nature of this liability item.
7. Contributed equity variance primarily due to equity withdrawals being reported against Contributed equity for budget but against Accumulated surplus for actual because of differing reporting requirements for budget and for actual.
8. Accumulated Surplus variance primarily due to operating result for the year being higher than budget.
9. Asset revaluation surplus variance primarily due to budgeting assumption with higher revaluation indexation factors than actually realised.

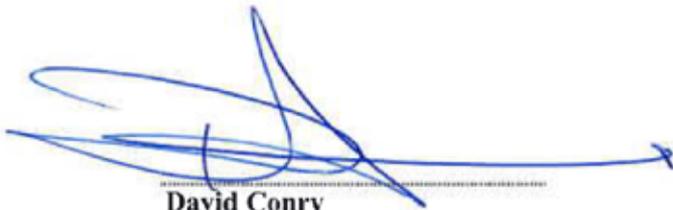
**Statement of Cash Flows**

10. Higher than budget Grants and other contributions primarily due to additional revenue associated with a higher level of project activities.
11. Lower than budget payments for Intangibles primarily due to changes in the timing of capital projects.
12. Lower than budget Payments for property, plant and equipment primarily due to changes in the timing of capital projects. In additional, the movement relates to only one line item in budget capturing all Payments for non financial assets.
13. Higher than budget Payments for investments primarily due to investments made that were planned during the year.

## CERTIFICATE OF THE BOARD OF THE QUEENSLAND MUSEUM

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects: and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Board of the Queensland Museum for the financial year ended 30 June 2015 and of the financial position of the entity at the end of that year.
- (c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



**David Conry**  
**Chair**  
Board of the Queensland Museum

Date: 19/8/15



**Professor Suzanne Miller**  
**Chief Executive Officer**  
Queensland Museum

Date: 19<sup>th</sup> August 2015

## INDEPENDENT AUDITOR'S REPORT

To the Board of the Queensland Museum

### Report on the Financial Report

I have audited the accompanying financial report of the Board of the Queensland Museum, which comprises the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the *Chair and Chief Executive Officer* of the entity and the consolidated entity comprising the Board of the Queensland Museum and the entity it controlled at the year's end or from time to time during the financial year.

#### *The Board's Responsibility for the Financial Report*

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Board's responsibility also includes such internal control as the Board 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.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view 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 entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

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

### *Independence*

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

### *Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Board of the Queensland Museum and the consolidated entity for the financial year 1 July 2014 to 30 June 2015 and of the financial position as at the end of that year.

### **Other Matters - Electronic Presentation of the Audited Financial Report**

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



M J KEANE CA  
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office  
Brisbane

# PROPOSED FORWARD OPERATIONS

## STRATEGIC PLAN 2014–18

The Queensland Museum Network's Strategic Plan 2014–18 sets out the following strategic objectives:

### **To care for Queensland Museum collections to international standards, increasing access to both objects and the knowledge associated with them.**

We will achieve this by:

- adding value to the State Collection through the accession of objects and undertaking new and ongoing research on the Collection
- building a strong digitisation platform to increase online access to collections and data
- maintaining and maximising Queensland Museum Network's distributed state-wide storage model, in partnership with Arts Queensland, to improve storage capacity and quality
- continuing to build a strong repatriation program that ensures a continued dialogue with all Indigenous Community members.

### **To increase our focus on visitors from interstate, intrastate and international markets.**

We will achieve this by:

- collaborating with Tourism & Events Queensland to achieve the state target of \$30B in annual overnight visitor expenditure through the delivery of exclusive, international, museum products
- establishing an international science congress/festival
- undertaking a progressive, permanent gallery renewal program with a focus on Queensland content.

### **To demonstrate positive social impacts through best practice audience research, development and engagement, and delivery of services across Queensland.**

We will achieve this by:

- developing an audience research strategy for the Network to identify visitors (onsite and online), potential new markets, and the positioning of Queensland Museum Network products and services
- building partnerships with universities and private funders to develop a benchmark social impact project.

