

BOARD OF THE  
**QUEENSLAND  
MUSEUM**  
**ANNUAL  
REPORT**  
**2015-16**



24 August 2016

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

Dear Premier

I am pleased to submit for presentation to the Parliament the Annual Report 2015-2016 and financial statements for Board of the Queensland Museum.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found at page 83 of this annual report.

Yours sincerely,



**Chairperson**  
**Board of the Queensland Museum**

# CONTENTS

## **2 INTRODUCTION**

- 2 VISION
- 2 PURPOSE
- 2 VALUES
- 3 QUEENSLAND MUSEUM NETWORK
- 7 BOARD OF THE QUEENSLAND MUSEUM

## **8 CHAIRPERSON'S OVERVIEW**

## **11 CEO'S OVERVIEW**

## **12 HIGHLIGHTS AND ACHIEVEMENTS**

## **18 BACKGROUND**

- 18 GOVERNMENT OBJECTIVES
- 20 STRATEGIC PLAN 2015–2019
- 20 OPERATIONAL PLAN 2015–2019
- 20 OPERATING ENVIRONMENT

## **21 OUTCOMES**

- 21 STRATEGIC OBJECTIVES
- 33 PERFORMANCE MEASURES

## **34 FINANCIAL PERFORMANCE**

- 34 SUMMARY OF FINANCIAL PERFORMANCE
- 36 FINANCIAL STATEMENTS
- 63 CERTIFICATE OF THE FINANCIAL STATEMENTS
- 64 INDEPENDENT AUDITOR'S REPORT

## **67 GOVERNANCE**

- 67 MANAGEMENT AND STRUCTURE
- 80 RISK MANAGEMENT AND ACCOUNTABILITY
- 81 HUMAN RESOURCES

## **82 GLOSSARY**

- 82 DEFINITIONS

## **83 COMPLIANCE CHECKLIST**

## **84 GRANTS**

## **87 APPENDIX**

- PUBLICATIONS
- OPEN DATA

# VISION

To be the premier museum in Australia, connecting real objects and contemporary research with communities, creating authentic and compelling experiences and stories that inspire, enrich and empower.

# PURPOSE

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

# VALUES

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

# QUEENSLAND MUSEUM NETWORK

Queensland Museum Network (the Network) is the keeping place for the State Collection of more than 1.2 million objects and specimens, valued at more than \$487 million, and more than 14 million research collection items.

The Network has grown since the Queensland Museum (the Museum) was founded by the Queensland Philosophical Society in January 1862, coming under the responsibility of the State Government in 1871 and moving into its first purpose-built premises in 1879.

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

- Queensland Museum (including the Sciencentre) in the heart of Brisbane's Cultural Precinct at South Bank
- Cobb+Co Museum in Toowoomba
- Museum of Tropical Queensland in Townsville
- The Workshops Rail Museum in Ipswich
- Queensland Museum Collections, Research and Loans Centre at Hendra
- Museum of Lands, Mapping and Surveying in Woolloongabba, Brisbane
- Earth Sciences Museum, University of Queensland

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

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

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

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

# QUEENSLAND MUSEUM

South Bank, Brisbane  
Opened 1986

Queensland Museum is located at South Bank in the heart of Brisbane's Cultural Precinct, and is the most visited museum in Australia. Permanent attractions include the Sciencentre which offers a wealth of interactive science and technology experiences, Discovery Centre, *Lost Creatures: Stories from Ancient Queensland* gallery, and the *Dandiri Maiwar* Aboriginal and Torres Strait Islander Centre. The Museum also regularly hosts national and international travelling exhibitions and offers a range of public and educational programs. During 2015-16 Museum activities attracted more than 1.84 million visitors to the Cultural Precinct. Queensland Museum exhibits and stores a significant proportion of the State Collection and houses several research and conservation laboratories.

## 2015-16 HIGHLIGHTS:

- South Bank campus welcomed 1.84 million visitors, an increase of 30%. This trend followed through to the Sciencentre which had its highest visitation ever with 189,491 people through the doors, an 11% increase on the previous financial year. After Dark events also became a regular feature at Queensland Museum providing exclusive access to the Museum at night.
- *Dinosaur Discovery: Lost Creatures of the Cretaceous* was on show at Queensland Museum from 27 March to 5 October 2015. It included 20 animated, life-size dinosaur models and was the most visited temporary exhibition in Queensland Museum's history with 231,485 visitors. The exhibition was supported by a range of informative, hands-on children's activities, and an augmented reality dinosaur app. Due to its popularity the show is returning from 21 June to 9 October 2016.
- Queensland Museum partnered with the British Museum to bring the world premiere of its new international touring exhibition *Medieval Power: Symbols and Splendour* to Brisbane in December 2015. The outstanding exhibition objects included knights' helmets, swords and other tools of war, religious relics and jewellery, some more than 1,000 years old. The exhibition and accompanying programs ran for five months and attracted 85,542 visitors.
- Sciensensory Day, was again held in Queensland Museum's Sciencentre and was supported by Autism Queensland. This event provided an opportunity for children with sensory processing difficulties and autism to experience the Sciencentre with the lights up and the sound down. It has received accolades from the Cooperative Research Centre for Living with Autism.
- The first World Science Festival Brisbane was launched in March 2016. A full summary of the highlights of the festival is included later in this report.

# COBB+CO MUSEUM

27 Lindsay Street, Toowoomba  
Opened 1987

Cobb+Co Museum houses the National Carriage Collection of more than 45 horse-drawn vehicles and tells the story of the Toowoomba region. With the National Carriage Factory on site, the Museum offers an extensive *Hands On Workshops* program which allows visitors to learn and practice a variety of heritage trades including blacksmithing, silversmithing, wheelwrighting and leatherplaiting. The Museum also features the science-based, Energy for Life Discovery Centre, and an ever-changing program to suit educational and tourism activities.

## 2015-16 HIGHLIGHTS:

- Cobb+Co Museum welcomed its highest level of visitation with 88,762 visits, an increase of 9%.
- Special activities in the lead up to and during the Toowoomba Carnival of Flowers in September 2015 resulted in a record monthly total for Cobb+Co Museum with 11,365 visits. Special activities included the inaugural *Yates Hanging Basket Display*, *Where in the World is Wanda?* school holiday program, *Meet the Troops* family event and *Hands On Workshops*.
- In just over three hours, the annual *Hand Made Under the Stars* twilight market held in December 2015 attracted 3,170 visitors who browsed the stalls for high quality local, artisan goods, food and wine.
- The *Hands On Workshops* program featuring more than 10 heritage trades, grew significantly with 545 participants enrolled across various courses. A 39% increase in participants from 2014-15.
- The 10th annual *Have A Go! Festival* incorporating *Have A Taste!* was held in late February 2016. It offered a unique opportunity for visitors to discover more than 25 traditional trades, skills and crafts and sample the regional flavours of the local food, beer and wine. The festival was supported by a Tourism and Events Queensland grant and recorded its highest ever visitation with 2,667 – a 66% increase.
- The travelling Queensland Museum Network exhibition, *A Room for Wild Animals* opened at Cobb+Co Museum on 18 March 2016. The exhibition showcases 20 taxidermy specimens from the research collection including big cats, bears and deer. The exhibition will run until 4 December 2016, with 22,540 visits up until 30 June 2016.
- An AUSLAN (Australian Sign Language) interpretation at Cobb+Co live holiday program shows became a regular feature in 2015-16.

# MUSEUM OF TROPICAL QUEENSLAND

70–102 Flinders Street, Townsville

Opened 1987

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

## 2015-16 HIGHLIGHTS:

- The Museum of Tropical Queensland in Townsville continued to grow audiences with 83,441 visits representing a 10% increase.
- Five school holiday programs attracted 44,398 visitors. These programs accounted for 53% of total visitation for the financial year.
- The exhibition *Townsville turns 150: the Old and the News* exhibition (13 February 2016 to 29 January 2017) celebrated Townsville's 150th anniversary and was developed in partnership with James Cook University, Townsville City Council and the *Townsville Bulletin*. The exhibition focuses on the stories, developments and personalities that shaped Townsville from 1866 to 2016.
- Travelling exhibitions hosted during the financial year included: *Freewheeling: Cycling in Australia*, *Measure Island*, *Towers of Tomorrow* with LEGO® Bricks, and *A Room for Wild Animals*. Many smaller displays in partnership with regional communities and organisations were also presented.
- A total of 8,877 museum visitors attended 1,323 talks, tours and activities. In addition, the *Running out the Gun* which simulates loading and firing an 18th century cannon was experienced by 10,566 participants and delivered 538 times in the past year.

# THE WORKSHOPS RAIL MUSEUM

North Street, North Ipswich

Opened 2002

The Workshops Rail Museum (TWRM), is a multiple Queensland and Australian Tourism Award winner, and is located in the regional city of Ipswich, the birthplace of rail in Queensland. It offers an interactive cultural heritage experience with hands-on exhibits that explore more than 140 years of rail history in Queensland. An outstanding feature of TWRM is the collection of heritage steam locomotives and industrial machinery.

## 2015-16 HIGHLIGHTS:

- The *Railways 1914-1918* exhibition, developed by Queensland Museum Network, ran from 15 June to 6 December 2016 and then returned for a second season from 26 February to 17 July 2016. A total of 47,359 people viewed the exhibition during 2015-16.
- The popular steam train program continued to delight passengers with 10,684 people enjoying riding in vintage carriages on the monthly *Steam Train Sunday*, or the special event trains *Halloween Express* and *Christmas Express*. This is a 10% increase on the previous financial year.
- Ipswich residents enjoyed two *Ipswich Open Day* events within 12 months, the first held in August 2015 (3,373 visitors), and the second in April 2016 (2,447 visitors). TWRM presented the Open Day in partnership with the Ipswich City Council allowing free entry that day for locals and the date was moved to align with the popular Ipswich Festival.
- *Day out with Thomas* returned during the summer holidays and attracted 28,972 visitors. Attendance was 16% less than the previous year. The next event in summer 2016-17 will be condensed to four weeks (26 December to 22 January) and marketing and promotion will be refreshed.
- Assisted by Autism Queensland, TWRM developed *Sensory Friendly* workshops for children with sensory processing difficulties. The first event on 12 January 2016 held during *Day out with Thomas* attracted 528 visitors. A *Loco-MOTION* themed activity on 6 April attracted 238 visitors.

TWRM welcomed 78,438 visitors in 2015-16. This was a 12% decrease on the previous financial year. To address the visitation fall, in 2016-17 programming initiatives will be trialled on site including twilight markets.

## QUEENSLAND MUSEUM COLLECTIONS, RESEARCH AND LOANS CENTRE

Gerler Road, Hendra, Brisbane

Opened 2002

The collection storage and research facility at Hendra houses the vast Geosciences Collection, including rocks, minerals and fossils, and is the most comprehensive Queensland collection of its kind and one of the most significant in the country. The site holds large collection objects from the Cultural Heritage Collections, and a separate, environmentally controlled collection store for Biodiversity Collections (zoological).

The facility is also home to the renowned Queensland Museum Loans service from which schools and other educational and community groups can borrow Museum objects and learning kits to use in classrooms and community displays. The Loans Service operate through 29 regional distribution centres across Queensland from Atherton in the far north to Barcaldine and Roma in the central and south west and Palm Beach on the Gold Coast and reaching more than 800,000 people each year.

## MUSEUM OF LANDS, MAPPING AND SURVEYING

Corner Main and Vulture Streets

Woolloongabba, Brisbane

Opened 1982

This museum is operated on behalf of the Queensland Museum by the Department of Natural Resources and Mines in Woolloongabba and its mission is to collect and interpret significant aspects of the land administration, surveying and mapping of Queensland. Staffed by one curator and several volunteers, the Museum provides specialist advice on land tenure. A comprehensive collection of artefacts, maps, social histories and other records are on display, and these are progressively being made available online. More than 9,300 historical maps are available on the Open Data website. In 2015-16 the Museum had one full-time staff member and five volunteers who worked 167 days in total. The Museum attracted 1,510 visitors and offered 11 tours. There were three presentations on how to do historical and land research with 87 attendees and 1,540 research queries. During the year, 1,329 historical maps were published online, taking the total web resource to 9,362.

## EARTH SCIENCE MUSEUM, UNIVERSITY OF QUEENSLAND

University of Queensland, St Lucia

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

In 2015-16 Queensland Museum Network together with the University of Queensland jointly appointed two senior curators of Mineralogy. These roles will review, develop and curate collections at the Museum.

## REGIONAL SERVICES

**Museum Development Officer (MDO) Program**

The Museum Development Officer (MDO) program consists of five staff based in Cairns, Townsville, Mackay, Toowoomba, and Ipswich.

In 2015-16 the MDO program provided support to all Local Government areas in Queensland and has continued to engage with regional communities and deliver professional museum services across the State. This year, the MDOs carried out a range of projects through 26 Service Level Agreements including significance assessments, skills development workshops, and exhibition development.

MDOs also provided disaster recovery and ongoing support to communities impacted by disasters – in particular the Waltzing Matilda Centre in Winton which was destroyed by fire in 2015.



# BOARD OF THE QUEENSLAND MUSEUM

The Board of the Queensland Museum is a Statutory Body. Its existence, functions and powers are set out in the *Queensland Museum Act 1970*.

The Board's functions include:

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

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

# CHAIRPERSON'S OVERVIEW

On behalf of the Board, I am delighted to present the Board of the Queensland Museum's Annual Report 2015-2016.

This year, the Board's continued focus has been on growing and developing the Queensland Museum Network, with the aim of becoming the premier museum network in the country. I believe we are very close to achieving that ambition.

In 2015-16 we welcomed more than 2 million visitors to our museum network, and our flagship museum, the Queensland Museum at South Bank was named Australia's most visited museum for the second year running.

In striving for growth, the Board has maintained a commitment to ensuring our much loved institution remains relevant and accessible and one that all Queenslanders continue to be proud of as a place to visit, learn, enjoy and be inspired by. Our exciting events including the After Dark program and our world class exhibitions such as the British Museum's *Medieval Power: Symbols and Splendour* were just some of the ways we have been able to maintain this commitment.

Our visionary work in the education and science sphere has also been particularly important in ensuring our museums remain relevant and accessible. This year we have developed STEM learning programs and teacher resources which are provided through the Future Makers partnership and we continue to connect schools, early learning centres and communities with 79,000 objects via our Queensland Loans Service. We have also made huge strides in species discovery with 128 new species described by our scientists this year alone. I believe the variety and depth of this work truly highlights that there is always something new to learn, see or do at Queensland Museum Network.

One of my proudest moments since being with the Queensland Museum Network was considering the development of a world leading science event to enable the community greater access to the wonders of science. The World Science Festival Brisbane did just that. Visitors from all over flocked to the inaugural event and at the festival's launch, science advocate Alan Alda spoke of science belonging to all of us.

By initiating and hosting such an event we have undeniably emerged as a leader in the science community and are ensuring science is available and accessible to all. I am confident that this year was the beginning of something big for science in Queensland and the rest of the nation.

Such successes would not be possible without strong partnerships and a dedicated team. Queensland Museum Foundation secured more than \$3 million in cash and in-kind support for the World Science Festival Brisbane. The contribution from Queensland Government was also complemented by financial and in-kind support from partnerships forged with Tourism and Events Queensland, Brisbane Marketing, University of Queensland, Griffith University, Queensland University of Technology, BHP Billiton and QGC. These partnerships, along with others are invaluable and represent a substantial investment for the Network that we could not do without.

This year the results have been outstanding and are a credit to all. CEO and Director Professor Suzanne Miller and her executive team have provided outstanding leadership and it is without a doubt that it was their vision that helped make 2015-16 such a successful year. I would also like to acknowledge the contribution made by my fellow directors. Their commitment to strong governance and entrepreneurship has been unwavering.

Finally on behalf of the Board I would finally like to thank all the dedicated staff located right across the state. The fascinating programs, exciting events, significant research and discoveries, awards and the outstanding visitor numbers and visitor satisfaction are a testament to the energy, commitment and hard work they show every day.



**David Conry**  
Chairman of the Board

*Board of Queensland Museum Chairperson, David Conry*



*Basket weaving at World Science Festival Brisbane 2016*





Children enjoying the dinosaurs at MTQ



Professor Suzanne Miller, CEO, in the Whale Mall at QMS



# CEO'S OVERVIEW

This year has been a busy and productive one for the entire Queensland Museum Network. It has been a year in which we have seen the results of many months and years of planning and hard work come to fruition in the form of large scale international exhibitions and events, and significant research findings and contributions to science, the arts and our community.

The World Science Festival Brisbane was undoubtedly the headline event launched this year. It was an event that put us at the 'front and centre' of the international science stage and it delighted audiences from all walks of life. Our very youngest visitors were in awe of the world's first humanoid robot to read emotions and of seeing turtle eggs hatch right before their eyes. Our older visitors enjoyed thought-provoking discussions, world class theatre performances and colourful, scientific displays.

The visitor figures for the World Science Festival Brisbane were simply outstanding. During the five days of the Festival, we welcomed more than 120,000 people, including more than 20,000 people on both the Saturday and Sunday at our South Bank campus. This was almost double the visitor record for Queensland Museum in a single day, and we achieved this, two days in a row.

The other two large scale exhibitions we hosted this year were *Medieval Power*, a world premiere and Australian exclusive from the British Museum, and *Dinosaur Discovery*. *Medieval Power* was a beautifully curated exhibition with fascinating facts and artefacts, while *Dinosaur Discovery* was a standout for families, with more than 230,000 people coming through the doors. It was our most visited ticketed exhibition on record. The Sciencentre also had its highest visitation on record.

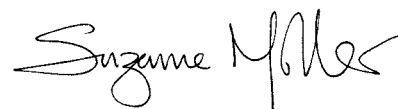
Our regional network of museums delivered premium cultural experiences and events, attracting large and diverse audiences this year. Some of the standout attractions were the Lego masterpieces at the Museum of Tropical Queensland, *Day out with Thomas* at the Workshops Rail Museum and Cobb+Co Museum's *Have A Go! Festival*.

This year we also launched the Queensland Museum Repatriation Fund. This fund aims to raise money to ensure that Ancestral Remains, Burial Goods and Secret and/or Sacred Objects are appropriately returned to Country. This fund is the first of its kind in Australia and, I believe, the first of its kind in the world. With it, it is our hope that it will bring more healing and justice for Aboriginal and Torres Strait Islander communities.

2015 was also the year we launched the education initiative, Future Makers with our corporate partner, QGG. The program showcases the work, passion and career pathways of professionals in science, technology, engineering and maths (STEM) related fields. As a scientist, I have been alarmed by the declining uptake in STEM related subjects, so it is with a great personal interest that I will continue to steer this program forward in the coming years.

In addition to the public events, exhibitions and launches this year, we have also been achieving a great deal in the background. In the past 12 months our researchers have described 128 new species, won a host of awards and been published in a range of highly regarded scientific journals. Our organisation has also been undergoing an organisational realignment that will make us more efficient and effective at delivering services right across the state.

Of course we would not be where we are today, without a strong team. Our partners, our Board, led by David Conry and our dedicated and passionate staff are all vital parts to the equation. I look forward to continuing to work with this amazing team – collectively we are achieving wonderful results.



**Professor Suzanne Miller**  
CEO and Director, Queensland Museum Network

# HIGHLIGHTS AND ACHIEVEMENTS

## ATTENDANCE

### 2,100,015 visitors

1,847,864\* at Queensland Museum

88,762 at Cobb+Co Museum

83,441 at Museum of Tropical Queensland

78,438 at The Workshops Rail Museum

1510 to the Museum of Lands, Mapping and Surveying

\*Most visited museum in Australia, 2 years running.

## COLLECTIONS

**1.219 million items** in the Queensland Museum State Collection

850,518 items in the Biodiversity Collection

180,762 items in the Culture and Histories Collection

144,068 items in the Geosciences Collection

44,325 items in the library.

**811,450 biological specimen records** were accessible via the Atlas of Living Australia website.

**43,743 new biological specimens** were validated and registered.

**9,767 digital images and records** were added to the Digital Asset Management System.

**128 new species** were described bringing the total close to 4,500 described by Queensland Museum since its inception.

## EXHIBITIONS

**231,485 visitors to *Dinosaur Discovery*** in 2015 – the most visited Queensland Museum ticketed exhibition on record.

**85,542 people visited *Medieval Power: Symbols and Splendour*** from the British Museum and which resulted in **\$3.92 million** of overnight visitor expenditure into the Queensland economy.

**189,491 visitors** to the Sciencentre including *Rescue* and *Measure Island* exhibitions.

## WORLD SCIENCE FESTIVAL BRISBANE

**120,367 attendances to World Science Festival Brisbane** free and ticketed events which resulted in **\$5.2 million** in direct and incremental spending into the Queensland economy.

## LIFELONG LEARNING, EDUCATION AND ACCESS

**804,055 people** accessed 80,114 objects to use in their schools, early learning centres and communities through the Queensland Museum Loans service.

**61,382 visitors** engaged with our science theatre shows in the Sciencentre, delivering 1282 Sound Science and Electricity Science shows in 2015-16.

**64,249 people** used the Queensland Museum Network products and services in our outreach programs.

**64,965 school visitors** from 1,643 school groups visited Queensland Museum Network.

Discovery Centre experts responded to **23,000 inquiries** via phone, email and post.

**2,722 people** from 80 groups from university and TAFE groups, playgroups, out of school hours care and special interest groups visited.

**26,088 visitors** enjoyed our travelling displays.

## PUBLIC PROGRAMS AND MEMBERS

More than **6,224 talks, seminars and lectures** were delivered to public and specialist audiences.

**14,926 members** across Queensland Museum Network.

## PUBLICATIONS

**174 research publications** were published by Biodiversity & Geosciences and Cultures & Histories researchers, including 124 peer reviewed papers.

## WEBSITE

**1,796,131 visitors** to our website.

## VOLUNTEERS

**250 volunteers** helped deliver World Science Festival Brisbane over five days.

**1,249 volunteer days** to audit and preserve biological specimens.

**450 volunteer days** to scan and prepare photographs.

**28 volunteers** helped deliver our lifelong learning programs.

## SATISFACTION

**96% of visitors** were satisfied with their museum experience.



Alan Alda with Dear Albert cast on stage



## WORLD SCIENCE FESTIVAL BRISBANE

The Queensland Museum Network staged the inaugural World Science Festival Brisbane in 2016. It included a flagship event in Brisbane (9–13 March) and satellite events in Chinchilla (12–13 February) and Townsville (19–20 February).

Held annually in New York since 2008, the World Science Festival celebrates the intersection between science and the arts through debate, theatre, interactive experiments and explorations, musical performances, bespoke events and major outdoor experiences.

The World Science Festival Brisbane 2016 program included signature events from New York and world premieres of Asia-Pacific content, including:

- Beautifully crafted conversations, discussions and debates featuring the world's finest minds including: Emmy Award-winning actor, Alan Alda of M\*A\*S\*H fame; World Science Festival co-founder Brian Greene; Laureate Fellow Brian Schmidt; and 'her deepness' Sylvia Earle.
- Original theatrical works at the heart of scientific and artistic endeavour including: the Australian premieres of *Light Falls*, a dramatic lecture celebrating the 100th anniversary of Albert Einstein's theory of relativity; and *Dear Albert*, about his love letters to his wives.
- A first-class education program including: workshops on atomic theory *Atomic Kids*; design school thinking to solve environmental challenges called *Mighty Makers*; and meeting the science people who have *Cool Jobs*. *Hands On Workshops*, where teens had a once-in-a-lifetime opportunity to become an *Apprentice* geneticist, microbiologist, bioengineer, marine biologist, game designer or roboticist, were sold-out events.
- *Street Science!* – a free, two-day family extravaganza where more than 40 exhibitors delivered a non-stop program of hands-on science.



