BOARD OF THE QUEENSLAND MUSEUM ANNUAL REPORT

2022-23

Queensland
Government

ACKNOWLEDGEMENT OF COUNTRY

Queensland Museum Network acknowledges the First Peoples, the Traditional Owners of the lands where we live and work. We recognise their continuing connection to land, water and community. We pay respect to Elders – past and present – and acknowledge the important role Aboriginal peoples and Torres Strait Islander peoples play in our communities.

REPORT OF THE BOARD OF THE QUEENSLAND MUSEUM

17 August 2023

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

Dear Minister

I am pleased to submit for presentation to the Parliament the *Annual Report 2022-23* and financial statements for the Board of the Queensland Museum.

I certify that this document complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* (FAA) and the *Financial and Performance Management Standard 2019* (FPMS), and
- the detailed requirements set out in the Annual report requirements for *Queensland Government agencies* (ARRs).

A checklist outlining the annual reporting requirements can be found at page 97 of this document.

Yours sincerely

Professor Margaret Sheil AO
Chair
Board of the Queensland Museum

CONTENTS

1 **INTRODUCTION**
1 Vision
1 Purpose
1 Priorities
2 Values
2 Profile
4 Board of the Queensland Museum
5 **CHAIR'S FOREWORD**
6 **FROM THE CEO**
6 Vale
7 **BACKGROUND**
7 Queensland Government objectives for community
8 Object and guiding principles
9 Strategic Plan 2022-26
11 Operational Plan 2022-23
12 Operating environment
13 **OUTCOMES**
13 Performance measures
17 Strategic objectives
30 **GOVERNANCE**
31 Management and structure
40 Risk management and accountability
42 People and culture
46 **FINANCIAL PERFORMANCE**
47 Financial summary 2022-23
96 **GLOSSARY**
97 **COMPLIANCE CHECKLIST**
99 **APPENDICIES**
99 Appendix A: Grants
101 Appendix B: Peer-reviewed publications
106 Appendix C: Exhibitions
110 Appendix D: Corporate partners
111 Appendix E: Guardians

INTRODUCTION

Vision

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

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

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

Purpose

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

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

Priorities

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

1. **Customs, Cultures and Country:** we will celebrate the vibrant living cultures of Aboriginal, Torres Strait Islander and Pacific Indigenous peoples. We will acknowledge past injustices, tell hidden histories and embed First Nations voices as a vital, continuing thread in our organisational fabric.

2. **The archive is alive and well:** we will shine a spotlight on Queensland's priceless collections, keep them safe, and bring back of house to front of house to demonstrate the importance of our natural, cultural and geological treasures.

3. **Biodiversity champion:** we will preserve Queensland's unique biodiversity by applying research and knowledge to achieve real outcomes in medicine, wildlife and threatened species management; environment and reef protection; biosecurity; and ecosystem resilience.

4. **Digital evolution:** we will harness new and emerging technologies to expand our reach, personalise experiences, deepen our impact and be more efficient and flexible in the way we work.

5. **Captivated audiences:** we will strike a balance between expert knowledge and compelling outcomes to truly connect with diverse audiences in ways that inspire awe and wonder.

6. **A museum without borders:** we will break down barriers and deliver authentic experiences, contemporary research and best-practice museum services to all Queenslanders, no matter where they live.

Values

We are custodians with a passion. We care for our collection, our community and our people.

- **Curious:** we always want to know, understand and explore more. We share our knowledge to shape the future.
- **Authentic:** our stories are genuine and so are the people who share them. We are leaders in our fields.
- **Respectful:** by listening to understand, we show our respect. We have the courage to act with integrity and truth.
- **Enterprising:** we face challenges and are resourceful in finding solutions together. We put new ideas into action.

Profile

In 1859, a group of individuals curious about science formed the Queensland Philosophical Society.

Three years later they opened their first public display in the Windmill on Brisbane's Wickham Terrace, and thus, Queensland Museum was born.

Queensland Museum became a network with the addition of Museum of Tropical Queensland, Townsville and Cobb+Co Museum, Toowoomba in 1987, followed by The Workshops Rail Museum, Ipswich and Queensland Museum Collections and Research Centre, Hendra in 2002.

Today, Queensland Museum Network (QMN) is a celebrated cultural and scientific leader and the keeping place of more than 15.2 million cultural objects, natural history specimens, geological treasures and research items that illustrate Queensland's dynamic, ever-changing story. We bring these treasures to life through evidence-based research and compelling experiences delivered across the state, and beyond.

QMN's education loans program services schools and community groups across Queensland. Our virtual museum online and bestselling popular publications engage audiences at home and overseas, while our Museum Development Officers provide best-practice professional support for cultural heritage organisations caring for Queensland's distributed collections.

Queensland Museum

Cultural Precinct, South Brisbane I Opened 1986

Queensland Museum (QM) is the flagship campus of QMN. Located at South Bank in the heart of Brisbane's Cultural Precinct, QM tells the story of Queensland's natural and cultural heritage through four permanent feature galleries.

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

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

Museum of Tropical Queensland

Townsville I Opened 1987

The Museum of Tropical Queensland (MTQ) is the northern-most site of QMN. MTQ celebrates the cultures, customs and environments unique to Queensland's tropics. Nine feature galleries are complemented by a range of temporary and touring exhibitions and a vibrant program of events.

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

Behind the scenes, MTQ houses more than 71,000 accessioned natural history specimens, the largest collection of reef building corals of the Great Barrier Reef and Staghorn corals of the world and more than 9,800 artefacts significant to the First Nations peoples of northern Queensland.

The Workshops Rail Museum

North Ipswich I Opened 2002

The Workshops Rail Museum (TWRM), a multiple Queensland and Australian Tourism Award winner, is located in the regional city of Ipswich, the birthplace of rail in Queensland.

This heritage site includes hands-on exhibits chronicling 150 years of rail history alongside industrial machinery and beautifully restored treasures. TWRM is a popular venue for weddings and community events, and offers an engaging calendar of public programs including the beloved *Day out With Thomas*.

Cobb+Co Museum

Toowoomba I Opened 1987

Cobb+Co Museum (C+C) is home to the National Carriage Collection of nearly 50 horse-drawn vehicles. Named in honour of Australia's largest coaching company *Cobb & Co*. C+C explores how horse-drawn vehicles shaped Queensland's social history.

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

Queensland Museum Collections and Research Centre

Hendra, Brisbane I Opened 2002

The Collections and Research Centre (CRC, Hendra) is the repository of more than 440,000 State Collection items, including the geosciences, mineralogy and archaeology collections; large scale history, transport and technology artefacts; and spirit-preserved biological specimens. CRC, Hendra also serves as the metropolitan hub of QMN's education loans program, which services hundreds of thousands of schools and community groups across the state.

Board of the Queensland Museum

QMN is governed by the Board of the Queensland Museum (the Board), a statutory body whose existence, functions and powers are set out in the *Queensland Museum Act 1970* (the Act).

Under the Act, the Board's functions include:

A. the control and management of QMN and all natural history, historical and technological collections, and other chattels and property contained therein;

B. the maintenance and administration of QMN 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 QMN as a museum for science, the environment and human achievement, and to this end shall undertake:

   i. the storage of suitable items pertaining to the study of natural sciences, applied sciences, technology and history, and exhibits and other personal property;

   ii. carrying out or promoting scientific and historical research;

   iii. the provision of educational facilities through the display of selected items, lectures, films, broadcasts, telecasts, publications and other means; and

   iv. the operation of workshops for the maintenance and repair of exhibits and other things; and

   v. the control and management of all lands and premises vested in or placed under the control of the Board.

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

CHAIR'S FOREWORD

It gives me great pleasure to present the annual report for 2022-23.

This year marked the beginning of an exciting period of reimagining for QMN, with commencement of *Follow your curiosity.* This new Strategic Plan 2022-26 sets out an ambitious four-year vision to celebrate vibrant living First Nations cultures, champion biodiversity, shine a spotlight on our priceless collections, reach diverse audiences, harness new and emerging technologies and deliver museum services to all Queenslanders, no matter where they live.

Over the past 12 months, QMN has made great progress towards these goals. QMN touched the lives of more than two million people onsite at one of our four campuses in South Bank, Ipswich, Townsville and Toowoomba or offsite at major events including World Science Festival Brisbane; a further six million people engaged with QMN content online. More than 4,000 schools, early learning centres and community groups accessed QMN's education loans service, putting 45,000 items into the hands of more than 500,000 people across the state.

The long-term care and preservation of the State Collection remained a key focus. This year, a new *Collection Development Policy* was developed, and more than 30,000 items were accessioned into the State Collection having fulfilled the new assessment criteria. A five-year collection and revaluation of the library heritage collection and all accessioned biodiversity and geosciences specimens and social history artefacts was completed in May 2023, returning a value of $663 million, a 20 per cent increase on the last valuation, completed in 2018.

Our achievements and commitment to our new strategic focus was acknowledged by the Queensland Government, who have pledged $16.4 million in limited-life funding to QMN over five years commencing 2023-24. With this investment, QMN will amplify the safe and respectful repatriation of ancestral remains belonging to the First Nations people of Queensland, deliver World Science Festival events across the state, lease additional storage facilities for the State Collection and conduct urgent and unavoidable maintenance on our owned infrastructure. We thank the Queensland Government – particularly the Honourable Leeanne Enoch, Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts – for their recognition of our goals with this much-needed financial support.

During the year the Board farewelled Professor Bronwyn Harch and Associate Professor Geoffrey A.C Ginn who concluded their terms in July 2022 and May 2023 respectively. Bronwyn provided valuable insight to the Board in the areas of science and digital innovation. Geoff dedicated 12 years to QMN, serving four three-year terms between 2008 and 2023. His expertise in cultural heritage and First Nations engagement was of great assistance to the Board and the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee. On behalf of the Board, I thank Bronwyn and Geoff for their dedication, and wish them well in their future endeavours.

With endings come beginnings, and the Board welcomed new members Professor Shaun Ewen and Kyl Murphy in August 2022. Together, the Board has a wealth of knowledge in education, research and policy; digital transformation; First Nations and stakeholder engagement; arts, culture and major events. We are supported in our endeavours by the Chief Executive Officer (CEO), Executive Leadership Team, many dedicated employees and volunteers who deliver a myriad of activities across Queensland every day, and a group of loyal donors and partners.

We have big plans for QMN and I am confident and optimistic for the future.

Professor Margaret Sheil AO
Chair
Board of the Queensland Museum

FROM THE CEO

Our purpose is to celebrate the cultural, social and natural heritage of Queensland.

QMN's new Strategic Plan 2022-26 crystalises this ideal as sharing Queensland's story – an apt, but perhaps deceptively simple concept. For the past 161 years, QMN has grown alongside Queensland, discovering, collecting and preserving cultural artefacts and natural specimens from and relevant to our great state. While we can put a financial value on these collections, their real value lies in the stories – of identity, resilience, triumph, evolution and innovation – they represent. QMN's role is to reveal and share these stories as a lasting legacy for Queensland through evidence-based research and authentic experiences.

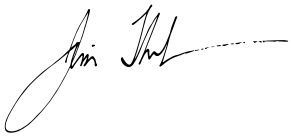
This year, QMN delivered on this promise, delivering a vibrant program of research, major events, museum services and exhibitions across the state, and beyond. WSFB returned – bigger and better than ever – with a curated program of thought-provoking conversations, interactive workshops, education activities and outdoor activations and 'Curiocities'. It attracted 206,322 attendances onsite and online and injected $12.36 million into the Queensland economy. The Brisbane event was complemented by regional programming delivered under the World Science Festival Queensland (WSFQ) banner in Chinchilla, Ipswich, Toowoomba and Townsville.

QMN's state-wide reach includes our vibrant regional campuses, education loans service and the highly valued and hugely successful Museum Development Officer program. During the year, our Museum Development Officers responded to 3,440 enquiries and provided professional advice, support and training to 30 independent and council-owned museums and historical societies across Queensland. These institutions are often run by volunteers, with few paid staff, and the Museum Development Officer program is their only source of professional museum support.

In 2022-23, QMN presented eight temporary exhibitions developed in-house and hosted nine touring exhibitions created by others, including *ACTION! Film and War* at MTQ; *Australia in Space*, displayed across C+C and TWRM and the runaway success *Disney: the Magic of Animation* at QM. In June 2023, we celebrated the long-awaited opening of *Dinosaurs Unearthed: Explore Prehistoric Queensland* at QM. This exhibition – 250 million years in the making – showcases QMN's internationally recognised paleontological research and collections and includes a dedicated First Nations section chronicling the fossil discoveries at South Walker Creek, on the traditional lands of the Barada Barna people.

First Nations stories are the heartbeat of who we are as a state and as a people. QMN is committed to honouring the living cultures of First Nations peoples as a vital, continuing thread in Queensland's story: past, present and future. We endeavour to redress past wrongs through our forthcoming *Innovate* Reconciliation Action Plan and active repatriation of ancestral remains, Secret Sacred objects and cultural heritage stolen from First Nations peoples.

QMN's dedicated team of more than 370 people, working from five sites and seven locations across Queensland remains the cornerstone of our success. Thank you all for your hard work and commitment. It has not gone unnoticed. My sincerest thanks to the Board for their guidance and support, in particular Professor Margaret Sheil AO for her wise counsel. I would also like to acknowledge the many donors and partners across industry, academia and government whose generosity amplifies our reach and impact and allows QMN to continue telling Queensland's story – past, present and future.



Dr Jim Thompson PSM
Chief Executive Officer
Queensland Museum Network

Vale

Mr Ian Berry (1970 – 2023)
Ian joined QMN in 2016 as a Senior Museum Technician. A valued employee, a respected colleague and friend to many, Ian played an integral role in the development and maintenance of many exhibitions displayed across QMN.

Mr Ian Venables (1935 – 2022)
A passionate museum supporter with a life-long interest in ornithology and citizen science, Ian was appointed to the Board of Queensland Museum in 1990 and again in 1994. His many years of service and support of QMN was recognised in 1999 when he was awarded the Queensland Museum Medal.

BACKGROUND

Queensland Government objectives for community

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

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

QMN contributes to the Queensland Government objectives for community by:

- connecting Queensland through our network of vibrant regional museums, state-wide programming and services that provide lasting economic and tourism legacies.
- honouring and embracing our rich and ancient cultural history by leveraging our public platforms to celebrate the vibrant living cultures of Aboriginal, Torres Strait Islander and Pacific Indigenous peoples.
- protecting the environment by discovering, documenting and preserving Queensland's natural species diversity, leading research into critical ecosystems and raising awareness of climate change.
- growing our regions by buying local and creating museum leadership capacity in regional and non-metropolitan areas.

In addition to these whole-of-government priorities, QMN contributes to a strong and sustainable cultural sector by maintaining our standing as Queensland's lead agency for museum services and implementing initiatives identified in *Creative Together 2020–2030: A 10 Year Roadmap for arts, culture and creativity in Queensland*.

This includes:

- reframing relationships with Aboriginal and Torres Strait Islander peoples by advancing a Path to Treaty and including the voices, histories and perspectives of Queensland's Indigenous peoples in everything we do.
- increasing tourism outcomes by creating and touring home-grown content and delivering major events that generate economic impact and raise Queensland's profile as a knowledge economy.
- building community cohesion and inclusivity by providing safe and trusted places for reflection, truth-telling, debate and celebration of brave new ideas.

Object and guiding principles

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

The guiding principles behind achievement of this object, as directed by the Act are:

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

Strategic Plan 2022-26

Follow your curiosity, the Strategic Plan 2022-26, describes five objectives that underpin all activity:

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

   Strategies:

   1.1 Enhance collection development through a relevant, responsible and sustainable approach.

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

   1.3 Bring Queensland's collections to life, enhance research outcomes and visitor experiences through advanced digital technology.

   1.4 Support Queensland's distributed collections and diverse heritage cared for by local, national and international communities.

2. **Knowledge becomes wisdom:** increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.

   Strategies:

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

   2.2 Build research capacity through partnerships and collaboration with universities, centres of excellence, funding bodies and industry partners.

   2.3 Demonstrate thought leadership by taking an active role in public discourse.

   2.4 Increase our impact by sharing knowledge with professional, public and school audiences across new and varied platforms.

3. **Experiences and engagement:** embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change.

   Strategies:

   3.1 Integrate Aboriginal and Torres Strait Islander culture, language, knowledge and history in everything we do and affirm our role as Queensland's lead agency for repatriation.

   3.2 Engage with diverse communities and audiences: identify who they are and listen to what they want.

   3.3 Create exciting, accessible, audience-led experiences and programming that showcase Queensland's collection and research.

