

BOARD OF THE QUEENSLAND MUSEUM

ANNUAL
REPORT
2023–24

ACKNOWLEDGEMENT OF COUNTRY

First Nations stories and ancestral narratives are the heartbeat of who we are as a state and as a people. For more than 3,000 generations, through decades of exploitation, discrimination, displacement and violence, their unique and complex connection to Country, culture, and community has endured.

Queensland Museum acknowledges the First Peoples – the Traditional Custodians of the lands, waters and sky where we live and work. Queensland Museum pays respect to Elders past, present and future. We recognise our shared history and commit to challenging colonial legacies and embedding First Nations voices in Queensland's continuing story.

First Nations readers are advised that this document may contain the names of Aboriginal peoples and Torres Strait Islander peoples who are now deceased.

REPORT OF THE BOARD OF THE QUEENSLAND MUSEUM

21 August 2024

The Honourable Leeanne Enoch MP
Minister for Treaty
Minister for Aboriginal and Torres Strait Islander Partnerships
Minister for Communities
Minister for the Arts
GPO Box 806
BRISBANE QLD 4001

Dear Minister

On behalf of the Board of the Queensland Museum (the Board), I am pleased to submit for presentation to Queensland Parliament the *Board of the Queensland Museum Annual Report 2023–24* including audited financial statements and annual performance statement (hereafter Report).

The Report was considered by the Board today and accepted as a fair and accurate representation of performance for the period 1 July 2023 – 30 June 2024.

I certify that this Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*; and
- the detailed requirements set out in *Annual report requirements for Queensland Government agencies (2023–2024 reporting period)*.

A checklist outlining compliance requirements can be found at **Appendix F**.

Yours sincerely



Professor Margaret Sheil AO
Chair
Board of the Queensland Museum

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ABOUT US

Vision

To be a world class museum network: where everyone is welcome to discover Queensland and share authentic, inspiring stories.

Queensland is big. Our cultures, environments and perspectives are diverse. We are always learning and searching for answers.

Queensland Museum (QM) will break down barriers of distance, language, disability, ethnicity and gender to inspire curiosity through stories that matter to Queensland ... and the world. In doing so, we will connect communities, foster a society inspired by knowledge and equipped to make informed decisions to create a positive legacy for future generations.

Purpose

We celebrate the cultural, social and natural heritage of Queensland.

We are a social anchor: an iconic, trusted place for reflection, truth telling and debate, celebration and fun. We discover, preserve, research and share unique stories of Queensland and the world around us. We exist to bring people together through enriching experiences that invite inquiry and satisfy our innate curiosity as human beings.

Values

We 'care' for our collection, our community and our people.

- **Curious:** We investigate to understand and make meaning. We share knowledge to shape a positive future for our world.
- **Authentic:** We tell stories that create genuine connections and reflect our communities.
- **Respectful:** We celebrate the diversity of peoples and perspectives and act with integrity and truth.
- **Enterprising:** We act boldly, seize opportunity and find creative solutions for challenges together.

These values guide our decision making and the way we interact with each other and the world around us.

Priorities

Queensland Museum is committed to six priorities that will deliver our purpose and pursue our vision.

- 1. Customs, Cultures and Country:** We will celebrate the vibrant living cultures of Aboriginal peoples, Torres Strait Islander peoples and Pacific Indigenous peoples. We will acknowledge past injustices, tell hidden histories and embed First Nations voices as a vital, continuing thread in our organisational fabric.
- 2. The archive is alive and well:** We will shine a spotlight on Queensland's priceless collections, keep them safe, and bring back of house to front of house to demonstrate the importance of our natural, cultural and geological treasures.
- 3. Biodiversity champion:** We will preserve Queensland's unique biodiversity by applying research and knowledge to achieve real outcomes in wildlife and threatened species management, environment and reef protection, biosecurity, and ecosystem resilience.
- 4. Digital evolution:** We will harness new and emerging technologies to expand our reach, personalise experiences, deepen our impact and be more efficient and flexible in the way we work.
- 5. Captivated audiences:** We will strike a balance between expert knowledge and compelling outcomes to truly connect with diverse audiences in ways that inspire awe and wonder.
- 6. A museum without borders:** We will break down barriers and deliver authentic experiences, contemporary research and best-practice museum services to all Queenslanders, no matter where they live.

Profile

QM began its long history of service to the people of Queensland in 1862, when its predecessor, the Queensland Philosophical Society, received a grant of £100 and use of 'a large room' in the Windmill on Wickham Terrace, Brisbane to display specimens of natural history.

QM came under the responsibility of State Government in 1871. The name 'Queensland Museum' was officially adopted in 1876, and, after several temporary locations, QM moved into its first purpose-built premises at 159 William Street, Brisbane (now the Old State Library Building), in 1879; then the Exhibition Building on Gregory Terrace in 1899 and, finally, its current location as part of the Queensland Cultural Centre in 1987. In 2023, the site was renamed Queensland Museum Kurilpa, Brisbane. 'Kurilpa' honours the name given to the land on which the museum sits. It means 'place of water rats' in the local Jagera language.

QM expanded into a 'network' with the addition of Queensland Museum Tropics, Townsville and Queensland Museum Cobb+Co, Toowoomba in 1986, followed by Queensland Museum Rail Workshops, Ipswich and the Queensland Museum Collections and Research Centre, Hendra in 2002.

Today, QM stands as a celebrated cultural and scientific leader, caring for more than 15.2 million cultural objects, social artefacts, natural history specimens and geological treasures that illustrate Queensland's story and our place in the world.

QM's enabling legislation is the *Queensland Museum Act 1970* (the Act). The object of the Act is to contribute to the cultural, social and intellectual development of all Queenslanders.

The principles intended to guide the achievement of the Act include:

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

These principles manifest in everything QM does – be it evidence-based research, exhibitions, public programs, major events and education loans delivered across the state, and beyond. Our virtual museum online and bestselling popular publications captivate audiences at home and overseas, while our Museum Development Officers provide best-practice professional support for cultural heritage organisations caring for Queensland's distributed collections.

Queensland Museum

Opened 1986 | Queensland Cultural Centre, Brisbane
Traditional lands of the Jagera/Yuggera/Yagaruabul peoples and Turrbal peoples

Queensland Museum Kurilpa, Brisbane (Kurilpa) is the flagship campus of QM. Located at South Bank in the heart of Brisbane's Cultural Precinct, Kurilpa tells the story of Queensland's natural and cultural heritage through four permanent feature galleries: the *Anzac Legacy Gallery*; *Dinosaurs Unearthed: Explore Prehistoric Queensland*; *Wild State*; and the *Discovery Centre*.

These galleries are complemented by *SparkLab* and a calendar of QM-curated displays, national and international travelling exhibitions, public programs and events including the annual World Science Festival Brisbane (WSFB).

Behind the scenes, Kurilpa houses more than 500,000 State Collection items including representations of Aboriginal, Torres Strait Islander and Pacific Indigenous cultures; historical and contemporary objects that showcase communities; innovations and developments that have helped drive our society; and a remarkable biodiversity collection of terrestrial and marine fauna.

Queensland Museum Tropics

Opened 1987 | Townsville
Traditional lands of the Bindal peoples and Wulgurukaba peoples

Queensland Museum Tropics, Townsville (Tropics) is the northern-most site of QM. Tropics celebrates the cultures, customs and environments unique to Queensland's north, with feature galleries complemented by a range of touring exhibitions and a vibrant program of events.

Tropics is also the hub of QM's maritime heritage program and custodian of more than 9,000 archaeological objects recovered from HMS *Pandora*, other notable wrecks and the Langley Diving Collection.

Behind the scenes, Tropics houses more than 71,000 natural history specimens, the largest collections of reef building corals of the Great Barrier Reef and Staghorn corals of the world, and more than 9,800 artefacts significant to the Aboriginal peoples and Torres Strait Islander peoples of northern Queensland.

Queensland Museum Rail Workshops

Opened 2002 | North Ipswich
Traditional lands of the Jagera/Yuggera/Yagarabul/Ugarapul peoples

The multi-award-winning Queensland Museum Rail Workshops, Ipswich (Rail Workshops) stands as a living testament to the region's rich history as the birthplace of Queensland Rail.

This heritage site holds a significant place in the hearts of locals and visitors. It houses more than 17,000 State Collection items and displays exhibitions chronicling the evolution of the rail in Queensland. Rail Workshops is also a popular venue for weddings and community events and offers an engaging calendar of public programs including the annual *Day out With Thomas*.

Queensland Museum Cobb+Co

Opened 1987 | Toowoomba
Traditional lands of the Jagera/Yuggera/Yagarabul, Giabal peoples and the Jarowair peoples

Queensland Museum Cobb+Co, Toowoomba (Cobb+Co) is home to the National Carriage Collection of nearly 50 horse-drawn vehicles. Established to house the priceless Bolton Collection and named in honour of Australia's largest coaching company *Cobb & Co.*, the museum explores how horse-drawn vehicles shaped Queensland's social history.

A much-loved local icon, Cobb+Co is grounded in community and showcases the best of the Darling Downs region through a diverse schedule of exhibitions and events. Cobb+Co also offers a hands-on workshop program allowing visitors to experience heritage trades from the purpose-built, on-site National Carriage Factory

Queensland Museum Collections and Research Centre

Opened 2002 | Hendra
Traditional lands of the Turrbal peoples

The Queensland Museum Collections and Research Centre, Hendra (CRC) is the repository of more than seven million State Collection items, including the geosciences, mineralogy and archaeology collections; large scale history, transport and technology artefacts; and spirit-preserved biological specimens. CRC also serves as the metropolitan hub of QM's education loans program, which services hundreds of thousands of schools and community groups across the state.

CHAIR'S FOREWORD

It gives me great pleasure to present the annual report for 2023–24.

This year, QM continued to fulfill its purpose to celebrate the cultural, social and natural heritage of Queensland, achieving excellent outcomes that underscore an ongoing commitment to excellence.

The State Collection is the cornerstone of QM and a vital part of the national research infrastructure. Long-term care and preservation of this \$663 million asset continues to be a key priority, especially as we contend with the constraints of ageing infrastructure. During the year, we focussed on remediation of State Collection items housed at CRC while simultaneously undertaking targeted rationalisation to make better use of available storage.

We also focussed on renewal. This year, the Board contributed \$0.8M from cash reserves towards improvements at Rail Workshops. This investment has enhanced the visitor experience through integrated wayfinding, new outdoor activations and refurbishment of *Nippers Railway* as an indoor adventure playground *Play Central*.

A significant milestone was release of *Customs, Culture and Country: First Nations Strategy 2024–28*. The first of its kind for QM, this strategy reinforces our commitment to celebrating the vibrant, living cultures of Aboriginal and Torres Strait Islander peoples, acknowledging past injustices, revealing hidden histories, and embedding First Nations voices as a continuous, vital thread within our organisation. The strategy represents a collective commitment, with everyone across the organisation playing a critical role in its success.

One of the objectives of the strategy is to build a strong and sustainable First Nations workforce. The Board was proud to launch the First Nations Fellowship program this year thanks to generous support from the Queensland Museum Foundation. Our inaugural fellows Cheryl Leavy and Dylan Sarra commenced on 1 July 2024, and their work will generate new knowledge about the State Collection.

In a year marked by meaningful progress, the Board has also taken time to reflect on its own performance. In December 2023, we initiated a 12-month plan to improve our effectiveness and ensuring we are well-positioned to navigate the increasingly complex strategic landscape.

Collaboration remains at the heart of QM's success. On behalf of the Board, I extend heartfelt thanks to our donors, partners, supporters and community of friends. Your contributions empower QM to deliver significant public value and impact through our collections, research, exhibitions, programs and events. I also acknowledge the continued support of Queensland Government, in particular, the Honourable Leeanne Enoch, Minister for Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts for her passionate advocacy for our endeavours.

To the Chief Executive Officer, Executive Leadership Team and all employees, congratulations on your achievements and thank you for your unwavering dedication. To my fellow Board members, thank you for your insight and expertise, which has been invaluable.

As we look to the year ahead, I am excited by the opportunities to expand our reach and deepen our engagement with visitors. I am confident the next phase of QM's journey will bring continued growth and success.



Professor Margaret Sheil AO

Chair

Board of the Queensland Museum

CHIEF EXECUTIVE OFFICER'S OVERVIEW

QM has been entrusted with preserving and sharing the social, cultural and natural heritage of Queensland, its surrounding waters and near neighbours since 1862.

Over the years, QM has grown and changed to meet the needs of community while safeguarding our heritage for future generations. Today, QM stands at the intersection of evidence-based research and community engagement, igniting curiosity and fostering a deeper connection to the world around us.

In 2023–24, QM enriched the lives of more than seven million people across the state, and beyond. This included a record-breaking 2,258,782 visitors to Kurilpa. Here, dinosaurs reigned supreme with the international touring exhibition *Dinosaurs of Patagonia* designed by Museo Paleontológico Egidio Feruglio, followed by *Jurassic World by Brickman* a reimagining of the blockbuster film franchise created almost entirely from LEGO®.

These crowd-pleasing blockbusters were complemented by World Science Festival events in Brisbane, Gladstone, Ipswich, Toowoomba and Chinchilla which attracted more than 279,000 attendees, and contributed \$1.49 million to the Queensland economy. QM also developed and presented 13 exhibitions showcasing our collections and research. Highlights include *Insect Agency* displaying more than 1,700 insect specimens in myriad shapes, colours and species; *NGURRUWARRA / DERNDERNYIN: Stone Fish Traps of the Wellesley Islands* featuring a stunning panoramic 20-metre artwork; and *The Sunshine Route* celebrating 100 years of the iconic rail line connecting Brisbane to Cairns.

Our engagement extended online and across the state. QM employees and honoraries contributed to the knowledge economy, describing 101 species new to science, publishing 79 peer-reviewed papers and advancing research in the fields of cultural heritage, environment protection and ecosystem resilience. There were 4,444,672 visits to the QM website. Museum objects and curriculum-linked learning resources were accessed by 465,269 people via QM's education loans service. Our Museum Development Officers responded to 3,440 enquiries and provided disaster response and recovery support to independent and council-owned museums and historical societies across Queensland.

QM also continued our vital role as Queensland's state body for repatriation, returning Ancestral Remains held in care to Aboriginal peoples of Mapoon, and accepting into care Ancestral Remains and Secret Sacred objects returned from overseas and surrendered by the public. This year, we commenced negotiations with international collecting institutions regarding return of significant cultural heritage to Queensland. QM is committed to repatriation as a basic human right and a crucial step in the truth telling and healing journey for Queensland.

We are greater than the sum of our parts, and I acknowledge the great work and commitment displayed by QM employees every day. I recognise the strategic guidance and support of the Board, particularly our Chair Professor Margaret Sheil AO. My sincerest thanks to the many donors and partners across industry, academia and government for their generosity.

This has been a year of significant achievements, and I am immensely proud of the progress we've made in advancing our strategic priorities.



Dr Jim Thompson PSM
Chief Executive Officer
Queensland Museum

VALE

Mr Clive Armitage

A pillar of the community, Clive played an integral role in development of Cobb+Co as a member of the National Carriage Factory Campaign Committee (2004–10) and Friends of Cobb+Co Museum (2010–15). Clive's generosity and dedication to Toowoomba will inspire generations.

Mr Scott Carlisle

Scott dedicated his entire career to QM, joining the preparatory team in 1984. Proficient in moulding and casting, Scott quickly became renowned for his attention to detail and fine, intricate finishes. In 2007, he re-skilled, joining the photography team as Image Resource Officer. Here, he was instrumental in developing QM's bespoke Digital Asset Management System, a legacy that continues to this day.

Ms Vivian Moran

Viv's long association with QM began in 1997 when she joined an expedition of the HMS *Pandora* shipwreck. She participated in two more expeditions, sketching many of the recovered artefacts. Viv joined QM as a permanent employee in 2011, where she was the powerhouse behind popular community events and exhibitions at Tropics, demonstrating her passion for Townsville and North Queensland history.

BACKGROUND

Queensland Government objectives for community

QM is committed to supporting the Queensland Government's objectives for the community:

- **Good jobs:** good, secure jobs in our traditional and emerging industries.
- **Better services:** deliver even better services right across Queensland.
- **Great lifestyle:** protect and enhance our Queensland lifestyle as we grow.

Specifically, QM is:

- **supporting jobs** and contributing to Queensland's economy through employment of a multidisciplinary workforce of 262 full time equivalent staff (27 per cent of whom are based in regional Queensland) in support of knowledge generation and tourism outcomes.
- **investing in skills** by delivering targeted professional development opportunities to volunteer and community-run organisations caring for Queensland's distributed collections and significant cultural heritage.
- **connecting Queensland** through our network of museums in Brisbane, Ipswich, Toowoomba and Townsville; state-wide programming; and Museum Development Officer support.
- **educating for the future** by offering a Queensland-wide education loans service, free curriculum-linked learning resources and teacher professional development programs; and delivering audience-focussed experiences underpinned by original, evidence-based research and designed to foster lifelong learning.
- **protecting the environment** by describing, documenting and preserving Queensland's natural species diversity; leading research into critical ecosystems; raising awareness of climate change and biodiversity impacts; and implementing sustainable museum practices.

- **growing our regions** by buying local, presenting a vibrant calendar of exhibitions, programming and major events across Queensland and creating museum leadership capacity in regional and non-metropolitan areas.
- **honouring and embracing our rich and ancient cultural history** by repatriating Ancestral Remains, Secret Sacred objects and significant cultural heritage on behalf of Queensland Government; integrating First Nations cultures, language and knowledge in our organisational fabric; and leveraging our public platforms to support truth telling, Indigenous self-determination and agency.

QM contributes to a strong and sustainable arts and cultural sector by maintaining our standing as Queensland's lead agency for museum services and implementing initiatives identified in the *Engaging Queenslanders in science strategy 2021–24* and the 'Grow' phase of *Creative Together 2020–2030: A 10 Year Roadmap for arts, culture and creativity in Queensland*, including:

- **building Queensland's profile as a knowledge economy** by promoting STEM careers and increasing scientific literacy through World Science Festival events in Brisbane, Gladstone, Ipswich, Mackay, Toowoomba and Townsville; and presenting the annual Queensland Women in STEM Prize.
- **advancing Path to Treaty** by reframing relationships with Aboriginal peoples and Torres Strait Islander peoples; and including the voices, histories and perspectives of Queensland's First Nations peoples in everything we do.
- **increasing tourism outcomes** by creating and touring QM content and delivering major events that generate economic impact and raise Queensland's profile as a knowledge economy.
- **building community cohesion and inclusivity** by providing safe and trusted places for evidence-based reflection, truth-telling, debate, and celebration of brave new ideas.

Strategic Plan 2023–27

Follow your curiosity, the Strategic Plan 2023–27, describes five objectives that underpin all activities to fulfill our purpose, and achieve our vision.

1. **A collection like no other:** manage, preserve and curate our collections as the best example of Queensland's story – past, present and future.

Strategies:

- 1.1. Enhance collection development through relevant, responsible and sustainable approaches.
- 1.2. Future-proof Queensland's collections by investing in best practice collection care, management and storage solutions.
- 1.3. Support Queensland's distributed collections and significant cultural heritage under the care of local, national and international communities.

Key performance indicators:

- Proportion of collection spaces that meet industry benchmarks.
 - Increase in collection accessibility.
 - Number of items identified for deaccessioning or dispersal.
 - Engagements with regional heritage organisations and communities caring for Queensland's distributed collections.
2. **Knowledge becomes wisdom:** increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.

Strategies:

- 2.1. Focus research on collection strengths and outcomes aligned with state, national and international priorities.
- 2.2. Build research capacity through partnerships and collaboration with government, industry, academia and community.
- 2.3. Demonstrate thought leadership by taking an active role in public discourse and sharing knowledge with audiences across new and varied platforms.

Key performance indicators:

- Proportion of current research projects linked to collection focus areas and/or current state or national priorities.
 - Increase in original research published in the public domain.
 - Return on investment in research.
3. **Transformational engagement:** embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change.

Strategies:

- 3.1. Integrate First Nations cultures, languages, knowledge and histories in everything we do and affirm our role as Queensland's lead agency for repatriation.
- 3.2. Create exciting, accessible, audience-focussed experiences that highlight collection and research strengths and respond to contemporary social issues.
- 3.3. Present world-class exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

Key performance indicators:

- Increase in First Nations repatriation engagements.
 - Number of public visits onsite, offsite, and online.
 - Increase in programs co-designed with communities.
 - Audience satisfaction.
4. **160 years young:** be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.

Strategies:

- 4.1. Grow philanthropic, corporate and commercial revenue and optimise existing funding streams to sustain operations and seed new initiatives.
- 4.2. Ensure we have the best built and digital infrastructure to deliver our vision sustainably.
- 4.3. Establish an evidence-based performance framework that includes qualitative and quantitative measures of success.

Key performance indicators:

- Percentage of non-government revenue as a percentage of total revenue.
 - Improvement in Facilities Condition Index¹.
 - Average cost for access to museum services (base operating grant).
5. **Our people:** create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence.

Strategies:

- 5.1. Attract and develop a diverse, innovative workforce valued for their individual skills and experience.
- 5.2. Establish a dynamic, agile culture that embraces work, health and safety (WHS) practices.
- 5.3. Sustain strong leadership and governance, ethical decision making and appropriate risk management.

Key performance indicators:

- Employee engagement in the annual Working for Queensland survey.
- Percentage of scheduled *Innovate* Reconciliation Action Plan activities completed.
- Percentage of scheduled Enforceable Undertaking activities completed.

The Strategic Plan 2023–27 was not modified during the reporting period.

¹Facilities Condition Index is an industry tool measuring the condition of constructed assets at a point in time. Zero = excellent condition.

Operating environment

Museums are essential to our creative and cultural landscape, providing authentic experiences underpinned by scientific rigour.

In a world overflowing with data, constant information access, on-demand news, social media, and abundant virtual interactions, people crave real experiences and meaningful connections.

Authority and authenticity matter. The role of the modern museum is to democratise collections and research, engage with public discourse, take a stand on critical issues, showcase diverse perspectives and encourage debate.

QM must enhance traditional ‘bricks-and-mortar’ offerings with personalised experiences accessible anytime, anywhere. Most importantly, QM must offer safe spaces for people to gather, socialise, and discuss critical issues.

Like any organisation operating in modern society, QM faces social, economic, political, environmental and technological issues, including:

- unpredictable impact of natural disasters and extreme weather, global pandemics, terrorism, cyber security threats and similarly uncontrollable events on service delivery, systems integrity, attendance and visitor confidence.
- maintaining relevance and meeting the needs of our diverse audiences within funding constraints.
- balancing ageing building infrastructure with legislative requirements to store, manage and curate the \$663 million State Collection.
- attracting and retaining talent in highly competitive markets.

QM manages risk by making informed, pragmatic decisions underpinned by our vision, values and priorities.

Operational Plan 2023–24

The Operational Plan 2023–24 describes the focus activities for the current financial year required to achieve the objectives expressed in the Strategic Plan 2023–27.

Focus activities for 2023–24 included:

- continue to future-proof the State Collection by investing in best-practice collection care, management, and digitisation initiatives.
- integrate the languages, knowledge and histories of Aboriginal and Torres Strait Islander peoples in everything we do and affirm our role as Queensland’s lead agency for repatriation.
- reinforce our position as a leader in the preservation of Queensland’s cultural and natural heritage through high quality research, knowledge dissemination and advocacy in priority areas of climate change, essential ecosystems, and the Great Barrier Reef.
- create accessible, audience-focussed experiences that highlight collection and research strengths, respond to contemporary social issues and drive tourism and commercial outcomes.
- remain responsive to the needs of communities in regional and outer metropolitan areas via a state-wide network of public museums; education loans service; virtual museum online; popular publications; and best practice professional support.

The Operational Plan 2023–24 was not modified during the reporting period.

Looking ahead 2024–25

Activities in the forthcoming year will be guided by five objectives: collections, research, engagement, sustainability and people.

Priority focus activities for the Operational Plan 2024–25 include:

- future-proofing the State Collection, investing in best-practice collection care, management, and digitisation initiatives.
- integrating the languages, knowledge and histories of Aboriginal peoples and Torres Strait Islander peoples in everything we do, and champion repatriation.
- generating multidisciplinary research focussed on real-world outcomes in priority areas of climate change, essential ecosystems, and the Great Barrier Reef.
- creating accessible, multi-channel, audience-focussed experiences that deepen engagement with collections and research and respond to contemporary social issues.
- delivering world-class exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.
- grow philanthropic, corporate, and commercial revenue and optimise existing funding streams to sustain operations and seed new initiatives.
- attracting and developing a diverse, innovative workforce valued for their skills and experience.