### **To be the most successful research Museum in Australia to drive national and international grant funding.**

We will achieve this by:

- reviewing and realigning the Queensland Museum Network Research Strategy to identify, build and capitalise on Queensland Museum Network's unique research strengths
- seeking peer-reviewed research outcomes
- ensuring all research adds value to the Collection and is made available to a wide audience
- enabling research strength through the development of cutting edge scientific infrastructure.

### **To provide a learning platform where the creative process of discovery intersects in Science, Technology, Engineering and Maths (STEM).**

We will achieve this by:

- providing a catalyst activity (in-situ and online) in science, technology, engineering, arts and mathematics for all ages
- harnessing the power of the network at a strategic and operational level to create a consistent, supportive education environment for all learners
- developing a consultation and engagement framework for formal educators, users and non-users based on STEM principles.

### **To invest in Queensland Museum Network's people, products, services, facilities and partnerships to create a more self-sustaining business.**

We will achieve this by:

- designing business-focused entrepreneurial strategies that improve productivity and creativity, and maximise self-generated revenue
- developing supportive industry partnerships that build long term engagement and investment
- co-investing with Arts Queensland in facilities and infrastructure to develop fit-for-purpose and safe workplace environments
- working on a whole-of-precinct approach to future infrastructure planning and conservation planning with Arts Queensland and the Arts Statutory Bodies.

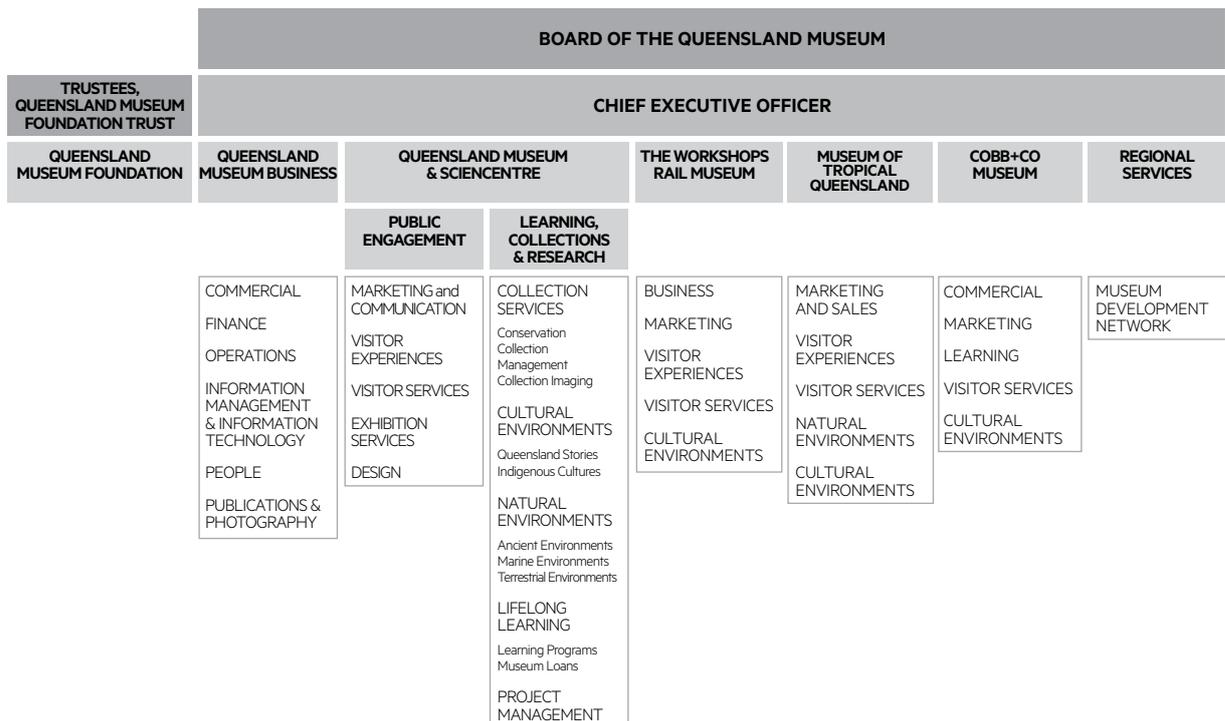
To review the funding framework for the Queensland Museum Network. We will do this by developing a business case determining sustainable future funding and investment levels across the Queensland Museum Network.

