

# ACKNOWLEDGEMENT OF COUNTRY

The Queensland Government acknowledges the Traditional Custodians of this land. We extend our respect to Elders, past and present, and Aboriginal and Torres Strait Islander peoples. We acknowledge the continuation of diverse cultural practices and knowledge systems of Aboriginal and Torres Strait Islander peoples.

# REPORT OF THE BOARD OF THE QUEENSLAND MUSEUM

20 August 2025

The Honourable John-Paul Langbroek MP Minister for Education and the Arts PO Box 15033 CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament the *Annual Report 2024–25* and financial statements for the Board of the Queensland Museum.

The Annual Report 2024–25 was considered today and accepted as a fair and accurate representation of performance for the period 1 July 2024 – 30 June 2025.

I certify that this Annual Report 2024–25 complies with:

- the prescribed requirements of the Financial Accountability Act 2009 (Qld) and the Financial and Performance Management Standard 2019 (Qld); and
- the detailed requirements set out in Annual report requirements for Queensland Government agencies (2024–2025 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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## INTRODUCTION

### 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 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 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.

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### **Priorities**

We are committed to six priorities that will help us deliver our purpose and pursue our vision.

- Customs, Cultures and Country: We will celebrate the vibrant living cultures of Aboriginal, Torres Strait Islander, 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 medicine; 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

Queensland Museum has been building knowledge of Queensland, its surrounding waters and our near neighbours since 1862—making it the State's first and oldest scientific institution, bar one<sup>1</sup>.

From modest beginnings with one room in the windmill at Spring Hill and a £100 government grant, Queensland Museum (QM) has grown into a leading cultural and scientific organisation—recognised as a Queensland Great in 2022, one of only 21 institutions to receive that honour.

QM's enabling legislation is the *Queensland Museum Act* 1970 (Qld) (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, major events or public programs.

QM cares for more than 15.2 million objects, artefacts, and specimens that represent the cultural, historic and scientific memory of the State.

As the State body responsible for repatriation, QM maintains Keeping Places for Ancestral Remains and Secret Sacred material belonging to Aboriginal peoples, Torres Strait Islander peoples and First Nations peoples of the Pacific.

QM's education loans program reaches over 400,000 students annually, bringing Queensland's stories to classrooms across the State.

Through it's Museum Development Officer (MDO) Program, QM supports more than 400 volunteer-run collection organisations, preserving local heritage and driving regional tourism growth.

 $<sup>^{1}\</sup>mbox{The distinction of being the oldest belongs to the Queensland Herbarium, established in the 1850s.$ 

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### **Queensland Museum Kurilpa**

Queensland Cultural Centre, Brisbane I Opened 1986<sup>2</sup>

Queensland Museum Kurilpa, Brisbane (Kurilpa) is the flagship museum of QM and part of the Queensland Cultural Centre. 'Kurilpa' honours the name given to the land on which the museum sits. It means 'place of the water rats' in the local Jagera language.

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 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**

Townsville I Opened 2000<sup>3</sup>

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.

<sup>2</sup> Queensland Museum has had many homes in Brisbane: The Old Windmill, Wickham Terrace (1862–68); The Parliament Building, Queen Street (1868–73); The General Post Office Building and City Hall, Queen Street (1873–79); The Old State Library Building, William Street (1879–99); The Old Museum, Gregory Terrace (1899–1986); and Queensland Cultural Centre, Grey Street (from 1986) (current location). The current site was renamed 'Queensland Museum Kurilpa' in 2023.

### **Queensland Museum Cobb+Co**

Toowoomba I Opened 1987

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 WRF (Bill) 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 Rail Workshops**

North Ipswich I Opened 2002

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's industrial revolution.

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 Collections and Research Centre

Hendra, Brisbane I Opened 2002

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 is also the metropolitan hub of QM's Education Loans program, which services hundreds of thousands of early learners, school students and community members across the state.

<sup>&</sup>lt;sup>3</sup> Tropics opened as 'Queensland Museum North Queensland Branch' as part of the Great Barrier Reef Wonderland complex in 1986. It opened in its current, purpose-built location in 2000.

### CHAIR'S FOREWORD

It's with a sense of pride and anticipation I present the Annual Report for 2024–25.

This year, we've not just marked milestones, but redefined what it means to be a beacon of Queensland's cultural, social, and natural heritage. Through strong leadership, innovative programming and creative partnerships, we've embraced opportunities and tackled challenges, positioning ourselves for the future.

Looking back, we've celebrated significant achievements while taking time to reflect on the journey that brought us here. In August 2024, we commemorated the centenary of the last Cobb & Co. coach at Cobb+Co with a three-day program featuring the launch of the reimagined National Carriage Collection, curator talks, live heritage demonstrations, bush poetry, and a commissioned orchestral performance by Camerata. Blending old and new, past and present, the event honoured a defining chapter in Queensland's story in a way that only QM can.

Over the summer school holidays, *Day Out With Thomas* made a joyful return to Rail Workshops. Now in its 21st year, this much-loved event attracted 25,000 visitors and delighted families with a bubble wonderland, live performances, and train-themed play—continuing a cherished holiday tradition for our youngest visitors.

March 2025 marked the tenth anniversary of WSFB: a bold idea that has grown into a standout on Queensland's festival calendar. Over the past decade, WSFB has delivered 880 events, welcomed more than two million attendees, and contributed \$56 million to the State's economy. WSFB has also strengthened Queensland's position in the knowledge economy and deepened public engagement with STEM.

In June 2025, Tropics marked 25 years in its current, purpose-built home. This iconic building – realised through the unwavering support of the Pandora Foundation, the Townsville community, and the Queensland Government – now houses a premier marine archaeology collection and one of the largest collections of Great Barrier Reef and Staghorn corals globally. This year, the Queensland Government reaffirmed its support for Tropics with a three-year, \$3.8 million investment in capital works to enhance infrastructure and future-readiness.

The State Collection, valued at more than \$704 million, remains one of the nation's most valuable research assets. Preserving a collection of this scale presents ongoing challenges, particularly in the face of ageing infrastructure that is not fit for purpose. However, through careful planning and targeted optimisation,

we have taken meaningful steps toward securing its long-term care. Our commitment is clear: to protect and preserve this irreplaceable asset, ensuring it remains accessible for generations to come.

Honouring and amplifying First Nations voices also remains paramount. This year, we made meaningful strides in the repatriation of Ancestral Remains, both at home and abroad. These efforts reflect our broader focus on reconciliation, and our commitment to cultural leadership and best practice in the museum sector.

None of this would be possible without collaboration and support of others. To our donors, partners, and champions, your generosity enables us to continue to deliver impactful research, exhibitions, and programs that inform, inspire and connect. To the Queensland Government, your continued partnership strengthens our contribution and reach across the State, nationally and internationally.

I extend my heartfelt thanks to the CEO, the Executive Leadership Team, and all of our staff and volunteers. Your dedication drives our success and progress. Thank you to my fellow Board members for their vision and guidance. Special recognition to Catherine Taylor, Jenny Parker, and Harry Van Issum for their leadership of our Foundation and Board subcommittees.

Looking ahead, I am excited by the opportunities that await us. The coming year will bring its own set of challenges, but with our strong foundations and continued focus on community engagement, I am confident that QM will remain a source of growth, innovation, and inspiration as we look forward to Brisbane 2032.

MS.

Professor Margaret Sheil AO

Chair

**Board of the Queensland Museum** 

# FROM THE CEO

# This year, QM touched the lives of more than 2.35 million people.

Be it visiting one of our museums, researching the State Collection, attending a WSFB event, engaging with our online platforms, participating in a teacher professional development session, or accessing education resources, QM continues to provide meaningful, far-reaching experiences for communities across Queensland.

Among our notable achievements, the Rail Workshops welcomed 102,963 visitors – its highest attendance in a decade. This impressive result reflects the success of a targeted revitalisation program and presentation of large-scale events such as *Fully Charged, Steam and Smoke Father's Day Barbecue, GLOWSCAPE* and the ever-popular *Day Out With Thomas*. Looking ahead, the upcoming *WinterSUN* program promises to continue this momentum, further reinforcing the Rail Workshops' role as a creative cultural hub and must-see tourist destination for southeast Queensland.

At our flagship site, Kurilpa, we welcomed 2,057,172 visitors – the fourth-highest visitation in our history. A highlight was the record-breaking success of *Jurassic World by Brickman®*, which attracted 258,031 attendees, exceeding visitation targets by 28 per cent. This exhibition is the best performing ticketed event in Kurilpa's history. Continuing this strong trajectory, *Discovering Ancient Egypt* – presented in partnership with the Dutch National Museum of Antiquities, the National Museum of Australia, and the Western Australian Museum – opened in October 2024. Featuring a remarkable collection of artefacts, the exhibition offers an extraordinary insight into the technological ingenuity, spiritual beliefs, and enduring legacy of Ancient Egyptian civilisation.

Kurilpa also showcased diverse and powerful Queensland stories. The community-centred Say Our Name: Australian South Sea Islanders drew international diplomatic interest, while Secrets: Objects of Intrigue captivated audiences by exploring hidden worlds—from espionage gadgets to covert weapons—revealing how secrecy has influenced culture, history and personal identity.

Across our regional sites, bold and engaging storytelling remained a hallmark. *James Cameron: Challenging the Deep* made its Queensland debut at Tropics, immersing visitors in the acclaimed filmmaker's work as an ocean explorer. At Cobb+Co, exhibitions such as *Ellis Rowan* and *Insect Agency* highlighted colonial naturalism and the wonders of the insect world. A new permanent display, *The Saddlery* pays tribute to the enduring

craftsmanship of saddle making, connecting past and present through a uniquely Toowoomba lens.

Beyond exhibitions, QM's education and outreach programs continued to reach and inspire diverse audiences. More than 400,000 people engaged with QM's curriculum-linked education loans service. Our MDOs responded to 5,138 enquiries and provided critical disaster recovery support to small museums affected by Tropical Cyclone Alfred.

Behind the scenes, QM scientists and curators delivered outstanding contributions to global knowledge, describing 101 new species, publishing 63 peer-reviewed papers, and advancing essential research across biodiversity, geosciences, and cultural heritage. This important work strengthens our understanding of Queensland's environment and history, driving progress in areas like ecosystem resilience and heritage protection.

As a multi-site organisation united by a shared vision, QM is actively preparing for a transformative future, including the opportunities presented by the Brisbane 2032 Olympic and Paralympic Games. We remain committed to delivering programs and exhibitions that are globally significant, yet deeply connected to Queensland's rich and diverse communities. Our goal is to reflect, celebrate, and preserve the natural, scientific, and cultural landscapes of Queensland through experiences that are world-class and accessible to all.

The successes of 2024–25 reflect the dedication, creativity, and professionalism of QM employees. I am sincerely grateful for their tireless efforts. I also acknowledge the strategic guidance of our Board, led by Chair Professor Margaret Sheil AO, and extend heartfelt thanks to our many donors and partners across government, academia, and industry. Your generosity and collaboration are pivotal to QM's impact.

This year reinforced QM's journey of transformation. With continued effort and shared purpose, QM is well-positioned to realise its vision for the benefit of Queenslanders today and for generations to come.

Dr Jim Thompson PSM

Chief Executive Officer

Queensland Museum

### VALE

### **Kathleen Buckley**

As Librarian-in-Charge (1977–2015), Kathy transformed QM's Research Library into an essential resource for employees, researchers, and the wider community. Her meticulous stewardship and leadership in pioneering digital cataloguing reflected a deep commitment to accessibility, accuracy, and the long-term care of the QM's notable and diverse research library collections.

#### Glenn Cooke

Glenn was a zealous advocate for decorative arts and Queensland history, generously donating important collections to QM. Known for his infectious enthusiasm, bold Hawaiian shirts, and extraordinary knowledge, Glenn was a mentor, researcher, and cherished supporter of many Queensland cultural institutions, leaving a profound and lasting influence on the arts community.

### John Lyons

John was the inaugural Chair of QM's North Queensland Branch (now Tropics) Management Committee (1986–2000) and recipient of the 1997 Queensland Museum Medal. A passionate community advocate and steadfast supporter of QM, he led the successful fundraising campaign for the purpose-built museum in Townsville, which opened in 2000. Thanks to his vision and leadership, the HMS *Pandora* exhibition and collections were secured for Townsville, enriching the experience for thousands of visitors to Tropics each year.

### Dr Geoffrey Monteith AO

Geoff was Senior Curator of Lower Entomology at QM (1976–2006) and received the Queensland Museum Medal in 2007. After retirement, he continued publishing research and discovering new species. With 250 species, 16 genera, one tribe, and one subfamily named in his honour, he ranks among the top 10 most commemorated scientists globally alongside the likes of Charles Darwin. In June 2025, he was posthumously awarded an Officer of the Order of Australia for his service to entomology.

#### Mary Wagner AM

A beloved Toowoomba icon, matriarch, and philanthropist, Mary Wagner will be remembered for her warmth, generosity, and dedication to the community. In 2007, she was awarded an Honorary Doctorate from the University of Southern Queensland, and in 2019, she was named a Member of the Order of Australia for her outstanding service to Toowoomba. Mary's unwavering support for Cobb+Co, particularly her role as Chair of the National Carriage Factory Campaign (2006–10), reflects her timeliness commitment to Queensland's cultural heritage.

#### Vicki Warden

Vicki served as Museum Development Officer, Southern Inland Queensland (2002–12). During her decade-long tenure, she was a devoted and passionate advocate for regional museums and collecting institutions, working tirelessly to ensure the stories and heritage of the region were preserved, understood, and celebrated.

### **Jack Tunstall Woods**

Jack was a dedicated geologist and palaeontologist who was Director of QM (1964–68) and then Under Secretary at the Queensland Department of Mines. His career was defined by an unwavering pursuit of scientific understanding and a lifelong dedication to advancing Queensland's geological research and public appreciation of Earth sciences.

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## **BACKGROUND**

# Queensland Government objectives for community

QM's strategic priorities directly support the Queensland Government's objectives for community by working to provide:

- A better lifestyle through a stronger economy: respecting
  your money, investing Queensland Government funding
  responsibly and growing non-Government support through
  commercial revenue, strategic partnerships, and philanthropy;
  growing regional economies through Queensland-wide
  programming and vibrant museums in Ipswich, Toowoomba,
  and Townsville; and supporting Queensland's vital existing
  and emerging industries by leading the museum sector and
  delivering exhibitions and major events that drive tourism and
  economic growth.
- A plan for Queensland's future: preparing young
   Queenslanders through engaging experiences that
   spark curiosity and foster lifelong learning, delivering a
   statewide Education Loans service, curriculum-aligned
   learning resources, and teacher professional development
   programs; and conserving our pristine environment by
   identifying, documenting, and preserving Queensland's
   biodiversity, leading research into critical ecosystems, and
   raising awareness of climate change and its impact on the
   natural world

As one of Queensland's leading arts statutory bodies, QM delivers on the five action areas outlined in *Creative Together* 2020–30: A 10-Year Roadmap for Arts, Culture and Creativity in Queensland.

- Embrace Brisbane 2032 across Queensland by driving
  discovery, growing the knowledge economy, and contributing
  to national research infrastructure through contemporary
  collecting and research with real-world applications;
  strengthening Queensland's global reputation as a leader
  in science, culture, and heritage by fostering international
  research collaborations and partnerships; creating lasting
  tourism and economic legacies by ensuring benefits extend
  beyond Brisbane to regional communities through events,
  exhibitions, and strategic initiatives.
- Elevate First Nations arts by strengthening relationships
  with Aboriginal peoples and Torres Strait Islander peoples
  through our *Innovate* Reconciliation Action Plan (RAP);
  continuing as the lead agency for repatriation in Queensland;
  leveraging public platforms to champion Indigenous selfdetermination and agency.
- Activate Queensland's places and spaces by positioning our museums as inclusive and safe environments where all voices are heard and valued; leveraging digital platforms to reach broader audiences; and creating unique tourism offerings and strategic partnerships that drive economic growth.
- Drive social change and strengthen communities by inspiring lifelong learning through hands-on education experiences and teacher professional development aligned with the Australian Curriculum; advancing STEM engagement through WSFB and strengthening regional museum leadership through the MDO program.
- Share our stories and celebrate our storytellers by showcasing Queensland's rich cultural and natural heritage through world-class exhibitions and programs that inspire curiosity and innovation; developing evidence-based content that celebrates local heritage, fosters community identity, and sparks conversations on issues shaping Queensland's future; and engaging diverse communities in content development.

### Strategic Plan 2024–27

'Follow Your Curiosity,' the QM Strategic Plan 2024–27, describes five objectives that underpin all activity:

 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 the State Collection 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.
- 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. Generate multidisciplinary research focussed on real-world outcomes.
- 2.2. Strengthen 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.
- Transformational engagement: Embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change.

### Strategies:

- Integrate First Nations cultures, languages, knowledges and histories in everything we do and champion repatriation.
- 3.2. Create exciting, accessible, multi-channel, audience-focussed experiences that deepen engagement with our collections and research and respond to contemporary social issues.
- 3.3. Deliver world-class exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

 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. Secure the best built and digital infrastructure to deliver our vision.
- 4.3. Establish an evidence-based performance framework that includes qualitative and quantitative measures of success
- 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 always striving to improve how we manage the health, safety and wellbeing of our people.
- Sustain strong leadership and governance, ethical decision making and appropriate risk management practice.

The QM Strategic Plan 2024–28 was modified on 30 April 2025 to reflect the new Queensland Government objectives for community.

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## Operational Plan 2024-25

The QM Operational Plan 2024–25 was based on the QM Strategic Plan 2024–27.

It focussed on the following activities as described in the Service Delivery Statements 2024–25 published by the Queensland Government:

- future-proof the State Collection, investing in best-practice collection care, management, and digitisation initiatives.
- integrate the languages, knowledge and histories of Aboriginal peoples and Torres Strait Islander peoples in everything we do, and champion repatriation.
- generate multidisciplinary research focussed on real-world outcomes in priority areas of climate change, essential ecosystems, and the Great Barrier Reef.
- create accessible, multi-channel, audience-focussed experiences that deepen engagement with collections and research and respond to contemporary social issues.
- deliver world-class exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

The QM Operational Plan 2024–25 was modified on 30 April 2025 to reflect the revised Queensland Government priorities for the community.

The Minister responsible for the Act, being the former Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts (1 July 2024 – 27 October 2024) and then the Minister for Education and the Arts (from 1 November 2024) did not give any directions to the Board during the financial year.

### Operational environment

Museums hold a critical place in the creative and cultural landscape, offering immersive, real-world experiences grounded in scientific and historical integrity. In an era shaped by digital saturation and virtual interaction, the need for trusted institutions that foster genuine engagement continues to grow.

As one of Queensland's most enduring cultural and scientific institutions, QM is recognised for its credibility, integrity, and public trust. QM's role extends far beyond caring for the State Collection. QM opens pathways to knowledge by making research accessible, amplifying diverse voices, confronting complex issues, and fostering dialogue. QM embraces this responsibility by sparking curiosity, driving innovation, and creating meaningful opportunities for connection.

To remain relevant and responsive, QM focusses on:

- celebrating Queensland's unique stories through exhibitions and programs that deliver cultural and tourism impact.
- strengthening partnerships with Aboriginal peoples and Torres Strait Islander peoples and multicultural communities to support, dialogue, and healing.
- investing in digital technologies to improve access, efficiency, and reach.
- listening to stakeholders and delivering audience-driven experiences through adaptable and sustainable models.
- building partnerships that highlight our research as a key contributor to STEM literacy and the knowledge economy.

QM faces challenges shared by many public institutions—working within funding constraints, managing ageing infrastructure, meeting legislative obligations, and attracting and retaining specialised talent. QM responds to these pressures through responsible, agile decision-making, always guided by our vision, values, and priorities.

Looking ahead, the QM Strategic Plan 2025–29 reaffirms QM's commitment to being a world-class museum network—where everyone is welcome to discover Queensland and share in its remarkable stories.