OUTCOMES

Performance measures

	Notes	2023–24 Target	2023–24 Actual
1. A collection like no other: manage, preserve and curate our collections as the best example of Queensland's story – past, present and future			
Proportion of collection spaces meeting industry benchmarks.	1	70%	41%
Increase in collection accessibility	2	5%	16.1%
Items identified for deaccessioning or dispersal	3	750m ²	871m ²
Engagements with arts, cultural and collecting institutions and First Nations Keeping Places across the state	4	4,500	3,127
2. Knowledge becomes wisdom: increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.			
Current research projects linked to collection focus areas and/or current state and national priorities.		100%	100%
Increase in original research published in the public domain	5	495	2,886
Investment in research		2:1	2:1
3. Experiences and engagement: embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change			
Increase in First Nations repatriation engagements	6	20	22
Number of visits to QM onsite and at touring venues [Service Delivery Standard]	7	2,060,000	2,629,907
Increase in programs co-designed with communities	8	5	9
Audience satisfaction [Service Delivery Standard]	9	95%	96%

	Notes	2023–24 Target	2023–24 Actual
4. 160 years young: be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.			
Non-government revenue as a percentage of total revenue [Service Delivery Standard]	10	28%	39.05%
Improvement in Facilities Condition Index	11	9.57%	9.87%
Average cost for access to museum services (base operating grant) [Service Delivery Standard]	10	\$10.73	\$9.81
5. Our people: create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence			
Scheduled <i>Innovate</i> Reconciliation Action Plan activities completed		100%	100%
Scheduled Enforceable Undertaking activities completed		100%	100%
Employee engagement in <i>Working for Queensland</i> survey	12	70%	56%

Notes

- 1 Unfavourable result due to ageing infrastructure that is no longer fit for purpose.
- 2 Favourable result due to increased public display of State Collection items through QM-curated exhibitions and more views via the Collections Online section of the QM website.
- 3 Favourable result due to commencement of stage one of the State Collection rationalisation project.
- 4 Unfavourable result due to unplanned reduction in employee resourcing (long-service leave and maternity leave); and a focus on disaster recovery from flooding in north Queensland, which equates to one continuous engagement over multiple weeks/months.
- 5 Includes 101 species new to science described by QM employees and honoraries; 1,584 media articles, blog posts and social media stories related to QM research; 1,121 new information sheets/learning resources published on the QM website; 79 peer-reviewed papers (**Appendix B**) and 1 new popular title published. This metric was introduced in 2023–24 and the initial target set too low.
- 6 Favourable result due to amplified repatriation activity and increase in items surrendered.
- 7

ONSITE: 2,258,782 visitors at Kurilpa, including 129,534 visitors to *SparkLab*; 90,316 visitors at Rail Workshops; 122,329 visitors at Cobb+Co and 90,213 visitors at Tropics.

OFFSITE: 4,278 attendances at WSFQ Gladstone (28–29 July 2023); 2,549 attendances at WSFQ Chinchilla (7–8 June 2024); 2,930 attendances at WSFQ Gladstone (21–22 June 2024); and 58,518 attendances at WSFB 2024 events held across Brisbane (events held at Kurilpa included in onsite visitation for Kurilpa).
- 8 Favourable result due to activities described in *Innovate Reconciliation Action Plan* (launched 1 December 2024) and *Customs Culture and Country: First Nations Strategy 2024–28* (launched 11 April 2024).
- 9 Favourable result attributed to success of *Dinosaurs of Patagonia* (Kurilpa, 17 March – 2 October 2023); *Jurassic World by Brickman* (Kurilpa, 8 December 2023–14 July 2024) and WSFB (15–24 March 2024).
- 10 Favourable result due to higher than anticipated ticket revenue for *Dinosaurs of Patagonia* (Kurilpa, 17 March – 2 October 2023); *Jurassic World by Brickman* (Kurilpa, 8 December 2023 – 14 July 2024) and WSFB (15–24 March 2024).
- 11 Unfavourable result due to delays completing facilities and infrastructure projects.
- 12 Unfavourable result attributed to reduced time available to complete the Working for Queensland Survey.

Strategic objective 1: A collection like no other

Manage, preserve and curate our collections as the best example of Queensland's story – past, present and future.

1.1 Enhance collection development through relevant, responsible and sustainable approaches.

QM has been building collections of the social, cultural, natural and geological heritage of Queensland, its surrounding waters and near neighbours since 1862. Every year, the State Collection expands through donations and bequests, fieldwork, commissions, purchases and exchanges.

During the year, 7,440 cultural heritage objects and biological specimens were accessioned into the State Collection.

Highlights include:

- *Ghost Nets of Pormpuraaw*, 22 large-scale artworks representing shark, pelican, stonefish, crab, octopus and other culturally significant creatures created by Catherine Coleman, Christine Holroyd, Jones Holroyd, Lillian Jackson, Steven Kepper, Eric Norman, Michael Norman and Syd Bruce Shortjoe from Pormpuraaw Art and Culture Centre. A flourishing creative hub in Queensland's Gulf of Carpentaria, 250 kilometres south of Weipa, the Pormpuraaw Art and Culture Centre is world-renowned for recycling dumped, washed up fishing nets, known as Ghost Nets, into stunning, large-scale colourful sculptures. The *Ghost Nets of Pormpuraaw* were displayed in the Whale Mall at Kurilpa from 15–24 March 2024 as part of WSFB 2024.
- several species of hard and soft corals from field expeditions Great Sandy Marine Park off the Fraser Coast.
- 'yes' and 'no' ephemera associated with the 2023 Voice to Parliament referendum including garments, accessories and lengths of fabric conceived and created by Darren Blackman, a proud Gureng Gureng/Gangalu man from Queensland's central coast with maternal South Sea Island heritage from Vanuatu from his body of work *Language of Intent*.
- dozens of fossil specimens representing the Triassic period, recovered from field expeditions of localities west of Mackay and Townsville.

The State Collection is accessible to the public through display in permanent galleries and temporary exhibitions; loans for display and research; and online via the QM website and Atlas of Living Australia.

During the year, 5,443 State Collection items were displayed in permanent galleries and/or temporary exhibitions at one of QM's four public museums. A further 1,921 items were loaned to 45 institutions including Queensland Art Gallery/Gallery of Modern Art, Brisbane; Hinkler Hall of Aviation, Bundaberg; and Museum of Contemporary Art Australia, Sydney.

Photographs and summary information – including scientific description, provenance and significance – for 823,787 State Collection items were also available on the 'Collections Online' section of the QM website. An additional 900,000 biodiversity datasets are published on the Atlas of Living Australia, a collaborative, digital, open infrastructure funded by the Australian Government through the National Collaborative Research Infrastructure Strategy and hosted by CSIRO. During 2023–24, these datasets were accessed 10,085 times (equating to 16.8 million downloads), for the purposes of ecological research, environmental assessment, conservation management, species modelling and taxonomy.

1.2 Future-proof Queensland's collection by investing in best practice collection care, management and storage solutions.

QM is responsible for the control and management of the State Collection: more than 15.2 million cultural objects, social artefacts, natural history specimens and geological treasures that illustrate Queensland's story and place in the world. This requires the expertise of conservation and collection management professionals, as well as museum-grade environmental conditions for the display and/or long-term storage of the State Collection.

In 2020–21 QM received \$9.1 million over four years (2021–22, 2022–23, 2023–24, 2024–25) in services funding to Arts Queensland for priority backlog maintenance. Approximately \$4.2 million of this funding has been allocated to remediation of State Collection items housed at CRC. In the past three years, a range of interventions to improve environmental conditions have been implemented and 28,925 State Collection items have been rehoused, assessed, treated and rehoused as a result of this investment. In 2023–24 alone, QM rehoused 9,000 geosciences specimens; assessed and conserved 27,758 archaeology items; and commenced treatment and rehousing of 6,671 coral specimens.

In August 2023, QM commenced stage one of a multi-stage collection rationalisation project, designed to optimise collection storage space by identifying objects, artefacts and specimens suitable for deaccessioning or disposal. An ancillary benefit of the project is enhanced knowledge of State Collection items and establishing significance where none currently exists.

Other collection-based activities throughout the year included:

- treatment of 380 State Collection items including the kedge anchor from the HMCS *Mermaid* that wrecked on Flora Reef off the coast of Queensland in the Coral Sea in 1829.
- a condition assessment of *Mephisto* the sole surviving A7V Sturmpanzerwagen in the world.
- audit and rehousing 5,000+ items that comprise the HMS *Pandora* Collection, collected over nine seasons of excavations.
- revisions to the *Collection Acquisition Policy; Deaccessioning or Disposal Policy* and *Collection Loans Policy* allowing QM to retain its status as an ‘approved’ borrowing institution under the Australian Government’s Protection of Cultural Objects on Loan (PCOL) Scheme.

1.3 Support Queensland’s distributed collections and significant cultural heritage under the care of local, national and international communities.

The Museum Development Officer (MDO) program was established in 1998 to fulfil QM’s legislated responsibility to provide support to museums and historical societies caring for Queensland’s distributed collections.

Five MDOs; operating from Cairns and QM’s three regional museums; provide professional museum advice, support and training to regional communities, local governments and collecting organisations across the state.

In 2023–24, the MDOs responded to more than 3,127 enquiries and delivered 17 formal service level agreements.

Highlights include:

- disaster preparedness and response workshop for museums and galleries on the Sunshine Coast.
- collection management training, preservation assessments and exhibition development for the Vera Scarth-Johnson Gallery Association Inc., and Natures Powerhouse, Cooktown.
- collection management and significance workshop in Tambo.
- flood remediation at the Australian Sugar Industry Museum, Mourilyan.
- stakeholder engagement sessions for the Douglas Shire Council to gauge community views and expectations of a new museum proposed for Port Douglas.
- exhibition installation at Stockham House Museum, part of Ravenswood Gold, Ravenswood, and the Gab Titui Cultural Centre, Thursday Island.

Strategic objective 2: knowledge becomes wisdom

Increase visibility, understanding and appreciation of Queensland’s natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.

2.1 Focus research on collection strengths and outcomes aligned with state, national and international priorities.

Taxonomy – the science of naming, describing and classifying living organisms – remains the focus of research conducted by QM’s Biodiversity and Geosciences team.

In 2023–24 101 species new to science were described and published by QM employees and honoraries. Highlights include:

- Dr Tom Bridge (Senior Scientist and Curator, Corals) and colleagues from James Cook University and the National Museum of Natural History (Smithsonian Institute) described *Acropora tenuissima* and *Acropora rongoi*; the first new species of staghorn coral from the Great Barrier Reef since the 1980s. The research examined and compared coral genomes and revealed what was considered a single species is actually several distinct, and before now undescribed species.

- 48 species of ground hunting spiders from the family Miturgidae, resulting from a decades-long study led by retired arachnologist Dr Robert Raven during his later years at QM. Several of the species were named in honour of notable scientists, curators and those involved within the arachnid community, including former Channel Ten *Totally Wild* presenter Ranger Stacey Thomson.
- Dr Michael Rix (Principal Scientist, and Curator Arachnology) and a colleague from the Western Australian Museum scientifically described *Austrarchaea andersoni*, a new species of Australian assassin spider. The discovery is the result of year-long survey of upland rainforest in the Conway National Park in the Whitsunday region.
- Dr John Stanisc OAM (Honorary), Dr Lorelle Stanisc (Honorary) and colleagues from the Australian Museum scientifically described *Figuladra finlaysoni*; *Figuladra bromileorum*; *Figuladra vidulus*; and *Figuladra robertirwini* four new species of land snail. The latter was named in honour of Queensland conservationist and wildlife photographer Robert Irwin.

QM's collections of material culture and historical items provide a tangible link to human innovation and experience, and document how people react to societal and environmental change. Some of the social and cultural research projects conducted during the year include:

- Mr Nicholas Hadnutt (Senior Curator, Archaeology) and Mr Lincoln Morse (Assistant Collection Manager, Archaeology) travelled to Quinkan Country in the rural town of Laura, 310 kilometres north of Cairns, to record several significant rock art sites using 3D photogrammetry.
- Ms Judith Hickson (Curator, Queensland Stories) hosted historians from Our Chinese Past Inc.; a non-profit organisation dedicated to researching Chinese-Australian history and heritage; who were interested QM's Chinese collections, particularly those related Kwong Sang and Co., a department store in Toowoomba established by Chinese immigrant Hock Sing in 1883.
- Dr Geraldine Mate (Principal Curator, History, Industry and Technology) and Ms Imelda Miller (Curator, First Nations Cultures) concluded *Archaeology, Collections and Australian South Sea Islander Lived Identities*. A collaboration between Australian South Sea Islander organisations in Ayr, Mackay, Rockhampton, and Joskeleigh and researchers from Federation University, QUT, University of Sydney, and The University of Queensland, this project highlights the distinctive and largely untold cultural heritage of Australian South Sea Islander peoples.

- Dr Liz Bissell (Senior Curator, Queensland Stories) commenced *Materiality of Maternity*. This research project will explore the representation of motherhood and maternity in the State Collection; investigate the impact of contemporary understandings of these themes on our identity as individuals and a society; and examine the social issues arising from assisted reproductive technologies and other modern advancements.
- Mrs Jennifer High (Senior Curator, Transport and Energy) and Miss Amy Goldston (Curator, Cobb+Co) conducted research on the National Carriage Collection of horse-drawn vehicles in preparation for the centenary celebrations of Cobb & Co.'s final Queensland journey, between the south-western towns of Yulebah to Surat in 14–17 August 1924.

QM is committed to high-quality scholarship to deliver taxonomic and cultural heritage research outcomes. This goal can only be achieved in partnership with others.

A summary of all current research grants is provided at **Appendix A**.

New research collaborations established in 2023–24 include, *inter alia*:

- Dr Merrick Ekins (Collection Manager, Sessile Marine Invertebrates), Mr Jeff Johnson (Collection Manager, Ichthyology), Dr Marissa McNamara, Collection Manager, Crustacea) and Mr Darryl Potter (Collection Manager, Malacology) took part a shore survey of Redcliffe Point Reef, guiding marine science students from The University of Queensland through identification and interpretation of local marine fauna.
- Dr Tom Bridge (Senior Scientist and Curator, Corals) travelled to Lizard Island Research Station with colleagues from the University of St Andrews (Scotland) and University of Hawaii (USA). The field work was part of a long-term study to track the abundance and demographic changes of coral communities over time and measure the impact of major climatic events using photomosaics.
- Dr Andrew Amey (A/Senior Scientist and Curator, Herpetology) led a scientific survey of the Mount Surprise region, 300 kilometres north of Cairns, in search of the *Lyon's Grassland Striped Skink*, *Limbless Fine-lined Slider* and *Mount Surprise Slider*, three species of highly threatened reptiles, as part of the Resilient Landscapes Hub of the Australian Government's National Environmental Science Program.

2.2 Demonstrate thought leadership by taking an active role in public discourse and sharing knowledge with audiences across new and varied platforms.

QM is a key player in the knowledge industry. Our expertise, scholarship and scientific rigour authenticate the stories told, ideas shared, and conclusions drawn. Research themes respond to breaking news, scientific discovery and societal issues.

In 2023–24 QM's topical and ground-breaking research was also disseminated in a range of forums, as follows:

- the second edition of *Backyard Insects of Brisbane* was released in August 2023. Written by Dr Chris Burwell (Senior Scientist and Curator, Entomology) this best-selling pocket guide identifies the great diversity of insects found in backyards across in Brisbane and wider southeast Queensland.
- Dr Maddy McAllister (Senior Curator, Maritime Archaeology) and Ms Sophie Price (A/Senior Museum Development Officer) travelled to Canberra to take part in the joint Australian Institute for Maritime Archaeology and International Committee on the Underwater Cultural Heritage Conference hosted by the Australian Government Department of Climate Change, Energy, the Environment and Water on 14–15 September 2023. They presented on the HMS *Pandora* Gallery at Tropics, describing how the gallery has evolved and maintained relevance over its 22-year lifespan.
- Dr Geraldine Mate (Principal Curator, History and Technology) and Ms Imelda Miller (Curator, First Nations Cultures) presented at the Australasian Society for Historical Archaeology Conference in Mackay on 19–23 September 2023. Their presentation focussed on outcomes of *Archaeology, collections and Australian South Sea Islander lived identities* project (refer page 19).
- Dr Michael Rix (Principal Scientist and Curator, Terrestrial Biodiversity), Dr Andrew Rozefelds (Principal Scientist and Curator, Geosciences) and Dr Scott Cutmore (Senior Scientist and Curator, Parasitology) attended *Biosystematics 2023* in Canberra on 26–30 November 2023, presenting research on trapdoor spiders, bracken and reef fish parasites respectively.
- QM employees shared insights into their work and research in the family friendly *Everything You Need to Know About* conversation series traversing topics including parasites, shipwrecks, insects at WSFB 2024 (see also page 25).

- Mr Dany Williams (Senior Manager, Repatriation) met with senior students from Kelvin Grove State College to discuss repatriation, legislation and human rights, in response to an assignment that tasked them with determining if Australia is compliant with the *United Nations Declaration on the Rights of Indigenous Peoples*, considering museums, such as QM, hold Ancestral Remains and Secret Sacred items belonging to First Nations peoples.
- Dragonflies and damselflies of south-east Queensland* was released in April 2024. Developed in partnership with the Queensland Naturalist's Club Inc., this 128-page pocket guide includes colourful images of each species and helpful identification tips.

The *Memoirs of the Queensland Museum* continues to share new knowledge from research on the material evidence, traditions and history of the natural, ancient and cultural environments of Queensland and adjacent land and seas.

In 2023–24, QM employees and honoraries published 81 peer-reviewed articles in *Memoirs of the Queensland Museum* and other journals (refer **Appendix B**).

Highlights from *Memoirs of the Queensland Museum* include::

- Dr Peter Allsopp (Honorary) and Ms Karin Koch (Assistant Collection Manager, Entomology) conducted a comprehensive review of 87 species group names of Scarabaeoidea (Coleoptera) holdings, checking accuracy of specimen identification, cross-referencing with the collection database, updating specimen labels and records as required. The process was documented in *Review of the type status of some Scarabaeoidea (Coleoptera) held by the Queensland Museum*.
- Dr Patrick Couper (Senior Scientist and Curator, Herpetology) and others published *Morphology of hybrid marine turtles *Caretta caretta* x *Chelonia myda**. This paper – the result of a 30-year collaboration between QM, Department of Environment, Science and Innovation, and Sea World – describes the different physical characteristics of Loggerhead/Green Sea turtle hybrids and their purebred parents, allowing identification of hybrids without genetic assessment.
- Dr Kathryn Ebert (Scientist and Curator, Entomology), Dr Geoff Monteith (Honorary) and others published *The response of dung beetles (Coleoptera: Scarabaeinae) to environmental stress correlates with nesting behaviour – an Australian study*. This three-year study surveyed changes in dung beetle populations affected by drought and bushfire.

Strategic objective 3: Transformational engagement

Embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change.

3.1 Integrate First Nations cultures, languages, knowledge and histories in everything we do and affirm our role as Queensland's lead agency for repatriation.

QM recognises Aboriginal peoples and Torres Strait Islander peoples as the first scientists, storytellers, traders and diplomats of Queensland.

In April 2024, QM launched *Customs, Culture and Country: First Nations Engagement Strategy 2024–28*. The first of its kind in QM's 162-year history, *Customs, Culture and Country: First Nations Engagement Strategy* represents an organisation-wide commitment to celebrate the richness and diversity of Aboriginal peoples and Torres Strait Islander peoples; acknowledge past injustices; tell hidden histories; and elevate First Nations voices in the State Collection, and QM exhibitions, research, programs, and major events.

Other highlights include:

- *Mangal Bungal: Clever Hands* was presented at Kurilpa from 7–9 July 2023 in celebration of NAIDOC Week. This cultural event, co-created with the Dingaal community, traditional custodians of Jiigurru (Lizard Island), marked the closing of the *Connections Across the Coral Sea* exhibition (Kurilpa, 19 August 2022 – 2 July 2023). Over the course of three days, the Dingaal community shared their traditional stories through dance, storytelling, hands-on workshops and immersive digital projections, giving visitors a unique opportunity to understand their deep connection to Country and the cultural and historical significance of the Coral Sea, as showcased in the exhibition.
- *Have another Look Captain Cook!* was held at Cobb+Co from 31 July – 4 August 2023 attracting more than 1,500 participants. This annual celebration recognises NAIDOC Week, the National Aboriginal and Torres Strait Islander Children's Day and International Day for the World's Indigenous People. It includes traditional music, dance, storytelling and crafts, and pays homage to the history and culture of Australia's First peoples – and the many things Captain James Cook did not see when he 'discovered' Australia in 1770.

- *Innovate*, QM's second Reconciliation Action Plan, was released on 1 December 2023. This ambitious, two-year plan is focused on developing and strengthening relationships with Aboriginal and Torres Strait Islander communities; engaging employees and stakeholders in reconciliation; and developing and piloting innovative strategies to empower Aboriginal peoples and Torres Strait Islander peoples.
- The inaugural First Nations Fellowships were awarded on 11 April 2024 to Cheryl Leavy, a Kooma (Guwamu) and Nguri author from south-west and central Queensland; and Dylan Sarra, a Gooreng Gooreng, Taribelang artist from central Queensland. Supported by the Queensland Museum Foundation, the First Nations Fellowship is a 12-month professional development and research opportunity for Aboriginal peoples or Torres Strait Islander peoples working in, or aspiring to work in, arts and cultural heritage or the galleries, libraries, and museums sector. The Fellows will each receive a stipend of \$20,000, workspace and access to the State Collection, staff expertise and support.
- QM celebrated National Reconciliation Week 2024 (5 May – 3 June 2024) with dedicated programming including a special edition of *Little Learners*, hosted by First Nations performing arts organisation Big Eye Theatre at Tropics; a *Reconciliation Week Film Series*, featuring a selection of documentaries highlighting First Nations culture, perspectives and achievements of trailblazers including Neville Bonner and Oodgeroo Noonuccal at Rail Workshops; and demonstrations by celebrated Bigambul artist, Cheryl Moggs OAM at Cobb+Co.
- Six of the artists featured in *NGURRUWARRA / DERNDERNYIN: Stone Fish Traps of the Wellesley Islands* (Kurilpa, 3 May – 24 November 2024) travelled to Kurilpa on 30 May 2024, where they were welcomed with a smoking ceremony before taking part in an Artists in Conversation event moderated by Dr Sean Ulm Distinguished Professor of Archaeology at James Cook University.

As of 30 June 2024, QM cares for approximately 1,394 Ancestral Remains and Secret Sacred objects belonging to First Nations peoples from Australia and the Pacific. Most were 'acquired' before 1970, having largely been taken – non-consensually – by illegal and disrespectful means for scientific research, public education and display. These colonial collecting practices are now recognised as inappropriate, as they perpetuated the systemic injustice and subjugation of First Nations peoples.

Over the past 30 years, QM has taken deliberate steps to address our chequered relationship with First Nations' peoples. This includes acknowledging past wrongs with a public apology and partnering with government and First Nations communities across the globe to complete more than 200 repatriations of Ancestral Remains and Secret Sacred objects to Country and community across the globe.

Today, QM is recognised by the Australian Government as the state body responsible for repatriation in Queensland. QM maintains a 'Keeping Place' for Ancestral Remains and Secret Sacred objects that are unprovenanced or held 'in care by request' of First Nations communities in accordance with the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003*.

QM adheres to the *Australian Government Policy on Indigenous Repatriation* and follows the recommendations set out in the *United Nations Declaration on the Rights of Indigenous Peoples* and does not provide access or disclose detailed information relating to Ancestral Remains and Secret Sacred items in custody without the free, prior and informed consent of peoples and/or communities with a demonstrated familial link.

In the 2023–24 State Budget, the Queensland Government committed \$4.58 million over five years for QM to amplify repatriation of Ancestral Remains and Secret Sacred objects.

During the year, QM:

- repatriated three Ancestral Remains to the Tjungundji, Yupungathi, Taepadhighi, Mbakwithi, Thankakwithi and Anathangay peoples of Mapoon.
- facilitated repatriation of 'Awumpan', an Aboriginal Ancestor that had been held in care of the Victorian Aboriginal Heritage Council and Museums Victoria since 1933, to her Country and family on the Weipa Peninsula. The Queensland Government promised to return this Ancestor as part of the gift giving ceremony for the granting of a Native Title Claim in Cape York.
- established and recruited five, fixed-term temporary positions to engage and enhance QM's relationships with First Nations peoples and coordinate care and management activities within the Keeping Place.
- commenced negotiations with the Museum of Vancouver, Vancouver (Canada) regarding the return of Secret Sacred objects and significant cultural heritage.
- accepted into care 10 Ancestral Remains returned by international institutions and surrendered by the public, including four Torres Strait Islander Ancestors that had been held by the Natural History Museum, London (United Kingdom) for more than 100 years.