# GOVERNANCE

## MANAGEMENT AND STRUCTURE

### ORGANISATIONAL STRUCTURE

Organisational chart as at 30 June 2014



### BOARD OF THE QUEENSLAND MUSEUM

The Queensland Museum Act 1970 provides that the Board consists of the number of members appointed by the Governor-in-Council. In appointing a member, regard must be had to the person's ability to contribute to the Board's performance and the implementation of its strategic and operational plans.

A person is not eligible for appointment as a member if the person is not able to manage a corporation under the Corporations Act 2001 (Cth). Members are appointed for terms of not more than three years and are eligible for reappointment upon expiry of their terms.

Members are appointed on the conditions decided by the Governor-in-Council.

The Board met seven times during the year. Members of the Board were:

Name	Role	Term of appointment	Number of Meetings	Remuneration
Mr David Conry	Chairperson	6 March 2014 - 28 February 2017	6	\$20,000
Mr Tim Forrester	Board Member	6 March 2014 - 28 February 2017	6	\$7,000
Mr Maurie McNarn AO	Board Member and Chair of FARMC	6 March 2014 - 28 February 2017	6	\$7,000
Ms Sharon Schoenborn	Board Member	6 March 2014 - 28 February 2017	4	\$7,000
Mr David Williams	Board Member and Chair of QMATSIIC	6 March 2014 - 28 February 2017	7	\$7,000
Professor Thomas Cochrane	Board Member and Chair of FARMC	6 March 2014 - 28 February 2017	5	\$7,000
Ms Sabine Schleicher	Board Member and Chair of FARMC	6 March 2014 - 28 February 2017	5	\$7,000

## CURRENT BOARD MEMBERS

### MR DAVID CONRY

*Bachelor of Business*

David is Managing Director of Damarcon and holds several non-executive roles including Chair of the Brisbane Powerhouse Arts; directorships with the Australian Institute of Management; Sunshine Coast PHN; Charlton Brown; The Australian Institute of Health and Welfare; and The Cyber Institute.

David was awarded the honour of Queensland's Australian of the Year 2007 and EY Social Entrepreneur of the Year for his work in founding the national disability organisation Youngcare.

David is a Fellow of the Australian Institute of Management and member of the AICD.

### PROFESSOR THOMAS COCHRANE

*MPhil, BA, FALIA, GAICD*

Emeritus Professor Tom Cochrane is an adjunct Professor in the Faculty of Law, Queensland University of Technology (QUT). He was formerly Deputy Vice-Chancellor (Technology, Information and Learning Support) at QUT until retiring from that position at the end of 2013. Professor Cochrane also serves as Director, Australian Digital Alliance; Director, Knowledge Unlatched (UK); Director, Enabling Open Scholarship (Europe); and consults on research access policy and eResearch infrastructure.

### MR TIM FORRESTER

Tim founded ARIA Property Group in 2003. Tim studied Property Economics at Queensland University of Technology (QUT) and recently completed the Australian Owner Manager Program from University of Queensland (UQ) Business School. Tim is a member of the Urban Development Institute of Australia and has been on the Board of the Property Council of Australia.

### MR MAURIE MCNARN AO

*FAICD, FDC*

Maurie is the Chief Operating Officer at the University of Queensland. He is a former Major-General in the Australian Army and was previously the Director of the Defence Intelligence Organisation. He has lived and worked extensively in Asia, the Middle East and the United States. He remains an Adjunct Professor at the University of Queensland.

He also sits on the Boards of the UQ Holding Company Ltd (Commercial Entities); Uniseed Management Pty (Venture Capital); Women's College; and the Translational Research Institute. He holds a Master of Business Administration; a Master of Defence (Strategic) Studies; a Graduate Diploma of Telecommunications Systems; a Graduate Diploma in Management Studies; and a Bachelor of Arts (Honours).

### MS SABINE SCHLEICHER

*CPA, Diplom-Betriebswirt*

Sabine is a Partner in KPMG's Corporate Finance Practice in Brisbane. She holds a Diplom-Betriebswirt from the European Partnership of Business School (Reutlingen/Reims) and CPA, and has more than 17 years of corporate finance experience.