   3.4 Deliver must-see exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

4. **160 years young:** be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.

   Strategies:

   4.1 Grow commercial partnerships, philanthropic capability and an entrepreneurial culture to increase own-source revenue to sustain operations and seed new initiatives.

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

   4.3 Be a cultural and scientific leader, and the premier provider of museum services in Queensland.

   4.4 Words to deeds: a lived performance framework that balances qualitative and quantitative measures and guides data-driven decision making.

5. **Our people:** create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence.

   Strategies:

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

   5.2 Adopt a dynamic organisational structure with the agility to deliver core business and capitalise on opportunities.

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

   5.4 Build a resilient culture that embeds workplace health and safety practices in everything we do.

On 15 November 2022 the Strategic Plan 2022-26 was modified, following a direction from the Department of the Premier and Cabinet, to reflect revision of the Queensland Government objectives for the community. The Minister responsible for the Act, being the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts, approved the modified Strategic Plan 2022-26 on 22 December 2022.

Operational Plan 2022-23

The Operational Plan 2022-23 was based on the Strategic Plan 2022-26. It focussed on the following activities:

- continue to future-proof the State Collection by investing in best-practice collection care, management, and digitisation initiatives.
- continue a four-year $9.1 million maintenance and infrastructure renewal program.
- reinforce our position as a leader in the preservation of Queensland's cultural and natural heritage through high quality research, knowledge dissemination and advocacy in priority areas of climate change, essential ecosystems, and the Great Barrier Reef.
- remain responsive to the needs of communities in regional and outer metropolitan areas via a state-wide network of public museums; education loans service; online engagement; and continue to support community museums via the Museum Development Officer program.
- strengthen partnerships with First Nations communities through implementation of an *Innovate* Reconciliation Action Plan and an ongoing commitment to repatriate ancestral remains belonging to Aboriginal peoples and Torres Strait Islander peoples.

The Operational Plan 2022-23 was not modified during the year.

The Minister responsible for the Act, being the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts (until 17 May 2023) and then Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts (from 18 May 2023) did not give any directions to the Board during the financial year.

Operating environment

Museums are a vital part of our creative and cultural landscape, offering authentic experiences underpinned by scientific rigour. In a world awash with data, 24/7 access to information, news on demand, social media and abundant virtual interaction, real experiences and meaningful connections are becoming increasingly sought after.

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

To do this, QMN must define audience needs and augment traditional, bricks-and-mortar programs with experiences that are personalised and available anywhere, anytime. Most importantly, QMN must offer safe places to gather, socialise and have fun, whilst influencing cultural tourism and urban development.

Like any organisation operating in modern society, QMN is vulnerable to social, economic, political, environmental and technological issues, including:

- unpredictable impact of natural disasters, global pandemics, cyber security threats and other uncontrollable events on service delivery, systems integrity, visitation and visitor confidence.
- meeting the diverse and evolving needs of audiences from across the state, and those travelling to Queensland.
- competing for scarce resources in an economic environment emerging from COVID-19.
- delivering dynamic, relevant research and experiences accessible to a diverse, contemporary audience within funding constraints.
- balancing ageing building infrastructure with legislative requirements to care, conserve, showcase and curate our collections.
- attracting and retaining talent in a highly competitive, national and international market.

QMN manages risk and responds to industry trends by:

- making informed, agile decisions underpinned by our vision, values and priorities.
- listening to our stakeholders and leveraging our competitive advantage to deliver audience-driven experiences and safe places to meet and gather.
- increasing reach and impact through innovative digital delivery models.
- collaborating with local, state and international industry counterparts to bring world-class museum services to Queensland.
- implementing a risk management framework, and demonstrating common sense and good judgement, taking a balanced, pragmatic approach to risk management and investment.
- engaging and collaborating with partners – new and old – to broaden capacity, extend influence and deliver best-practice outcomes.

OUTCOMES

Performance measures

	Notes	2022-23 Target	2022-23 Actual
1. **A collection like no other:** manage, preserve and curate our collections as the best example of Queensland's story—past, present and future			
Proportion of State Collection items stored to international benchmarks		80%	80%
Number of State Collection items digitised and available online	1	891,629	816,670
Engagements with arts, cultural and collecting institutions and First Nations Keeping Places across the state	2	5,000	3,440
2. **Knowledge becomes wisdom:** increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes			
Proportion of research projects linked to collection focus areas, current state and national priorities		100%	100%
Proportion of research projects funded by partnerships/grants		60%	60%
Number of expert consultancies delivered	3	20	42
Increase in school engagement (onsite, offsite and online)	4	10%	63%
Number of media stories published	5	8,000	12,983
Number of peer-reviewed research papers published	6	100	70
3. **Experiences and engagement:** embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change			
Number of First Nations engagement initiatives (including repatriation)	7	10	312
Audience satisfaction with QMN experiences [Service Delivery Standard]	8	95%	90%
Number of experiences underpinned by QMN collection and research strengths	9	75%	79%
Number of visits to QMN onsite and offsite [Service Delivery Standard]	10	2,060,000	2,300,185
Number of online engagements	11	5,000,000	6,066,508

	Notes	2022-23 Target	2022-23 Actual
4. **160 years young:** be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond			
Own-source revenue as a percentage of total revenue [Service Delivery Standard]	12	28%	41%
Completion rate for identified infrastructure renewal projects		100%	100%
5. **Our people**: create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence			
Employee satisfaction identified in Working for Queensland survey	13	+ increase	neutral
Workforce diversity targets	14	+ increase	+ increase (3/5) - increase (2/5)
Reduction in WHS matters	15	10%	14%

Notes

1	Unfavourable result due to redeployment of resources to deliver *Dinosaurs Unearthed: Explore Prehistoric Queensland* (QM, opened 16 June 2023)
2	Unfavourable result due to unplanned reduction in employee resourcing (turnover and unplanned leave)
3	Favourable result attributed to proactive promotion of museum services and expertise.
4	Favourable result due to schools' attendance at WSFB 2023 and relaxation of widespread school excursion bans imposed during COVID-19.
5	Favourable result influenced by WSFB and Curocity Brisbane 2023 (22 March-2 April 2023); *Disney: The Magic of Animation* (QM, 24 June 2022-22 January 2023) and *Dinosaurs of Patagonia* (QM, from 17 March 2023).
6	Unfavourable result attributed to redeployment of resources to five-yearly revaluation of the State Collection; collection remediation activities and delivery of *Dinosaurs Unearthed: Explore Prehistoric Queensland* (QM, opened 16 June 2023).
7	Favourable result due to introduction of Customs, Culture and Country as a strategic priority.
8	Unfavourable result due to temporary suspension of onsite, face-to-face surveys required as part of COVID-safe arrangements
9	Favourable result influenced by display of eight temporary exhibitions developed in-house and *Dinosaurs Unearthed: Explore Prehistoric Queensland* (QM, opened 16 June 2023), featuring a significant portion of items from the State Collection.
10	Favourable result due to higher than anticipated visitation to *Disney: The Magic of Animation* (QM, 24 June 2022-22 January 2023), WSFB and Curiocity Brisbane 2023 (22 March-2 April 2023)

Onsite	**2,139,762**
Queensland Museum, South Bank	1,843,376
Cobb+Co Museum, Toowoomba	120,987
The Workshops Rail Museum, Ipswich	92,584
Museum of Tropical Queensland, Townsville	82,815
Offsite	**160,423**
Thrive Festival, Toowoomba	1,749
Unearthed, Mackay	4,693
WSFB and Curiocity Brisbane 2023	150,092
WSFQ, Chinchilla 2022 and 2023	3,889

Notes

11	Favourable result attributed to the new QMN website, launched 18 January 2023.		
12	Favourable result due to higher than anticipated admissions revenue for *Disney: The Magic of Animation* (QM, 24 June 2022-22 January 2023) and *Dinosaurs of Patagonia* (QM, from 17 March 2023)		
13	The conceptual framework underpinning the *Working for Queensland* survey was modified in 2022 to reflect the *Resources-Demands-Outcomes Model of Engagement*. Employee satisfaction was not measured.		
	Substitute measures include:		
	I am proud of the work that I do	60%	
	My organisation has a positive impact on the lives of the people of Queensland	79%	
14	Workforce diversity targets increased in three of five categories. Decreases attributed to employees exercising their right not to self-identify and employee turnover, particularly in casual and part-time roles.		
	Employees self-identifying as:		
	Women	259	+2
	Aboriginal peoples and Torres Strait Islander peoples	13	+8
	A person with a disability	14	+5
	CALD – born overseas	4	-6
	CALD – speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	10	-6
15	Favourable result due to investment in work health and safety initiatives and increase in dedicated work health and safety employees.		

Strategic objectives

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

1.1 Enhance collection development through a relevant, responsible and sustainable approach.

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

During the year, 30,755 cultural heritage objects and biological specimens were accessioned into the State Collection.

Highlights include:

- a compass believed to have been manufactured in Germany for the A7V Sturmpanzerwagen known as *Mephisto* donated by Tom Lamin. Mr Lamin's grandfather worked as an engineer during World War 1 and likely acquired the compass for its technological advancement. QMN conservators will disassemble the compass in search of a maker's mark and other identifying factors to confirm its provenance.
- almost 300 southeast Asian fruit fly specimens from Richard Drew and Meredith Romig including 65 holotypes and 234 paratype specimens.
- three contemporary etchings by celebrated Cairns-based artist and Yidinji man Uncle Paul Bong.
- the head and body of a 100-million-year-old Australian elasmosaur from Western Queensland that has been dubbed the 'Rosetta Stone' of marine reptile palaeontology.
- 16,000 archaeological artefacts collected from 11 campsites used by the Queensland Native Mounted Police. The Queensland Native Mounted Police operated from 1849-1904 to protect the lives, livelihoods and properties of settlers, and prevent any Aboriginal aggression or resistance. This assemblage reflects camp life and is a highly significant and emotive connection to a dark period in Queensland's history.
- a Spencer motorcycle, assembled by members of the Historical Motor Cycle Club of Queensland using largely original parts made by David (Jimmy) Spencer, who is credited for developing the first locally made and distinctly Australian motorcycle engine at the Ipswich Railway Workshops in 1903. The motorcycle is the centrepiece of *The Spencer Project* (TWRM from 31 March 2023).

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

QMN is responsible for the State Collection and strives for best-practice standards of excellence in the preservation, growth and interpretation of the biological specimens and cultural heritage artefacts in our care.

In November 2022 AON Risk Services was engaged to conduct the five-yearly revaluation of the State Collection, specifically the library heritage collection and all accessioned biodiversity and geosciences specimens and social history artefacts (1,236,209 items). The revaluation was completed on 31 May 2023. It returned a value of $663 million, which represents a 20 per cent increase on 2018. The valuation methodology is provided in the Notes to and forming part of the Financial Statements 2022-23 on page 55.

In October 2022 the Board approved an overhaul of QMN's *Collection Development Policy*. The policy defines QMN's legal obligations as custodian of the State Collection and outlines professional benchmark standards for preservation, access and use; and prescribes acquisition criteria. It is supported by a *Collection Development Strategy 2022-26* which describes the five-year program of activities to develop the State Collection in support QMN's research and interpretive capacity, and address storage constraints through rationalisation.

Ms Cathy ter Bogt (Senior Conservator), travelled to Singapore (6-14 May 2023) to attend and speak at the International Council of Museums (ICOM) Singapore/Australia pilot training program. The aim of the program was to bring together heritage professionals from Australia and the Association of Southeast Asian Nations (ASEAN) to learn practical preventive conservation approaches and share conservation challenges commonly faced in the same geographical region.

During the year the Collection Services team:

- treated 844 items, including a model canoe from Gawa Island, Papua New Guinea that featured in the *Connections Across the Coral Sea* exhibition (QM, 19 August 2022 – 2 July 2023). This six-month project included 125 individual repairs and extensive consultation with maritime experts from the State Library of Queensland (SLQ) and Australian National Maritime Museum to determine how to hoist the sail and secure the rigging.

- commenced a conservation assessment of the Bert and Vera Thiess Tractor Fleet Collection. Bert Thiess was one of the five Thiess brothers who founded the Thiess engineering and construction group and oversaw its rise to an international company that helped shape Australia. An avid collector, Bert amassed 34 tractors together with other agricultural machinery in a private collection. In 2017, Bert's grandson Glenn donated the tractors accompanied by a donation of $500,000 by the Estate of his grandmother, Bert's wife, the late Mrs Vera Thiess to support the care and conservation of this extraordinary collection.

1.3 Bring Queensland's collections to life, enhance research outcomes and visitor experiences through advanced digital technology.

QMN is committed to harnessing new and emerging technologies to expand reach, personalise experiences, deepen impact and be more efficient and flexible in the way we work.

Digital highlights for 2022-23 include:

- launch of the all-new QMN website on 18 January 2023 (see also page 26).

- *Dinosaurs Unearthed: Explore Prehistoric Queensland* opened at QM on 16 June 2023. This all-new, home-grown permanent gallery applies emerging technologies and digital techniques to engage audiences, in situ through 13 digital offerings and hands-on interactives, including an animated 'dinoscape' and deep dive interactive touch table, or at home through online augmented reality using smart technology (see also pages 18, 23, 25 and 61).

- digitisation of more than 30,000 photographs, negatives, slides, videos, documents and newspaper clippings related to nine excavation seasons of the HMS *Pandora* shipwreck conducted in the two decades 1979-99. These records provide valuable context to this historical maritime archaeology project.

- launch of the *Anzac Legacy Gallery* virtual exhibition tour. The first of its kind for QMN, this free virtual tour allows users to navigate the gallery online to uncover stories and objects that shaped Queensland during the First World War.

- digitisation of original correspondence relating to the Queensland Native Mounted Police. This collaboration between QMN, Griffith University and the SLQ resulted in transcription and digitisation of 91 letters. The pilot project will be the basis of future similar projects and exploring data visualisation in the archives. The digitised letters will be used in the *Fugitive Traces: Reconstructing Yulluna experiences of the frontier* project funded by Australian Research Council (ARC) Special Research Initiative for Australian Society, History and Culture.

1.4 Support Queensland's distributed collections and diverse heritage cared for by local, national and international communities.

The MDO program was established in 1998 to fulfil QMN's legislated responsibility to provide support to museums and historical societies caring for Queensland's distributed collections.

Five MDOs based in Cairns, Townsville, Mackay, Toowoomba and Ipswich provide professional museum advice, support and training to regional communities, local governments and collecting organisations across the state.

In 2022-23, the MDOs serviced all Local Government Areas in Queensland, responded to 3,440 enquiries and delivered 30 service level agreements.

Highlights include:

- cataloguing workshops for Customs House Museum, Goondiwindi.

- Collection management support for Low Isles Preservation Society, Port Douglas; Hinkler Hall of Aviation, Bundaberg; Roy Emerson Museum, Blackbutt; Gold Coast Hinterland Museum, Mudgeeraba; Ipswich Hospital Museum, Ipswich; Mackay Museum, Pioneer Valley Museum, Mackay; Mossman Central Mill and Herberton Mining Museum.

- contemporary collecting workshops, delivered in partnership with Museums and Galleries Services Queensland, in Esk, Gatton, Boonah and Stanthorpe.

- curatorial and interpretation workshops for the Babinda Museum, Babinda; Cassowary Coast Shire Council and Nambour and District Historical Museum Association, Nambour.
- disaster response planning for the Bribie Island Seaside Museum, Bribie Island; and the Cairns and District Chinese Association Inc., Cairns.
- exhibition development for the Bigambul Cultural Centre, Goondiwindi; Sikh community, Cairns; and Stockham House, Ravenswood.
- managing First Nations collections and cultural material workshops for Tablelands Heritage Network and Sunshine Coast Council.
- strategic planning advice for the Booringa Heritage Museum, Mitchell; Cairns and District Chinese Association Inc., Cairns; Injune Heritage Museum, Injune; Mudgeeraba Light Horse Museum, Mudgeeraba; Mulgrave Settlers Museum, Gordonvale; Queensland Transport Museum, Gatton; and Roma Butter Factory, Roma.

1.5 Ensure long-term preservation and care of QMN collections through improved storage solutions and resources.

The Board is responsible for the control and management of the State Collection. This includes preserving and safeguarding the biological specimens and cultural heritage artefacts and associated information in its care, with available resources.

In 2020-21 QMN received $9.1 million over four years (2021-22, 2022-23, 2023-24, 2024-25) in services funding to Arts Queensland for priority backlog maintenance. Approximately $4.2 million has been allocated to conservation and remediation of State Collection items housed at CRC, Hendra.