In November 2023, QM received into care the Mer Weswes Collection: 141 coral specimens endemic to Meriam Nation, which comprises Mer, Erub and Ugar Islands and surrounding waters in the Torres Strait. Weswes is the Mer word for 'coral'. The Mer Weswes Collection was originally collected in 1913 by Alfred G. Mayer, a biologist and zoologist from the Carnegie Institution of Washington (USA) and deposited at the Smithsonian National Museum of Natural History. After several years of negotiation led by the Meriam Nation Elders (through the Mer Gedkem Le (Torres Strait Islanders) Corporation; the Gur A Baradharaw Kod Torres Strait Sea and Land Council and Torres Strait Islander and Aboriginal Corporation; and the Torres Strait Regional Authority) the Mer Weswes Collection was transferred from the Smithsonian to QM, with the intent that they will eventually be repatriated to Country and community.

3.2 Create exciting, accessible, audience-focussed experiences that highlight collection and research strengths and respond to contemporary social issues.

From intimate 'back-of-house' tours to international travelling exhibitions and state-wide initiatives, QM is continually refining and evolving its programming, seeking new ways to engage audiences and bring people together to create a collective sense of wellbeing.

In 2023–24, QM delivered 566 public programs, attracting more than 58,000 attendances, particularly during the December 2023 – January 2024 school holiday period.

Highlights include:

- 59 hands-on workshops in blacksmithing, coopering, rustic furniture making, leather plaiting, silversmithing and other heritage trades, attracting 416 participants to Cobb+Co and Rail Workshops. These workshops are pivotal in preserving Queensland's history and heritage skills and are popular rehabilitation opportunities for members of the Returned Services League and National Disability Insurance Scheme communities.
- continuation of the hugely popular *After Dark* for 18+ audiences and family friendly *A Night at the Museum* events at Kurilpa, as well as a series of new art workshops and sensory friendly sessions to augment the museum and temporary exhibitions including, *Dinosaurs of Patagonia* (Kurilpa, 17 March – 2 October 2023), *Insect Agency* (Kurilpa, 15 September 2023 – 7 July 2024) and *Jurassic World by Brickman* (Kurilpa, 9 December 2023 – July 2024).
- 13 STEM professional development sessions were delivered to more than 210 teachers in Gladstone, Chinchilla, Dalby, Brisbane as part of the Future Makers partnership with Shell's QGC business.

- *Live on the Hill – Big Bands* was held at Rail Workshops on Sunday 15 October 2023, attracting 600 attendances. This all-new event featured live music from local big bands, lawn games, food trucks and a licenced bar.
- Tropics hosted *Blak Art Markets TSV* on 24 February and 11 May 2024. Developed in partnership with Big Eye Theatre and Blak Art Markets TSV, this initiative saw the Great Gallery transformed into a marketplace for homewares, jewellery, textiles and art created by Aboriginal and Torres Strait Islander artists.
- The *Imagining Townsville Schools Challenge* ran from 15 March–29 April 2024, coinciding with *Brickman Cities: Build the Future* (Tropics, 9 March – 27 October 2024). Open to Townsville students in Years 3–6, entrants were required to identify a 'big problem' faced by local young people, and design a new city building, public space or other urban infrastructure solution. The winning entry; submitted by Hugh, Evie, Grace, Kenneth and Harriet from Townsville Grammar School; combats loneliness and youth crime by creating a new community space for young and old on the Ross River near Good Shepherd Nursing Home. They won a LEGO prize pack as well as free entry and a guided tour of *Brickman Cities: Build the Future* by Ryan 'Brickman' McNaught for their class.
- after a COVID-induced hiatus, the monthly *Reminiscence Program* recommenced at Cobb+Co on 21 March 2024, attracting more than 60 aged care residents.
- more than 34,800 students visited Kurilpa on dedicated school excursions including 250 participants in the inaugural *Museum Meet Up!* program on 4–5 June 2024.
- QM's education loans service is one of the largest in the world. It provides educational 'kits' containing museum objects and learning activities across the state through a subscription-based metropolitan service and a network of 24 distribution centres throughout regional Queensland. In 2023–24 more than 41,631 museum objects and curriculum-themed learning resources were accessed by more than 465,269 people across the state.

During the report period, QM produced 4,109 pieces of digital content; achieving 54,756,470 impressions and 1,050,881 engagements; and generated 8,736 media stories, achieving an advertising space rate of \$23.6 million. A media release announcing the sighting of a rare skink species in northeast Queensland, last seen 42 years ago, garnered the highest media coverage. The story was featured on ABC radio and *Herald Sun*, and received international attention in UK, India, Poland, Greece and USA.

QM is committed to researching audience perceptions and expectations to inform programming and improve the visitor experience. Audience satisfaction; garnered from surveys both during and post-visit; for 2023–24 is 96 per cent – slightly higher than target. All museums receive consistently 'excellent' reviews and high rankings on 'top things to do' lists on TripAdvisor.

As of 30 June 2024, QM has 12,326 annual pass members; 201,205 eDM subscribers; and 299,358 social media fans across Facebook, Twitter, Instagram, TikTok, LinkedIn and YouTube.

3.3 Present world-class exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

QM's exhibitions and major events schedule offers visitors the opportunity to explore the richness and diversity of our natural and cultural heritage, build knowledge and create memorable experiences.

During the year QM presented several major events, displayed 13 temporary exhibitions curated and developed in-house and hosted seven touring exhibitions created by others. A full list of exhibitions staged in 2023–24 is provided at **Appendix C**.

Highlights include:

- *SparkLab* at Kurilpa continued to engage and inspire with dynamic STEM programming, interactive exhibits and visitor-centred inquiry learning. This year *SparkLab* welcomed 129,534 visitors including students on dedicated school excursions, and continued to support educators through STEM professional development programs and curriculum linked resources supporting design thinking.
- The annual Hanging Basket Display was held at Cobb+Co on 8 September – 2 October 2023 in partnership with Yates Australia as part of the Toowoomba Carnival of Flowers. More than 50 community groups, individuals and schools created a floral display responding to the theme 'Create a Buzz'. Winners included Glenvale Villas, (Community Category); Vera Lacaze Memorial Community Kindergarten (Early Learning/Kindy Category); Toowoomba East State School (Prep–Year 12 Category); Jo McPherson (General Category); and Toowoomba West Special School (People's Choice).
- *Dinosaurs of Patagonia* closed on 2 October 2023 after 200 days on display at Kurilpa. Developed by the Museo Paleontológico Egidio Feruglio in Argentina, this international touring exhibition spanned most of the Triassic, Jurassic and Cretaceous periods from between 230 to 66 million years ago. *Dinosaurs of Patagonia* attracted 212,165 visitors during its display period, including 93,077 in 2023–24.

- *Sea Monsters: Prehistoric Ocean Predators* (Tropics, 16 September 2023 – 28 January 2024) heralded a new entry model for Tropics: free general admission, and paid tickets for temporary exhibitions and special events. *Sea Monsters: Prehistoric Ocean Predators* welcomed 28,153 visitors, including 8,970 visitors during December 2023, the best December results for Tropics since opening in 1987.
- Rail Workshops participated in *Galvanized: A Festival of Heritage* from 31 August – 10 September 2023. This annual city-wide event presented by Ipswich City Council showcases the rich heritage of the area. Rail Workshops attracted 1,651 visitors to guided tours of the iconic T-house collection and the *Might and Muscle* exhibition; live blacksmithing demonstrations and an 18+ Prohibition Party.
- *Jurassic World by Brickman* opened at Kurilpa on 8 December 2023. A new, premium event, *Exclusive Preview to Jurassic World by Brickman* including a first look at the exhibition, behind the scenes experience and personalised tour by Ryan ‘Brickman’ McNaught was held on the evening prior to opening. *Jurassic World by Brickman* welcomed 223,992 during the report period. The exhibition will remain on display until 14 July 2024.
- *Day out with Thomas: The Colour Tour* was presented at Rail Workshops on 27 December 2023 – 26 January 2024, attracting 21,277 visitors. Programming included hands-on activities and craft, carnival rides, live performances by Sir Topham Hat and the opportunity to meet Thomas the Tank Engine and his friends Douglas, George, Lady, Annie and Clarabel.
- *Brickman Cities: Build the Future* opened at Tropics on 9 March 2024. This exhibition, by Ryan ‘Brickman’ McNaught, showcases the life and architecture of Sydney, Dubai, London, Tokyo, and New York at three different historical periods of their development. *Brickman Cities: Build the Future* welcomed 20,549 visitors during the report period. It will remain on display until 27 October 2024.

QM holds exclusive licence to host a World Science Festival in the Asia Pacific Region 2016–24. WSFB, the only event of its kind outside of New York, explores and celebrates the entanglement of science and art through a curated program of thought-provoking conversations, inspiring theatrical performances, interactive workshops, cinematic presentations, education activities and family-friendly outdoor experiences. The inaugural WSFB was presented in 2016, and has grown to include regional

engagement in Chinchilla, Gladstone, Ipswich, Toowoomba and Townsville, delivered under the banner of World Science Festival Queensland (WSFQ). In December 2022 QM acquired the rights to present Curiosity Brisbane as a key pillar of WSFB 2022–24.

WSFB was held from 15–24 March 2024, attracting 262,892 attendances, including 6,147 students on dedicated school excursions. Across ten days, Brisbane came alive with 290 performances of 80 events delivered by 160 activity providers, performers and thought leaders from across the globe, including ExoMars Project Scientist Jorge Vago; planet advocate and environmental provocateur Craig Reucassel; Australia’s favourite science communicator Dr Karl Kruszelnicki, and Australia’s first female astronaut Meganne Christian.

Programming included the Australian premiere of *ADA* by German-Polish artist Karina Smigla-Bobinski; *Beyond the Stars*, a brand-new show by co-founder Professor Brian Greene; *An Afternoon of Science with Leigh Sales and Annabel Crabb* and return of firm favourites *City of Science*, *Night of the Nerds* and *The Hatchery*.

Kurilpa welcomed 81,899 visitors over the ten days of WSFB 2024, peaking at 14,115 visitors on Sunday 24 March 2024. An independent economic impact study found that 9,463 visitor nights were directly attributable to WSFB 2024, delivering \$1.49 million in direct and incremental spending into the Queensland economy.

WSFQ events were held in Gladstone (28–29 July 2023 and 21–22 June 2024); Ipswich (11–12 August 2023), Toowoomba (17–18 May 2024) and Chinchilla (7–8 June 2024) attracting 16,165 attendances.

Strategic objective 4: 160 years young

Be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.

4.1 Grow philanthropic, corporate and commercial revenue and optimise existing funding streams to sustain operations and seed new initiatives.

During the year, QM actively pursued initiatives to grow revenue whilst maintaining strong cost controls to improve overall profitability.

QM's commercial functions, including retail, cafe, wholesale publications and front-of-house trading resulted in a revenue of \$7.25 million. Venue hire continued to grow across all sites.

Highlights include:

- 19 weddings, school formals and other special events at Rail Workshops attracting 2,937 guests.
- hosting the *High Altitude Show and Shine* for the Toowoomba Hot Rodders (10 March 2024); and events for the Morris Car Club of Queensland and MG Car Club (14 April 2024) at Cobb+Co.
- 983 visitors from all over the world have experienced the free Highlights Tour of Kurilpa, which increased in frequency from weekly to daily in February 2024. Monthly Auslan interpreted Highlights Tours were introduced in June 2024.

QM continued to build and consolidate its partnership portfolio, attracting \$4.6 million (\$4 million cash, \$0.6 million in-kind) from 33 partners. Current partners are acknowledged at **Appendix D**.

Highlights include:

- The seventh annual Queensland Women in STEM Prize (QWiSP) was awarded on 13 July 2023. Delivered by QM in partnership with the Office of the Queensland Chief Scientist and Office for Women, the QWiSP provides professional development bursaries to early career STEM practitioners who identify as female. In 2023, \$15K in total prize money was awarded to Dr Sue Anne Watson, QM (Judge's Choice); Ms Lena Oestreich, The University of Queensland (Breaking Barriers Award); Ms Catherine Kim, QUT (Highly Commended); and Ms Jayishni Majaraj, Griffith University (Highly Commended).

- *Fully Charged* (formerly *Planes Trains and Autos*) was held at Rail Workshops on 4 May 2024. This annual event, delivered in partnership with Ipswich City Council, included behind-the-scenes tours, aerobatic displays, roving entertainment, motor vehicle and large-scale machinery displays from 145 exhibitors. *Fully Charged* attracted 6,600 attendances. Since its inception in 2021, *Fully Charged* has become the second-most successful event delivered at Rail Workshops, behind only *Day out with Thomas*.
- After a five-year abeyance, Rail Workshops reinstated live steam trains in partnership with QR and the Australian Railway Historical Society. Two round trip journeys from the North Ipswich Rail Yards west to Bigges Camp (Grandchester), ran on 24 March and 5 May 2024.
- On 30 November 2023, 81 students from Bremer State High School, Bundamba State Secondary College and Woodridge State High School visited Kurilpa for an all-expenses-paid STEM experience that included a visit to *SparkLab*; special presentation from Dr Sue-Ann Watson (Senior Scientist and Curator, Marine Invertebrates); and Q&A session with Student Ambassadors from The University of Queensland. The experience was developed and delivered as part of QM's three-year partnership with The University of Queensland for *SparkLab*.

The reinstated Queensland Museum Foundation (the Foundation) marked its first full year of operation in November 2023. QM is fortunate to have the support of many generous donors listed at **Appendix D**. Two inaugural First Nations Fellowships (refer page 22) were generously supported by the Foundation. A three-year grant from the Maria Vasas Foundation will enable QM to pilot a summer school internship program for six First Nations undergraduates commencing in late 2024, and the Morgans Foundation has committed to supporting the *Museum Meet Up!* Program, a new initiative for schools (refer page 23). A generous gift from a family in Toowoomba will support further renewal at Cobb+Co. The 2024 appeal focussed on raising funds towards digitisation of the State Collection.

4.2 Ensure we have the right built and digital infrastructure to deliver our vision sustainably.

The Board owns an extensive infrastructure portfolio that includes its three regional museums (Cobb+Co, Tropics, Rail Workshops), and CRC. Kurilpa is part of the wider Cultural Precinct, which is owned and operated by Arts Queensland. Maintenance of Kurilpa is shared between Arts Queensland and QM in accordance with a standing lease agreement.

During the year there was considerable disruption onsite at Kurilpa due building works to upgrade to the Cultural Centre station as part of the Brisbane City Council's Brisbane Metro project. Access to the forecourt leading from level one to Grey and Melbourne Streets has been restricted since July 2022 to allow construction of a new lift connecting the station platforms with the Cultural Centre overpass. Works are expected to continue until November 2024.

In September 2023 the Board divested Ingham Road, a stand-alone commercial property in Townsville. Previously used to store materials and equipment, the site had become surplus to requirements. The gain from this sale was added to cash reserves.

The Business Continuity Plan was stood up, and preparations for extreme weather, including protection of the State Collection, commenced on 22 January 2024 at Tropics in response to a slow-moving weather system tracking towards the Queensland coast that developed into Tropical Cyclone Jasper. Tropics closed to the public from 9am, Wednesday 24 January 2024, reopening at 12 noon, Saturday 27 January 2024. Special leave was made available to employees during the closure period. Despite damaging winds and heavy rainfall, no damage was recorded at Tropics.

QM's built infrastructure is ageing, necessitating a growing program of asset renewal, preventative and condition-based maintenance. These costs are met from the annual appropriation. Large scale works are assessed and funded on a case-by-case basis through limited life funding as part of the annual budget cycle.

In October 2023 the Board committed \$0.8M in cash reserves to improve the visitor experience at Rail Workshops through refreshed exhibitions and outdoor activations; integration of First Nations narratives; and refurbishment of the Nippers Railway indoor adventure playground to ensure compliance with work health and safety (WHS) requirements.

Other self-funded projects included upgrade and implementation of a new, high density Wi-Fi network across all QM sites to improve wireless Internet connectivity for internal and external users; and redevelopment of the QM intranet to establish a cloud-based collaboration platform that is user-friendly, accessible, and easy to manage..

In 2020–21 Queensland Museum received \$9.1 million over four years (2021–22, 2022–23, 2023–24 and 2024–25) in services funding to Arts Queensland for priority backlog maintenance.

Works completed in 2023–24 as a result of this limited-life funding include roof remediation and replacement of air handling units at Rail Workshops, diesel tank replacement at Tropics and an upgrade to the mezzanine at CRC.

All works undertaken by during the financial year complied with the Building Code of Australia and with the relevant Australian Standards for building and maintenance works.

In the 2024–25 State Budget, the Queensland Government committed \$4.95M over three years for building fabric works at Cobb+Co and Rail Workshops. This funding will address critical infrastructure maintenance to safeguard the State Collection and maintain the long-term viability and sustainability of these museums.

4.3 Establish an evidence-based performance framework that includes qualitative and quantitative measures of success.

The Board is committed to accountability and ensuring that QM's performance is evaluated against quantifiable benchmarks.

During the year, the new performance measures, developed in 2023–24 by the Museum Leadership Team were implemented. The performance framework provides a shared understanding of KPIs and the underlying metrics and assigns responsibility to individual portfolios whilst ensuring line-of-sight to strategic priorities.

Performance against new performance measures is summarised on pages 22–24 of this Report.

Strategic objective 5: Our people

Create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence.

5.1 Attract and develop a diverse, innovative workforce valued for individual skills and experience.

In today's rapidly evolving global landscape, recruiting and retaining employees with requisite skills, expertise and passion is critical to success. QM acknowledges the unique worth of each employee and embraces their diverse perspectives and talents to represent the communities we serve, drive creativity and innovation, adapt to shifting market demands, and strengthen our competitive edge. This approach promotes equity and inclusion while fostering an environment where all employees feel valued and empowered to deliver their best work.

QM's representation and distribution of workforce diversity groups, as described by the Queensland Public Sector, are provided at table one, overleaf. The data demonstrates that QM employs an above average contingent of people who identify as women. Significantly, 72 per cent of leadership roles are held by people who identify as women.

The 2024 Working for Queensland survey was conducted from 21 August – 17 September 2023. This annual survey measures Queensland Public Sector employee perceptions of their work, manager, team, and organisation. QM achieved a 56 per cent participation rate (213 out of a possible 377 responses), which is 15 per cent lower than 2022 and five per cent lower than the Queensland Public Sector average (56 per cent). This result stems from organisational change initiatives and a shorter response period to previous years. QM will implement measures to improve the response rate in 2024. The majority of respondents (78 per cent) believe QM has a positive impact on the lives of the people of Queensland, and 'agree' or 'strongly agree' that their line manager acts with honesty and integrity. QM has a positive impact on the lives of the people of Queensland, and 78 per cent 'agree' or 'strongly agree' their line manager acts with honesty and integrity.

In October 2023, the Board approved the *Strategic Workforce Plan 2023–27* and accompanying *Workforce Management Policy*. This plan identifies QM's current and future challenges, the necessary workforce required to address them, and outlines activities to leverage skills, expertise and capacity from a variety of sources to deliver our purpose and capitalise on opportunities.

Key activities described in the *Strategic Workforce Plan 2023–27* implemented during the year included:

- hands-on cultural awareness training for front of house staff at Kurilpa, delivered by Jagara Elder Gaja Kerry Charlton and others, to foster inclusivity and enhance the visitor experience through a deeper understanding of the impact of the (now repealed) *Aboriginals Protection and Restriction of the Sale of Opium Act 1897* that endures that endures among the thousands of Stolen Generations in Australia.
- enhanced internal communications with view to improving engagement with strategic priorities including an annual in-person CEO Roadshow; weekly CEO newsletter; and monthly online all staff meetings led by the CEO and complemented by presentations from employees and suppliers on projects and initiatives including, inter alia, conference outcomes; Communities of Practice; Enforceable Undertaking; Employee Assistance Program; Working for Queensland; and WSFB.
- continued participation in the Cultural Centre First Nations Graduate Program. A joint initiative between QM, Arts Queensland, Queensland Art Gallery/Gallery of Modern Art, Queensland Performing Arts Centre and State Library of Queensland, the Cultural Centre First Nations Graduate Program provides two years' full-time employment for First Nations university graduates through rotational placements with each organisation.
- maintained personal performance planning for all QM employees to ensure clarity of expectations; alignment to strategic and operational plans; and provide opportunities to improve performance through feedback and support.
- continued implementation of the *Learning and Development Framework 2022–26*, including support of a range of professional development activities, courses and work-related conferences.
- ongoing commitment to promoting healthy work-life balance by providing flexible working initiatives such as part-time employment, telecommuting, and career breaks.

Table 1: Workforce Profile at 30 June 2024¹

Composition		Diversity groups	
Headcount	419	Women	283 people 68% of total QM workforce
Full time equivalent	262.08	Aboriginal peoples and Torres Strait Islander peoples	13 people 3% of total QM workforce
Gender		People with disability	17 people 4% of total QM workforce
Woman	283 people 68% of QM workforce	Culturally and Linguistically Diverse – Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	14 people 3% of total QM workforce
Man	132 people 31% of total QM workforce		
Non-binary	3 people <1% of total QM workforce		
Unspecified	2 people <1% of total QM workforce		
		Women in Leadership Roles ²	
		Senior Officer (SO)	5 people 83% of all SO roles in QM workforce
		Senior Executive Service (SES) or higher	3 people 60% of SES or higher roles in QM workforce
Notes			
1 Data for the fortnight ending 28 June 2024, the last pay fortnight for 2023–24.			
2 Includes employees who self-identify as a woman who have been appointed under the <i>Senior Officers – employment conditions (Directive 10/23)</i> , <i>Senior Executive Service – employment conditions (Directive 09/23)</i> and/or the <i>Queensland Public Sector Chief Executive Remuneration Framework</i> .			

The Agency Consultative Committee (ACC) facilitates meaningful consultation between QM management and unions on matters arising under the current State Government Entities Certified Agreement. During the year, the ACC convened three times to discuss workforce statistics, people and culture policies, temporary to permanent conversion, and other emerging employee issues.

QM's talented, multidisciplinary workforce are committed to scholarship and research, and actively collaborate with industry partners to augment capacity and achieve international outcomes. During the year, the following QM employees were recognised for their contribution to the museum profession:

- Dr Geraldine Mate, (Principal Curator, History, Industry and Technology) was appointed to the National Cultural Heritage Committee for a three-year term. This 10-person committee is responsible for advising the federal Minister for the Arts on issues related to cultural heritage and assessing export permit applications, funding applications from the National Cultural Heritage Account and expert examiner applications. The peer-nominated appointment is testimony to Dr Mate's regard in the museum sector.
- Ms Judith Hickson (Curator, Queensland Stories) was awarded the 2023 University of Southern Queensland Outstanding Alumnus for Creative Industries and Humanities. The awards formally recognise graduates for their professional achievements and contributions to community.
- Dr Joanna Wills (Senior Museum Development Officer, Far North Queensland) was awarded a Gallery and Museum Achievement Award (GAMAA) in the individual paid staff category, in recognition of her support and service to communities in Far North Queensland over the past 12 years. GAMAA's are awarded annually by the Museums and Galleries Queensland to celebrate professional excellence, innovation and leadership within Queensland's arts and cultural heritage sector.

- Dr Sue-Ann Watson (Senior Scientist and Curator, Marine Invertebrates) received the Australian Marine Sciences Association's Emerging Leader in Marine Science Award 2023. This award is presented to an early or mid-career scientist in recognition of their outstanding research and academic achievement relative to opportunity, as well as the translation of their research for engagement outside of academia and mentoring of other young scientists.
- The 2023 Queensland Museum Medal was awarded to Mr Jeffrey Powell (former Curator, Cobb+Co) in recognition of his 36-year career with QM and significant contribution to cultural heritage research focussed on the history of horse-drawn transport in Australia; and Cr Phillemon Mosby (Mayor, Torres Strait Island Regional Council) who served as a valued member of the QMATSIACC from 2013–23.

QM's operations are supported by a group of dedicated and hardworking volunteers, including Honoraries. During the year QM was supported by 271 volunteers, contributing more than 8,868 hours of in a range of roles including front-of-house operations, records management, major events and research areas.

5.2 Establish a dynamic, agile culture that embraces workplace health and safety practices.

QM is committed to protecting the health, safety and welfare of all employees, contractors, volunteers and visitors. During the year, 16 WHS Committee meetings were convened to coordinate, communicate and action WHS matters relevant to that site and/or work undertaken by employees on that QM site. QM's enterprise level WHS Consultative Committee met five times to facilitate management oversight participation in WHS matters.