*Visitors enjoying Street Science!*

The World Science Festival Brisbane 2016 produced phenomenal results, including:

- 120,367 attendances (including 89,475 to *Street Science!*), exceeding the target of 60,000 visits for the inaugural year by 100%
- On Saturday of the festival 20,427 people visited the Queensland Museum – the highest daily visitation ever recorded in its 154-year history.
- 124 performances of 90 individual events, including 66 sell-outs
- 247 participants and exhibitors from 10 countries
- \$10 million in local, national and international media coverage including 1,439 media stories, reaching a cumulative audience of 28,641,975
- 25 partners, contributing more than \$3 million in cash and in-kind support and
- 35,420 visitor nights, injecting more than \$5 million of direct and incremental spending into the Queensland economy.

---

***“We knew Australians had a strong interest in science, however, we were very pleasantly surprised by the public’s overwhelmingly positive response to the festival”***

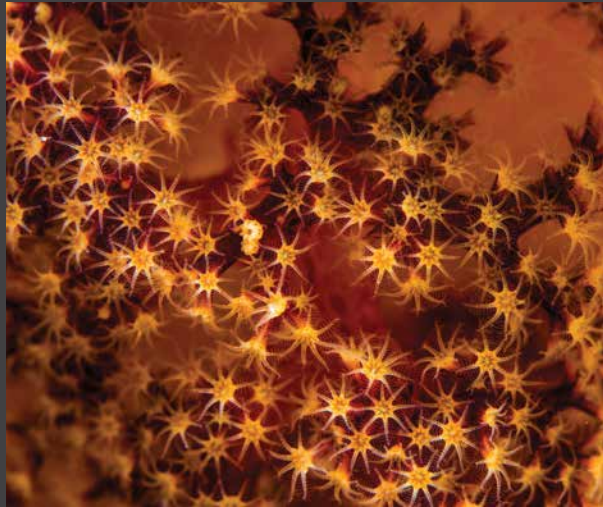
Professor Suzanne Miller, CEO

---

*Parasitic wasp in amber by Geoff Thompson*



*Award winning soft coral polyps image by Gary Crantich*



*Steam Train Sunday visitors*





## AWARDS, FELLOWSHIPS AND PRESENTATIONS

- Queensland Museum Photographer Gary Cranitch won the 2015 New Scientist Eureka Prize for Science Photography for his photograph of soft coral polyps. The image was projected on the Brisbane's Grey Street Bridge during the World Science Festival Brisbane in March. Gary also received three silver awards at the State judging of the Australian Institute of Professional Photographers (AIPP) Awards and two silver awards at the national AIPP awards.
- Geoff Thompson (Collection Imager) was awarded Highly Commended in the New Scientist Eureka Science Photography Prize for a focus stacked image of a parasitic wasp caught in 10-20 million year old Cape York amber.
- Geoff Thompson's image of a stag beetle was selected to be exhibited in the 2016 Guild of Natural Science Illustrators annual online members exhibit.
- Dr Geraldine Mate (Acting Principal Curator, History, Industry and Technology) was a finalist in the 2015 Gallery and Museum Achievement Awards for the category of Individual (Paid).
- Dr Christine Lambkin (Senior Curator Entomology) was named an Honorary Life Member by the Entomological Society of Queensland.
- Dr Andrew Rozefelds (Principal Curator Palaeobotany and Head of Geosciences) was awarded a Queensland Smithsonian Fellowship to work at the National Museum of Natural History, Smithsonian Institution, Washington DC, for three months to study 'Cenozoic fossil floras from the volcanoes of southern Queensland provide new insights into the history and evolution of the modern Australian Flora'.
- Julia Waters, Records manager, was awarded the Loris Williams Scholarship 2015-2016 to continue her studies in recordkeeping and archives.
- Queensland Museum's Indigenous Engagement Coordinator, Alethea Beetson, (and Digi Youth Arts and Artistic Director), was among the Australian delegation at the 12th Festival of Pacific Arts in Guam. Digi Youth Arts performed the play In-Dij-Uh-Nus five times during the festival to a combined audience of more than 280 people.
- Professor Suzanne Miller CEO, received an Honorary Doctorate from Griffith University.

## VALE

The Queensland Museum bid farewell to three former staff members who passed away in 2015-2016: Dr Alan Bartholomai, former Director of the QM 1969-1999; Ms Jeanette Covacevich, former Senior Curator of Herpetology 1966-2002; and Mr Rudolph (Rudy) Kohout, former Preparator and Entomologist 1974-1995. All continued to actively contribute to the Museum as Honorary Researchers long after their retirements.

# BACKGROUND

## GOVERNMENT OBJECTIVES

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

## CREATING JOBS AND A DIVERSE ECONOMY

The Queensland Museum Network stimulates economic growth directly through our major international exhibitions and iconic experience programs. These attract visitors from interstate and overseas markets both to Brisbane and to regional areas through our state-wide network of regional campuses.

The Queensland Museum Network is also committed to investment in the economy by building the Network's long-term partnerships with industry. Our partnerships are helping to promote and preserve Queensland's unique biodiversity and to enhance student participation in science, technology, engineering and maths (STEM) subjects. By stimulating interest in these subjects we are specifically contributing to developing skills in areas known to boost productivity and stimulate economic growth.

The Network is a diverse organisation made up of almost 300 people (241 FTEs) from diverse backgrounds. By investing in our people, we are increasing workforce participation and ensuring safe, productive and fair workplaces.

## DELIVERING QUALITY FRONTLINE SERVICES

The Queensland Museum Network supports the Advance Queensland initiative by connecting the creative discovery process and the arts with education. This is putting Queensland at the forefront of a worldwide movement that integrates art and design, and creative critical thinking with science and technology, to transform learning. This year has marked the first year the Queensland Museum Network has hosted the World Science Festival Brisbane. This festival will be an annual event that celebrates Australia and Queensland's achievements in science.

The Queensland Museum Network also provides responsive, integrated and excellent services to our audiences by making

the very best of our cultural treasures with a program of high quality gallery renewal that showcases Queensland's distinctive natural and cultural environments. In 2015-16 extensive planning was undertaken in preparation for the delivery of the Network's largest and most comprehensive permanent new gallery *Wild State*. This gallery is due to open in late 2016 and will showcase Queensland's unique animals and their habitats, and the forces that control modern day species distributions.

## PROTECTING THE ENVIRONMENT

The Queensland Museum Network contributes to the protection of Queensland's unique cultural and natural heritage, as custodians and researchers of the Queensland Government Collections (State Collection). In 2015-16 more than 1.2 million items were in the Queensland Museum Collection (the Collection) and 76 per cent of the Collection was stored to the National Benchmark Standard.

The Queensland Museum Network also contributes to public engagement and debate through the development and presentation of evidence-based science – ensuring Queensland's iconic natural environments are protected. In 2015-16 more than 120 peer-reviewed publications were submitted by the Queensland Museum Network and more than 180 external researchers were hosted by the Museum.

## BUILDING SAFE, CARING AND CONNECTED COMMUNITIES

Through our extensive network of regional facilities and resources, the Queensland Museum Network contributes to building capability and capacity in our regions. Through this network we are able to ensure that the cultural and natural heritage and science collections are made available to all Queenslanders. Exhibitions and experiences are also delivered through our regional campuses and our educational resources are made available to all Queensland students

and communities through our educational loans program. Expertise and support is available to communities across the State through the Queensland Museum Development Officer Network.

## OBJECT AND GUIDING PRINCIPLES

In performing its functions, the Board of the Queensland Museum must have regard to the object of, and guiding principles for, the *Queensland Museum Act 1970*. The object of the Act is to contribute to the cultural, social and intellectual development of all Queenslanders. The guiding principles behind achievement of this object are:

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

# STRATEGIC PLAN 2015-2019

The Board of the Queensland Museum's Strategic Plan 2015-2019 sets out the following strategic objectives:

- To care for Queensland Museum (QM) collections to international standards, increasing access to both objects and the knowledge associated with them.
- To increase our focus on targeted visitors from interstate, intrastate and international markets.
- To be the most successful research museum in Australia to add knowledge to the collections through national and international grant funding.
- To provide a lifelong learning platform where the creative process of discovery and exploration intersects in Science, Technology, Engineering, Maths (STEM) and the Arts.
- To invest in Queensland Museum Network's products, services, facilities and partnerships to create a more self-sustaining business model.
- To invest in Queensland Museum's people.

## STRATEGIC THEMES

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

### ANCIENT ECOSYSTEMS

Exploring, discovering and documenting Australia's unique geological and biological record, which underpins the knowledge and custodianship of Queensland's modern environments.

### CONNECTING QUEENSLAND: REACHING THE WORLD

The connections and exchanges that sustain Queensland's place in the world.

### CUSTOMS, CULTURES AND COUNTRY

Aboriginal, Torres Strait and Pacific Islander experiences, perspectives and cultures.

### QUEENSLAND STORIES

The people, places, cultures and events that make Queensland distinctive.

### SCIENCE AND TECHNOLOGY IN SOCIETY

Heritage trades, technology and the role of science in people's lives.

### SUSTAINABLE QUEENSLAND

The documenting, conserving and appreciating Queensland's unique biodiversity.

# OPERATIONAL PLAN 2015-2016

The Board's Operational Plan was based on its Strategic Plan 2015-2019, aligning operational activities for the 12-month period with key strategic objectives.

The Museum's operational plan focused on creating stronger industry partnerships to share in the delivery of the State's remarkable cultural and natural heritage.

It also aimed to maximise the considerable research value in the State Collection to strike new and innovative university partnerships enabling the Queensland Museum Network to significantly increase its profile within the scientific research community.

It committed to connecting real objects and contemporary research with communities across the state and beyond, creating authentic and compelling experiences and stories that inspire, enrich and empower. In doing so, the statewide network also brought, and continues to bring, the Museum into communities, classrooms and online – a museum without borders that inspires curiosity to connect the past, make sense of the present and help navigate the future.

The operational plan was not modified during the year.

The Premier and Minister for the Arts did not give any directions to the Board of the Queensland Museum Network during or relating to the financial year.

# OPERATING ENVIRONMENT

## STRATEGIC CHALLENGES

The following challenges have been identified for the Queensland Museum Network:

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

The Queensland Museum Network manages these risks through:

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

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

# OUTCOMES

## STRATEGIC OBJECTIVE 1

**To care for Queensland Museum Network collections<sup>1</sup> to international standards, increasing access to both objects and the knowledge associated with them.**

### MEASURE

This is measured by the percentage of the Collection stored to national benchmark standard, and the percentage of the State Collection available online.

### STRATEGY

Add value to the State Collection through the accession of objects and undertaking new and ongoing research on the Collection.

### ACCESSION OF OBJECTS

More than 43,743 new biological specimens were validated and accessioned by Queensland Museum in 2015-16. This included 192 type specimens (that define and represent species concepts), and it is a 158% increase on the number of specimens registered in 2014-15.

A total of 562 new Cultural Heritage objects were added to the State Collection in 2015-16.

Significant acquisitions included:

#### Palaeontology

- A collection of Miocene amber that contains fossilised animals and plants inside (between 23.3-5.3 million years old) was purchased from a collector operating in Cape York Peninsula, jointly funded by a donation to the Queensland Museum Foundation and the Create Foundation.
- A 100 million year old partial jaw specimen of *Kronosaurus queenslandicus* was purchased by the Queensland Museum Foundation.

#### Biodiversity

- Collections of many thousands of insects, spiders, lizards, corals, sponges and other invertebrates were made throughout the year, primarily for research purposes.
- 128 new species were published by Biodiversity & Geosciences Program staff and ranged from single-celled animals to reptiles and fossils. This is an increase of 7% from 2014-15 [120 new species in 2014-15].

#### Cultural Heritage

- Two women's outfits designed and made by Brisbane fashion house Easton Pearson were acquired after the announcement of the closure of their label and a special release of a final and limited edition collection to their flagship store in Brisbane.
- A collection of Aboriginal artefacts from the collection of Jirrbal Elder Dr Ernie Grant and new works by local artists, including Delvene Cockatoo-Collins.

#### Mineralogy

- In 2015-16, the Museum appointed two senior curators of Mineralogy. These roles will review and develop the collections in coming years.

#### Aquatic and terrestrial biodiversity

- A number of specimens were collected for display in the new biodiversity gallery *Wild State*.

#### Donations to the State Collection included:

- A collection of butterflies and moths was donated by the family of the late Dr Roger Guard.
- The estate of Eric Reye donated laboratory and medical equipment and specimens related to his career in entomology.
- Professor James Reimer from Ryukus University in Japan donated 600 specimens of Zooanthids (corals).

#### New and ongoing research on the Collection

- From the validated and registered biological specimens, 19,759 were audited and preserved. A total of 1249 volunteer days were required to complete this work. In 2014-15 it took 1559 volunteer days to conserve 20,537 specimens.
- In 2015-16, almost 140 new localities were investigated during 295 person days of field work undertaken by the Queensland Museum Network. This compared to 217 localities and 344 person days in the previous year and represented only 64% and 86% of the 2014-2015 totals. A reduction in external funding for field work contributed to this decrease.

<sup>1</sup> Definitions on page 82

## STRATEGY

Build a strong digitisation platform to increase online access to collections and data.

### QMN ONLINE COLLECTIONS MICROSITE

A key activity outlined in 2015–16 was the launch the Online Collections Microsite. While the site was launched in February 2015 and provides access to 753,000 records, in 2015-16 it had improved search and retrieval functionality and the ability for real time uploads. It also provides greater access to artefacts, objects, biological specimens and geological samples.

### INCREASING ONLINE ACCESS TO COLLECTIONS AND DATA

The Fred Port Photographic Collection (106 records), highlights from the T-House Model Train Collection (150 records), the C.J.Pound collection and the Helen Barrett collection from the Solomon Islands were uploaded online. In addition photographs of 2,000 objects were also uploaded, including Indigenous objects, First World War artefacts, Roman pottery and New Guinea mud masks and canoes.

Almost 10,000 records were added to the Digital Asset Management System (DAMS) including digital photographs, scans of analogue images and illustrations. This was 35% above the target of 7,000 items.

This year, 811,450 biological specimen records were also made accessible online via the Atlas of Living Australia (ALA) website, which is an increase of 8% since 2014-15 (750,320 records). These records were accessed 13,027,287 times over 12,596 separate download events. Scientific research made up 47% of these downloaded records and 9% were for ecological research. ALA now posts live data to the site.

Two exhibitions based on ancient Queensland and 290 biodiversity records were uploaded to the Google Cultural Institutes Program.

### A STRONG DIGITISATION PLATFORM

Work on a digital futures strategy commenced in 2015-16 with more than 40 staff and stakeholders taking part in workshops.

The Digital Dashboard continues to highlight the increase in the use of mobile devices by visitors to reach museum services. Online visitation increased 23% to almost 1.8 million online visitors across all the Museum websites.

The Queensland Museum Network continues to build interactive touch-enabled experiences into exhibitions and creating experiences of collection items using modern platforms such as IntuiFace.

QMN has been working closely with software entrepreneurs Euclidean to trial 3D software. This has led to a pilot project developing a 'museumverse' world. The geospatial software handles datasets generated by 3D laser scanning and photogrammetry in a simple and easy to use way. This technology can handle vast amounts of data previously unimaginable on ordinary computers.

QMN will continue to contribute data sets to the Queensland Government Open Data Portal and participate in the Open Data Science competition.

## STRATEGY

In partnership with Arts Queensland achieve improvements in storage capacity and quality.

### STORAGE UPGRADE TO SECRET AND OR SACRED OBJECTS STORE

The Department of Aboriginal and Torres Strait Islander Partnerships provided funding to improve the existing Secret and or Sacred objects storage area; which was upgraded and expanded. Human Remains were rehoused to better meet cultural protocols and community expectations. The project also relocated Aboriginal and Torres Strait Islander Human Remains from Forensic Scientific Services to the Museum for more appropriate storage and incorporation into the Repatriation Program.

### STORAGE UPGRADE PLANNING

A storage review across the Network was conducted in 2014 and in 2015-16, the Museum was allocated \$2.4 million from Arts Queensland and Department of the Premier and Cabinet to improve storage conditions and increase storage space over the next three years. An announcement about the funding was made as part of the budget this year.

### Storage upgrades

The first phase of the Collection upgrades were delivered including a new storage system for the Antiquities Collection, providing visibility for back-of-house tours while ensuring high level security and improved preservation conditions. Storage improvements have also been made in the Biodiversity bulk alcohol store replacing fibreglass tanks with plastic. This will reduce the issue of evaporation and maintenance and create additional space to grow the Collection.

## STRATEGY

Continue to build a strong repatriation program that ensures a continued dialogue with all Indigenous community members.

### REPATRIATION FUND LAUNCH

The Repatriation Fund was launched on 10 May 2016 by the Minister for Aboriginal and Torres Strait Islander Partnerships, Curtis Pitt MP. The Queensland Government provided \$100,000 and the Queensland Museum Foundation donated \$50,000 to start the fund, which is overseen by the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee. This funding allows the Queensland Museum Network to work with communities to repatriate Ancestral Remains, Burial Goods and Secret and/or Sacred Objects to their community of origin. Importantly it also assists Aboriginal and Torres Strait Islander communities in providing financial and administrative resources to coordinate community gatherings and ceremonial requirements necessary to complete the repatriation process.



**Progress on repatriation of Secret and Sacred objects**

- On 4 April 2016 the Sacred Carved Tree was returned to the Wiradjuri People of northern NSW.
- This year the Queensland Museum has been in discussions with nine communities regarding repatriation of Ancestral Remains and Secret and or Sacred Objects.
- The remains of approximately 170 Aboriginal and Torres Strait Islander people were transferred from Queensland Forensic and Scientific Services to the Queensland Museum.
- The Archaeology program is undertaking consultations regarding the repatriation of the Burnett River Rock Engravings, involving multi-party stakeholders (Aboriginal, museum, local council, university and government).
- The remains of seven Japanese war dead were returned to the Japanese Government, through the Ministry of Health, Labour and Welfare, on 9 March 2016.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage of the collection stored to national benchmark standard.	76%	76%
Percentage of Queensland Museum Network State collections available online.	71%	67%*

\* organisational realignment delayed appointment of critical staff

# STRATEGIC OBJECTIVE 2

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

**MEASURE**

This is measured by the number of visits to the Queensland Museum Network onsite, online and through educational loans and touring exhibitions annually; audience satisfaction with museum experiences; percentage of local governments receiving Queensland Museum services; an increase in the number of contacts to the Queensland Museum customer database by 10,000 per year; and the number of public programs and activities delivered.

**STRATEGY**

Collaborate with tourism bodies in Queensland to contribute to the state target of \$30B in annual overnight visitor expenditure through delivering exclusive, international museum products.

**PARTNERSHIPS FOR INVESTMENT SUPPORT IN INTERNATIONAL EVENTS**

The world premiere *Medieval Power: Symbols & Splendour* brought 270 objects from the British Museum medieval collection to Brisbane from 10 December 2015 to 11 April 2016. The Australian exclusive was supported by Tourism and Events Queensland (TEQ) and Brisbane Marketing along with media partners Channel Nine, Accor Hotels Group and Singapore Airlines.

*Medieval Power* attracted 85,542 visitors to the exhibition and accompanying programs. TEQ estimates the exhibition helped generate 21,200 event specific visitor nights along with \$392 million in direct overnight visitor expenditure (Economic Impact Statement, TEQ).

- Outcomes were achieved through a comprehensive marketing and communication campaign in which 11.4 million people were reached through social media channels.
- A series of five after dark events for adults, five 'medieval themed weekends' including theatre talks, demonstrations, and opportunities for volunteer engagement, British Museum curator talks and a market were part of the program.
- 7,370 visitors took part in school holiday programs.
- Exhibition visitors included 4,631 students from 87 schools.
- More than 16,006 people entered the competition to win a trip to London promotion with 40% opting in to Queensland Museum's enews database.

*Dinosaur Discovery: Lost Creatures of the Cretaceous* exhibition from Western Australia Museum ran from 27 March 2014 to 5 October 2015.

- It set a record for the highest visitation ever for a ticketed Queensland Museum exhibition with more than 231,485 people through the doors plus an additional 9,610 people experiencing our programming and events. Economic impact data was not collected for *Dinosaur Discovery*.

## STRATEGY

The Queensland Museum Network will deliver an annual world-class festival in partnership with the World Science Festival, New York celebrating Australia's achievements in science.

### BUILD AFFILIATIONS TO DELIVER AN INTERNATIONAL SCIENCE FESTIVAL

In 2015, the Queensland Museum Network secured an exclusive license to host World Science Festival in the Asia Pacific region, with the assistance of strategic partner Tourism and Events Queensland and Brisbane Marketing. The inaugural World Science Festival Brisbane was held from 9-13 March 2016 and included a flagship event in Brisbane and satellite regional events in Chinchilla and Townsville. The festival was supported by the Queensland Chief Scientist, University of Queensland, Griffith University and QUT as well as 17 other partners.

- The festival attracted 120,367 attendances to 124 performances of 90 individual events, including 60 sell outs that celebrated the wonder of science, technology, engineering and maths.
- The event generated 35,420 event specific visitor nights and \$51 million in direct and incremental visitor expenditure (TEQ Brisbane Marketing Economic Impact Statement).

---

***“It makes me deliriously happy to see the World Science Festival Brisbane bring art and science together again: and for the Queensland Museum to bring this unique blend to Australia”***

Alan Alda

---

## STRATEGY

Undertake a progressive permanent gallery renewal program with strong Queensland content at Queensland Museum.

### WILD STATE GALLERY

The delivery of the Network's largest and most comprehensive biodiversity gallery, *Wild State*, is scheduled to open late 2016. The gallery will showcase the awe and wonder of Queensland's unique animals and their habitats, and the forces that control modern day species distributions.

### ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES

The new display *This is My Heritage* opened in NAIDOC Week July 2015 at Queensland Museum South Bank. This display was fully funded through a grant from the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) of \$20,000. *This is My Heritage* explores the connection that objects have to family, country and culture through the personal memories and experiences of 12 of Queensland's Indigenous artists and educators and had an associated catalogue and program featuring a reading of the play *You came to Australia and didn't turn black*.

### ANZAC LEGACY GALLERY

This gallery is scheduled to open in November 2018. In 2015-16 current work to date includes the curatorial aspects of developing the object list and content kit. Key works for 2016-17 include a significant piece of audience research, community and Indigenous engagement and the interpretive strategy development. Early concept design has been undertaken to inform curatorial development, with the need to incorporate several large objects, including the Mephisto A7V Sturmpanzerwagen. An Expression of Interest (EOI) issued by the building owner, Arts Queensland, is underway for engagement of the Principle Design Team for base building upgrade for the proposed gallery space.

## STRATEGY

Develop an audience research strategy for the Network to identify visitors (onsite and online), potential new markets and the positioning of the Queensland Museum Network products and services.

### NETWORK WIDE AUDIENCE DEVELOPMENT PLAN

Queensland Museum Network has made progress with the development of an Audience Development Plan in 2015-16. This included commencing procurement for a significant piece of market research in the 2016-17 financial year to establish visitor profiling data and segmentation.

## ACCESS TO QMN RESEARCH AND COLLECTIONS

### In the community

During the World Science Festival Brisbane, the Queensland Museum Network through Cultures and Histories developed a relationship with Woorabinda and Palm Island communities through the Google Schools program. This was followed by a Cultures and Histories presence at the Woorabinda Festival on 9 April 2016.