A major initiative underway is *Croc! Lost Giants to Living Legends*, a national touring exhibition developed in collaboration with the Australian National Maritime Museum and the Museum and Art Gallery of the Northern Territory. Launching at Kurilpa in October 2025, the exhibition will explore the enduring cultural, ecological, and scientific significance of crocodiles, placing Queensland's heritage on a national stage.

QM recognises the importance of embracing digital technology to remain competitive and relevant. In 2025–26, a major strategic focus will be the development and delivery of a Digital Strategy and Roadmap that will harness emerging technologies to extend QM's reach, personalise visitor experiences, enhance impact, and strengthen operational efficiency and agility. To lead this work, a new role Director, Digital Transformation has been established, with responsibility for driving digital initiatives across QM and ensuring alignment with our broader organisational goals.

Through these and other initiatives, QM continues to evolve—trusted, connected, and grounded in purpose—linking Queensland's past, present, and future.

# OUTCOMES

# Performance measures

	Notes	2024–25 Target	2024–25 Actual
1. A collection like no other: manage, preserve and curate our collection the best example of Queensland's story – past, present and future	ons as		
Increased use of the State Collection	1	7,762	7,459
Collection spaces meet industry benchmarks	2	70%	41%
Items identified for deaccessioning or dispersal	3	250m²	399m²
Engagements with arts, cultural and collecting institutions and First Nations Keeping Places across the state.	4	1,800	5,138
<ol> <li>Knowledge becomes wisdom: increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.</li> </ol>			
Proportion of research projects linked to collection focus areas, current State and national priorities.		100%	100%
Return on investment in research		2:1	2:1
Increase in original research published in the public domain	5	2,889	1,808
3. Experiences and engagement: embrace diverse audiences with reim participatory experiences that stimulate lifelong learning, foster socion connection and provoke change	-		
Increase in First Nations repatriation engagements	6	25	64
Scheduled <i>Innovate</i> RAP activities completed	7	100%	82%
Maintain visitation onsite and offsite [Service Delivery Standard]	8	2,140,000	2,475,022
Audience satisfaction [Service Delivery Standard]	9	95%	96%
Average cost for access to museum services [Service Delivery Standard]	10	\$10.73	\$11.83

		Notes	2024-25 Target	2024-25 Actual
4.	<b>160 years young:</b> 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]	11	30%	33%
	Improvement in Facilities Condition Index	12	1%	0.7%
5.	<b>Our people</b> : create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence			
	Employee participation rate, as defined by Working for Queensland 2024	13	≥70%	67%
	Scheduled Enforceable Undertaking activities completed		100%	100%
	Mandatory training completion rate	14	100%	94%

#### **Notes**

- 1 Unfavourable result due to a reduction in outgoing State Collection loans.
- 2 Unfavourable result due to ageing infrastructure that is no longer fit for purpose.
- 3 Favourable result due to commencement of stage one of the State Collection rationalisation project.
- 4 Favourable result due to a focus on disaster recovery associated with Tropical Cyclone Alfred.
- Includes 101 species new to science described by QM employees and honoraries; 1,639 media articles, blog posts and social media stories highlighting QM research; 63 peer-reviewed papers published (**Appendix B**); and five popular titles released: *In Search of Ancient Queensland* (second edition); *Ellis Rowan: Colonialism and Nature Painting*; *Cobb & Co. Coaching in Queensland* (second edition); *Reptiles of Brisbane* (pocket guide); and *Spiders of Brisbane* (pocket guide).
  - Unfavourable result due to rationalisation, updating and republishing existing web-based learning resources rather than creating new content.
- 6 Favourable result due to amplified repatriation activity and increase in items surrendered.
- 7 Unfavourable result. While all scheduled activities commenced as planned, not all were completed within the specified time period due to delays caused by extended consultation processes aimed at ensuring culturally appropriate and meaningful engagement.
- 8 ONSITE: 2,057,175 visitors at Kurilpa; 102,963 visitors at Rail Workshops; 119,311 visitors at Cobb+Co; and 86,873 visitors at Tropics.

  OFFSITE: 105,556 attendances at World Science Festival Brisbane events (21–30 March 2025) held at non-QM venues; and 3,144 attendances at World Science Festival Queensland, Chinchilla (6–7 June 2025).
  - Favourable result due to higher than projected visitation at Kurilpa and Rail Workshops.
- Favourable result attributed to success of Jurassic World by Brickman (Kurilpa, 8 December 2023 14 July 2024) and WSFB (21-30 March 2025).
- 10 Unfavourable result due to an increase in limited-life government funding.
- 11 Favourable result due to a material amount of government revenue that has had recognition deferred to 2025–26 in line with project timeframes.
- 12 Unfavourable result reflects the transition between project cycles, with long-term projects drawing to a close and new projects in planning and development phases.
- 13 Unfavourable result against target, but an 11 per cent improvement on 2023–24.
- 14 Unfavourable result due to employees on extended leave when compulsory training fell due.

# Strategic objective 1: A collection like no other

Manage, preserve and curate the State Collection 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 and preserving collections representing the cultural, natural and geological heritage of Queensland, its surrounding waters and near neighbours since 1862. Today, the State Collection comprises 1.2 million items, valued at \$704 million, and 14 million research items. A vital part of Australia's national research infrastructure, the State Collection supports innovation, discovery, and policy development across multiple sectors.

The State Collection continues to grow through donations and bequests, fieldwork, commissions, purchases and exchanges. Under the *Biodiscovery Act 2004* (Qld), QM is the authorised receiving entity for voucher specimens from biodiscovery activities. *The Aboriginal Cultural Heritage Act 2003* (Qld) and *Torres Strait Islander Cultural Heritage Act 2003* (Qld) designate QM as the State repository for Aboriginal and Torres Strait Islander cultural heritage. Material may also be lodged with QM under the *Queensland Heritage Act 1992* (Qld) and the *Underwater Cultural Heritage Act 2018* (Cth).

QM also maintains an extensive image library including digitised photographs, film, video, and audio, as well as digitally born content such as 2D images, 3D photogrammetry, and augmented reality models. These resources support QM's research, exhibitions, learning, and publishing endeavours.

Development of the State Collection is guided by the *Collection Development Strategy 2022–26*, which focusses on Aboriginal and Torres Strait Islander cultures, identity, contemporary life, environments, and the Great Barrier Reef.

During the report period, 11,072 cultural heritage objects and biological specimens were accessioned into the State Collection.

### Highlights include:

 a remarkable collection of cone snail shells from the family of the late Dr GJM (Fred) Gerrits (1933–2022), collected during his time as a medical doctor in Dutch New Guinea (now West Papua) and Papua New Guinea in the 1960's. Cone snails, known for their potent venom and occasional fatalities, are of growing pharmaceutical interest worldwide. A dedicated naturalist, Fred recorded meticulous data for each specimen. His collections are recognised internationally for their scientific and cultural importance.

- approximately 500 coral specimens from the Seychelles, significantly enriching QM's coral collection, which previously lacked strong representation from this region. These specimens will support research into the biodiversity of the western Indian Ocean and its connections to corals across the Indo-Pacific.
- a donation of original artworks by Brisbane-based artist, draughtsperson and illustrator Norma Dickason, best known for her illustrations documenting the proceedings of the Commission of Inquiry into Possible Illegal Activities and Associated Police Misconduct—widely referred to as the Fitzgerald Inquiry.

The State Collection is accessible to the public through display in permanent galleries and temporary exhibitions, and loans for display and research.

During the year, 5,777 State Collection items were displayed in permanent galleries and/or temporary exhibitions at one of QM's four public museums. A further 1,682 items were loaned to 55 institutions including the Australian Museum, Sydney; South Australian Museum, Adelaide; and Western Australian Museum. Perth.

Photographs and summary information – including scientific description, provenance and significance – for 829,671 State Collection items were also available on the 'Collections Online' section of the QM website. An additional 1,484 biodiversity records were published on the Atlas of Living Australia, a collaborative, open access platform funded by the Australian Government through the National Collaborative Research Infrastructure Strategy and hosted by CSIRO. During 2024–25, these datasets were accessed 2,854 times (equating to 4,791,869 million record 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.

Safeguarding the State Collection relies on the expertise of conservation and collection management professionals, along with museum-grade environmental conditions for both display and long-term storage. This remains a significant challenge for QM, as ageing infrastructure that is not fit for purpose and limited storage capacity constrain the care of existing materials

and limit the potential for future growth. QM continues to collaborate with the Government to explore long-term storage solutions, including the development of offsite facilities that meet contemporary collection care and management standards.

During the year, QM implemented targeted initiatives to improve collection care and management, working within existing funding constraints. At Tropics, nearly 950 coral specimens were audited, registered and rehoused to improve preservation and accessibility and to accommodate expansion of this internationally significant collection. QM Collection Managers visited the University of New South Wales to audit fossil material from the Riversleigh World Heritage Area. This important collection includes more than 6,000 registered specimens and a substantial quantity of unregistered material. The audit is part of a broader, ongoing program to return registered specimens to QM's direct care.

In 2018, mould was detected at CRC, prompting QM to prioritise remediation efforts and implement access restrictions and Work, Health and Safety (WHS) protocols to protect employees and visitors. In June 2021, QM received \$4.7 million in services funding via Arts Queensland over four years to support mould remediation. This investment enabled QM to review and prioritise at-risk State Collection items, undertake storage mapping, reestablish a dedicated temporary decontamination space, and treat mould-affected items. An additional \$1 million in limited life funding over three years was secured in the 2023–24 State Budget to lease an additional facility to store treated items.

As of 30 June 2025, the following outcomes have been achieved:

- 12,000 minerals and history and technology items, including the *Wasp III* racing speedboat and Kevin '07 Mazda Bravo Ute, have been treated for mould.
- 9,000 geoscience specimens have been rehoused, photographed and registered.
- 38,000 archaeology items have been treated for mould and rehoused.
- 200 custom Tyvek® covers have been produced for large fossils and social history items, including Queensland's fossil emblem Muttaburrasaurus langdonai.
- 250 social history and technology items (equating to 350m²) that are duplicate, compromised, of limited relevance or misaligned with current thematic priorities, have been approved for deaccessioning and disposal.
- the former Furniture Store at CRC has been remade into a secure 320m<sup>2</sup> Mineral Store with capacity for approximately 79,000 specimens.

 393 items displaced by the Mineral Store conversion have been relocated to an offsite collection storage facility.

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

Established by QM in 1998, the MDO Program supports more than 450 regional organisations caring for significant natural history specimens and cultural objects.

Five MDOs—employed by QM and based in Cairns, Townsville, Toowoomba, and Ipswich— provide critical advice and capacity-building support across Queensland. Regionally based, MDOs maintain strong local relationships and advocate for collecting organisations with councils and tourism bodies across all 77 Local Government Areas (LGAs). Their work includes disaster preparedness and response, and increasingly, collaboration with First Nations communities to ensure culturally appropriate care and interpretation of collections.

In 2024–25, the MDOs recorded 5,138 engagements and completed 27 service level agreements, resulting in 64 deliverables across areas such as exhibitions, significance assessments, workshops and disaster response planning.

### Highlights include:

- developed a Cyclone Preparation Fact Sheet and contacted more than 170 groups across 14 LGAs within the impact zone of Tropical Cyclone Alfred, providing resources and reassurance that support was available. In the aftermath, more than 30 groups were contacted directly to assess impacts on collections, and disaster response support was provided to the Australian Sugar Heritage Centre, Mourilyan; Mulgrave Historical Society and Museum, Gordonvale; and the Lit Sung Goong Collection, Cairns.
- free workshops on digitisation, collection management and education programming for community museums in the Bundaberg and Sunshine Coast regions.
- new interpretation plans for Buderim Historical Society;
   Nambour Museum; and Low Isles Preservation Society,
   Port Douglas.
- a new exhibition with the Vera Scarth-Johnson Association at Nature's Powerhouse, Cooktown.
- secured grant funding for Thallon Progress Association to develop a Railway Interpretive Centre and upgrade signage for Bullamon Homestead.
- conservation of the Hamilton Slab Hut, Mirani in partnership with Mackay Regional Council.

# 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.

Guided by the Research Strategy 2023–27, QM's research drives a deeper understanding of the world. Through active interpretation of history, culture, and nature, QM builds rich repositories of knowledge. By sharing the stories uncovered, QM forges meaningful connections with communities and the wider world, shaping new relevance and significance.

Taxonomy—the science of naming, describing, and classifying living organisms—remains a cornerstone of research undertaken by QM's Biodiversity and Geosciences team. In 2024–25, QM researchers and honorary associates described and published 101 species new to science.

### Highlights include:

- Dr Tom Bridge (Senior Scientist and Curator, Corals), Dr Merrick Ekins (Collection Manager, Sessile Marine Invertebrates), and Dr Stefano Borghi (Collection Manager, Cnidaria), together with colleagues from James Cook University and the Queensland Parks and Wildlife Service conducted a week-long biodiversity survey of corals of Moreton Bay and Flinders Reef - a small, isolated reef five kilometres north of Moreton Island (Mulgumpin). Revisiting a 2009 Memoirs of the Queensland Museum journal on the corals of Moreton Bay, the survey confirmed that many species belong to a unique subtropical east Australian fauna with much smaller geographic ranges than previously thought. Alarmingly, many face a high risk of 'silent extinction'disappearing before they are formally described—highlighting the critical role of QM's taxonomic research in understanding and conserving Queensland's marine biodiversity.
- Dr Peter Davie (QM Honorary) and Dr Marissa McNamara (Collection Manager, Crustacea) described a new species of hermit crab Strigopagurus fragarchela (Strawberry-clawed Hermit), known only from waters off southeast Queensland at depths between 120 and 260 metres. Notable for its bright red claw tips and a unique underwater sound-producing structure, the species was published in Memoirs of Queensland Museum.

- Jeff Johnson (Collection Manager, Ichthyology) co-authored a landmark paper establishing a DNA barcode reference library for Australia's marine fishes. The paper represents 17 years of collaborative research by Australian ichthyologists and includes barcodes from 9,767 voucher specimens representing over 2,200 species across 288 families. The dataset is publicly available via the Barcode of Life Data System and supports integrated taxonomy, metabarcoding and eDNA research.
- Dr Nicole Gunter (Scientist and Curator, Entomology) led a study into *Tesserodon* dung beetles, revealing that Australian and Papua New Guinean species are more distantly related than previously thought. The research resulted in the description of a new genus and five new species, enhancing understanding of endemic insects in the region.
- a 298-page monograph on Aname wishbone spiders, co-authored by Dr Jeremy Wilson (QM Adjunct Research Associate), Dr Michael Rix (Principal Scientist and Curator, Arachnology), and collaborators describing 55 new species and revises 68, establishing Aname as the world's most diverse mygalomorph genus. Unprecedented in scope, the research integrated morphological, genetic, behavioural, and field data across a vast geographic area, adding 53 new holotypes and several hundred newly registered and identified specimens to the State Collection.

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 research projects conducted by QM's Cultures and Histories personnel during the year include:

- Say our Name: Australian South Sea Islanders (Kurilpa, 23 August 2024 – 13 July 2025) built on research from the Archaeology, Collections and Australian South Sea Islander Lived Identities research project funded by the Australian Research Council (ARC). The exhibition combines State Collection objects, archival documentation and historical photographs with contemporary artworks and digital stories to amplify Australian South Sea Islander voices and raise public awareness of their valuable contribution to Queensland's history.
- QM is a key partner in the Australian Research Council (ARC)
   Centre of Excellence for Indigenous and Environmental
   Histories and Futures. Launched in November 2024,
   the project will advance Indigenous-led approaches to
   environmental and cultural knowledge, with a focus on
   sustainable land and sea management, expanded Indigenous
   research capacity, and evidence-based policymaking.

# 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 dedicated to delivering high-quality taxonomy and cultural heritage research that drives public conversation on critical issues. With respect for diverse perspectives and a commitment to knowledge sharing, QM's research tackles urgent challenges such as social justice, climate change, biodiversity loss, and conservation, reinforcing the ongoing relevance of the State Collection. This impactful work is strengthened through collaboration with academic, cultural, and community partners nationally and internationally, and shared widely across platforms to engage audiences and inspire public discourse. QM remains committed to expanding its leadership by making research accessible, relevant, and meaningful to all communities.

A summary of current research grants is provided in **Appendix A**. New research collaborations established in 2024–25 include:

- Dr Sue-Ann Watson (Senior Scientist and Curator, Marine Invertebrates) was awarded a prestigious and highly competitive ARC Future Fellowship. The four-year, \$1 million grant will analyse how marine species have responded to environmental change over the last 100–300 years to improve predictive capacity for vulnerable and resilient groups and inform future management, fisheries and conservation initiatives.
- QM was named a partner investigator in a \$455,000 ARC Linkage Infrastructure, Equipment and Facilities grant, alongside QUT, The University of Queensland, and the Australian Museum. This grant will fund development of a mobile photogrammetry system, improving efficiency and accessibility of 3D digitisation of cultural heritage for the galleries, libraries and museums sector.
- Unfreedom, Voices, Redress: Plantation Cultures on the Western Pacific, a \$882,000 ARC discovery project, will investigate the hidden histories of English and German plantations, considering blackbirding and other forms of unfreedom, with a focus on gender and mixed-race relationships, centring Pacific voices. QM is a partner investigator alongside Flinders University, The University of Melbourne, University of Bonn, University of the South Pacific, and Rautenstrauch-Joest Museum.
- In June 2025, QM was named partner investigator in Return
  of Aboriginal Australian Ancestors to Place and Country, a
  \$461,000 the ARC Linkage Project led by Griffith University.
  This research will produce a high-resolution genomic map
  of Queensland's First People using a curated database
  of modern samples and ancient remains. By applying
  whole-genome sequencing and enrichment techniques,

the project aims to identify the likely geographic origins of unprovenanced Ancestral Remains held in QM's care, accelerating their return to Place and Country.

During the year, QM employees contributed to thought leadership and shaped professional and public discourse through participation in international conferences and sector forums; the publication of 63 articles in peer-review journals, including *Memoirs* of the Queensland Museum; and release of five 'popular' titles. These activities showcase QM's broad expertise and reinforce its reputation as a trusted authority in cultural and scientific domains.

#### Highlights include:

- the second edition of In Search of Ancient Queensland was released in July 2024. This expanded, 368-page publication highlights the depth of QM's remarkable geosciences collection and features an additional 80 pages of new Queensland palaeontology research since the first edition.
- Mr Lincoln Morse (Assistant Collection Manager, Archaeology)
  and Ms Alessandra Schultz (Assistant Collection Manager,
  Cultures and Histories) took part in Museums and Collections
  in Australasia: The Legacy of Mediterranean Antiquity, a
  panel discussion presented during the fourth annual meeting
  of the Mediterranean Archaeology Australasian Research
  Community on 17 July 2024. The panel explored the diverse
  and cross-disciplinary legacies left by Mediterranean
  antiquity in museum collections held across public and private
  institutions, including university museums.
- a special edition of Cobb & Co. Coaching in Queensland was
  released in August 2024 to commemorate the centenary of
  the last Cobb & Co. coach service in Queensland. Drawing
  on extensive archival research, oral histories and personal
  correspondence, this richly illustrated publication challenges
  popular myths about the company and presents a peoplecentred narrative of Cobb & Co.'s role in shaping Queensland's
  social and transport history.
- the inaugural Trematodes (flatworms) conference was held at Kurilpa from 8–13 September 2024. Organised by Dr Scott Cutmore (Senior Scientist and Curator, Parasitology) and Dr Terry Miller (Head, Biodiversity and Geosciences), the event attracted 85 specialists in the ecology, systematics and evolution of trematodes.
- Mr Phil Manning (Senior, Senior Curator, Rationalisation)
  presented a paper on QM's rationalisation project at the
  annual Australian Museums and Galleries Association National
  Conference, held in Ballarat 17–20 September 2024.