During the year a dedicated Senior Collection Manager and a Preventive Conservator were appointed to lead the review and prioritisation of at-risk collection items. A two-year project plan has been developed and remediation activities for high priority collection items has commenced.

In June 2023, the Queensland Government confirmed $2.514 million over three years (2023-24, 2024-25 and 2025-26) to lease additional facilities to house remediated collection items appropriately.

2. **Knowledge becomes wisdom:** increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.

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

Taxonomy – the professional practise of naming, describing and classifying living organisms – remains the focus of research conducted by QMN scientists. During the year, 77 species new to science were described and published by QMN employees and honoraries.

Highlights include:

- Dr Geoff Monteith (Honorary Research Fellow) and others described seven new species of the Cooloola Monster. This flightless, subterranean cricket-like insect was first described in 1980 from a specimen found in Cooloola, Great Sandy National Park. The new species were described following a 10-year survey of south-east Queensland.
- Dr Paul Oliver (Senior Scientist and Curator, Mammals) and colleagues from South Australian Museum and Griffith University described *Litoria daraiensis*, *Litoria gracilis*, *Litoria haematogaster*, *Litoria lisae* and *Litoria naispela*: five new species of treefrogs from Papua New Guinea.
- Dr Michael Rix (Principal Scientist and Curator, Terrestrial Biodiversity), Dr Paul Oliver (Senior Scientist and Curator, Mammals) and others described *Euoplos dignitas*, a rare and giant trapdoor spider found in the Brigalow Belt, west of Bundaberg. The species – which can reach five centimetres in length – is known from very few locations around Eidsvold and Monto and is one of the largest trapdoor spiders found in Queensland.
- Dr John Stanisic (Honorary Research Fellow) described a new genus and three new species of Charopidae (pinwheel snails) from differing habitats in Queensland and New South Wales.

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

- community engagement in Mackay, Ayr and Rockhampton as part of the *Archaeology, Collections, and Australian South Sea Islander Living Identities* project. Bringing together written and visual narratives, archaeological remains, cultural landscapes, museum objects, and oral traditions, this three-year project showcases histories of Australian South Sea Islanders' lives and communities as a vibrant Indigenous culture, in order to raise awareness about their past in Queensland society and contribute to their sense of identity in the present and future.

- field work on the Capricorn Cays onboard *Reef Resilience* in conjunction with Queensland Marine Parks and Capricorn Coast Management Unit to confirm locations of two shipwreck sites *Deutschland* (1883) and *Polmaise* (1873); complete mapping and photogrammetry of SS *Tambaroora* (1879); and conduct drone surveys to assess the condition of HMCS *Protector*. As part of this fieldwork, copper alloys were sampled and will be analysed to understand the percentage of copper and provide detailed information on wooden ship construction in the 19th Century.

2.2 Build research capacity through partnerships and collaboration with universities, centres of excellence, funding bodies and industry partners.

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

A summary of all current research grants is provided at **Appendix A**. New research collaborations established in 2022-23 include, inter alia:

- Dr Tom Bridge (Senior Scientist and Curator, Corals) and Dr Peter Cowman (Principal Scientist and Curator, Marine Biodiversity) secured a partnership with James Cook University and Parks Australia to study coral diversity at Christmas Island and Cocos (Keeling) Island. The research will provide a baseline assessment of the coral fauna and inform conservation management strategies.

- Dr Geraldine Mate (Principal Curator, History and Technology) and Dr Brit Asmussen (Senior Curator, Archaeology) were named Partner Investigators of the Centre of Excellence for Indigenous and Environmental Histories and Futures. This seven-year, $89 million research project, funded by ARC Centre of Excellence for Indigenous and Environmental Histories and Futures, aims to bring Indigenous and environmental histories to the forefront of land and sea management.

- Dr Merrick Ekins (Collection Manager, Sessile Marine Invertebrates), Mr Jeff Johnson (Collection Manager, Ichthyology) and Dr Marissa McNamara (Collection Manager, Crustacea) participated in a workshop at CSIRO Marine Laboratories, Hobart for the Southern Seabed Biodiversity Project, aimed at assessing the marine fauna impacted by commercial trawling in the region between the southern Great Barrier Reef and northern New South Wales. Specimens acquired by QMN will build upon existing strengths in our collections from this area and provide insights on how diversity and abundance has changed over time.

2.3 Demonstrate thought leadership by taking an active role in public discourse.

QMN is a key player in the knowledge industry. Our expertise, scholarship and scientific rigour authenticate the stories we share. Research themes respond to breaking news, scientific discovery and societal issues.

In 2022-23 QMN employees shared their expertise in a range of forums, as follows:

- Dr Chris Burwell (Senior Scientist and Curator, Entomology) spoke on the seasonal, intercontinental migrations of butterflies and dragonflies as part of the Queensland Smithsonian Fellowship Speaker series.

- Ms Leitha Assan (Senior Curator, First Nations Cultures) and Ms Imelda Miller (Curator, First Nations Cultures) participated in the *Collectors and Curators* program at the Cairns Indigenous Art Fair (CIAF) (6-10 July 2022). CIAF provides the museum and arts industry a platform to network with Queensland's Aboriginal and Torres Strait Islander community, government representatives, academic and business stakeholders who have specialist interest in First Nations art and culture.

- Dr Tom Bridge (Senior Scientist and Curator, Corals) and Dr Peter Cowman (Principal Scientist and Curator, Marine Biodiversity) attended a week-long workshop focussed on the taxonomy and biogeography of Red Sea corals hosted by the Red Sea Research Centre of the King Abdullah University of Science and Technology, Saudi Arabia from 17-26 March 2023. Whilst there, they compared approximately 2,000 sequenced coral samples from the Great Barrier Reef with similar species endemic from the Red Sea, demonstrating the genetic differences between species.

2.4 Increase our impact by sharing knowledge with professional, public and school audiences across new and varied platforms.

First published in 1912, the *Memoirs of the Queensland Museum* continues to share new knowledge from research on the material evidence, traditions and history of the natural, ancient and cultural environments of Queensland and adjacent land and seas.

In 2022-23, QMN employees and honoraries published 70 peer-reviewed articles in *Memoirs of the Queensland Museum* (refer **Appendix B**).

Highlights include:

- Mr Patrick Couper (Senior Scientist and Curator, Reptiles and Amphibians) and Dr Andrew Amey (Collection Manager, Reptiles and Amphibians) developed a catalogue documenting the 370 herpetological the type specimens (256 reptiles and 61 amphibians) held by QMN.

- *Excavating MacGregor: reconnecting a nineteenth century collection from Papua New Guinea*, an extensive study of approximately 11,000 objects collected by Sir William MacGregor (1846-1919) during his nine-year tenure as Administrator and then Lieutenant-Governor and of British New Guinea and dispersed to five museums across the world, including QMN. The 466-page volume highlights the remarkable material culture of Papua New Guinea and considers the variable and problematic colonial interactions through which the objects were obtained.

QMN's topical and ground-breaking research was also disseminated through exhibitions, conference papers, online programs and popular publications, as follows:

- QMN employees shared insights into their work and research with a series of 'a day in the life' talks traversing topics including fish, insects, dinosaurs, marine invertebrates, maritime archaeology, megafauna and snails at WSFQ events (see also page 25).

- Dr Maddy McAllister (Senior Curator, Maritime Archaeology) and Ms Imelda Miller (Curator, First Nations Cultures) were awarded 'Best Paper' at the Australasian Institute for Maritime Archaeology Conference held in Adelaide on 21-23 September 2022. Their paper *Spaces of Interaction: Re-investigating Foam from the Australian South Sea Islander Perspective* reframed maritime archaeology research to focus on First Nations voices and perspectives. The *Foam* ran aground on Myrmidon Reef on the outer edge of the Great Barrier Reef in 1892. The wreck site was discovered in 1982. During its life, the *Foam* transported South Sea Islanders to work the Queensland cane fields. *Foam* is the only known wreck on the Great Barrier Reef of a Queensland labour vessel that was actively engaged in the labour trade at the time of its demise.

- Dr Geraldine Mate (Principal Curator, History and Technology) published *Mining the Landscape: The Archaeology of Mount Shamrock* in the *Contributions To Global Historical Archaeology* book series by Springer Link. This thought-provoking monograph discusses theoretical approaches to landscapes, highlights the value of an integration of social and industrial to the field of historical archaeology and integrates highly relevant archaeological and archival data into historical content and discussion chapters.

- *Wetlands of Queensland: A Queensland Museum Discovery Guide* was launched on 26 September 2022. Developed in partnership with the Department of Environment and Science, this 448-page publication includes 550 photographs and contributions from more than 25 authors in areas of ecology, environmental science, taxonomy, biology, engineering, marine science, and geography.

- the second edition of *Snakes of south-east Queensland* by Mr Patrick Couper (Senior Scientist and Curator, Reptiles and Amphibians) and Dr Andrew Amey (Collection Manager, Reptiles and Amphibians) was released on 15 March 2023. The first edition, published in 2007, but now out of print, is QMN's most popular pocket field guide. It was reprinted six times, selling several thousand copies. The new edition includes updated species information, new photographs and a refreshed design.

3. **Experiences and engagement:** embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change.

3.1 Integrate Aboriginal and Torres Strait Islander culture, language, knowledge and history in everything we do and affirm our role as Queensland's lead agency for repatriation.

QMN recognises Aboriginal peoples and Torres Strait Islander peoples as the first scientists, storytellers, traders and diplomats of Queensland. QMN is committed to developing and delivering exhibitions and public events featuring First Nations stories and voices.

During the year, an organisation-wide working group was convened to develop *Innovate*, QMN's second Reconciliation Action Plan (RAP). The *Innovate* RAP has been submitted to Reconciliation Australia for endorsement, and will be launched in 2023-24.

Other highlights include:

- the sixth annual Queensland Women in STEM Prize was awarded on 12 July 2022. Delivered by QMN in partnership with the Office of the Queensland Chief Scientist and Office for Women, this prestigious prize offers professional development bursaries to early career STEM practitioners who identify as female. The 2022 *Breaking Barriers Award* was presented to Jennifer Leigh Campbell from Griffith University – a proud Aboriginal woman, environmental engineer, researcher and lecturer who is fostering diversity and inclusivity through programs to overcome the stigma around STEM careers and broaden the scope of representation in Queensland's STEM industries.

- *Have another look Captain Cook!* was held at C+C from 1-5 August 2022 attracting more than 1,500 participants. This annual recognises of traditional music, dance, storytelling and crafts celebrates the history and culture of the First Australians: all the things Captain James Cook did not see when he 'discovered' Australia in 1770.

- *Connections across the Coral Sea: A Story of Movement* opened at QM on 19 August 2022. Developed by QMN in collaboration with the ARC Centre of Excellence for Australian Biodiversity and Heritage (CABAH), Walmbaar Aboriginal Corporation and Hope Vale Congress Aboriginal Corporation, this exhibition combines archaeological science with First Nations knowledge to highlight the extensive trade and voyaging networks across the Coral Sea.

- *Wulgurukaba Country*, MTQ's second First Nations Foyer Commission, was unveiled on 14 October 2022. Created by proud Bindal/Wulgurukaba Wakka Wakka artist Niketa Law, the striking four-metre-high piece is a contemporary interpretation of Townsville showing land and sea country where Niketa's ancestors have a continued connection.

- commissioning Aboriginal artists Jennifer Herd (Mbarbarrum) and Dylan Sarra (Gooreng Gooreng/ Taribelang) to create large-scale installations *Amplify/ Defy* and *Burnett River Petroglyph Rubbings* for Curiocity Brisbane 2023 (22 March-2 April 2023).

- *Dinosaurs Unearthed: Explore Prehistoric Queensland* opened at QM on 16 June 2023. It includes a dedicated First Nations section chronicling the fossil discoveries at South Walker Creek, on the traditional lands of the Barada Barna people. QMN worked closely with Barada Barna representatives to develop exhibition content and a film focussing on the importance of Country. Barada Barna representatives delivered a series of cultural awareness workshops for Visitor Experience Officers and other front of house staff in preparation for the exhibition opening.

- *Walking through a Songline* was displayed at MTQ (1 April–4 June 2023) and C+C (from 17 June 2023). In this immersive, digital experience visitors make their way through a series of stunning projections depicting a traditional Aboriginal songline. *Walking through a Songline* was developed by the National Museum of Australia in partnership with Mosster Studio, with the ongoing support of the traditional Aboriginal custodians and knowledge holders of this story.

- QM marked National Reconciliation Week 2023 (27 May–3 June) with a series of free First Nations storytelling sessions in the Wild State exhibition delivered by Tribal Experiences.

QMN cares for approximately 1,380 ancestral (skeletal) remains and Secret Sacred objects belonging to First Nations peoples from across the globe. Most were acquired before 1970, having largely been taken without permission and without consideration for traditional laws and customs. A significant number of these ancestral remains are unprovenanced, and unable to be linked to Country, family or language group.

Repatriation of ancestral remains, Secret Sacred objects and significant cultural heritage to Country and community is a basic human right, and a crucial step on the truth telling and healing journey of Queensland. QMN is recognised by the Australian Government as Queensland's peak body for repatriation. In accordance with the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003*, QMN is temporary custodian of ancestral remains and Secret Sacred objects, until they can be repatriated to their Traditional Owners.

During the year QMN received a $70,000 grant from the Australian Government's Indigenous Repatriation Program in support of repatriation projects with the Mapoon Aboriginal Shire Council and the Port Curtis Coral Coast Registered Native Title Body Corporation (RNTBC) representing the Gurang, Gooreng Gooreng, Bailai and Taribelang Bunda Peoples.

In the 2023-24 State Budget, the Queensland Government committed $4.6 million and five full time equivalent staff over five years to QMN to support the repatriation of ancestral remains and Secret Sacred objects belonging to Queensland's First Nations peoples and countries.

3.2 Engage with diverse communities and audiences: identify who they are and listen to what they want.

QMN serves a broad audience with varied and ever-changing needs. QMN is committed to researching audience perceptions and expectations to inform programming and improve the visitor experience. Audience engagement and satisfaction is garnered from intercept surveys onsite at all public locations, and questionnaires emailed to ticket-buyers and registered attendees post visit.

Highlight survey results for 2022-23 include:

- *Disney: the Magic of Animation* (QM, 24 June 2022-22 January 2023): 83 per cent of those surveyed stated the exhibition 'met' or 'exceeded' expectations, and 85 per cent would 'recommend' visiting QM to family and friends.
- *Day out With Thomas* (TWRM, 27 December 2022-22 January 2023): 98 per cent of people surveyed indicated the the event 'met' or 'exceeded' expectations.
- WSFB 2023: 92 per cent of people surveyed indicated they will attend again, 85 per cent agree that Brisbane is the perfect location for the event and 73 per cent reported feeling more informed on current issues and science topics as a result of attendance.

3.3 Create exciting, accessible, audience-led experiences and programming that showcase Queensland's collection and research.

From intimate 'back-of-house' collection tours to international travelling exhibitions and state-wide spectacles such as WSFB, QMN's vibrant, state-wide programs bring people together and create a sense of community.

In 2022-23, QMN's programming calendar included:

- 57 hands-on workshops in blacksmithing, coopering, rustic furniture making, leather plaiting, silversmithing and other trades reminiscent of *Cobb & Co. Coaching*, attracting 405 participants to C+C and TWRM. These workshops are pivotal in preserving Queensland's history and heritage skills and are popular rehabilitation opportunities members of the Returned Services League (RSL) and National Disability Insurance Scheme (NDIS) communities.
- 28 private events and public programs to augment *Disney: The Magic of Animation* (QM, 24 June 2022-22 January 2023) including six *A Night at the Museum* events; two sleepovers; six *After Dark* events; three sensory friendly sessions, and four sing-alongs featuring music from *Frozen, Frozen 2* and *Moana*.
- return of family favourite *Day out with Thomas* to TWRM on 25 June-10 July 2022 and 27 December 2022-23 January 2023, attracting more than 30,000 attendances. Programming included hands-on activities and craft; live performances by Sir Topham Hat, and the opportunity to meet Thomas the Tank Engine and his friends Douglas, George, Lady, Annie and Clarabel.
- developed *Swinging into Action!* an adults-only 1940s themed event to celebrate the *ACTION! Film and War* exhibition (MTQ, 10 November 2022–28 May 2023). Guests viewed Australia's first Oscar winning documentary *Kokoda Front Line!*, heard from renowned cinematographer David Brill AM and danced to music from Townsville's 1RAR band alongside the Townsville Swing Dance Group.
- the annual *Olden Days Festival* at C+C from 2-5 May 2023. More than 700 students, teachers and parents saw artisans including the blacksmith, spinners and weavers, leather plaiters, lacemakers and a rocking horse woodworker at work; interacted with hands on objects; viewed displays of objects from the past; and were entertained with a singalong, mystery objects presentation and whip cracking.