On 16 June 2023 QM entered an Enforceable Undertaking with the Office of Industrial Relations as a remedy to an alleged category 2 offence under the *Work, Health and Safety Act 2011*. The initial charge followed a Workplace Health and Safety Queensland investigation after two employees tested positive in 2019 to Q fever, a notifiable disease under the *Public Health Act 2005*.

Q fever is an infectious, vaccine-preventable zoonotic disease spread from animals to humans. It does not spread from person to person. The source and cause of Q fever at QM has not been identified, however, taxidermy of native animals and rural field work are potential causes. All diagnosed staff have recovered and have returned to work. At no time was there risk to QM visitors.

The Enforceable Undertaking is a legally binding, three-year commitment that requires QM to invest \$1 million in WHS activities that provide tangible benefits for workers, industry, and the community. The Enforceable Undertaking will deliver real and lasting cultural change that would not be achieved from a court-imposed sanction.

Since the Q fever diagnosis, there has been a noticeable increase in proactive safety behaviour across QM. Safety moments are incorporated into all formal meetings, and regular toolbox talks and WHS briefings are held to increase awareness of WHS issues and improve behaviours.

In October 2023, QM conducted Work Safe Queensland's *Safety Capability Survey* to measure the effectiveness of current WHS processes; identify areas for improvement; and establish a baseline from which to assess progress. Results demonstrated strong performance in worker-mindful compliance, supervisor support, and worker safety promotion and participation. Low-performing areas, such as organisational safety communication, change management, process clarity, and organisational safety prioritisation will be addressed in an improvement plan. The *Safety Capability Survey* will be repeated in 2025.

Other activities delivered during 2023–24 under the terms of the Enforceable Undertaking included:

- recruit a dedicated Risk and Compliance team (five FTEs) to manage WHS matters and manage the Enforceable Undertaking in accordance with PRINCE2 project management methodology.
- wholesale review of QM's *WHS Policy* to align with the 'Plan, Do, Check, Act' method described in ISO 45001, the international standard for occupational health and safety management systems.
- refurbish the Biological Specimen Preparation Laboratory at Kurilpa to meet laboratory standards.
- develop and implement a Laboratory Operations Manual standardising management of laboratory safety.
- procure and test a new WHS management system digital solution that will streamline how hazards, risks and near misses are identified, recorded and managed.
- develop and publish a Museum Biological Specimen Preparation Toolkit as a source of information for taxidermists and museums to prepare vertebrate specimens safely.

The Enforceable Undertaking will continue until June 2026.

5.3 Sustain strong leadership and governance, ethical decision making and appropriate risk management.

QM guides delivery of output through a governance framework comprised of the Act and other legislative instruments; whole-of-government directives; managerial and organisational structures; organisational policies and strategies and resource management practices. This framework ensures objectives are achieved, risks are managed, and resources applied responsibly and transparently.

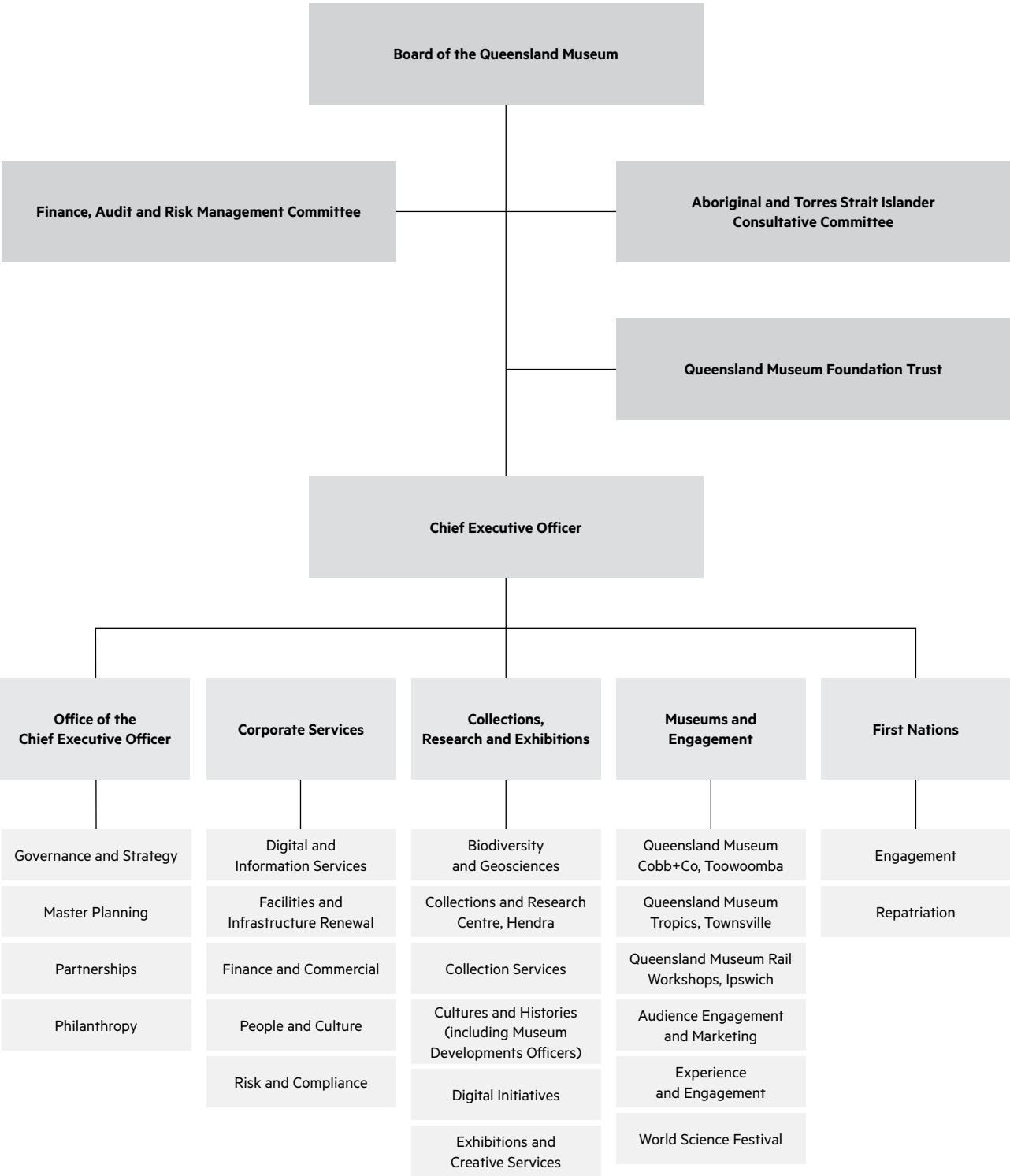
In April 2023, Directors Australia were engaged to conduct an evaluation of the Board. The evaluation comprised a desktop review of governance documents (April 2023); online survey completed by Board members (May 2023); individual interviews with the Board and Executive Leadership Team (May–June 2023); and a facilitated discussion with the Board regarding findings (July 2023). A final report, consolidating observations and recommending areas for improvement was considered by the Board in October 2023. The Board adopted all recommendations and commenced a 12-month improvement plan in December 2023.

Other leadership, governance and risk management initiatives implemented during 2023–24 include:

- MLT completed ‘People Matters’, a four-day leadership program run by the Institute of Managers and Leaders. The program supports building confidence and practical skills in managing performance and leading change and supports QM’s commitment to enhance strategic leadership capabilities through the MLT.
- QM’s risk management framework was reviewed, and a new risk appetite statement adopted.
- a wholesale review of QM’s policies, plans, procedures, and other controlled documents to meet new requirements for compliance, probity, accountability and transparency. A number of plans and strategies were updated and/or developed to add value to our strategic purpose. Work continues in this area.
- a cyber-attack simulation, impacting the whole of QM, was held on 21 May 2024 with Board member Janine Griffiths and a counter terrorism desktop exercise, led by Queensland Police Service’s Counter-Terrorism unit, was held at Kurilpa on 27 May 2024. Learnings will be incorporated into the relevant response plans.
- Arts Queensland has engaged Intelligent Risks to conduct a security review of the Cultural Precinct in response to an increased number of incidents. Outcomes of the review will be prioritised and actioned by Arts Queensland in consultation with Cultural Precinct Partners.

GOVERNANCE

Current 30 June 2024



Leadership

Board of the Queensland Museum

The Board is QM's governing body and draws its powers from the Act.

The functions of the Board, per s 12 of the Act, include:

- a) the control and management of the QM and all natural history, historical and technological collections, and other chattels and property contained therein;
- b) the maintenance and administration of QM 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 QM 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
 - v. 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.

Board members are appointed by the Governor-in-Council, on the recommendation of the Minister responsible for the Act, being the Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts (the Minister).

A person is not eligible for appointment as a Board member if the person is not legally able to manage a corporation under the *Corporations Act 2001* (Cth). Board members are appointed on the conditions decided by the Governor in Council for terms of not more than three years and are eligible for reappointment upon expiry of their terms.

As QM's accountable authority, the Board oversees and endorses strategic and operational direction, and monitors progress through regular performance reports.

The Board met six times during 2023–24 and considered the following matters:

- performance reports and progress presentations on significant exhibitions and major events.
- endorsement of *Strategic Workforce Plan 2023–27*, *Exhibition Strategy 2023–27*, *Innovate Reconciliation Action Plan* and *First Nations Strategy 2024–8*.
- divestment of Ingham Road, Townsville.
- investment of \$0.8M in cash reserves to improve the visitor experience at Rail Workshops.
- progress against the Board improvement plan.
- appointment of Trustees and subcommittee members.
- awarding the 2023 Queensland Museum Medal.
- approval of *Acquisition Policy*; *Authorities and Delegations Policy*; *Collection Loans Policy*; *Deaccessioning or Disposal Policy*; *Governance Policy*; *Individual Employee Grievances Policy*; *Indemnity Policy*; *Investment Policy*; *Managing Complaints Alleging CEO Corruption Policy*; *Preventing and Responding to Workplace Sexual Harassment Policy*; *Public Interest Disclosure Policy*; *Risk Management Policy* and *Risk Management Framework*; and *WHS Policy*.
- annual performance review of the Chief Executive Officer.
- approval of *Strategic Plan 2024–28* and *Operational Plan 2024–25*.

An extraordinary meeting of the Board was convened on 18 July 2023 to discuss organisational risk appetite and preliminary outcomes of an independent performance evaluation (refer page 31).

The Minister may give written directions of a general nature to the Board about the performance of its functions or the exercise of its powers in accordance with the Act. QM was not subject to any such Ministerial directives during the reporting period.

Members of the Board and their remuneration are summarised below.

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum) ¹	Actual
Professor Margaret Sheil AO	Chairperson and Member	6	6	\$20,000	\$20,000
Ms Catherine Taylor	Deputy Chairperson and Member	6	5	\$7,000	\$7,000
Professor Shaun Ewen	Member	6	4	\$7,000	\$7,000
Ms Janine Griffiths	Member	6	5	\$7,000	\$7,000
Ms Valmay Hill	Member	6	6	\$7,000	\$7,000
Kyl Murphy	Member	6	5	\$7,000	\$7,000
Ms Jenny Parker	Member	6	6	\$7,000	\$7,000
Dr Harry Van Issum	Member	6	5	\$7,000	\$7,000
Number of scheduled meetings					6
Out of pocket expenses					\$0

¹ As prescribed by Queensland Government's Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies.

Board members

Chairperson

Professor Margaret Sheil AO

FAA FTSE FRACI FANZSMS PhD BSc (Hons)

First appointment 1 August 2019 – 31 July 2022

Reappointed 1 August 2022 – 31 July 2025

Margaret was appointed Vice-Chancellor and President of QUT in 2018, having previously been Provost at The University of Melbourne (2012–2017) and CEO of the Australian Research Council (2007–2012). Margaret is Deputy Chair of the Board of Universities Australia, the lead Vice-Chancellor for Research and Innovation and Chair of the Research, Innovation and Commercialisation Standing Committee for Universities Australia. She is the Chair of the Reef 2050 Independent Expert Panel, Chair of Queensland Vice-Chancellors Committee, a Member of the Australian Academy of Science Council, and the Australian Academy of Science Advisory Panel for *Science 2035*.

She has been a member of the Australian Space Agency Advisory Group, a Director of the Australian Nuclear Science and Technology Organisation (ANSTO), a member of the Advisory Board for Coursera, the Prime Minister's Science, Innovation and Engineering Council, the National Research Infrastructure Council and the Cooperative Research Centres Committee..

Margaret was awarded an Officer of the Order of Australia (AO) for her distinguished service to science and higher education as an academic and administrator. She holds a Bachelor of Science and a PhD in Physical Chemistry from the University of New South Wales. Margaret is a Fellow of the Australian Academy of Science, the Australian Academy of Technology and Engineering, the Royal Australian Chemical Institute, and the Australian and New Zealand Society for Mass Spectrometry.

Deputy Chairperson**Ms Catherine Taylor***BSocStud MTP AICD*

First appointment 1 June 2017 – 31 May 2020

Reappointed 1 June 2020 – 31 May 2023

Reappointed 1 June 2023 – 31 May 2026

Catherine has extensive leadership experience, having held senior executive roles in the Queensland Government departments of the Premier and Cabinet, Environment, and Transport and Main Roads, and was the Information Commissioner for Queensland.

She was previously a Trustee for the Royal Flying Doctor Service – UK, Chairman of the University of Sydney UK Alumni Association, co-convenor of the Inspiring Women Reflect programme, and convenor of art history programs conducted in London's major public galleries and museums.

Catherine holds a Bachelor of Social Studies from the University of Sydney and a Master of Town Planning from the University of New South Wales. She is a Graduate of the Australian Institute of Company Directors and an Executive Fellow of the Australia and New Zealand School of Government.

Catherine is a Trustee and Chair of the Queensland Museum Foundation Trust.

Members**Professor Shaun Ewen***BAppSc (Physio), MIntSt, DEd*

First appointment 1 August 2022 – 31 July 2025

Shaun is Deputy Vice Chancellor (Education) at Griffith University. Prior to this role, Shaun was Pro Vice-Chancellor (Place and Indigenous) (2017–2022) and Foundation Director of the Melbourne Poche Centre for Indigenous Health, Faculty of Medicine, Dentistry and Health Sciences, (2015–2022) at the University of Melbourne.

He has degrees in Applied Science (Physiotherapy) and International Studies from the University of South Australia, and a Doctorate of Education from Melbourne University. Shaun's research interests are in Indigenous health workforce development, and health professional education. He has provided the academic and Indigenous leadership for the Leaders in Indigenous Medical Education project, a bi-national project bringing together all medical schools across Australia and New Zealand.

Shaun is a Director of the Australian Medical Council, Chair of their Aboriginal and Torres Strait Islander Committee. He is a Board Member of the Menzies Australia Institute, King's College London, and Australasian Strategic Advisory Board for Advanced Higher Education. Shaun is passionate about the importance of diversity and inclusion as a precondition for excellence in higher education.

Ms Janine Griffiths*BCom, GAICD*

First appointment 1 August 2019 – 31 July 2022

Reappointed 1 August 2022 – 31 July 2025

Janine is a Managing Director of Accenture, where she is a leader in Accenture's Global Resources Industry client group; a member of Accenture's Global Diamond Leadership Council; and responsible for Brisbane office.

With 30 years' experience across the globe, Janine has worked with government clients in Australia and New Zealand, and mining, utilities, financial services, aviation, rail, manufacturing and telecommunications industries across Asia, Europe and the USA.

Janine holds a Bachelor of Commerce from The University of Queensland, a post graduate certificate in Change Management from the Australian Institute of Management and has completed the Australian Institute of Company Directors Company Directors course. Janine is a mentor in the QUT Executive MBA Program and volunteer mentor to elite female athletes through the Minerva Network.

Janine is a member of the Finance Audit and Risk Management Committee.

Ms Valmay Hill*BEc, AICD*

First appointment 1 August 2019 – 31 July 2022

Reappointed 1 August 2022 – 31 July 2025

Valmay has executive experience across a variety of sectors in publicly listed and not-for-profit companies, and government agencies. In the cultural sector her experience includes positions as CEO of Queensland Symphony Orchestra (2021–2022), CEO of Brisbane Festival (2010–2018) and as Project Director of largescale international events for Sydney Opera House. Her commercial experience includes as Treasurer for TNT Worldwide, an extended period with Esso Australia including five years with Exxon in the United States culminating as Treasurer in Australia, and as consultant on acquisitions and strategic management.

She is currently a Board Director of Queensland Symphony Orchestra, Chair of Brisbane Powerhouse and Chair of the Queensland Conservatorium Griffith University Advisory Board. Her move from the commercial to the cultural sector was motivated by her desire to combine her passion for the performing arts with her commercial experience.

Valmay is a member of the Finance Audit and Risk Management Committee and a Trustee of the Queensland Museum Foundation Trust.

Kyl Murphy

MBA, GAICD

First appointment 1 August 2022 – 31 July 2025

Kyl is an experienced executive committed to ideas, integrity and inclusion. She has held senior roles in State, Federal and Local government, academia, media and facilitated successful cross-sector initiatives and partnerships.

Kyl has led major projects on social policy reform, innovation integration and regional service delivery. She most recently served as State Director and Company Secretary for the Committee for Economic Development of Australia, a national independent research organisation.

Kyl holds a Master of Business from QUT. She is a graduate of AICD, of the Cranlana Executive Colloquium and of the INSEAD Executive Program.

Ms Jenny Parker

FCA BCom AMIIA

First appointment 1 June 2020 – 31 May 2023

Reappointed 1 June 2023 – 31 May 2026

Jenny is currently the Oceania Health and Life Sciences Leader at Ernst & Young. She has spent 33 years in the professional services industry; considerable experience working with not-for-profit organisations including the Mater Hospital Group and St Vincent's Health Care; and a proven track record in major government reviews within the health sector.

Previously, Jenny has been Chair of Audit Committees for the Department of Premier and Cabinet and Public Sector Commission, and an independent member of the Brisbane City Council Audit Committee and Department of Main Roads Audit Committee.

Jenny chairs the Finance Audit and Risk Management Committee.

Dr Harry Van Issum PhD

First appointment 1 June 2020 – 31 May 2023

Reappointed 1 June 2023 – 31 May 2026

Harry is a Woppaburra man from the Darambal Language Group of Central Queensland.

He currently serves on the Reef Restoration Adaption Program Steering Committee (GBRF). He has been involved in many grassroots Indigenous organisations including Burragah; the Woppaburra Land Trust; the Woppaburra Traditional Use of Marine Resources Committee; and the Bayside Community Justice Group (Murri Court).

Harry chairs the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee (FARMC) assists the Board to discharge its budget management, financial reporting, internal control, audit and risk management functions. FARMC members are appointed by the Board. FARMC operates according to Terms of Reference that has due regard to Queensland Guidelines published by Queensland Treasury.

FARMC met six times during 2023–24 and considered matters including:

- annual financial statements, budget and forward estimates.
- endorsement of *Authorities and Delegations Policy*; *Governance Policy* *Indemnity Policy*; *Investment Policy*; *Risk Management Policy* and *Risk Management Framework*; and *WHS Policy*.
- financial performance management and internal audit reports.
- performance of significant projects including Collection Remediation, commercial exhibitions, Enforceable Undertaking and WSFB.
- digital and information services update and WHS reports.
- commercial revenue strategy
- asset management and infrastructure renewal

FARMC members and record of attendance during the year are listed below.

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Ms Jenny Parker	Chairperson and Member	6	6	\$2,500	\$2,500
Mr Tom Du Preez	External Advisor	6	5	\$1,800	\$1,800
Ms Janine Griffiths	Member	6	6	\$1,800	\$1,800
Ms Valmay Hill	Member	6	6	\$1,800	\$1,650
Dr Jim Thompson	Member (ex-officio)	6	6	\$0	\$0
Ms Linda Holm	Observer (CAA)	6	6	\$0	\$0
Ms Debbie Draper	Observer (QM)	6	6	\$0	\$0
Number of scheduled meetings					6
Total out of pocket expenses					\$0

²As prescribed by Queensland Government's Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies.

Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee (QMATSIICC) enhances cultural capability by increasing understanding of First Nations cultures and integrating this knowledge into QM strategies, policies, and practices.

QMATSIICC oversees the development and implementation of the *Innovate* Reconciliation Action Plan; advises on projects to protect First Nations heritage; supports cultural competency and cultural safety for First Nations employees.

QMATSIICC members are appointed by the Board following endorsement from the Minister.

QMATSIICC met three times during 2023–24 and considered matters including:

- *Innovate* Reconciliation Plan and *First Nations Strategy* 2024–28.
- First Nations Employment Plan.
- forthcoming exhibition schedule.
- incoming and outgoing repatriation, including public surrenders.

QMATSIICC members and record of attendance during the year are listed below.

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Dr Harry Van Issum	Chairperson and Member	3	2	\$2,500	\$2,500
Ms Rhonda Appo	Member	3	3	\$1,800	\$1,800
Ms Nancy Bamaga	Member	3	1	\$1,800	\$1,800
Ms Nareeta Davis	Member	3	2	\$1,800	\$1,800
Associate Professor Henrietta Marrie AM	Member	3	2	\$1,800	\$1,800
Mr Dion Tatow	Member	3	3	\$1,800	\$1,800
Dr Jim Thompson	Member (ex-officio)	3	3	\$0	\$0
Ms Louisa Warren	Observer	3	2	\$0	\$0
Dr Bianca Beetson	Observer (QM)	3	3	\$0	\$0
Number of scheduled meetings					3
Total out of pocket expenses					\$0

³As prescribed by Queensland Government’s Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies.

Queensland Museum Foundation Trust

The Queensland Museum Foundation Trust (the Foundation) was established by the Board in 2002 to raise funds in support of QM and other eligible charities that operate a public museum.

The Foundation is a Public Ancillary Fund and registered charity, endorsed as a Deductible Gift Recipient under Item 2 of the *Income Tax Assessment Act 1997*. The Foundation is controlled by the Board and governed by individual Trustees appointed by the Board following endorsement from the Premier of Queensland and the Minister. Foundation Trustees are unpaid.

The Foundation met six times during 2023–24 and considered matters including:

- Annual distribution requirements.
- Engagement with supporters.
- Financial management.
- Philanthropic Fundraising Policy.
- Philanthropy Plan 2024–26.
- Terms of Reference – Queensland Museum Foundation Trust.

The Foundation's financial reports are prepared by Corporate Administration Agency (CAA) and audited by the Queensland Audit Office. The transactions of the Foundation are accounted for in the financial statements of the Board.

Foundation Trustees and record of attendance during the year are listed below.

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Ms Cathi Taylor	Chairperson and Trustee	6	6	\$0	\$0
Ms Valmay Hill	Trustee	6	6	\$0	\$0
Dr Jim Thompson	Trustee (ex-officio)	6	6	\$0	\$0
Ms Georgina Anthonisz	Observer (QM)	6	6	\$0	\$0
Number of scheduled meetings					6
Total out of pocket expenses					\$0

Executive Leadership Team

Chief Executive Officer

Dr Jim Thompson

BSc(Hons), MResSc, PhD, GCELead, PSM

Commenced 4 September 2017

The Chief Executive Officer is appointed as Director (CEO) of QM by the Governor in Council upon recommendation by the Minister administering the Act and approved by the Board. The Chief Executive Officer is appointed under the Act for a term of not more than five years and is eligible for reappointment upon expiry of the term.

Prior to joining QM Jim was Queensland's Chief Biosecurity Officer and officer-in-charge of Biosecurity Queensland within the Department of Agriculture and Fisheries. Jim has more than 30 years of experience across five government agencies in New South Wales and Queensland including 14 years in scientific research focussed on livestock and wildlife management. Jim has held senior leadership roles in government since 2006. He has been a member and chair of numerous state and national committees, with a particular focus on science, policy and organisational leadership. He has worked extensively with non-government industry bodies and stakeholders and is an Executive Fellow of the Australia and New Zealand School of Government.

Executive Director – Corporate Services and Chief Financial Officer

Ms Debbie Draper

BBus, CPA, GAICD

Commenced 23 April 2019

Debbie has a 30-year career leading and managing multidisciplinary teams in the statutory authority, private, public, and not-for-profit sector providing high level strategic and operational advice, and insight to enhance organisational performance.

Prior to joining QM, Debbie was Chief Financial Officer for Melbourne Symphony Orchestra delivering optimal commercial outcomes balanced with important strategic and social objectives. Debbie spent a number of years as a finance manager in the private and public sector for listed and non-listed entities.

A Certified Practising Accountant and Graduate of the Australian Institute of Company Directors, Debbie has previously held board roles including the Finance Director on the Board of Netball Queensland.

Executive Director – Collections, Research and Exhibitions

Mr Peter Denham

MA, BBus, PDip, GDipArts, CF

Commenced 2 September 2019

Peter's 25-year career in the cultural sector is founded on the belief that a rich cultural environment will raise the quality of our lives by providing access to ideas and opportunities, which can benefit individual and collective wellbeing, providing a place to better understand social issues and our place in the world.