In partnership with State Library of Queensland, Conservation continue to deliver the Bimonthly Community Conservation Clinics; providing advice for the general public on how to look after their own collections and significant objects.

### Across regional Queensland

Museum Development Officers provided support for Anzac commemorative activities related to exhibitions in Bowen, Cooktown, Springsure, Charters Towers and Cardwell. Significant assessments for the planning and caring of collections for Maroochy RSL, Barcaldine and District Folk Museum, Norfolk Island, and Loudon House Museum at Irvinebank were undertaken. Preservation needs assessments were provided to the Anglican Diocese of Brisbane, The Ration Shed Museum at Cherbourg, the Fryer Library, Toowoomba Anglican College, Isis District Historical Society, and Gab Titui Cultural Centre on Thursday Island.

Practical training, collections preservation and exhibition workshops were delivered to The Ration Shed Museum at Cherbourg, Cultural Heritage Network Toowoomba, Toowoomba Regional Council, and Isis District Historical Society, Miriam Vale Museum, Royal Brisbane Hospitals Nurses Association Inc., Mareeba Heritage Centre, Sunshine Coast Regional Council, Scenic Rim region, Rathdowney Area Development & Historical Association, and Hughenden Historical Society.

Museum Development Officers responded swiftly to the fire at Waltzing Matilda Centre and Qantilda Museum at Winton in 2015 providing immediate object recovery and advice and continue to provide assistance to volunteers.

### Loans

Cultures and Histories loaned collection items to nine museums and galleries, including National Museum of Australia, National Gallery of Australia, the Museum of Applied Arts and Sciences, QAGOMA and five regional museums in Queensland. Objects were seen by over 875,000 people visiting these exhibitions.

Queensland Museum Network loaned 1,252 specimens to other national and international museums and registered universities for scientific research in 2015-16. In 2014-15 1,228 were loaned. Higher priority was given to collection digitisation and providing digital access than processing loans of physical specimens this year.

## Customer Relationship Management System (CRM)

The new Customer Relationship Management system is set to go live in 2016-17 bringing together data from the Network's point of sale, membership, third party ticketing, email marketing lists, schools databases, inquiry management and Foundation contacts. The CRM provides opportunities for tailored products and improved visitor engagement and messaging. In 2015-16 the Network prepared for the integration of all these systems with data cleansing and development of the build phase of the system to 'go live'.

### QANZAC100

In partnership with State Library of Queensland for QANZAC100, the Queensland Museum Network (including QMN's Social History Curator) were part of a selection panel for appointing QANZAC100 fellowships. This included sharing how WW1 collection objects can be used in fellowship research projects and allowing access to the collections for the research. QMN's Social History Curator also hosted two workshops by Professor Peter Stanley at the Heritage Leaders Workshop in May 2016. The Lifelong Learning team developed and produced 20 school loans kits aligned to the QANZAC100: *Memories for a New Generation* program.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Number of visits to QMN onsite, offsite, online and through educational Loans and travelling exhibitions annually.	3,243,500	4,790,538
Online	1,100,000	1,796,131
Onsite		
Queensland Museum	1,100,00	1,847,864
The Workshops Rail Museum	93,500	78,438
Cobb+Co	77,000	88,762
MTQ	82,000	83,441
Queensland Loans	780,000	804,055
Museum of Lands, Maps and Surveying	1,000	1,510
Earth Science Museum	Not measured	
Offsite	18,000	64,249
Travelling exhibitions	10,000	26,088
Audience satisfaction with museum experiences.	96%	96%
Percentage of Local Governments receiving QMN services.	100%	100%
Increase the number of contacts to the QMN customer database by 10,000 per year.	10,000	17,216
Number of public programs and activities delivered.	7,500	6,224*

\* several galleries being refurbished during the year and not available for program delivery

# STRATEGIC OBJECTIVE 3

**To be the most successful research Museum in Australia to add knowledge to the collections through national and international grant funding.**

## MEASURE

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

## STRATEGY

Review and realign the Queensland Museum Network Research Strategy to identify, build and capitalise on QMN's unique research strengths.

### RESEARCH STRATEGY

In 2015-16, QMN curatorial and scientific research was prioritised in existing areas of strength including archaeology, social and military history (for Anzac gallery), biodiversity (for *Wild State* gallery), marine biology and palaeontology. A strategy to develop collections-related research will be undertaken in 2016-17.

### CAPITALISE ON RESEARCH STRENGTHS

This year Culture and Histories submitted three Australian Research Council applications including:

- Centre of Excellence – Australian Origins and Transformation
- ARC Linkage – Wild Australia (awarded - \$360,000)
- ARC Discovery – North Ipswich Suburban Landscape (currently under review).

Biodiversity & Geosciences staff, students and Honorary and grant funded Research Fellows undertook 28 new research projects. This was achieved through new external research funding of \$1,538,064 [total value across three years of funded projects]. This is an increase in external funding [\$370,000 in external funding in 2014-15] from the previous financial year.

## STRATEGY

Seek peer-reviewed research outcomes

### HIGH LEVEL PARTNERSHIPS WITH TARGETED UNIVERSITIES DEVELOPED

Research and Collections teams hosted 182 external researchers from 55 different institutions and 16 countries to work on Queensland Museum collections and promote international collaborative research outcomes.

Biodiversity & Geosciences researchers specifically hosted three Postdoctoral Fellows and six PhD and other postgraduate students, with two PhDs completed in 2015-16.

#### Queensland University of Technology (QUT)

Dr Scott Hocknull, Senior Curator Palaeontology worked with the Queensland University of Technology (QUT) The Cube, to help create the largest interactive digital dinosaur experience in the world – Dinosaur Zoo (January 2016). In the month it opened it attracted approximately 35,000 visitors. The experience incorporates artificial intelligence, motion tracking, and sounds, along with five immersive palaeontological games. The digital exhibition used many of Queensland Museum's fossils and 3D dinosaur models to build ten scientifically accurate, life-sized, digital 3D prehistoric animals.

### COOPERATIVE ARRANGEMENTS DELIVERED WITH UNIVERSITY PARTNERS

Major grants received were from the national competitive research grant schemes (the Australian Research Council and the Australian Biological Resources Study), Australian and international universities and government agencies.

### CROSS APPOINTMENTS

Two new curatorial research positions were appointed and three more are underway with Queensland universities.

#### James Cook University

- Dr Tom Bridge was cross-appointed as the Senior Curator Corals at the Museum of Tropical Queensland (80%) with James Cook University's Australian Research Council Centre of Excellence in Coral Reef Studies (20%), a new collaboration.
- Dr Niel Bruce, continued a collaboration as the Senior Curator Tropical Marine Biology (80%) James Cook University College of Marine and Environmental Sciences.

#### University of Queensland

- Dr Andrew Christy and Dr Aaron Palke were jointly appointed as the Senior Curator Mineralogy (60%) with The University of Queensland's School of Earth Sciences (40%) which is a new collaboration.

#### Griffith University

- Dr Chris Burwell (Senior Curator Entomology) cross appointed (20%) with Griffith University School of Environment, a continuing collaboration.

## GRANT PARTNERSHIPS WITH UNIVERSITIES

Affiliations between University of Queensland, Queensland Museum, Museum Victoria, and State Library of New South Wales for an ARC Linkage Grant titled "How Meston's 'Wild Australia Show' Shaped Australian Aboriginal History. Professor Paul Memmott, Dr Maria Nugent, Dr Timothy O'Rourke, Ms Lindy Allen, Dr Charlotte Smith, Ms Chantal Knowles, Mr Richard Neville. Amount awarded: \$360,000.

### James Cook University

Affiliations between James Cook University, Queensland Museum, Monash University, Australian National University, University of PNG for an RIBG Grant titled 'Enabling World Class Research in Tropical Archaeology at JCU'. Prof. Sean Ulm, Dr Christian Reepmeyer, Dr Matthew Leavesley; Dr Brit Asmussen; Prof. Ian McNiven; A/Prof. Bruno David; A/Prof. Geoffrey Clark, James Cook University Division of Tropical Environments and Societies. Amount awarded: \$40,000.

Affiliations between James Cook University, Queensland Museum, Lizard Island Research Station, Australian Museum for an Advance Queensland PhD Scholarship granted to Samantha Aird, on 'Impacts of Long-Term Marine Resource Use on the Great Barrier Reef'. Supervisory panel: Prof Sean Ulm (JCU), Prof Bryce Barker (USQ), Prof Michael Rowland (JCU), Dr Brit Asmussen (QM, co-supervisor). Amount awarded: \$45,000.

Collaboration between Queensland Museum's Dr Geraldine Mate and Professor Sean Ulm at JCU to undertake the Profiling the Profession Survey in 2015. Results were analysed and presented at two National conferences. Three forthcoming publications will result from this project and results will also be presented internationally.

### Monash University

New affiliation between Queensland Museum's Dr John Hooper and Professor Raymond Norton and Professor Anthony Purcell at Monash University, and Prof Anthony Papefuss at the Walter and Eliza Hall Institute of Medical Research for an ARC Linkage Grant titled "Australian Sea Anemone Venoms: Bioprospecting & Evolution". Amount awarded was \$329,000.

Queensland Museum received travel funding and beamtime support from the Australian Synchrotron to study the history and evolution of the flora of Australia, valued at approximately \$45,000 in travel costs and in-kind support. Funding recipients were Dr Andrew Rozefelds, Principal Curator Palaeobotany & Head of Geosciences, Dr Gary Pattemore, University of Queensland, and Ms Anita Milroy, Central Queensland University and QM Honorary Research Fellow.

For the full list of grants see page 84.

## STRATEGY

Ensure all research adds value to the collection and is made available to the widest possible audience.

### PRIORITISATION OF PUBLICATIONS IN EXCELLENCE IN RESEARCH FOR AUSTRALIA APPROVED JOURNALS

In the 2015-16 financial year, 174 research publications were published by Biodiversity & Geosciences and Cultures & Histories researchers. These included 124 peer reviewed papers that were published in the *Excellence in Research Australia* (ARC) journals, such as *Biological Conservation*, *Frontiers in Zoology*, *Global Change Biology*, *Journal of Pacific Archaeology*, *Journal of Pacific Arts Association*, *Marine Ecology*, *Molecular Ecology*, *PLOS ONE* and *Quaternary International*. This is comparable to 2014-15 research outputs [164 publications, 104 peer reviewed in 2014-15].

For the full list of peer-reviewed research and popular publications by Queensland Museum see Appendix.

## STRATEGY

Enable research strength through the development of cutting edge scientific infrastructure.

### QMN MOLECULAR IDENTITIES LAB REVIEWED

An internal review of the Molecular Identities Lab was completed and a report will be tabled to Executive Leadership Team in 2016-17. The Lab has achieved the following milestones as a research support facility since 2002.

- 25 successful research grants worth a total funding of \$8,263,363. (QMN did not administer all of these funds)
- 83 peer reviewed scientific publications
- 5 technical reports
- 69 conference presentations (oral and poster)
- 31 honours/postgraduate students/postdoctoral fellows and staff supervised.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage increase in the number of peer-reviewed papers from previous year.	10%	6% <sup>1</sup>
Percentage of museum exhibitions and experiences using QMN collections and evidence-based research.	75%	63% <sup>2</sup>

1& 2 – curatorial and research staff engaged in new *Wild State* Gallery development

2 – 96 programs undertaken and 66 met criteria

# STRATEGIC OBJECTIVE 4

**To provide a lifelong learning platform where the creative process of discovery and exploration intersects in science, technology, engineering, maths (STEM) and the arts.**

## MEASURE

Annual formal educational visits

## STRATEGY

Provide a catalyst activity (in-situ and online) in science, technology, engineering, arts and mathematics for all ages.

## BUILDING AND PROMOTING LOANS

Lifelong learning experiences and opportunities have engaged audiences of all ages and demographics across the four museum campuses, and beyond.

Across Queensland 804,055 people accessed 79,881 objects to use in their schools, early learning centres and communities via the Queensland Museum Loans service. Loans kits were distributed through 25 regional libraries and museums across Queensland and continue to be promoted through programs delivered at each museum campus. The production of 20 kits aligned to the *QANZQC100: Memories for a New Generation* program were developed in partnership with the State Library of Queensland. In addition, 10 kits with content relating to biodiversity in arid and rainforest environments were developed as part of the BHP Billiton Biodiversity partnership and launched throughout the state.

## CATALYST ACTIVITIES

Onsite catalyst activities both in-situ and online to inspire, enrich and empower people to make meaning complimented exhibitions and events, contributing to record breaking figures for February and March at South Bank with 4,631 students from 87 schools attending the *Medieval Power* exhibition. This experience was supported by downloadable teacher resources and a free exhibition preview offer for teachers.

The state-wide inquiry service offered through the Discovery Centre at South Bank also continues to be a well utilised source of expertise, with over 23,000 inquiries answered during 2015-16.

Activities and facilitated programs for school groups have continued to be highly popular across the Network, with a wide variety of object based, curriculum linked programs available for Prep-Year 12 students. Popular programs available throughout the school year highlighting Queensland Museum collections, research and stories include: Make your museum – exploring Toys, Biodiversity and classification (QM), The Olden Days, Fairy stones to Gummingurru (C+C), Seafarer's ticket, Ancient Seas (MTQ), Gritty Innovation: The Industrial Revolution and Rail in Queensland, Push and pull (TWRM).

Regional schools and students engaged with Queensland Museum through the introduction of Google Hangouts to accompany the World Science Festival Brisbane 'Pioneers in Science' program. Regional students were provided with the opportunity to interact with the Network Scientists using online discussion boards and video conferencing through the QGC Future Makers STEM program.

## SCIENCENTRE ACTIVITIES

School visitors continue to be captivated by the shows, exhibitions and experiences based on STEM in the Sciencentre. A total 47,400 students from 945 school groups exceeded the school visitation numbers of the past two years. Outside of the Prep-12 school audience, 11,948 Queensland Museum visitors from 400 group bookings from university and TAFE groups, playgroups, out of school hours care and special interest groups have come through the doors in 2015-16. Two new Science Theatre Shows were delivered during 2015-16, the Sound Science Theatre Show and the Electricity Science Theatre Show, with 1282 science shows engaging 61,382 visitors across the year at Queensland Museum.

## STEM EDUCATION PILOT AND WORKSHOPS

This year saw continued delivery of a STEM Education pilot project called Future Makers with our corporate partner QGC involving schools in Brisbane, Chinchilla and Gladstone regions. This initiative provides improved access to museum resources to assist in improving students' participation and performance in STEM. Research conducted by UQ School of Education is measuring the impact of the project to better inform engagement with schools, and best educational practice in teaching and engaging students in STEM education. 240 students from year 6 and year 9 participated in an industry professional workshop for STEM related careers and pathways.

The project also provides teacher professional development 'Creative Lab', improving the connection between teachers, schools and the Queensland Museum and encapsulates STEM pedagogy.

## PARTICIPATION IN INSPIRING AUSTRALIA PROGRAM

Participation in the Inspiring Australia Science Communication Program to increase community engagement with the natural and physical sciences, humanities and the social sciences was undertaken in 2015-16. MTQ has successfully developed and delivered the first term of 'Illumin8 Science Clubs', a pilot program funded by Inspiring Australia in partnership with JCU, with the purpose of delivering extension STEM activities to students in Years 6-8.

## EDUCATION REFERENCE GROUP

A group of prime users and advocates called the Education Reference Group was established in 2015-16 to advise QMN on education related issues, policies, services and gaps.

## CREATIVE LAB: TEACHER PROFESSIONAL DEVELOPMENT WORKSHOP

A network wide professional development forum was developed in 2015-16 called Creative Lab and offered the opportunity to connect educators with museum based objects and resources for STEM engagement and experiences.

## STRATEGY

Harness the power of the Network at a strategic and operational level to create a consistent, supportive education environment for all learners.

### EDUCATION ENVIRONMENTS FOR ALL LEARNERS

Recognising the diversity of our audience, a wide range of programs and events have been developed, delivered and well received throughout 2015-16. These include programs for school students and teachers, facilitated workshops and self-led programs to encourage family and intergenerational learning, as well as tailored opportunities for niche audience groups. Special highlights include:

- 'Sciensensory Day', hosted by the Sciencentre at Queensland Museum and supported by Autism Queensland, is a program for children with sensory processing difficulties and autism, which received accolades from the Cooperative Research Centre for Living with Autism.
- 'Nippers play and learn', a facilitated early childhood program offered at TWRM.
- 'Behind the scenes tours,' showcasing Queensland Museum research, collections and the role of our curators, continue to be enjoyed and valued by audiences of all ages, with 17 tours enthralling 218 visitors.
- The initiation of relationships with the Deaf Society Queensland, Education Queensland and Catholic Education enabling inclusion of an AUSLAN interpreter during special-event science shows during school holidays at Cobb+Co.
- Guided visits for International colleges, migrant and refugee audiences at TWRM through a qualified 'English as a second language' Learning Officer. In particular, delegates from Nerima Education Department in Japan were hosted, strengthening international community ties with Ipswich's sister city.
- 'Reminiscence' at Cobb+Co continues to create opportunities for older audiences to connect with the Museum and the stories behind objects. This is an outreach program run by volunteers that caters to aged care facilities and nursing homes.

## STRATEGY

Develop a consultation and engagement framework for formal educators, users and non-users based on STEM principles.

### FORMAL EDUCATORS

Consultation with formal educators, researchers and the community continues to inform the Queensland Museum development of best practice resources, programs and initiatives to engage community in the participation of lifelong learning activities, in particular in the area of STEM. This was achieved through:

- The establishment of an Education Reference Group, consisting of teachers across a range of school sectors, to consult and inform of exhibition development, programming and practice.
- The engagement of 28 new volunteers for *Creative Lab*, *Medieval Manor*, *Mighty Makers* and *Pioneers in Science*.
- Queensland Museum & Sciencentre hosted the Australasian Science and Technology Exhibitors Network (ASTEN) Conference in March 2016.
- The initiation of the Darling Downs Sustainable Hub for Regional Science Engagement at Cobb+Co with support from Inspiring Australia.
- The creation of community partnerships with StepUp, Engineers Australia, Paul Bardini Designs, Human Creative, and Vulcana Women's Circus to aid the development of the pilot teacher professional development program, Creative Lab.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Annual formal educational visits.	74,000	67,687 <sup>1</sup>
Secure a new annual STEM engagement event.		Complete WSF16 <sup>2</sup>

1 – strategy revision and new leadership appointed during the year  
2 – World Science Festival Brisbane inaugural event March 2016.

# STRATEGIC OBJECTIVE 5

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

## MEASURE

This was measured by percentage of self-generated revenue to total revenue; development of business case to identify new and expanded business opportunities for Queensland Museum Network; and growth in self-generated revenue.

## STRATEGY

Business focused entrepreneurial strategies which improve productivity and creativity and maximise self-generated revenue.

### PROGRESS WITH ACHIEVING ORGANIZATIONAL SUSTAINABILITY THROUGH ADOPTING AN ENTREPRENEURIAL CULTURE

In 2015-16, QMN undertook a review and realignment of the commercial services areas of shops, café and venues and as a result saw an increase in revenue at TWRM.

The realignment also undertaken in 2015-16 maximised efficiencies and improved processes and significant energy savings were achieved across the Network as part of a concerted effort to educate staff about cost savings.

### FIVE YEAR MUSEUM AND EXHIBITION EXPERIENCE PLANS

Queensland Museum Network continues to manage, monitor and implement the five year Museum Exhibition and Experience Plan across each of its campuses.

The recently centralised plan reflects programming and touring opportunities, strategic partnerships with international and interstate museums and ensures value for money through museum-wide programming. The plans focus on enhancing and highlighting the collecting areas of the Museum and visitor experiences and connections through audience research, digital outputs and interpretation.

### USES FIT FOR PURPOSE PROJECT MANAGEMENT

In 2015-16, a strategy to improve productivity was developed to better manage, report and deliver to budget. Project level cost controls and training in financial management for project managers was undertaken and a review of cost report formats to clarify 'actuals' to 'planned budget' data, and report on Earned Value was completed. This is closely tied to improved project scheduling and resource management to achieve timely, cost effective delivery.

## STRATEGY

Develop supportive industry partnerships which build long term engagements/ investments.

### STRATEGIC AND COMMUNITY PARTNERSHIPS

Brisbane's three award-winning universities – Griffith, QUT and the University of Queensland – signed on as Academic Partners of the World Science Festival Brisbane, providing financial support and unfettered access to their internationally renowned staff for our talent line-up. They leveraged their association with the World Science Festival Brisbane by organising stakeholder and complementary events. Griffith University's Augmented Reality Sandbox gave Queensland Museum visitors the chance to get messy with kinetic sand, handcrafting mountains and valleys to demonstrate geographic, geologic and hydrological concepts. QUT staged Ars Electronica's Shared Space Bots: an interactive robotics installation demonstrating the future of transport and Dino Zoo Safari: a digital display of scientifically accurate, life-sized dinosaurs, at their Garden's Point campus. The University of Queensland took over The Edge, with an alumni breakfast, pop-up science radio program, BrisScience and Global Leadership Series events and the seventh annual Steve Irwin Memorial Lecture.

Lifelong Learning team have developed a relationship with Department of Education and Training STEM Team, leading to Queensland Museum representation on the STEM Cross Sector Reference Group, and Department of Education and Training support for STEM initiatives driven by Queensland Museum through the Future Makers partnership forged with corporate partner QGC.

Lifelong Learning team have created and nurtured a partnership with StepUp through the development and delivery of the Creative Lab event, to connect pre-service teachers with Queensland Museum teacher professional development programs, thereby improving early career awareness of Museum resources available to teachers across the state.

Lifelong Learning team continue to nurture industry partnerships with Robogals, Engineers without Borders and Engineering Australia through events such as Creative Lab and regional World Science Festival, which reach out to formal educators and students providing access to quality STEM programs.

Queensland Museum has been working with QUT's The Cube to provide natural history content and expertise that has assisted in the development of interactive experiences including The Cube's Dinosaur Zoo and Great Barrier Reef.

Queensland Museum continues to foster close relationships with the information technology industry; notably through the AARNet sponsorship of the World Science Festival Brisbane livestreaming of turtles hatching throughout the festival.



## STRATEGY

Co-invest with Arts Queensland in facilities and infrastructure to develop fit for purpose and safe workplace environments.

In 2015-16 a number of projects were undertaken in partnership with Arts Queensland. These include:

- Improved security and lighting for the bike cage in the Queensland Museum carpark. This has improved safety for bike riders and is complemented by an active and healthy internal communication campaign for healthy employees and workplaces.
- Implementation of sit or stand desks for staff affected by back, neck and other health issues. These workstations offer alternatives to improve circulation and cardiovascular health and provides less stress on joints and muscles.
- Integration plan for Anzac Legacy Gallery developed ensuring adequate support services and infrastructure is provided for the new and existing galleries.

### WORKPLACE HEALTH AND SAFETY (WHS)

In 2015-16 Queensland Museum Network saw improvements in workers compensation performance, results included:

- 20% reduction in lost time claims and injuries
- 0 common law claims
- 22.5% increase in staff staying at work when on a claim
- 100% staff returned to pre-injury duties
- 73% reduction in number of average days to first return to work.

### SAFETY SYSTEMS

QMN WHS system was audited in 2013 and all remedial actions from that audit have been completed. In addition QMN has implemented its own internal audit policy and procedure and these will start in the 2016-17 financial year.

### WHS COMMITTEE AND TRAINING

All legislative training has been completed. Every quarter, each campus holds a WHS Consultative Committee meeting.