- Mr Nick Hadnutt (Curator, Archaeology) presented on QM's Chinese diaspora collection at the ninth biennial CHINA Inc. Conference held in Darwin from 20–23 September 2024.
- Ms Emma Bain (Director, Exhibitions and Creative Services)
  hosted the annual Network of Australasian Museum
  Exhibitors (NAME) meeting at Kurilpa on 7–8 November
  2024. A subcommittee of the Council of Australasian Museum
  Directors, NAME brings together exhibition professionals
  from major museums and collecting institutions across
  Australasia. Participants shared upcoming exhibition projects,
  considered opportunities for collaboration, and discussed
  sector-wide challenges.
- Spiders of Brisbane was published in November 2024.
   Authored by Dr Michael Rix (Principal Scientist and Curator, Arachnology), Dr Owen Seeman (Collection Manager, Arachnology) and others, this 128-page pocket guide profiles more than 90 species from nearly 30 spider families found in Brisbane and surrounds.
- the 2024 International Conference on Research Infrastructures
  was held in Brisbane from 3–5 December 2024. The following
  day a satellite event, Designing nationally distributed
  collections infrastructure to solve global challenges was
  convened at Kurilpa bringing together international
  stakeholders to explore how museum collections and research
  contribute to solving global challenges.
- Dr Terry Miller (Head, Biodiversity and Geosciences) was invited to deliver a one-day module on Aquatic Parasitology as part of the Australian Society for Parasitology's Concepts in Parasitology advanced training program in December 2024. This intensive two-week course attracted participants from Australia, Africa, Europe, the Middle East and the Asia-Pacific. It offers emerged researchers in human and veterinary medicine, genomics and diagnostics the chance to work alongside leading Australian parasitologists and gain practical experience with state-of-the-art techniques relevant to human, wildlife and aquatic health.

During the report period, QM produced 3,995 pieces of digital content; achieving 44,187,110 impressions and 840,617 engagements; and generated 8736 media stories, achieving an advertising space rate of \$23.7 million. Cobb+Co experienced a surge in media attention after being featured in an online article titled 5 Road Trips Every Aussie Should Take.

# 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 Queensland's first scientists, storytellers, traders and diplomats. Through *Customs Culture and Country: First Nations Strategy* and *Innovate* RAP, QM is committed to embedding First Nations voices across exhibitions, public programs, and events, and to creating meaningful opportunities for Aboriginal peoples and Torres Strait Islander peoples to participate in and lead cultural sector initiatives.

As part of this commitment, 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, commenced as First Nations Fellows on 1 July 2025. Supported by the Queensland Museum Foundation Trust, the First Nations Fellowship is a 12-month professional development and research opportunity for Aboriginal and Torres Strait Islander peoples working in, or aspiring to work in, the arts, cultural heritage, or galleries, libraries and museums sector. The First Nations Fellows will contribute new research and insight into the State Collection, further embedding First Nations knowledge and perspectives in QM's practices.

Other First Nations initiatives delivered during the report period included:

- NAIDOC Week 2024 (7–14 July 2025) was celebrated with new programming. At Kurilpa, First Nations Fellow Cheryl Leavy delivered daily children's book readings of her work Yanga Mother. Tropics hosted a three-day program of workshops and activities in partnership with Wulgurukaba Walkabouts, Gudjuda Rangers and Big Eye Theatre, engaging general visitors and school groups. Rail Workshops hosted Kambu Health's inaugural NAIDOC Gala Ball, attended by 300 guests.
- the tenth Have Another Look Captain Cook! was held at Cobb+Co from 29 July to 2 August 2024, attracting more than 1,500 students from 37 schools across Toowoomba, Lockyer Valley and the Western Downs. The annual program marks NAIDOC Week, National Aboriginal and Torres Strait Islander Children's Day and the International Day for the World's Indigenous Peoples, it highlights the living cultures

Captain Cook did not 'see' in 1770. Activities included music, dance, storytelling and crafts delivered by First Nations representatives from the University of Southern Queensland, Clontarf Foundation, Beyond Broncos Girls Academy, and South-West Indigenous Network Inc.

- contemporary Indigenous illustrator Tori-Jay Mordey painted a permanent, large-scale mural at Rail Workshops. The mural weaves together landscapes of the Torres Strait, outback Queensland and Ipswich, symbolised by a gold thread representing connection across land, family and community. It references Mordey's Torres Strait heritage, the role of Torres Strait Islanders in railway construction, and local elements such as a train wheel and Ipswich's floral emblem, plunkett mallee.
- QM received a Gallery and Museum Achievement Award in the 'Sustainability: Organisations with Paid Staff' category for its *Innovate* RAP, recognising the artwork developed by Aboriginal artist and First Nations Fellow Dylan Sarra. The piece presents a contemporary view of the Buural (Burnett River).
- QM hosted the inaugural First Nations Undergraduate
   Student Research Program (14 January 23 February
   2025). Seven students undertook six-week placements to
   build research skills, gain hands-on experience, and explore
   careers in cultural heritage and museums. Participants
   completed independent research projects and took part in
   weekly research and cultural workshops, supported by QM's
   First Nations team and project supervisors. The program
   culminated in a public symposium showcasing student work
   on topics including provenance, interpretation, policy, social
   impact and repatriation. The First Nations Undergraduate
   Student Research Program was generously supported by the
   Maria Vasas Foundation.
- National Reconciliation Week (27 May 3 June 2025) was marked by diverse programming to encourage reflection and community dialogue. At Kurilpa, visitors contributed to a Reconciliation Tree installation. Rail Workshops offered rainbow serpent crafts, native mocktail workshops and First Nations film screenings, while Cobb+Co offered guided tours of the Binangar Centre, and hands-on sessions with Bigambul artist Cheryl Moggs OAM.

Like many institutions shaped by Western traditions, QM actively collected Ancestral Remains and Secret Sacred material belonging to Indigenous peoples of Australia and the Pacific Island Nations until the late 20th century. These practices, motivated by the misguided belief that such collections were essential for scientific research and historical preservation, were reinforced by the rise of evolutionary theory and colonial collecting ideologies.

The practice of collecting Ancestral Remains and Secret Sacred objects is now recognised as inappropriate. QM has acknowledged its role in this past injustice with a public apology. Ancestral Remains and Secret Sacred items held in the care of QM are housed in secure Keeping Places at Kurilpa and Tropics. Over the past three decades, QM has partnered with First Nations communities, domestic and international collecting institutions and the Commonwealth Government to repatriate Ancestral Remains and Secret Sacred objects to Country and community.

Increasingly, these efforts are extending to biological specimens and cultural heritage items. One significant example is the Wes Wes Collection. In 1913 American biologist and zoologist Alfred G. Mayer collected 263 corals from Meriam country. Recognised for their cultural and scientific significance, the specimens were accessioned by the Smithsonian and housed at the National Museum of Natural History, Washington USA. In November 2023, after several years of negotiation between the Mer Gedkem Le, Smithsonian and QM, 141 corals (of the original 263 collected by Mayer) were transferred from the Smithsonian to QM. These specimens, known as the Wes Wes Collection, are now housed at Tropics. In August 2024, Traditional Owners, Elders from the Torres Strait Regional Authority, Mer Gedkem Le and the wider Meriam community gathered at Tropics for a Return to Country ceremony.

These activities form part of QM's broader and deepening commitment to repatriation. Other highlights include:

- Mr Dany Williams (Senior Manager, Repatriation) travelled to Berlin as part of a delegation led by the Commonwealth Government's Office of the Arts to repatriate two Torres Strait Islander Ancestors and three Aboriginal Ancestors from the Ethnological Museum of Berlin to Queensland, where they will be held in the care of QM. The Torres Strait Islander Ancestors - known as 'Kill Gill Omasker' or Ancient Children - were taken from Nepean Island, near Ugar Island, in 1879 by Reverend John Chalmers along with two adult Ancestors. All four were originally destined for QM. However, upon arrival at Brisbane Wharf, Reverend Chalmers was persuaded by Adolf Bastian, Founder of the Berlin Ethnological Museum, to entrust him with the Kill Gill Omasker, who were subsequently sent to Berlin. The two remaining Ancestors were 'published' by QM Director Dr Ronald Hamlyn-Harris in 1912 in the first volume of the Memoirs of the Queensland Museum and exhibited at the Old Museum on Wickham Terrace during the late 19th century. The Ugar community marked the cultural reunification of the four Ancestors with a private ceremony in December 2024.
- Dr Bianca Beetson (Director, First Nations) and Mr Dany Williams (Senior Manager, Repatriation) travelled to the United Kingdom in April 2025 as part of a Commonwealth Government delegation led by the Office for the Arts. The visit facilitated the return of 36 Ancestors from the Natural

History Museum, London. Provenance research confirms that some Ancestors were Woppaburra, Warrgamay, Wuthathi, and Yadhaigana, while most are more broadly connected to Queensland. The Woppaburra community welcomed their Ancestor home with a private repatriation ceremony.

to address a long-standing regulatory gap for the repatriation
of Indigenous peoples from nations beyond Australia, QM
signed a landmark memorandum of understanding with the
Queensland United Australian South Sea Islander Council in
June 2025. Developed over 18 months of consultation and
negotiation, the memorandum of understanding commits to
the unconditional return of Ancestral Remains and Secret
Sacred objects from Pacific Island Nations held in QM's care
to their rightful Country.

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

QM continues to evolve its programming to engage diverse audiences, spotlight collection and research strengths, and respond to contemporary issues. Programming is increasingly designed to foster connection, participation, and wellbeing.

This year, QM joined the globally recognised Hidden Disabilities Sunflower initiative to support visitors with non-visible disabilities. Compulsory online training has been introduced for employees as part of a broader commitment to inclusive visitor experiences.

### Other highlights include:

- Say Our Name: Australian South Sea Islanders opened
   at Kurilpa on the evening of 23 August 2024, followed by
   daytime program of curator talks, musical performances,
   guided tours, and a panel session. Developed by QM
   in partnership with the Australian South Sea Islander
   community, the exhibition celebrates their histories and lived
   experiences. The opening coincided with the 30th anniversary
   of national recognition for Australian South Sea Islanders.
- the annual Hanging Basket Display at Cobb+Co (8 September 2 October 2024), presented with Yates Australia to coincide with the Toowoomba Carnival of Flowers, featured more than 50 entries from schools and community groups. Glenvale Villas and Toowoomba West Special School were named joint winners of the People's Choice award.
- Remembrance Day was observed at Rail Workshops with a public service at the onsite 'All Conflicts' memorial. Led by the Ipswich Railway RSL Sub-Branch, the ceremony drew 200 attendees, including past and present QM and Queensland Rail employees, students, and local dignitaries.

- Summer 2024 programming offered diverse, hands-on experiences: Egyptian and Middle Eastern drumming workshops at Kurilpa; live insect encounters at Tropics to complement the *Insect Agency* exhibition; and wildlife shows, nature collage workshops and birdwatching with local experts at Cobb+Co.
- the Discovering Ancient Egypt touring exhibition at Kurilpa was enhanced with diverse public program including the 'Introduction to Egypt' talk series, and a series of Friday-night after hours events, featuring expert talks on ancient Egyptian life and culture, pop-up bar, and laser display, attracting more than 1,300 attendees across four evenings in February 2025.
- April 2025 school holiday programming featured the launch of *GLOWSCAPE* at Rail Workshops, an interactive science experience exploring UV light and luminescence, which welcomed nearly 5,000 visitors. Cobb+Co hosted virtual reality and recycled robotics workshops with the Australian School of Entrepreneurs while Tropics offered hands-on maritime archaeology sessions and a self-guided *Eggsploration Trail*.

QM's statewide Education Loans service, curriculum-aligned learning resources, and teacher professional development programs prepare young Queenslanders for a future of employment, active citizenship and social responsibility through engaging experiences that spark curiosity and foster lifelong learning.

### Highlights include:

- more than 45,117 curriculum-linked education resources were
  accessed by 450,026 early learners, school students, and aged
  care residents across Queensland through QM's Education
  Loans program the world's largest museum lending service
  in terms of collection size, transactions, audience reach, and
  geographic coverage. Operating since 1987, the program
  includes a fee-based service from CRC, Tropics and Cobb+Co,
  and a free regional service supported by 22 distribution
  centres statewide.
- 36 hands-on workshops in blacksmithing, coopering, rustic furniture making, leather plaiting, silversmithing and other heritage trades, attracting 244 participants to Cobb+Co. 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.
- three Museum Meet Up! events at Kurilpa offered students full-day immersive experiences aligned to the curriculum.
   In September 2024, students met Dr Scott Cutmore (Senior Scientist and Curator, Parasitology) who shared insight into QM's marine research. In October 2024 and June 2025

Nick Hadnutt (A/Senior Curator, Archaeology) and Lincoln Morse (Collection Manager, Archaeology) guided students through the *Discovering Ancient Egypt* exhibition and explored archaeological practice. *Museum Meet Up!* is generously supported by the Morgans Foundation.

- the Olden Days Festival returned to Cobb+Co from 8–11
   October 2024, attracting 607 students and teachers for
   hands-on engagement with antique phones, cameras and
   household items. Activities included artisan demonstrations,
   sing-a-longs and the opportunity to view a Model T Ford,
   Studebaker and a vintage motorcycle.
- five free STEM professional development sessions covering topics Epic Engineering, Chemical and Biological Science, and Maths and Science at the Museum were delivered to more than 150 teachers in Gladstone, Chinchilla, Dalby, Brisbane as part of the Future Makers partnership with Shell's QGC business. These sessions strive to build educator confidence and capability to deliver innovative STEM programs and strengthen classroom pedagogy.

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 2024–25 was 96 per cent. All museums receive consistently 'excellent' reviews and high rankings on 'top things to do' lists on TripAdvisor.

As of 30 June 2025, QM has 2,373 annual pass members; 213,860 eDM subscribers; and 308,429 social media fans across Facebook, X (formerly 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 provide opportunities for visitors to explore the richness and diversity of Queensland's natural and cultural heritage, foster learning and create memorable experiences.

In 2024–25, QM delivered a dynamic exhibition program that included permanent gallery renewal and presentation of six temporary exhibitions developed in-house, and four touring exhibitions created by others. A full list of temporary and touring exhibitions displayed during the year is provided at **Appendix C**.

### Highlights include:

 SparkLab at Kurilpa continued to engage and inspire with dynamic STEM programming, interactive exhibits and visitorcentred inquiry learning. This year SparkLab welcomed 128,092 visitors and continued to support educators through STEM professional development programs and curriculum linked resources supporting design thinking.

- Insect Agency concluded at Kurilpa in July 2024 and then embarked on a regional tour to Tropics (23 November 2024 16 February 2025) welcoming 15,947 visitors, before opening at Cobb+Co on 16 May 2025. Developed and presented by QM in partnership with the Entomological Society of Queensland, Australia's oldest society devoted to the study of insects, this exhibition features 1,700 specimens in a mind-blowing diversity of shapes, colours and species.
- Feature Carriage Showcase, stage one of the reimagined National Carriage Collection, opened at Cobb+Co in July 2024. The showcase delves into Queensland's historical pathways, from First Nations Songlines to colonial roads, towns, and industries. It traces the evolution of transport from horsedrawn vehicles to motor vehicles, rail, and air. Highlights include Cobb & Co. Coach No. 100, repurposed as a drover's wagon by Bidjara man Bill Hart and his son Reg, and Cobb & Co. Coach No. 112, which made the final Cobb & Co. mail delivery in 1924, marking the transition to modern transport and the end of Cobb & Co. operations in 1929.
- the Bolton Film Collection a 650-minute digital story documenting the life and legacy of Toowoomba philanthropist, historian and business owner the late WRF (Bill) Bolton opened at Cobb+Co in July 2024. Bolton adopted the name Cobb & Co. for his transport company in the 1950s and went on to collect and restore an impressive collection of horse-drawn coaches that later formed the foundation of Cobb+Co.
- Discovering Ancient Egypt opened at Kurilpa on 25 October 2024. This international touring exhibition from the Rijksmuseum van Oudheden (Dutch National Museum of Antiquities) offers a rare insight into ancient Egyptian life and belief systems. At the heart of the exhibition are five mummified individuals. QM consulted with Egyptian-Australian communities to ensure the respectful display of these Ancestors, and local Aboriginal Elders performed a welcome and smoking ceremony to honour their arrival at Kurilpa. Discovering Ancient Egypt attracted 166,000 visitors during the report period. It will remain on display at Kurilpa until 17 August 2025.
- James Cameron Challenging the Deep made its Queensland debut, opening at Tropics on 22 March 2025. This travelling exhibition, developed by the Australian National Maritime Museum, explores the world of filmmaker and explorer James Cameron through stunning projections, artefacts, and specimens.
- The Saddlery, a new permanent exhibition at Cobb+Co, opened on 27 May 2025. Supported by a generous donation from Garth and Sandra Delbridge via the Queensland Museum Foundation Trust, the exhibition explores the rich history of saddlery and leatherwork. It showcases an extensive

collection of saddle-making tools and materials and features a short film with the Delbridge family – founders of Toowoomba Saddlery – and long-time collaborator Bob Edwards.

QM's exhibition program was complemented by a series of major events that fostered deeper connections with diverse audiences, reinforcing QM's role as a leader in cultural and scientific storytelling.

### Highlights include:

- Cobb 100: Celebrating the Centenary of Cobb & Co.'s final journey was presented at Cobb+Co from 14–17 August 2024. Programming included launch of the reimagined National Carriage Collection (stage one), curator talks, live heritage demonstrations, bush poetry and an invitation-only VIP event featuring a commissioned orchestral and spoken word performance by Camerata. The event drew 2,670 visitors and achieved national media coverage reaching a potential cumulative audience of more than 4.74 million people. Media highlights included a Today Show weather cross, ABC outside broadcast, Channel 7 Flashback segment, and the cover of The Sunday Mail's Factor X lift out.
- Steam and Smoke Father's Day Barbecue debuted at Rail Workshops on 1 September 2024 as part of the Galvanized Heritage Festival, presented by Ipswich City Council. The event attracted more than 2,080 people and featured barbeque demonstrations, food trucks, craft beer and local gin, with live performances from Dezzie D and the Stingrayz, the Crack Up Sisters and JB Paterson. Two steam train experiences, operated by Queensland Rail and Australian Railway Historical Society, departed from the Workshops Platform to coincide with the event.
- the ninth annual Queensland Women in STEM Prize (QWiSP)
  was awarded on 6 November 2024. Delivered by QM in
  partnership with the Department of Environment, Tourism,
  Science and Innovation and the Office for Women, the
  QWiSP provides professional development bursaries to early
  career STEM practitioners who identify as female. In 2024,
  \$24,000 in prize money was awarded to Biostatistician and
  Epidemiologist Associate Professor Susanna Cramb (Judge's
  Award); Social Scientist Dr Jillian Ash (Breaking Barriers
  Award); and Aerospace Engineer Taylah Griffin (First Nations
  STEM Award).
- Day Out With Thomas: the Bubble Tour was held at Rail
  Workshops from 27 December 2024 26 January 2025.
  Celebrating its 21<sup>st</sup> year, this signature event featured a bubble
  wonderland, live performances and train-themed play. For the
  first time, an all-day sensory friendly experience was offered,
  attracting 647 visitors. Overall, the event welcomed 24,938
  visitors, representing a 17 per cent increase on 2024–25 and
  a 38 per cent increase on 2022–23.

 Planes, Trains and Autos presents Fully Charged returned to Rail Workshops on 3 May 2025, drawing 6,692 visitors.
 Delivered in partnership with Ipswich City Council, this annual flagship event featured aerobatic displays, hot-air balloon demonstrations, roving performers, interactive science and engineering exhibits, and a live broadcast by ABC Local Radio Brisbane.

QM holds exclusive licence to host a World Science Festival in the Asia Pacific Region 2016–27. 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 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).