Prior to joining QM, Peter was Director of Curatorial, Collections and Exhibitions at the Museum of Applied Arts and Sciences (Powerhouse) (2016–19) and Director/CEO of Museum of Brisbane (2006–16). Peter was awarded a Winston Churchill Fellowship in 2015 to study how museums can be an active participant in society, a K-Fellowship to Seoul in 2017 and a French Ministry of Culture Residency in 2018.

Executive Director – Museums and Engagement

Ms Renai Grace

BA

Commenced 12 December 2022

With over 20 years' experience in leadership positions within the cultural sector, Renai has dedicated her career to raising awareness of the impact of creativity to connect and inspire communities and create vibrant cities.

Before joining QM Renai was Director/CEO of Museum of Brisbane (2016–22). Prior to that, Renai worked for some of Queensland's leading cultural organisations to secure investment and deepen audience engagement including Queensland Art Gallery/Gallery of Modern Art, Northside Contemporary Arts, Girringun Art Centre and Artisan.

As a Director at Arts Queensland, Independent Arts Management and Associate Director of Positive Solutions, Renai managed funding and capacity building initiatives, major events and art commissions and contributed to the design of cultural precincts and facilities in Australia, Saudi Arabia, Singapore and Hong Kong.

Director – First Nations**Dr Bianca Beetson***DVA, NAVA (Hons)*

Commenced 16 January 2023

Bianca is a proud Kabi Kabi, Wiradjuri, and Ngemba woman. Before joining QM, she held key roles at Griffith University as the Director and Senior Lecturer in Indigenous Research and Contemporary Indigenous Australian Art. Bianca has also served as the Kabi Kabi Cultural Heritage Coordinator, a Native Title Claim Applicant, and worked with Brisbane City Council as an Indigenous Community Development Officer and Arts Project Officer. With over 29 years of experience as a practicing artist, she works across diverse media including painting, drawing, sculpture, installation, photography, fibre arts, and public art.

In 2018, Bianca earned a Doctor of Visual Art from the Queensland College of Art at Griffith University. From 2022 to 2024, she was a member of the Interim Truth and Treaty Body in Queensland, where she co-designed the *Path to Treaty Bill* 2023. Her current roles include serving on the Board of Trustees for the Queensland Art Gallery/Gallery of Modern Art and its Aboriginal and Torres Strait Islander Advisory Panel. She is also the Chair of the Cairns Indigenous Art Fair, a member of the Arts Queensland First Nations Arts and Cultures Advisory Panel, and a recently appointed committee member of the National Advisory Committee for Indigenous Repatriation.

Risk management and accountability

Internal audit

QM has a Strategic Audit Plan that provides the overall approach for internal audit over a rolling three-year period. The Strategic Audit Plan is complemented by an Annual Audit Plan that sets out the internal audits intended to be carried out during the year, informed by degree of financial and operational risk, and an Internal Audit Charter consistent with relevant audit and ethical standards and approved by the Board.

Internal audits are carried out by CAA under a service level agreement. The internal audit function is independent of management and external auditors. Internal audit provides QM with independent and objective advice to assist in the performance or discharge of the functions and duties conferred or imposed by legislation including, *inter alia* the *Financial Accountability Act 2009*.

The effectiveness of the internal audit function is monitored by FARMC, with the internal auditor attending FARMC meetings and presenting internal audit reports.

The following internal audits were completed in 2023–24:

- Collection Management
- Cybersecurity
- Exhibition Development and Management

Audit outcomes indicated that QM has effective internal controls and systems in place, with some minor and low-risk process improvements recommended and accepted by the FARMC for implementation by QM

External scrutiny

QM was not subject to any external audits or reviews during the reporting period, except for the Queensland Audit Office's mandated audit report on financial controls and the financial statements.

Information management

QM manages its records in an Electronic Document and Record Management System (eDRMS), a Collection Management System, and a Digital Asset Management System, as required by the *Public Records Act 2002*; the *Records Governance Policy* and *Information Standard 18: Information Security*.

Information governance is managed by specialist employees in accordance with QM policy and legislative requirements. Access to information is restricted to employees whose duties require it. QM has a range of policies and procedures that outline information management and the preservation of its public records. Information management training is part of the mandatory induction program, and employees are regularly updated on new record management practices via the intranet and internal communications.

QM protects the privacy of its service users as mandated by the *Information Privacy Act 2009*, using personal information solely for lawful purposes consistent with the Information Privacy Principles. This commitment is detailed in QM's online Privacy Statement and Information Security Policy.

Human rights

QM recognises the inherent value of all peoples, regardless of race, gender, nationality, ethnicity, language, religion, or any other status.

Human rights principles, as described in the *Human Rights Act 2019* are mandatory inclusions in all QM policies.

QM acknowledges the United Nations Sustainable Development Goals and continues to evolve service delivery practices to improve diversity, accessibility, and inclusion, particularly for marginalised groups.

QM supports the *United Nations Declaration on the Rights of Indigenous Peoples* and acknowledges that self-determination is a human right for Indigenous peoples. Relevantly, QM honours the right to self-determination of Aboriginal and Torres Strait Islander peoples, as described in Queensland's *Human Rights Act 2019*.

There were no complaints referencing the *Human Rights Act 2019* during the reporting period.

Disclosure of additional information

Risk management

QM has a Risk Management Policy and Risk Management Framework that defines the risk appetite, risk management approach, practices, monitoring and control mechanisms.

This policy and framework adhere to relevant legislation and comply with the *Australian and New Zealand International Standard AS/NZS ISP 3100:2018 – Risk Management Guidelines*.

The Board adopts an agile risk management approach, identifying, assessing and addressing the potential impact of operational risks on service delivery. This ensures effective risk decision-making in a complex and, at times, uncertain environment.

Public sector ethics

The Board, Executive Leadership Team and all QM employees are bound by the *Code of Conduct for the Queensland Public Service and Public Sector Ethics Act 1994*, which requires them to act ethically and professionally in their dealings with visitors, suppliers and each other. Code of Conduct training, delivered through QM's online learning management system, is incorporated into induction training for new employees and is completed annually as part of mandatory core training requirements. Other compulsory training delivered during the year included bullying and harassment; cyber security; fire safety; PCOL and WHS.

All governance frameworks and policies are developed with regard to relevant legislation, and regularly reviewed to ensure they meet required standards of integrity, responsibility and openness. QM has robust controls to manage and minimise incidents of fraud and corruption, including a comprehensive Authorities and Delegations Policy and schedule of internal and external audits to monitor areas susceptible to fraudulent activity.

QM is considered a 'public sector entity' under the *Public Service Act 2022* and as such, must comply with Public Service Directives. New and/or revised directives administered during the year included *Senior Officer Employment Conditions* (Directive 10/23); *Fixed Term Contracts of Employment – Executive Employees* (Directive 11/23); *Preventing and Responding to Workplace Sexual Harassment* (Directive 12/23); *Domestic Travelling and Relieving Expenses* (Directive 13/23); *Chief Executive Recruitment* (Directive 14/23); *Workplace Investigations* (Directive 01/24); *Declaration of Interests – Public Sector Employees excluding Chief Executives* (Directive 03/24) and *Positive Performance Management* (Directive 02/24).

QM has disclosed the following additional information:

- Appendix A: Grants
- Appendix B: Peer-reviewed papers
- Appendix C: Exhibitions
- Appendix D: Corporate Partners
- Appendix E: Guardians of the Queensland Museum

QM publishes reports on the following areas on the Queensland Government Open Data website <https://data.qld.gov.au> in lieu of inclusion in this Report:

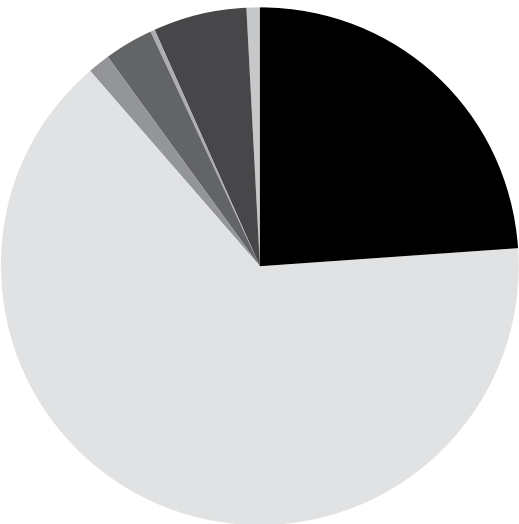
- Consultancies
- Overseas travel

FINANCIAL PERFORMANCE

Financial summary 2023–24

This summary provides an overview of the 2023–24 financial performance and position for the Board. A more detailed analysis is provided in the audited financial statements on page 46–93 of this Report.

	2023–24	2022–23	Variance	
	\$0'000	\$0'000	\$0'000	%
Total income from Continuing Operations	66,022	66,770	-748	-1.12
Total Expenses from Continuing Operations	71,252	65,871	5,381	8.17
Operating Result from Continuing Operations	-5,230	899	-6,129	-681.76
Total Assets	827,744	818,407	9,337	1.14
Total Liabilities	15,960	13,316	2,644	19.86
Total Equity	811,784	805,091	6,693	0.83

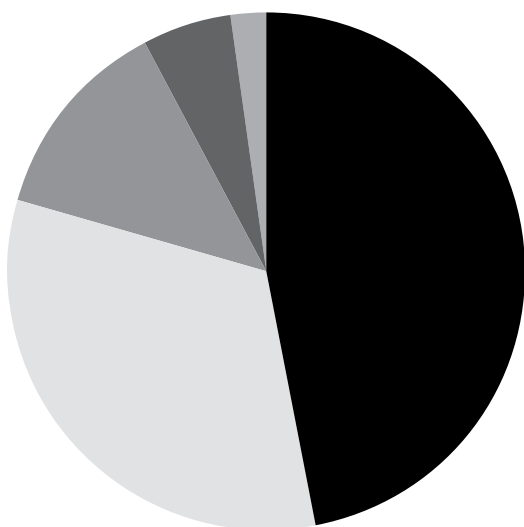


Income (Continuing Operations)

In 2023–24 QM recorded a reduction in grants and industry contributions, offset somewhat by an increase in user charges arising from *Dinosaurs of Patagonia* (Kurilpa, 17 March – 2 October 2023) and *Jurassic World by Brickman* (Kurilpa, 8 December 2023 – 14 July 2024); and a strong return on investments. The final result represents a decrease of \$0.748 million from the previous year.

Key (12 o'clock, clockwise):

- User Charges: \$15,890
- Grants and Other Contributions: \$42,617
- Depreciation Grants: \$926
- Investment Income: \$2,107
- Insurance Recoveries: \$83
- Received Below Fair Value: \$3,917
- Other income: 482

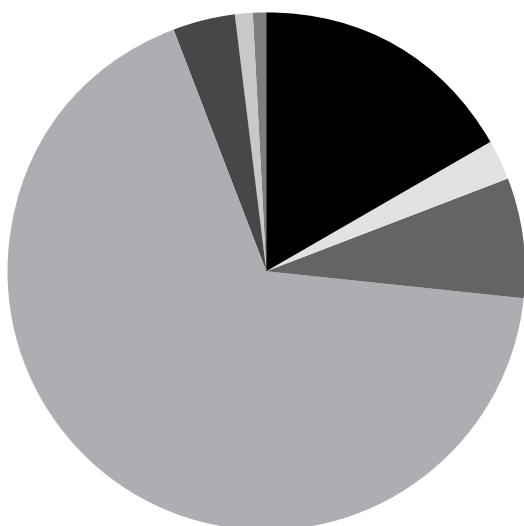


Expenses

In 2023–24 expenses increased by \$5,381 million from the previous year, due to increases in employee expenses required under the State Government Entities Certified Agreement 2023; supplies and services incurred to generate increased user charges; and depreciation expenses arising from asset revaluations and commissioning of Dinosaurs Unearthed, a permanent exhibition at Kurilpa (opened 16 June 2023).

Key (12 o'clock, clockwise):

- Employee Expenses: \$33,461
- Supplied Below Fair Value: \$3,917
- Supplies and Services: \$23,308
- Other Expenses: \$1,479
- Depreciation and Amortisation: \$9,087

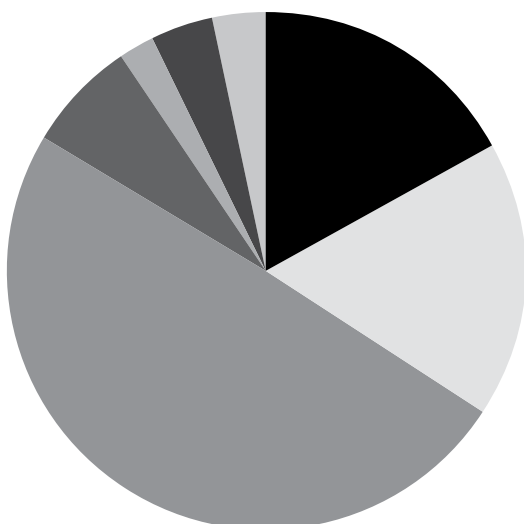


Assets (Continuing Operations)

At 30 June 2024, total assets were valued at \$827,744 million, representing a \$9,337 million increase on the previous year. This movement is attributed to increases in cash and cash equivalent holdings, and indexation revaluation of buildings and heritage and cultural assets.

Key (12 o'clock, clockwise):

- Current Assets: \$26,491
- Buildings: \$106,008
- Non-current Financial Assets: \$3,580
- Exhibitions: \$5,853
- Intangible Assets: \$348
- Plant and Equipment: \$1,948
- Land: \$11,470
- Right of Use Assets: \$972



Liabilities

As at 30 June 2024, total liabilities were \$15,960 million, representing an increase of \$2,644 million from the previous year. This movement is due to increases in unearned revenue related to delays in project-related spend; end of year payables arising from increased activity in June 2024; and lease liability relating to commencement of a new lease for storage of the State Collection.

Key (12 o'clock, clockwise):

- Payables: \$2,707
- Lease Liability (Current): \$348
- Accrued Employee Benefits: \$2,790
- Lease Liability (Non-current): \$632
- Unearned Revenue (Current): \$7,888
- Provisions: \$519
- Unearned Revenue (Non-current): \$1,076

Board of the Queensland Museum Financial Statements

for the period ended 30 June 2024

***Board of the Queensland Museum
Financial Statements 2023–24***

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Board of the Queensland Museum**STATEMENT OF COMPREHENSIVE INCOME**
for the year ended 30 June 2024

		2024 Actual	Economic Entity 2023 Actual	2024 * Original Budget \$'000	Budget Variance*	Parent Entity 2024 Actual	2023 Actual
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations							
User charges and fees	4.	15,890	13,838	13,686	2,204	15,890	13,838
Grants and other contributions	5.	43,543	45,244	50,357	(6,814)	43,706	45,204
Other revenue	6.	6,107	7,368	1,189	4,918	6,051	7,334
Gains on disposal/revaluation of assets		482	320	412	70	482	320
Total Income from Continuing Operations		66,022	66,770	65,644	378	66,129	66,696
Expenses from Continuing Operations							
Employee expenses	7.	33,461	31,560	31,710	(1,751)	33,461	31,560
Supplies and services	8.	23,308	21,925	30,753	7,445	23,309	21,923
Depreciation and amortisation	9.	9,087	7,897	7,655	(1,432)	9,087	7,897
Other expenses	10.	5,396	4,489	622	(4,774)	5,396	4,489
Total Expenses from Continuing Operations		71,252	65,871	70,740	(512)	71,253	65,869
Operating Result from Continuing Operations		(5,230)	899	(5,096)	(134)	(5,124)	827
Other Comprehensive Income							
Items that will not be reclassified to Operating Result:							
Increase in asset revaluation surplus	19.	12,849	56,457	-	12,849	12,849	56,457
Total Comprehensive Income		7,619	57,356	(5,096)	12,715	7,725	57,284

* An explanation of major variances is included at Note 24

The accompanying notes form part of these financial statements.

Board of the Queensland Museum
STATEMENT OF FINANCIAL POSITION
as at 30 June 2024

		2024 Actual	Economic Entity 2023 Actual	2024 * Original Budget \$'000	Budget Variance \$'000	Parent Entity 2024 Actual	2023 Actual
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets							
Cash and cash equivalents	11.	23,517	21,566	7,423	16,094	22,539	20,483
Receivables	12.	1,618	835	3,115	(1,497)	1,618	835
Other financial assets	13.	6	5	3,311	(3,305)	6	5
Inventories - Museum Shop		542	582	570	(28)	542	582
Other		808	530	632	176	808	529
Total Current Assets		26,491	23,518	15,051	11,440	25,513	22,434
Non Current Assets							
Other financial assets	13.	3,580	3,400	3,592	(12)	3,580	3,400
Intangible assets		348	388	346	2	348	388
Property, plant and equipment	14.	796,353	790,843	781,056	15,297	796,353	790,843
Right of Use Asset	18.	972	258	14	958	972	258
Total Non Current Assets		801,253	794,889	785,008	16,245	801,253	794,889
Total Assets		827,744	818,407	800,059	27,685	826,766	817,323
Current Liabilities							
Payables	15.	2,707	2,013	2,405	302	2,707	2,013
Accrued employee benefits	16.	2,790	2,686	2,704	86	2,790	2,686
Unearned Revenue	17.	7,888	7,103	2,278	5,610	7,888	7,103
Lease Liability	18.	348	247	8	340	348	247
Provisions		519	950	-	519	519	950
Total Current Liabilities		14,252	12,999	7,395	6,857	14,252	12,999
Non Current Liabilities							
Unearned Revenue	17.	1,076	289	214	862	1,076	289
Lease Liability	18.	632	28	5	627	632	28
Total Non Current Liabilities		1,708	317	219	1,489	1,708	317
Total Liabilities		15,960	13,316	7,614	8,346	15,960	13,316
Net Assets		811,784	805,091	792,445	19,339	810,806	804,007
Equity							
Accumulated surplus		149,716	155,713	146,014	3,702	148,738	154,629
Asset revaluation surplus	19.	662,068	649,378	646,431	15,637	662,068	649,378
Total Equity		811,784	805,091	792,445	19,339	810,806	804,007

* An explanation of major variances is included at Note 24

The accompanying notes form part of these financial statements

Board of the Queensland Museum**STATEMENT OF CHANGES IN EQUITY**

for the year ended 30 June 2024

	Notes	Accumulated Surplus		Asset Revaluation Surplus		Total	
		Economic Entity \$'000	Parent Entity \$'000	Economic Entity \$'000	Parent Entity \$'000	Economic Entity \$'000	Parent Entity \$'000
Balance as at 1 July 2022		155,740	154,728	592,921	592,921	748,661	747,649
Operating Result from Continuing Operations		899	827	-	-	899	827
<i>Other Comprehensive Income:</i>							
Increase in revaluation surplus		-	-	56,457	56,457	56,457	56,457
<i>Transactions with Owners as Owners:</i>							
Equity withdrawal		(926)	(926)	-	-	(926)	(926)
Balance at 30 June 2023		155,713	154,629	649,378	649,378	805,091	804,008
Balance as at 1 July 2023		155,713	154,629	649,378	649,378	805,091	804,008
Operating Result from Continuing Operations		(5,230)	(5,124)	-	-	(5,230)	(5,124)
<i>Other Comprehensive Income:</i>							
Increase in revaluation surplus		-	-	12,849	12,849	12,849	12,849
<i>Transactions with Owners as Owners:</i>							
Equity withdrawal		(926)	(926)	-	-	(926)	(926)
Transfer from asset revaluation reserve to accumulated funds		159	159	(159)	(159)	-	-
Balance at 30 June 2024		149,716	148,738	662,068	662,068	811,784	810,807

The accompanying notes form part of these financial statements.

Board of the Queensland Museum
STATEMENT OF CASH FLOWS
for the year ended 30 June 2024

	Notes	Economic Entity				Parent Entity	
		2024 Actual \$'000	2023 Actual \$'000	2024 * Original Budget \$'000	Budget Variance \$'000	2024 Actual \$'000	2023 Actual \$'000
Cash flows from operating activities							
<i>Inflows:</i>							
User charges and fees		15,612	13,934	13,474	2,138	15,611	13,934
Grants and contributions		44,323	41,345	44,243	80	44,640	41,305
GST collected from customers		1,123	1,061	-	1,123	1,145	1,061
GST input tax credits from ATO		2,421	2,199	-	2,421	2,421	2,199
Interest receipts		1,823	1,005	608	1,215	1,768	973
Other		367	2,959	2,081	(1,714)	366	2,957
<i>Outflows:</i>							
Employee expenses		(33,357)	(31,642)	(31,710)	(1,647)	(33,446)	(31,642)
Supplies and services		(23,005)	(21,237)	(28,507)	5,502	(23,006)	(21,235)
GST paid to suppliers		(2,421)	(2,143)	-	(2,421)	(2,508)	(2,143)
GST remitted to ATO		(1,123)	(1,151)	-	(1,123)	(1,123)	(1,151)
Other		(1,446)	(1,080)	(1,456)	10	(1,446)	(1,080)
Net cash provided by/ (used in) operating activities	CF-1.	4,317	5,250	(1,267)	5,584	4,422	5,178
Cash flows from investing activities							
<i>Inflows:</i>							
Sales of property, plant and equipment		758	8	-	758	758	8
Sale of investments		18	3,011	-	18	18	3,011
<i>Outflows:</i>							
Payments for intangibles		-	(285)	-	-	-	(285)
Payments for property, plant and equipment		(1,891)	(1,912)	(470)	(1,421)	(1,891)	(1,912)
Payments for investments		(0)	(13)	-	(0)	0	(13)
Net cash provided by/ (used in) investing activities		(1,115)	809	(470)	(645)	(1,115)	809
Cash flows from financing activities							
<i>Outflows:</i>							
Equity withdrawal		(926)	(926)	(926)	-	(926)	(926)
Payment for lease liability	CF-2.	(325)	(307)	(231)	(94)	(325)	(307)
Net cash used in financing activities		(1,251)	(1,233)	(1,157)	(94)	(1,251)	(1,233)
Net increase/(decrease) in cash and cash equivalents		1,951	4,826	(2,894)	4,845	2,056	4,754
Cash and cash equivalents - opening balance		21,566	16,740	10,317	11,249	20,483	15,729
Cash and cash equivalents - closing balance	11.	23,517	21,566	7,423	16,094	22,539	20,483

Cash flows are included in the Statement of Cash Flows on a net basis with GST components of the cash flows shown as separate line items. The GST components of cash flows arising from Investing and financing activities which are recoverable from , or payable to the ATO are classified as operating cash flows

* An explanation of major variances is included at Note 24

The accompanying notes form part of these financial statements.

Board of the Queensland Museum**STATEMENT OF CASH FLOWS**

for the year ended 30 June 2024

NOTES TO THE STATEMENT OF CASHFLOW**CF-1. Reconciliation of Operating Result to Net Cash provided by Operating Activities**

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Operating surplus / (deficit)	(5,230)	899	(5,124)	827
Non-cash items included in Operating Result:				
Depreciation and amortisation expense	9,087	7,897	9,087	7,897
Bad debts expense	1	-	1	-
Asset written off/scrapped	24	5	24	5
Gains on Asset Disposal/Unrealised Gain on QIC Investment	(482)	(320)	(482)	(320)
Non-cash asset donations	-	(2,498)	-	(2,498)
Changes in assets and liabilities:				
(Increase)/decrease in net receivables	(784)	17	(784)	17
(Increase)/decrease in inventories	40	(12)	40	(12)
(Increase)/decrease in other current assets	(278)	102	(279)	102
Increase/(decrease) in payables	694	(256)	694	(256)
Increase/(decrease) in accrued employee	104	(18)	104	(18)
Increase/(decrease) in provisions	(431)	950	(431)	950
Increase/(decrease) in unearned revenue	1,572	(1,516)	1,572	(1,516)
Net cash provided by operating activities	4,317	5,250	4,422	5,178

NOTES TO THE STATEMENT OF CASHFLOW (contd)

CF-2. Changes in Liabilities Arising from Financing Activities

2024	Non Cash Changes		Cash Flows	
	Opening Balance	New Leases Acquired	Cash Repayments	Closing Balance
	\$'000	\$'000	\$'000	\$'000
Lease Liabilities	275	1,030	(325)	980
	275	1,030	(325)	980

2023	Non Cash Changes		Cash Flows	
	Opening Balance	New Leases Acquired	Cash Repayments	Closing Balance
	\$'000	\$'000	\$'000	\$'000
Lease Liabilities	524	58	(307)	275
	524	58	(307)	275

CF-3. Non-Cash Investing and Financing Activities

Assets and liabilities received or donated/transferred by the Board are recognised as revenues or expenses as applicable. The donation of these assets did not involve a cash transaction. Refer note 5.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

1. Basis of Financial Statement Preparation

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 Board is a not-for-profit statutory body established under the *Queensland Museum Act 1970*.