3.4 Deliver must-see exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

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

During the year QMN presented several major events, opened one new permanent gallery, displayed nine temporary exhibitions developed in-house and hosted eight touring exhibitions created by others. A full list of exhibitions staged in 2022-23 is provided at **Appendix C**.

Highlights include:

- QM's *SparkLab* continues to engage and inspire with dynamic STEM programming, interactive exhibits and visitor-centred inquiry learning. This year *SparkLab* welcomed 139,320 visitors (a 55 per cent increase on 2021-22) and continued to support educators through STEM professional development programs and curriculum linked resources supporting design thinking.

- *Disney: the Magic of Animation* (QM, 24 June 2022-22 January 2023). This touring exhibition from Walt Disney Animation Studios (Los Angeles, USA) comprised 600+ artworks spanning 100-years of Disney history from *Steamboat Willie* to the Academy Award® winning *Encanto*. The exhibition welcomed 135,528 visitors and generated positive visitor sentiment.

- *Unearthed!* the annual family-friendly event presented by QMN and BHP as part of the Project DIG partnership was held on 21 August 2022, attracting 4,693 visitors. The Mackay Entertainment and Convention Centre was transformed into a hub of science-themed fun with exhibitions, interactive workshops, presentations and demonstrations including a spectacular display of megafauna fossils found at BHP's South Walker Creek mine.

- the 20th birthday of TWRM coincided with the annual *Galvanised Festival* presented by Ipswich City Council on 3-4 September 2022. Activities included an official birthday celebration complete with balloon giveaways, face painting, garden games, torchlight tours, hands-on workshops in jewellery and metalsmithing, and an 18+ Prohibition Party.

- *Planes Trains and Autos* returned to TWRM on 30 April 2023, attracting more than 6,600 attendances. Developed by Ipswich City Council in partnership with QMN, Amberley Air Base and Willowbank Raceway, *Planes Trains and Autos* celebrates Ipswich's rich transport heritage with an action-packed program of aerobatic demonstrations, muscle car and vintage bike displays, blacksmithing demonstrations and a range of family-friendly activities set amongst 150 years of rail history at TWRM.

- *Dinosaurs Unearthed: Explore Prehistoric Queensland* opened at QM on 16 June 2023. This new, permanent exhibition offers a captivating view into the evolution of Queensland over millions of years, featuring locally discovered fossils, meteorites, cutting edge technology and intricate illustrations, underpinned by new research from QMN palaeontologists (see also pages 18, 23, 25 and 61).

QMN holds exclusive licence to host a World Science Festival in the Asia Pacific Region 2016-24. WSFB, the only event of its kind outside of New York, explores and celebrates the entanglement of science and art through a curated program of thought-provoking conversations, inspiring theatrical performances, interactive workshops, cinematic presentations, education activities and family-friendly outdoor experiences. The inaugural WSFB was presented in 2016, and has grown to include regional engagement in Chinchilla, Gladstone, Ipswich, Toowoomba and Townsville, delivered under the WSFQ banner. In December 2022 QMN acquired the rights to present Curiocity Brisbane as a key pillar of WSFB 2022-24.

WSFB 2023 was held from 22-26 March, and extended with Curiocity Brisbane until 2 April. The first, full-scale event held since 2019. It attracted 206,322 attendances onsite and online, including 5,204 students on dedicated school excursions. Across five days, Brisbane came alive with 69 events – including 25 free events – delivered by 30 activity providers, 199 performers and thought leaders from across the globe, including celebrated physicist and World Science Festival co-founder Professor Brian Greene; former CEO of NASA Thomas Zurbuchen; Chief Technology Officer of the Australian Space Agency Aude Vignelles; and Australia's first female astronaut Meganne Christian.

Programming included the return of the hugely popular *Night of the Nerds* hosted by comedian Mark Humphries; lunchtime labs in the Queen Street Mall and *City of Science* – a popup extravaganza of hands-on activities, demonstrations, and STEM stations right around Brisbane. Crowd favourite *The Hatchery* allowed visitors to capture a rare glimpse of loggerhead turtles hatching in their incubation chambers. The new event *Social Science* at QM included live music and comedy, science demonstrations and installations.

Curiocity Brisbane 2023 transformed the city into an interactive place to explore, create and play with 14 installations curated by Brisbane artist Jay Younger. Highlights included *PIVOT*, a field of semi-intelligent seesaws; *The Climate Wars* a seven-metre-tall green sculpture on the banks of Brisbane River and *Amplify/Defy* a large-scale vinyl image by Indigenous artist Jennifer Herd.

QM welcomed 56,230 visitors over the five days of WSFB 2023, including 16,316 visitors on Saturday 25 March 2023: the highest number of visitors onsite since the onset of the COVID-19 pandemic. An independent economic impact study commissioned by WSFB strategic partner Tourism and Events Queensland reported that the 2023 event resulted in 17,410 visitor nights, and injected $12.36 million into the Queensland economy through direct and incremental spending.

WSFQ events were held in Chinchilla (22-23 July 2022 and 2-3 June 2023), Ipswich (16-17 September 2022), Toowoomba (9-10 October 2022 and 21-22 May 2023) and Townsville (23-24 June 2023) attracting 12,237 attendances.

4. **160 years young:** be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.

4.1 Grow commercial partnerships, philanthropic capability and an entrepreneurial culture to increase own-source revenue to sustain operations and seed new initiatives.

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

QMN's commercial functions, including retail, cafe, wholesale publications and front-of-house trading resulted in a revenue of $13.8 million in 2022-23.

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

- Bris Style's Handmade Markets held at the Whale Mall and Pyramid Plaza, QM five times throughout the year, welcoming 10,000 shoppers.
- 40 weddings, school formals and other special events at TWRM and C+C.
- The Australian Coral Reef Society conference welcome function, keynote address and book launch and opening night celebrations for *Moulin Rouge! The Musical* at QM.

QMN continued to build and consolidate its partnership portfolio, securing more than $4.9 million ($3.6 million cash and $1.3 million in-kind) from 31 partners. Current partners are acknowledged at **Appendix D**.

Highlights include:

- 23 partners supported WSFB and WSFQ.
- a new partnership agreement with Shell's QGC business was finalised in January 2023. This three-year (2023-2025) partnership will support continuation of the hugely successful Future Makers program, including teacher professional development workshops; student STEM innovation challenges; and the delivery of WSFQ events in Chinchilla and Gladstone in 2023 and 2024.
- a new, three-year (2022-2025), in-kind partnership with Queensland Xray who will provide free of charge CT, MRI and CBCT scanning of State Collection items to further QMN's research and accessibility priorities.

- the Project DIG partnership with BHP concluded on 30 June 2023. Over the past five years this ground-breaking partnership has transformed how QMN stores, explores and shares our collection and research with communities, students and scientists across the globe. The end of the partnership was celebrated in June 2023 with delivery of the capstone project, the new Dinosaurs *Unearthed: Explore Prehistoric Queensland* permanent gallery at QM (see also pages 18, 23, 25 and 61).

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

After 16 months in development the new QMN website launched on 18 January 2023. The modern, image-rich site offers an improved visitor experience with fast page speed

loading and intuitive search capabilities. During the year, the website generated six million page views, 1.87 million total sessions and 1.4 million total users, users. It also recorded a 75 per cent engagement rate, a 98 per cent increase since launch of the new site.

The Board owns an extensive infrastructure portfolio and operates all assets in accordance with relevant legislation, with an emphasis on safety and longevity.

Major infrastructure works during the year include:

- flood rectification of the *Dinosaur Garden*, adjacent entrance foyer and amenities at QM.
- roof remediation works and fire and electrical upgrade at TWRM.
- refurbishment of the emergency power generator at MTQ.
- renovations to the café and external amphitheatre at C+C.
- completion of bespoke laboratory facilities and office accommodation at CRC, Hendra. An open day was held on 15 September 2022 for QMN staff to view the renovations, including the state-of-the-art spirit collection facility which houses approximately 80,000 jars containing more than 800,000 individual specimens of fish, amphibians, reptiles, parasites and small mammals.

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

4.3 Be a cultural and scientific leader, and the premier provider of museum services in Queensland.

QMN's talented, multidisciplinary workforce of 377 employees and as many volunteers are committed to scholarship and research, and actively collaborate with industry partners to augment capacity and achieve international outcomes.

During the year, the following QMN employees and honoraries were recognised for their contribution to the museum profession:

- Dr Michela Mitchell (Collection Manager, Cnidaria) was awarded a Churchill Fellowship allowing her to travel to the United States of America, Denmark, Belgium, France and the United Kingdom to further her knowledge of venom evolution and venom translation into bio-applications (anti-venom, therapeutics, cosmetics and agricides).
- Dr Michael Rix (Principal Scientist and Curator, Terrestrial Biodiversity) received the Society of Australian Systematic Biologists 2022 *Mid-Career Research Excellence Award*. This prestigious, honorific award recognises Dr Rix's significant contribution to the field of taxonomy and systematics in Australia.
- Mr Geoff Thompson (Collection Imager) received an Award of Excellence in the Magnified Images category of BioImages 2022 Competition for his photograph 'Scales fringing the eye of a male Giant Predatory Mosquito, *Toxorhynchites speciousus*'. BioImages is an annual online juried competition presented by the BioCommunications Association showcasing outstanding images featuring the life sciences and medical fields.
- Dr Jeremy Wilson (ABRS Research Fellow, Arachnology) was awarded the 2023 Norman Platnick Award for Taxonomic Research. This prestigious, international award presented by the American Arachnological Society honours the late Dr Norman Platnick, former Curator at the American Museum of Natural History in New York, and titan in the fields of taxonomy, systematics and phylogenetics.

QMN's operations are supported by a group of dedicated volunteers and honoraries. During the year QMN was supported by 327 such individuals, who contributed more than more than 8,849 hours in a range of roles including front-of-house operations, records management, major events and research areas.

4.4 Words to deeds: a lived performance framework that balances qualitative and quantitative measures and guides data-driven decision making.

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

During the year, a new key performance indicator (KPI) Framework was developed by the newly established Museum Leadership Team (MLT) and approved by the Board.

The KPI Framework provides a shared understanding of KPIs and the underlying metrics, assigns responsibility to individual portfolios whilst ensuring line-of-sight to strategic priorities. New measures will commence in 2023-24.

5. **Our people:** create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence.

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

QMN's strategic workforce plan is focussed on effective leadership and decision making; establishing and maintaining a workforce environment that is effective, efficient and agile; and ensuring a dynamic workforce that is capable, flexible, engaged, loyal, motivated, safe and sufficiently recognised.

The 2022 *Working for Queensland* survey was conducted from 5 September-5 October 2022. It was completed by 71 per cent of the QMN workforce. The majority (79 per cent) believe QMN has a positive impact on the lives of the people of Queensland. More than 80 per cent 'agree' or 'strongly agree' that their line manager acts with honesty and integrity, and 72 per cent of respondents are proud to tell others they work for QMN.

Other workforce initiatives delivered during the year included:

- maintaining Personal Performance Planning (PPP) for all QMN employees to ensure clarity of expectations; alignment to strategic and operational plans; and provide opportunities to improve performance through feedback and support.

- promotion of healthy work-life balance through provision of flexible working initiatives such as part-time employment, telecommuting and career breaks, especially in consideration of emergent situations such as severe weather events and COVID-19.

- continued participation in the Cultural Centre First Nations Graduate Program. A joint initiative between QMN, Arts Queensland, Queensland Art Gallery/Gallery of Modern Art (QAGOMA), Queensland Performing Arts Centre (QPAC) and SLQ, the Cultural Centre First Nations Graduate Program provides two years' full-time employment for First Nations university graduates through rotational placements at each organisation.

5.2 Adopt a dynamic organisational structure with the agility to deliver core business and capitalise on opportunities.

QMN has considerable strengths in all areas of strategic focus. However, there is an ongoing need to adapt to changes in our operating environment.

On 23 May 2022 QMN commenced an organisational restructure designed to:

- optimise strengths and deliver on legislated and strategic intent.
- enable organisational sustainability through improved effectiveness and efficiency.
- enhance connections to communities through all sites and outreach programs.
- provide a workforce framework and culture that provides role clarity and consistency and greater opportunities for professional career paths.
- improve decision-making and accountability.
- engender greater cross-functional collaboration and integrated planning and activity to align with, and support, execution of QMN's strategic priorities.

The organisational restructure was implemented progressively throughout 2022-23 to ensure business continuity whilst accommodating recruitment timelines, training and general adjustment.

Organisational change impacts during 2022-23 included:

- 3.33 full time equivalent temporary roles (equating to seven employees) were converted to permanent.
- two permanent employees on long-term acting higher duties arrangements were directly appointed.
- 31 new and/or vacant roles were recruited.

In October 2022, professional consultancy firm Ernst and Young were engaged to conduct a review of the organisational restructure; identify gaps and opportunities for improvement; establish plans to address key priority areas to support QMN to deliver the changes; and build leadership capability in driving effective change. Implementation of the organisational restructure will continue in 2023-24.

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

QMN adopts a fit-for-purpose governance framework, premised upon the Act and other applicable legislation, regulations, standards and whole-of-government directives to inform strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and transparently.

Key initiatives for 2022-23 include:

- QMN's risk management framework was reviewed, and a new risk appetite statement developed for adoption in 2023-24.
- an MLT, comprised of all Executive Directors, Directors and program/function Heads (25 members) was established. MLT is responsible for informing and implementing strategic priorities and workplace values; leading development and tracking of organisation wide KPIs; fostering collaboration across teams and portfolios and ensuring accurate flow of communication.
- a series of capability uplift sessions were offered to MLT to develop leadership skills in the areas of change management, mentally healthy workplaces, managing difficult conversations and effective communication.
- Directors Australia was engaged to conduct a comprehensive performance evaluation of the Board. Improvement outcomes will be implemented in 2023-24.

5.4 Build a resilient culture that embeds workplace health and safety practices in everything we do.

The Board is committed to protecting the health, safety and welfare of all workers, contractors, volunteers and visitors. During the year, 11 site-specific work health and safety (WHS) Committee meetings were convened to coordinate, communicate and action WHS matters relevant to that QMN site and/or work undertaken by workers on that QMN site. The QMN enterprise level WHS Consultative Committee met four times to ensure management participation in WHS matters.

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

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

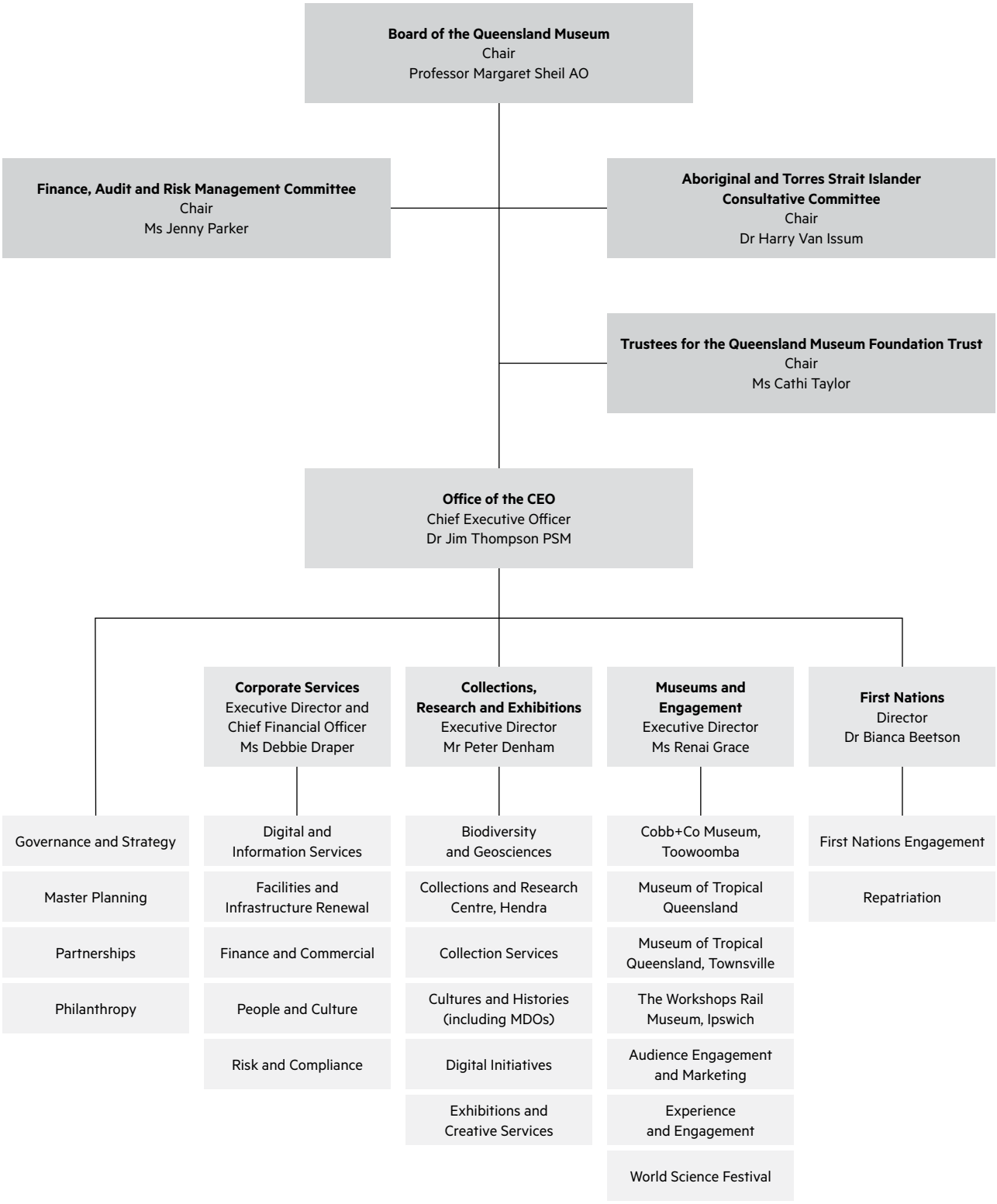
Since the diagnoses, QMN has voluntarily committed to improvement actions and worked closely with Workplace Health and Safety Queensland to mitigate risk of exposure to Q fever. This has included screening and vaccination of employees deemed at risk of Q fever exposure and implementing a range of new WHS policies and procedures.