The tenth annual WSFB was held from 21–30 March 2025, attracting 105,556 attendances, including 3,546 students on dedicated school excursions. Based on the theme 'Infinite Awe,' the program featured 86 events and 500 sessions across 42 venues in Brisbane, Ipswich, and the Gold Coast. Global identities Brian Greene, Katherine Bennell-Pegg, Christina Koch, and David Sinclair joined Australian luminaries including Pip Courtney, Annabel Crabb, Leigh Sales, and Norman Swan to explore topics from health and ageing to the universe.

Highlights included *The Awe Experiment*, the QM–produced *Arena Atomica: Skate-ology*, the Queensland premiere of Patch Theatre's *Superluminal*, and the worldwide debut of *Digital Detox*. Tropical Cyclone Alfred affected ticket sales in the lead-up to the opening day, and inclement weather caused significant disruption on the final weekend, with heavy rain forcing the relocation or cancellation of outdoor programming. Despite these challenges, Kurilpa welcomed 70,544 visitors over the ten days of WSFB 2025, peaking at 13,190 visitors on Saturday 29 March 2025. An independent economic impact study found that WSFB 2025 generated 5,133 visitor nights and delivered \$1.64 million in direct and incremental spending into the Queensland economy.

WSFQ events were held in Toowoomba (17–18 May 2024); Ipswich (19–20 July 2024); Townsville (1–2 August 2024 and 15–17 May 2025); and Chinchilla (6–7 June 2025) attracting a further 10,412 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.

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

During 2024–25, QM pursued targeted initiatives to grow revenue while maintaining strong cost controls to enhance financial sustainability.

QM's commercial functions, including retail, cafe, wholesale publications, and front-of-house trading resulted in a revenue of \$13 million in 2024–25.

Jurassic World by Brickman concluded its 234-day run at Kurilpa on 28 July 2024. The exhibition attracted 258,031 attendees (240,019 paid), and generated \$5.63 million in gross admission revenue, surpassing visitation and revenue targets by 28 per cent and 41 per cent, respectively. These outcomes represent the exhibition's best performance to date and mark it as the highest-grossing ticketed exhibition in Kurilpa's history.

Venue hire continued to grow across all sites, thanks to activities such as:

- 72 weddings, school formals and other commercial events, welcoming 5,095 guests.
- a major feature film shoot at Rail Workshops in August 2024 for as-yet unidentified production starring Mark Wahlberg, Paul Walter Hauser and Benjamin Bratt.
- key events such as the 2024 Gallery and Museum Achievement Awards (8 October 2024), Toowoomba Hot Rodder's High Altitude Show and Shine (10 March 2025); and national meets for the Morris Car Club of Queensland and MG Car Club (14 April 2025).

In September 2024 Mr Steve Cooper (Head, Cobb+Co) represented QM at *Gardens by the Bay* at the Singapore Flower Dome as part of Toowoomba Regional Council's delegation to promote the Carnival of Flowers. The Singapore Flower Dome is a horticultural leisure destination in Singapore that displays floral exhibitions from across the world. This is the first time Australia has participated. Steve met with leading international tourism wholesaling organisations, and a QM-wide strategy is in development to leverage these relationships and increase international tourist visitation to QM.

Ms Sally McRae (Head of Programming, WSFB) attended the NEXT Expert Training Academy workshop in Seoul, South Korea from 16–22 December 2024. Facilitated by the Korean Foundation for International Cultural Exchange, the program explored emerging trends in international cultural exchange. QM will leverage this opportunity to build a network of peers amongst international festivals and cultural institutions engaged in art and science collaborations.

During the report period, QM secured more than \$2.11 million in cash and in-kind support through its corporate partnership portfolio. Current partners are acknowledged at **Appendix D**.

Key achievements include:

- \$865,000 from 27 partners in support of WSFB and WSFQ.
- a new, three-year partnership with The University of Queensland to expand First Nations programming across all QM sites.
- a collaboration with the Department of the Environment,
   Tourism, Science and Innovation under the Advance
   Queensland Private Sector Pathways program to explore
   Al-driven solutions to provenance research and the digital repatriation of Ancestral Remains and Secret Sacred objects in QM's care.
- funding from the Australian Cultural Diplomacy Grants
   Program to scope an international tour of the Say Our Name:
   Australian South Sea Islanders exhibition.
- a new, three-year partnership with the University of Southern Queensland to support STEM education initiatives at Rail Workshops.

QM is privileged to receive the support of many generous donors, whose contributions help advance our mission to inspire discovery through science, culture and community. Donors acknowledged at **Appendix D** have made a meaningful difference across a range of initiatives in 2024–25.

A significant three-year grant from the Maria Vasas Foundation enabled the establishment of the First Nations Undergraduate Student Research Program (refer page 21), providing emerging scholars with valuable opportunities to gain experience in museum research and collections practice.

The Morgans Foundation continued its valued support through the *Museum Meet Up!* program (refer page 22–3), which delivers inclusive, accessible experiences for children with disability and their families.

At Cobb+Co, a generous gift from Garth and Sandra Delbridge supported the renewal and expansion of *The Saddlery* (refer

pages 23–4), shining a spotlight on one of the traditional trades central to Cobb & Co.'s coaching heritage.

The 2025 Annual Appeal focused on raising funds for the QM Education Loans program, a vital service that extends the reach of the State Collection to schools, libraries and community groups across Queensland. QM is deeply grateful to all who contributed.

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

QM owns an extensive infrastructure portfolio that includes its three regional museums (Cobb+Co, Tropics, Rail Workshops), and CRC. Kurilpa is part of the Queensland Cultural Centre, which is owned by the State of Queensland 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 to building works for the upgrade of 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 into 2025–26.

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. QM received \$4.95 million over three years as part of the Queensland Budget 2024–25 for critical infrastructure maintenance at Cobb+Co and Rail Workshops. Notable works completed during the report period include external repainting of Cobb+Co, flooring replacement in the café and carpark lighting at Rail Workshops.

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

During the year, sites were closed for scheduled maintenance or in response to extreme weather events. Kurilpa was closed to employees and visitors on 4–5 October 2024 due to a burst water main that disrupted water supply and compromised building safety. Tropics closed to the public on 22–23 October 2024 to accommodate replacement of automatic transfer switches in the backup generator, following failure during a power outage. Tropics was again closed to employees and the public from 2–4 February 2025 due to intense rainfall and flooding, leading to road closures, school shutdowns, and evacuations in north Queensland. A further closure at Tropics occurred

on 19 March 2025 when localised flash flooding in Townsville made travel to the museum unsafe for some employees. In both weather-related incidents, the Business Continuity Plan was activated.

On 20 February 2025 Tropical Cyclone Alfred developed in the Coral Sea and made landfall over the Moreton Bay Islands on 8 March 2025 as a category one system. The cyclone crossed near Brisbane the following day, bringing destructive winds, torrential rain, widespread flooding, and extensive power outages affecting around 450,000 properties across southeast Queensland.

In line with Queensland Government advice, Kurilpa, Cobb+Co and CRC were closed to employees and the public 5–10 March 2025. Rail Workshops was closed for an additional day, reopening on 11 March 2025 due to flooding along the Bremer River. During the closures, the Queensland Cultural Centre and QM Incident Management Teams were activated. Early warning enabled mitigation strategies including installation of flood barriers. Impacts to QM infrastructure was minimal, limited to minor water ingress and localised leaks.

QM's focus extends beyond built infrastructure to the adoption of digital solutions that enhance operational efficiency, security, and service delivery.

Key initiatives during the year include:

- introduction of new security measures to better protect users and systems from cyber threats.
- ongoing replacement of devices to ensure staff have access to faster, more reliable technology.
- upgrade of core infrastructure to improve system performance, stability, and scalability.
- modernisation of file storage systems to provide more reliable and efficient access to shared files.
- participation in a pilot of QChat, the Queensland Government's Al assistant, to explore how automation can support QM employees and improve service delivery.
- implementation of stronger controls over which software can run on devices, reducing security risks.

# 3.6 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 clear and measurable benchmarks.

Now in its second year of implementation, QM's Key Performance Indicator (KPI) Framework supports a shared understanding of performance measures, aligns metrics with strategic priorities, and assigns clear accountability across organisational portfolios. The KPI framework continues to evolve, with ongoing refinement to ensure that KPIs remain meaningful and closely aligned with both strategic goals and day-to-day operations.

Performance against KPIs is summarised on pages 13-5 of this Annual 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 dynamic global environment, attracting and retaining skilled, passionate employees is essential to sustained success. OM recognises the unique value of each individual and embraces diverse perspectives and experiences to reflect the communities it engages with, drive creativity and innovation, respond to changing demands, and strengthen its competitive advantage. This commitment underpins an inclusive culture where all employees feel respected, supported, and empowered to perform at their best.

Table one (overleaf) presents workforce diversity data aligned with Queensland Public Sector reporting categories. The data highlights that QM employs an above-average proportion women, with 70 per cent of leadership positions held by women—a significant indicator of gender equity in leadership.

The 2024 Working for Queensland Survey was conducted from 26 August – 22 September 2024. This annual survey measures Queensland Public Sector employee perceptions of their work, manager, team, and organisation. QM achieved a 67 per cent response rate, representing an 11 per cent increase on 2023. Survey results indicate strong employee engagement with 96 per cent of respondents 'agreeing' or 'strongly agreeing' that QM has a positive impact on the lives of the people of Queensland. Additionally, 74 per cent reported a sense of pride when telling others they work QM.

QM's People and Culture team oversees delivery of the Strategic Workforce Plan 2023–27 with support from CAA. This plan prioritises effective leadership and decision-making, promotes an efficient and agile workforce environment, and ensures a capable, flexible, engaged, motivated, safe, and recognised workforce.

Key workforce planning strategies implemented in 2024–25 included:

- administration of new and amended Public Sector Industrial Relations Directives, addressing a wide range of leave types and employment arrangements.
- developing and implementing key policies and procedures including Preventing and Responding to Workplace Bullying, Discrimination, Vilification and Racism; Study and Research Assistance Scheme; Adjunct and Honorary Appointees and Volunteers.
- enhancing internal communications to strengthen employee engagement with strategic priorities through an annual in-person CEO Roadshow; weekly CEO newsletters; and six-weekly online all staff meetings featuring employeeled presentations.
- attracting and retaining talent through promoted flexible work arrangements, part-time roles and career breaks, to support a healthy work-life balance.
- continuing participation in the Cultural Centre First Nations Graduate Program, a collaborative initiative providing twoyears of full-time rotational employment for First Nations university graduates.
- maintaining personal performance planning for all QM employees to clarify role expectations, align individual goals with strategic objectives, and encourage professional growth through regular feedback.
- sustaining the rollout of the Learning and Development Framework 2022–26, ensuring access to professional development opportunities, training programs and workrelated conferences.
- encouraged current and emerging leaders to enhance their capabilities by participating in Queensland Public Sector initiatives, NeuroLeadership Institute Masterclasses and coaching programs.

Table 1: Workforce Profile at 30 June 2025<sup>4</sup>

_						
Co	m	D	os	111	o	n

Non-binary

Headcount	393
Full-time equivalent	281
Gender	
Woman	253 people
	64% of total workforce
Man	139 people
	35% of total workforce

1 person

<1% of total workforce

### **Diversity groups**

Women	253 people
	64% of total workforce
Aboriginal peoples and	11 people
Torres Strait Islander peoples	3% of total workforce
People with disability	19 people
	5% of total workforce
	34 people
– Born overseas	9% of total workforce
Culturally and Linguistically Diverse	16 people
– Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages	4% of total workforce
or Australian South Sea Islander languages)	

### Women in Leadership Roles<sup>5</sup>

Senior Officer (SO)	4 people 80% of all SO roles in workforce
Senior Executive Service (SES) or higher	3 people 60% of SES or higher roles in workforce

<sup>&</sup>lt;sup>4</sup>Data for the fortnight ending 28 June 2025, the last pay fortnight for 2024–25.

<sup>&</sup>lt;sup>5</sup>Includes employees who self-identify as a woman who have been appointed under the Senior Officers – employment conditions (Directive 10/23), Senior Executive Service – employment conditions (Directive 09/23) and/or the Queensland Public Sector Chief Executive Remuneration Framework.

QM's Agency Consultative Committee (ACC) facilitates meaningful consultation between QM management and unions on matters arising under the *State Government Entities Certified Agreement 2023*. During the year, the ACC convened four times to discuss workforce statistics, people and culture policies, temporary to permanent conversion, and other emerging employee issues.

QM's talented, multidisciplinary workforce is deeply committed to scholarship and research, collaborating with industry partners to enhance capacity and deliver outcomes of international significance. Reflecting this dedication, several employees were recognised during the year for their leadership and professional excellence within the museum sector:

- the inaugural QM Value Awards, announced on 6 December 2024, celebrated employees who embody the organisation's core values and make meaningful contributions to the communities it serves. Five recipients were recognised across the categories of 'Curious,' 'Authentic,' 'Respectful,' 'Enterprising,' and 'Reconciliation.' Each received a certificate and a \$250 cash prize in recognition of their outstanding achievements.
- Dr Bianca Beetson (Director, First Nations) was selected as one of 56 recipients of the 2025 First Nations Director Scholarship Program, facilitated by the Australian Institute of Company Directors (AICD) in partnership with the Australian Indigenous Governance Institute and The Observership Program. Bianca will undertake AICD's Company Directors Course and participate in mentoring and workshops to enhance her professional network and skills.
- Mr Chris Salter (Head, Cultures and Histories) commenced an
  eight-week Smithsonian Fellowship at the National Museum of
  American History in Washington DC on 1 May 2025. Under the
  supervision of Dr Katherine Ott, Curator of LGBTQ+ History,
  his project—Lives Erased: Bringing (Back) to Life LGBTQ
  Histories in Museums—aims to strengthen the visibility and
  representation of LGBTIQA+ lived experiences within QM's
  collections and the wider cultural heritage sector.

 Dr Joanna Wills (Senior Museum Development Officer, Far North Queensland) was awarded a Churchill Fellowship to explore innovative museum practices in storage, interpretation, and community engagement. Her research will include visits to New Zealand, Canada, Scotland, England, as well as attendance at the 27th International Council of Museums General Conference in Dubai (11–17 November 2025).

QM's operations are supported by a group of dedicated and hardworking volunteers, including honoraries. During the year QM was supported by 210 volunteers, contributing more than 9,000 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, ten museum-specific 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 1 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* (Qld). The initial charge followed a Workplace Health and Safety Queensland investigation after two employees were diagnosed with Q fever in 2019.

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 QM employees diagnosed with Q fever have recovered and returned to work. At no time was there risk to QM visitors.

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

Activities delivered during 2024–25 under the terms of the Enforceable Undertaking included:

- conducted the second Safety Capability Survey in November 2024. Developed by Curtin University and promoted by WorkSafe Queensland, the survey measures leadership and culture across WHS and recovery and return to work. Results showed improvement across all elements, with the greatest gains in the three priority areas identified in the 2023 survey results: organisational safety communication and change management; process clarity; and organisational safety prioritisation.
- implemented a digital WHS management system to support effective reporting, risk management and record keeping.
- developed free, downloadable educational materials profiling
   Q fever as a zoonotic disease found in domestic and nondomestic animals, supported with the development of a loans
   kit available to Queensland schools and community groups.
- created a Small Museum WHS and Risk Toolkit to support community museums that collect and display objects and specimens. The toolkit includes an overview of WHS legislation, a customisable WHS Manual, and templated forms and registers.
- six QM employees completed the Certificate III Laboratory
   Skills course to enhance technical capability and work health
   and safety practices within the laboratory environment.
- developed, organised and delivered the inaugural Community Museums Seminar on 13 May 2025 at the Qantas Founders Museum, Longreach. The seminar addressed contemporary WHS challenges facing small museums and showcased the new Small Museum WHS and Risk Toolkit.

The Enforceable Undertaking will continue until June 2026.

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

QM delivers its outputs within a robust governance framework informed by the Act, relevant legislation, whole-of-government directives, managerial and organisational structures, internal policies and strategies, and sound resource management practices. This framework ensures strategic objectives are met, risks are effectively managed, and resources are applied responsibly and transparently.

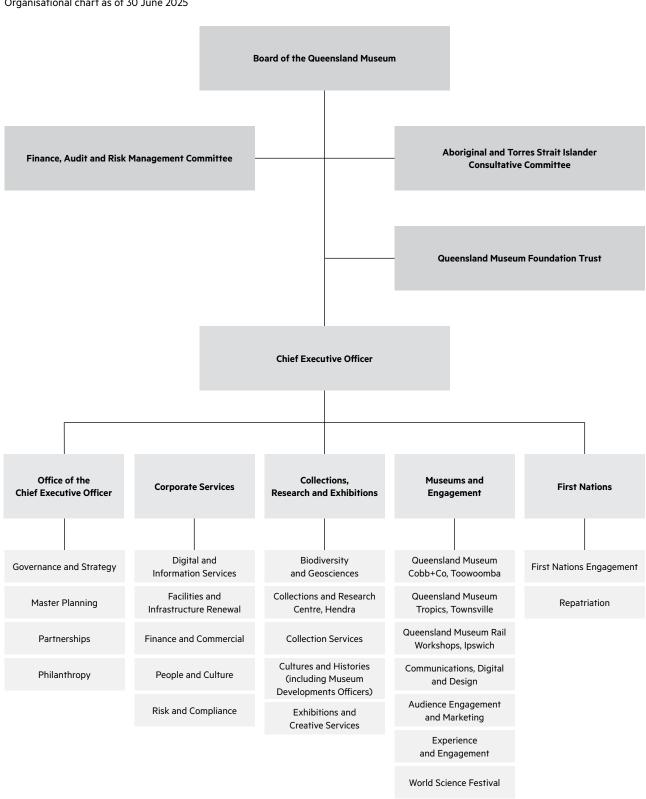
Key leadership, governance, and risk management initiatives implemented during 2024–25 include:

- a multi-stage leadership development program for the ELT, focused on enhancing self-awareness, building team cohesion, and strengthening commitment to shared goals and collaborative ways of working.
- continued review of QM's controlled documents to ensure alignment with contemporary requirements for compliance, probity, accountability, and transparency. Several key documents were updated or developed to better support strategic delivery, with further work continuing in this area.
- a wholesale review of QM's compliance framework to align with evolving regulatory obligations and best practice governance standards. The review aims to improve risk management, strengthen accountability, and ensure consistent compliance across all operational areas.

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# **GOVERNANCE**

Organisational chart as of 30 June 2025



Governance 33

## Management and structure

#### **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 s12 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; and
- 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-
  - the storage of suitable items pertaining to the study of natural sciences, applied sciences, technology and history, and exhibits and other personal property; and
  - ii. carrying out or promoting scientific and historical research; and
  - 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. any other action which in the opinion of the Board is necessary or desirable; and
- the control and management of all lands and premises vested in or placed under the control of the Board.

In 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. Each member brings substantial executive experience and specialist expertise, alongside a

broad understanding and appreciation of QM's major fields of endeavour.

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 the accountable authority for QM, the Board provides oversight and endorsement of the organisation's strategic and operational direction, ensuring alignment with its vision and objectives. Progress is monitored through regular performance reports and updates.

In 2024–25, the Board met six times, with three sessions held at Kurilpa and one each at the State Library of Queensland, CRC, and Tropics. In February 2024, a joint workshop with the Board and ELT focussed on assessing strategic risks and opportunities and prioritising key projects.

During their scheduled meetings, the Board deliberated a range of critical matters, including:

- endorsement of master planning initiatives and the forward exhibition schedule to guide long-term development and ensure alignment with strategic priorities and audience engagement goals.
- evaluating performance reports and receiving progress updates on significant exhibitions, major events, and projects.
- oversight of financial performance, including monitoring of outcomes against budget and forward estimates, ensuring transparency, accountability, and responsible resource management.
- conducting the annual performance review of the CEO to ensure strong leadership and accountability.
- considering organisational reviews of the First Nations team, the Partnerships team and the Philanthropy team to strengthen strategic outcomes.
- reviewing and approving key governance documents, including the Governance Policy, Compliance Framework, Work Health and Safety Policy, Risk Management Framework, Risk Appetite Statement and Business Continuity Plan.