The Board is controlled by the State of Queensland which is the ultimate parent and is dependent on State funding of \$40,456 million for the 2023-24 financial year.

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

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

Corner of Grey and Melbourne Streets
SOUTH BRISBANE QLD 4101

Compliance with Prescribed Requirements

These financial statements are general purpose financial statements which have been prepared on an accrual basis in accordance with:

- section 39 of the *Financial and Performance Management Standard 2019*
- applicable Australian Accounting Standards and Interpretations
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2023.

Presentation

Currency and Rounding

Amounts included in the financial statements are in Australian dollars and 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. Due to rounding, totals may not add exactly.

Comparatives

Comparative information reflects the audited 2022-23 financial statements unless where restating is necessary to be consistent with disclosures in the current reporting period.

There have been no material restatements made to the comparative amounts.

Current/Non-Current Classification

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date, or "non current" if realisation is beyond 12 months. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Board does not have an unconditional right to defer settlement to beyond 12 months after the reporting date, or "non current" if these conditions are not met.

All other assets and liabilities are classified as non-current.

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

1. Basis of Financial Statement Preparation (contd)

Basis of Measurement

Historical cost is used as the measurement basis in this financial report except for the following:

- Land, buildings, heritage and cultural assets and, investments with the Queensland Investment Corporation Limited (QIC) fair value
- Leases which are measured at present value
- Inventories which are measured at lower of cost and net realisable value.

Historical Cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

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).

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid.

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:

QIC Investments - Note 13.

Valuation of Property Plant and Equipment - Note 14.

Depreciation expense - Note 14.

Lease liabilities - Note 18.

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

2. Objectives of the Board

The principal objective of the Queensland Museum, as set out in the *Queensland Museum Act 1970* is to contribute to the cultural, social and intellectual development of all Queenslanders.

The following guiding principles, also set out in the *Queensland Museum Act 1970*, provide the framework for the delivery of the Queensland Museum's services and programs:

- Leadership and excellence to be provided in the preservation, research and communication of Queensland's cultural and natural heritage;
- There should be responsiveness to the needs of communities in regional and outer metropolitan areas;
- Respect for Aboriginal and Torres Strait Islander cultures should be affirmed;
- Children and young people should be supported in their appreciation of Queensland's cultural and natural heritage;
- Diverse audiences should be developed;
- Capabilities for life-long learning about Queensland's cultural and natural heritage should be developed;
- Opportunities should be developed for international collaboration and for cultural exports, especially to the Asia-Pacific region;
- Content relevant to Queensland should be promoted and presented.

3. Controlled Entities

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.

Details of the Board's controlled entity is as follows:

Name of Controlled Entity	Audit Arrangements
Queensland Museum Foundation Trust	Auditor-General of Queensland
The Foundation is endorsed as a deductible gift recipient and an Item 2 public ancillary fund under the Income Tax Assessment Act 1997. Its principal purpose is to raise funds and transfer those funds to the Board for approved activities and is 100% controlled by the Board in accordance with the Foundation Trust Deed.	

The Board has agreed to fund the operation of the Foundation until further advised. Financial information of the Foundation is detailed as follows.

Entity	Total Assets \$'000		Total Liabilities \$'000		Total Revenue \$'000		Operating Result \$'000	
	2024	2023	2024	2023	2024	2023	2024	2023
QMF	978	1,085	-	-	410	208	(107)	73

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

	Economic Entity		Parent Entity	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
4. User Charges and Fees				
<u>Sale of Goods</u>				
Sales revenue - shops	3,188	3,404	3,188	3,404
Sales revenue - cafes	1,142	1,208	1,142	1,208
<u>Sale of Services</u>				
Admission charges	10,249	7,700	10,249	7,700
Subscriptions/Memberships	345	386	345	386
Functions/Venue hire	273	255	273	255
Property Rentals	26	46	26	46
Other	667	839	667	839
Total	15,890	13,838	15,890	13,838

Accounting Policy - Sale of goods and services (User Charges and Fees)

User charges and fees are recognised as revenues when the Board transfers control over a good or service to the customer. This occurs upon delivery of the goods to the customer or completion of the requested services. Revenue is accrued if it has been earned but not yet invoiced.

Sale of Goods

Revenue from sale of goods comprising sales from shops, cafes and other goods, are recognised on transfer of the goods to the customer, which is the sole performance obligation.

Goods sold may be returned within a short timeframe, but based on the Board's past experience, the amount of refunds for returned goods is not expected to be material, so the full selling price is recognised as revenue.

Sale of Services

Admission charges and subscriptions/memberships are recognised as services provided to the customer, which is the sole performance obligation.

In relation to fees for venue hire and other services rendered, the Board recognises revenue progressively as the services are provided.

Where appropriate, a receivable asset maybe recognised representing the Board's right to consideration for services delivered but not yet billed; and/or an unearned revenue liability maybe recognised representing the Board's performance obligation yet to be fulfilled.

As at 30 June 2024, no unearned revenue remains.

Accounting Policy - Property Rental

Rental revenue from property is recognised as income on a periodic straight-line basis over the lease term.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
5. Grants and Other Contributions				
<u>Revenue from contracts with customers</u>				
Grants - State Government special	23	2	23	2
Industry contributions and other grants	1,602	4,322	1,602	4,322
Commonwealth Government grants	345	54	345	54
Grants - Other	100	-	100	-
<u>Other Grants</u>				
Grants - State Government recurrent	31,128	28,642	31,128	28,642
Grants - State Government special	7,879	7,071	7,879	7,071
Grant - State Government recurrent funding (for depreciation)	926	926	926	926
Grant - Museum Resource Centre Network	500	500	500	500
Local Government contributions	364	458	364	458
<u>Other Contributions</u>				
Donations from QM Foundation	-	-	293	-
Donations	187	78	57	38
Donations - assets	-	2,498	-	2,498
Industry contributions and other grants	489	693	489	693
Total	43,543	45,244	43,706	45,204

Accounting Policy - Grants and contributions

Grants, contributions and donations are non-exchange transactions where the Board does not directly give approximately equal value to the grantor and they are recognised as revenue upon receipt.

Where the grants contain sufficiently specific performance obligations for the Board to transfer goods or services to a third party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (unearned revenue) and subsequently recognised progressively as revenue as the Board satisfies its performance obligations.

Under AASB 1058 *Income of Not-for-Profit Entities*, special purpose capital grants received to construct non-financial assets controlled by the Board will initially be deferred and subsequently recognised progressively as revenue as per conditions under the grant.

Other grants and contributions are recognised upon receipt under AASB 1058.

Disclosure - Grants and contributions

The Board has a number of grant arrangements with the Commonwealth and the State that relate to funding for specific projects. Identified in the following table are those having sufficiently specific performance obligations. The remaining grants and contributions do not contain sufficiently specific performance obligations and so are recognised upon receipt.

Grants and contributions - recognised as performance obligations are satisfied

The following table provides information about the nature and timing of the satisfaction of performance obligations, significant payment terms, and revenue recognition for the Board's grants and contributions that are associated with sufficiently specific performance obligations.

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

5. Grants and Other Contributions (contd)

Grants and contributions - recognised as performance obligations are satisfied (contd)

Type of Good or Service	Nature and Timing of Satisfaction of Performance Obligations	Revenue Recognition Policies
State Special Grants	The Board receives special grants from the State for specific projects, including maintenance, optimisation of spaces and relocation of the wet store.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2024, \$6.675m remains in unearned revenue. Of this balance, \$5.888m is expected in next financial year with the remainder \$0.788m expected afterwards.
Commonwealth Grants	The Board receives grants from the Commonwealth for specific projects, including research, national science week and inspiring Australia.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2024, \$0.095m remains in unearned revenue. This balance of unearned revenue is expected to be wholly recognised in next financial year as the remainder milestones are completed.
Industry/community contributions and Other grants	The Board receives industry and community contributions as well as other grants for specific activities associated with sufficiently specific performance obligations.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2024, \$2.194m remains in unearned revenue. Of this balance, \$1.905m is expected in next financial year with the remainder \$0.288m expected afterwards.

Donated assets

The Board recognises revenue from donated assets at fair value. These assets relate substantially to additions to the State Collection (Heritage and Cultural assets).

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
6. Other Revenue				
Interest	1,823	1,005	1,768	973
Disbursements from Harry West Memorial Fund	165	48	165	48
Goods/Services received below fair value	3,917	3,404	3,917	3,404
Insurance recoveries	83	141	83	141
Other recoveries	47	208	47	208
Miscellaneous	72	2,562	71	2,560
Total	6,107	7,368	6,051	7,334

Services Received Free of Charge or for Nominal Value

Accounting policy

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.

Disclosure about Goods/Services received below fair value

The Board occupies Queensland State Government (Arts Queensland - AQ) premises at the Queensland Cultural Centre, South Brisbane. The Board is not required to pay for this service. For reporting purposes, the Board has relied on the State Valuation Service (on behalf of AQ) estimating services provided to the Board at less than fair value of \$3.75m for 2023–24 (2022–23: \$3.36m).

Miscellaneous

The Board was granted registration as a charitable institution under Part 11A of the *Taxation Administration Act 2001 (Qld)* on 19 August 2020, resulting in a refund of payroll tax (\$2.499m) from the Queensland Revenue Office (QRO) in 2022-23.

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
7. Employee Expenses				
Employee Benefits				
Wages and salaries	25,889	24,930	25,889	24,930
Employer superannuation contributions	3,815	3,206	3,815	3,206
Long service leave levy	673	662	673	662
Annual leave expense	2,453	2,114	2,453	2,114
Employee Related Expenses				
Workers' compensation premium	135	50	135	50
Payroll Tax and Fringe Benefit Tax	35	24	35	24
Other employee expenses	461	574	461	574
Total	33,461	31,560	33,461	31,560

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

7. Employee Expenses (contd)

The number of employees as at 30 June (based upon the fortnight ending 30 June 2024), including both full-time employees and part-time employees, measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

	2024	2023
Number of FTE employees (FTEs):	264	272

FTEs reported above are as at end of year, however costing for employee expenses are based on average FTEs over a 12-month period, when staffing levels fluctuate dependent upon operational and project delivery requirements.

Accounting Policy - Wages, Salaries and Recreation Leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. As the Board expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Accounting Policy - Sick Leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue 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.

Accounting Policy - Long Service Leave

Under the Queensland Government's long service leave scheme, a levy is paid 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*.

Accounting Policy - Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - 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*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
8. Supplies and Services				
Administration, materials & fees	5,609	5,951	5,609	5,951
Advertising, public relations & travel	1,586	1,667	1,586	1,667
Corporate services charges paid to CAA	1,020	1,140	1,020	1,140
Cost of goods sold	1,980	2,140	1,980	2,140
Exhibitions, projects & programs	6,674	5,168	6,674	5,168
Facilities costs	5,982	5,577	5,982	5,577
Lease expenses	311	205	311	205
Other	146	77	147	75
Total	23,308	21,925	23,309	21,923

Accounting Policy

The Board recognises expenses on an accrual basis when they are incurred and can be measured reliably.

Corporate Services

The Corporate Administration Agency (CAA) 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; and
- Information system and support in relation to records and financial management.
- Internal audit

Lease expenses

Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note for breakdown of lease expenses and other lease disclosures.

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
9. Depreciation and amortisation				
Depreciation and amortisation were incurred in respect of:				
Plant and equipment	502	576	502	576
Buildings	6,855	5,743	6,855	5,743
Exhibitions	1,374	1,262	1,374	1,262
Amortisation - Computer software	40	19	40	19
Amortisation/Depreciation Expense ROU Assets	316	297	316	297
Total	9,087	7,897	9,087	7,897

Refer to Note 14 for Depreciation Rates

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

	Economic Entity		Parent Entity	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
10. Other Expenses				
Commissions & charges	827	482	827	482
External audit fees	79	75	79	75
Goods and services supplied below fair value	3,926	3,404	3,926	3,404
Governance costs	89	96	89	96
Insurance	448	426	448	426
Sundries	27	6	27	6
	5,396	4,489	5,396	4,489

External audit fees

Total audit fees payable to the Queensland Audit Office relating to the 2023-24 financial statements are \$79,000 (2023: \$74,800). There are no non-audit services included in this amount.

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.

Goods/Services supplied below fair value

The Board occupies Queensland State Government premises at the Queensland Cultural Centre, South Brisbane. The services provided to the Museum at less than fair value was \$3.75m for 2023–24 (2022–23: \$3.36m).

	Economic Entity		Parent Entity	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
11. Cash and Cash Equivalents				
QTC 11am account at call	23,215	20,394	22,378	20,394
Cash at bank and on hand	283	1,152	142	68
Imprest accounts	19	20	19	20
Total	23,517	21,566	22,539	20,483

Accounting Policy

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions. It also includes investments with Queensland Treasury Corporation (QTC) 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.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
12. Receivables				
<i>Current</i>				
Trade debtors	440	155	440	155
GST receivable	380	293	380	293
Less: GST payable	(65)	(43)	(65)	(43)
	315	250	315	250
Long service leave reimbursements	227	138	227	138
Other receivables	636	292	636	292
Total	1,618	835	1,618	835

Accounting Policy

Receivables are measured at amortised cost which approximates their fair value at reporting date.

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

Other receivables generally arise from transactions outside the usual operating activities of the Board and are recognised at their assessed values. Terms are a maximum of three months, no interest is charged and no security is obtained.

Disclosure - Receivables

The closing balance of receivables arising from contracts with customers at 30 June 2024 is \$0.355m, (2023: \$0.068m).

Impairment of Receivables

Where applicable, a loss allowance for trade and other debtors reflects expected credit losses and incorporates reasonable and supportable forward-looking information. Given the nature of receivables, there are no identified economic changes impacting the Board's debtors at this time.

The Board's other material receivables include Queensland Government agencies, local authorities and other Australian Government agencies and key long-term industry supporters. Due to the nature of these arrangements, no loss allowance is recorded for these receivables on the basis of materiality. Similarly, where individual industry contributions exhibit quality and a sound recovery history, a loss allowance is not applied.

Refer to Note 23 for the Board's credit risk management policies.

Where the Board has no reasonable expectation of recovering an amount owed by a debtor, the debt is written off by directly reducing the receivable against the loss allowance. This occurs when the Board has ceased enforcement activity. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

12. Receivables (contd)

Disclosure - Credit risk exposure of receivables

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets. No collateral is held as security and there are no other credit enhancements relating to the Board's receivables.

Loss rates are calculated separately for groupings of customers with similar loss patterns. The Board has determined that there are three material groupings for measuring expected credit losses based on the sale of services and the sale of goods reflecting the different customer profiles for these revenue streams:

- State and Australian Governments (including Queensland State Schools and local councils);
- Long-term partner industry contributions (exhibiting sound payment patterns);
- Trade receivables and other.

Loss allowance calculations have been conducted to reflect historical default rates using credit loss experience on past sales transactions during the last 10 years. The assessed loss allowance at 30 June 2024 for the Board's receivables was not considered material to the accounts and not applied.

The nature of the Board's receivables are expected to remain consistent in the foreseeable future with historical default rates assessed as providing the best indicator of future recoveries.

13. Other Financial Assets

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
<u>Current</u>				
QIC short-term Income Fund	6	5	6	5
	6	5	6	5
<u>Non-current</u>				
QIC long-term Diversified Fund	3,580	3,400	3,580	3,400
	3,580	3,400	3,580	3,400

Financial assets are recognised when the Board becomes party to the contractual provisions of the financial instrument. QIC equity investments are designated at fair value through profit and loss.

QIC Investments

The Board recognises other financial assets invested with QIC at fair value through profit or loss. The fair value is measured at market value based on closing unit prices of QIC unlisted unit trusts. Fair value gains and losses are recognised in the Statement of Comprehensive Income.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense

Closing Balances and Reconciliation of Carrying Amount

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Land:				
At Fair Value	11,470	11,755	11,470	11,755
	11,470	11,755	11,470	11,755
Buildings:				
At Fair Value	209,922	199,481	209,922	199,481
Less: Accumulated depreciation	(103,914)	(92,747)	(103,914)	(92,747)
	106,008	106,734	106,008	106,734
Heritage and cultural assets:				
At Fair Value - Library Heritage Collection	3,650	3,650	3,650	3,650
At Fair Value - State Collection	666,045	659,407	666,045	659,407
	669,695	663,057	669,695	663,057
Plant and Equipment (Exhibitions):				
At cost	19,673	18,850	19,673	18,850
Less: Accumulated depreciation	(13,820)	(12,472)	(13,820)	(12,472)
	5,853	6,378	5,853	6,378
Plant and equipment (Other):				
At cost	7,918	8,045	7,918	8,045
Less: Accumulated depreciation	(5,970)	(5,853)	(5,970)	(5,853)
	1,948	2,192	1,948	2,192
Assets under construction:				
At cost projects under construction	1,379	727	1,379	727
Total	796,353	790,843	796,353	790,843

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Closing Balances and Reconciliation of Carrying Amount (contd)

	Land		Buildings		Heritage & Cultural Assets		Plant & Equipment (Exhibitions)		Plant & Equipment (Other)		Assets under construction		Total	
	Level 2		Level 3		Level 3		At Cost		At Cost		At Cost			
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	11,755	11,755	106,735	94,925	663,057	620,091	6,378	7,640	2,192	2,553	727	600	790,844	737,564
Acquisitions at cost	-	-	36	-	72	-	99	-	282	221	1,402	1,691	1,891	1,912
Donations received	-	-	-	-	-	2,498	-	-	-	-	-	-	-	2,498
Transfers	-	-	-	1,564	-	-	750	-	-	-	(750)	(1,564)	0	-
Disposals	(285)	-	(190)	-	-	-	-	-	(24)	(6)	-	-	(499)	(6)
Revaluation increments (decrements)	-	-	6,283	15,988	6,566	40,468	-	-	-	-	-	-	12,849	56,456
Depreciation for period	-	-	(6,856)	(5,743)	-	-	(1,374)	(1,262)	(502)	(576)	-	-	(8,732)	(7,581)
Carrying amount at 30 June	11,470	11,755	106,008	106,734	669,695	663,057	5,853	6,378	1,948	2,192	1,379	727	796,353	790,843

The Board has plant and equipment with an original cost of \$4,028,370 (\$4,392,515 in 2022-23) and a written down value of nil still being used in the provision of services.

All property, plant and equipment is held by the Parent Entity. Asset revaluation surplus movements consist of acquisition of collected items, disposals and revaluation increments / (decrements).

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Recognition and Acquisition

Accounting Policy - Recognition Thresholds

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.

Class	Amount
Buildings	\$10,000
Land	\$ 1
Plant & Equipment (Exhibitions)	\$10,000
Plant & Equipment (Other)	\$ 5,000
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 underpinning the valuation provides for items of any value to be capitalised.

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.

Accounting Policy - Cost of Acquisition

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 believes 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.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Recognition and Acquisition (contd)

Accounting Policy - Cost of Acquisition (contd)

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 a Queensland Government department, are recognised at their fair value at date of acquisition in accordance with AASB 116 *Property, Plant and Equipment*.

Measurement using Fair Value

Accounting Policy

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'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 abovementioned classes, the cost of items acquired during the financial year has been judged by the Board to materially represent their fair value at the end of the reporting period.

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, unless the use of indexation results in a materially correct estimation of fair value as permitted by Queensland Treasury.

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.

Use of Specific Appraisals

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.

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

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Measurement using Fair Value (contd)

Use of Specific Appraisals (contd)

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.

Fair Value Measurement Hierarchy

All assets and liabilities of the Board 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 were no transfers of assets between fair value hierarchy levels during the period.

Basis for Fair Values of assets

Land

Effective date of last specific comprehensive valuation:	30/06/2021
Valuation Approach:	Market based assessment
Inputs:	Queensland State Valuation Services (SVS) indices.
Subsequent valuation activity:	SVS reported no material movement across the class at 30 June 2024.

Buildings:

Effective date of last specific comprehensive valuation:	30/06/2021
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Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Basis for Fair Values of assets (contd)

Buildings (contd):

Valuation Approach:	Cost and Market-based assessment
Inputs:	indices for buildings have been sourced from the Asset revaluation index: Non-residential construction, Queensland, June qtr 2023 to March qtr 2024, published by the Queensland Government Statistician's Office.
Subsequent valuation activity:	The cumulative movement in indexation since the last re-valuation is 6.3%. This movement is considered material and has been applied at 30 June 2024.

Heritage and Cultural Assets

Effective date of last specific comprehensive valuation:	30/06/2023
Valuation Approach:	Cost and Market-based assessment
Inputs:	A comprehensive revaluation of heritage and cultural assets was performed at 30 June 2023 by Aon Risk Services Australia Limited (Aon) and certified by Mr James Munroe (Fellow of Australian Property Institute, Member of Property Institute of New Zealand, Certified Practising Valuer). Aon performed a desktop materiality review across the class at 30 June 2024. A number of biodiversity assets were internally redesignated to type status.
Subsequent valuation activity:	Aon reported no material movement across the class at 30 June 2024. However, a number of biodiversity assets increased in value due to their type status.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Accounting for Changes in Fair value

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.

Depreciation Expense

Accounting Policy

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 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 Board.

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.

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 Board.

Depreciation Rates

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

Class	Rate
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%
Leasehold Improvements	Term of lease
Other	1%–30%

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

14. Property, Plant and Equipment and Depreciation Expense (contd)

Impairment

Accounting Policy

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 Board 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 fair value of assets will be used as it materially approximate recoverable amount.

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.

15. Payables

Current

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Trade creditors	1,554	1,138	1,554	1,138
External audit fees	57	53	57	53
Tax payables	8	6	8	6
Accrued expenses	1,088	816	1,088	816
Total	2,707	2,013	2,707	2,013

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured.

16. Accrued Employee Benefits

Current

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Annual leave	2,481	2,405	2,481	2,405
Wages accrual	120	103	120	103
Other accrued employee benefits	189	178	189	178
Total	2,790	2,686	2,790	2,686

Disclosure about Accrued Employee Benefits

The Board expects liabilities for accrued employee benefits to be wholly settled within 12 months after the end of the period in which the employees render the service.

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

17. Unearned Revenue

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Current				
Contract revenue	1,852	3,287	1,852	3,287
Other revenue	6,036	3,816	6,036	3,816
Current	7,888	7,103	7,888	7,103
Non Current	1,076	289	1,076	289
Total	8,964	7,392	8,964	7,392

Accounting policy - Unearned revenue

Grants and revenues with contractual obligations are recognised progressively as the Board satisfies the sufficiently specific performance obligations. The transactions are accounted for under AASB 15 *Revenue from Contracts with Customers*, resulting in revenue being deferred and recorded as an unearned revenue liability of the Board. Unearned revenue also include revenue from transactions without contractual obligations but nevertheless require recognition of such a liability based on the matching principle.

Disclosure - Unearned revenue

Of the opening unearned revenue as at 1 July 2023 of \$7.392m, \$1.457m has been recognised as revenue in 2023-24.

No revenue recognised in 2023-24 was from performance obligations satisfied or partially satisfied in a previous period.

Significant changes in unearned revenue during the year:

- The other increase in unearned revenue is due to grants and contributions received for specific projects where the Board is yet to satisfy its sufficiently specific performance obligations.

Unearned revenue at 30 June 2024 include \$8.964m relating to revenue received by the Board where sufficiently specific performance obligations are yet to be satisfied. Of this balance, \$7.888m is expected to be delivered within the next 12 months. The remainder \$1.076m will be delivered afterwards.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

18. Right of Use Assets and Lease Liabilities

Leases as Lessee

Right-of-use assets

	Economic Entity		Parent Entity	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Building				
Opening balance at 1 July	258	497	258	497
Additions	1,030	25	1,030	25
Depreciation charge	(316)	(297)	(316)	(297)
Other adjustments	-	34	-	34
Closing balance at 30 June 2024	972	258	972	258

Lease liabilities

Current

Lease Liability	348	247	348	247
	348	247	348	247

Non Current

Lease Liability - Non Current	632	28	632	28
	632	28	632	28

Accounting policies - Leases as lessee

The Board measures right-of-use assets from concessionary leases at cost on initial recognition, and measures all right-of-use assets at cost subsequent to initial recognition.

The Board has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses on a straight-line basis over the lease term. An asset is considered low value where it is expected to cost less than \$10,000 when new.

Where a contract contains both a lease and non-lease components such as asset maintenance services, the Board allocates the contractual payments to each component on the basis of their stand-alone prices. However, for leases of plant and equipment, the Board has elected not to separate lease and non-lease components and instead accounts for them as a single lease component.