QMN chose to progress an Enforceable Undertaking in response to the charges laid.

An Enforceable Undertaking is a legally binding commitment that requires QMN to deliver effective WHS activities that provide tangible benefits for workers, industry, and the community. As a result of the Enforceable Undertaking, QMN will invest $1 million towards implementing a new occupational health and safety system, contracting third party compliance audits, and developing best practice workplace health and safety tool kits that will be shared with the museum sector. The Enforceable Undertaking will deliver real and lasting cultural change that would not be achieved from a court-imposed sanction.

GOVERNANCE

Organisational chart as of 30 June 2023



Management and structure

Board of the Queensland Museum

The Board is appointed by the Governor in Council on recommendation of the Minister administering the Act.

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. All members bring experience and specific expertise to the Board, including a broad appreciation of QMN's major fields of endeavour.

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 2022-23 and considered matters including:

- 2022-23 budget and forward estimates, Strategic Plan 2022-26, Operational Plan 2022-23, and KPI framework.
- collection care and management
- infrastructure renewal collection development, fundraising and authorities and delegations policies.
- international travel approvals.
- outward loan agreements.
- performance reports and progress presentations on significant exhibitions and major events.
- revised charters for the Board and Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee
- appointments to the Finance, Audit and Risk Management Committee.
- significant procurement.

Members of the Board and their remuneration are summarised below.

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Professor Margaret Sheil AO	Chairperson and Member	6	6	$20,000	$16,667
Ms Cathi Taylor	Deputy Chairperson and Member	6	5	$7,000	$5,833
Professor Shaun Ewen[1]	Member	6	4	$7,000	$5,250
Associate Professor Geoffrey AC Ginn[2]	Member	6	5	$7,000	$5,833
Ms Janine Griffiths	Member	6	5	$7,000	$5,833
Professor Bronwyn Harch[3]	Member	6	0	$7,000	$583
Ms Valmay Hill	Member	6	6	$7,000	$5,833
Kyl Murphy[1]	Member	6	5	$7,000	$5,250
Ms Jenny Parker	Member	6	6	$7,000	$5,833
Dr Harry Van Issum	Member	6	5	$7,000	$5,833
Number of scheduled meetings					6
Out of pocket expenses					$0

[1] Commenced 1 August 2022
[2] Concluded 31 May 2023
[3] Concluded 31 July 2023

Board members

Chairperson
Professor Margaret Sheil AO
FTSE FRACI FANZSMS PhD BSc (Hons)
1 August 2019-31 July 2022
Reappointed 1 August 2022-31 July 2025

Margaret was appointed Vice-Chancellor and President of QUT in 2018, having previously been Provost at The University of Melbourne (2012-2017) and CEO of the Australian Research Council (2007-2012). Margaret is Deputy Chair of the Board of Universities Australia, the lead Vice-Chancellor for Research and Innovation for Universities of Australia and a member of the Australian Space Agency Advisory Group. She has been a Director of the Australian Nuclear Science and Technology Organisation (ANSTO), a member of the Advisory Board for Coursera, the Prime Minister's Science, Innovation and Engineering Council, the National Research Infrastructure Council and the Cooperative Research Centres Committee.

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

Deputy Chairperson
Ms Cathi Taylor
BSocStud MTP GAICD
1 June 2017-31 May 2020
Reappointed 1 June 2020-31 May 2023
Reappointed 1 June 2023-31 May 2026

Cathi has extensive leadership experience, having held held senior executive roles in the Queensland Government departments of the Premier and Cabinet, Environment, and Transport and Main Roads, and was the Information Commissioner for Queensland. Cathi was previously a Trustee for the Royal Flying Doctor Service – UK, Chairman of the University of Sydney UK Alumni Association, co-convenor of the Inspiring Women Reflect programme, and convenor of art history programs conducted in London's major public galleries and museums. Cathi holds a Bachelor of Social Studies from the University of Sydney and a Master of Town Planning from the University of New South Wales, is a Graduate of the Australian Institute of Company Directors and an Executive Fellow of the Australia and New Zealand School of Government.

Members

Professor Shaun Ewen
BAppSc (Physio), MIntSt, DEd
1 August 2022-31 July 2025

Shaun is Deputy Vice Chancellor (Education) at Griffith University. Prior to joining Griffith, Professor Ewen was Pro Vice-Chancellor (Place and Indigenous) (2017-2022) and Foundation Director of the Melbourne Poche Centre for Indigenous Health, Faculty of Medicine, Dentistry and Health Sciences, (2015-2022) at the University of Melbourne. In 2020 Professor Ewen was visiting Professor of Indigenous Health and Leadership in the School of Global Affairs, King's College London. Shaun has degrees in Applied Science (Physiotherapy) and International Studies from the University of South Australia, and a Doctorate of Education from Melbourne University. Shaun's research interests are in Indigenous health workforce development, and health professional education. He has provided the academic and Indigenous leadership for the Leaders in Indigenous Medical Education (LIME) project, a bi-national project bringing together all medical schools across Australia and New Zealand.

Shaun is a Director of the Australian Medical Council (and Chair of the Aboriginal and Torres Strait Islander Committee), and Board Member of the Menzies Australia Institute, King's College London, and Member of the Australasian Strategic Advisory Board (ASAB) for Advance HE.

Shaun is passionate about the importance of diversity and inclusion as a precondition for excellence in higher education.

Associate Professor Geoffrey (Geoff) AC Ginn
BA (Hons I) PhD
1 June 2017-31 May 2020
Reappointed 1 June 2020-31 May 2023

Geoff teaches British and global history at The University of Queensland, as well as the capstone course History in Action. He is co-editor of the Australian Journal of Politics and History, and associate editor of Global Nineteenth Century Studies.

Geoff's first sole-authored book, Archangels & Archaeology: JSM Ward's Kingdom of the Wise (Sussex Academic Press) appeared in 2012, followed by Culture, Philanthropy and the Poor in Late-Victorian London (Routledge) in 2017. His current projects include the ARC Linkage project (2019-23) to develop a Queensland Atlas of Religion in partnership with the State Library of Queensland, and a monograph on the intimate politics of the Edwardian 'New Liberals.'

Geoff has served on the Board of the State Library of Queensland (2005-08), the Board of the Abbey Museum of Art and Archaeology, and as a judge in the Queensland Literary Awards. An active public historian and former heritage consultant, he was a Chevening Scholar to the UK in 1995-96 and a Visiting Fellow at the Institute of Historical Research, University of London (2014).

Ms Janine Griffiths
BCom, GAICD
1 August 2019-31 July 2022
Reappointed 1 August 2022-31 July 2025

As a Managing Director with the global digital and technology company Accenture, Janine leads Accenture's Brisbane Office, is a leader in Accenture's Global Resources Industry client group and a member of Accenture's Global Diamond Leadership Council. Janine has worked across the globe in senior positions helping organisations understand and implement the critical steps they need to address to achieve sustainable business, digital and IT focused transformation.

With 30 years experience, Janine has worked with clients in federal state and local government in Australia and New Zealand, as well as across Asia, Europe and the USA with clients in the mining, utilities, financial services, aviation, rail, manufacturing and telecommunications industries. She holds a Bachelor of Commerce from The University of Queensland, a post graduate certificate in Change Management from the Australian Institute of Management and has completed the Australian Institute of Company Directors (AICD) Company Directors course. Passionate about mentoring, Janine is a mentor in the QUT Executive MBA Program and volunteer mentor to elite female athletes through the Minerva Network.

Professor Bronwyn Harch
BEnvSc (Hons) BEd (MathSc) PhD FTSE, GAICD
1 August 2019-31 July 2022

Bronwyn Harch has significant research and higher education leadership experience and is passionate about innovation that makes our communities more resilient. She was Deputy Vice-Chancellor and Vice-President (Research and Innovation) at The University of Queensland (2018–22). In this role, Bronwyn was responsible for enhancing performance and reputation in research, commercialisation and innovation, research training, and research and innovation collaboration with external stakeholders, nationally and internationally. She led the bid for the recently successful Federal Government's Trailblazers Commercialisation Program for the Food and Beverage Accelerator.

Bronwyn has led digital transformation projects in the agrifood sector. She developed engagement and commercialisation strategies with governments and industry. She also worked for 18 years as a researcher and research strategist at CSIRO. Bronwyn's own research has focused on the statistical design of landscape-scale sampling protocols and monitoring programs, as well as the statistical modelling of complex systems, particularly agri-environmental systems. Bronwyn's Board experience includes current membership of Queensland's Innovation Advisory Council, the Cooperative Research Centres Advisory Committee, AgResearch NZ's Science Advisory Panel and CSIRO's Oceans and Atmosphere Advisory Board.

Ms Valmay Hill
BEc, AICD
1 August 2019-31 July 2022
Reappointed 1 August 2022-31 July 2025

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

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

Kyl Murphy
MBA, GAICD
1 August 2022-31 July 2025

Kyl is an experienced executive committed to ideas, integrity and inclusion. She has held senior roles in State, Federal and Local government, in academia and the media. She has also facilitated successful cross-sector initiatives and partnerships. Kyl has led major projects on social policy reform, innovation integration and regional service delivery. She most recently served as State Director and Company Secretary for the Committee for Economic Development of Australia, a national independent research organisation.

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

Ms Jenny Parker
FCA BCom AMIIA
1 June 2020-31 May 2023
Reappointed 1 June 2023-31 May 2026

Jenny has more than 33 years professional services experience and is currently the Oceania Health and Life Sciences Leader at Ernst & Young. Jenny has considerable experience working with not-for-profit organisations including the Mater Hospital Group and St Vincent's Health Care and a proven track record in major government reviews within the Health Sector. She has previously been the Audit Committee Chair for the Queensland Department of Premier and Cabinet and the Public Sector Commission and has also been an independent Member of the Brisbane City Council Audit Committee and Department of Main Roads Audit Committee. Jenny chairs Queensland Museum's Finance Audit and Risk Management Committee (FARMC).

Dr Harry Van Issum *PhD*
1 June 2020-31 May 2023
Reappointed 1 June 2023-31 May 2026

Harry is a Woppaburra man from the Darambal Language Group of Central Queensland and is a Principal Research Fellow at Griffith Centre for Social and Cultural Research. Harry has also been involved in many grassroots Indigenous organisations such as Burragah, the Woppaburra Land Trust, the Woppaburra Traditional Use of Marine Resources Committee and the Bayside Community Justice Group (Murri Court). He currently serves on the Reef Restoration Adaption Program Steering Committee (GBRF) and the Indigenous Reef Advisory Committee (GBRMPA). He is the current Chairperson of QMATSICC.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee (FARMC) is responsible for analysis and review of QMN's audit and risk management functions. Its role is to assist the Board in overseeing QMN's budget, financial reporting, internal control, audit and risk management activities.

FARMC operates according to its charter and terms of reference and has due regard to the Guidelines published by Queensland Treasury.

FARMC met five times during 2022-23 and considered matters including:

- finance and audit reports (internal and external).
- performance of key projects such as WSFB and travelling exhibitions.
- risk register, new key risks and changes to risk ratings.
- WHS, collection and records management reports.
- approval of budgets, financial performance management and annual financial statements.

FARMC annually reviews the strategic risks, including a review of the risk appetite statement and QMN environmental risk scan.

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

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Ms Jenny Parker	Chairperson and Member	5	5	$2,500	$2,083
Mr Tom Du Preez	External Advisor	5	5	$1,800	$1,800
Ms Janine Griffiths	Member	5	5	$1,800	$1,500
Professor Bronwyn Harch[1]	Member	0	0	$1,800	$138
Ms Valmay Hill[2]	Member	4	4	$1,800	$1,500
Dr Jim Thompson	Member (ex-officio)	5	5	$0	$0
Ms Linda Holm	CAA Observer	5	5	$0	$0
Ms Debbie Draper	QMN Observer	5	5	$0	$0
Number of scheduled meetings					5
Total out of pocket expenses					$0

[1] Concluded 31 July 2022
[2] Commenced 1 August 2022

Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

The Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee (QMATSICC) 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 peoples.

QMATSICC met four times during 2022-23. QMATSICC members and record of attendance during the year are listed below.

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Dr Harry Van Issum	Chairperson and Member	4	4	$2,500	$2,083
Ms Rhonda Appo[1]	Member	4	3	$1,500	$1,800
Ms Nancy Bamaga[1]	Member	4	3	$1,500	$1,800
Ms Nareeta Davis[1]	Member	4	3	$1,500	$1,800
Associate Professor Henrietta Marrie AM[1]	Member	4	3	$1,500	$1,800
Cr Phillemon Mosby[1,2]	Member	4	2	$0	$0
Mr Dion Tatow[1]	Member	4	4	$1,500	$1,800
Ms Louisa Warren[1,2]	Member	4	1	$0	$0
Associate Professor Geoffrey AC Ginn[3]	Member (ex-officio)	4	3	$1,500	$1,800
Dr Jim Thompson	Member (ex-officio)	4	4	$0	$0
Dr Bianca Beetson[4]	QMN Observer	2	2	$0	$0
Mr Peter Denham	QMN Observer	4	4	$0	$0
Number of scheduled meetings					4
Total out of pocket expenses					$0

[1] Until 28 April 2023
[2] As a Public Sector Employee, not entitled to remuneration in accordance with Remuneration Procedures for Part-Time Chairs and Members of Government Bodies
[3] Concluded 31 May 2023
[4] Commenced 16 January 2023

Queensland Museum Foundation

The Queensland Museum Foundation Trust (Foundation) was established by the Board in 2002 under the Queensland Museum Foundation Trust Deed as an independent legal entity dedicated to raise funds in support of QMN and other eligible charities that operate a public museum.

The Foundation is a public ancillary fund, registered as a charity with the Australian Charities and Non-profit Commission, endorsed as a Deductible Gift Recipient under Item 2 of the *Income Tax Assessment Act 1997*.

The Foundation is governed by individual Trustees appointed by the Board following endorsement from the Minister administering the Act on a voluntary (unpaid) basis.

During the year the Foundation, in abeyance since 2017, was reinstated and a new Director, Philanthropy appointed to lead QMN's philanthropic activities, including an end-of-financial year giving campaign.

Trustees and their record of attendance at Foundation meetings during the year are listed below. Current individual supporters are acknowledged at **Appendix E**.