### SITE EMERGENCY MANAGEMENT PLAN

Site emergency management plans are in place for all campuses and once a year staff undergo an online Fire Emergency Evacuation training program.

## STRATEGY

Develop a business case determining sustainable future funding and investment levels across the Queensland Museum Network.

### DEVELOP BUSINESS MODEL SCENARIOS TO PUT FORWARD TO GOVERNMENT AND AGREE ON FRAMEWORK FOR SUSTAINABLE FUNDING

Resulting from the Network business review, the Queensland Government will be investing \$7 million over four years in critical maintenance and \$4.5 million over four years in gallery upgrades across the Queensland Museum Network. An industry partnering model was adopted to build strategic relationships with key supporters for galleries such as the *Wild State* Biodiversity Project and the new Aboriginal and Torres Strait Islander Gallery Project as matched funding to the \$4.5 million government investment.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage of self-generated revenue to total revenue.	39%*	46%
Development of business case to identify new and expanded business opportunities for Queensland Museum Network.		complete

\* In consultation with Treasury, and in order to provide a consistent approach to this measure for Arts Statutory bodies, a revised methodology for calculation of this figure has been applied.

# STRATEGIC OBJECTIVE 6

## To invest in Queensland Museum Network's people

### MEASURE

Measured by the percentage of staff participating in performance reviews and the percentage of staff participating in formal professional development opportunities.

### STRATEGY

Develop Queensland Museum Network's organisational capacity and capability through improved planning, recruitment and performance management.

### CAPACITY AND CAPABILITY

Queensland Museum Network is committed to the teams and staff that delivered front and back of house services. In 2015-16, 15% staff (FTE) across the Network had completed formal training in the PRINCE2 project management methodology. This includes all of the Executive Leadership Team, Senior Leadership Team, project managers and many senior staff, instrumental in project governance, delivery and the implementation of standardised project management across the Network.

### PERFORMANCE MANAGEMENT

In 2015-16, a simplified performance planning process was implemented to ensure clarity of expectations and performance standards and a review and simplification of human resources policies was undertaken.

### LEARNING AND DEVELOPMENT FRAMEWORK

The learning and development framework was revised in 2015-16 and is being implemented across the Network.

Training and awareness sessions were held for employees in the areas of:

- Performance planning
- Project management
- Managing in a public sector environment
- Finding balance
- Providing feedback
- Understanding entitlements
- Reasonable management action
- Code of Conduct.

## STRATEGY

Realign Queensland Museum's organisational structure to support the delivery of strategic priorities.

### REALIGNMENT

Queensland Museum Network undertook a structural realignment process during 2015-16 with a focus on improving sharing, connectivity and opportunities between museum sites.

Activities undertaken included:

- Establishment and operation of a Structural Realignment governance group
- Establishment and engagement with Change Leaders across the sites
- Changed organisational structure to reflect functional areas, not geographic sites
- Identification and filling of core, critical museum roles
- Completion of two of the three scheduled realignment reviews
- Establishment of a Senior Leadership Team made up of Heads of Functions across the organisation.

## STRATEGY

Develop Queensland Museum's organisational culture to enhance employee engagement, productivity, and job satisfaction.

### CONTINUE TO DEVELOP THE QMN WELLBEING PROGRAM

In 2015-16, Queensland Museum Network completed the Healthier Happier Workplaces (HHW) program funded by WHS Queensland. The overall participation rate from staff was 32% which included Tai Chi, Yoga, Pilates, organised walks, and information sessions, a wellness program and the 12 week challenge. Pilates at The Workshops Rail Museum and Tai Chi at the Queensland Museum, which are fully funded by staff contributions, continue and have delivered health benefits to participants.

### CONTINUE TO DEVELOP THE POSITIVE WORKPLACE BEHAVIOURS PROGRAM AND ACTION PLANS

The positive workplace behaviours program was implemented and completed in 2015-16 and included staff training with our Employee Assistance Provider and Corporate Administration Agency.

### EMPLOYEE SATISFACTION WITH WORKPLACE CULTURE AND ENVIRONMENT

The Queensland Museum Network again participated in the Working for Queensland Survey to measure employee satisfaction and workplace culture.

In response to the survey results, the Queensland Museum committed to improving and enhancing the organisational culture and the work environment:

- Extensive use of 'Expressions of Interest' to identify suitable employees for roles
- Simplification of the Managing Employee Complaints Policy

- Development of an Innovation Checklist for Managers
- Focus groups to gain an understanding of survey results in the areas of job empowerment, workplace fairness, approval processes and workload
- Implementation of a simplified Performance Improvement Policy
- Development of a Manager Communication Checklist
- Mandatory performance planning goals relating to a positive workplace culture, contribution to team success and leadership.

	Target	Actual
<b>PERFORMANCE INDICATORS</b>		
Percentage of staff participating in performance reviews. <sup>1</sup>	100%	95%*
Percentage of staff participating in formal professional development opportunities. <sup>2</sup>	100%	84%*

\* 1 & 2 organisational realignment impacted on performance planning cycle

## SERVICE AREAS

### AUDIENCE SATISFACTION WITH MUSEUM EXPERIENCES

This measure provides an indication of Queensland Museum Network’s effectiveness in providing a compelling program of experiences across its campuses and online, helping to build Queensland’s reputation as a cultural destination.

This service area directly contributes to the government’s objective of **Building Safe, Caring and Connected Communities** by ensuring that the cultural and natural heritage and science collections are made available to all Queenslanders through the delivery of exhibitions and experiences. This will enable the building of capability and capacity of our community through an extensive network of regional facilities and resources.

The performance of the service area is measured by surveys that are conducted with onsite visitors at each museum in the Network to receive feedback on satisfaction with collection based displays in public galleries.

Queensland Museum Network met the target as stipulated in the performance measures.

### SELF-GENERATED REVENUE BY QUEENSLAND MUSEUM NETWORK AS A PERCENTAGE OF TOTAL REVENUE

This measure provides an indication of museum efficiency in offsetting costs associated with providing access to object based knowledge and collections. The Museum leverages the popularity of public experiences and supporting services to generate income that assists the Museum to undertake core work.

This service area directly contributes to the Government’s objective of **creating jobs and a diverse economy**. Queensland Museum Network will contribute to stimulating economic growth and innovation by enhancing engagement through cultural and scientific tourism, and by delivering

international exhibitions, and iconic experiences including the World Science Festival Brisbane.

The performance of this service area is measured through a summation income that is generated throughout the Network via museum entry fees, sale of publications, catering revenue, retail revenue, grants won (non-state government), subscription fees for loans and sponsorship and donations.

Queensland Museum Network performance is higher than the target due to higher than budgeted revenue being achieved.

## PERFORMANCE MEASURES

	2015-16 Target/Est	2015-16 Actual
<b>PERFORMANCE MEASURE</b>		
Self-generated revenue by Queensland Museum Network as a percentage of total revenue <sup>1</sup>	39% <sup>1</sup>	46%
Audience Satisfaction with Museum Experiences	96%	96%

**Notes**

1 In consultation with Treasury, and in order to provide a consistent approach to this measure for Arts Statutory bodies, a revised methodology for calculation of this figure has been applied.

# FINANCIAL PERFORMANCE

## SUMMARY OF FINANCIAL PERFORMANCE

This financial summary provides an overview of the Queensland Museum Network financial performance and position for 2015/16. A more detailed analysis is provided in the audited financial statements included in this annual report.

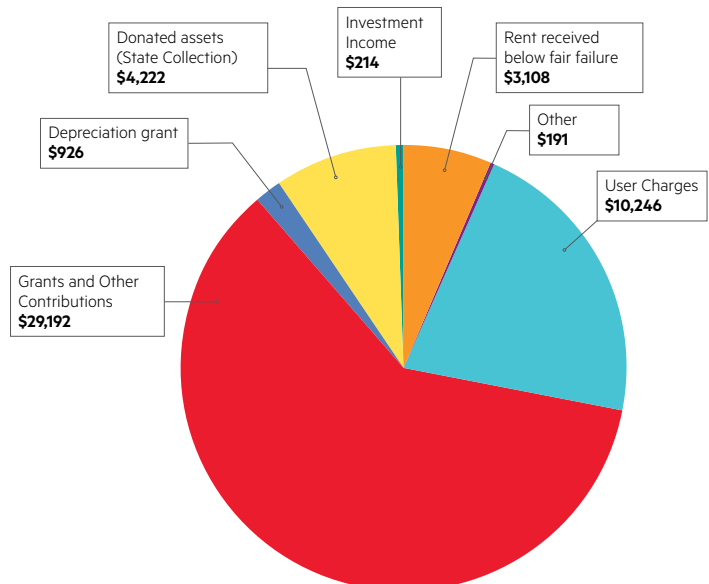
	2016 \$000	2015* \$000	Variance Current & Prior	Variance %
Total Income from Continuing Operations	48,094	49,286	(1,192)	-2.42%
Total Expenses from Continuing Operations	46,734	41,613	5,121	12.31%
Operating Result from Continuing Operations	1,360	7,673		

\* Revenue and Expenses for 2014-15 have been restated to recognise the less than fair value rental cost provided by the State Government (Arts Queensland) associated with the Queensland Museum's occupancy of the Queensland Cultural Centre at South Brisbane. The value of this rental is \$3.103 million and results in no net change to the Operating result of the Queensland Museum. A similar amount is recognised in 2015-16.

	2016 \$000	2015 \$000		
Total Assets	600,574	566,028	34,546	6.10%
Total Liabilities	3,702	3,401	301	8.85%
Total Equity	596,872	562,627		

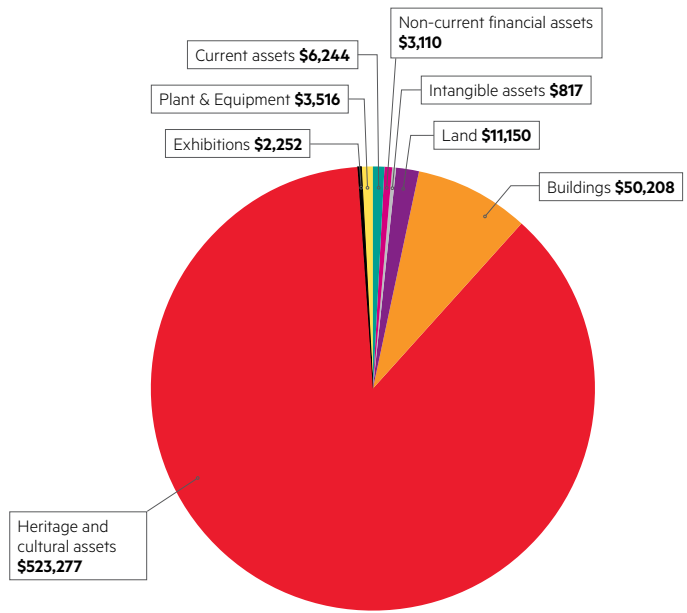
### INCOME (CONTINUING OPERATIONS)

For the 2015-16 financial year, an overall decrease in income of \$1.192 million (-2.42%) compared to 2014-15 was recorded. There was a significant decrease in donations to the Heritage and Cultural collections of \$4.96 million. However, this was partly compensated for by increases in User charges, State Government grants and Industry contributions.



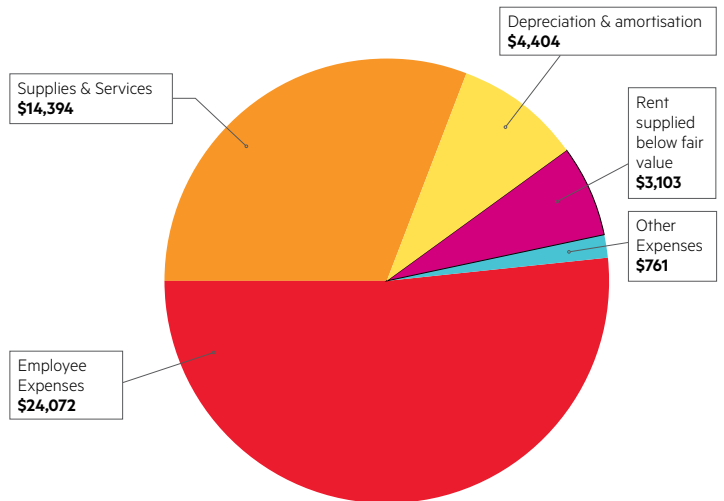
**ASSETS (CONTINUING OPERATIONS)**

As at 30 June 2016, total assets were valued at \$600.574 million, which amounted to an increase of \$34.547 million from the previous year. This movement was substantially due to the revaluation of Heritage & Cultural assets, which was offset partly by a decrease of \$5.546 million (9.04%) in land and building assets following a comprehensive revaluation.



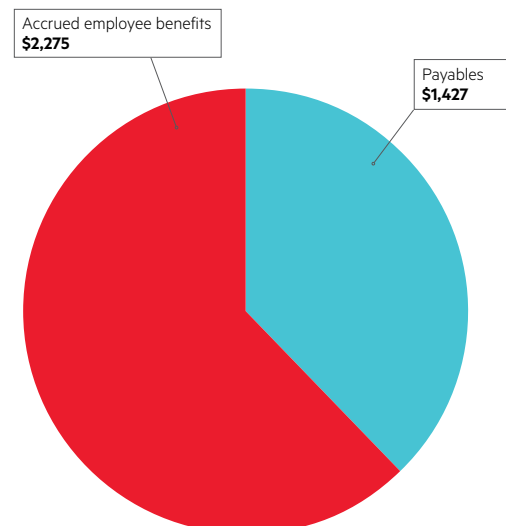
**EXPENSES**

For the 2015-16 financial year, an increase in expenses of \$5.121 million (12.31%) compared to 2014-15 was due mainly to increases in costs associated with higher level of project activities in 2015-16 in particular the increased activity associated with the World Science Festival, held for the first time at the Queensland Museum in March 2016.



**LIABILITIES**

As at 30 June 2016, total liabilities were \$3.702 million, an increase of \$0.301 million from the previous year. The Queensland Museum Network is not a part of the State's Annual Leave Central Scheme and as such is required to manage Accrued leave liability internally.



BOARD OF THE QUEENSLAND MUSEUM  
**FINANCIAL STATEMENTS**  
FOR THE YEAR ENDED 30 JUNE 2016

37	STATEMENT OF COMPREHENSIVE INCOME
38	STATEMENT OF FINANCIAL POSITION
38	STATEMENT OF CHANGES IN EQUITY
39	STATEMENT OF CASH FLOWS
42	NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
69	MANAGEMENT CERTIFICATE
70	AUDIT REPORT

Board of the Queensland Museum

**STATEMENT OF COMPREHENSIVE INCOME**

for the year ended 30 June 2016

	Notes	Economic Entity		Parent Entity	
		2016	2015	2016	2015
		\$'000	\$'000	\$'000	\$'000
<b>INCOME FROM CONTINUING OPERATIONS</b>					
User charges and fees	4	10,246	9,277	10,246	9,277
Grants and other contributions	5	34,340	36,159	34,936	35,598
Other revenue	6	3,508	3,703	3,475	3,672
Total Revenue		48,094	49,139	48,657	48,547
Gains on Disposal/Remeasurement of Assets	7	-	147	-	147
<b>Total Income from Continuing Operations</b>		<b>48,094</b>	<b>49,286</b>	<b>48,657</b>	<b>48,694</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>					
Employee expenses	8	24,072	21,927	24,072	21,927
Supplies and services	9	14,394	11,882	14,394	11,882
Depreciation and amortisation	10	4,404	4,239	4,404	4,239
Other expenses	11	3,864	3,565	3,864	3,567
<b>Total Expenses from Continuing Operations</b>		<b>46,734</b>	<b>41,613</b>	<b>46,734</b>	<b>41,615</b>
<b>Operating Result from Continuing Operations</b>		<b>1,360</b>	<b>7,673</b>	<b>1,923</b>	<b>7,079</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Items that will not be reclassified subsequently to Operating Result: Increase in asset revaluation surplus	21	33,811	8,176	33,811	8,176
<b>Total items that will not be reclassified to Operating Result:</b>		<b>33,811</b>	<b>8,176</b>	<b>33,811</b>	<b>8,176</b>
<b>Total Other Comprehensive Income</b>		<b>33,811</b>	<b>8,176</b>	<b>33,811</b>	<b>8,176</b>
<b>Total Comprehensive Income</b>		<b>35,171</b>	<b>15,849</b>	<b>35,734</b>	<b>15,255</b>

The accompanying notes form part of these statements.

Board of the Queensland Museum

**STATEMENT OF FINANCIAL POSITION**

as at 30 June 2016

	Notes	Economic Entity		Parent Entity	
		2016	2015	2016	2015
		\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	12	5,307	4,638	4,593	3,906
Receivables	13	302	1,069	341	563
Inventories	14	601	588	601	588
Other		34	25	34	25
<b>Total Current Assets</b>		<b>6,244</b>	<b>6,320</b>	<b>5,569</b>	<b>5,082</b>
<b>NON CURRENT ASSETS</b>					
Other financial assets	15	3,110	3,140	3,110	3,140
Intangible assets	16	817	653	817	653
Property, plant and equipment	17	590,403	555,915	590,403	555,915
<b>Total Non Current Assets</b>		<b>594,330</b>	<b>559,708</b>	<b>594,330</b>	<b>559,708</b>
<b>Total Assets</b>		<b>600,574</b>	<b>566,028</b>	<b>599,899</b>	<b>564,790</b>
<b>CURRENT LIABILITIES</b>					
Payables	18	1,427	1,281	1,427	1,281
Accrued employee benefits	19	2,275	2,120	2,275	2,120
<b>Total Current Liabilities</b>		<b>3,702</b>	<b>3,401</b>	<b>3,702</b>	<b>3,401</b>
<b>Total Liabilities</b>		<b>3,702</b>	<b>3,401</b>	<b>3,702</b>	<b>3,401</b>
<b>Net Assets</b>		<b>596,872</b>	<b>562,627</b>	<b>596,197</b>	<b>561,389</b>
<b>EQUITY</b>					
Accumulated surplus		144,742	144,308	144,067	143,070
Asset revaluation surplus	21	452,130	418,319	452,130	418,319
<b>Total Equity</b>		<b>596,872</b>	<b>562,627</b>	<b>596,197</b>	<b>561,389</b>

The accompanying notes form part of these statements.

Board of the Queensland Museum

**STATEMENT OF CHANGES IN EQUITY**

for year ended 30 June 2016

	ACCUMULATED SURPLUS		ASSET REVALUATION SURPLUS		TOTAL	
	Economic Entity	Parent Entity	Economic Entity	Parent Entity	Economic Entity	Parent Entity
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July 2014</b>	<b>137,561</b>	<b>136,917</b>	<b>410,143</b>	<b>410,143</b>	<b>547,704</b>	<b>547,060</b>
Operating Result from Continuing Operations	7,673	7,079	-	-	7,673	7,079
Other Comprehensive Income						
Increase/(decrease)						
Heritage and Cultural assets	-	-	3,947	3,947	3,947	3,947
Land	-	-	(47)	(47)	(47)	(47)
Buildings	-	-	4,276	4,276	4,276	4,276
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal	(926)	(926)	-	-	(926)	(926)
<b>Balance at 30 June 2015</b>	<b>144,308</b>	<b>143,070</b>	<b>418,319</b>	<b>418,319</b>	<b>562,627</b>	<b>561,389</b>
<b>Balance as at 1 July 2015</b>	<b>144,308</b>	<b>143,070</b>	<b>418,319</b>	<b>418,319</b>	<b>562,627</b>	<b>561,389</b>
Operating Result from Continuing Operations	1,360	1,923	-	-	1,360	1,923
Other Comprehensive Income						
Increase/(decrease)						
Heritage and Cultural assets	-	-	36,340	36,340	36,340	36,340
Land	-	-	(1,317)	(1,317)	(1,317)	(1,317)
Buildings	-	-	(1,212)	(1,212)	(1,212)	(1,212)
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal	(926)	(926)	-	-	(926)	(926)
<b>Balance as at 30 June 2016</b>	<b>144,742</b>	<b>144,067</b>	<b>452,130</b>	<b>452,130</b>	<b>596,872</b>	<b>596,197</b>

The accompanying notes form part of these statements.



Board of the Queensland Museum  
**STATEMENT OF CASH FLOWS**  
 for the year ended 30 June 2016

	Notes	Economic Entity		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
<i>Inflows:</i>					
User charges		10,931	9,103	10,331	9,658
Grants and contributions		30,118	26,968	30,714	26,407
GST collected from customers		839	774	894	722
GST input tax credits from ATO		1,348	1,033	1,348	1,033
Interest receipts		333	210	301	180
Other		191	341	190	340
<i>Outflows:</i>					
Employee expenses		(23,915)	(21,727)	(23,915)	(21,727)
Supplies and services		(14,260)	(11,871)	(14,260)	(11,871)
GST paid to suppliers		(1,378)	(1,114)	(1,378)	(1,114)
GST remitted to ATO		(858)	(700)	(858)	(700)
Other		(739)	(452)	(738)	(454)
<b>Net cash provided by operating activities</b>	<b>CF-1.</b>	<b>2,610</b>	<b>2,565</b>	<b>2,629</b>	<b>2,474</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
<i>Inflows:</i>					
Sales of property, plant and equipment		1	6	-	6
Sale of investments		14	7	14	7
<i>Outflows:</i>					
Payments for intangibles		(316)	(15)	(316)	(15)
Payments for property, plant and equipment		(714)	(302)	(714)	(302)
Payments for investments		0	(3,000)	0	(3,000)
<b>Net cash used in investing activities</b>		<b>(1,015)</b>	<b>(3,304)</b>	<b>(1,016)</b>	<b>(3,304)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
<i>Outflows:</i>					
Equity withdrawal		(926)	(926)	(926)	(926)
<b>Net cash used in financing activities</b>		<b>(926)</b>	<b>(926)</b>	<b>(926)</b>	<b>(926)</b>
Net (decrease) in cash and cash equivalents		669	(1,665)	687	(1,756)
Cash and cash equivalents at beginning of financial year		4,638	6,303	3,906	5,662
<b>Cash and cash equivalents at end of financial year</b>	<b>12.</b>	<b>5,307</b>	<b>4,638</b>	<b>4,593</b>	<b>3,906</b>

The accompanying notes form part of these statements

Board of the Queensland Museum  
**STATEMENT OF CASH FLOWS**  
 for the year ended 30 June 2016

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>NOTES TO THE STATEMENT OF CASH FLOW</b>				
<b>CF-1. Reconciliation of Operating Result to Net Cash provided by Operating Activities</b>				
Operating surplus/(deficit)	1,360	7,673	1,923	7,079
Non-cash items included in Operating Result:				
Depreciation and amortisation expense	4,404	4,239	4,404	4,239
Loss on sale of property, plant and equipment	6	10	6	10
Gains on Disposal/Remeasurement of Assets	-	(147)	-	(147)
Revaluation decrement	16	-	16	-
Non-cash asset donations	(4,222)	(9,191)	(4,222)	(9,191)
Changes in assets and liabilities				
(Increase)/decrease in net receivables	767	(252)	223	251
(Increase) in inventories	(13)	(78)	(13)	(78)
(Increase) in prepayments	(9)	(11)	(9)	(11)
Increase in payables	146	100	146	100
Increase in accrued employee benefits	155	222	155	222
<b>Net cash provided by operating activities</b>	<b>2,610</b>	<b>2,565</b>	<b>2,629</b>	<b>2,474</b>

**CF-2. Non-Cash Investing and Financing Activities**

Assets and liabilities received or donated/transferred by the Board are recognised as revenues or expenses as applicable. However, these are assets that cannot be converted to cash.