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that the department is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the department under residual value guarantees
- the exercise price of a purchase option that the museum is reasonably certain to exercise
- payments for termination penalties, if the lease term reflects the early termination

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

18. Right of Use Assets and Lease Liabilities (contd)

Accounting policies - Leases as lessee (contd)

When measuring the lease liability, the Board uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the Board's leases. To determine the incremental borrowing rate, the Board uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Disclosures - Leases as lessee

(i). Details of leasing arrangements as lessee

The Board has entered into multiple commercial leases for office accommodations. Lease payments for these leases are initially fixed and are subject to CPI-based rent increases in other years within the lease term. These have been included to the right-of-use asset and lease liability recognised.

(ii). Office accommodation, employee housing and motor vehicles

The Queensland Government Accommodation Office (QGAO) within the Department of Housing, Local Government, Planning and Public Works provides the Board with access to motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because QGAO has substantive substitution rights over the assets.

The related service expenses are included in Note 8 (Lease expenses).

The Board occupies Queensland State Government (Arts Queensland - AQ) premises at the Queensland Cultural Centre, South Brisbane. This arrangement is also categorised as procurement of services rather than as a lease because it is principally to enable the Board to further its objectives. The Board has taken advice from AQ to continue the recognition treatment at fair value of this arrangement as has been the case in previous years.

(iii). Amounts recognised in profit and loss

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	13	16	13	16
Breakdown of 'Lease expenses' included in Note 8.				
• Expenses relating to variable lease	311	205	311	205
<i>(iv). Total cash outflow for leases</i>	325	306	325	306

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

19. Asset Revaluation Surplus by Class

	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2023	9,280	112,791	527,306	649,378
Transfer to Accumulated Surplus	(130)	(29)	-	(159)
Revaluation increments (decrements)	-	6,283	6,566	12,849
Balance 30 June 2024	9,150	119,045	533,872	662,068

	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2022	9,280	96,802	486,838	592,921
Revaluation increments (decrements)	-	15,989	40,468	56,457
Balance 30 June 2023	9,280	112,791	527,306	649,378

The revaluation reserve relates to the Parent Entity only.

20. Contingencies

As at 30 June 2024 there are no contingent liabilities.
Contingent liabilities as at 30 June 2023 were also nil.

21. Commitments

Material classes of capital expenditure commitments exclusive of GST that can be recouped, contracted for at reporting date but not recognised in these statements are payable as follows:

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Other Expenditure	2,289	2,507	2,289	2,507
Plant & Equipment	41	671	41	671
Total	2,330	3,178	2,330	3,178
Payable				
Within twelve months	2,330	3,178	2,330	3,178
Later than 1 and not later than 5 yrs	-	-	-	-
Total - Payable	2,330	3,178	2,330	3,178

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

22. Events Occurring after Balance Date

There were no significant events occurring after balance date.

23. Financial Risk Disclosures

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.

Financial instruments are classified and measured as follows:

- Cash and Cash equivalents;
- Receivables - held at amortised cost;
- Payables - held at amortised cost; and
- Other Financial Assets - held at fair value through profit and loss

The Board has not entered into transactions for speculative purposes, nor for hedging. The Board's other financial assets represent investments in a QIC unlisted unit trust.

Financial Instrument Categories

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

Category	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Financial Assets				
Cash and cash equivalents	23,517	21,566	22,539	20,483
Other Finance Assets - QIC short-term Income Fund	6	5	6	5
Trade Receivables	1,303	585	1,303	585
Other Finance Assets - QIC long-term Diversified	3,580	3,400	3,580	3,400
	28,406	25,556	27,428	24,473
Financial Liabilities				
Financial liabilities measured at amortised costs:				
Trade Payables	2,699	2,007	2,699	2,007
Lease Liabilities	980	275	980	275
Total	3,679	2,282	3,679	2,282

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

Risk Exposure

Financial risk management is implemented pursuant to government and the Board's 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 the accounting and reporting division under policies approved by the Board. The Board provides written principles for overall risk management, as well as policies covering specific areas.

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

23. Financial Risk Disclosures (contd)

Risk Exposure (contd)

The Board's activities expose it to a variety of financial risks as set out in the following table:

Risk Exposure	Definition	Exposure
Credit Risk	The risk that the Board may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The Board is exposed to credit risk in respect of its receivables (Note 12).
Liquidity Risk	The risk that 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 exposed to liquidity risk in respect of its payables (Note 15).
Market Risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The Board is exposed to foreign currency exchange rate risks through contracts negotiated in foreign currency such as exhibition hire and transportation fees. The Board is exposed to interest rate risk through its cash deposited in interest bearing accounts (Note 11) and its investments (Note 13).

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

23. Financial Risk Disclosures (contd)

Risk measurement and management strategies

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

Risk Exposure	Measurement Method	Risk management strategies
Credit Risk	Ageing analysis, earnings at risk	The Board manages credit risk through the use of a credit management strategy. 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.
Liquidity Risk	Sensitivity analysis	The Board manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the Board has sufficient funds available to meet employee and supplier obligations as they fall due. 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.
Market Risk	Interest rate sensitivity analysis	The Board does not undertake any hedging in relation to interest risk and manages its risk as per the Board's liquidity risk management strategy articulated in the Board's Financial Management Practice Manual.

Market Sensitivity Analysis

With all other variables held constant, 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 2024 (2023: +/-3%). These fluctuations are based on the current world economic and market climate.

Financial Instrument	Carrying Amount	2024 Market Sensitivity Analysis			
		3%		-3%	
		Profit	Equity	Profit	Equity
QIC Investments	3,586,110	107,583	107,583	(107,583)	(107,583)

Financial Instrument	Carrying Amount	2023 Market Sensitivity Analysis			
		3%		-3%	
		Profit	Equity	Profit	Equity
QIC Investments	3,404,966	102,149	102,149	(102,149)	(102,149)

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

23. Financial Risk Disclosures (contd)

Risk measurement and management strategies

With all other variables held constant, 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 +/-0.25% (2023: +/-0.25%) from the year-end rates applicable to the Board's financial assets and liabilities.

Interest Rate Sensitivity Analysis

Financial Instrument	Carrying Amount	2024 Interest Rate Sensitivity Analysis			
		0.25%		-0.25%	
		Profit	Equity	Profit	Equity
Cash	23,517,000	58,793	58,793	(58,793)	(58,793)

Financial Instrument	Carrying Amount	2023 Interest Rate Sensitivity Analysis			
		0.25%		-0.25%	
		Profit	Equity	Profit	Equity
Cash	21,566,000	53,915	53,915	(53,915)	(53,915)

Credit risk management practices

The Board considers financial assets that are over 30 days past due to have significantly increased in credit risk, and measures the loss allowance of such assets at lifetime expected credit losses instead of 12-month expected credit losses. The exception is trade receivables (Note 12), for which the loss allowance is always measured at lifetime expected credit losses.

The Board typically considers a financial asset to be in default when it becomes 90 days past due. However, a financial asset can be in default before that point if information indicates that the Board is unlikely to receive the outstanding amounts in full. The Board's assessment of default does not take into account any collateral or other credit enhancements.

The Board's write off policy is disclosed in Note 12.

Credit risk exposure

Credit risk exposure relating to receivables is disclosed in Note 12.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

24. Budgetary Reporting Disclosures - Economic Entity

Explanations of Major Variances - Comprehensive Income

This section contains explanations of major variances between the Queensland Museum's actual 2023–24 financial results and the original budget presented to Parliament.

	Actual (\$'000s')	Budget (\$'000s')	Variance (\$'000s')
Income from Continuing Operations			
User charges and fees	15,890	13,686	2,204
Grants and other contributions	43,543	50,357	(6,814)
Other revenue	6,107	1,189	4,918
Gains on disposal/revaluation of assets	482	412	70
Total Income from Continuing Operations	66,022	65,644	378
Expenses from Continuing Operations			
Employee expenses	33,461	31,710	(1,751)
Supplies and services	23,308	30,753	7,445
Depreciation and amortisation	9,087	7,655	(1,432)
Other expenses	5,396	622	(4,774)
Total Expenses from Continuing Operations	71,252	70,740	(512)
Operating Result from Continuing Operations	(5,230)	(5,096)	(134)
Other Comprehensive Income			
Increase/(decrease) in asset revaluation surplus	12,849	-	12,849
Total Comprehensive Income	7,619	(5,096)	12,715

Explanation of major variances - Statement of Comprehensive Income

User Charges and Fees : Actual is higher than budget primarily due to record attendance at Jurassic Park by Brickman exhibition as well as high attendance at Dinosaurs of Patagonia exhibition.

Grants and contributions : Actual is lower than the budget due to lower industry contributions and other grants.

Other Revenue : Actual is higher than budget relating to classification difference with regards to Goods / Services received below fair value.

Supplies and Services : Actual is lower than budget relating to delayed spend (mainly in project milestones) compared to budget timings.

Other Expenses : Actual is higher than budget relating to classification difference with regards to Goods / Services received below fair value.

Board of the Queensland Museum**NOTES TO THE FINANCIAL STATEMENTS 2023-24****24. Budgetary Reporting Disclosures - Economic Entity (contd)****Explanations of Major Variances - Statement of Financial Position**

	Actual (\$000s')	Budget (\$000s')	Variance (\$000s')
Current Assets			
Cash and cash equivalents	23,517	7,423	16,094
Receivables	1,618	3,115	(1,497)
Other financial assets	6	3,311	(3,305)
Inventories - Museum Shop	542	570	(28)
Other	808	632	176
Total Current Assets	26,491	15,051	11,440
Non Current Assets			
Other financial assets	3,580	3,592	(12)
Intangible assets	348	346	2
Property, plant and equipment	796,353	781,056	15,297
Right of Use Asset	972	14	958
Total Non Current Assets	801,253	785,008	16,245
Total Assets	827,744	800,059	27,685
Current Liabilities			
Payables	2,707	2,405	302
Accrued employee benefits	2,790	2,704	86
Unearned Revenue	7,888	2,278	5,610
Lease Liability	348	8	340
Provisions	519	-	519
Total Current Liabilities	14,252	7,395	6,857
Non Current Liabilities			
Unearned Revenue	1,076	214	862
Lease Liability	632	5	627
Total Non Current Liabilities	1,708	219	1,489
Total Liabilities	15,960	7,614	8,346
Net Assets	811,784	792,445	19,339
Equity			
Accumulated surplus	149,716	146,014	3,702
Asset revaluation surplus	662,068	646,431	15,637
Total Equity	811,783	792,445	19,338

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

24. Budgetary Reporting Disclosures - Economic Entity (contd)

Explanation of major variances - Statement of Financial Position (contd)

Cash and Cash Equivalents : Actual is higher than budget primarily due to positive results in User Charges and Grants and Other Contributions received but not spent on Supplies and Services.

Other Financial Assets : Actual is lower than the budget due to funds in QTC at Call Account being reinvested into a QIC Short Term fund.

Property, Plant and Equipment : Actual is higher than budget due to revaluations of Buildings as well as the addition of new exhibition assets.

Unearned Revenue : Actual is higher than budget due to project milestones not being met as well as new Grants and Other Contributions received during the year.

Asset Revaluation Surplus : Actual is higher than budget due to Cultural Heritage and Buildings asset revaluations not included in budget.

Explanations of Major Variances - Statement of Cash Flows

	Actual (\$000s')	Budget (\$000s')	Variance (\$000s')
Cash flows from operating activities			
<i>Inflows:</i>			
User charges and fees	15,612	13,474	2,138
Grants and contributions	44,323	44,243	80
GST collected from customers	1,123	-	1,123
GST input tax credit from ATO	2,421	-	2,421
Interest receipts	1,823	608	1,215
Other	367	2,081	(1,714)
<i>Outflows:</i>			
Employee expenses	(33,357)	(31,710)	(1,647)
Supplies and services	(23,005)	(28,507)	5,502
GST paid to suppliers	(2,421)	-	(2,421)
GST remitted to ATO	(1,123)	-	(1,123)
Other	(1,446)	(1,456)	10
Net cash provided by/ (used in) operating activities	4,317	(1,267)	5,584
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment	758	-	758
Sale of investments	18	-	18
<i>Outflows:</i>			
Payments for property, plant and equipment	(1,891)	(470)	(1,421)
Net cash provided by/ (used in) investing activities	(1,115)	(470)	(645)

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

24. Budgetary Reporting Disclosures - Economic Entity (contd)

Explanations of Major Variances - Statement of Cash Flows (contd)

	Actual (\$000s')	Budget (\$000s')	Variance (\$000s')
Cash flows from financing activities			
<i>Outflows:</i>			
Equity withdrawal	(926)	(926)	-
Payment for lease liability	(325)	(231)	(94)
Net cash used in financing activities	(1,251)	(1,157)	(94)
Net increase (decrease)	1,951	(2,894)	4,845
Opening Balance	21,566	10,317	11,249
Closing Balance	23,517	7,423	16,094

Explanation of major variances - Statement of Cash flows

User charges and fees : Actual is higher than budget primarily due record attendance at Jurassic Park by Brickman exhibition and high attendance at Dinosaurs of Patagonia exhibition.

GST Input tax credit from ATO and GST Paid to Suppliers : Actual is higher than the budget as GST payments and receipts are not included in budget.

Supplies and Services: Actual is lower than budget due to project milestones not aligning to what was included in the budget as timings.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

25. Key Management Personnel (KMP) Disclosures

Details of Key Management Personnel

The museum's responsible Minister is identified as part of the museum's KMP, consistent with additional guidance included in the revised version of *AASB 124 Related Party Disclosures*. That Minister is The Honourable Leeanne Enoch MP, Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts.

The following non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2022–23 and 2023-24. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position Responsibility
Board chair and members	Contribute to the management of the Board and be accountable to the Minister for the Board's performance to ensure the Board acts in accordance with, statutory obligations and implements its strategic and operational plans.
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 Network.
Executive Director, Museums & Engagement	The Executive Director, Museums & Engagement is responsible for the strategic leadership of the portfolio, which comprises operational management of the regional campuses, delivery of World Science Festival events and the state-wide functions of Experience, Learning and Programming, Audience Engagement and Marketing.
Executive Director, Collections, Research & Exhibitions	The Executive Director, Collections, Research & Exhibitions is responsible for strategic leadership of the portfolio, which comprises operational management of the Collections and Research Centre, Hendra and state-wide functions of Collection Services; Biodiversity and Geosciences; Cultures and Histories; Exhibitions and Creative Services; and Digital Initiatives.
Executive Director, Corporate Services & Chief Financial Officer	The Executive Director, Corporate Services & Chief Financial Officer is responsible for the strategic leadership of the portfolio, which comprises the state-wide functions of Digital and Information Services; Finance and Commercial; Facilities and Infrastructure Renewal; People and Culture and Risk and Compliance.
Director, First Nations	The Director, First Nations provides strategic leadership in the development and delivery of an organisation-wide First Nations engagement framework for Queensland Museum Network.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

25. Key Management Personnel (KMP) Disclosures (contd)

Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The museum does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by the Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the Museum's key management personnel is set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*. 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 2023-24 year, remuneration of key executive management personnel has increased 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.
- Redundancy payments 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.
- Performance bonuses are not paid under the contracts in place.

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

25. Key Management Personnel (KMP) Disclosures (contd)

KMP Remuneration Expense

1 July 2023–30 June 2024

	Short-term Employee Expenses		long-term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	343	6	9	40	-	398
Executive Director, Museums & Engagement	224	2	6	30	-	262
Executive Director, Collections, Research & Exhibitions	222	0	6	32	-	260
Executive Director, Corporate Services & Chief Financial Officer	218	5	6	32	-	261
Director, First Nations	205	5	5	27	-	242
Total	1,212	18	31	160	-	1,423

1 July 2022–30 June 2023

	Short-term Employee Expenses		long-term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	308	6	8	38	-	360
Director, Public Engagement	86	4	2	9	-	101
Executive Director, Museums & Engagement	126	1	3	13	-	143
Executive Director, Collections, Research & Exhibitions	216	4	5	24	-	249
Executive Director, Corporate Services & Chief Financial Officer	218	6	6	25	-	255
Director, First Nations	94	1	2	10	-	107
Total	1,048	22	26	119	-	1,215

Members of the Board remuneration was as follows:

Name	Members From	Members To	Position	2024 \$	2023 \$
Sheil, M (Chair)	1/08/2019	31/07/2025	Chair	20,000	20,000
Taylor, C	1/06/2017	31/05/2026	Member	7,000	7,000
Ginn, G	1/06/2017	31/05/2023	Member	-	8,055
Griffiths, J	1/08/2019	31/07/2025	Member	8,800	8,800
Harch, B	1/08/2019	31/07/2022	Member	-	677
Hill, V	1/08/2019	31/07/2025	Member	8,800	8,661
Parker, J	1/06/2020	31/05/2026	Member	9,500	9,500
Van Issum, H	1/06/2020	31/05/2026	Member	9,500	9,500
Ewen, Shaun C	1/08/2022	31/07/2025	Member	7,000	6,462
Murphy, Kylie M	1/08/2022	31/07/2025	Member	7,000	6,462
Thompson, J	CEO appt.13/12/18		ex-officio		-
Total remuneration paid to all members :				77,600	85,116

Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2023-24

25. Key Management Personnel (KMP) Disclosures (contd)

Fees paid to members of the Board are in accordance with the guidelines provided for the *Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies*. These amounts exclude expenses associated with the hosting and transport to meetings.

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

Related Party Transactions

Transactions with people/entities related to KMP

The Queensland Museum did not enter into any transactions with people, or entities, related to Key Management Personnel beyond normal day-to-day business operations such as official travel reimbursements.

Transactions with other Queensland Government controlled entities

The Queensland Museum transacts with other Queensland Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. Where transactions with other Queensland Government controlled entities are considered individually significant or material, these have been disclosed as related party transactions in the relevant notes as follows:

- Grants and Other Contributions (Note 5)
- Supplies and Services (Note 8)
- Other Expenses (Note 10)
- Financial Risk Disclosures (Note 23)

26. Taxation

The Board 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.

27. Future Impact of Accounting Standards Not Yet Effective

At reporting date, no Australian accounting standards and interpretations with future commencement dates are applicable to the Board's activities, or have any material impact on the Board.

28. First Year Application of New Accounting Standards or Change in Policy

Changes in Accounting Policy

The Board did not voluntarily change any of its accounting policies during 2023-24.

Accounting Standards Early Adopted for 2023-24

No Australian Accounting Standards have been early adopted for 2023-24.

Accounting Standards Applied for the First Time

No Australian Accounting Standards applied for the first time had any material impact on the 2023–24 financial statements.

Board of the Queensland Museum
NOTES TO THE FINANCIAL STATEMENTS 2023-24

29. Climate Risk Disclosure

Whole of Government Climate Reporting

The State of Queensland, as the ultimate parent of the museum, has published a wide range of information and resources on climate related risks, strategies and actions accessible via <https://www.energyandclimate.qld.gov.au/climate>.

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>.

Climate Risk Assessment - Financial Statements

The museum has not identified any material climate related risks relevant to the financial report at the reporting date. The museum continues to monitor the emergence of such risks in accordance with the Queensland Sustainability Report and other Queensland Government resources on climate related risks.

Current Year Impacts

No adjustments to the carrying value of recorded assets or other adjustments to the amounts recorded in the financial statements were recognised during the financial year.

30. Trust Transactions and Balances

Trust

Harry West Memorial Fund

Audit Arrangements

Auditor-General of Queensland

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 2023-24 year the Fund's assets were invested in the QIC long-term Diversified Fund. The Board is the sole beneficiary of this Trust.

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 these financial statements.

Revenue received by the Board as sole beneficiary totalled \$202,917 (2023: \$59,732).

Financial results of the Harry West Memorial Fund

	2024	2023
	\$'000	\$'000
Income	203	60
Expenses	203	60
Net Surplus	-	-
Assets	3,303	3,039
Liabilities	203	60
Net assets	3,100	2,979

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), section 39 of the *Financial and Performance Management Standard 2019* 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 financial 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 2024 and of the financial position of the entity at the end of that year; and

We acknowledge responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Professor Margaret Sheil AO
Chair
Board of the Queensland Museum

Date: 21/8/2024



Dr. Jim Thompson
Chief Executive Officer
Queensland Museum

Date: 21/8/24



INDEPENDENT AUDITOR'S REPORT

To the Board of the Board of the Queensland Museum

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Board of the Queensland Museum (the parent) and its controlled entities (the group).

The financial report comprises the statements of financial position as at 30 June 2024, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the management certificate.

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 30 June 2024, and their financial performance and cashflows for the year then ended; and
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

Responsibilities of the entity 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 the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Board is also responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the group or to otherwise cease operations.

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

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

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar3.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements**Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2024:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.

A handwritten signature in black ink, appearing to read 'J Thornley'.

Jacqueline Thornley
as delegate of the Auditor-General

28 August 2024

Queensland Audit Office
Brisbane

APPENDICES

Appendix A: Grants

The following table lists active research projects during 2023–24 involving QM employees and supported by external grant funding. Unless otherwise stated, grants were received and administered by QM.

Project title	Grant scheme	QM contributors
Archaeology, collections and Australian South Sea Islander lived identities	ARC Linkage (administered by University of Sydney)	Dr Geraldine Mate Ms Imelda Miller
Burnett River Rock Engravings	Australian Government Indigenous Repatriation Program	Ms Cathy ter Bogt Mr Dany Williams
Consequences of a plant-based diet – characterising the trematode guild infecting herbivorous fishes of the Great Barrier Reef	Australian Biological Resources Study (ABRS)	Dr Terry Miller Dr Scott Cutmore
Conservation systematics of <i>Aname</i>	ABRS National Taxonomy Research Grants Scheme (administered by University of Western Australia)	Dr Michael Rix
Coral Discovery Project	Cairns Research Institute (administered by James Cook University)	Dr Maddy McAllister
Transdisciplinary research collaboration that will unlock environmental and human history of Australia, Papua New Guinea and eastern Indonesia.	ARC Centre of Excellence for Australian Biodiversity and Heritage (CABAH) (administered by University of Wollongong)	Dr Geraldine Mate Dr Brit Asmussen
Fugitive Traces: Reconstructing Yulluna experiences of the frontier	ARC Special Research Initiative for Australian Society, History and Culture (administered by Griffith University)	Mr Nicholas Hadnutt
Green History - the history and origins of the modern Australian flora	Herman Slade Foundation Grant	Dr Andrew Rozefelds Dr Espen Knutsen
Invasion Alert – Development of a machine learning-based platform for fast invasive ant detection and recognition.	Commonwealth Grant (administered by Murdoch University)	Dr Chris Burwell
Macroecology of reptiles and frogs over latitudinal and temporal gradients	ARC Discovery Project Grant (Monash University)	Dr Scott Hocknull
Rungulla Bush Blitz	ABRS	Dr Christine Lambkin

Project title	Grant scheme	QM contributors
SEACHANGE Quantifying the impact of major cultural transitions on marine ecosystem functioning and biodiversity	European Research Council (ERC) Synergy Grant (administered by the University of Exeter)	Dr Brit Asmussen
Spiders of Australia Lucid Key 2nd edition	ABRS	Dr Robert Raven Dr Jennifer Beard
Stones, shell, and isotopes – a multidisciplinary investigation of HMS Pandora’s Polynesian cultural objects	James Cook University, College of Arts, Social Sciences and Education – Research Grants	Dr Maddy McAllister
Sugarbags and shellfish: Indigenous foodways in colonial Cape York Peninsula	ARC Linkage Grant (administered by University of New England)	Dr Brit Asmussen
Taxonomic significance of extensive cryptic lineage diversity within 2 “species” of <i>Lerista</i> .	ABRS	Dr Jessica Worthington Wilmer

Appendix B: Peer-reviewed papers

- Alcantara, M.J.M., Fontanilla, A.M., Ashton, L. A., **Burwell, C.J.**, Cao, M., Han, H., Huang, H., Kitching, R.L., Reshchikov, A., Shen, X., Tang, Y., Wan, Y., Xu, Z., & Nakamura, A. (2024). Bugs and Bergmann's rule: a cross-taxon large-scale study reveals idiosyncratic altitudinal and latitudinal body size patterns for different insect taxa. *Entomologica Generalis*. <https://doi.org/10.1127/entomologia/2024/2246>
- Allsopp, P.G.** (2023). Confusion in the names of some Queensland Scarabaeoidea (Coleoptera): original spelling, prevailing usage or homonymy? *Australian Entomologist*, 50, 47–62.
- Allsopp, P.G.** (2024). Scitala alectura: A new species from central Queensland (Coleoptera: Scarabaeidae: Sericoidinae: Scitalini). *Australian Journal of Taxonomy*, 63, 1–5. <https://doi.org/10.54102/ajt.t67g6>
- Allsopp, P.G.** (2024). Vulcanetoia, a new replacement name for the genus Vulcanoia Martins-Neto, 1988 (Insecta: Hemiptera: Lalacidae: Lalacinae: Carpopodini). *Zootaxa*, 5403, 295–296.
- Allsopp, P. G.**, & Hutchinson, P. M. (2023). Philcarneum new genus and Constricticollis new genus, two distinctive rhinoceros beetles (Coleoptera: Scarabaeidae: Dynastinae: Pentodontini) from opposite sides of Australia with a revised key to the Australian dynastine genera. *Zootaxa*, 5351(3), 322–340. <https://doi.org/10.11646/zootaxa.5351.3.2>
- Allsopp, P.G. & Koch, K.** 2023. Review of the type status of some Scarabaeoidea (Coleoptera) held by the Queensland Museum. *Memoirs of the Queensland Museum – Nature* 64: 273–304. <https://doi.org/10.17082/j.2204-1478.64.2023.2023-01>
- Allsopp, P.G.**, & Poyett, J. (2024). *Anomala calcarata durbanda* Machatschke, 1954 (Coleoptera: Scarabaeidae: Rutelinae: Anomalini) recorded from Australia. *Australian Entomologist*, 51, 1–8.
- Allsopp, P.G.**, & Schoolmeesters, P. (2024a). All genera of the world: Subfamilies Dynastinae, Rutelinae and Cetoniinae (Animalia: Arthropoda: Insecta: Coleoptera: Scarabaeidae). *Megataxa*, 12, 1–103.
- Allsopp, P.G.**, & Schoolmeesters, P. (2024b). Resolution of some nomenclatural issues in the Cetoniinae, Dynastinae, Hopliinae, Melolonthinae, Pachydeminiae and Sericinae (Coleoptera: Scarabaeidae). *Zootaxa*, 5433, 573–580.
- Asmussen, B.** (2024). Conscientious archaeologies. *Australian Archaeology*, 90(1), 3–5. <https://doi.org/10.1080/03122417.2024.2317514>
- Baker, A. M.**, Bowerman, Elliot, & Gynther, Ian C. (2024). Cannibalism in the mainland dusky antechinus (*Antechinus mimetes mimetes*) during the breeding period. *Australian Mammalogy*, 46(2), Article number: AM23042.
- Barker, S.C., Kelava, S., Kelava, S., Mans, B.J., Apanaskevich, D.A., **Seeman, O.D.**, Gofton, A., Shao, R., Teo, E.J.M., Evasco, K.L., Soennichsen, K.F., Barker, D., & Nakao, R. (2024) The first cryptic genus of Ixodida, *Cryptocroton* n. gen. for *Amblyomma papuanum* Hirst, 1914: a tick of North Queensland, Australia, and Papua New Guinea. *Zootaxa*, 5410, 91–111.
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Bolded names indicate QM employees or Honoraries.