### MS SHARON SCHOENBORN

Sharon is a Director of Sales and Marketing for Microsoft Australia. She previously held the role of Queensland State Director for Microsoft and is a trustee for the Committee for Economic Development of Australia. Sharon holds a Bachelor of Science degree in Business Administration and a Master of Science degree in Organisational Leadership. She brings 17 years of experience in the Information Technology industry.

### MR DAVID WILLIAMS

*Bachelor of Music*

David is the CEO and Director of Gilimbaa Indigenous Creative Agency. He has served as an Indigenous Advisor for Opera Australia; as an Indigenous Advisory Group Member for *Brisbane Festival*; as an elected member of the South East Queensland Indigenous Chamber of Commerce; and on the Queensland Government Reconciliation Action Plan Advisory Committee.



*L-R: Ms Sabine Schleicher, Mr David Williams, Mr David Conry, Mr Maurie McNarn AO, Professor Suzanne Miller, Professor Thomas Cochrane, Mr Tim Forrester, Ms Sharon Schoenborn*

## EXECUTIVE MANAGEMENT

### PROF SUZANNE MILLER

*BSc(Hons), PhD, FGS, FMinSoc, FAIMM, FGSA*

#### Chief Executive Officer and Director, Queensland Museum Network

The CEO and Director of the Queensland Museum Network is appointed by the Governor-in-Council upon recommendation by the Minister for the Arts, and approved by the Board. The CEO is appointed for a term of not more than five years under the Queensland Museum Act 1970 and is eligible for reappointment upon expiry of the term.

The CEO is charged with leading the Queensland Museum Network to achieve its vision.

Suzanne commenced as CEO of the Queensland Museum Network and Director of the Queensland Museum on 2 July 2013, after six years leading the South Australia Museum as Director. Previously, the Edinburgh native spent 12 years with National Museums Scotland, latterly as Keeper of Natural Sciences. She was also an Honorary Research Fellow in Earth Sciences with the University of Aberdeen and a Lecturer in Earth Sciences with the Open University.

Suzanne is a Fellow of the Geological Society of London; Fellow of the Mineralogical Society; Fellow of the Royal Society of South Australia; Fellow of the Australian Institute of Mining and Metallurgy; and Member of the Geological Society of Australia.

She is currently Affiliate Professor in Earth and Environmental Sciences at the University of Adelaide. She is also Deputy Chair and the Australian Representative on the Board of Scientific Collections International (an OECD Global Science Forum initiative); and a member of the Australian Research Council Advisory Council; the Cooperative Research Centres Committee; the National Cultural Heritage Committee; and the Queensland Advisory Committee for the Commemoration of the Anzac centenary.

### MS JILLIAN MARSH

*B Journalism; Postgrad Dip Professional Communication*

#### Director, Public Engagement

Jillian has worked across the museum sector in Australia and the United Kingdom. Prior to her appointment as Director, Public Engagement at the Queensland Museum Network in July 2013, Jillian managed the exhibitions, marketing and outreach programs at the Museum of Australian Democracy at Old Parliament House in Canberra.

Between 2005 and 2009, Jillian was the Head of Marketing at the British Museum. During her time at the museum, Jillian developed award winning campaigns that contributed to an sustained increase in visitation by 500,000 a year (year-on-year) and took British Museum to the enviable position of being the most visited attraction in the United Kingdom. Jillian has also previously held the Head of Marketing role at the National Gallery in London and worked as part of the Brisbane City Council team that launched the the Museum of Brisbane in 2003.

In addition to her experience in museums and galleries, Jillian has held Director level positions in Queensland Government's Department of Transport and Main Roads and Senior Consultant roles in the private sector.

### MR ALEXANDER HAYWARD

*MA, MSc, LTCL, FMA, FRSSA*

#### Director, Collections Research and Learning (from June 2015)

Alexander joined the Queensland Museum Network in June 2015. His initial professional training was in Sydney, followed by post-graduate study in the UK where he then spent more than 25 years working as a curator and science communicator.