- oversight of succession planning and recruitment for the CEO, ensuring continued strength in executive leadership and alignment with future organisational needs.
- considering administrative variations to the Enforceable Undertaking.
- approving the QM Strategic Plan 2025–29, QM Operational
   Plan 2025–26, and the 2024–25 budget and forward estimates.
- selecting recipients of the 2025 Queensland Museum Medal.

In accordance with the Act, the Minister may issue written directions of a general nature to the Board regarding the performance of its functions or the exercise of its powers. No such Ministerial directives were issued during the reporting period.

Details of Board members and their remuneration are summarised below.

Name	Position	Меє	etings	Remuneration	
		Eligible	Attended	Entitlement <sup>6</sup>	Actual
Professor Margaret Sheil AO	Chairperson and Member	6	6	\$20,000	\$20,000
Ms Catherine Taylor	Deputy Chairperson and Member	6	6	\$7,000	\$7,000
Professor Shaun Ewen	Member	6	5	\$7,000	\$7,000
Ms Janine Griffiths	Member	6	6	\$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	5	\$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

<sup>&</sup>lt;sup>6</sup>Per annum, as prescribed by Queensland Government's Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies

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#### **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 has served as Vice-Chancellor and President of QUT since 2018. In addition to leading QUT, she is the lead Vice-Chancellor for Research and Innovation, Chair of the Research, Innovation and Commercialisation Committee for Universities Australia. She also represents Universities Australia as member of the University Foreign Interference Taskforce Steering Group.

Margaret holds several other prominent roles, including Chair of the Reef 20250 Independent Expert Panel, Chair of the Queensland Vice-Chancellors' Committee, and is Secretary Science Policy for the Australian Academy of Science Council.

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 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.

Her previous leadership roles include Provost at the University of Melbourne and Chief Executive Officer of the Australian Research Council. She holds a Bachelor of Science and a PhD in Physical Chemistry from the University of New South Wales.

#### **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 AICD and an Executive Fellow of the Australia and New Zealand School of Government.

Catherine is also 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, and 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 the Asia Pacific Resources Industry Lead at Accenture. She is also a member of Accenture's Global Diamond Leadership Council and Managing Director responsible for Accenture's Brisbane Office.

With more than 30 years' experience serving clients across the globe in their business, technology and digital transformation journeys, Janine has worked with Government clients in Australia and New Zealand, as well as clients in the mining, utilities,

aviation, rail, manufacturing and telecommunications industries across Asia, Europe and the Americas.

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

Janine is also 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 CEO of Queensland Symphony Orchestra (2021–2022), CEO of Brisbane Festival (2010–18), and 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 also 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, 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 is also Chair of 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 is also Chair of the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee.

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## Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee (FARMC) supports the Board by monitoring budget management, financial reporting, internal controls, audit processes, and risk management functions. FARMC members are appointed by the Board. FARMC operates according to a terms of reference aligned with the guidelines published by Queensland Treasury.

During 2024–25, FARMC met six times to:

- review and endorse the annual financial statements, budget, and forward estimates.
- monitor financial performance through management and internal audit reports.
- assess progress and performance of significant projects, including collection remediation, commercial exhibitions, the Enforceable Undertaking, and WSFB.
- consider audit reports and progress against recommendations.
- monitor reports on digital and information services and WHS matters.
- oversee asset management strategies and infrastructure renewal initiatives to ensure long-term sustainability

FARMC members and their attendance records for the year are provided below.

Name	Position	Mee	tings	Remuneration	
		Eligible	Attended	Entitlement <sup>7</sup>	Actual
Ms Jenny Parker	Chairperson and Member	6	6	\$2,500	\$2,500
Mr Tom Du Preez	External Advisor	6	6	\$1,800	\$1,800
Ms Janine Griffiths	Member	6	6	\$1,800	\$1,800
Ms Valmay Hill	Member	6	6	\$1,800	\$1,800
Dr Jim Thompson	Member (ex-officio)	6	6	\$0	\$0
Ms Linda Holm	CAA	6	6	\$0	\$0
Ms Debbie Draper	Observer	6	6	\$0	\$0
Number of scheduled meetings					6
Total out of pocket expenses					\$0

 $<sup>^{7}</sup> Per annum, as prescribed by Queensland Government's Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies and Government and Government Bodies are the procedure of the Part-Time Chairs and Members of Queensland Government and Government Bodies are the procedure of the Part-Time Chairs and Members of Queensland Government and Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs and Members of Queensland Government Bodies are the Part-Time Chairs are the Part-Time Chairs are the Part-Time Chairs and Members are the Part-Time Chairs are the Part-Time Ch$ 

## Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

The Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee (QMATSICC) plays a vital role in enhancing cultural capability across QM by fostering a deeper understanding of First Nations cultures and embedding this knowledge into QM strategies, policies, and practices.

QMATSICC provides oversight for the development and implementation of the *Innovate* RAP, offers guidance on initiatives to safeguard First Nations heritage, and promotes cultural competency among QM employees. QMATSICC members also engage directly with First Nations communities to represent their perspectives, shares updates on QM activities, and champion leadership opportunities and cultural safety for First Nations employees.

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

During 2024–25, QMATSICC convened three times to deliberate on key matters, including:

- the repatriation of Ancestral Remains and Secret Sacred Objects.
- review of Ancestral Human Remains, Secret Sacred (Restricted) Material, Burial Goods, Sensitive Material, Private Material and Surrendered Material Management and Repatriation Policy.
- progress towards achieving deliverables outlined in the Innovate RAP.
- review and updates to the QMATSICC Charter.
- discussion of new QMATSICC members.
- development of an Indigenous Cultural Intellectual Property Policy.

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

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement <sup>8</sup>	Actual
Dr Harry Van Issum	Chairperson and Member	3	3	\$2,500	\$2,500
Ms Rhonda Appo	Member	3	3	\$1,800	\$1,800
Ms Nareeta Davis	Member	3	3	\$1,800	\$1,800
Dr Jim Thompson	Observer (QM)	3	3	\$0	\$0
Dr Bianca Beetson	Observer (QM)	3	3	\$0	\$0
Number of scheduled meetings					3
Total out of pocket expenses					\$0

<sup>&</sup>lt;sup>®</sup>Per annum, as prescribed by Queensland Government's Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies

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#### **Queensland Museum Foundation Trust**

The Queensland Museum Foundation Trust (Foundation) was established by the Board in 2001 under the Queensland Museum Foundation Trust Deed to raise funds in support of QM and other eligible charities that operate a public museum.

A Public Ancillary Fund and registered charity, the Foundation is endorsed as a Deductible Gift Recipient under Item 2 of the *Income Tax Assessment Act 1997* (Cth). It is controlled by the Board and governed by individual Trustees, who are appointed by the Board following endorsement from the Premier of Queensland and the Minister. All Foundation Trustees serve on a voluntary, unpaid basis.

The Foundation met five times during 2024–25 and considered matters including:

- meeting annual distribution requirements.
- strengthening engagement with supporters.
- overseeing financial management.
- reviewing and proposing revisions to the governance structure and Queensland Museum Foundation Trust Deed.
- review of the Philanthropic Fundraising Policy.

The Foundation's financial reports are prepared by CAA and audited by the Queensland Audit Office. All Foundation transactions are incorporated into the financial statements of the Board.

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

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement	Actual
Ms Catherine Taylor	Chairperson and Trustee	5	5	\$0	\$0
Ms Valmay Hill	Trustee	5	5	\$0	\$0
Dr Jim Thompson	Trustee (ex-officio)	5	5	\$0	\$0
Ms Georgina Anthonisz	Observer (QM)	5	5	\$0	\$0
Number of scheduled meetings					5
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 (CEO), referred to as Director in the Act, is appointed by the Governor in Council upon recommendation by the Minister and approved by the Board. The CEO 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 40 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 nongovernment 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 25-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 AICD, 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 a K-Fellowship to Seoul in 2017 and a French Ministry of Culture Residency in 2018.

#### Executive Director – Museums and Engagement Ms Renai Grace

ВА

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, Northsite 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.

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# Director - First Nations Dr Bianca Beetson

DVA, NAVA (Hons), GAICD 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 Act 2023* (Qld). 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, and a member of the National Advisory Committee for Indigenous Repatriation.

# Risk management and accountability

#### Internal audit

The internal audit function is an integral part of QM's corporate governance framework, ensuring the maintenance of effective systems of accountability and control.

Internal audits are carried out by CAA, QM's shared service provider. This function operates independently of both management and external auditors.

The primary responsibilities of the internal audit include:

- conducting operational (value for money) audits to evaluate the efficiency and effectiveness of systems and resource utilisation.
- assessing the adequacy and effectiveness of internal control systems to ensure they function economically and efficiently.
- determining the extent of compliance with established policies, procedures and legislation.
- providing advice on the integrity and consistency of corporate culture relative to ethical conduct and probity.
- offering consulting advice to FARMC and the Executive Leadership Team, as approved by the Board.

QM's internal audit program operates under a Board-approved Charter that aligns with relevant audit and ethical standards and incorporates Queensland Treasury's Audit Committee Guidelines.

The effectiveness of the internal audit function is overseen by FARMC. The internal auditor attends FARMC meetings, presents audit reports, and consults with FARMC to evaluate auditable systems against established criteria and QM's strategic and operational risks. This process informed the development of the Internal Audit Plan for 2024–25.

During the reporting period, the following audits were completed:

- project management.
- corporate card processing.
- payroll processing.
- records management

The outcomes of these audits were reviewed and endorsed by FARMC, with recommendations implemented to strengthen QM's governance and operational practices.

#### **External scrutiny**

The Board was not subject to any external audits or reviews during the financial year, other than the annual external audit report on the financial controls and the financial statements, completed by Queensland Audit Office.

#### Information systems and recordkeeping

QM is committed to robust information management practices, ensuring compliance with the *Public Records Act 2023* (Qld) and *Records Governance Policy* and key information standards including *Information and cyber security policy (IS18)*; *Information access and use policy (IS33)*; and *Information asset custodianship policy (IS44)*.

QM utilises a suite of specialised systems to manage its records, including an Electronic Document and Record Management System, a Collection Management System, a Library Catalogue System and a Digital Asset Management System. Information governance is managed by specialist employees. Access to information is limited to employees whose duties require it. The disposal of QM records is conducted in full compliance with the *Records Governance Policy*.

QM has established policies that define record management rules and responsibilities, and a range procedures to guide the management and preservation of its public records. To support these practices, information management training is embedded in QM's mandatory induction program for new employees, with annual refresher training provided to existing employees.

Implementation of digital contract and approval processes during the year increased maturity in the capture and management of high-value approval records.

QM is dedicated to safeguarding the privacy of its service users. In accordance with the *Information Privacy Act 2009* (QId), personal information is collected, stored, and used solely for lawful purposes, consistent with the Queensland Privacy Principles. This commitment is set out in QM's *Privacy Policy* and online privacy statement.

To ensure ongoing compliance and awareness, employees are regularly updated on changes to record management practices and information privacy requirements through QM's intranet and internal communications.

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#### **Human rights**

QM recognises the inherent value and dignity of all peoples, regardless of race, gender, nationality, ethnicity, language, religion, or any other status. Human rights principles are embedded as mandatory considerations in all QM policies. To ensure compliance, all governing documents are systematically reviewed against a checklist aligned with the *Human Rights Act* 2019 (Qld) (HR Act).

The HR Act imposes reporting obligations on public entities required to prepare an annual report under s63 of the *Financial Accountability Act 2009* (Qld). Section nine of the HR Act defines who is a public entity for the purposes of the HR Act. During the reporting year, QM received no human rights complaints.

QM also 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
recognises that self-determination is a fundamental human right
for Indigenous peoples.

This commitment to human rights underpins QM's operations, ensuring that its policies, practices, and services reflect respect, equity, and inclusivity for all.

#### Risk management

QM adopts a flexible approach to risk, identifying and considering the potential impact of operational risk on service delivery underpinned by a risk management framework and a risk appetite statement.

This framework and associated management practices comply with the Act, the Financial Accountability Act 2009 (Qld), Financial and Performance Management Standard 2009 (Qld), Public Sector Act 2023 (Qld) and the Australian and New Zealand International Standard AS/NZS ISP 3100:2018 – Risk Management Guidelines.

#### **Public sector ethics**

The Board and all QM employees are bound by the whole-of-Government Code of Conduct for the Queensland Public Service and the ethics principles and values set out in the Public Sector Ethics Act 1994 (Qld).

QM's administrative procedures and management practices are developed and conducted with due regard to the Act, the Code of Conduct for the Queensland Public Service and Public Sector Ethics Act 1994 (Qld). Code of Conduct training is included in new employee inductions, and all continuing employees are required to complete online 'refresher' training on an annual basis.

Integrity and accountability are important, ongoing priorities for the Board. QM has robust controls to manage the risk of fraud and corruption, including a clear authorities and delegations policy and procedural framework, and a schedule of independent internal and external audits to ensure areas susceptible to fraudulent activity are monitored.

# Disclosure of additional information

QM has disclosed the following additional information in the Appendices:

- A. Grants
- B. Peer-reviewed papers
- C. Exhibitions
- D. Corporate partners
- E. Guardians of Queensland Museum

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

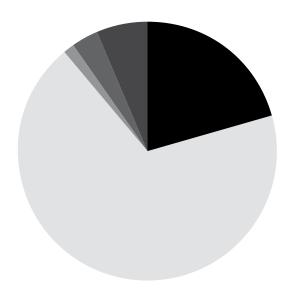
- QM Consultancies 2024–25
- QM Overseas travel 2024–25
- Charter of Victims' Rights

## **FINANCIAL** PERFORMANCE

## Financial summary 2024–25

This summary provides an overview of the 2024–25 financial performance and position for QM. A more detailed analysis is provided in the audited financial statements on page 46–93 of this Annual Report

	2024-25	2023-24		Variance
	\$0'000	\$0'000	\$0'000	%
Total income from Continuing Operations	62,679	66,022	-3,343	-5
Total Expenses from Continuing Operations	71,409	71,252	157	0.22
Operating Result from Continuing Operations	-8,730	-5,230	-3,500	-67
Total Assets	852,983	827,744	25,239	3
Total Liabilities	14,724	15,960	-1,236	-8
Total Equity	838,259	811,784	26,475	3



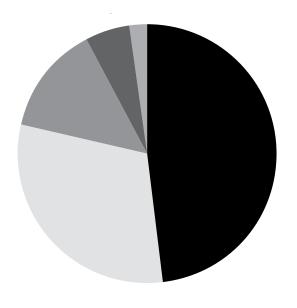
#### **Income (Continuing Operations)**

In 2024–25 a \$3.343 million (5 per cent) decrease in income was recorded, primarily due to due to a reduction in user charges relating to ticketed commercial exhibitions and spend per head per visitor.

#### Key (12 o'clock, clockwise):

- User Charges: \$12,917
- Investment Income: \$2,094
- Grants and Other Contributions: \$42,684 Insurance Recoveries: \$30
- Depreciation Grants: \$926
- Received Below Fair Value: \$3,826

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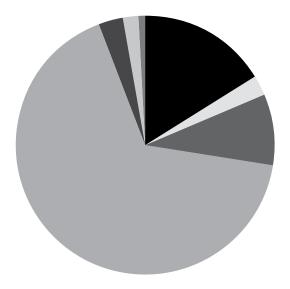


#### **Expenses**

Expenses increased by \$0.157 million (0.22 per cent) from the previous year, due to elevated employee related costs that were largely offset by efficiencies in supplies and services.

#### Key (12 o'clock, clockwise):

- Employee Expenses: \$34,384
- Supplies and Services: \$21,883
- Depreciation and Amortisation: \$9,776
- Supplied Below Fair Value: \$3,826
- Other Expenses: \$1,540



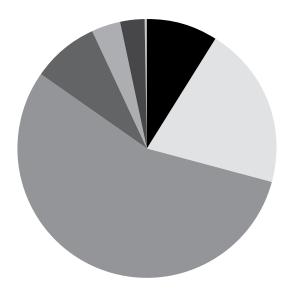
#### **Assets (Continuing Operations)**

At 30 June 2025, total assets were valued at \$852.983 million, which amounted to an increase of \$25,239 million (3 per cent) from the previous year. This movement is attributed to increases in value in Heritage Assets.

#### Key (12 o'clock, clockwise):

- Current Assets: \$24,057
- Non-current Financial Assets: \$3,654
- Intangible Assets: \$308
- Land: \$12,942

- Buildings: \$99,020
- Exhibitions: \$2,803
- Plant and Equipment: \$2,782
- Right of Use Assets: \$1,053



#### Liabilities

At 30 June 2025, total liabilities were valued at \$14.724 million, which amounted to a decrease of \$1.236 million (8 per cent) from the previous year. This movement is attributed to decrease in payables and provisions relating to supplier activity.

#### Key (12 o'clock, clockwise):

- Payables: \$1,333
- Accrued Employee Benefits: \$2,996
- Unearned Revenue (Current): \$8,154
- Unearned Revenue (Non-current): \$1,226
- Lease Liability (Current): \$534
- Lease Liability (Non-current): \$467
- Provisions: \$14

# Board of the Queensland Museum Financial Statements

for the year ended 30 June 2025

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# Board of the Queensland Museum Financial Statements 2024–25

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#### Board of the Queensland Museum

STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2025

			Econon	nic Entity		Parent	Entity
		2025 Actual	2024 Actual	2025 * Original Budget	Budget Variance*	2025 Actual	Actu
	Notes	\$*000	\$'000	\$'000	\$'000	\$'000	\$'00
Income from Continuing Operations							100000000000000000000000000000000000000
User charges and fees	4.	12,917	15,890	12,945	(28)	12,917	15,890
Grants and other contributions	5.	43,610	43,543	50,236	(6,626)	43,504	43,706
Other revenue	6.	6,058	6,107	1,251	4,807	6,009	6,051
Gains on disposal/revaluation of assets		94	482	400	(306)	94	482
Total Income from Continuing Operations		62,679	66,022	64,832	(2,153)	62,524	66,129
Expenses from Continuing Operations					(007)	04.004	20.404
Employee expenses	7.	34,384	33,461	34,097	(287)	34,384	33,461
Supplies and services	8.	21,883	23,308	25,981	4,098	21,883	23,309
Depreciation and amortisation	9.	9,776	9,087	9,067	(709)	9,776	9,087
Other expenses	10.	5,366	5,396	789	(4,577)	5,363	5,396
Total Expenses from Continuing Operations		71,409	71,252	69,934	(1,475)	71,406	71,253
Operating Result from Continuing Operations		(8,730)	(5,230)	(5,102)	(3,628)	(8,882)	(5,124
Other Comprehensive Income	-						
Items that will not be reclassified to Operating Result:							
Increase in asset revaluation surplus	19.	36,131	12,849	-	36,131	36,131	12,849
Total Comprehensive Income		27,401	7,619	(5,102)	32,503	27,249	7,725
to an one of the same of the s	-						

<sup>\*</sup> An explanation of major variances is included at Note 24 The accompanying notes form part of these financial statements.