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

Name	Position	Meetings		Remuneration	
		Eligible	Attended	Entitlement (per annum)	Actual
Ms Cathi Taylor	Chairperson and Trustee	3	3	$0	$0
Ms Valmay Hill	Trustee	3	3	$0	$0
Dr Jim Thompson	Trustee	3	3	$0	$0
Ms Georgina Anthonisz	QMN Observer	3	3	$0	$0
Number of scheduled meetings					3
Total out of pocket expenses					$0

Executive Leadership Team

Chief Executive Officer
Dr Jim Thompson
BSc(Hons), MResSc, PhD, GCELead, PSM
Commenced 4 September 2017

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

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

Executive Director – Corporate Services and Chief Financial Officer
Ms Debbie Draper
BBus, CPA
Commenced 23 April 2019

Debbie has extensive experience working for government, not-for-profit and commercial sectors. Prior to joining QMN, Debbie was Chief Financial Officer for Melbourne Symphony Orchestra, where she was instrumental in balancing the artistic performance against financial sustainability incorporating philanthropic outcomes.

Debbie also spent a number of years as a finance manager in the private sector. She has led diverse teams across a range of functions including finance and accounting, human resources, external stakeholder engagement and strategy and IT functions. A Certified Practising Accountant and member of CPA Australia, Debbie has previously held board roles including the Finance Director on the Board of Netball Queensland.

Executive Director – Collections, Research and Exhibitions
Mr Peter Denham
MA, BBus, PDip, GDipArts, CF
Commenced 2 September 2019

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

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

A/Executive Director – Public Engagement
Ms Patrice Fogarty
26 July 2018-11 November 2022

Patrice is an experienced public servant, having held senior positions across the Queensland Government, including with the Department of the Premier and Cabinet as Director of Events, Director of External Affairs and Executive Director of Strategic Engagement and Protocol and with the Office of Commonwealth Games as Director of Operations– Arts and Culture.

Patrice was previously involved in the Major Events Framework, the Sponsorship and Events Advisory Group, Government Advertising Coordination Committee, Event Operations Group, the whole-of-government Sponsorship Policy and the Crisis Communication Network.

Executive Director – Museums and Engagement
Ms Renai Grace
BA
Commenced 12 December 2022

Renai has dedicated her career to raising awareness of the i mpact of creativity to connect and inspire communities and create vibrant cities. Before joining QMN Renai was Director/ CEO of Museum of Brisbane (2016-23), where she led popular exhibitions including Mao's Last Dancer the exhibition (2017-2018), The Designers' Guide: Easton Pearson Archive (2018-2019), New Woman (2019-2020) and initiated the bi-annual Brisbane Art Design Festival (BAD).

Prior to that, Renai has led some of Queensland's leading cultural institutions including Northsite, Artisan, Artworkers Alliance and served as Director, Investment and Development, Arts Queensland; Principal Sponsorship Manager, QAGOMA; Associate Director, Positive Solutions, international cultural consultancy firm; and co-founder and Director of social enterprises SGAR, Blindside and Independent Arts Management. Renai is a Board member of Of One Mind (Women of the World Festival) and committee member of Australian Museums and Galleries Association, Queensland (AMaGAQ).

Director – First Nations
Dr Bianca Beetson
DVA, NAVA (Hons)
Commenced 16 January 2023

Bianca is a proud Kabi Kabi, Wiradjuri & Ngemba woman, award-winning artist and curator. She holds a Bachelor of Arts (Hons) from QUT and a Doctorate of Visual Arts from Griffith University. A former member of the seminal Aboriginal artists collectives Campfire group and proppaNOW, Bianca's impressive career includes trainee Curator at Fireworks Gallery, community development, and artist engagement roles with Access Arts, Catalyst Youth Arts, Brisbane City Council and 18 years in creative arts learning and teaching and Indigenous research at the QLD College of Art and the Indigenous Research Unit at Griffith University.

Bianca is a highly regarded and well-respected contributor to the Indigenous arts and culture sector, as evidenced by her professional memberships including Path to Treaty Independent Interim Body, the board of trustees of the QAGOMA and its Aboriginal and Torres Strait Islander advisory panel. She is also a member Queensland First Nations Arts and Cultures Advisory panel and Deputy Chair of CIAF.

Risk management and accountability

Risk management

The Board adopts a considered approach to risk, identifying and considering the potential impact of operational risk on service delivery in accordance with a risk management framework.

This framework and associated management practices comply with the Act, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009*, *Public Service Act 2008* and the Australian and New Zealand International Standard AS/NZS ISP 3100:2018 – Risk Management Guidelines.

Internal audit

The internal audit function is an integral part of the corporate governance framework by which the QMN maintains effective systems of accountability and control.

Internal audits are carried out by CAA, QMN's shared service provider. It operates under a charter consistent with relevant audit and ethical standards and has due regard to Queensland Treasury's Audit Committee Guidelines. It is independent of management and the external auditors and is overseen by FARMC.

The role of the internal audit function is to:

- conduct operational (value for money) audits to assess the efficiency and effectiveness of systems and the employment of resources.
- assess whether systems of internal control are adequate and are functioning effectively and economically.
- determine the extent of compliance with established policies, procedures and legislation.
- provide advice on the integrity and consistency of corporate culture relative to ethical conduct and probity.
- provide such advice and assistance to the FARMC, CEO and management in a consulting capacity as approved by the Board.

QMN's Annual Audit Plan 2022-23 was prepared in accordance with the *Financial Accountability Act 2009* and Section 31(2) (b) of the *Financial and Performance Management Standard 2009*.

It included audits of:

- collection management
- receipting and banking
- regulatory compliance
- procurement (including low value purchases).

External scrutiny

The Board was not subject to any external audits other than the Queensland Audit Office's mandated audit report on financial controls and the Queensland Audit Office issued an unqualified opinion on the 2022-23 Financial Statements on 28 August 2023. The Independent Auditors Report is available on page 93.

Information systems and recordkeeping

The Board complies with provisions of the *Public Records Act 2002* and the policy requirements of the *Records Governance Policy*, Information Standard 18: *Information Security* and Information Standard 40: *Recordkeeping Governance*.

Recordkeeping is managed by a dedicated team in accordance with QMN policy and legislative requirements. QMN uses the Electronic Document Recordkeeping Management System (eDRMS), OpenText Content Manager as its record keeping system as its record keeping system. Access to records within the eDRMS is restricted to staff who require access to perform their roles. Disposal of QMN records occurs only in accordance with the requirements of the *Records Governance Policy*.

QMN has approved procedures outlining record management rules and responsibilities for preserving QMN's public records. Employees are informed of new developments in record management practices through the intranet page, training and regular all-staff emails.

During 2022-23 QMN:

- upgraded the eDRMS to the latest content manager and migrated to the Cloud for improved access and resilience.
- implemented automated workflow integrated with electronic approvals in the eDRMS
- digitised physical records under the guidance of the Queensland State Archives digital record keeping principles.
- delivered monthly record keeping and training awareness sessions for all employees in registering records in the eDRMS system.
- conducted file audits of QMN records in alignment with the Queensland Government's Information Standard Principles.
- trained new employees and presented education programs on record keeping and information governance and in the use of QMNs electronic document and records management system (eDRMS), OpenText Content Manager 10.1 and MS 365 Teams to promote employee responsibilities, as well as best practice records and information governance.

QMN continuously reviews and renews end of life information, communication and technology (ICT) infrastructure in accordance with the *ICT Asset Replacement Plan* and *Information Systems Roadmap*.

People and culture

Workforce planning and performance

QMN recognises the importance of engaging a flexible, agile and client-orientated workforce. Key workforce statistics, as of 30 June 2023[1] are summarised below.

Composition	
Headcount	377
Full time equivalent	272
Temporary to permanent conversions	7 employees 3.33 full time equivalent positions
Separation rate	179 people 10.2 per cent of total permanent workforce

Gender	
Woman	251 people 66.6 per cent per cent of total workforce
Man	125 people 33.2 per cent of total workforce
Non-binary	1 person 0.20 per cent of total workforce

Diversity groups	
Women	251 people 66.6 per cent of total workforce
Women in Leadership Roles[2]	7 people 58 per cent of leadership roles
Aboriginal Peoples and Torres Strait Islander Peoples	13 people 3.45 per cent of total workforce
People with disability	14 people 3.70 per cent of total workforce
Culturally and Linguistically Diverse (CALD) – Born overseas	4 people 1 per cent of total workforce
CALD – Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	10 people 2.65 per cent of total workforce

[1] Data for the fortnight ending 30 June 2023, the last pay fortnight for 2022-23.
[2] Includes employees who self-identify as a woman who have been appointed under the *Senior Officers – employment conditions (Directive 10/23), Senior Executive Service – employment conditions (Directive 03/21)* and/or the *Queensland Public Sector Chief Executive Remuneration Framework*.

Key workforce planning and performance strategies implemented in 2022-23 included:

- systematic roll-out of the organisational restructure (see also page 28) and digital literacy initiatives.
- administration of new and/or amended Public Service Directives, including *Supporting employees affected by workplace change* (Directive 01/22), *Domestic Travelling and Relieving Expenses* (Directive 01/23), *Review of Non-Permanent employment* (Directive 02/23), *Review of acting or secondment at higher classification level* (Directive 03/23), *Appeals* (Directive 04/23), *Discipline* (Directive 05/23), Suspension (Directive 06/23), *Recruitment and selection* (Directive 07/23), *Suitability for employment* (Directive 08/23).
- all QMN employees were offered access to the *CORE Cultural Learning: Aboriginal and Torres Strait Islander Australia* foundation course. Developed by the Australian Institute of Aboriginal and Torres Strait Islander Studies, this online, self-paced course encourages participants to understand their own cultural perspectives as the basis for effective interactions with people of (other) diverse backgrounds.
- compulsory training in WHS; code of conduct in the Queensland Public Service; information security; recordkeeping, fire and evacuation training; induction; and CAA payroll and human resources systems.
- introduction of a mental health first aid program.
- launch of the *Learning and Development Framework 2022-26*, developed as an outcome of the organisational review.

QMN's Agency Consultative Committee (ACC) facilitates consultation between QMN management and unions on matters arising under the *State Government Entities Certified Agreement 2019*. During the year, the ACC convened five times to discuss workforce statistics, people and culture policies, temporary to permanent conversion, the QMN organisational review and other emerging employee issues.

Public sector ethics

The Board and all QMN employees are bound by the Code of Conduct for the Queensland Public Service and the ethics principles and values set out in the *Public Sector Ethics Act 1994* (as amended).

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

Integrity and accountability are significant ongoing priorities for the Board. QMN has robust controls to manage the risk of fraud and corruption, including a clear delegation policy and procedural framework, oversight by the Finance and Commercial team, and a schedule of independent internal and external audits to ensure areas susceptible to fraudulent activity are monitored.

Human rights

QMN recognises the inherent value of all peoples, regardless of race, sex, nationality, ethnicity, language, religion or any other status. Human rights principles are mandatory inclusions in all QMN policies and procedures. QMN continues to evolve service delivery practices to ensure relevance and compatibility with human rights and improve experiences of marginalised groups.

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

QMN received no human rights complaints during 2022-23.

Queensland public service values

QMN supports the Queensland public service values by:

- putting **customers first** by listening to our audiences and creating authentic exhibitions, events and programs to bring people together to celebrate Queensland and our place in the world.
- turning **ideas into action** by encouraging agility and innovation and ensuring our offerings keep pace with social, cultural, environmental and technological evolution.
- **unleashing potential** by pursuing opportunities and investing where it counts.
- **being courageous** by keeping an open mind, facing challenges head-on and trying new things in partnership with others to do our job better.
- **empowering people** by celebrating individual skills and experience, acting responsibly, reliably, accountably and honestly.

Disclosure of additional information

QMN has disclosed the following additional information in the Appendices:

A. QMN Publications 2022-23

B. QMN Grants 2022-23

C. QMN Exhibitions 2022-23

D. QMN Supporters 2022-23

E. QMN Guardians 2023-24

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

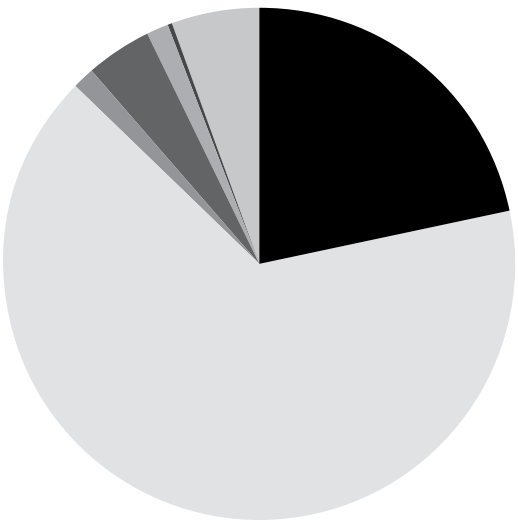
- QMN Consultancies 2022-23
- QMN Overseas travel 2022-23

FINANCIAL PERFORMANCE

Financial summary 2022-23

This summary provides an overview of the 2022–23 financial performance and position for the Board. A more detailed analysis is provided in the audited financial statements on page 47 of this Annual Report.

	2022-23	2021-22	Variance	
	$0'000	$0'000	$0'000	%
Total income from Continuing Operations	66,770	55,537	11,233	20.23%
Total Expenses from Continuing Operations	65,871	59,061	6,810	11.53%
Operating Result from Continuing Operations	899	(3,524)	4,423	-125.50%
Total Assets	818,407	763,066	55,341	7.25%
Total Liabilities	13,316	14,405	(1,089)	-7.56%
Total Equity	805,091	748,661	56,431	7.54%

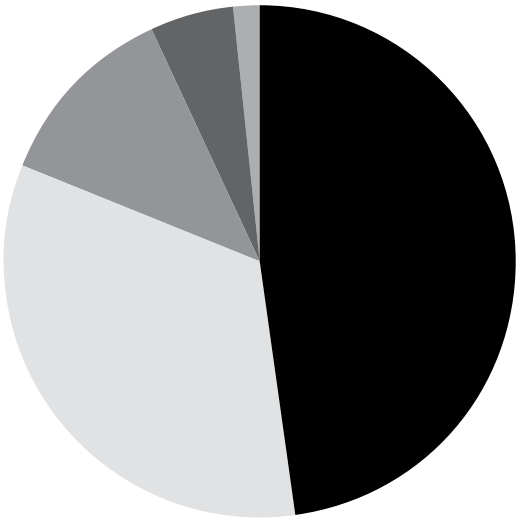


Income (Continuing Operations)

For the 2022-23 financial year, an overall increase in income of $11.233 million (20.23%) from the previous year was recorded, primarily due to increased attendance at *Disney: The Magic of Animation* (QM, 24 June 2022-22 January 2023) and Dinosaurs of Patagonia (QM, from 17 March 2023) and a payroll tax refund following an exemption approval from the Commissioner of State Revenue (Qld).

Key (12 o'clock, clockwise):

- User Charges: $13,838
- Investment Income: $1,053
- Grants and Other Contributions: $41,820
- Insurance Recoveries: $141
- Depreciation Grant: $926
- Received Below Fair Value: $3,404
- Donated Assets: $2,498

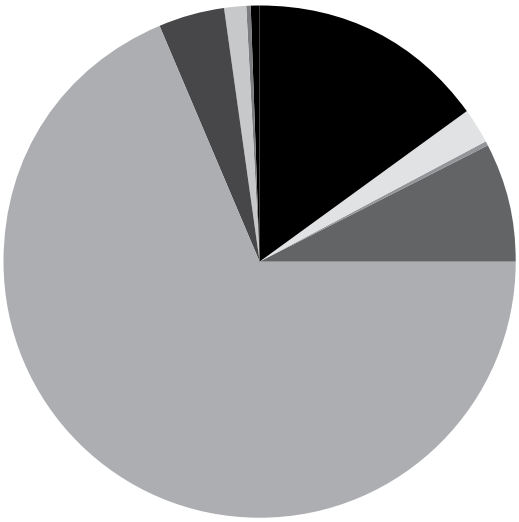


Expenses

For the 2022-23 financial year, an increase in expenses of $6.81 million (11.53%) from the previous year was recorded, primarily due to an increase in employee expenses combined with an increase in supplies and services expenses resulting from higher exhibition and costs of goods sold costs.

Key (12 o'clock, clockwise):

- Employee Expenses: $31,560
- Supplies and Services: $21,925
- Depreciation and Amortisation: $7,897
- Supplied Below Fair Value: $3,404
- Other Expenses: $1,085

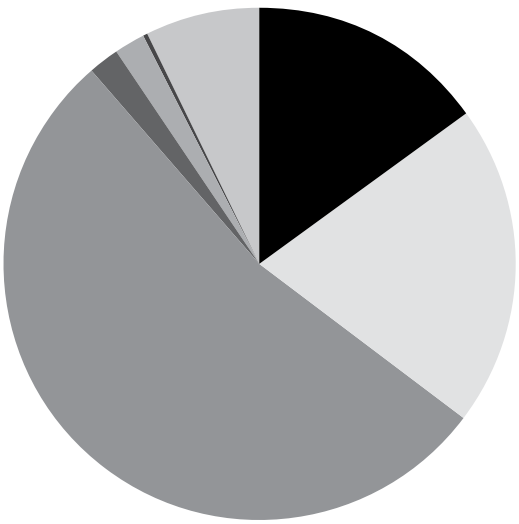


Assets (Continuing Operations)

As at 30 June 2023, total assets were valued at $818,407 million, which amounted to an increase of $55.341 million 7.25%) from the previous year. This movement was primarily due to the revaluation of the State Collection and Buildings. The State Collection has been excluded from this chart for comparative purposes.