His UK experience included the Science Museum in London; Head of Heritage with Suffolk County Council; and the multi-campus National Museums Scotland where he was Keeper of Science and Technology. In that role, he created an innovative science gallery in Edinburgh combining iconic objects and interactives before being appointed Project Director for the redevelopment of the National Museum of Flight, Scotland.

Alexander has lectured and published on the history of technology and engineering conservation and restoration. In the UK, he was Manager of the PRISM (Preservation of Industrial and Scientific Material) Grant Fund; an Expert Advisor for the Heritage Lottery Fund (specialising in historic transport); founding chair of the Scottish Transport and Industry Collections Knowledge (STICK) Network; and Vice President of the Royal Scottish Society of Arts (Science and Technology).

**MS DEBORAH BAILEY***BBusComm, MBA, GradCertEcDev***Director, Cobb + Co Museum and Regional Services**

Deborah joined the Queensland Museum Network in 2010 and was responsible for overseeing the day-to-day operation and business growth of Cobb+Co Museum since the \$8 million redevelopment was completed in September 2010.

Deborah has worked extensively in community and economic development throughout regional Australia and, in particular, southern Queensland. Having spent most of her working life in regional Queensland working with economic, community, tourism and business development organisations, Deborah is well placed to lead the Queensland Museum Network's regional services program that includes the state-wide Museum Resource Centre Network.

**MR PETER MCLEOD***BAGSc***Director, Museum of Tropical Queensland**

Peter McLeod is Director of the Museum of Tropical Queensland in Townsville. Peter was appointed Director in 2007 and since that time has led the development of the Museum in terms of its visitation, community partnerships and exhibition renewal. The Museum has received numerous awards at the North Queensland Tourism Awards and was twice included in the distinguished North Queensland Tourism Awards Hall of Fame.

Peter has held senior positions in the museum industry for 12 years, including General Manager of the Qantas Founders Outback Museum in Longreach, western Queensland. With a degree in Agricultural Science from LaTrobe University, Peter spent 14 years leading and managing community-based natural resource management programs in Victoria, Western Australia and Queensland.

**MR ANDREW MORITZ***MBA, GradDipMusStudies, GradDipTour***Director, The Workshops Rail Museum**

Andrew joined the Network as the inaugural Director of The Workshops Rail Museum in December 2001 and has led the development and success of all aspects of the Museum, including winning two Australian and eight Queensland Tourism Awards for Heritage and Cultural Tourism, and the State's best tourist attraction award in 2011 and 2012. He completed the Getty Leadership Institute's Museum Leadership Program in 2010.

Prior to taking up the position, Andrew worked extensively in the museum and built heritage sector in Victoria, holding the positions of Director of the National Wool Museum in Geelong; Project Manager with Museum Victoria; Executive Director, Museums Australia (Victoria); and House Museum Manager, Werribee Park.

**MR PAUL WILLETT***BBus (PubAdmin), GradCertPSM***Director, Queensland Museum Business**

Paul directed the Network's corporate functions of capital and business development, finance, administration, human resources, publishing, information management and information technology, facilities, risk management (including workplace health and safety at a corporate/strategic level) and other compliance and governance issues. He also managed the Audit and Risk Management Committee of the Board.

## FINANCE, AUDIT AND RISK MANAGEMENT COMMITTEE

The Finance Audit and Risk Management Committee (FARMC) is responsible for the audit and risk management process of the Queensland Museum Network (QMN). The Committee operates according to its charter and terms of reference and has due regard to Queensland Treasury's Audit Committee Guidelines.

FARMC met five times during the 2014–15 financial year in August, October and December 2014, as well as February and May 2015. During the year, FARMC:

- confirmed its establishment, including the terms of reference, membership and roles of the committee, and their work plan for 2015
- approved the financial statements for 2013–14 for the Queensland Museum and the Queensland Museum Foundation Trust
- approved the revised 2014–15 budgets, reflecting operational and prudential management requirements
- reviewed the internal audit charter and terms of reference
- approved the funds management strategy
- reviewed the strategic and annual internal audit plan
- reviewed the five-year internal audit plan report
- reviewed end of month financial and commercial operations reports
- reviewed the Risk Management Policy
- reviewed the Risk Management Framework
- reviewed the Strategic Risk Register
- reviewed the Risk Matrix 2014
- reviewed risk management and security arrangements for the G20 event
- provided guidance to the Business Operation Requirements Review
- reviewed the WSP audit closeout plan
- reviewed the three-year budget forecast based on planning activities
- reviewed the 2014–15 financial statement audit arrangements
- approved the 2015–16 budget.