Board of the Queensland Museum

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

### **Section 1: How We Operate - Our Objectives and Activities**

- Note 1: Preparation Information – Basis of Financial Statement Preparation
- Note 2: Objectives of the Queensland Museum
- Note 3: Controlled Entities

### **Section 2: Notes about our Financial Performance**

- Note 4: User Charges and Fees
- Note 5: Grants and Other Contributions
- Note 6: Other Revenues
- Note 7: Gains on Disposal/Remeasurement of Assets
- Note 8: Employee Benefits Expenses
- Note 9: Supplies and Services
- Note 10: Depreciation and amortisation
- Note 11: Other Expenses

### **Section 3: Notes about our Financial Position**

- Note 12: Cash and Cash Equivalents
- Note 13: Receivables
- Note 14: Inventories
- Note 15: Other Financial Assets
- Note 16: Intangibles and Amortisation Expense
- Note 17: Property, Plant and Equipment
- Note 18: Payables
- Note 19: Accrued Employee Benefits
- Note 20: Lease Liabilities
- Note 21: Asset Revaluation Surplus by Class
- Note 22: Services Received Free of Charge or for Nominal Value

### **Section 4: Notes about Risk and Other Accounting Uncertainties**

- Note 23: Fair Value Measurement
- Note 24: Commitments
- Note 25: Contingencies
- Note 26: Events Occurring after Balance Date
- Note 27: Financial Risk Disclosures
- Note 28: Future Impact of Accounting Standards Not Yet Effective

### **Section 5: Notes about our Performance compared to Budget**

- Note 29: Budget to Actual Comparison

### **Section 6: Other information**

- Note 30: Key Management Personnel Disclosures
- Note 31: Accounting Estimates and Judgements
- Note 32: Taxation
- Note 33: First Year Application of New Accounting Standards or Change in Policy
- Note 34: Trust Transactions and Balances

## 1. Preparation Information – 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 Queensland Museum (the Museum) is a not-for-profit Queensland Government statutory body established under the Queensland Museum Act 1970.

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

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

Corner of Grey and Melbourne Streets  
SOUTH BRISBANE QLD 4101

The nature of the Board's operations and its principal activities is described in more detail in Note 2.

For further information in relation to this report please phone (07) 3840 7648, email [qmfinance@qm.qld.gov.au](mailto:qmfinance@qm.qld.gov.au) or visit the Board's internet site at <http://www.qm.qld.gov.au>.

### Compliance with Prescribed Requirements

These financial statements are general purpose financial statements which have been prepared on an accrual basis (except for cashflow which is prepared on cash basis) in accordance with:

- section 43 of the Financial and Performance Management Standard 2009
- applicable Australian Accounting Standards and Interpretations
- Queensland Treasury's Minimum Reporting Requirements for the year ending 30 June 2016

With respect to compliance, the Queensland Museum has applied the above requirements as they apply to not-for-profit entities, as Queensland Museum is a not-for-profit statutory body.

### Presentation

#### Currency and Rounding

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

#### Comparatives

Comparative information reflects the audited 2014-15 financial statements except where restated for a prior year period error.

#### Current/Non-Current Classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes.

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 department does not have an

unconditional right to defer settlement to beyond 12 months after the reporting date.

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

### Authorisation of Financial Statements for Issue

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

### Basis of Measurement

The historical cost convention is used unless otherwise stated. New accounting standards early adopted and/or applied for the first time in these financial statements are outlined in Note 33.

### The Reporting Entity

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

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

Summaries of the controlled entities are disclosed at Note 3.

## 2. Objectives of the Queensland Museum

The Museum is predominantly funded by the Queensland Government by way of grant which, is administered by Arts Queensland. In addition, revenue is significantly complemented through admission charges, other grants, retail and cafe trade, consultancies and the generous support of donors and sponsors from the private and public sector.

## 3. Controlled Entities

The following entity is controlled by the Queensland Museum:

### Name of Controlled Entity

Queensland Museum Foundation Trust

### Audit Arrangements

Auditor-General of Queensland

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

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

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>4. USER CHARGES AND FEES</b>				
Admission charges				
General	3,146	2,641	3,146	2,641
Special exhibitions	2,341	2,303	2,341	2,303
Consultancy	159	141	159	141
Sales revenue – shops	2,364	2,017	2,364	2,017
Subscriptions/Memberships	366	354	366	354
Functions/Venue hire	1,312	1,254	1,312	1,254
Rental income	79	82	79	82
Workshops/Training courses	143	154	143	154
Other	336	331	336	331
<b>Total</b>	<b>10,246</b>	<b>9,277</b>	<b>10,246</b>	<b>9,277</b>

**Accounting Policy**

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

**5. GRANTS AND OTHER CONTRIBUTIONS**

Grants – State Government recurrent	23,164	20,846	23,164	20,846
Grants – State Government special	1,177	1,305	1,177	1,305
Grant – State Government recurrent funding (for depreciation)	926	926	926	926
Grant - Museum Resource Centre Network	500	500	500	500
Donations from QM Foundation	–	–	2,231	991
Donations	214	113	29	31
Donations – assets	4,222	9,191	4,222	9,191
Industry contributions	2,333	1,545	883	75
Commonwealth government grants	361	471	361	471
Local government contributions	419	459	419	459
Grants – Other	1,024	803	1,024	803
<b>Total</b>	<b>34,340</b>	<b>36,159</b>	<b>34,936</b>	<b>35,598</b>

**Accounting Policy**

The Board recognises revenue from Grants and Other Contributions, which are non reciprocal in nature, in the year in which control was obtained over them. This is generally at the time of receipt. Where the Board receives grants that are reciprocal in nature, revenue is progressively recognised as it is earned, according to the terms of the funding arrangements.

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

**Disclosure about Grants & Contributions**

Non-reciprocal funding received in 2016 which remains unspent at 30 June 2016 totals \$954,862.

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000

## 6. OTHER REVENUES

Interest	214	259	182	229
Disbursements from Harry West Memorial Fund	-	146	-	146
Goods/Services received below fair value	3,103	3,103	3,103	3,103
Recoveries	127	135	127	135
Miscellaneous	64	60	63	59
<b>Total</b>	<b>3,508</b>	<b>3,703</b>	<b>3,475</b>	<b>3,672</b>

### Disclosure about Goods/Services received below fair value

The Museum occupies Queensland State Government (Arts Queensland) premises at the Queensland Cultural Centre, South Brisbane and pays a facilities cost to Arts Queensland for same. However, the Museum is not required to pay rent. The substance of the arrangement has been reviewed by the Museum for the first time in 2016 and in order to correctly report the fair value of this occupancy, the Museum has relied on work done by the State Valuation Service (on behalf of Arts Queensland). This has resulted in rent provided to the Museum at less than fair value of \$3,102,607 for both the 2015 and 2016 reporting periods. Consequently, an error occurred in the 2015 financial statements which is now restated to reflect the substance of the arrangement. As a result, Goods/Services received below fair value in Other Revenues has increased by \$3.103m and Goods and services supplied below fair value in Other Expenses has been increased by \$3.103m (refer note 11).

## 7. GAINS ON DISPOSAL/REMEASUREMENT OF ASSETS

Unrealised gains on funds invested with QIC	-	147	-	147
<b>Total</b>	<b>-</b>	<b>147</b>	<b>-</b>	<b>147</b>

## 8. EMPLOYEE BENEFITS EXPENSES

### Employee Benefits

Wages and salaries	18,438	16,557	18,438	16,557
Employee costs capitalised	(53)	(19)	(53)	(19)
Employer superannuation contributions	2,292	2,125	2,292	2,125
Long service leave levy	420	380	420	380
Annual leave expense	1,599	1,594	1,599	1,594

### Employee Related Expenses

Workers' compensation premium	106	92	106	92
Payroll Tax and Fringe Benefit Tax	1,093	998	1,093	998
Other employee expenses	177	200	177	200
<b>Total</b>	<b>24,072</b>	<b>21,927</b>	<b>24,072</b>	<b>21,927</b>

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

	2016	2015
<b>Number of full-time equivalent employees:</b>	<b>240</b>	<b>246</b>

\*FTEs reported above are as at 30 June, 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.

Note 29 provides detail regarding the employee expenses variance.



**8. EMPLOYEE BENEFITS EXPENSES (contd)**

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

Name	Appointment Details	Board	Finance Audit & Risk Management Committee	2016	2015
Conry, D (Board Chair)	Appointed Chair March 2014	*		\$20,000	\$25,000
Cochrane, T Prof.	Re-appointed March 2014	*	*	\$8,800	\$9,650
Forrester, T	Appointed March 2014	*		\$7,000	\$8,750
McNarn, M (FARMC Chair)	Appointed March 2014	*	*	\$9,500	\$11,250
Schleicher S	Re-appointed March 2014	*	*	\$8,800	\$10,550
Schoenborn, S	Appointed March 2014	*		\$7,000	\$8,750
Williams, David	Appointed March 2014	*		\$7,000	\$8,750
Miller, S Prof. (Board ex-officio)	Appointed CEO July 2013	*	*	-	-
<b>Total remuneration paid to all members :</b>				<b>\$68,100</b>	<b>\$82,700</b>

There were no sitting fees paid to members of the QM Aboriginal & Torres Strait Islander Consultative Committee (QMATSICC) during the reporting period.

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

Note 30 provides further detail of Key Management Personnel, including disclosure of CEO remuneration.

**Accounting Policy – Employee Benefits**

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

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

**Accounting Policy – Wages, Salaries, Recreation Leave and Sick Leave**

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

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

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

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

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

**Accounting Policy – Long Service Leave**

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

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

**Accounting Policy – Superannuation**

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

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

**Accounting Policy – Key Management Personnel and Remuneration**

Key management personnel and remuneration disclosures are made in accordance with section 3C of the Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury. Refer note 30 for the disclosures on key management personnel remuneration.

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>9. SUPPLIES AND SERVICES</b>				
Corporate services charges paid to CAA	1,101	1,071	1,101	1,071
Consultants and contractors	618	678	618	678
Materials	666	720	666	720
Repairs and maintenance	1,128	868	1,128	868
Facilities costs paid to Arts Qld	764	763	764	763
Special Exhibitions	1,152	1,291	1,152	1,291
Cost of goods sold	1,504	1,343	1,504	1,343
Insurance costs	200	199	200	199
Motor vehicle costs	129	162	129	162
Property operating costs	1,997	1,853	1,997	1,853
Printing	442	250	442	250
Advertising	1,162	703	1,162	703
Telecommunications	167	170	167	170
Travel and associated costs	879	369	879	369
Catering and entertainment costs	118	75	118	75
Equipment hire costs	429	127	429	127
Computer costs	312	121	312	121
Fees	304	156	304	156
Postages and freight costs	298	240	298	240
Subscriptions and membership costs	44	50	44	50
Other	980	673	980	673
<b>Total</b>	<b>14,394</b>	<b>11,882</b>	<b>14,394</b>	<b>11,882</b>

#### Accounting Policy – 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.

#### Accounting Policy – Corporate Services

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

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

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>10. DEPRECIATION AND AMORTISATION</b>				
Depreciation and amortisation were incurred in respect of:				
Plant and equipment	631	632	631	632
Buildings	3,017	2,812	3,017	2,812
Exhibitions	604	650	604	650
Amortisation – Computer software	152	145	152	145
<b>Total</b>	<b>4,404</b>	<b>4,239</b>	<b>4,404</b>	<b>4,239</b>

#### Accounting Policy – Depreciation and Amortisation

For further details regarding depreciation and amortisation, refer to notes 16 & 17.

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>11. OTHER EXPENSES</b>				
Property lease and rental	22	17	22	17
External audit fees	61	60	61	60
Goods and services supplied below fair value	3,103	3,103	3,103	3,103
Losses from the disposal of non-current assets	6	10	6	10
Commissions	136	188	136	188
Permit Fees/Licence Fees/Arts Regulation	406	51	406	51
Loss on Revaluation of Investments	16	-	16	-
Other expenses	113	136	113	138
<b>Total</b>	<b>3,864</b>	<b>3,565</b>	<b>3,864</b>	<b>3,567</b>

#### Disclosure about Other Expenses

##### External audit fees

Total audit fees payable to the Queensland Audit Office relating to the 2015-16 financial statements are quoted to be \$61,100. There are no non-audit services included in this amount.

##### Goods/Services received below fair value

The Museum occupies Queensland State Government premises at the Queensland Cultural Centre, South Brisbane. The rent provided to the Museum at less than fair value was \$3,102,607 in both 2015 and 2016. This was not reported in 2015 but is now restated to reflect the substance of the arrangement.

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>12. CASH AND CASH EQUIVALENTS</b>				
24 hour at call deposits	4,201	3,709	4,201	3,709
Cash at bank and on hand	1,086	910	372	178
Imprest accounts	20	19	20	19
<b>Total</b>	<b>5,307</b>	<b>4,638</b>	<b>4,593</b>	<b>3,906</b>

Interest earned on cash held with the Commonwealth Bank earned 2.25% in 2016 (2015: 2.5 to 3.0%). Cash deposited with the Queensland Treasury Corporation earned interest at an annual effective rate of 2.8% in 2016 (2015: 2.84%).

#### 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 short periods to maturity that are readily convertible to cash on hand at the Board's or issuer's option and that are subject to a low risk of changes in value.

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>13. RECEIVABLES</b>				
<b>Current</b>				
Trade debtors	148	760	134	198
	148	760	134	198
GST receivable	222	192	222	192
Less: GST payable	(164)	(183)	(161)	(125)
	58	9	61	67
Long service leave reimbursements	86	88	86	88
Interest receivable	-	119	-	119
Other	10	93	60	91
<b>Total</b>	<b>302</b>	<b>1,069</b>	<b>341</b>	<b>563</b>

#### Accounting Policy

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

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

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

Economic Entity		Parent Entity	
2016	2015	2016	2015
\$'000	\$'000	\$'000	\$'000

**14. INVENTORIES**

<b>Museum shop inventories at cost</b>	<b>601</b>	<b>588</b>	<b>601</b>	<b>588</b>
--	------------	------------	------------	------------

**Accounting Policy**

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

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

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

**15. OTHER FINANCIAL ASSETS**

QIC Managed funds	3,110	3,140	3,110	3,140
<b>Total</b>	<b>3,110</b>	<b>3,140</b>	<b>3,110</b>	<b>3,140</b>

Note 27 provides detail regarding the fair value of these investments.

**16. INTANGIBLES AND AMORTISATION EXPENSE****Closing Balances and Reconciliation of Carrying Amount**

Computer software internally generated

At cost	1,364	1,364	1,364	1,364
Less: Accumulated amortisation	(863)	(711)	(863)	(711)
	501	653	501	653
Work in progress				
At cost	316	-	316	-
<b>Total</b>	<b>817</b>	<b>653</b>	<b>817</b>	<b>653</b>

Reconciliations of the carrying amounts of each class of intangible assets at the beginning and end of the current reporting period.

	Computer Software		WIP		Total	
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	653	659	-	124	653	783
Adjustment to opening balance	-	-	-	-	-	-
Acquisitions	-	(1)	316	16	316	15
Transfers	-	140	-	(140)	-	-
Disposals	-	-	-	-	-	-
Revaluation increments	-	-	-	-	-	-
Amortisation	(152)	(145)	-	-	(152)	(145)
<b>Carrying amount at 30 June</b>	<b>501</b>	<b>653</b>	<b>316</b>	<b>-</b>	<b>817</b>	<b>653</b>

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

**Recognition and Measurement****Accounting Policy**

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

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

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

**Internally Generated Intangibles**

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

**Amortisation Expense****Accounting Policy**

All intangible assets have finite useful lives and are amortised on a straight line basis. The following amortisation rates are used for Intangible Assets:

**Useful Life**

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

CLASS	RATE
Intangibles	
Internally Generated Software	10%-25%

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>17. PROPERTY, PLANT AND EQUIPMENT</b>				
<b>Closing Balances and Reconciliation of Carrying Amount</b>				
Land:				
At Fair Value	11,150	12,467	11,150	12,467
	11,150	12,467	11,150	12,467
Buildings:				
At Fair Value	97,677	85,197	97,677	85,197
Less: Accumulated depreciation	(47,278)	(30,760)	(47,278)	(30,760)
Less: Impairment loss	(191)	-	(191)	-
	50,208	54,437	50,208	54,437
Heritage and cultural assets:				
At Fair Value – Library Heritage Collection	3,108	3,108	3,108	3,108
At Fair Value – State Collection	520,169	479,574	520,169	479,574
	523,277	482,682	523,277	482,682
Exhibitions				
At cost	11,764	11,764	11,764	11,764
Less: Accumulated depreciation	(9,512)	(8,908)	(9,512)	(8,908)
	2,252	2,856	2,252	2,856
Plant and equipment:				
At cost	7,062	6,546	7,062	6,546
Less: Accumulated depreciation	(3,546)	(3,073)	(3,546)	(3,073)
	3,516	3,473	3,516	3,473
<b>Total</b>	<b>590,403</b>	<b>555,915</b>	<b>590,403</b>	<b>555,915</b>

	Land Level 2		Buildings Level 2		Heritage & Cultural Assets Level 3		Plant & Equipment At Cost		Exhibitions At Cost		Assets under construction At Cost		Total	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Closing Balances and Reconciliation of Carrying Amount</b>														
Carrying amount at 1 July	12,467	12,514	54,437	52,973	482,682	469,455	3,473	3,930	2,856	3,138	-	346	555,915	542,356
Acquisitions at cost	-	-	-	-	33	89	681	183	-	30	-	-	714	302
Acquisitions at Board valuation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations received	-	-	-	-	4,222	9,191	-	-	-	-	-	-	4,222	9,191
Donations made	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	346	-	(346)	-	-
Decommissioning of exhibits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	(7)	(8)	-	(8)	-	-	(7)	(16)
Revaluation increments	-	-	-	4,276	36,340	3,947	-	-	-	-	-	-	36,340	8,223
Revaluation decrements	(1,317)	(47)	(1,212)	-	-	-	-	-	-	-	-	-	(2,529)	(47)
Depreciation for period	-	-	(3,017)	(2,812)	-	-	(631)	(632)	(604)	(650)	-	-	(4,252)	(4,094)
<b>Carrying amount at 30 June</b>	<b>11,150</b>	<b>12,467</b>	<b>50,208</b>	<b>54,437</b>	<b>523,277</b>	<b>482,682</b>	<b>3,516</b>	<b>3,473</b>	<b>2,252</b>	<b>2,856</b>	<b>-</b>	<b>-</b>	<b>590,403</b>	<b>555,915</b>

The Museum has plant and equipment with an original cost of \$743,321 and a written down value of zero still being used in the provision of services. All property, plant and equipment is held by the Parent Entity.

## 17. PROPERTY, PLANT AND EQUIPMENT (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 and equipment	\$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 believe that they do not currently meet the definition and recognition criteria for assets in accordance with Australian Accounting Standards. Only when the Board is satisfied that the definition and recognition criteria for assets have been met, are these assets added to the State Collection and recognised in these financial statements.

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

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

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

#### 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 management of the Museum 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.

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.

#### Land and Buildings

Comprehensive re-valuations of all land and buildings were performed at 30 June 2016 by Mr Aaron Brown, Certified Practising Valuer, Queensland Registered Valuer No. 3146 with specialist input from Mr Will Callaghan, AAIQS, Certified Quantity Surveyor.

#### Land

The fair value of land was based on the best available recent market evidence relating to the sales of similar land in nearby localities. Where applicable, adjustments were made to the sales data to take into account land area, location, aspect, use and significant restrictions. The extent of any adjustments made varies in significance for each parcel of land.

#### Buildings

The fair value of Museum buildings was determined based on depreciated replacement cost, reflecting the cost to acquire the service potential embodied in each building and adjusted to reflect their present condition/physical deterioration, functionality and technological and/or economic obsolescence. Their remaining service potential is assessed to have changed and is accounted for in this valuation along with changes to useful lives as appropriate.

As a result of a building fire at the Museum's Ingham Road property in Townsville, insurance compensation of approximately \$170,000 is expected.

#### Heritage and Cultural

A comprehensive revaluation of heritage and cultural assets was last performed at 30 June 2013 by professional, independent valuers. These assets consist of Museum collections and library heritage items valued using cost and market valuation methods. To ensure a valid estimation of fair value at reporting date, items under the cost method have been reviewed against movements in the consumer price index (CPI) as this index closely aligns to the cost drivers in the valuation methodology applied. The cumulative change in this index since 2013 did not exceed the Museum's indexation threshold of +/-5% at 30 June 2015. However, the threshold has been exceeded this year. Consequently, a CPI adjustment has been applied as at 30 June to reflect this. Items carried at market value have been reviewed using the internal expertise of Museum curators/collection managers with no material movements reported. The next full comprehensive revaluation of the State Collection is due at 30 June 2018.

#### 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 (SL) basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the Museum.

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

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

## 17. Property, Plant and Equipment (contd)

**Depreciation Rates**

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

CLASS	AMOUNT
Buildings	2%-20%
Plant and equipment:	
Computers and Servers	15%-30%
Motor vehicles	20%-33%
Scientific equipment	10%-25%
Exhibitions	10%-50%
Furniture, Fittings and Fixtures	4%-20%
Other	2%-30%

## 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 agency determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

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

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

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

**Disclosure about Impairment**

As a result of a building fire at the Museum's Ingham Road property in Townsville, an impairment has been recognised as at 30 June 2016.

## 18. PAYABLES

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Current				
Trade creditors	464	510	464	510
External audit fees	61	60	61	60
Deposits held	19	25	19	25
Payroll tax	100	73	100	73
Fringe benefits tax	2	15	2	15
Other	781	598	781	598
<b>Total</b>	<b>1,427</b>	<b>1,281</b>	<b>1,427</b>	<b>1,281</b>

**Accounting Policy**

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

## 19. ACCRUED EMPLOYEE BENEFITS

Current				
Parental leave payable	7	11	7	11
Recreation leave	1,832	1,806	1,832	1,806
Long service leave levy payable	109	95	109	95
Superannuation payable	39	17	39	17
Wages outstanding	288	191	288	191
<b>Total</b>	<b>2,275</b>	<b>2,120</b>	<b>2,275</b>	<b>2,120</b>

**Accounting Policy**

The Museum pays a long service leave levy to the Queensland Government to satisfy its obligations in this area. Consequently, no provision for long service leave is recognised in the Museum's financial statements. The liability 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.

**Disclosure about Accrued Employee Benefits**

The discount rates used to calculate the present value of long term annual leave is 14.98% (2015: 19.85%).



## 20. LEASE LIABILITIES

### Accounting Policy

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

The Board is not party to any finance leases as at 30 June 2016.

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

## 21. ASSET REVALUATION SURPLUS BY CLASS

	Land \$'000	Buildings \$'000	Heritage & Cultural Assets \$'000	Total \$'000
Balance at 1 July 2015	9,992	49,274	359,052	418,318
Revaluation increments	–	–	36,340	36,340
Revaluation decrements	(1,317)	(1,212)	–	(2,529)
<b>Balance 30 June 2016</b>	<b>8,675</b>	<b>48,062</b>	<b>395,392</b>	<b>452,130</b>

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

The revaluation reserve relates to the Parent Entity only.