Key (12 o'clock, clockwise):

- Current Assets: $23,518
- Non-current Financial Assets: $3,400
- Intangible Assets: $388
- Land: $11,755
- Buildings: $106,734
- Exhibitions: $6,378
- Plant and Equipment: $2,192
- Right of Use Assets: $260



Liabilities

As at 30 June 2023, total liabilities were $13.316 million, a decrease of $1.089 million (-7.56%) from the previous year. This is primarily due to a reduction in unearned income as a result of completion of a number of projects.

Key (12 o'clock, clockwise):

- Payables: $2,013
- Accrued Employee Benefits: $2,686
- Unearned Revenue (Current): $7,103
- Unearned Revenue (Non-current): $289
- Lease Liability (Current): $247
- Lease Liability (Non-current): $28
- Provisions: $950

Board of the Queensland Museum
Financial Statements

for the period ended 30 June 2023

Board of the Queensland Museum
Financial Statements 2022–23

Contents	**Page No**
Statement of Comprehensive Income	3
Statement of Financial Position	4
Statement of Changes in Equity	5
Statement of Cash Flows (including Notes To and Forming Part of the Financial Statements)	6–45
Management Certificate	46
Audit Report	47–48

Board of the Queensland Museum

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2023

		Economic Entity				Parent Entity	
		2023 Actual	2022 Actual	2023 * Original Budget	Budget Variance*	2023 Actual	2022 Actual
	Notes	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations							
User charges and fees	4.	13,838	9,027	10,677	3,161	13,838	9,027
Grants and other contributions	5.	45,244	42,404	46,373	(1,129)	45,204	42,375
Other revenue	6.	7,368	4,106	421	6,947	7,334	4,099
Gains on disposal/revaluation of assets		320	-	76	244	320	-
Total Income from Continuing Operations		**66,770**	**55,537**	**57,547**	**9,223**	**66,696**	**55,501**
Expenses from Continuing Operations							
Employee expenses	7.	31,560	29,308	29,424	(2,136)	31,560	29,308
Supplies and services	8.	21,925	17,712	27,001	5,076	21,923	17,712
Depreciation and amortisation	9.	7,897	7,642	7,613	(284)	7,897	7,642
Other expenses	10.	4,489	4,399	536	(3,953)	4,489	4,398
Total Expenses from Continuing Operations		**65,871**	**59,061**	**64,574**	**(1,297)**	**65,869**	**59,060**
Operating Result from Continuing Operations		**899**	**(3,524)**	**(7,027)**	**7,926**	**827**	**(3,559)**
Other Comprehensive Income							
Items that will not be reclassified to Operating Result:							
Increase in asset revaluation surplus	19.	56,457	34,590	-	56,457	56,457	34,590
Total Comprehensive Income		**57,356**	**31,066**	**(7,027)**	**64,383**	**57,284**	**31,031**

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

Board of the Queensland Museum

STATEMENT OF FINANCIAL POSITION
as at 30 June 2023

		Economic Entity				Parent Entity	
		2023 Actual	2022 Actual	2023 * Original Budget	Budget Variance	2023 Actual	2022 Actual
	Notes	$'000	$'000	$'000	$'000	$'000	$'000
Current Assets							
Cash and cash equivalents	11.	21,566	16,740	6,161	15,405	20,482	15,729
Receivables	12.	835	852	2,513	(1,678)	835	852
Other financial assets	13	5	2,920	-	5	5	2,920
Inventories - Museum Shop		582	570	478	104	582	570
Other		530	632	1,079	(549)	530	632
Total Current Assets		**23,518**	**21,714**	**10,231**	**13,287**	**22,434**	**20,703**
Non Current Assets							
Other financial assets	13.	3,400	3,170	3,623	(223)	3,400	3,170
Intangible assets		388	121	198	190	388	121
Property, plant and equipment	14.	790,843	737,564	703,807	87,036	790,843	737,564
Right of Use Asset	18.	258	497	208	50	258	497
Total Non Current Assets		**794,889**	**741,352**	**707,836**	**87,053**	**794,889**	**741,352**
Total Assets		**818,407**	**763,066**	**718,067**	**100,340**	**817,323**	**762,055**
Current Liabilities							
Payables	15.	2,013	2,269	1,827	186	2,013	2,269
Accrued employee benefits	16.	2,686	2,704	2,486	200	2,686	2,704
Unearned Revenue	17.	7,103	6,827	1,391	5,712	7,103	6,827
Lease Liability	18.	247	301	218	29	247	301
Provisions	31.	950	-	-	950	950	-
Total Current Liabilities		**12,999**	**12,101**	**5,922**	**7,077**	**12,999**	**12,101**
Non Current Liabilities							
Unearned Revenue	17.	289	2,081	20	269	289	2,081
Lease Liability	18.	28	223	15	13	28	223
Total Non Current Liabilities		**317**	**2,304**	**35**	**282**	**317**	**2,304**
Total Liabilities		**13,316**	**14,405**	**5,957**	**7,359**	**13,316**	**14,405**
Net Assets		**805,091**	**748,661**	**712,110**	**92,981**	**804,007**	**747,650**
Equity							
Accumulated surplus		155,713	155,740	146,749	8,964	154,629	154,729
Asset revaluation surplus	19.	649,378	592,921	565,361	84,017	649,378	592,921
Total Equity		**805,091**	**748,661**	**712,110**	**92,981**	**804,007**	**747,650**

** An explanation of major variances is included at Note 24*

The accompanying notes form part of these financial statements.

Board of the Queensland Museum

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2023

	Notes	Accumulated Surplus Economic Entity $'000	Accumulated Surplus Parent Entity $'000	Asset Revaluation Surplus Economic Entity $'000	Asset Revaluation Surplus Parent Entity $'000	Total Economic Entity $'000	Total Parent Entity $'000
Balance as at 1 July 2021		160,190	159,214	558,331	558,331	718,521	717,545
Operating Result from Continuing Operations		(3,524)	(3,559)	-	-	(3,524)	(3,559)
Other Comprehensive Income:							
Increase		-	-	34,590	34,590	34,590	34,590
Transactions with Owners as Owners:							
Equity withdrawal		(926)	(926)	-	-	(926)	(926)
Balance at 30 June 2022		**155,740**	**154,729**	**592,921**	**592,921**	**748,661**	**747,650**
Balance as at 1 July 2022		155,740	154,729	592,921	592,921	748,661	747,650
Operating Result from Continuing Operations		899	827	-	-	899	827
Other Comprehensive Income:							
Increase/(decrease)							
• Heritage and Cultural assets		-	-	40,468	40,468	40,468	40,468
• Buildings		-	-	15,989	15,989	15,989	15,989
Transactions with Owners as Owners:							
Equity withdrawal		(926)	(926)	-	-	(926)	(926)
Balance at 30 June 2023		**155,713**	**154,629**	**649,378**	**649,378**	**805,090**	**804,007**

The accompanying notes form part of these financial statements.

Board of the Queensland Museum

STATEMENT OF CASH FLOWS
for the year ended 30 June 2023

		Economic Entity				Parent Entity	
		2023 Actual	2022 Actual	2023 * Original Budget	Budget Variance	2023 Actual	2022 Actual
	Notes	$'000	$'000	$'000	$'000	$'000	$'000
Cash flows from operating activities							
Inflows **:**							
User charges and fees		13,934	8,941	9,082	4,852	13,934	8,941
Grants and contributions		41,345	44,516	43,169	(1,824)	41,305	44,487
GST collected from customers		1,061	999	-	1,061	1,061	999
GST input tax credits from ATO		2,199	2,017	-	2,199	2,199	2,017
Interest receipts		1,005	392	325	680	973	386
Other		2,959	706	96	2,863	2,957	705
Outflows:							
Employee expenses		(31,642)	(29,035)	(29,424)	(2,218)	(31,642)	(29,035)
Supplies and services		(21,237)	(18,293)	(24,195)	2,958	(21,235)	(18,292)
GST paid to suppliers		(2,143)	(1,872)	-	(2,143)	(2,143)	(1,872)
GST remitted to ATO		(1,151)	(952)	-	(1,151)	(1,151)	(952)
Other		(1,080)	(891)	(536)	(544)	(1,080)	(890)
Net cash provided by/ (used in) operating activities	CF-1.	**5,250**	**6,528**	**(1,483)**	**6,733**	**5,178**	**6,494**
Cash flows from investing activities							
Inflows:							
Sales of property, plant and equipment		8	-	-	8	8	-
Sale of investments		3,011	24	-	3,011	3,011	24
Outflows:							
Payments for intangibles		(285)	(119)	-	(285)	(285)	(119)
Payments for property, plant and equipment		(1,912)	(820)	(320)	(1,592)	(1,912)	(820)
Payments for investments		(13)	(3,126)	-	(13)	(13)	(3,126)
Net cash provided by/ (used in) investing activities		**809**	**(4,041)**	**(320)**	**1,129**	**809**	**(4,041)**
Cash flows from financing activities							
Outflows:							
Equity withdrawal		(926)	(926)	(926)	-	(926)	(926)
Payment for lease liability	CF-2.	(307)	(288)	(289)	(18)	(307)	(288)
Net cash used in financing activities		**(1,233)**	**(1,214)**	**(1,215)**	**(18)**	**(1,233)**	**(1,214)**
Net increase/(decrease) in cash and cash equivalents		4,826	1,273	(3,018)	7,844	4,753	1,239
Cash and cash equivalents - opening balance		16,740	15,467	9,179	7,561	15,729	14,490
Cash and cash equivalents - closing balance	11.	**21,566**	**16,740**	**6,161**	**15,404**	**20,482**	**15,729**

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

** An explanation of major variances is included at Note 24*

The accompanying notes form part of these financial statements.

Board of the Queensland Museum

STATEMENT OF CASH FLOWS
for the year ended 30 June 2023

NOTES TO THE STATEMENT OF CASHFLOW

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

	Economic Entity		Parent Entity	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Operating surplus	899	(3,524)	827	(3,559)
Non-cash items included in Operating Result:				
Depreciation and amortisation expense	7,897	7,642	7,897	7,642
Bad debts expense	-	1	-	1
Asset written off/scrapped	5	17	5	17
Gains on Asset Disposal/Unrealised Gain on QIC Investment	(320)	-	(320)	-
Revaluation decrement	-	483	-	483
Non-cash asset donations	(2,498)	(2,809)	(2,498)	(2,809)
Changes in assets and liabilities:				
Decrease in net receivables	17	2,703	17	2,703
(Increase) in inventories	(12)	(92)	(12)	(92)
(Increase)/decrease in other current assets	102	(85)	102	(85)
(Decrease) in payables	(256)	(490)	(256)	(489)
Increase/(decrease) in accrued employee	(18)	218	(18)	218
Increase in provisions	950	-	950	-
Increase/(decrease) in unearned revenue	(1,516)	2,464	(1,516)	2,464
Net cash provided by operating activities	**5,250**	**6,528**	**5,178**	**6,494**

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. The donation of these assets did not involve a cash transaction. Refer note 5.

NOTES TO THE STATEMENT OF CASHFLOW (contd)

CF-2. Changes in Liabilities Arising from Financing Activities

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

CF-2. Changes in Liabilities Arising from Financing Activities (contd)

2022		Non Cash Changes		Cash Flows	
	Opening Balance $'000	New Leases Acquired $'000	Other Adjustments $'000	Cash Repayments $'000	Closing Balance $'000
Lease Liabilities	812	-	-	(288)	524
	812	**-**	**-**	**(288)**	**524**

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

1. Basis of Financial Statement Preparation

General Information

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

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

The Board is controlled by the State of Queensland which is the ultimate parent and is dependent on State funding of $37.141 million for the 2022-23 financial year.

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

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

Corner of Grey and Melbourne Streets
SOUTH BRISBANE QLD 4101

Compliance with Prescribed Requirements

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

- section 39 of the *Financial and Performance Management Standard 2019*
- applicable Australian Accounting Standards and Interpretations
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2022.

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 2021-22 financial statements unless where restating is necessary to be consistent with disclosures in the current reporting period.
There have been no material restatements made to the comparative amounts.

Current/Non-Current Classification

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Board 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.

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

1. Basis of Financial Statement Preparation (contd)

Basis of Measurement

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

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

Historical Cost

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

Fair Value

Accounting Policies and Inputs for Fair values

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price).

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

Accounting Estimates and Judgements

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

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

QIC Investments - Note 13.
Valuation of Property Plant and Equipment - Note 14.
Depreciation expense - Note 14.
Lease liabilities - Note 18.

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

2. Objectives of the Board

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

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

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

3. Controlled Entities

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

Name of Controlled Entity	**Audit Arrangements**
Queensland Museum Foundation Trust	Auditor-General of Queensland

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

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

Entity	Total Assets $'000		Total Liabilities $'000		Total Revenue $'000		Operating Result $'000	
	2023	2022	2023	2022	2023	2022	2023	2022
QMF	1,085	1,011	-	-	377	270	73	36

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

	Economic Entity		Parent Entity	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
4. User Charges and Fees				
Sale of Goods				
Sales revenue - shops	3,404	2,292	3,404	2,292
Sales revenue - cafes	1,208	981	1,208	981
Sale of Services				
Admission charges	7,700	4,699	7,700	4,699
Subscriptions/Memberships	386	339	386	339
Functions/Venue hire	255	215	255	215
Property Rentals	46	65	46	65
Other	839	436	839	436
Total	**13,838**	**9,027**	**13,838**	**9,027**

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

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

Sale of Goods

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

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

Sale of Services

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

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

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

As at 30 June 2023, no unearned revenue remains.

Accounting Policy - Property Rental

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
5. Grants and Other Contributions				
Revenue from contracts with customers				
Grants - State Government special	2	183	2	183
Industry contributions and other grants	4,322	1,732	4,322	1,732
Commonwealth Government grants	54	307	54	307
Other Grants				
Grants - State Government recurrent	28,642	27,131	28,642	27,131
Grants - State Government special	7,071	6,668	7,071	6,668
Grant - State Government recurrent funding (for depreciation)	926	926	926	926
Grant - Museum Resource Centre Network	500	500	500	500
Local Government contributions	458	953	458	953
Other Contributions				
Donations	78	55	38	26
Donations - assets	2,498	2,809	2,498	2,809
Industry contributions and other grants	693	1,140	693	1,140
Total	**45,244**	**42,404**	**45,204**	**42,375**

Accounting Policy - Grants and contributions

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

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

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

Disclosure - Grants and contributions

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

Grants and contributions - recognised as performance obligations are satisfied

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

5. Grants and Other Contributions (contd)

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

Type of Good or Service	Nature and Timing of Satisfaction of Performance Obligations	Revenue Recognition Policies
State Special Grants	The Board receives special grants from the State for specific projects, including maintenance, optimisation of spaces and relocation of the wet store.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2023, $4.975m remains in unearned revenue. This balance of unearned revenue is expected to be wholly recognised in next financial year as the remainder milestones are completed.
Commonwealth Grants	The Board receives grants from the Commonwealth for specific projects, including research, national science week and inspiring Australia.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2023, $0.23m remains in unearned revenue. Of this balance, $0.18m will be recognised in next financial year with the remainder $0.05m will be recognised afterwards.
Industry/community contributions and Other grants	The Board receives industry and community contributions as well as other grants for specific activities associated with sufficiently specific performance obligations.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2023, $2.045m remains in unearned revenue. Of this balance, $1.806m will be recognised in next financial year with the remainder $0.239m will be recognised afterwards.

Donated assets

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
6. Other Revenue				
Interest	1,005	392	973	386
Impairment Loss Reversal	-	-	-	-
Disbursements from Harry West Memorial Fund	48	89	48	89
Goods/Services received below fair value	3,404	3,008	3,404	3,008
Insurance recoveries	141	309	141	309
Other recoveries	208	255	208	255
Miscellaneous	2,562	53	2,560	52
Total	**7,368**	**4,106**	**7,334**	**4,099**

Services Received Free of Charge or for Nominal Value

Accounting policy

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

Disclosure about Goods/Services received below fair value

The Board occupies Queensland State Government (Arts Queensland - AQ) premises at the Queensland Cultural Centre, South Brisbane. The Board is not required to pay for this service. For reporting purposes, the Board has relied on the State Valuation Service (on behalf of AQ) estimating services provided to the Board at less than fair value of $3.36m for 2022–23 (2021–22: $3.008m).