The Committee reviewed six (6) terms of reference documents from internal audit, including:

- Performance, Planning and Review
- Working with Children
- Collection Security — Regional Campuses
- Building Security
- Leave and Timesheets
- Asset and Portable Equipment Controls.

The Committee reviewed six (6) final audit reports from internal audit, including:

- Corporate Governance
- Performance Planning and Review
- Working with Children
- Collection Safety — Regional Campuses
- Queensland Museum Foundation and Harry West Trust Account
- Suspense Account Management.

Members of the committee during the year were:

Name	Role	Term	Meetings	Remuneration
Maurie McNarn	Chair and Member		5	\$2,500
Sabine Schleicher	Member		5	\$1,800
Tom Cochrane	Member	From Feb 2015	1	\$900
Suzanne Miller	Member		5	NA
Paul Willett	QM Observer		3	NA
Chilly Lu	QM Observer		4	NA

The Audit and Risk Management Committee has been established in accordance with the requirements of the *Queensland Museum Act 1970*, and the Financial and performance Management Standard 2009.

In performing its functions, FARMC observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines*.

## QUEENSLAND MUSEUM FOUNDATION

The Queensland Museum Foundation exists to coordinate fundraising and development opportunities for the Queensland Museum Network.

The Queensland Museum Network receives around 60 per cent of its annual operating budget from the State Government.

This means it looks to the wider community to bridge funding gaps and generate the support required to continue creating compelling museum experiences.

Foundation Trustees during the year were:

Name	Role	Meefings	Remuneration
Mr Tony Schiffmann	Chairperson and trustee	4	Nil
Mr Martin Albrecht AC	trustee	3	Nil
Dr Dennis Campbell	trustee	4	Nil
Prof. Peter Coaldrake	trustee	2	Nil
Ms Nicole Hollows	trustee	1	Nil
Mr Vincent O'Rourke AM	trustee	4	Nil
Ms Lynn Rainbow-Reid	trustee	4	Nil
Ms Louise Street	trustee	3	Nil
Prof. Suzanne Miller		3	
Mr David Conry	Ex-Officio member	3	

The Foundation's financial reports are prepared by the Queensland Museum Network and audited by the Queensland Audit Office. The transactions of the Foundation are accounted for in the financial statements of the Queensland Museum Network.

## PUBLIC SECTOR ETHICS

The Chair and members of the Board, the Director and all staff are bound by the whole-of-government *Code of Conduct for the Queensland Public Service* under the *Public Sector Ethics Act 1994* as amended.

Public sector ethics training is offered to all staff as part of an induction program and at regular intervals during their employment as determined by the Board.

The Museum's administrative procedures and management practices are developed and conducted having regard to the ethics principles set out in the *Public Sector Ethics Act 1994* and the Code of Conduct.

# RISK MANAGEMENT AND ACCOUNTABILITY

## INTERNAL AUDIT

An internal audit function is carried out on behalf of the Queensland Museum Network by Corporate Administration Agency (CAA). The internal audit function is independent of management and the external auditors.

Systems were in place to ensure the effective, efficient and economic operation of the internal audit function through a charter consistent with relevant audit and ethical standards and approved by the Finance, Audit and Risk Management Committee (FARMC). The internal audit function has due regard to Queensland Treasury's *Audit Committee Guidelines*.

The 2014–15 Audit Plan was developed and implemented as part of the strategic audit planning cycle 2014–18. The five-year Strategic Audit Plan for 2014–18 identified all major auditable areas and prioritised proposed audits with the aid of assessment criteria.