Parent Entity

#### **Board of the Queensland Museum** STATEMENT OF FINANCIAL POSITION as at 30 June 2025

2025 2024 2025 2025 2024 \* Original Budget \$'000 Budget Variance \$'000 Actual \$.000 \$'000 \$'000 \$'000 Current Assets 21,132 23,517 19,959 1,173 22,539 20,002 Cash and cash equivalents Receivables 12 1,593 1,618 1,114 1,593 1,618 13 Other financial assets 414 (408)620 620 542 582 542 Inventories - Museum Shop Other 706 808 424 282 706 808 **Total Current Assets** 24,057 26,491 22,493 1,564 22,927 25,513 Non Current Assets 13 3.654 3,580 (113)3.767 3,654 3,580 Other financial assets Intangible assets 308 348 848 (540)308 348 823,911 796,353 806,419 17,492 823,911 796.353 Property, plant and equipment 1,053 972 1,053 972 Right of Use Asset 1.053 828,926 801,253 828,926 **Total Non Current Assets** 811,034 17,892 801,253 **Total Assets** 852,983 827,744 833,527 19,456 851,853 826,766 **Current Liabilities** 16. 1,333 2,707 2,219 (886) 1,333 2,707 Pavables Accrued employee benefits 17. 2,996 2,790 2,686 2,996 2,790 5.581 7,888 348 Unearned Revenue 8.154 7,888 2,573 8,154 Lease Liability 534 348 17 517 534 14 519 950 (936)14 519 Provisions **Total Current Liabilities** 13,031 14,252 8,445 4,586 13,031 14,252 Non Current Liabilities Unearned Revenue 18 1,226 1,076 285 941 1,226 1,076 Lease Liability 15 467 632 20 447 467 632 **Total Non Current Liabilities** 1,693 1,708 305 1,388 1,693 1,708 14,724 **Total Liabilities** 15,960 8,750 5,974 14,724 15,960

**Economic Entity** 

Net Assets

**Total Equity** 

Accumulated surplus

Asset revaluation surplus

Equity

811,784

149,716

662,068

811,784

824,777

142,448

682,329

824,777

13,482

(2,388)

15,870

13,482

837,129

138,930

698,199

837,129

810,806

148,738

662,068

810,806

838,259

140,060

698,199

838,259

19

<sup>\*</sup> 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 2025

	Accumulate	ed Surplus	Asset Revalua	ation Surplus	Tot	tal
Notes	Economic Entity \$'000	Parent Entity \$'000	Economic Entity \$'000	Parent Entity \$'000	Economic Entity \$'000	Parent Entity \$'000
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
Other Comprehensive Income: Increase in revaluation surplus Transactions with Owners as Owners:	*	-	12,849	12,849	12,849	12,849
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
Balance as at 1 July 2024	149,716	148,738	662,068	662,068	811,784	810,807
Operating Result from Continuing Operations	(8,730)	(8,882)	-	-	(8,730)	(8,882)
Other Comprehensive Income: Increase in revaluation surplus Transactions with Owners as Owners:	÷	-	36,131	36,131	36,131	36,131
Equity withdrawal	(926)	(926)		-	(926)	(926)
Balance at 30 June 2025	140,060	138,930	698,199	698,199	838,259	837,130

The accompanying notes form part of these financial statements.

# **Board of the Queensland Museum** STATEMENT OF CASH FLOWS for the year ended 30 June 2025

		<b>Economic Entity</b>				Parent E	ntity
		2025 Actual	2024 Actual	2025 * Original Budget	Budget Variance	2025 Actual	2024 Actua
	Notes	\$'000	\$'000	\$'000	\$'000	\$.000	\$'000
Cash flows from operating activities							
Inflows:							
User charges and fees		13,018	15,612	13,405	(387)	13,018	15,611
Grants and contributions		44,037	44,323	42,897	1,140	43,692	44,640
GST collected from customers		769	1,123	-	769	754	1,145
GST input tax credits from ATO		2,394	2,421		2,394	2,394	2,421
Interest receipts		1,781	1,823	1,200	581	1,732	1,768
Other		451	367	1,551	(1,100)	451	366
Outflows:							
Employee expenses		(34,178)	(33,357)	(34,097)	(81)	(34,070)	(33,446)
Supplies and services		(23,839)	(23,005)	(24,531)	692	(23.839)	(23,006)
GST paid to suppliers		(2,394)	(2,421)	-	(2,394)	(2,248)	(2,508)
GST remitted to ATO		(769)	(1,123)	-	(769)	(769)	(1,123)
Other		(1,328)	(1,446)	(1,624)	296	(1,325)	(1,446
Net cash provided by/ (used in) operating activities	CF-1.	(58)	4,317	(1,199)	1,141	(210)	4,422
Cash flows from investing activities							
Inflows:							
Sales of property, plant and equipment		4	758	-	4	4	758
Sale of investments		20	18	-	20	20	18
Outflows:							
Payments for property, plant and equipment		(837)	(1,891)	(200)	(637)	(837)	(1,891)
Net cash provided by/ (used in) investing activities		(813)	(1,115)	(200)	(613)	(813)	(1,115)
Cash flows from financing activities							
Outflows:							
Equity withdrawal		(926)	(926)	(926)	-	(926)	(926)
Payment for lease liability	CF-2	(588)	(325)	(8)	(580)	(588)	(325)
Net cash used in financing activities		(1,514)	(1,251)	(934)	(580)	(1,514)	(1,251
Net increase/(decrease) in cash and cash equivalents		(2,385)	1,951	(2,333)	(52)	(2,537)	2,056
Cash and cash equivalents - opening balance		23,517	21,566	22,292	1,225	22,539	20,483
Cash and cash equivalents - closing balance	11.	21,132	23,517	19,959	1,173	20,002	22,539

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

The accompanying notes form part of these financial statements

<sup>\*</sup> An explanation of major variances is included at Note 24

### Board of the Queensland Museum

STATEMENT OF CASH FLOWS

for the year ended 30 June 2025

#### NOTES TO THE STATEMENT OF CASHFLOW

#### CF-1. Reconciliation of Operating Result to Net Cash provided by Operating Activities

	Economic Entity		Economic Entity Parent Ent		
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	
Operating surplus / (deficit)	(8,730)	(5,230)	(8,882)	(5,124)	
Non-cash items included in Operating Result:					
Depreciation and amortisation expense	9,776	9,087	9,776	9,087	
Bad debts expense	-	1	=	1	
Asset written off/scrapped	198	24	198	24	
Gains on Asset Disposal/Unrealised Gain on	(94)	(482)	(94)	(482)	
QIC Investment					
Changes in assets and liabilities:					
(Increase)/decrease in net receivables	25	(784)	25	(784)	
(Increase)/decrease in inventories	(78)	40	(78)	40	
(Increase)/decrease in other current assets	102	(278)	102	(279)	
Increase/(decrease) in payables	(1,374)	694	(1,374)	694	
Increase in accrued employee benefits	206	104	206	104	
Increase/(decrease) in provisions	(505)	(431)	(505)	(431)	
Increase in unearned revenue liabilities	416	1,572	416	1,572	
Net cash provided by/(used in) operating activities	(58)	4,317	(210)	4,422	

#### NOTES TO THE STATEMENT OF CASHFLOW (contd)

#### CF-2. Changes in Liabilities Arising from Financing Activities

2025	Non Cash Changes Cash Flows						
	Opening Balance \$'000	New Leases Acquired \$'000	Termination	Repayments \$'000	Closing Balance \$'000		
Lease Liabilities	980	613	(4)	(588)	1,001		
	980	613	(4)	(588)	1,001		
2024		Non Cash Changes	Termination	Cash Flows			
	Opening Balance \$'000	New Leases Acquired \$'000	Termination	Repayments	Closing Balance \$'000		
Lease Liabilities	275	1,030		(325)	980		
	275	1,030		(325)	980		

#### 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 2024-25

#### 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 was dependent on State funding of \$41.546 million for the 2024-25 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 2024.

#### 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 2023-24 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. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Museum does not have the right at the end of the reporting period to defer settlement to beyond 12 months after the reporting date.

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

#### 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 15.

#### Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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.

#### 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 Liab \$'000		Total Reve \$'000	nue	Operating F	Result
	2025	2024	2025	2024	2025	2024	2025	2024
QMF	1,131	978	*	-	506	410	153	(107)

		Economic Entity		Parent I	Parent Entity	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	
4.	User Charges and Fees					
	Sale of Goods					
	Sales revenue - shops	3,138	3,188	3,138	3,188	
	Sales revenue - cafes	1,116	1,142	1,116	1,142	
	Sale of Services					
	Admission charges	7,401	10,249	7,401	10,249	
	Subscriptions/Memberships	318	345	318	345	
	Functions/Venue hire	233	273	233	273	
	Property Rentals	19	26	19	26	
	Other	692	667	692	667	
	Total	12,917	15,890	12,917	15,890	

#### 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.

#### Accounting Policy - Property Rental

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

	Economic	Entity	Parent I	Entity
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Grants and Other Contributions				
Revenue from contracts with customers				
Grants - State Government special	149	23	149	23
Industry contributions and other grants	640	1,602	640	1,602
Commonwealth Government grants	208	345	208	345
Grants - Other	85	100	85	100
Other Grants				
Grants - State Government recurrent	32,106	31,128	32,106	31,128
Grants - State Government special	7,865	7,879	7,865	7,879
Grant - State Government recurrent funding (for depreciation)	926	926	926	926
Grant - Museum Resource Centre Network	500	500	500	500
Local Government contributions	311	364	311	364
Other Contributions				
Donations from QM Foundation	-	-	80	293
Donations	261	187	75	57
Industry contributions and other grants	559	489	559	489
Total	43,610	43,543	43,504	43,706

#### 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.

#### 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.

#### 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	grants from the State for specific projects, including maintenance, optimisation of spaces, First	Revenue is recognised as milestones of projects are achieved. As at 30 June 2025, \$6.986m remains in unearned revenue. Of this balance, \$6.012m is expected in next financial year with the remainder \$0.974m expected afterwards.
Commonwealth Grants		Revenue is recognised as milestones of projects are achieved. As at 30 June 2025, \$0.08m 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	community contributions as well as other grants for specific activities associated with	Revenue is recognised as milestones of projects are achieved. As at 30 June 2025, \$2.314m remains in unearned revenue. Of this balance, \$2.062m is expected in next financial year with the remainder \$0.252m 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 2024-25

		Economic	Entity	Parent E	ntity
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
6.	Other Revenue				
	Interest	1,781	1,823	1,732	1,768
	Disbursements from Harry West Memorial Fund	313	165	313	165
	Goods/Services received below fair value	3,826	3,917	3,826	3,917
	Insurance recoveries	30	83	30	83
	Other recoveries	56	47	56	47
	Miscellaneous	52	72	52	71
	Total	6,058	6,107	6,009	6,051

#### 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 \$3.83m for 2024–25 (2023–24: \$3.75m).

#### 7. Employee Expenses

232	461	232	461
24	35	24	35
177	135	177	135
2,471	2,453	2,471	2,453
687	673	687	673
3,791	3,815	3,791	3,815
27,002	25,889	27,002	25,889
	3,791 687 2,471	3,791 3,815 687 673 2,471 2,453	3,791 3,815 3,791 687 673 687 2,471 2,453 2,471

#### 7. Employee Expenses (contd)

The number of employees as at 30 June (based upon the fortnight ending 27 June 2025), including both full-time employees and part-time employees, measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

2025 2024

#### Number of FTE employees (FTEs):

31 264

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 Museum at the specified rate following completion of the employee's service each pay period. The Museum's obligations are limited to those contributions paid.

		Economic	Entity	Parent 8	Entity
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
8.	Supplies and Services				
	Administration, materials & fees	5,579	5,609	5,579	5,609
	Advertising, public relations & travel	2,011	1,586	2,011	1,586
	Corporate services charges paid to CAA	1,224	1,020	1,224	1,020
	Cost of goods sold	1,878	1,980	1,878	1,980
	Exhibitions, projects & programs	3,872	6,674	3,872	6,674
	Facilities costs	6,452	5,982	6,452	5,982
	Lease expenses	542	311	542	311
	Other	325	146	325	147
	Total	21,883	23,308	21,883	23,309

#### 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 15 for breakdown of lease expenses and other lease disclosures.

Economic Entity

Parent Entity

	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Depreciation and amortisation				
Depreciation and amortisation were incurred in respect o	f:			
Plant and equipment	518	502	518	502
Buildings	7,295	6,855	7,295	6,855
Exhibitions	1,395	1,374	1,395	1,374
Amortisation - Computer software	40	40	40	40
Amortisation/Depreciation Expense ROU Assets	528	316	528	316
Total	9,776	9.087	9,776	9,087
	Depreciation and amortisation were incurred in respect of Plant and equipment Buildings Exhibitions Amortisation - Computer software Amortisation/Depreciation Expense ROU Assets	Depreciation and amortisation Depreciation and amortisation were incurred in respect of: Plant and equipment Buildings 7,295 Exhibitions 1,395 Amortisation - Computer software Amortisation/Depreciation Expense ROU Assets 500 518 518 518 549 540 540 540 540 540 540 540 540 540 540	Depreciation and amortisation         500         \$'000           Depreciation and amortisation were incurred in respect of:         518         502           Plant and equipment         518         502           Buildings         7,295         6,855           Exhibitions         1,395         1,374           Amortisation - Computer software         40         40           Amortisation/Depreciation Expense ROU Assets         528         316	Depreciation and amortisation         5°000         \$°000         \$°000           Depreciation and amortisation were incurred in respect of:         518         502         518           Plant and equipment         518         502         518           Buildings         7,295         6,855         7,295           Exhibitions         1,395         1,374         1,395           Amortisation - Computer software         40         40         40           Amortisation/Depreciation Expense ROU Assets         528         316         528

Refer to Note 14 for Depreciation Rates

		Economic	Entity	Parent E	ntity
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
10.	Other Expenses				
	Commissions & charges	629	827	629	827
	External audit fees	82	79	82	79
	Goods and services supplied below fair value	3,840	3,926	3,840	3,926
	Governance costs	84	89	84	89
	Insurance	520	448	520	448
	Sundries	211	27	208	27
		5,366	5,396	5,363	5,396

#### External audit fees

Total audit fees payable to the Queensland Audit Office relating to the 2024-25 financial statements are \$81,500 (2024: \$79,000). 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 \$3.83m for 2024–25 (2023–24: \$3.75m).

No ex-gratia payments were made during the year (2024: nil).

#### 11. Cash and Cash Equivalents

Total	21,132	23,517	20,002	22,539
Imprest accounts	19	19	19	19
Cash at bank and on hand	128	283	98	142
QTC 11am account at call	20,985	23,215	19,885	22,378

#### 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.

		Economic	Entity	Parent E	intity
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
12.	Receivables				
	Current				
	Trade debtors	559	440	559	440
	GST receivable	234	380	234	380
	Less: GST payable	(50)	(65)	(50)	(65)
		184	315	184	315
	Long service leave reimbursements	119	227	119	227
	Other receivables	731	636	731	636
	Total	1,593	1,618	1,593	1,618
	1 4 501	1,000	.,010	.,550	

#### 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 2025 is \$0.256m, (2024; \$0.355m).

#### 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.

#### 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 2025 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 E	ntity
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
QIC short-term Income Fund	6	6	6	6
	6	6	6	6
Non-current				
QIC long-term Diversified Fund	3,654	3,580	3,654	3,580
	3,654	3,580	3,654	3,580

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.

#### 14. Property, Plant and Equipment and Depreciation Expense

	2025	01.7.00.0	2025	2024
Land:	\$'000	\$'000	\$'000	\$'000
AND THE RESIDENCE OF THE PARTY	10.010	44 470	10.010	44 470
At Fair Value	12,942	11,470	12,942	11,470
Buildings:	12,942	11,470	12,942	11,470
At Fair Value	210,229	209,922	210,229	209,922
Less: Accumulated depreciation	(111,209)	(103,914)	(111,209)	(103,914)
	99,020	106,008	99,020	106,008
Heritage and cultural assets:				
At Fair Value - Library Heritage Collection	3,650	3,650	3,650	3,650
At Fair Value - State Collection	700,714	666,045	700,714	666,045
	704,364	669,695	704,364	669,695
Plant and Equipment (Exhibitions):				
At cost	20,006	19,673	20,006	19,673
Less: Accumulated depreciation	(15,203)	(13,820)	(15,203)	(13,820)
	4,803	5,853	4,803	5,853
Plant and equipment (Other):				
At cost	8,550	7,918	8,550	7,918
Less: Accumulated depreciation	(6,260)	(5,970)	(6,260)	(5,970)
	2,290	1,948	2,290	1,948
Assets under construction:				
At cost projects under construction	492	1,379	492	1,379
Total	823,911	796,353	823,911	796,353

#### Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2024-25

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

Closing Balances and Reconciliation of Carrying Amount (contd)

	Land Level 2		Buildings Level 3		Heritage & Cultural Assets Level 3		Plant & Equipment (Exhibitions) At Cost		Plant & Equipment (Other) At Cost		Assets under construction At Cost		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Carrying amount at 1 July	11,470	11,755	106,008	106,735	669,695	663,057	5,853	6,378	1,948	2,192	1,379	727	796,353	790,844
Acquisitions at cost	-			36	10	72	1	99	349	282	477	1,402	837	1,891
Donations received	2	2	2	4	2	2	2	120	120	4	-	1 (4)	=	
Transfers			307	-		-	344	750	511	-	(1,162)	(750)	*	
Disposals		(285)	-	(190)		-	-	-		(24)	(202)		(202)	(499)
Revaluation increments (decrements)	1,472	16		6,283	34,659	6,566	2	-		-	-		36,131	12,849
Depreciation for period		-	(7,295)	(6,856)			(1,395)	(1,374)	(518)	(502)	(%)		(9,208)	(8,732)
Carrying amount at 30 June	12,942	11,470	99,020	106,008	704,364	669,695	4,803	5,853	2,290	1,948	492	1,379	823,911	796,353

The Board has plant and equipment with an original cost of \$5,161,010 (\$4,028,370 in 2023-24) 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 2024-25

#### 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.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

### 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, which is its current use unless the asset is classified as held-for-sale under AASB 5 or it becomes highly probable that the asset will be used for an alternative purpose.

#### 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

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 a movement in land values between 5% and 22% across the class at 30 June 2025. The effective increase of 12.83% is considered material

and has been applied at 30 June 2025.

Buildings:

Effective date of last specific comprehensive valuation:

30/06/2021

Financial summary 2024–25

# Board of the Queensland Museum

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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, March quarter 2024 to March quarter 2025, published by the Queensland

Government Statistician's Office.

Subsequent valuation activity: The cumulative movement in indexation since the

last re-valuation is 4.1%. This movement is not considered material and has not been applied at 30

June 2025.

Heritage and Cultural Assets

Effective date of last specific comprehensive valuation:

30/06/2023

Valuation Approach: Cost and Market-based assessment

Inputs: Aon Risk Services Australia Limited (Aon) performed

a desktop materiality review across the class at 30

June 2025.

Subsequent valuation activity: Aon reported a 6.09% cumulative movement across

the class since the last comprehensive valuation at 30 June 2023. This movement is considered material and has been applied at 30 June 2025.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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%

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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. Right of Use Assets and Lease Liabilities

### Leases as Lessee

#### Right-of-use assets

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Building				
Opening balance at 1 July	972	258	972	258
Modifications	613	1,030	613	1,030
Depreciation charge	(528)	(316)	(528)	(316)
Other adjustments - lease termination	(4)	-	(4)	-
Closing balance at 30 June 2025	1,053	972	1,053	972
Lease liabilities				
Current				
Lease Liability	534	348	534	348
	534	348	534	348
Non Current				
Lease Liability - Non Current	467	632	467	632
	467	632	467	632

#### 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.

# **Board of the Queensland Museum**NOTES TO THE FINANCIAL STATEMENTS 2024-25

# 15. Right of Use Assets and Lease Liabilities (Contd)

#### Accounting policies - Leases as lessee (contd)

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 Museum 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 Museum 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

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 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.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

### 15. Right of Use Assets and Lease Liabilities (Contd)

Accounting policies - Leases as lessee (contd)

Disclosures - Leases as lessee (contd)

(iii). Amounts recognised in profit and loss

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	60	13	60	13
Breakdown of 'Lease expenses' included in Note 8.				
<ul> <li>Expenses relating to variable lease</li> </ul>	542	311	542	311
(iv). Total cash outflow for leases	588	326	588	326
	Economic		Parent Er	7. C. 79
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
16. Payables				
Current				
Trade creditors	692	1,554	692	1,554
External audit fees	71	57	71	57
Tax payables	6	8	6	8
Accrued expenses	564	1,088	564	1,088
Total	1,333	2,707	1,333	2,707

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.