## 22. 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.

## 23. FAIR VALUE MEASUREMENT

### Accounting Policies and Inputs for Fair values

#### What is Fair Value?

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

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

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

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

#### Fair Value Measurement Hierarchy

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

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

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

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

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

Economic Entity		Parent Entity	
2016	2015	2016	2015
\$'000	\$'000	\$'000	\$'000

## 24. COMMITMENTS

### (a) Capital Expenditure Commitments

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

Plant and Equipment

Not later than one year

- - - -

- - - -

Payable

Not later than one year

- 35 - 35

**Total**

**- 35 - 35**

### (b) Other Expenditure Commitments

Not later than one year

994 781 994 781

Later than one year and not later than five years

550 984 550 984

**1,544 1,765 1,544 1,765**

## 25. CONTINGENCIES

### Native Title claims over Museum land

As at 30 June 2016, no native title claims have been made on Museum land.

## 26. EVENTS OCCURRING AFTER BALANCE DATE

There were no significant events occurring after balance date.

## 27. FINANCIAL RISK DISCLOSURES

### Accounting Policy

#### Recognition

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

#### Classification

Financial instruments are classified and measured as follows:

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

The Board does not enter into transactions for speculative purposes, nor for hedging. The Board holds financial assets classified at fair value through profit and loss in respect of cash and cash equivalents, and the Queensland Investment Corporation's (QIC) Growth Fund.

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

### Financial Instrument Categories

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

Category	Note	Economic Entity		Parent Entity	
		2016	2015	2016	2015
		\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>					
Cash and cash equivalents	12.	5,307	4,638	4,593	3,906
Receivables	13.	244	1,060	280	496
QIC Managed funds	15.	3,110	3,140	3,110	3,140
<b>Total</b>		<b>8,661</b>	<b>8,838</b>	<b>7,983</b>	<b>7,542</b>
<b>Financial Liabilities</b>					
Financial liabilities measured at amortised costs:					
Payables	18.	1,325	1,193	1,325	1,193
<b>Total</b>		<b>1,325</b>	<b>1,193</b>	<b>1,325</b>	<b>1,193</b>

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

## 27. FINANCIAL RISK DISCLOSURES (contd)

### Financial Risk Management

#### Risk Exposure

The Board's activities expose it to a variety of financial risks – interest rate risk, credit risk, liquidity risk and market risk. These are set out in the table below.

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

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

RISK EXPOSURE	DEFINITION	EXPOSURE
Credit Risk	Credit risk exposure refers to the situation where the Board may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The carrying amount of receivables represents the maximum exposure to credit risk. No collateral is held as security and no credit enhancements relate to financial assets held by the Board.
Liquidity Risk	Liquidity risk refers to the situation where the Board may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The Board is only exposed to liquidity risk in respect of its payables.
Market Risk	<p>The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.</p> <p>Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.</p>	<p>The Board is exposed to interest rate risk through cash deposits in interest bearing accounts and market rate risk through investments in managed funds. The Board does not undertake any hedging in relation to interest risk. With respect to foreign currency exchange rate risks, the Board is primarily exposed through contracts negotiated in foreign currency such as exhibition hire and transportation fees. Where the amounts are material, the Board may elect to purchase foreign currency through the Queensland Treasury Corporation in order to provide budget certainty and to minimise the impact of adverse exchange rate movements.</p>

#### 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 management reports. This strategy aims to reduce the exposure to credit default by ensuring that the Board invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity Risk	Sensitivity analysis	The Board manages liquidity risk through the use of management reports to ensure the Board has sufficient funds available to meet employee and supplier obligations at all times. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.
Market Risk	Interest rate sensitivity analysis	The Board is exposed to market risk through investments with Queensland Investment Corporation (QIC). The Board is exposed to adverse movements in the level and volatility of the financial markets in respect of these investments. The Board's Investment Policy is reviewed annually to ensure that an appropriate asset allocation exists to give expected returns for given level of risk over time. The Board is exposed to interest rate risk through cash deposited in interest-bearing accounts. The Board does not undertake any hedging in relation to interest risk. Interest returns on investments are managed in accordance with the Board's investment policies.

#### Maximum Credit Risk Exposure Where Carrying Amounts Do Not Equal Contractual Amounts

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

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

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

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

#### 2016 Financial Assets Past Due But Not Impaired

	Contractual Repricing/Maturity date				Total
	Less than 30 Days	Overdue			
		30-60 Days	61-90 Days	More than 90 Days	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>					
Receivables	-	29	2	10	41
<b>Total</b>	<b>-</b>	<b>29</b>	<b>2</b>	<b>10</b>	<b>41</b>

**Liquidity Risk – Contractual Maturity of Financial Liabilities**

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

	Note	2016			Total \$'000
		<1year \$'000	1-5 years \$'000	>5 years \$'000	
<b>Financial Liabilities</b>					
Payables	18.	1,325	-	-	1,325
<b>Total</b>	<b>-</b>	<b>1,325</b>	<b>-</b>	<b>-</b>	<b>1,325</b>

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

**Price Risk Sensitivity Analysis**

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 2016 (2015: +/-3%). These fluctuations are based on the current world economic and market climate. With all other variables held constant, the Board would have a surplus and equity increase/(decrease) of \$93,299.38 (2015: \$94,000). This is attributable to the Board's exposure to investment returns held with QIC's Managed Funds.

	Carrying Amount	2016			
		-3%		+3%	
Financial Instruments		Profit	Equity	Profit	Equity
QIC Managed Funds	3,110	(93)	(93)	93	93
<b>Overall effect on profit and equity</b>	<b>3,110</b>	<b>(93)</b>	<b>(93)</b>	<b>93</b>	<b>93</b>

	Carrying Amount	2016			
		-3%		+3%	
Financial Instruments		Profit	Equity	Profit	Equity
QIC Managed Funds	3,140	(94)	(94)	94	94
<b>Overall effect on profit and equity</b>	<b>3,140</b>	<b>(94)</b>	<b>(94)</b>	<b>94</b>	<b>94</b>

**Interest Rate Sensitivity Analysis**

The following interest rate sensitivity analysis is based on a report similar to that which would be provided to management, depicting the outcome to profit and loss if interest rates would change by +/-1% from the year-end rates applicable to the Board's financial assets and liabilities. With all other variables held constant, the Board would have a surplus and equity increase/(decrease) of \$53,000 (2015: \$46,000). This is mainly attributable to the Board's exposure to variable interest rates on interest bearing cash deposits.

	Carrying Amount	2016			
		-1%		+1%	
Financial Instruments		Profit	Equity	Profit	Equity
Cash	5,307	(53)	(53)	53	53
<b>Overall effect on profit and equity</b>	<b>5,307</b>	<b>(53)</b>	<b>(53)</b>	<b>53</b>	<b>53</b>

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

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

## Fair Value

The following financial instruments are held at fair value:

	Classification of financial instruments			Total Carrying Amount 2016
	Level 1	Level 2	Level 3	
	\$'000	\$'000	\$'000	\$'000
QIC Managed Fund	-	3,110	-	3,110
<b>Total</b>	<b>-</b>	<b>3,110</b>	<b>-</b>	<b>3,110</b>

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

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

## 28. 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 commencement dates are set out below:

### AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB

From reporting periods beginning on or after 1 July 2017, this Standard amends AASB 107 Statement of Cash Flows and requires entities preparing financial statements in accordance with Tier 1 reporting requirements to provide additional disclosure that enable users of financial statements to evaluate changes in liabilities arising from financing activities.

These disclosures will include both cash flows and non-cash changes between the opening and closing balance of the relevant liabilities and be disclosed by way of a reconciliation or roll forward as part of the notes to the statement of cash flows. The measurement of assets, liabilities, income and expenditure in the financial statements will be unaffected.

### AASB 124 – Related Party Disclosures

From reporting periods beginning on or after 1 July 2016, The Board will need to comply with the requirements of AASB 124 Related Party Disclosures. That accounting standard requires a range of disclosures about the remuneration of key management personnel, transactions with related parties/entities, and relationships between parent and controlled entities. The Board already discloses information about the remuneration with related parties, including transactions with key management personnel.

### AASB 15 Revenue from Contracts with Customers

This Standard will become effective from reporting periods beginning on or after 1 January 2018 and contains much more detailed requirements for the accounting for certain types of revenue from customers. Depending on the specific contractual terms, the new requirements may potentially result in a change to the timing of revenue from sales of The Board's goods and services, such that some revenue may need to be deferred to a later reporting period to the extent that The Board has received cash but has not met its associated obligations (such amounts would be reported as a liability (unearned revenue) in the meantime). The Board is yet to complete its analysis of current arrangements for sale of its goods and services, but does expect this may have a significant impact on its present accounting practices.

### AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)

These Standards will become effective from reporting periods beginning on or after 1 January 2018. The main impacts of these standards on The Board are that they will change the requirements for the classification, measurement, impairment and disclosures associated with The Board's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The Board has commenced reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. However, as the classification of financial assets at the date of initial application of AASB 9 will depend on the facts and circumstances existing at that date, The Board's conclusions will not be confirmed until

closer to that time. At this stage, and assuming no change in the types of transactions The Board enters into, all of The Board's financial assets are expected to be required to be measured at fair value. In the case of The Board's current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value. Changes in the fair value of those assets will be reflected in The Board's operating result.

Another impact of AASB 9 relates to calculating impairment losses for The Board's receivables. Assuming no substantial change in the nature of the department's receivables, as they don't include a significant financing component, impairment losses will be determined according to the amount of lifetime expected credit losses. On initial adoption of AASB 9, The Board will need to determine the expected credit losses for its receivables by comparing the credit risk at that time to the credit risk that existed when those receivables were initially recognised.

The Board will not need to restate comparative figures for financial instruments on adopting AASB 9 as from 2018-19. However, changed disclosure requirements will apply from that time. A number of one-off disclosures will be required in the 2018-19 financial statements to explain the impact of adopting AASB 9. Assuming no change in the types of financial instruments that The Board enters into, the most likely ongoing disclosure impacts are expected to relate to the credit risk of financial assets subject to impairment, and instruments measured at fair value through other comprehensive income and derecognition of these items.

**29. BUDGET TO ACTUAL COMPARISON - STATEMENT OF COMPREHENSIVE INCOME**

This section discloses the Board's original published budget figures for 2015-16 compared to actual results, with explanations of major variances, in respect of the Board's Statement of Comprehensive Income, Statement of Financial Position and Statement of Cash Flows.

	Variance	Original Budget	Economic Entity Actual	Variance	Variance
	Notes	2016 \$'000	2016 \$'000	\$'000	% of Budget (+ favourable – unfavourable)
<b>Income from Continuing Operations</b>					
User charges and fees		10,244	10,246	2	0%
Grants and other contributions	1	32,983	34,340	1,357	4%
Interest		172	214	42	24%
Other revenue	2	471	3,294	2,823	599%
<b>Total Revenue</b>		<b>43,870</b>	<b>48,094</b>	<b>4,224</b>	<b>10%</b>
Gains	3	259	–	(259)	–100%
<b>Total Income from Continuing Operations</b>		<b>44,129</b>	<b>48,094</b>	<b>3,965</b>	<b>9%</b>
<b>Expenses from Continuing Operations</b>					
Employee expenses	4	22,391	24,072	(1,681)	–8%
Supplies and services	5	16,275	14,394	1,881	12%
Depreciation and amortisation		4,229	4,404	(175)	–4%
Other expenses and special payments	6	278	3,864	(3,586)	–1290%
<b>Total Expenses from Continuing Operations</b>		<b>43,173</b>	<b>46,734</b>	<b>(3,561)</b>	<b>–8%</b>
<b>Operating Result for the Year</b>		<b>956</b>	<b>1,360</b>	<b>404</b>	<b>–42%</b>
<b>Other Comprehensive Income</b>					
Items that will not be reclassified subsequently to Operating Result:					
Increase in asset revaluation surplus	7	–	33,811	33,811	100%
Total items that will not be reclassified subsequently to Operating Result:		–	33,811	33,811	100%
<b>Total Other Comprehensive Income</b>		<b>–</b>	<b>33,811</b>	<b>33,811</b>	<b>100%</b>
<b>Total Comprehensive Income</b>		<b>956</b>	<b>35,171</b>	<b>34,215</b>	<b>3579%</b>

**Explanations of Major Variances – Comprehensive Income**

- Higher than budget Grants and other contributions primarily due to higher than expected donations added to Heritage and cultural assets.
- Higher than budget Other revenue primarily due to Goods/services received below fair value that was not budgeted in relation to market rental associated with the use of Queensland Museum and Sciencentre at South Bank.
- Lower than budget Gains primarily due to no gain received from investment made with Queensland Investment Corporation for the year.
- Higher than budget Employee expenses primarily due to enterprise bargaining arrangements, one-off bonus payment as announced by the State Government and the filling of key vacancies to deliver operational programs, exhibitions and event activities.
- Lower than budget Supplies and services primarily due to a reduction in costs associated with programming, events and other efficiencies.
- Higher than budget Other expenses primarily due to Goods and services supplied below fair value that was not budgeted in relation to market rental associated with the use of Queensland Museum and Sciencentre at South Bank.
- Higher than budget Increase in asset revaluation surplus primarily due to budget not anticipating an asset revaluation increase for Heritage and cultural assets.

## 29. BUDGET TO ACTUAL COMPARISON – STATEMENT OF FINANCIAL POSITION

	Variance	Original Budget	Economic Entity Actual	Variance	Variance
	Notes	2016	2016		
		\$'000	\$'000	\$'000	% of Budget
<b>Current Assets</b>					
Cash and cash equivalents	8	3,344	5,307	1,963	59%
Receivables	9	835	302	(533)	-64%
Inventories		510	601	91	17.8%
Other		14	34	20	144%
<b>Total Current Assets</b>		<b>4,703</b>	<b>6,244</b>	<b>1,541</b>	<b>33%</b>
<b>Non Current Assets</b>					
Other financial assets	10	3,459	3,110	(349)	-10%
Intangible assets		881	817	(64)	-7%
Property, plant and equipment	11	556,596	590,403	33,807	6.1%
<b>Total Non Current Assets</b>		<b>560,936</b>	<b>594,330</b>	<b>33,394</b>	<b>6.0%</b>
<b>Total Assets</b>		<b>565,639</b>	<b>600,574</b>	<b>34,935</b>	<b>6.2%</b>
<b>Current Liabilities</b>					
Payables	12	1,265	1,427	(162)	-13%
Accrued employee benefits	13	1,898	2,275	(377)	-20%
Other current liabilities		-	-	-	100%
<b>Total Current Liabilities</b>		<b>3,163</b>	<b>3,702</b>	<b>(539)</b>	<b>-17%</b>
<b>Total Liabilities</b>		<b>3,163</b>	<b>3,702</b>	<b>(539)</b>	<b>-17%</b>
<b>Net Assets</b>		<b>562,476</b>	<b>596,872</b>	<b>34,396</b>	<b>6.1%</b>
<b>Equity</b>					
Contributed equity	14	(7,863)	-	7,863	-100%
Accumulated surplus	15	150,793	144,742	(6,051)	-4%
Reserves: – Asset revaluation surplus	16	419,546	452,130	32,584	7.8%
<b>Total Equity</b>		<b>562,476</b>	<b>596,872</b>	<b>34,396</b>	<b>6.1%</b>

**Explanations of Major Variances – Statement of Financial Position**

8. Higher than budget Cash and cash equivalents primarily due to higher opening balance at the beginning of the year and higher net increase during the year because of timing differences in recoveries from customers and payment to creditors which resulted in lower than budget receivable balance and higher than budget payable balance.
9. Lower than budget receivables primarily due to timing differences in recoveries from customers
10. Lower than budget Other non-current financial assets primarily due to no gain received from investment made with Queensland Investment Corporation for the year.
11. Higher than budget Property, plant and equipment primarily due to increase value of Heritage and cultural assets, eg. indexation adjustment that was not expected in the budget.
12. Higher than budget Payables primarily due to timing differences in payment of creditors.
13. Higher than budget Accrued employee benefits primarily due to higher level of employment associated with filling of key vacancies to deliver operational programs, exhibitions and event activities.
14. Contributed equity variance primarily due to equity withdrawals being reported against Contributed equity for budget but against Accumulated surplus for actual because of differing reporting requirements for budget and for actual.
15. Accumulated surplus variance primarily due to operating result for the year being higher than budget and equity withdrawals being reported against Contributed equity for budget but against Accumulated surplus for actual.
16. Asset revaluation surplus variance primarily due to increase value of Heritage and cultural assets.



## 29. BUDGET TO ACTUAL COMPARISON - STATEMENT OF CASH FLOWS

	Variance	Original Budget	Economic Entity Actual	Variance	Variance
	Notes	2016 \$'000	2016 \$'000	\$'000	% of Budget
<b>Cash flows from operating activities</b>					
<i>Inflows:</i>					
User charges and fees		10,244	10,931	687	7%
Grants and contributions		29,983	30,118	135	0%
GST collected from customers	17	–	839	839	100%
GST input tax credits from ATO	18	–	1,348	1,348	100%
Interest receipts	19	172	333	161	94%
Other	20	471	191	(280)	–59%
<i>Outflows:</i>					
Employee expenses	21	(22,391)	(23,915)	(1,524)	–7%
Supplies and services	22	(16,275)	(14,260)	2,015	12%
GST paid to suppliers	23	–	(1,378)	(1,378)	–100%
GST remitted to ATO	24	–	(858)	(858)	–100%
Other	25	(278)	(739)	(461)	–166%
<b>Net cash provided by operating activities</b>		<b>1,926</b>	<b>2,610</b>	<b>684</b>	<b>35%</b>
<b>Cash flows from investing activities</b>					
<i>Inflows:</i>					
Sales of property, plant and equipment		–	1	1	100%
Sale of investments		–	14	14	100%
<i>Outflows:</i>					
Payments for intangibles		(320)	(316)	4	1%
Payments for property, plant and equipment		(677)	(714)	(37)	–5%
Payments for investments		–	0	0	–100%
<b>Net cash provided by (used in) investing activities</b>		<b>(997)</b>	<b>(1,015)</b>	<b>(18)</b>	<b>–2%</b>
<b>Cash flows from financing activities</b>					
<i>Outflows:</i>					
Equity withdrawal		(926)	(926)	–	0%
<b>Net cash provided by (used in) financing activities</b>		<b>(926)</b>	<b>(926)</b>	<b>–</b>	<b>0%</b>
<b>Net (decrease) in cash and cash equivalents</b>		<b>3</b>	<b>668</b>	<b>665</b>	<b>–22182%</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>3,341</b>	<b>4,638</b>	<b>1,297</b>	<b>39%</b>
<b>Cash and cash equivalents at end of financial year</b>		<b>3,344</b>	<b>5,306</b>	<b>1,962</b>	<b>59%</b>

**Explanations of Major Variances – Statement of Cash Flows**

17. Higher than budget GST collected from customers primarily due to budget assumption of GST collected and GST remitted to ATO being offset.
18. Higher than budget GST input tax credits from ATO primarily due to budget assumption of GST input tax credits and GST paid to suppliers being offset.
19. Higher than budget Interest receipts primarily due to unbudgeted distribution from investments with Queensland Investment Corporation.
20. Lower than budget other revenue is due to some project revenues being recorded under different line items when received and others did not eventuate.
21. Higher than budget Employee expenses primarily due to enterprise bargaining arrangements and the filling of key vacancies to deliver operational programs, exhibitions and event activities.
22. Lower than budget Supplies and services primarily due to a reduction in costs associated with programming, events and other efficiencies.
23. Higher than budget GST paid to suppliers primarily due to budget assumption of GST paid and GST input tax credit from ATO being offset.
24. Higher than budget GST remitted to ATO primarily due to budget assumption of GST remitted and GST collected from customers being offset.
25. Higher than budget other expenses is due to some project expenses being budgeted under different line items.

**30. KEY MANAGEMENT PERSONNEL DISCLOSURES****Details of Key Management Personnel**

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2015-16. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

**Chief Executive Officer**

Working closely with the Board of the Queensland Museum and the Minister for the Arts, the Chief Executive Officer provides experienced, high level strategic and operational leadership of the Queensland Museum Network.

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Current	CEO 5 (SES 3); Governor in Council	2 July 2013	
Temporary Relieving	CEO 5 (SES 3)	Various	

**Director, Public Engagement**

The Director, Public Engagement is responsible for the provision of experienced strategic and operational leadership and management of public engagement across the Queensland Museum Network.

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Current	SES 2; The Board*	14 July 2013	
Temporary Relieving	SES 2	Various	

**Director, Collections, Research and Lifelong Learning**

The Director, Collections, Research and Lifelong Learning is responsible for the provision of experienced strategic and operational leadership and management of collections, research and learning across the Queensland Museum Network.

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Current	SES 2; The Board*	1 June 2015	

**Director, Operations and Communities**

The Director, Operations and Communities is responsible for the provision of experienced strategic and operational leadership of facilities, visitor services and commercial operations across the Queensland Museum Network

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Current	SO 3	23 March 2016	
Temporary Relieving	SO 3	Various	

**Director, Corporate Services**

The Director, Corporate Services is responsible for the provision of high level, strategic business and financial direction and services to the Chief Executive Officer. (The position was previously called Director, QM Business)

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Current	Vacant	23 March 2016	
Former	SES 2-3	19 February 2007	4 July 2015
Temporary Relieving	SO 3	1 July 2015	Ongoing

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

**Remuneration Policies**

Remuneration policy for the Museum's key management personnel is set by the Queensland Public Service Commission as provided for under the Public Service Act 2008. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts provide for other benefits including motor vehicles.

For the 2015-16 year, remuneration of key executive management personnel increased by 2.5% 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.

**KMP Remuneration Expense****1 July 2015 – 30 June 2016**

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	293		6	33		332
Director, Public Engagement	188		3	20		211
Director, Collections, Research and Lifelong Learning	175		4	18		197
Director, Corporate Services	132		23	17	66	238
Director, Operations and Communities	139		3	17		159
<b>Total</b>	<b>927</b>	<b>0</b>	<b>39</b>	<b>105</b>	<b>66</b>	<b>1137</b>

A structural realignment of programs across the network was fully implemented from 1 July 2015 resulting in changes to the composition of the Museum's management structure. This is reflected in the above Key Management Personnel disclosures for 2015-16.

**1 July 2014 – 30 June 2015**

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

**31. ACCOUNTING ESTIMATES AND JUDGEMENTS**

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

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

Valuation of Property Plant and Equipment – note 17.

**32. 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 (refer to note 13).

**33. 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 2015-16.

**Accounting Standards Early Adopted for 2015-16**

Two Australian Accounting Standards have been early adopted for the 2015-16 year as required by Queensland Treasury. These are:

*AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, AASB 101, AASB 134 & AASB 1049]*

The amendments arising from this standard seek to improve financial reporting by providing flexibility as to the ordering of notes, the identification and location of significant accounting policies and the presentation of sub-totals, and provides clarity on aggregating line items. It also emphasises only including material disclosures in the notes. The Board has applied this flexibility in preparing the 2015-16 financial statements, including co-locating significant accounting policies with the related breakdowns of financial statement figures in the notes.

**AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities [AASB 13]**

This standard amends AASB 13 Fair Value Measurement and provides relief to not-for-profit public sector entities from certain disclosures about property, plant and equipment that is primarily held for its current service potential rather than to generate future net cash inflows. The relief applies to assets under AASB 116 Property, Plant and Equipment which are measured at fair value and categorised within Level 3 of the fair value hierarchy (refer to Note 23).

As a result, the following disclosures are no longer required for those assets. In early adopting the amendments, the following disclosures have been removed from the 2015-16 financial statements:

- disaggregation of certain gains/losses on assets reflected in the operating result;
- quantitative information about the significant unobservable inputs used in the fair value measurement ; and
- a description of the sensitivity of the fair value measurement to changes in the unobservable inputs.