In identifying the topics for inclusion in the Annual Audit Plan for 2014–15, the following issues have been taken into consideration:

- the functions and duties imposed on Accountable Officers by the *Financial Accountability Act (FAA) 2009*
- management's concerns or problems
- previous internal and external audit coverage and other review findings
- current or proposed changes in management, organisational structure and activities of the Queensland Museum Network
- recent or impending changes in systems and in systems of internal control
- present or approaching reforms
- consultation with the Queensland Audit Office, Queensland Museum Network and CAA
- importance and complexity of systems including their robustness and reliability
- materiality, sensitivity, volatility and risk profiles (e.g. monetary value of transactions processed by the system or area).

The following reports were tabled at the FARMC meetings in 2014–15:

- Corporate Governance
- Performance Planning and Review
- Working with Children
- Collection Safety — Regional Campuses
- Queensland Museum Foundation and Harry West Trust Account
- Suspense Account Management.

## EXTERNAL SCRUTINY

In early 2013, the Queensland Museum Network engaged WSP Pty Ltd to conduct a work health and safety audit to test its compliance against the improved safety systems that were implemented by the Network following the enactment of the new legislation, using Australian Standards.

The Network achieved a positive result, with no non-conformances reported. The Queensland Museum Network finalised WSP Pty Ltd's recommendations during 2014–15. Additionally, Queensland Museum Network obtained a *Healthier, Happier, Workplaces* grant from Work Health and Safety Queensland to invest in the Queensland Museum Network health and wellbeing program — improving staff health and engagement overall.

The Queensland Museum Network completed the *People at Work* psychosocial risk assessment process with the final survey run in late 2014. The results indicated an overall increase in staff survey participation and a decrease in psychosocial risk factors with the workplace. Supervisors and managers also identified the health and wellbeing program as being integral to assisting staff manage stress.

## PUBLIC SECTOR RENEWAL PROGRAM

The Board of the Queensland Museum has not yet begun formal implementation of the public sector renewal program across the Queensland Museum Network. However, the Network is committed to ensuring our investment in human resources is effective and efficient, which is in line with the aims of the program.

## HUMAN RESOURCES

As at 30 June 2015 the Queensland Museum Network's permanent, full-time, equivalent staffing level was 245.92. The separation rate for permanent employees was 6.89%. Four of the 13 permanent employee separations were due to retirement.

## WORKFORCE PLANNING

Queensland Museum Network continued to align workforce capability with strategic priorities through workforce planning activities including:

- Transition planning and consultation for a re-aligned functionally based organisational structure, to promote collaboration and optimise resources across the network. The re-aligned structure was implemented on 1 July 2015.
- The continued application of the Queensland Government Leadership and Capability Framework to key human resources activity areas, including recruitment and selection, and performance planning and development.

- The use of surveys to identify areas of focus including specific training to improve the work environment for staff.

Queensland Museum Network maintains a package of flexible work arrangement options for staff — accessible via the intranet. As part of their *Reasonable Management Action* training during the year, managers were reminded of their responsibility to ensure staff are aware of these arrangements.

### TRAINING

Training and awareness sessions for managers and employees included:

- career planning
- job applications and interviews
- recruitment and selection strategies
- understanding job evaluations
- workplace bullying
- code of conduct
- ethical behaviour
- positive workplace behaviour
- reasonable management action
- project management.

### HUMAN RESOURCES POLICY FRAMEWORK

In 2014–15, preliminary work was undertaken to prepare for a review of the human resources policy framework scheduled for 2015–16.

### VOLUNTARY SEPARATION PROGRAM

The Queensland Museum did not participate in the Voluntary Separation Program.

## INFORMATION SYSTEMS AND RECORDKEEPING

The Queensland Museum Network complies with the legislation, standards and guidelines of the *Public Records Act 2002*, *Information Standard 40: Recordkeeping*, *Information Standard 31: Retention and Disposal of Public Records* and Queensland State Archives *General Retention and Disposal Schedule*.