	<b>Economic Entity</b>		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
17. Accrued Employee Benefits				
Current				
Annual leave	2,578	2,481	2,578	2,481
Wages accrual	214	120	214	120
Other accrued employee benefits	204	189	204	189
Total	2,996	2,790	2,996	2,790

#### 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.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

18. Unearned Revenue				
	Economic	Entity	Parent Er	ntity
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current	8,154	7,888	8,154	7,888
Non Current	1,226	1,076	1,226	1,076
Total	9,380	8,964	9,380	8,964

#### 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 2024 of \$8.964m, \$4.059m has been recognised as revenue in 2024-25.

No revenue recognised in 2024-25 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 2025 includes \$9.38m relating to revenue received by the Board where sufficiently specific performance obligations are yet to be satisfied. Of this balance, \$8.154m is expected to be delivered within the next 12 months. The remainder \$1.226m will be delivered afterwards.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

19. Asset Revaluation Surplus by Class	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2024	9,150	119,045	533,872	662,068
Revaluation increments (decrements)	1,472		34,659	36,131
Balance 30 June 2025	10,622	119,045	568,531	698,199
	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

The revaluation reserve relates to the Parent Entity only.

# 20. Contingencies

As at 30 June 2025 there are no contingent liabilities. Contingent assets as at 30 June 2025 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:

	<b>Economic Entity</b>		Parent Entity	
	2025 2024	2025	2024	
	\$'000	\$'000	\$'000	\$'000
Other Expenditure	3,827	2,289	3,827	2,289
Plant & Equipment	692	41	692	41
Total	4,519	2,330	4,519	2,330
Payable				
Within twelve months	3,225	2,330	3,225	2,330
Later than 1 and not later than 5 yrs	1,294	-	1,294	-
Total - Payable	4,519	2,330	4,519	2,330

#### **Board of the Queensland Museum** NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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:

	Economic	Entity	Parent Entity	
Category	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Financial Assets				
Cash and cash equivalents	21,132	23,517	20,002	22,539
Other Finance Assets - QIC short-term Income Fund	6	6	6	6
Receivables	1,409	1,303	1,409	1,303
Other Finance Assets - QIC long-term Diversified	3,654	3,580	3,654	3,580
	26,201	28,406	25,071	27,428
Financial Liabilities				
Financial liabilities measured at amortised costs:				
Trade Payables	1,327	2,699	1,327	2,699
Lease Liabilities	1,001	980	1,001	980
Total	2,328	3,679	2,328	3,679

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 2024-25

### 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.  Or the risk incurred if a debtor fails to meet their contractual obligations. QM monitors receivables regularly to assess collectability, mitigate potential risks, and assign impairment if applicable.	The Board is exposed to credit risk in respect of its receivables (Note 12).  The Board limits exposure to credit risk in respect of its financial instruments through policy, namely investment and credit requirements to be rated A+ and above.
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 16 and Note 17).
Market Risk	Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates, or other financial market factors, will affect QM's income or the value of its financial instruments. QM's exposure to market risk is managed in accordance with its approved financial risk management policies.	(a) Interest Rate Risk QM is exposed to interest rate risk primarily through its investments. Changes in interest rates can impact the return on investments. The authority manages this risk by:  - Maintaining a mix of fixed and variable interest rate instruments.  - Regularly monitoring market interest rate movements.  - Aligning investment strategies with QM's risk appetite and financial objectives. The Board is exposed to interest rate risk through its cash deposited in interest bearing accounts (Note 11) and its investments (Note 13).

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 23. Financial Risk Disclosures (contd)

Risk Exposure (contd)

Risk Exposure	Definition	Exposure		
Market Risk (contd)	of its financial instruments.	b) Foreign Exchange Risk QM has minimal exposure to foreign exchange risk, as its operations are primarily conducted in Australian dollars. Any exposure to foreign currency transactions are through contracts negotiated in foreign currency such as exhibition hire and transportation fees. Foreign currency risk is managed through hedging strategies.  (c) Other Price Risk QM is not significantly exposed to other price risks, such as equity price risk, as it does not hold equity investments.		

#### 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 current 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 2025 (2024: +/-3%). These fluctuations are based on the current world economic and market climate.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 23. Financial Risk Disclosures (contd)

		2025 Market Sensitivity Analysis				
		39	3%		%	
Financial Instrument	Carrying Amount	Profit	Equity	Profit	Equity	
QIC Investments	3,659,835	109,795	109,795	(109,795)	(109,795)	

		20	2024 Market Sensitivity Analysis					
		3%		-3%				
Financial Instrument	Carrying Amount	Profit	Equity	Profit	Equity			
QIC Investments	3,586,110	107,583	107,583	(107,583)	(107,583)			

#### 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% (2024: +/-0.25%) from the year-end rates applicable to the Board's financial assets and liabilities.

#### Interest Rate Sensitivity Analysis

		2025 Interest Rate Sensitivity Analysis					
		0.25%		-0.25%			
Financial Instrument	Carrying Amount	Profit	Equity	Profit	Equity		
Cash	21,132,000	52,830	52,830	(52,830)	(52,830)		

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

#### 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 Note12.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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 2024–25 financial results and the original budget presented to Parliament.

	Actual (\$000s')	Budget (\$000s')	Variance (\$000s')
Income from Continuing Operations			
User charges and fees	12,917	12,945	(28)
Grants and other contributions	43,610	50,236	(6,626)
Other revenue	6,058	1,251	4,807
Gains on disposal/revaluation of assets	94	400	(306)
Total Income from Continuing Operations	62,679	64,832	(2,153)
Expenses from Continuing Operations			
Employee expenses	34,384	34,097	287
Supplies and services	21,883	25,981	(4,098)
Depreciation and amortisation	9,776	9,067	709
Other expenses	5,366	789	4,577
Total Expenses from Continuing Operations	71,409	69,934	1,475
Operating Result from Continuing Operations	(8,730)	(5,102)	(3,628)
Other Comprehensive Income			
Increase/(decrease) in asset revaluation surplus	36,131	-	36,131
Total Comprehensive Income	27,401	(5,102)	32,503

#### Explanation of major variances - Statement of Comprehensive Income

Grants and contributions: Actual is lower than the budget partially due to timing of activity in major projects impacting revenue recognition and partially due to classification of Goods / Services received below fair value. See Other Revenue.

Employee Expenses: Employee expenses were higher than budget for the year, with the majority of the growth from 260 to 281 FTE (Note 7) being project funded or short term resources. These short-term resources were incorporated into the budget, hence the variance is smaller in portion to the growth in FTF.

Supplies and Services: Actual is lower than the budget partially due to timing of activity in major project delivery and partially due to classification of Goods / Services received below fair value.

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

Asset Revaluation Surplus: actual is higher than budget as QM does not currently budget for these types of fluctuations due to their volatility.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

# 24. Budgetary Reporting Disclosures - Economic Entity (contd)

#### Explanations of Major Variances - Statement of Financial Position

Current Assets         21,132         19,959         1,173           Receivables         1,593         1,114         479           Other financial assets         6         414         (408)           Inventories - Museum Shop         620         582         38           Other         706         424         282           Total Current Assets         24,057         22,493         1,564           Non Current Assets         3,654         3,767         (113)           Intangible assets         308         848         (540)           Properly, plant and equipment         823,911         806,419         17,492           Right of Use Asset         1,053         -         1,053           Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Payables         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17		Actual (\$000s')	Budget (\$000s')	Variance (\$000s')
Receivables         1,593         1,114         479           Other financial assets         6         414         (408)           Inventories - Museum Shop         620         582         38           Other         706         424         282           Total Current Assets         24,057         22,493         1,564           Non Current Assets         3,654         3,767         (113)           Intangible assets         308         848         (540)           Intangible assets         308         848         (540)           Property, plant and equipment         823,911         806,419         17,492           Right of Use Asset         1,053         -         1,053           Total Non Current Assets         828,926         811,034         17,892           Total Assets         828,926         811,034         17,892           Total Assets         2,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         456 <t< td=""><td>Current Assets</td><td></td><td></td><td></td></t<>	Current Assets			
Other financial assets         6         414         (408)           Inventories - Museum Shop         620         582         38           Other         706         424         282           Total Current Assets         24,057         22,493         1,564           Non Current Assets         3,654         3,767         (113)           Intangible assets         308         848         (540)           Property, plant and equipment         823,911         806,419         17,492           Right of Use Asset         1,053         -         1,053           Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,693 <td>Cash and cash equivalents</td> <td>21,132</td> <td>19,959</td> <td>1,173</td>	Cash and cash equivalents	21,132	19,959	1,173
Inventories - Museum Shop   620   582   38   Other   706   424   282     Total Current Assets   24,057   22,493   1,564     Non Current Assets   3,654   3,767   (113)     Intangible assets   308   848   (540)     Property, plant and equipment   823,911   806,419   17,492     Right of Use Asset   1,053   - 1,053     Total Non Current Assets   828,926   811,034   17,892     Total Assets   852,983   833,527   19,456     Current Liabilities   7,333   2,219   (886)     Accrued employee benefits   2,996   2,686   310     Unearned Revenue   8,154   2,573   5,581     Lease Liability   534   17   517     Provisions   14   950   (936)     Total Current Liabilities   13,031   8,445   4,586     Non Current Liabilities   1,693   305   1,388     Total Non Current Liabilities   1,693   305   1,388     Total Liabilities   1,693   305   1,388     Total Liabilities   14,724   8,750   5,974     Net Assets   838,259   824,777   13,482     Equity   Accumulated surplus   140,060   142,448   (2,388)     Asset revaluation surplus   698,199   682,329   15,870	Receivables	1,593	1,114	479
Other         706         424         282           Total Current Assets         24,057         22,493         1,564           Non Current Assets         3,654         3,767         (113)           Other financial assets         308         848         (540)           Property, plant and equipment         823,911         806,419         17,492           Right of Use Asset         1,053         -         1,053           Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,693         305         1,388           Total Non Current Liabilities	Other financial assets	6	414	(408)
Total Current Assets         24,057         22,493         1,564           Non Current Assets         3,654         3,767         (113)           Intangible assets         308         848         (540)           Property, plant and equipment         823,911         806,419         17,492           Right of Use Asset         1,053         -         1,063           Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities	Inventories - Museum Shop	620	582	38
Non Current Assets         Common Current Assets         3,654         3,767         (113)           Intangible assets         308         848         (540)           Property, plant and equipment         823,911         806,419         17,492           Right of Use Asset         1,053         -         1,053           Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974	Other	706	424	282
Other financial assets       3,654       3,767       (113)         Intangible assets       308       848       (540)         Property, plant and equipment       823,911       806,419       17,492         Right of Use Asset       1,053       -       1,053         Total Non Current Assets       828,926       811,034       17,892         Total Assets       852,983       833,527       19,456         Current Liabilities       1,333       2,219       (886)         Accrued employee benefits       2,996       2,686       310         Unearned Revenue       8,154       2,573       5,581         Lease Liability       534       17       517         Provisions       14       950       (936)         Total Current Liabilities       13,031       8,445       4,586         Non Current Liabilities       1,226       285       941         Lease Liability       467       20       447         Total Non Current Liabilities       1,693       305       1,388         Total Liabilities       1,693       305       1,388         Total Liabilities       1,4724       8,750       5,974         Net Assets       838,259 <td>Total Current Assets</td> <td>24,057</td> <td>22,493</td> <td>1,564</td>	Total Current Assets	24,057	22,493	1,564
Other financial assets       3,654       3,767       (113)         Intangible assets       308       848       (540)         Property, plant and equipment       823,911       806,419       17,492         Right of Use Asset       1,053       -       1,053         Total Non Current Assets       828,926       811,034       17,892         Total Assets       852,983       833,527       19,456         Current Liabilities       1,333       2,219       (886)         Accrued employee benefits       2,996       2,686       310         Unearned Revenue       8,154       2,573       5,581         Lease Liability       534       17       517         Provisions       14       950       (936)         Total Current Liabilities       13,031       8,445       4,586         Non Current Liabilities       1,226       285       941         Lease Liability       467       20       447         Total Non Current Liabilities       1,693       305       1,388         Total Liabilities       1,693       305       1,388         Total Liabilities       1,4724       8,750       5,974         Net Assets       838,259 <td>Non Current Assets</td> <td></td> <td></td> <td></td>	Non Current Assets			
Intangible assets   308   848   (540)     Property, plant and equipment   823,911   806,419   17,492     Right of Use Asset   1,053   - 1,053     Total Non Current Assets   828,926   811,034   17,892     Total Assets   852,983   833,527   19,456     Current Liabilities   7,333   2,219   (886)     Accrued employee benefits   2,996   2,686   310     Unearned Revenue   8,154   2,573   5,581     Lease Liability   534   17   517     Provisions   14   950   (936)     Total Current Liabilities   13,031   8,445   4,586     Non Current Liabilities   1,226   285   941     Lease Liability   467   20   447     Total Non Current Liabilities   1,693   305   1,388     Total Liabilities   14,724   8,750   5,974     Net Assets   838,259   824,777   13,482     Equity   Accumulated surplus   140,060   142,448   (2,388)     Asset revaluation surplus   698,199   682,329   15,870     Total Non Current Surplus   140,060   142,448   (2,388)     Asset revaluation surplus   698,199   682,329   15,870     Total Non Current Surplus   140,060   142,448   (2,388)     Asset revaluation surplus   698,199   682,329   15,870		3.654	3.767	(113)
Right of Use Asset         1,053         -         1,053           Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Payables         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity         40,060         142,448	Intangible assets	308	848	(540)
Total Non Current Assets         828,926         811,034         17,892           Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Payables         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity         40,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Property, plant and equipment	823,911	806,419	17,492
Total Assets         852,983         833,527         19,456           Current Liabilities         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity         Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Right of Use Asset	1,053	-	1,053
Current Liabilities           Payables         1,333         2,219         (886)           Accrued employee benefits         2,996         2,686         310           Unearned Revenue         8,154         2,573         5,581           Lease Liability         534         17         517           Provisions         14         950         (936)           Total Current Liabilities           Unearned Revenue         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity         Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Total Non Current Assets	828,926	811,034	17,892
Payables       1,333       2,219       (886)         Accrued employee benefits       2,996       2,686       310         Unearned Revenue       8,154       2,573       5,581         Lease Liability       534       17       517         Provisions       14       950       (936)         Total Current Liabilities         Unearned Revenue       1,226       285       941         Lease Liability       467       20       447         Total Non Current Liabilities       1,693       305       1,388         Total Liabilities       14,724       8,750       5,974         Net Assets       838,259       824,777       13,482         Equity       40,060       142,448       (2,388)         Asset revaluation surplus       698,199       682,329       15,870	Total Assets	852,983	833,527	19,456
Payables       1,333       2,219       (886)         Accrued employee benefits       2,996       2,686       310         Unearned Revenue       8,154       2,573       5,581         Lease Liability       534       17       517         Provisions       14       950       (936)         Total Current Liabilities         Unearned Revenue       1,226       285       941         Lease Liability       467       20       447         Total Non Current Liabilities       1,693       305       1,388         Total Liabilities       14,724       8,750       5,974         Net Assets       838,259       824,777       13,482         Equity       40,060       142,448       (2,388)         Asset revaluation surplus       698,199       682,329       15,870	Current Liabilities			
Accrued employee benefits       2,996       2,686       310         Unearned Revenue       8,154       2,573       5,581         Lease Liability       534       17       517         Provisions       14       950       (936)         Total Current Liabilities         Unearned Revenue       1,226       285       941         Lease Liability       467       20       447         Total Non Current Liabilities       1,693       305       1,388         Total Liabilities       14,724       8,750       5,974         Net Assets       838,259       824,777       13,482         Equity         Accumulated surplus       140,060       142,448       (2,388)         Asset revaluation surplus       698,199       682,329       15,870		1.333	2.219	(886)
Unearned Revenue       8,154       2,573       5,581         Lease Liability       534       17       517         Provisions       14       950       (936)         Total Current Liabilities       13,031       8,445       4,586         Non Current Liabilities       1,226       285       941         Lease Liability       467       20       447         Total Non Current Liabilities       1,693       305       1,388         Total Liabilities       14,724       8,750       5,974         Net Assets       838,259       824,777       13,482         Equity         Accumulated surplus       140,060       142,448       (2,388)         Asset revaluation surplus       698,199       682,329       15,870	The state of the s	200		
Provisions         14         950         (936)           Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Unearned Revenue			5,581
Total Current Liabilities         13,031         8,445         4,586           Non Current Liabilities         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Lease Liability	534	17	517
Non Current Liabilities         Unearned Revenue         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Provisions	14	950	(936)
Unearned Revenue         1,226         285         941           Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Total Current Liabilities	13,031	8,445	4,586
Lease Liability         467         20         447           Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870				
Total Non Current Liabilities         1,693         305         1,388           Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870				
Total Liabilities         14,724         8,750         5,974           Net Assets         838,259         824,777         13,482           Equity         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Lease Liability	467	20	447
Net Assets         838,259         824,777         13,482           Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Total Non Current Liabilities	1,693	305	1,388
Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Total Liabilities	14,724	8,750	5,974
Equity           Accumulated surplus         140,060         142,448         (2,388)           Asset revaluation surplus         698,199         682,329         15,870	Net Assets	838,259	824,777	13,482
Accumulated surplus       140,060       142,448       (2,388)         Asset revaluation surplus       698,199       682,329       15,870	2007			
Asset revaluation surplus 698,199 682,329 15,870		140,060	142,448	(2.388)
Total Equity 838,259 824,777 13,482				
	Total Equity	838,259	824,777	13,482

#### **Board of the Queensland Museum** NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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 timing of spend 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.

Intangible Assets: Actual is lower than the budget due to change in timing in investment in Computer Software and other assets.

Property, Plant and Equipment : Actual is higher than budget due to revaluations of Land and the State Collection.

Unearned Revenue: Actual is higher than budget due to project deliverables being delayed as well as new Grants and Other Contributions received during the year.

Asset Revaluation Surplus: Actual is higher than budget due to Land and State Collection asset revaluations higher than budgeted.

#### **Explanations of Major Variances - Statement of Cash Flows**

	Actual (\$000s')	Budget (\$000s')	Variance (\$000s')
Cash flows from operating activities			
Inflows:			
User charges and fees	13,018	13,405	(387)
Grants and contributions	44,037	42,897	1,140
GST collected from customers	769	-	769
GST input tax credit from ATO	2,394	-	2,394
Interest receipts	1,781	1,200	581
Other	451	1,551	(1,100)
Outflows:	-		-
Employee expenses	(34,178)	(34,097)	(81)
Supplies and services	(23,839)	(24,531)	692
GST paid to suppliers	(2,394)	-	(2,394)
GST remitted to ATO	(769)	-	(769)
Other	(1,328)	(1,624)	296
Net cash provided by/ (used in) operating activities	(58)	(1,199)	1,141
Cash flows from investing activities Inflows:			
Sales of property, plant and equipment	4	-	4
Sale of investments	20	-	20
Outflows:			-
Payments for property, plant and equipment	(837)	(200)	(637)
Net cash provided by/ (used in) investing activities	(813)	(200)	(613)

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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 Outflows:			
Equity withdrawal	(926)	(926)	-
Payment for lease liability	(588)	(8)	(580)
Net cash used in financing activities	(1,514)	(934)	(580)
Net increase (decrease)	(2,385)	(2,333)	(52)
Opening Balance	23,517	22,292	1,225
Closing Balance	21,132	19,959	1,173

#### Explanation of major variances - Statement of Cash flows

User charges and fees: Actual is lower than budget primarily due to timing of exhibitions throughout the year.

Grants and Contributions: Actual is higher than budget due to reclassification of new funding from equity injection to revenue grant during the year.

Other Inflows / GST Input tax credit from ATO and GST Paid to Suppliers: Actual is higher than the budget as GST payments and receipts due to classification in the budget.