**Accounting Standards Applied for the First Time in 2015-16**

No new Australian Accounting Standards effective for the first time in 2015-16 had any material impact on this financial report.

**34. TRUST TRANSACTIONS AND BALANCES**

<b>Trust</b>	<b>Audit Arrangements</b>
Harry West Memorial Fund	Auditor-General of Queensland

The Board is the Trustee of "The Harry West Memorial Fund" (the Fund), a testamentary trust established in accordance with the last will and testament of the late Henry (Harry) Thomas West. During the 2015-16 year the Fund's assets were invested in the Queensland Investment Corporation's (QIC) Growth 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 \$33,554 (2014-15: \$83,649).

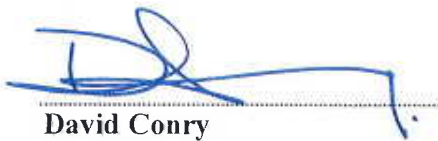
**FINANCIAL RESULTS OF THE HARRY WEST MEMORIAL FUND**

	2016	2015
	\$'000	\$'000
Income	34	84
Expenses	34	84
Net Surplus	–	–
Assets	2,759	2,752
Liabilities	(34)	–
<b>Net assets</b>	<b>2,725</b>	<b>2,752</b>

## CERTIFICATE OF THE BOARD OF THE QUEENSLAND MUSEUM

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

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects: and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Board of the Queensland Museum for the financial year ended 30 June 2016 and of the financial position of the entity at the end of that year.
- (c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



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

Date: 24<sup>th</sup> August-2016



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

Date: 24<sup>th</sup> August 2016

## INDEPENDENT AUDITOR'S REPORT

To the Board of the Queensland Museum

### Report on the Financial Report

I have audited the accompanying financial report of the Board of the Queensland Museum, which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and certificates given by the Chair and Chief Executive Officer of the entity and the consolidated entity comprising the Board of the Queensland Museum and the entity it controlled at the year's end or from time to time during the financial year.

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

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

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

### *Independence*

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

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

### *Opinion*

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

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Board of the Queensland Museum and the consolidated entity for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

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

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



Paul Christensen FCPA  
Delegate of the Auditor-General of Queensland



Queensland Audit Office  
Brisbane



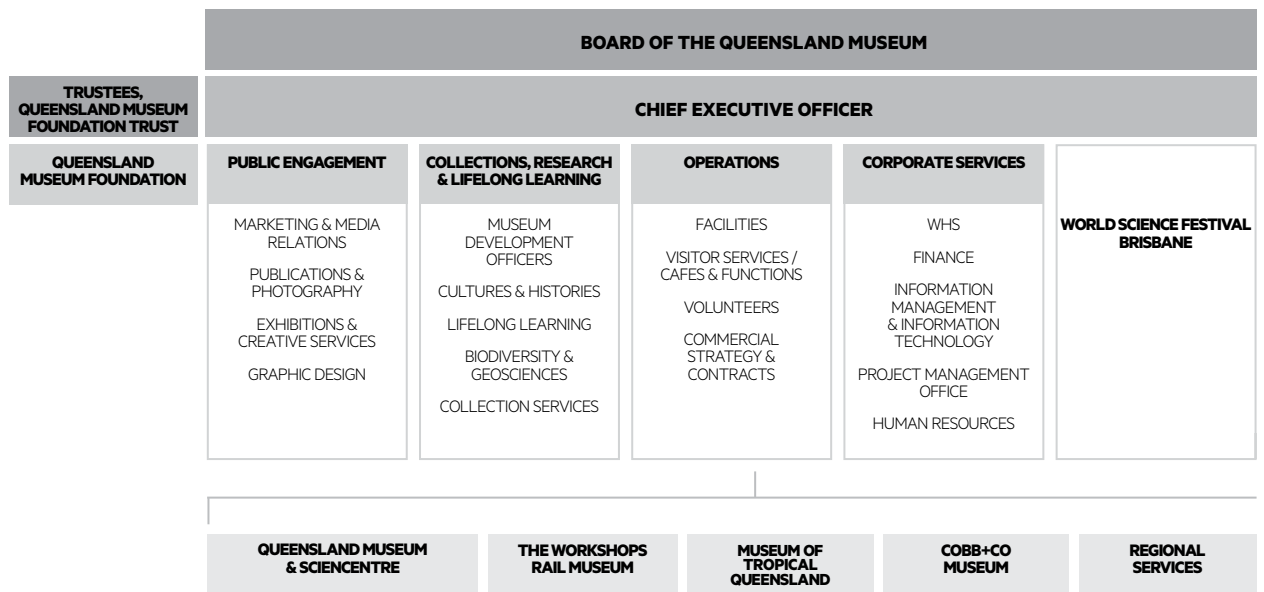
This page has been intentionally left blank.

# GOVERNANCE

## MANAGEMENT AND STRUCTURE

### ORGANISATIONAL STRUCTURE

Organisational chart as at 30 June 2016



### ORGANISATIONAL STRUCTURE

In 2015-16 Queensland Museum Network realigned its business model to ensure that the Museum represents the best value for investment by the Queensland Government. As part of the realignment, processes – all operations were transitioned to a functional model (rather than the previous campus-based model). This has allowed Queensland Museum Network to capitalise on much greater coordination of activities and the expertise and capacity of its staff across the Network. The realignment of the organisational structure will also allow for greater opportunities for staff mentoring, development and career progression. The five streams now reporting in to the CEO are Public Engagement, Collections, Research and Lifelong Learning, Commercial and Operations and World Science Festival Brisbane.

## PUBLIC ENGAGEMENT

The Public Engagement team is led by Jillian Marsh and includes marketing and media relations, graphic design, publications and photography. From April 2016, the portfolio expanded to include strategic planning, exhibitions and creative services. The Public Engagement team is responsible for growing Queensland Museum audiences and audience engagement across all campuses. Queensland Museum Network's engagement with audiences saw continued growth in 2015-16.

### Highlights include:

- Queensland Museum's online, social network and advertising campaigns increased the level of engagement and discussion with the Museum's diverse audience base.
- *Dinosaur Discovery* and *Medieval Power* exhibitions and the World Science Festival Brisbane were popular and grew audience numbers across all areas resulting in more than 1.8 million visits at South Bank during 2015-16 and more than 2 million visits across the entire network.
- Online engagement continued to grow.
- Social media for Queensland Museum and World Science Festival Brisbane accounts for Facebook and Twitter continue to grow, resulting in 252,300 interactions online (mentions, retweets, likes and comments) in 2015-16.
- Facebook fans increased by 25% to 24,599 in 2015-16.
- Twitter fans grew 24% to 8,260 and the number of impression per tweet increased by 847% in 2015-16.
- Instagram fans grew by 83% during 2015-16 to 5,415
- YouTube views increased by 58% to 141,332 in 2015-16.
- The Queensland Museum Network Database grew by 17,216 new contacts, against the annual target of 10,000 new contacts.
- Media leverage to the value of \$31,678,847 million advertising standard rate (ASR) was achieved in 2015-16 with a cumulative audience reach of more than 100 million.
- A major new publication, *In Search of Ancient Queensland* was released in November 2015. The book showcases the Museum's outstanding fossil collections, which contain holotype specimens for some of the most spectacular and important dinosaur discoveries in Australia.
- More than 5,000 digital images were added to the Museum Image Library bringing the total close to 360,000 photographs available online.
- The Digital Asset Management System received 9,767 new digital records in 2015-16. The records include digital photographs, scans of analogue images and artworks that have been digitised. This figure exceeded the KPI target of 7,000 of new records uploaded, by almost 35%.
- *Medieval Power: Symbols & Splendour* exhibition was supported with a mix of media channels including a television commercial, digital advertising, print, digital and social media marketing, After Dark events and supported with a range of printed marketing collateral. Media coverage was valued at more than \$2.3 million and a cumulative audience reach of 12.3 million people was achieved.
- World Science Festival Brisbane was supported by a comprehensive marketing and communication strategy, dedicated to driving intrastate, interstate and international visitors. Television, print and online activities reached over 5.5 million unique online users and generated 52,962 sessions to the official website. [www.worldsciencefestival.com.au](http://www.worldsciencefestival.com.au). Media coverage was valued at more than \$10 million, with 1,439 stories reaching 28,641,975 people. Highlights included actor Alan Alda appearing on many free-to-air television programs and the announcement of a new species of spider *Dolomedes briangreenei* named after World Science Festival New York co-founder Brian Greene.

## COLLECTIONS, RESEARCH AND LIFELONG LEARNING

The Collections, Research and Lifelong Learning team is led by Alexander Hayward and includes Biodiversity and Geosciences, Cultures and Histories, Collection Services, STEM Engagement and Lifelong Learning teams. The team is responsible for developing, caring for and researching QMN's diverse collections of artefacts and specimens, and providing learning activities based on these objects and the knowledge about them generated by curators and scientists for visitors of all ages. The team is also responsible for programs related to STEM (Science, Technology, Engineering and Mathematics) learning, including the events and activities at the Sciencentre in Queensland Museum.

### Highlights include:

- In 2015-16, more than \$1.5 million in external research funding for 28 projects was won by Biodiversity & Geosciences and Cultures & Histories Programs, with most projects running for three years.
- The Sciencentre had a bumper year, with record visitation of 189,491 visitors which is a 10% increase on last year.
- The new *This is My Heritage* display opened in NAIDOC Week July 2015. This display was fully funded through a grant from the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and had an associated catalogue and programme featuring a reading of the play *You came to Australia and didn't turn black*.
- Senior Curator Palaeontology, Dr Scott Hocknull, presented a TEDx talk on *Dig to digital: breaking the 'rules' of museums*, which was viewed worldwide with great response from the Museum, virtual reality, 3-D printing and gaming communities.
- Natural Environments Curator of Invertebrates Patrick Couper oversaw the incubation of Loggerhead and Flatback turtle hatchlings in the Museum during World Science Festival Brisbane. The turtles were then released off the coast of Yeppoon as part of a state conservation project.
- \$2.4 million was allocated to the Museum from Arts Queensland and the Department of the Premier and Cabinet to improve storage conditions and increase storage space over the next three years. The first phase of the collection upgrades were delivered including a new storage system for the Antiquities Collection, providing visibility for back-of-house tours while ensuring high level security and improved preservation conditions, and creating additional space to grow the collection.
- The Queensland Museum Loans service continues to be the largest museum lending library in the world for the number of items loaned and the geographic reach. This year our loans services reached 804,055 students across Queensland.
- Repatriation Fund was launched in May 2016 with a \$100,000 donation given to the Fund by the Queensland Government and \$50,000 from the Queensland Museum Foundation. This funding allows the Queensland Museum Network to work with communities to repatriate Ancestral Remains, Burial Goods and Secret and or Sacred Objects to their community of origin. Importantly it also assists Aboriginal and Torres Strait Islander communities in providing financial and administrative resources to co-ordinate community gatherings and ceremonial requirements necessary to complete the repatriation process.

## OPERATIONS AND COMMUNITIES

The Operations and Communities team is led by Deborah Bailey and includes Museum Development Officers (MDOs), Commercial (Retail, Cafes, Functions), Visitor Services, Facilities and Volunteers. The Operations and Communities team is responsible for the delivery of quality visitor experiences ensuring all visitors receive exceptional service and enjoy a comfortable and safe experience at all sites.

### Highlights include:

- Museum Development Officers provided emergency and ongoing support to the Waltzing Matilda Centre (Winton) following a fire that gutted the premises and collection. During 2015-16 MDOs delivered 74 training sessions to 2,295 participants. They also delivered 26 special projects via Service Level Agreements with local government and cultural heritage collecting groups across Queensland.
- Coffee shops at MTQ, TWRM and C+C have all undergone substantial review during the period with processes, purchasing and commercial approaches being standardised across the sites. The Cobb+Co Coffee shop (Toowoomba) is now a licensed venue with all staff fully trained and certified, providing new levels of service and experience at events and programs on this site.
- TWRM Functions and weddings have seen a significant increase on last financial year with a growth of more than 86% on the previous period. TWRM is fast becoming the wedding destination for the Ipswich region.
- Commercial leasing arrangements have been reviewed or established at a number of sites including office space and Vodafone tower at TWRM, tenancy at the MTQ storage facility in Townsville, and commercial arrangements with Queensland Rail for *Steam Train Sundays*.
- A Visitor Services Leadership Team and a Commercial Leadership Team were created to assist the transition of staff in each of these functional areas, undertaking reviews and implementing new cross-network policies, operating procedures and initiatives.
- Together with Marketing, QTIIX ticketing has now been implemented at all sites with the commencement of online ticketing at C+C and MTQ during the year, enhancing our state wide digital ticketing and distribution platform, servicing all campuses and associated events.
- The Visitor Services teams have partnered with Volunteer Queensland to introduce new, consistent practices in recruitment and training to increase retention rates for existing and potential volunteers.
- Retail shops across the Network traded strongly during the year and increased their retail sales on the previous period by more than 20%. Other retail success was seen in the pop up shops for the special exhibitions with *Dinosaur Discovery* exceeding the target revenue by 20% and *Medieval Power: Symbols & Splendour* exceeding the target revenue by more than 60%.
- Facilities underwent significant review of processes and standards. The tri-annual Condition Assessment Audit and Maintenance Assessment Report was completed during the year and provides a forward plan and detailed information on maintenance and compliance work required over the next three years for each of the Queensland Museum Network owned buildings.
- As a result of an energy reduction plan, overall electricity consumption, one of the greatest operating costs for the Network, was reduced by 4%. The greatest reductions in usage were achieved at Collections and Research Centre, Hendra (-8%), Cobb+Co Museum, Toowoomba (-5%), and Queensland Museum, South Bank(-7.5%).

## CORPORATE SERVICES

The Corporate Services team of Finance, Information Management and Information Technology, Project Management Office, Human Resources and Workplace Health and Safety is led by Peter McLeod. A number of digital infrastructure and technical projects were rolled out in 2015-16 across the Queensland Museum Network.

- The website content management system Sitecore was upgraded.
- The Customer Relationship Management (CRM) service was developed for delivery in July 2016. The CRM will provide the Museum with tools to improve contact management for visitors, inquiry and donor management, and membership and marketing campaign management.
- Azure Cloud based services were rolled out for the customer relationship management (CRM) service.
- The cybersecurity technologies, processes and practices were upgraded.
- The School and Group booking system was replaced with Priava.

## WORLD SCIENCE FESTIVAL BRISBANE

The World Science Festival Brisbane (WSFB) 2016 team was led by WSFB Executive Producer Deb Murphy. The team successfully delivered the inaugural WSFB, attracting more than 120,000 attendances across more than 100 events. The Executive Producer for WSFB 2017, Carol Davidson, was appointed in June 2016.

## BOARD OF THE QUEENSLAND MUSEUM

The *Queensland Museum Act 1970* provides that the Board consists of the number of members appointed by the Governor in Council. In appointing a member, regard must be had to the person's ability to contribute to the board's performance and the implementation of its strategic and operational plans. A person is not eligible for appointment as a member if the person is not able to manage a corporation under the *Corporations Act 2001 (Cth)*. Members are appointed for terms of not more than three years and are eligible for reappointment upon expiry of their terms. Members are appointed on the conditions decided by the Governor in Council.

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

NAME	ROLE	TERM OF APPOINTMENT	NUMBER OF MEETINGS
Mr David Conry	Chairperson and member	6 March 2014 - 28 February 2017	6
Professor Thomas Cochrane AM	Member	6 March 2014 - 28 February 2017 First appointed 22 February 2011	6
Mr Tim Forrester	Member	6 March 2014 - 28 February 2017	6
Mr Maurie McNarn AO	Member	6 March 2014 - 28 February 2017	6
Ms Sabine Schleicher	Member	6 March 2014 - 28 February 2017 First appointed 25 August 2011	6
Ms Sharon Schoenborn	Member	6 March 2014 - 28 February 2017	6
Mr David Williams	Member	6 March 2014 - 28 February 2017	6

## BOARD MEMBERS

### MR DAVID CONRY

David is Managing Director of Damarcon and holds several executive and non-executive roles including Chair of the Brisbane Powerhouse Arts; directorships with the Australian Institute of Management; Sunshine Coast PHN; Charlton Brown; The Australian Institute of Health and Welfare and Gagens Lawyers. David was awarded the honour of Queensland's Australian of the Year 2007 and EY Social Entrepreneur of the Year for his work in founding the national disability organisation Youngcare.

### PROFESSOR THOMAS COCHRANE AM

FALIA, GAICD; MPhil, BA

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

### MR TIM FORRESTER

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

### MR MAURIE MCNARN AO

FAICD, FDC, MBA, MDefS, GDipTSM, GDipMngtS, BA(Hons)

Maurie retired from the Army as a Major-General in 2009. Some of his appointments included National Commander Iraq, Gulf and Afghanistan, Head of the Defence Intelligence Organisation, Director-General Joint Operations, Head of Personnel, Head of Training (National RTO), Communications/IT and Head of the Royal Military College. He has lived and worked extensively in Asia, the Middle East and the United States. From 2009 to 2016 he was the Chief Operating Officer at the University of Queensland. He also sat on the Boards of the UQ Holding Company Ltd (Commercial Entities); Uniseed Management Pty (Venture Capital) and the Women's College.

Maurie chairs the Queensland Museum's Finance, Audit and Risk Management Committee.

### MS SABINE SCHLEICHER

Sabine is a Partner in KPMG's Infrastructure and Projects Group. Prior to joining KPMG, Sabine was an Associate Director with Morrison & Co, a specialised infrastructure advisor and funds manager (Infratil). Sabine brings extensive experience in providing commercial and financial advice to both public and private sector entities. She is a trustee for the Committee for Economic Development of Australia, and holds a Diplom-Betriebswirt from the European Partnership of Business School and CPA.

### MS SHARON SCHOENBORN, GAICD

Sharon is a Director of Sales and Marketing for Microsoft Australia. She previously held the role of Queensland State Director for Microsoft and is a trustee for the Committee for Economic Development of Australia. Sharon holds a Bachelor of Science degree in Business Administration and a Master of Science degree in Organisational Leadership. She brings 18 years of experience in the Information Technology industry.

### MR DAVID WILLIAMS, BMUS

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

David chairs the Queensland Museum's Aboriginal and Torres Strait Islander Consultative Committee.



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



## EXECUTIVE LEADERSHIP TEAM

### PROF. SUZANNE MILLER

BSc(Hons), PhD, D.Univ, FGS, FMinSoc, FAIMM, FGSA

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

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

The CEO is charged with leading the QMN to achieve its vision and is the Scientific Director of the World Science Festival Brisbane.

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

Suzanne is a Fellow of the Geological Society of London; Fellow of the Mineralogical Society; Fellow of the Royal Society of South Australia; Fellow of the Australian Institute of Mining and Metallurgy; Fellow of the Geological Society of Australia, Fellow of the Queensland Academy of Arts and Science.

She is an Honorary Professor of the University of Queensland. is also Deputy Chair and the Australian Representative on the Board of Scientific Collections International (an OECD Global Science Forum initiative); and a member of the National Research Infrastructure Roadmap Expert Working Group; Chair of the Council of Australasian Museum Directors; the Cooperative Research Centres Committee; the National Cultural Heritage Committee; and the Queensland Advisory Committee for the Commemoration of the Anzac centenary.

### MR ALEXANDER HAYWARD

MA, MSc, LTCL, FMA, FRSSA

#### Director of Collections Research and Learning

Alexander joined the Queensland Museum Network in June 2015 where he is responsible for the management and development of the Museums' collections; collections research and lifelong learning programmes. Until April 2016 he was also responsible for temporary exhibitions and new galleries across the Network.

Alexander has been a curator and science communicator for over three decades. His experience includes the Powerhouse Museum in Sydney, the Science Museum in London and National Museums Scotland in Edinburgh where he was Keeper of the Department of Science and Technology. He is a Fellow of the Museums Association, the peak body for the Museums profession.

Alexander has lectured and published on the history of technology and engineering conservation and restoration. In the UK he was Manager of the PRISM (Preservation of Industrial and Scientific Material) Grant Fund for England and Wales, an Expert Advisor for the Heritage Lottery Fund and founding chair of the Scottish Transport and Industry Collections Knowledge Network. He is currently a member of the Queensland committee of Engineering Heritage Australia and the Queensland Government Interdepartmental Working Group on State Science Collections.

**MS JILLIAN MARSH**

B Journalism; Postgrad Dip Professional Communication

**Director of Public Engagement**

Jillian joined Queensland Museum in July 2013 and, following an organisational realignment in 2015, currently oversees four portfolios across the Queensland Museum Network – exhibitions and associated public programs (from April 2016), design, marketing and media relations, publishing and photography. In 2016-17, Jillian will be working with staff across the Network to develop a digital futures strategy, reimagine the Queensland Museum Network brand and create the 2030 vision and strategic plan to guide future investment priorities for the organisation.

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

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

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

**MS DEBORAH BAILEY**

BBusComm, MBA, GradCertEcDev

**Director of Operations & Communities**

Deborah joined the Queensland Museum Network in 2009 and currently oversees the five portfolios of Museum Development Officers (MDOs), Commercial (Retail, Cafes, Functions), Visitor Services, Facilities and Volunteers. During 2015-16 Deborah also led the structural realignment process on behalf of the Executive Leadership Team. In 2016-17, Deborah will be focussed on the delivery of a significant program of works addressing critical maintenance across the Network as well as a review of significant commercial arrangements.

From 2009 to 2014, Deborah was the Deputy Director and then Director of Cobb+Co Museum responsible for overseeing the day to day operation and business growth and more recently as Director where she provided strong direction and leadership in the areas of community engagement and business development, and during the last two years saw a 30% increase in visitation.

Prior to working in museums, Deborah's work was in the field of community, tourism and economic development with projects throughout regional Australia and in particular, Southern Queensland, New South Wales and the Torres Strait.

Deborah has completed the Museum Leadership Program (2012) in Sydney and also the Getty Leadership Institute for Museum Executives (June 2015) in Claremont, California.

**MR PETER MCLEOD**

B Agricultural Science

**Director of Business Intelligence & Corporate Services**

Peter joined the Queensland Museum in 2005 and held the position of Director of the Museum of Tropical Queensland in Townsville until 2013. In his current role he is responsible for overseeing the introduction of business improvement processes across the Queensland Museum Network including the development of a Project Management methodology and also the establishment of a new Customer Relationship Management system. He is also responsible for the directorate of Corporate Services and oversees the portfolios of Finance, Workplace Health and Safety, Human Resources and Information Management and Technology.

Peter has previously worked in management roles at regional museums in outback Queensland and prior to this worked on natural resource management projects in regional areas of Victoria, Western Australia and Queensland.

## FINANCE, AUDIT AND RISK MANAGEMENT COMMITTEE

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

FARMC met nine times during the 2015-16 financial year, in August, November and December 2015, as well as in February, March, April, May and twice in June 2016.

During the year, FARMC:

- approved the financial statements for 2014-15 for the Queensland Museum and the Queensland Museum Foundation Trust
- approved the revised 2015-16 budgets, reflecting operational and prudential management requirements
- undertook regular monitoring of implementation of major projects, including the World Science Festival Brisbane 2016 and QM Network Client Relationship Management System
- reviewed the closeout and lessons learned report for the World Science Festival Brisbane 2016 project
- approved the 2016-17 budget
- reviewed the four-year budget forecast based on planning activities and the Martin Review Business Case Review
- reviewed the 2015-16 Financial Statements audit arrangements
- provided advice on the WoG Financial Statements Simplification initiative, in particular reviewed the new format for the 2015-16 Financial Statements
- reviewed end of month financial and commercial operations reports
- monitored performance of QMN's investment with the QIC Growth Fund
- monitored Board Reserve levels in accordance with preferred targets set by the Board
- oversaw a review of internal audit methodology, including audit frequency and determination of priority areas.