Appendix C: Exhibitions

Making Waves: A Century of Australian Coral Reef Science

12 August 2022 – 9 July 2023 | Kurilpa | Free, non-ticketed

Journey to Australia's many colourful reefs that fringe the Queensland coast, form labyrinths in the Torres Strait and Coral Sea, and meander along the Kimberley and Ningaloo coastlines.

Australia's coral reefs are some of the longest, oldest, most biodiverse and pristine on the planet. In fact, we are the guardians of 17 per cent of all the world's coral reefs with four of them earning World Heritage status – the Great Barrier Reef, Lord Howe Island, Ningaloo Reef and Shark Bay. Coral reefs also hold great cultural and spiritual significance to Aboriginal peoples and Torres Strait Islanders who have been caring for Sea Country for tens of thousands of years.

For the last century the Australian Coral Reef Society has been at the forefront of reef conservation and advocacy, making large ripples across the globe by supporting scientific research on coral reefs. These ripples are rapidly becoming waves, waves ACRS hopes will be big enough to tackle the largest threat to Australia's reefs – climate change.

This exhibition invites visitors to step inside this celebration of 100 years of Australian coral reef science and find out how scientists are protecting our precious reefs for generations to come.

Making Waves: A Century of Australia Reef Science is a temporary exhibition developed and presented by QM with support from the Australian Coral Reef Society.

Connections Across the Coral Sea: A Story of Movement

19 August 2022 – 2 July 2023 | Kurilpa | Free, non-ticketed

Discover a time where humankind knew no borders. A place where objects and ideas were shared harmoniously across cultures. Travel across the iconic Coral Sea and explore the rich relationships of ancient First Nations communities – their trade, customs and connections.

Connections Across the Coral Sea: A Story of Movement reveals the latest archaeological research around the earliest movements and trade between the seafaring cultures of Papua New Guinea, Torres Strait and the northeast coast of Queensland. Experience the language, stories and the spiritual connections of voyagers long ago. See real artefacts that endure the customs and talent of the ancient Pacific artisans that created them. Come full circle as you step into the modern day and learn about research and technology used to piece together the puzzle of a thriving cultural movement that existed since time immemorial.

Connections across the Coral Sea: A Story of Movement is a temporary exhibition produced by QM in partnership with ARC Centre of Excellence for Australian Biodiversity and Heritage (CABAH) in collaboration with Project DIG. The exhibition is supported by James Cook University, Monash University, the Walmbaar Aboriginal Corporation and Hope Vale Congress Aboriginal Corporation.

Dinosaurs of Patagonia

17 March – 2 October 2023 | Kurilpa | Paid, ticketed

Dinosaurs of Patagonia brings together full-scale casts of Patagonian dinosaurs that lived up to 230 million years ago, alongside real fossils and new finds.

Delve into the chronicles of an unknown past and travel the deserts of Patagonia to reveal mysteries of nature and understand your place as a human being in the complex balance of our natural history. Marvel at the world's biggest dinosaur, *Patagotitan mayorum*. View the ferocious predator *Tyrannotitan chubutensis*. Walk with herbivores and carnivores from the Cretaceous, Jurassic and Triassic eras.

Dinosaurs of Patagonia is an international touring exhibition designed by Museo Paleontológico Egidio Feruglio (MEF).

The Spencer Project

31 March 2023 – TBC | Rail Workshops | Free with entry, non-ticketed

Celebrating the birth of the Australian motorcycle, *The Spencer Project*, features a rare and beautiful Spencer machine brought to life with original parts from the State Collection.

The Spencer Project is a temporary exhibition developed and presented by QM.

Wetlands

1 June 2023 – 7 July 2024 | Cobb+Co | Free with entry, non-ticketed

Wetlands of Queensland comprises large-scale, full colour images featured in the QM Discovery Guide of the same name.

Wetlands are among the most important parts of our planet, rich in biodiversity and thrumming with life at scales both vast and microscopic. They are dynamic systems that undergo cycles of wetting and drying, and no two wetlands are the same: even individual wetlands change from year to year, or throughout the seasons.

Queensland boasts the highest diversity of wetland types in Australia. These wetlands make a vital contribution to human health and wellbeing, and they are of profound material and cultural importance to First Nations peoples, for whom wetlands are essential sources of water, food, medicine and tools, as well as story places and centres for cultural activity.

Wetlands of Queensland is a temporary exhibition developed and presented by QM.

Walking through a Songline

17 June – 2 October 2023 | Cobb+Co | Free with entry, non-ticketed

Walking through a Songline is a pop-up digital experience based on part of the National Museum of Australia's internationally acclaimed exhibition *Songlines: Tracking the Seven Sisters*.

Visitors make their way through stunning projections that show a songline in an artistic and striking way. This is an immersive experience at the nexus between ancient knowledge and new technology.

Walking through a Songline is a national touring exhibition developed by the National Museum of Australia in partnership with Mosster Studio, with the ongoing support of the traditional Aboriginal custodians and knowledge holders of this story.

The Butterfly Man of Kuranda: The Dodd Collection

28 July 2023 – 14 April 2024 | Kurilpa | Free, non-ticketed

Frederick Dodd, known as 'The Butterfly Man of Kuranda', was an Australian naturalist who dedicated the later years of his life to entomology. He recognised the beauty, complexity and fragility of nature, which was epitomised by his display cases.

QM holds 42 beautifully arranged showcases made by Dodd and his family from 1917 through to the 1960s. The Dodd Collection is a significant part of the State Collection with some specimens more than 100 years old. Parts of this rare and stunning collection are displayed in *The Butterfly Man of Kuranda: The Dodd Collection*.

The Butterfly Man of Kuranda: The Dodd Collection is a temporary exhibition developed and presented by QM.

Reception this way: motels – a sentimental journey with Tim Ross

25 August–12 December 2023 | Rail Workshops | Free with entry, non-ticketed

In a land where the car has provided us with the ultimate freedom to hit the road and explore, it is no surprise that Australians wholeheartedly embraced the American concept of the motel. When motels began springing up in the 1950s, they represented a new, stylish and sophisticated way to travel.

Reception this way: motels – a sentimental journey with Tim Ross is a nostalgic trip back in time to when the roadside motel was an integral part of the Australian holiday. Through photographs and promotional film footage, visitors revisit memories of the classic Aussie motel, from family holidays and long road trips in the sweltering summer heat, to continental breakfasts and mid-century mod cons...

Reception this way: motels – a sentimental journey with Tim Ross is a touring exhibition developed by the National Archives of Australia in collaboration with comedian Tim Ross.

Danie Mellor: New Materialisms (anticipating Girrugarrr) I–V 2015

From 2 August 2023 – 24 November 2024 | Kurilpa | Free, non-ticketed

New Materialisms (anticipating Girrugarrr) I–V 2015 comprises five photographic prints on curved aluminium created by award-winning artist Danie Mellor in partnership with Uncle Ernie Grant an Elder of the Jirrbal peoples from Tully in Far North Queensland.

Mellor's creative process was influenced by an ancestral rainforest legend, the oral story of Girrugarrr – a magical, shape-shifting ancestor who provided the names of all things in the environment and landscape of rainforest Country. *New Materialisms (anticipating Girrugarrr) I–V 2015* highlights the importance and relevance of oral tradition and Indigenous cultural knowledge.

New Materialisms (anticipating Girrugarrr) I–V 2015 was donated by Mellor to QM in 2019 through the Australian Government's Cultural Gifts Program. The current exhibition, comprising three of the five pieces, was developed and presented by QM.

Insect Agency

15 September 2023 – 7 July 2024 | Kurilpa | Free, non-ticketed

Insects have occupied Earth for hundreds of millions of years, diversifying, proliferating, and evolving some remarkable abilities. Most of us don't realise we live on the planet of the insects; that insects are in fact the little things that run the world.

With their incredible anatomy and super abilities, insects are environmental powerhouses vital for keeping ecosystems healthy. The planet as we know it would be doomed without them. They are also vital for human survival, so it is important that we study insects to better understand them.

From tiny wasps and bees to enormous moths and beetles, *Insect Agency* features more than 1,700 insect specimens in a mind-blowing diversity of shapes, colours and species. Visitors can step delve into the astonishing world of insects and uncover the amazing abilities and processes that make them the unsung superheroes they are.

Insect Agency is a temporary exhibition developed and presented by QM in partnership with the Entomological Society of Queensland, Australia's oldest society devoted to the study of insects.

Sea Monsters: Prehistoric Ocean Predators

16 September 2023 – 28 January 2024 | Tropics | Paid, ticketed

While dinosaurs may have ruled the land, giant marine reptiles hunted the depths of the sea.

Sea Monsters: Prehistoric Ocean Predators brings together real fossils from millions of years ago and gigantic replicas including a 13-metre long Elasmosaur and nine-metre long Prognathodon, alongside hands-on interactives, including a 180-degree immersive video that puts you right inside the action.

Sea Monsters: Prehistoric Ocean Predators is an international touring exhibition developed by the Australian National Maritime Museum in partnership with QM.

Queensland to a T

4 November 2023 – 3 March 2024 | Cobb+Co | Free, non-ticketed

Featuring 100 tea towels from the State Library of Queensland's Glenn R. Cooke Souvenir Textile Collection, this exhibition offers a unique look into Queensland's culture and identity, changing ideas and interests and the stubborn longevity of some stereotypes.

Queensland to a T is a temporary exhibition developed by the State Library of Queensland.

Crikey! Magazine Photography Competition

20 November 2023 – 26 February 2024 | Kurilpa | Free, non-ticketed

Australia Zoo's *Crikey! Magazine Photography Competition* encourages photographers from around the world to contribute their work to celebrate and illustrate the rich diversity of life on Earth and inspire action to conserve it.

The display features 15 spectacular winning images chosen from thousands around the globe, celebrating the rich diversity of life on Earth and inspiring action to protect it. The photographs were judged by a panel of seven award-winning photographers including Wildlife Warrior Robert Irwin and QM's own Gary Cranitch.

Crikey! Magazine Photography Competition is a temporary exhibition developed by Australia Zoo and presented by QM.

The Ring Cycle

1 December 2023 – 7 January 2024 | Kurilpa | Free, non-ticketed

The Ring Cycle by German composer Richard Wagner tells the story of gods, heroes, and mythical creatures vying for power through possession of a magical ring, which ultimately leads to the downfall of the gods. This monumental 15-hour opera, performed in four parts, explores themes of love, betrayal, and the destructive nature of greed, culminating in the return of the ring to its origin, restoring balance to the world.

In December 2023, Opera Australia's production of *The Ring Cycle* created by visionary Chinese director Chen Shi-Zheng and performed by a cast of international musicians under the baton of French conductor Philippe Auguin was presented at the Queensland Performing Arts Centre.

To coincide with this very special production, a selection of State Collection objects inspired by *The Ring Cycle*, including antiquarian jewellery, Indo-Persian and French amour, and the cast of a large gold nugget were displayed at Kurilpa.

The Ring Cycle is a temporary exhibition developed and presented by QM

Jurassic World by Brickman®

8 December 2023 – 14 July 2024 | Kurilpa | Paid, ticketed

An adventure six million LEGO® bricks in the making ...

Jurassic World by Brickman reimagines *Jurassic World*, the blockbuster franchise from Universal Pictures and Amblin Entertainment, with the largest LEGO exhibition in Australian history.

With over 50 large-scale dinosaurs, props, scenes and activities made from over six million LEGO bricks, the immersive must-do creative adventure provides inquisitive explorers an interactive and thrilling journey through stories and characters from the *Jurassic World* franchise.

Jurassic World by Brickman is a temporary exhibition created by the Brickman led by Ryan 'Brickman' McNaught under licence from Universal Pictures and Amblin Entertainment, with support from TEG [Live]

Brickman Cities: Build the Future

9 March – 27 October 2024 | Tropics | Paid, ticketed

This exhibition by Ryan ‘Brickman’ McNaught showcases the life and architecture of Sydney, Dubai, London, Tokyo, and New York at three different historical periods of their development.

Brickman Cities: Build the Future is a temporary exhibition created by Ryan ‘Brickman’ McNaught.

Split, Sawn and Shaped

From 16 March 2024 | Cobb+Co | Free, non-ticketed

In past generations, people turned wooden logs from the forest into the everyday items they needed.

Homes, furniture and tools were crafted by hand. During the Industrial Revolution, many trade skills were replaced by powered machinery in factories, but traditional ‘handmade’ methods were still used in small towns and villages into the twentieth century. *Split, Sawn and Shaped* showcases the specialised tools and knowledge of wheelwrights, a trade that is preserved and continued today at Cobb+Co.

Split, Sawn and Shaped is a permanent exhibition developed and presented by QM.

Collective Weave

18 March – 7 October 2024 | Cobb+Co | Free, non-ticketed

Collective Weave is inspired by the wonders of nature. Weave, create and reflect as each movement breathes life into the vibrant artwork around you. Explore interactive weaving stations, allow music to ignite your imagination, and make your mark on a colourful and dynamic environment, fostering rich community connection.

Collective Weave is a temporary installation crafted by Slow Art Collective.

The Sunshine Route – 100 years of Queensland’s North Coast Line

From 30 March 2024 | Rail Workshops | Free, non-ticketed

Queensland’s North Coast Line was one of the greatest Australian engineering achievements of the twentieth century. *The Sunshine Route – 100 years of Queensland’s North Coast Line* exhibition will commemorate the 100th anniversary of the line’s completion on 8 December 1924.

The Sunshine Route – 100 years of Queensland’s North Coast Line is a temporary exhibition developed and presented by QM.

NGURRUWARRA / DERNDERNYIN: Stone Fish Traps of the Wellesley Islands

3 May – 24 November 2024 | Kurilpa | Free, non-ticketed

Measuring 20 metres long and two metres wide, this large and culturally significant piece is a collaboration between ten First Nations artists who each painted multiple sections, negotiating with each other to ensure continuity of story across the canvas. The artwork is complemented by videos of artists working on Mornington Island and a restored 1982 recording of a late Elder telling the Crane, Seagull and Rock Cod story which includes details of how fish traps are built.

The artwork was commissioned by the Australian Research Council Centre of Excellence for Australian Biodiversity and Heritage (CABAH) to celebrate the relationships between Traditional Owners and researchers working on Country.

NGURRUWARRA / DERNDERNYIN: Stone Fish Traps of the Wellesley Islands is a temporary exhibition developed by QM in partnership with the ARC Centre of Excellence for Australian Biodiversity and Heritage (CABAH).

Appendix D: Corporate partners

Queensland Museum

COMMUNITY PARTNER

Shell's QGC business

STEM PARTNER

Office of the Queensland Chief Scientist

RECONCILIATION PARTNER

Energy Queensland

TECHNOLOGY PARTNER

Interspectral

RESEARCH PARTNER

Queensland X-Ray

EXHIBITION SUPPORTER

Australia Zoo

World Science Festival Brisbane and Queensland

STRATEGIC PARTNERS

Tourism and Events Queensland

Brisbane Economic and Development Agency

ACADEMIC PARTNERS

Griffith University

The University of Queensland

QUT

COMMUNITY PARTNER

Shell QGC

CITY OF SCIENCE PARTNER

weBuild

PROGRAM PARTNERS

Advance Queensland

Australian Academy of Science

Big Questions Institute

Brisbane City Council

Centre of Excellence for Australian Biodiversity and Heritage

Cross River Rail

CSIRO

Goethe Institute

QAGOMA

Queensland Academy of Sport

QIMR Berghofer Medical Research Institute

State Library of Queensland

MEDIA PARTNERS

ABC Radio Brisbane

ABC Radio National

GOA

Must Do Brisbane

The Weekend Edition

EDUCATION PARTNER

QPAC

VENUE PARTNER

South Bank Parklands

OFFICIAL SUPPLIERS

AARNET

Mantra South Bank

Appendix E: Guardians of Queensland Museum

Thank you to our circle of Guardians whose generosity and commitment make it possible for us to inspire curiosity, care for our collections and share Queensland's remarkable stories.

PIONEERS

Garth and Sandra Delbridge

STORYTELLERS

Maria Vasas Foundation
The Raulings family
Elinor Scambler

CURATORS

Avril Quail
Morgans Foundation

KEEPERS

Professor Margaret Sheil AO

COLLECTORS

Janine Griffiths
Valmay Hill and Russell Mitchell
The Geoff Ross Endowment (APS Foundation)
Dr Jim Thompson PSM
Danielle Wood

EXPLORERS

Ashby Utting Foundation
Cox Architecture
Robert Dumke
Meta and John Goodman
Marye and John Fenwick
Rachel Leung
Lynette Parsons
Catherine Taylor
Queensland Community Foundation

THE COXEN CIRCLE

Bolton-Cardell family in memory of William Bolton MBE
The late Joe Francese
The late Peter John Fry
The late Vera Thiess
The Harry West Memorial Fund
The late Thora Whitehead

SUPPORTERS

Anonymous x 15	Becky Lloyd
Rick and Sue Ada	Alana Medway
Georgina Anthonisz	Greg Miles
Karen Appleyard	Graham Palmer
Hugh Botting	Kaylene Pointing
Lesley Bryant	Leanne Reck
Tennille Chase	Alan Rix
Joanne Clark	Ian Rix
Kerry Cody	Michael Roberts
Leanne de Souza	David Rosenblum
Ali Farmer	Ina Seidel
Daniel Feeney	Lauren Sowerby
Danny Field	Lauren Symonds
Renai Grace	Allan Stork
Sally Anna Hamilton	Mark Taylor
Lynne Harlow	Gavin Upson
Cheyenne Hayward	Simon Walker
Marya Hayward	Bruce Wallis
Michelle Husbands Correa	Adam Waugh
Ty Jackson	Eugene White
Andy Keays	Margaret Williams
Katherine KerrCindy Klein	Birgit Willadsen
Lace Makers Group Toowoomba	Hans Willemsen

Queensland Museum would also like to acknowledge the 2,100+ individuals who made a donation with a ticket purchase, or at one of our museums.

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Appendix F: Compliance Checklist

Summary of requirement		Basis for requirement	Page reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	ii
Accessibility	Table of contents	ARRs – section 9.1	1
	Glossary		110
	Public availability	ARRs – section 9.2	111
	Interpreter service statement	<i>Queensland Government Language Services Policy</i>	111
		ARRs – section 9.3	
	Copyright notice	<i>Copyright Act 1968</i>	111
		ARRs – section 9.4	
	Information Licensing	<i>QGEA – Information Licensing</i>	111
		ARRs – section 9.5	
General information	Introductory Information	ARRs – section 10	2
Non-financial performance	Government’s objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	9
	Agency objectives and performance indicators	ARRs – section 11.2	14
	Agency service areas and service standards	ARRs – section 11.3	14
Financial performance	Summary of financial performance	ARRs – section 12.1	44
Governance – management and structure	Organisational structure	ARRs – section 13.1	32
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		ARRs – section 13.5	
	Queensland public service values	ARRs – section 13.6	N/A

Summary of requirement		Basis for requirement	Page reference
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	Audit committee	ARRs – section 14.2	37
	Internal audit	ARRs – section 14.3	42
	External scrutiny	ARRs – section 14.4	42
	Information systems and recordkeeping	ARRs – section 14.5	42
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Governance – people and culture	Strategic workforce planning and performance	ARRs – section 15.1	27–29
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i>	N/A
		ARRs – section 15.2	
Open Data	Statement advising publication of information	ARRs – section 16	111
	Consultancies	ARRs – section 33.1	data.qld.gov.au
	Overseas travel	ARRs – section 33.2	data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62	91
		FPMS – sections 38, 39 and 46	
		ARRs – section 17.1	
	Independent Auditor's Report	FAA – section 62	93
		FPMS – section 46	
		ARRs – section 17.2	

Appendix G: Glossary

Term/Acronym	Meaning
ABRS	Australian Biological Research Services
ARC	Australian Research Council
CAA	Corporate Administration Agency
Cobb+Co	Queensland Museum Cobb+Co, Toowoomba
CEO	Chief Executive Officer , QM
CRC	Queensland Museum Collections and Research Centre, Hendra
FAA	<i>Financial Accountability Act 2009</i>
FARMC	Finance, Audit and Risk Management Committee, a subcommittee of the Board
Foundation	Queensland Museum Foundation Trust, a Public Ancillary Fund and registered charity controlled by the Board
FPMS	<i>Financial and Performance Management Standard 2019</i>
Future Makers	A partnership between QM and Shell's QGC business that aims to increase awareness and understanding of the value of STEM in Queensland schools and communities
Honorary	Individuals engaged on an honorary (unpaid) basis to conduct activities (traditionally taxonomic research) to further the object and guiding principles of the Act
Kurilpa	Queensland Museum Kurilpa, Brisbane

Term/Acronym	Meaning
MDO	Museum Development Officer
Minister	Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts
PCOL	Protection of Cultural Objects on Loan Scheme, a federal government initiative that provides legal protection for cultural projects on loan from overseas lenders for temporary public exhibition in Australia
QMATSICC	Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee, a subcommittee of the Board
QM	Queensland Museum
State Collection	The cultural artefacts, social history objects, biological specimens and geological treasures cared for by QM
STEM	The disciplines of science, technology, engineering and mathematics
The Act	<i>Queensland Museum Act 1970</i>
Tropics	Queensland Museum Tropics, Townsville
WHS	Work, health and safety
WSFB	World Science Festival Brisbane
WSFQ	World Science Festival Queensland

Board of the Queensland Museum Annual Report for the year ended 30 June 2024

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The **Board of the Queensland Museum Annual Report for the year ended 30 June 2024** (the Report) (this document) describes the activities, initiatives and achievements of Queensland Museum during 2023–24 with respect to strategic objectives and government policy priorities.



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The Report is available at www.museum.qld.gov.au/about/corporate-information/reports-and-policies/annual-report. For further information about the Report, or to obtain a printed copy, please contact Queensland Museum by telephone (07) 3153 3000 or email discovery@qm.qld.gov.au.



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Queensland Museum welcomes feedback on the Report. Please complete the online feedback form at getinvolved.qld.gov.au.

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