During 2014–15, the Queensland Museum Network:

- Presented education programs on recordkeeping and HP TRIM to promote our responsibilities, as well as best practice records management.
- Conducted file audits of Queensland Museum records, in alignment with the Queensland Government Information Standard principles.
- Implemented a digitisation program to preserve physical records and to meet Queensland State Archives digital recordkeeping principles.
- Mentored and coached two Curtin University Students on their practicum placement for archival programs.
- Retained the Museum's public records in accordance with the Queensland General Retention and Disposal schedule and the Queensland Museum Retention and Disposal Schedule.
- Transferred non-Queensland Museum records (physical plans) to the Queensland State Archives after consultation with key stakeholders.

Disclosure of additional information:

Queensland Museum also publishes the following information on the Queensland Government Open Data website ([qld.gov.au/data](http://qld.gov.au/data))

- the complete Queensland Museum State Collection records for Natural and Cultural Environments specimens and objects.

# GLOSSARY

- C+C** Cobb+Co Museum
- CEP** Cultural Environments Program
- CSIRO** Commonwealth Scientific and Industrial Research Organisation
- DSITIA** Department of Science, Information Technology, Innovation and the Arts
- IMIT** Information Management and Information Technology
- MDO** Museum Development Officer
- MTQ** Museum of Tropical Queensland
- NEP** Natural Environments Program
- QM** Queensland Museum
- QMN** Queensland Museum Network
- QM&S** Queensland Museum & Sciencecentre
- TWRM** The Workshops Rail Museum

# COMPLIANCE CHECKLIST

SUMMARY OF REQUIREMENT	BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
<b>LETTER OF COMPLIANCE</b>	• A letter of compliance from the accountable officer or statutory body to the relevant Minister	ARRs – section 8 p 70
<b>ACCESSIBILITY</b>	• Table of contents	ARRs – section 10.1 p 1
	• Glossary	p 82
	• Public availability	ARRs – section 10.2 p 85
	• Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3 p 85
	• Copyright notice	<i>Copyright Act 1968</i> ARRs – section 10.4 p 85
• Information licensing	<i>QGEA – Information Licensing</i> ARRs – section 10.5 p 85	
<b>GENERAL INFORMATION</b>	• Introductory Information	ARRs – section 11.1 pp. 2–9
	• Agency role and main functions	ARRs – section 11.2 pp. 2–5, 26–28
	• Operating environment	ARRs – section 11.3 p 28
	• Machinery of Government changes	ARRs – section 11.4 n/a
<b>NON-FINANCIAL PERFORMANCE</b>	• Government objectives for the community	ARRs – section 12.1 p 26
	• Other whole-of-government plans / specific initiatives	ARRs – section 12.2 n/a
	• Agency objectives and performance indicators	ARRs – section 12.3 pp. 26–35
	• Agency service areas and service standards	ARRs – section 12.4 p 35
<b>FINANCIAL PERFORMANCE</b>	• Summary of financial performance	ARRs – section 13.1 p 36
<b>GOVERNANCE – MANAGEMENT AND STRUCTURE</b>	• Organisational structure	ARRs – section 14.1 p 73
	• Executive management	ARRs – section 14.2 p 76
	• Government bodies (statutory bodies and other entities)	ARRs – section 14.3 p 62
	• <i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4 p 79
<b>GOVERNANCE – RISK MANAGEMENT AND ACCOUNTABILITY</b>	• Risk management	ARRs – section 15.1 p 78
	• External Scrutiny	ARRs – section 15.2 p 80
	• Audit committee	ARRs – section 15.3 p 78
	• Internal Audit	ARRs – section 15.4 p 80
	• Information systems and recordkeeping	ARRs – section 15.5 p 81
<b>GOVERNANCE – HUMAN RESOURCES</b>	• Workforce planning and performance	ARRs – section 16.1 n/a
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2 n/a
<b>OPEN DATA</b>	• Consultancies	ARRs – section 17 ARRs – section 34.1 Attachment
	• Overseas travel	ARRs – section 17 ARRs – section 34.2 Attachment
	• Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3 n/a
	• Government bodies	ARRs – section 17 ARRs – section 34.4 n/a
<b>FINANCIAL STATEMENTS</b>	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1 p 69
	• Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2 pp. 70–71
	• Remuneration disclosures	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3 pp. 53–54

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual Report requirements for Queensland Government agencies*



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Queensland  
Government



QUEENSLAND  
MUSEUM NETWORK

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