The Committee reviewed two terms of reference documents and two final audit reports from internal audit, including:

- Legislative Compliance
- Receipting and banking at The Workshops Rail Museum

Members of the committee during the year were:

NAME	ROLE ON COMMITTEE	NUMBER OF MEETINGS ATTENDED	REMUNERATION
Mr Maurie McNarn AO	Chairperson and member	9	\$2500
Professor Thomas Cochrane AM	Member	9	\$1800
Ms Sabine Schleicher	Member	8	\$1800
Professor Suzanne Miller	Member	8	-
Mr Peter McLeod	QM observer	7	-
Ms Chilly Lu	QM observer	8	-

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

## QUEENSLAND MUSEUM NETWORK ABORIGINAL AND TORRES STRAIT ISLANDER CONSULTATIVE COMMITTEE (QMATSICC)

This Committee advises the Board on the management and protection of Aboriginal and Torres Strait Islander cultural material and cultural heritage and all matters relating to Aboriginal and Torres Strait Islander people.

In addition to these duties, The Board of the Queensland Museum has also requested the Aboriginal and Torres Strait Islander Consultative Committee provide close guidance to the Board in all matters pertaining to the Repatriation Fund, including assessing and approving applications for financial and administrative resources in order to coordinate community gatherings and ceremonial requirements necessary to complete the repatriation process.

NAME	ROLE ON COMMITTEE	TERM OF APPOINTMENT	NUMBER OF MEETINGS ATTENDED
Mr David Williams	Chairperson and member	27 April 2016 to 26 April 2018	1
Mr Phillemon Mosby	Member	27 April 2016 to 26 April 2018	1
Mr Ken Isaacson	Member	27 April 2016 to 26 April 2018	1
Ms Nancy Bamaga	Member	27 April 2016 to 26 April 2018	1
Mr Dion Tatow	Member	27 April 2016 to 26 April 2018	1
Professor Suzanne Miller, CEO QMN	Ex-officio member	-	1
Mr Alexander Hayward, Director of Collections, Research and Lifelong Learning	Ex-officio member	-	1
Ms Chantal Knowles, Head of Cultures and Histories	Ex-officio member	-	1

## QUEENSLAND MUSEUM FOUNDATION

The Queensland Museum Foundation was founded in 2003 to coordinate fundraising and development opportunities for the Queensland Museum Network. The Queensland Museum Network receives around 60 per cent of its annual operating budget from the State Government. Funding gaps and investment in new initiatives to create compelling museum experiences are bridged via self-generated revenue from ticket sales, expert consultancies, research grants and support from partners and donors. The Queensland Museum Foundation is governed by a Board of Trustees, detailed below:

NAME	ROLE
Mr Tony Schiffmann	Chairperson and member
Mr Martin Albrecht AC	Member
Dr Dennis Campbell	Member
Professor Peter Coaldrake AO	Member
Mr David Conry	Member
Mr Vince O'Rourke AM	Member
Ms Lynn Rainbow Reid AM	Member
Ms Louise Street	Member
Professor Suzanne Miller	Member

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

Information regarding the Queensland Museum Foundation's members and remuneration can be accessed at <http://www.network.qm.qld.gov.au/About+Us/Foundation/About>

### Highlights for 2015-16:

- During 2015-16, the Queensland Museum Foundation transferred \$2.08 million to the Queensland Museum Network and secured over \$1.5 million in paid pledges and donations. In addition, the Queensland Museum Foundation secured over \$3 million in cash and in-kind support for the inaugural World Science Festival Brisbane. The Foundation managed 25 partners and 20 affiliates representing government, academia and industry.
- The Queensland Museum Repatriation Fund was launched by the Minister for Aboriginal and Torres Strait Island Partnerships the Honourable Curtis Pitt MP with a \$100,000 gift from the Queensland Government and \$50,000 in donations from the Queensland Museum Foundation. Donations to the fund from government, private industry and the broader community will help the Queensland Museum to work with Aboriginal and Torres Strait Islander communities to repatriate Ancestral Remains, Burial Goods and Secret and/or Sacred Objects to their community of origin so their spirits can continue their journeys in accordance with custom and lore.
- Ongoing partnerships fostered by Queensland Museum Foundation continue to deliver outcomes for the Museum, audiences and our partners. Our partners in discovery BHP Billiton help us to deliver on biodiversity loans kits for schools, Queensland Museum's Natural Leaders program, Fossil Q work for megafauna and support of the new gallery *Wild State* opening later in 2016. Energex continues to support the Museum through funding for the 2018 Anzac Legacy gallery project and the development of Nucleus, a children's play space for families. QGC is our partner in STEM helping to deliver on outcomes for the FutureMakers program.

## **PUBLIC SECTOR ETHICS**

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

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

The Queensland Museum Network's performance planning process includes mandatory goals relating to some of the principles and values. All new employees are required to undertake training on the Code of Conduct for the Queensland Public Service and all employees are required to undertake refresher training every two years.

## **QUEENSLAND PUBLIC SERVICE VALUES**

In 2015-16, action taken to implement the Queensland public service values at Queensland Museum Network included:

- Customers first – Identifying and responding to customer needs through audience research.
- Ideas into action – New ideas encouraged and harnessed through implementation of the Innovation Checklist for Managers.
- Unleash potential – Creating an environment for employees to attain their potential and demonstrate ownership of their performance by ensuring clarity of performance goals and expectations, and by receiving regular feedback on their performance.
- Empower people – Leaders seeking to empower employees through the application of the principles of leadership, individual employee communication and career development which are included in the Manager Communication Checklist.

# RISK MANAGEMENT AND ACCOUNTABILITY

## INTERNAL AUDIT

An internal audit function is carried out on the Agency's behalf by the Corporate Administration Agency (CAA). The internal audit function is independent of management and the external auditors and is overseen by the Audit and Risk Management Committee. The internal audit operates under a charter consistent with relevant audit and ethical standards and has due regard to Queensland Treasury's *Audit Committee Guidelines*.

In 2016 the Audit Finance and Risk Committee approved a new audit schedule and frequency cycle by utilising the CAA seven point audit planning criteria.

The Committee reviewed two terms of reference documents from internal audit, including:

- Legislative Compliance.
- Receipting and banking at The Workshops Rail Museum.

The Committee reviewed two final audit reports from internal audit, including:

- Legislative Compliance.
- Receipting and banking at The Workshops Rail Museum.

## EXTERNAL SCRUTINY

The Board of the Queensland Museum was not subject to any external audits or reviews during the financial year (other than the audit report on the financial statements).

### INFORMATION SYSTEMS AND RECORDKEEPING

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

During 2015–16, the Queensland Museum Network:

- Began the separation of business records documentation for collection items from the Queensland Museum eDRMS into the Collection Management System, Vernon.
- Continued to train new staff and present education programs for the Network on recordkeeping and HP TRIM to promote our responsibilities, as well as best practice records management.
- Conducted file audits of Queensland Museum records across the Network, in alignment with the Queensland Government Information Standard principles.
- Continued the implementation of the digitisation program to preserve physical records under the guidance of the Queensland State Archives digital recordkeeping principles.
- Retained the Museum's public records in accordance with the Queensland General Retention and Disposal schedule and the Queensland Museum Retention and Disposal Schedule.
- Completed the digitisation of Queensland Museum Board Reports and Papers for improved access and long term preservation.
- The Queensland Museum Retention and Disposal Schedule, (Queensland Disposal Authority Number (QDAN) 697) was approved by the Queensland State Archivist on 30 January 2014.
- Our disclosure log <http://www.qm.qld.gov.au/Footer/Right+to+Information/Disclosure+log> provides details of information that has been released in response to non-personal Right to Information requests. It contains a description of the information released and, where possible, a link to the relevant documents. As the Right to Information Act 2009 commenced on 1 July 2009 no information has been included for disclosures prior to this date.



# HUMAN RESOURCES

As at 30 June 2016, QMN's workforce was constituted of 241 full-time equivalent staff. The separation rate for permanent employees was 6.8%.

## WORKFORCE PLANNING

During 2015-16, the Network continued to align workforce capability with strategic priorities through workforce planning activities including:

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

Queensland Museum Network offers a number of flexible work arrangements including job-sharing, telecommuting and career breaks, options for staff are accessible and available via the Museum's intranet.

Activities undertaken to improve organisational capacity and capability included:

- A simplified performance planning process was implemented to ensure clarity of expectations and performance standards
- Review and simplification of human resources policies
- A revised learning and development framework
- A revised induction process
- Training and awareness sessions for employees
  - Performance planning
  - Project management
  - Managing in a public sector environment
  - Finding balance
  - Providing feedback

## ORGANISATIONAL CULTURE

In response to the Working for Queensland Survey results the following actions were undertaken to enhance organisational culture and the work environment:

- Extensive use of 'Expressions of Interest' to identify suitable employees for roles
- Simplification of the Managing Employee Complaints Policy
- Development of an Innovation Checklist for Managers
- Focus groups to gain an understanding of survey results in the areas of job empowerment, workplace fairness, approval processes and workload
- Implementation of a simplified Performance Improvement Policy
- Development of a Manager Communication Checklist
- Mandatory performance planning goals relating to a positive workplace culture, contribution to team success and leadership
- Increasing the number of online learning courses available to all staff.

## HUMAN RESOURCES POLICY FRAMEWORK

A review of the human resources policy framework commenced during 2015-2016.

## DISCLOSURE OF ADDITIONAL INFORMATION

Queensland Museum publishes the following information reporting requirements on the Queensland Government Open Data website (<https://data.qld.gov.au>) in lieu of inclusion in the annual report:

- Consultancies
- Overseas travel
- Queensland Language Services Policy.

# GLOSSARY

<b>ARC</b>	Australian Research Council
<b>ASR</b>	Advertising Standard Rate
<b>C+C</b>	Cobb+Co Museum
<b>CEP</b>	Cultural Environments Program
<b>CRM</b>	Customer Relationship Management
<b>DAMS</b>	Digital Asset Management System
<b>DATSIP</b>	Department of Aboriginal and Torres Strait Islander Policy
<b>ELT</b>	Executive Leadership Team
<b>FARMC</b>	Finance Audit Risk Management Committee
<b>IMIT</b>	Information Management and Information Technology
<b>JCU</b>	James Cook University
<b>MDO</b>	Museum Development Officer
<b>MTQ</b>	Museum of Tropical Queensland
<b>NAIDOC</b>	National Aboriginal and Islander Day Observance Committee
<b>NEP</b>	Natural Environments Program
<b>QMN</b>	Queensland Museum Network
<b>QM&amp;S</b>	Queensland Museum & Sciencentre
<b>QMATSICC</b>	Queensland Museum Network Aboriginal and Torres Strait Islander Consultative Committee
<b>QUT</b>	Queensland University of Technology
<b>STEM</b>	Science, technology, engineering and maths
<b>TWRM</b>	The Workshops Rail Museum
<b>UQ</b>	University of Queensland
<b>WSFB</b>	World Science Festival Brisbane

# DEFINITIONS

**Accessioned Items** are Objects or Specimens or Specimen Lots that have been incorporated into the State Collection through the formal process of Registration (numbering), and Accessioning (recording locality and other contextual information in an electronic database).

**A Collection Item** is an Object or Specimen and associated data that has been formally acquired by QMN.

**The Collections** comprise:

- the State Collection (Objects and Items of State significance);
- other affiliated collections including:
  - the Reserve Collection;
  - the QMN Image Library;
  - the QMN Collections and Research Resource Centre;
  - the Restricted Collection; and
  - the Research Collection.

**Research Collection** consists of Objects or Specimens for research or loan generally intended to be kept indefinitely, but not individually registered or had a significance assessment undertaken.

**Reserve Collection** Items are held by various Programs and campuses of QMN specifically for the purpose of public display, teaching, public education and/or interpretation, non-scientific Loans. The former group of Items do not meet QMN criteria for state significance, are not accessioned into the State Collection, nor intended to be held in perpetuity.

**Restricted Collection** pertains to a Collection Item, image, data or information, to which unrestricted access may cause offence or endanger the safety or sanctity of that Item, image, data or information, or the survival of the population from which the material was collected. Restricted Collection Items may include rare and threatened species, species of significant commercial value, secret and sacred Objects, etc.

**Specimen** means any animal or plant, or any part, product, egg, seed, or root of any animal or plant or geological sample.

**State Collection** is the official collection of Items registered by QMN through acquisition or transfer. It is the sum total of all Accessioned Items of scientific or historical significance vested in the Board.

# COMPLIANCE CHECKLIST

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
LETTER OF COMPLIANCE	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</li> </ul>	ARRs – section 8	(i)
ACCESSIBILITY	<ul style="list-style-type: none"> <li>Table of contents</li> <li>Glossary</li> </ul>	ARRs – section 10.1	1 82
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 10.2	85
	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	85
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	<i>Copyright Act 1968</i> ARRs – section 10.4	85
	<ul style="list-style-type: none"> <li>Information Licensing</li> </ul>	<i>QGEA – Information Licensing</i> ARRs – section 10.5	85
GENERAL INFORMATION	<ul style="list-style-type: none"> <li>Introductory Information</li> </ul>	ARRs – section 11.1	4
	<ul style="list-style-type: none"> <li>Agency role and main functions</li> </ul>	ARRs – section 11.2	4
	<ul style="list-style-type: none"> <li>Operating environment</li> </ul>	ARRs – section 11.3	20
NON-FINANCIAL PERFORMANCE	<ul style="list-style-type: none"> <li>Government's objectives for the community</li> </ul>	ARRs – section 12.1	18
	<ul style="list-style-type: none"> <li>Other whole-of-government plans / specific initiatives</li> </ul>	ARRs – section 12.2	18
	<ul style="list-style-type: none"> <li>Agency objectives and performance indicators</li> </ul>	ARRs – section 12.3	21
	<ul style="list-style-type: none"> <li>Agency service areas and service standards</li> </ul>	ARRs – section 12.4	33
FINANCIAL PERFORMANCE	<ul style="list-style-type: none"> <li>Summary of financial performance</li> </ul>	ARRs – section 13.1	34
GOVERNANCE – MANAGEMENT AND STRUCTURE	<ul style="list-style-type: none"> <li>Organisational structure</li> </ul>	ARRs – section 14.1	67
	<ul style="list-style-type: none"> <li>Executive management</li> </ul>	ARRs – section 14.2	74
	<ul style="list-style-type: none"> <li>Government bodies (statutory bodies and other entities)</li> </ul>	ARRs – section 14.3	7
	<ul style="list-style-type: none"> <li>Public Sector Ethics Act 1994</li> </ul>	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4	33
GOVERNANCE – RISK MANAGEMENT AND ACCOUNTABILITY	<ul style="list-style-type: none"> <li>Risk management</li> </ul>	ARRs – section 15.1	76
	<ul style="list-style-type: none"> <li>Audit committee</li> </ul>	ARRs – section 15.2	76
	<ul style="list-style-type: none"> <li>Internal audit</li> </ul>	ARRs – section 15.3	80
	<ul style="list-style-type: none"> <li>External scrutiny</li> </ul>	ARRs – section 15.4	80
	<ul style="list-style-type: none"> <li>Information systems and recordkeeping</li> </ul>	ARRs – section 15.5	80
GOVERNANCE – HUMAN RESOURCES	<ul style="list-style-type: none"> <li>Workforce planning and performance</li> </ul>	ARRs – section 16.1	81
	<ul style="list-style-type: none"> <li>Early retirement, redundancy and retrenchment</li> </ul>	<i>Directive No.11/12 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	n/a
OPEN DATA	<ul style="list-style-type: none"> <li>Consultancies</li> </ul>	ARRs – section 17 ARRs – section 34.1	Appendix
	<ul style="list-style-type: none"> <li>Overseas travel</li> </ul>	ARRs – section 17 ARRs – section 34.2	Appendix
	<ul style="list-style-type: none"> <li>Queensland Language Services Policy</li> </ul>	ARRs – section 17 ARRs – section 34.3	85
FINANCIAL STATEMENTS	<ul style="list-style-type: none"> <li>Certification of financial statements</li> </ul>	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	63
	<ul style="list-style-type: none"> <li>Independent Auditors Report</li> </ul>	FAA – section 62 FPMS – section 50 ARRs – section 18.2	64

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

# GRANTS

AWARDEE	PROJECT TITLE	GRANT FROM	AMOUNT (\$ TOTAL ALL YEARS)	NO. OF YEARS FOR THE PROJECT
DR JOHN HOOPER	ABRS: Integrating morphological, biochemical and molecular datasets in sponge taxonomy (family Mycalidae: Porifera, Demospongiae), with the identification and description of new species.	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$143,000	3
DR OWEN SEEMAN	ABRS NTRG grant RF215-05: Monster Mites: A Revision of the Australian Megisthanidae (Acari: Mesostigmata: Trigynaspida), the World's Biggest Mesostigmata	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$30,000	3
DR ROBERT RAVEN	ABRS NTRG RF215-06 grant: Taxonom and systematics of Australian trapdoor spiders of the tribe Aganippini (Mygalomorphae: Idiopidae)	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$285,000	3
DR ROBERT ADLARD	ABRS NTRG grant application: Parasites of commercial fishes of Moreton Bay: a multi-disciplinary analysis of diversity	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$426,517	3
DR BARBARA BAEHR	TTC214-49. ABRS Bush Blitz Contract: The Peacock Spiders (Salticidae: Maratus) of the Queensland Museum including two new species from Carnarvon Station (Central Queensland)	Australian Biological Resources Study, Bush Blitz Tactical Taxonomy contracts	\$16,500	1
DR BARBARA BAEHR	TTC214-50. ABRS Bush Blitz Contract: The Ant-eating Spider genus Nostera (Zodariidae) of the Queensland Museum, including one new species from Carnarvon Station (Central Queensland)	Australian Biological Resources Study, Bush Blitz Tactical Taxonomy contracts	\$16,500	1
DR CHRISTINE LAMBKIN	TTC214-51. ABRS Bush Blitz Contract: Incorporation of Bush Blitz material into descriptions of Australian robberflies (Asilidae) using alphataxonomic methods.	Australian Biological Resources Study, Bush Blitz Tactical Taxonomy contracts	\$16,500	1
DR ROBERT RAVEN	TTC214-52. ABRS Bush Blitz Contract: Tarantulas of the genus Phlogius in northern Australia	Australian Biological Resources Study, Bush Blitz Tactical Taxonomy contracts	\$16,500	1
DR JOHN STANISIC	TTC214-55. ABRS Bush Blitz Contract: Revision of the land snail genus Pallidelix Iredale, 1933 (Eupulmonata: Camaenidae)	Australian Biological Resources Study, Bush Blitz Tactical Taxonomy contracts	\$16,500	1
DR JOHN STANISIC	TTC214-54. ABRS Bush Blitz Contract: Revision of the land snail genus Mussonena Iredale, 1938 (Eupulmonata: Camaenidae)	Australian Biological Resources Study, Bush Blitz Tactical Taxonomy contracts	\$16,500	1
DR ROBERT ADLARD	ABRS NTRG grant: Discovery and characterisation of a neglected key fauna: fish parasites in the tropical river systems of far north Queensland.	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$30,000	3
DR JOHN NA HOOPER	ARC Linkage: Australian Sea Anemone Venoms: Bioprospecting & Evolution	Australian Research Council Linkage Grant	\$329,000	3
DR JOHN HOOPER	SpongeMaps – an online wiki for collaboration amongst the sponge taxonomic community	Institut de Recherche pour le Développement, Papeete	\$20,000	1
DR MERRICK EKINS	Diversity of Sessile Marine Invertebrates	Seoul National University, Korea	\$4,000	1
DR JENNY BEARD	ABRS NTRG RF214-23: Safeguarding Australia: Improving diagnostics for flat mites (Acari: Tenuipalpidae) – an integrated morphological and molecular approach	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$246,000	3
DR JOHN HOOPER	Barcoding of Marine Biodiversity (MarBOL) project of the Census of Marine Life	Institut de Recherche pour le Développement, Papeete, and University of Utah, USA	\$35,000	2
MR DARRYL POTTER	Australian Land Snails: Vol. 2 (field guide)	Bioculture Mauritius Ltd.	\$5,000	1
DR MERRICK EKINS	Diversity of Sessile Marine Invertebrates	University of the Ryukyus, Japan	\$4,000	1
MR PATRICK COUPER	Hidden diversity – discovery and description of cryptic reptile species.	Environmental Consultancies	\$4,000	1
MR PATRICK COUPER	ABRS grant RF214-24, Queensland's hidden reptile diversity; morphological and molecular systematics of reduce-limbed skinks (Lerista) of the endangered northern vine thickets	Australian Biological Resources Study, National Taxonomic Research Grant Scheme	\$30,000	3
DR PAUL MUIR	Reef building corals of Queensland and the World.	Global Change Institute, University of Queensland	\$6,000	1
DR PAUL MUIR	Great Barrier Reef: 50% larger?	Catlin Seaview Survey and University of Queensland	\$12,000	3
DR JOHN HOOPER	SpongeMaps – an online wiki for collaboration amongst the sponge taxonomic community	CSIRO Taxonomic Research Informatics Network (TRIN)	\$15,000	1
DR CHRIS BURWELL	Distribution, systematics and ecology of Queensland ants and their potential as indicators of environmental change	Griffith University School of Environment	\$25,000	3
DR ANDREW ROZEFELDS	Cenozoic fossil floras from the volcanoes of southern Queensland provide new insights into the history and evolution of the modern Australian Flora	Queensland Smithsonian Fellowship. Department of Science Information Technology and Innovation	\$21,250	1
CHANTAL KNOWLES	Wild Australia	Australian Research Council (ARC) Linkage	\$360,000	3

Board of the Queensland Museum  
Corner Grey and Melbourne Streets,  
South Brisbane Queensland Australia  
PO Box 3300, South Brisbane  
Queensland Australia 4101  
Telephone: 07 3840 7555  
Facsimile: 07 3846 1918  
Email: [discovery@qm.qld.gov.au](mailto:discovery@qm.qld.gov.au)  
Website: [qm.qld.gov.au](http://qm.qld.gov.au)



Queensland  
Government



QUEENSLAND  
MUSEUM NETWORK

Board of the Queensland Museum Annual Report for the year ended  
30 June 2016

ISSN: 1837 – 3070

© Board of the Queensland Museum 2016

This Annual Report is licensed by the Queensland Museum Network under  
a Creative Commons Attribution (CC BY) 4.0 Australia licence.



You are free to copy, communicate and adapt this annual report, so long  
as you attribute the work to the Queensland Museum Network. To view a  
copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>

Content from this annual report should be attributed as:  
*Board of the Queensland Museum for annual report 2015-2016*

This annual report can be accessed at [www.qm.qld.gov.au](http://www.qm.qld.gov.au)

Please contact telephone 07 3840 7555 or email [discovery@qm.qld.gov.au](mailto:discovery@qm.qld.gov.au)  
for further information or to obtain a hard copy of the report.

The Queensland Government is committed to providing accessible services  
to Queenslanders from all culturally and linguistically diverse backgrounds.  
If you have difficulty in understanding this report, please call 07 3840 7555  
and we will arrange an interpreter to effectively communicate the report  
to you.



The Board of the Queensland Museum welcomes feedback on this  
Annual Report. Please complete the online feedback form at Queensland  
Government's Get Involved website at  
[www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback)