Supplies and Services: Actual is lower than budget due to project deliverables being delayed.

# Board of the Queensland Museum NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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 John-Paul Langbroek MP, Minister for Education and 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 2023–24 and 2024-25. 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.
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; and Exhibitions and Creative Services.
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.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

## 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 2024-25 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 2024-25

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

### **KMP** Remuneration Expense

1 July 2024-30 June 2025

	Short-term Employee Expenses		long-term Employee	Post Employment	Termination Benefits	Total Expenses
	Monetary Expenses \$'000	Non-Monetary Benefits	Expenses	Expenses		
		\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	325	5	9	44	*	383
Executive Director, Museums & Engagement	207	1	6	28		242
Executive Director, Collections, Research & Exhibitions	234	1	6	30	-	271
Executive Director, Corporate Services & Chief Financial Officer	239	4	6	31	*	280
Director, First Nations	211	4	5	26		246
Total	1,216	15	32	159		1,422

1 July 2023-30 June 2024

	Short-term Employee Expenses		long-term Employee	Post Employment	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits	Expenses	Expenses		
	\$'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

Name	Members From	Members To	Position	2025 \$	2024 \$
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
Griffiths, J	1/08/2019	31/07/2025	Member	8,800	8,800
Hill, V	1/08/2019	31/07/2025	Member	8,800	8,800
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	7,000
Murphy, Kylie M	1/08/2022	31/07/2025	Member	7,000	7,000
Thompson, J	CEO appt.13/12/18		ex-officio	-	
Total remuneration pai	d to all members :		_	77,600	77,600

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 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 the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

#### AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for the Museum.

This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows.

The AASB is aware that there are issues that need to be clarified in applying AASB 18's new requirements to not-for-profit entities. The AASB expects to conduct outreach with not-for-profit and public sector entities to address these issues, and expects that modifications to AASB 18 for application by these entities could take the form of guidance, exemptions and alternative requirements.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 27. Future Impact of Accounting Standards Not Yet Effective (contd)

#### AASB 18 Presentation and Disclosure in Financial Statements (contd)

The Museum will make an assessment of the expected impacts of AASB 18 after the AASB has decided on the modifications applicable to not-for-profit public sector entities. AASB 18's changes will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

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

#### 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 2024-25.

#### Accounting Standards Early Adopted for 2024-25

No Australian Accounting Standards have been early adopted for 2024-25.

#### Accounting Standards Applied for the First Time

No new Australian Accounting Standards or interpretations were applied for the first time in the 2024-25 financial statements that had any material impact.

#### 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 and https://www.treasury.qld.gov.au/energy-and-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 <a href="https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report">https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report</a>.

#### Accounting estimates and judgements - climate-related risks

The Museum considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

#### Current Year Impacts

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the Museum. The Museum continues to monitor the emergence of material climate-related risks that may impact the financial statements of the Museum, including directives from Government or Queensland Treasury.

NOTES TO THE FINANCIAL STATEMENTS 2024-25

#### 30. Trust Transactions and Balances

#### Trus

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 trus established in accordance with the last will and testament of the late Henry (Harry) Thomas West During the 2024-25 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 \$312,668 (2024: \$202,917).

Financial results of the Harry West Memorial Fund

	2025	2024
	\$'000	\$'00
Income	313	203
Expenses	313	203
Net Surplus		-
Assets	3,457	3,303
Liabilities	313	203
Net assets	3,144	3,100

#### 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 the Board of the Queensland Museum for the financial year ended 30 June 2025 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

Board of the Queensland Museum

20/8/2025

Dr. Jim Thompson **Chief Executive Officer** Queensland Museum

Date: 20/8/25

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#### 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 the 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 2025, 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:

- gives a true and fair view of the parent's and group's financial position as at 30 June 2025, and their financial performance and cashflows for the year then ended;
- 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.

# QueenslandAudit OfficeBetter public services

#### 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 2025:

- a) I received all the information and explanations I required.
- 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.

festionly

25 August 2025

Jacqueline Thornley as delegate of the Auditor-General

Queensland Audit Office Brisbane

# **APPENDICES**

# Appendix A: Grants

The following table lists active research projects during 2024–25 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
Centre of Excellence for Indigenous and	ARC Centre of Excellence	Dr Geraldine Mate
Environmental Histories and Futures	Grant administered by James Cook University.	
Consequences of a plant-based diet – characterising	Australian Biological Resources Study (ABRS)	Dr Terry Miller
the trematode guild infecting herbivorous fishes of the Great Barrier Reef		Dr Scott Cutmore
Ocean Leadership Program – Indian Ocean Territories	Parks Australia (Commonwealth)	Dr Tom Bridge
Marine Parks Grants Corals of Christmas Island and Cocos (Keeling) Islands		Dr Peter Cowman
Conservation systematics and rapid taxonomy of Australia's most diverse genus of trapdoor spiders (Mygalomorphae Aname)	ABRS	Dr Michael Rix
	Grant administered by University of Western Australia	
Global responses of marine species and ecosystems to environmental change	ARC Future Fellowship	Dr Sue-Ann Watson
	Grant administered by James Cook University	
Invasion Alert – Development of a machine	Department of Climate Change, Energy, the	Dr Chris Burwell
learning-based platform for fast invasive ant	Environment and Water (Commonwealth)	
detection and recognition.	Grant administered by Murdoch University	
Mobile 3D Artefact Digitisation Lab	ARC Linkage Infrastructure, Equipment and Facilities	Peter Denham
	Grant administered by QUT	
Monitoring threatened Montane skins of Southeast Queensland and Einsleigh Uplands	Department of Environment, Science and Innovation	Dr Andrew Amey
	(Queensland)	
Return of Aboriginal Australian Ancestors to Place and Country.	ARC Linkage Project	Dany Williams
	Grant administered by Griffith University	
Unfreedom, Voices, Redress: Plantation Cultures on the Western Pacific	ARC Discovery Project	Imelda Miller
	Grant administered by Flinders University	

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# Appendix B: Peer-reviewed papers

- Allsopp, P. G. (2025). Holotrichia burmeisteri Brenske, 1892 and allies (Coleoptera: Scarabaeidae: Melolonthinae: Rhizotrogini):
  A tale of four genera and four countries. Zootaxa, 5631(1), 166–178. https://doi.org/10.11646/zootaxa.5631.1.8
- Allsopp, P. G., & Schoolmeesters, P. (2024d) All genera of the world: Subfamilies Prototroginae, Cretoscarabaeinae, Dynamopodinae, Electrorubesopsinae, Phaenomeridinae, Orphninae, Allidiostomatinae, Aclopinae, Lichniinae, Melolonthinae, Oncerinae, Podolasiinae, Sericinae, Sericoidinae (Animalia: Arthropoda: Insecta: Coleoptera: Scarabaeidae). Megataxa, 12(1), 104–175. https://doi. org/10.11646/megataxa.12.1.2
- Appleyard, S., Ward, R., Pogonoski, J., Graham, A., Last, P., Deagle, B., Holmes, B., Gomon, M., Bray, D., **Johnson, J.**, Hay, A., Moore, G., Hammer, M., Russell, B., & Graham, K. (2025). Australia's marine fishes DNA barcode reference library for integrated taxonomy, metabarcoding & eDNA research. *Scientific Data*, 12, 21, 1–10. https://doi.org/10.1038/s41597-025-04375-4
- Baraf, L. M., Hung, J. Y., Pratchett, M. S., & Cowman, P. F. (2024). Comparative mitogenomics of marine angelfishes (F: Pomacanthidae). *Ecology and Evolution*, 14, e70127. https://doi.org/10.1002/ece3.70127
- Baraf, L. M., Hung, J. Y., & Cowman, P. F. (2025). Phylogenomics of marine angelfishes: diagnosing sources of systematic discordance for an iconic reef fish family (F: Pomacanthidae). Systematic Biology, syaf016. https://doi.org/10.1093/sysbio/syaf016
- Barkan, R., Cooke, I., Watson, S.-A., Lau, S. C. Y., & Strugnell, J. M. (2024). Chromosome-scale genome assembly of the tropical abalone (*Haliotis asinina*). Scientific Data, 11, 999. https://doi. org/10.1038/s41597-024-03840-w
- Baker, A. M., et al. (2025). Mammal craniodental remains in owl pellets provide new tooth row measurements for the threatened Julia Creek dunnart (*Sminthopsis douglasi*).

  Australian Mammalogy, 47, AM25004. https://doi.org/10.1071/
- Beard, J. J., & Seeman, O. D. (2025a). A new flat mite genus and five new species (Tetranychoidea: Tenuipalpidae) from native Australian sedges (Cyperaceae). *Zootaxa*, 5637(1), 1–56. https://doi.org/10.11646/zootaxa.5637.1.1

- Beard, J. J., & Seeman, O. D. (2025b). Two new genera and six new species of flat mites (Prostigmata: Tenuipalpidae) from Goodeniaceae (Asterales) in Australia. *Zootaxa*, 5637(2), 201–259. https://doi.org/10.11646/zootaxa.5637.2.1
- Brownstein, C. D., Harrington, R. C., Alencar, L. R. V., Bellwood,
  D. R., Choat, J. H., Rocha, L. A., Wainwright, P. C., Tavera,
  J., Burress, E. D., Muñoz, M. M., Cowman, P. F., & Near, T.
  J. (2025). Phylogenomics establishes an Early Miocene reconstruction of reef vertebrate diversity. *Science Advances*,
  11(19), eadu6149. https://doi.org/10.1126/sciadv.adu6149
- Calcino, A., Cooke, I., **Cowman, P.F.**, Higgie, M., Massault, C., Schmitz, U., Whittaker, M., & Field, M. A. (2024). Harnessing genomic technologies for one health solutions in the tropics. *Global Health*, 20(1), 78. https://doi.org/10.1186/s12992-024-01083-3
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# Appendix C: Temporary and touring exhibitions

#### **Insect Agency**

23 November 2024 – 16 February 2025 I Tropics I Paid, ticketed 16 May 2025 – 1 February 2026 I Cobb+Co I Free, ticketed

Insects have occupied Earth for hundreds of millions of years, diversifying, proliferating, and evolving some remarkable abilities.

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.

### Jurassic World by Brickman®

8 December 2023 - 28 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 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 I Tropics I Paid, ticketed

Brickman Cities: Build the Future celebrates urban evolution through the lens of LEGO®.

The exhibition features intricate cut-away models of Sydney, Dubai, London, Tokyo, and New York, each shown across three key historical eras – from 1000 AD to the present day. With over 900,000 bricks and more than 1,500 hours of construction, the exhibition includes a show-stopping white-brick model of Manhattan brought to life with immersive 3D projections. An interactive build zone invites visitors to design future cityscapes.

This hands-on, educational experience inspires creativity and urban imagination for families and LEGO fans alike.

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

# NGURRUWARRA / DERNDERNYIN: Stone Fish Traps of the Wellesley Islands

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

NGURRUWARRA / DERNDERNYIN is a large, culturally significant collaboration between ten First Nations artists who each painted multiple sections, negotiating with each other to ensure continuity of story across the canvas. In this exhibition, 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 CABAH.

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#### **Ellis Rowan: Colonialism and Nature Painting**

20 July 2024 - 21 April 2025 I Cobb+Co I Free, non-ticketed

Victorian-born Marian Ellis Rowan (1848–1922) was a self-taught painter with an avid interest in wildflowers, birds, butterflies, and small animals.

During her life, Ellis Rowan exhibited internationally, winning many awards and admirers. Her paintings played a significant role in raising public awareness of Australia's native flora and fauna and contributing to the growth in international understanding of the botany, ornithology, and entomology of the planet.

In 1912, the Queensland Government purchased 112 paintings created during Rowan's 'painting excursions' throughout Queensland from 1883-1912, and entrusted them to the care of QM where they are a valuable part of the State Collection.

Ellis Rowan: Colonialism and Nature Painting is a temporary exhibition developed by the Cairns Art Gallery and presented in partnership with QM and National Library of Australia.

#### Say Our Name: Australian South Sea

23 August 2024 - 13 July 2025 I Kurilpa I Free, non-ticketed

Say Our Name: Australian South Sea Islanders explores the rich cultural identity, resilience, and enduring legacy of Australian South Sea Islander communities. The exhibition highlights their contributions to Queensland's history while acknowledging the traumatic legacy of blackbirding.

Through powerful personal stories, photographs, historical documents, and cultural objects, the exhibition invites visitors to reflect on a history often overlooked. Say Our Name: Australian South Sea Islanders celebrates strength, survival, and identity, and serves as a vital platform for truth-telling and connection. It fosters understanding, honours ancestors, and encourages ongoing conversations around justice, recognition, and cultural pride in Queensland and beyond.

Say Our Name: Australian South Sea Islanders is a temporary exhibition developed and presented by QM in partnership with the Australian South Sea Islander community.

#### **Discovering Ancient Egypt**

25 October 2024 - 17 August 2025 I Kurilpa I Paid, ticketed

Discovering Ancient Egypt immerses visitors in over 3,000 years of ancient Egyptian culture through more than 200 rare artefacts from the Dutch National Museum of Antiquities. Highlights include intricately painted coffins, statues from Saqqara, a Book of the Dead, and CT scan analysis of human and animal mummies revealed through interactive digital displays. The exhibition also features 34 pottery vessels from QM's own collection, shown for the first time.

This extraordinary collaboration offers Australians a rare glimpse into one of the world's top ten Egyptian collections, blending ancient history with cutting-edge science and storytelling.

Discovering Ancient Egypt is an international travelling exhibition from the Dutch National Museum of Antiquities (Rijksmuseum van Oudheden) presented in partnership with QM, National Museum of Australia, and Western Australian Museum.

## **Secrets: Objects of Intrigue**

13 December 2024 – 1 June 2025 I Kurilpa I Free, non-ticketed

Secrets: Objects of Intrigue features 80 compelling items from the State Collection, including spy gadgets, covert weapons, and objects with hidden compartments. The exhibition delves into the universal human fascination with secrets, examining how they influence personal lives, popular culture, incarceration, military, and political history.

Through rare and surprising artefacts, it explores the reasons people keep secrets and the impact of concealment and revelation. Blending history, mystery, and storytelling, *Secrets: Objects of Intrigue* invites audiences to question what we choose to hide – and why, offering an intriguing look into the hidden side of human experience.

Secrets: Objects of Intrigue is a temporary exhibition developed and presented by QM.

## James Cameron - Challenging the Deep

22 March - 26 October 2025 I Tropics I Paid, ticketed

Dive into the extraordinary world of filmmaker and explorer James Cameron in this immersive exhibition. Discover his record-breaking dive in the *Deepsea Challenger*, the submersible he co-designed to reach the ocean's deepest point.

Experience the wonders of the deep through stunning projections, artifacts, and specimens. Explore shipwrecks like Titanic and Bismarck and see iconic film props including the 'Heart of the Ocean' necklace. Learn how Cameron's groundbreaking technology reshaped deep-sea exploration and cinema alike.

James Cameron – Challenging the Deep is a travelling exhibition produced by the Australian National Maritime Museum in association with the Avatar Alliance Foundation.

# un/tethered: connections through storytellers from Papua New Guinea

28 June 2025 – 19 April 2026 I Kurilpa I Free, non-ticketed

un/tethered: connections through storytellers from Papua New Guinea brings together the stories of six creative women from the Papua New Guinea diaspora community in Queensland. Through objects carefully selected from their homes and the State Collection, they examine cultural anchors, adaptations and the quiet ache of distance.

Un/tethered: connections through storytellers from Papua New Guinea is a temporary exhibition developed and presented by QM.

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# Appendix D: Corporate partners

#### **Queensland Museum**

#### **COMMUNITY PARTNER**

Shell's QGC business

#### **KNOWLEDGE PARTNER**

The University of Queensland

#### **ACADEMIC PARTNER, QMRW**

University of Southern Queensland

#### **STEM PARTNER**

Office of the Queensland Chief Scientist

#### **RECONCILIATION PARTNER**

**Energy Queensland** 

#### **RESEARCH PARTNER**

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# World Science Festival Brisbane and Queensland

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Shell's QGC business

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Quantum Australia
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# MEDIA PARTNERS

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#### **EDUCATION PARTNER**

QPAC

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Brisbane Bus Lines Mantra South Bank ZEISS

#### **REGIONAL PARTNER**

Powerlink

# Appendix E: Guardians of Queensland Museum

Thank you to our circle of Guardians and all supporters 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

#### **PIONEERS**

Grant and Sandra Delbridge Maria Vasas Foundation

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Dr Jim Thompson PSM

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Lynette Parsons

Alan Rix

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Queensland Community Foundation

#### THE COXEN CIRCLE

Bolton-Cardell family in memory of William Bolton MBE

Ann Carroll

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 18 Paul Marangelli Nikki Arnold Ruth McLean

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Darren Lewis Lu Yang

Rachel Langford-Ely

**Daniel Feeney** 

Queensland Museum would also like to acknowledge the 2,000+ 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	Queensland Government Language Services Policy	111
		ARRs – section 9.3	
	Copyright notice	Copyright Act 1968	111
		ARRs – section 9.4	
	Information Licensing	QGEA – Information Licensing	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	10, 13–5
	Agency service areas and service standards	ARRs – section 11.3	13–5
Financial performance	Summary of financial performance	ARRs – section 12.1	44-5
rnance – management and structure	Organisational structure	ARRs – section 13.1	32
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	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	33
	Public Sector Ethics	Public Sector Ethics Act 1994 (Qld)	43
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	Human Rights	Human Rights Act 2019	43
		ARRs – section 13.5	
	Queensland public service values	ARRs – section 13.6	N/A

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Summary of requirement		Basis for requirement	Page reference
Governance – risk management and accountability	Risk management	ARRs – section 14.1	42-3
	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
	Information Security attestation	ARRs – section 14.6	42
Governance – people and culture	Strategic workforce planning and performance	ARRs – section 15.1	27–29
	Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment	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	92
		FPMS – sections 38, 39 and 46	
		ARRs – section 17.1	
	Independent Auditor's Report	FAA – section 62	94–5
		FPMS – section 46	
		ARRs – section 17.2	

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# Appendix G: Glossary

Abbreviation/ Acronym	Meaning
ABRS	Australian Biological Resources Study
AICD	Australian Institute of Company Directors
ACC	Agency Consultative Committee, QM
ARC	Australian Research Council
ARRs	Annual Report requirements for Queensland Government agencies
Board	Board of the Queensland Museum
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	Financial Accountability Act 2009 (Qld)
FARMC	Finance, Audit and Risk Management Committee, a subcommittee of the Board of the Queensland Museum
Foundation	The Trustee for the Queensland Museum Foundation Trust, a charitable body founded by the Board of the Queensland Museum in 2001 to coordinate fundraising and development opportunities for QM
FPMS	Financial and Performance Management Standard 2019 (Qld)
Future Makers	A partnership between QM and Shell's QGC business that aims to increase awareness and understanding of the value of STEM in Queens-land schools and communities
HR Act	Human Rights Act 2009 (Qld)
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

Abbreviation/ Acronym	Meaning
LGA	Local Government Area
KPI	Key Performance Indicator
MDO	Museum Development Officer
Minister	The Minister responsible for the Act, being the former Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts (1 July 2024 – 27 October 2024) and then the Minister for Education and the Arts (from 1 November 2024)
QMATSICC	Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee, a subcommittee of the Board of the Queensland Museum
QM	Queensland Museum, a statutory body established under the Act
QWiSP	Queensland Women in STEM Prize
RAP	Reconciliation Action Plan
SO	Senior Officer
SES	Senior Executive Service
State Collection	The cultural objects, natural history specimens and geological treasures cared for by QM
STEM	The disciplines of science, technology, engineering and mathematics
The Act	Queensland Museum Act 1970 (Qld)
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 2025

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The Board of the Queensland Museum Annual Report for the year ended 30 June 2025 (the Annual Report) (this document) describes the activities, initiatives and achievements of Queensland Museum during 2024–25 with respect to strategic objectives and Government policy priorities.



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