Gains on disposal/revaluation of assets				
Net gains from disposal of plant and equipment	7	-	7	-
Unrealised gains on funds invested with QIC	313	-	313	-
Total	**320**	**-**	**320**	**-**

7. Employee Expenses				
Employee Benefits				
Wages and salaries	24,930	22,183	24,930	22,183
Employer superannuation contributions	3,206	2,851	3,206	2,851
Long service leave levy	662	563	662	563
Annual leave expense	2,114	2,025	2,114	2,025
Employee Related Expenses				
Workers' compensation premium	50	59	50	59
Payroll Tax and Fringe Benefit Tax	24	1,350	24	1,350
Other employee expenses	574	277	574	277
Total	**31,560**	**29,308**	**31,560**	**29,308**

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

7. Employee Expenses (contd)

The number of employees as at 30 June (based upon the fortnight ending 30 June 2023), including both full-time employees and part-time employees, measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

	2023	2022
Number of FTE employees (FTEs):	**272**	**253**

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

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

Accounting Policy - Sick Leave
Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

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

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

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

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

7. Employee Expenses (contd)

Accounting Policy - Superannuation (contd)

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

8. Supplies and Services

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
Administration, materials & fees	5,951	3,873	5,951	3,873
Advertising, public relations & travel	1,667	1,347	1,667	1,347
Corporate services charges paid to CAA	1,140	1,239	1,140	1,239
Cost of goods sold	2,140	1,569	2,140	1,569
Exhibitions, projects & programs	5,168	4,025	5,168	4,025
Facilities costs	5,577	5,243	5,577	5,243
Lease expenses	205	194	205	194
Other	77	222	75	222
Total	**21,925**	**17,712**	**21,923**	**17,712**

Accounting Policy

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

Corporate Services

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

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

Lease expenses

Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note 18 for breakdown of lease expenses and other lease disclosures.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
9. Depreciation and amortisation				
Depreciation and amortisation were incurred in respect of:				
Plant and equipment	576	643	576	643
Buildings	5,743	5,376	5,743	5,376
Exhibitions	1,262	1,303	1,262	1,303
Amortisation - Computer software	19	28	19	28
Amortisation/Depreciation Expense ROU Assets	297	292	297	292
Total	**7,897**	**7,642**	**7,897**	**7,642**

Refer to Note 14 for Depreciation Rates

10. Other Expenses				
Commissions & charges	482	369	482	369
External audit fees	75	71	75	71
Goods and services supplied below fair value	3,404	3,008	3,404	3,008
Governance costs	96	91	96	91
Insurance	426	357	426	357
Loss on Revaluation of Investments - QIC Long Term Diversified Fund	-	483	-	483
Sundries	6	20	6	19
	4,489	**4,399**	**4,489**	**4,398**

External audit fees

Total audit fees payable to the Queensland Audit Office relating to the 2022-23 financial statements are $74,800 (2022: $71,200). There are no non-audit services included in this amount.

Insurance

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

Goods/Services supplied below fair value

The Board occupies Queensland State Government premises at the Queensland Cultural Centre, South Brisbane. The services provided to the Museum at less than fair value was $3.36m for 2022–23 (2021–22: $3.008m).

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
11. Cash and Cash Equivalents				
QTC 11am account at call	20,394	15,290	20,394	15,290
Cash at bank and on hand	1,152	1,429	68	418
Imprest accounts	20	21	20	21
Total	**21,566**	**16,740**	**20,482**	**15,729**

Accounting Policy

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

12. Receivables

Current				
Trade debtors	155	275	155	275
GST receivable	293	349	293	349
Less: GST payable	(43)	(133)	(43)	(133)
	250	216	250	216
Long service leave reimbursements	138	74	138	74
Other receivables	292	287	292	287
Total	**835**	**852**	**835**	**852**

Accounting Policy

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

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

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

Disclosure - Receivables

The closing balance of receivables arising from contracts with customers at 30 June 2023 is $0.057m, (2022: $0.068m).

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

12. Receivables (contd)

Impairment of Receivables

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

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

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

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

Disclosure - Credit risk exposure of receivables

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

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

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

Loss allowance calculations have been conducted to reflect historical default rates using credit loss experience on past sales transactions during the last 10 years. The assessed loss allowance at 30 June 2023 for the board's receivables was not considered material to the accounts and not applied.

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

Review has been performed for the credit risk exposure on the Board's trade and other debtors broken down by customer groupings and by aging band. The comparative disclosure for 2022 is made under AASB 139 impairment rules, where receivables are assessed individually for impairment.

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

13. Other Financial Assets

	Economic Entity		Parent Entity	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Current				
QIC short-term Income Fund	5	2,920	5	2,920
	5	**2,920**	**5**	**2,920**
Non-current				
QIC long-term Diversified Fund	3,400	3,170	3,400	3,170
	3,400	**3,170**	**3,400**	**3,170**

14. Property, Plant and Equipment and Depreciation Expense

Closing Balances and Reconciliation of Carrying Amount

	Economic Entity		Parent Entity	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Land:				
At Fair Value	11,755	11,755	11,755	11,755
	11,755	11,755	11,755	11,755
Buildings:				
At Fair Value	199,481	168,233	199,481	168,233
Less: Accumulated depreciation	(92,747)	(73,308)	(92,747)	(73,308)
	106,734	94,925	106,734	94,925
Heritage and cultural assets:				
At Fair Value - Library Heritage Collection	3,650	6,090	3,650	6,090
At Fair Value - State Collection	659,407	614,001	659,407	614,001
	663,057	620,091	663,057	620,091
Plant and Equipment (Exhibitions):				
At cost	18,850	20,020	18,850	20,020
Less: Accumulated depreciation	(12,472)	(12,380)	(12,472)	(12,380)
	6,378	7,640	6,378	7,640
Plant and equipment (Other):				
At cost	8,045	7,518	8,045	7,518
Less: Accumulated depreciation	(5,853)	(4,965)	(5,853)	(4,965)
	2,192	2,553	2,192	2,553
Assets under construction:				
At cost projects under construction	727	600	727	600
Total	**790,843**	**737,564**	**790,843**	**737,564**

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Closing Balances and Reconciliation of Carrying Amount (contd)

	Land		Buildings		Heritage & Cultural Assets		Plant & Equipment (Exhibitions)		Plant & Equipment (Other)		Assets under construction		Total	
	Level 2		Level 3		Level 3		At Cost		At Cost		At Cost			
	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Carrying amount at 1 July	11,755	11,755	94,925	90,709	620,091	582,692	7,640	8,943	2,553	3,196	600	9,389	737,564	706,684
Acquisitions at cost	-	-	-	-	-	-	-	-	221	17	1,691	803	1,912	820
Donations received	-	-	-	-	2,498	2,809	-	-	-	-	-	-	2,498	2,809
Transfers	-	-	1,564	9,592	-	-	-	-	-	-	(1,564)	(9,592)	(0)	-
Disposals	-	-	-	-	-	-	-	-	(6)	(17)	-	-	(6)	(17)
Revaluation increments (decrements)	-	-	15,989	-	40,468	34,590	-	-	-	-	-	-	56,457	34,590
Depreciation for period	-	-	(5,743)	(5,376)	-	-	(1,262)	(1,303)	(576)	(643)	-	-	(7,581)	(7,322)
Carrying amount at 30 June	**11,755**	**11,755**	**106,734**	**94,925**	**663,057**	**620,091**	**6,378**	**7,640**	**2,192**	**2,553**	**727**	**600**	**790,843**	**737,564**

The Board has plant and equipment with an original cost of $4,392,515 and a written down value of nil still being used in the provision of services.

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Recognition and Acquisition

Accounting Policy - Recognition Thresholds

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

Class	Amount
Buildings	$10,000
Land	$ 1
Plant & Equipment (Exhibitions)	$10,000
Plant & Equipment (Other)	$ 5,000
Heritage & Cultural Assets	
State Collection (Group)	$ 5,000
Library Heritage Collection	$ 5,000

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

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

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

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

Accounting Policy - Cost of Acquisition

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

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Recognition and Acquisition (contd)

Accounting Policy - Cost of Acquisition (contd)

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

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from a Queensland Government department, are recognised at their fair value at date of acquisition in accordance with AASB 116 *Property, Plant and Equipment.*

Measurement using Fair Value

Accounting Policy

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

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

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

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

Use of Specific Appraisals

The fair values reported by the Board are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs.

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Measurement using Fair Value (contd)

Use of Specific Appraisals (contd)

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

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

Fair Value Measurement Hierarchy

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

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

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

Basis for Fair Values of assets

Land

Effective date of last specific	30/06/2021
Valuation Approach:	Market based assessment
Inputs:	Indices for land have been sourced from Queensland State Valuation Services, with no material movement reported or applied across the class at balance date.

Buildings:

Effective date of last specific comprehensive valuation:	30/06/2021

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Basis for Fair Values of assets (contd)

Buildings (contd):

Valuation Approach:	Cost and Market-based assessment
Inputs:	Indices for buildings have been sourced from the Asset revaluation index: Non-residential construction, Queensland, June qtr 2021 to March qtr 2023, published by the Queensland Government Statistician's Office.
Subsequent valuation activity:	The cumulative movement in indexation since the last re-valuation is 17.62%. This movement is considered material and has been applied as at 30 June 2023.

Heritage and Cultural Assets

Effective date of last specific	30/06/2023
Valuation Approach:	Cost and Market-based assessment
Inputs:	A comprehensive revaluation of heritage and cultural assets was performed at 30 June 2023 by Aon Risk Services Australia Limited and certified by Mr James Munroe (Fellow of Australian Property Institute, Member of Property Institute of New Zealand, Certified Practising Valuer). Fair value has been determined using a combination of methodologies consistently applied including, market analysis, recollection cost and stratified random sampling, which are appropriate to each of the collections valued and represent Level 3 inputs. Due to the size of the collection, mass appraisal and statistical methodologies and analysis have been used by Aon to separate collections and collection registers to deliver a fair value result with a relative standard error (RSE) across the collections of 0.32%. Valuers have relied on input from museum staff in arriving at fair value, particularly in relation to recollection cost.

QIC Investments

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Accounting for Changes in Fair value

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

Accounting for Changes in Fair value (contd)

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

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

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

Depreciation Expense

Accounting Policy

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

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

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

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

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

Depreciation Rates

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

Class	**Rate**
Buildings	2%–20%
Plant and Equipment:	
Computers and Servers	15%–30%
Motor Vehicles	20%–33%
Scientific Equipment	10%–25%
Exhibitions	10%–50%
Furniture, Fittings and Fixtures	4%–20%
Leasehold Improvements	Term of lease
Other	1%–30%

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Impairment

Accounting Policy

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the Board determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. The fair value of assets will be used as it materially approximate recoverable amount.

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

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
15. Payables				
Current				
Trade creditors	1,138	1,288	1,138	1,288
External audit fees	53	53	53	53
Tax payables	6	156	6	156
Accrued expenses	816	772	816	772
Total	**2,013**	**2,269**	**2,013**	**2,269**

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

16. Accrued Employee Benefits				
Current				
Annual leave	2,405	2,414	2,405	2,414
Wages accrual	103	126	103	126
Other accrued employee benefits	178	164	178	164
Total	**2,686**	**2,704**	**2,686**	**2,704**

Disclosure about Accrued Employee Benefits

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

17. Unearned Revenue

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
Current	7,103	6,827	7,103	6,827
Non Current	289	2,081	289	2,081
Total	**7,392**	**8,908**	**7,392**	**8,908**

Accounting policy - Unearned revenue

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

Disclosure - Unearned revenue

Of the opening unearned revenue as at 1 July 2022 of $8.907m, $3.472m has been recognised as revenue in 2022-23.

No revenue recognised in 2022-23 was from performance obligations satisfied or partially satisfied in previous period.

Significant changes in unearned revenue during the year:

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

Unearned revenue at 30 June 2023 include $7.392m relating to revenue received by the Board where sufficiently specific performance obligations are yet to be satisfied. Of this balance, $7.103m is expected to be delivered within the next 12 months. The remainder $0.289m will be delivered afterwards.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

18. Right of Use Assets and Lease Liabilities

Leases as Lessee

Right-of-use assets

	Economic Entity		Parent Entity	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Building				
Opening balance at 1 July	497	789	497	789
Additions	25	-	25	-
Depreciation charge	(297)	(292)	(297)	(292)
Other adjustments	34	-	34	-
Closing balance at 30 June 2023	**258**	**497**	**258**	**497**

Lease liabilities

Current				
Lease Liability	247	301	247	301
	247	**301**	**247**	**301**
Non Current				
Lease Liability - Non Current	28	223	28	223
	28	**223**	**28**	**223**

Accounting policies - Leases as lessee

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

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

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

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

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the department under residual value guarantees A322
- the exercise price of a purchase option that the department is reasonably certain to exercise
- payments for termination penalties, if the lease term reflects the early termination

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Accounting policies - Leases as lessee (contd)

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

Disclosures - Leases as lessee

(i). Details of leasing arrangements as lessee

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

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

The Department of Energy and Public Works (DEPW) provides the Board with access to motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because DEPW has substantive substitution rights over the assets.

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

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

(iii). Amounts recognised in profit and loss

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
Interest expense on lease liabilities	16	10	16	10
Breakdown of 'Lease expenses' included in Note 8.				
• Expenses relating to variable lease	205	194	205	194
(iv). Total cash outflow for leases	306	288	306	288

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

19. Asset Revaluation Surplus by Class

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

Comprehensive revaluations of Heritage and Cultural Assets were carried out as at 30 June 2023. The valuation increment has been credited against Asset Revaluation Reserve.

	Land	Buildings	Heritage & Cultural Assets	Total
	$'000	$'000	$'000	$'000
Balance as at 1 July 2021	9,280	96,802	452,248	558,331
Revaluation increments (decrements)	-	-	34,590	34,590
Balance 30 June 2022	**9,280**	**96,802**	**486,838**	**592,921**

The revaluation reserve relates to the Parent Entity only.

20. Contingencies

As at 30 June 2023 there are no contingent liabilities.

21. Commitments

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
Other Expenditure	2,507	4,241	2,507	4,241
Plant & Equipment	671	1,555	671	1,555
Total	**3,178**	**5,796**	**3,178**	**5,796**
Payable				
Within twelve months	3,178	5,275	3,178	5,275
Later than 1 and not later than 5 yrs		521	-	521
Total - Payable	**3,178**	**5,796**	**3,178**	**5,796**

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

22. Events Occurring after Balance Date

There were no significant events occurring after balance date.

23. Financial Risk Disclosures

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

Financial instruments are classified and measured as follows:

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

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

Financial Instrument Categories

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

	Economic Entity		Parent Entity	
Category	**2023**	**2022**	**2023**	**2022**
	$'000	**$'000**	**$'000**	**$'000**
Financial Assets				
Cash and cash equivalents	21,566	16,740	20,482	15,729
Other Finance Assets - QIC short-term Income Fund	5	2,920	5	2,920
Trade Receivables	585	636	585	636
Other Finance Assets - QIC long-term Diversified Fund	3,400	3,170	3,400	3,170
	25,556	**23,466**	**24,472**	**22,455**
Financial Liabilities				
Financial liabilities measured at amortised costs:				
Trade Payables	2,007	2,113	2,007	2,113
Lease Liabilities	275	524	275	524
Total	**2,282**	**2,637**	**2,282**	**2,637**

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

Risk Exposure

Financial risk management is implemented pursuant to government and the Board's policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the Board. All financial risk is managed by the accounting and reporting division under policies approved by the Board. The Board provides written principles for overall risk management, as well as policies covering specific areas.

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

23. Financial Risk Disclosures (contd)

Risk Exposure (contd)

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

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

23. Financial Risk Disclosures (contd)

Risk measurement and management strategies

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

Risk Exposure	Measurement Method	Risk management strategies
Credit Risk	Ageing analysis, earnings at risk	The Board manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the Board invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity Risk	Sensitivity analysis	The Board manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the Board has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.
Market Risk	Interest rate sensitivity analysis	The Board does not undertake any hedging in relation to interest risk and manages its risk as per the Board's liquidity risk management strategy articulated in the Board's Financial Management Practice Manual.

Market Sensitivity Analysis

With all other variables held constant, the following market sensitivity analysis reflects the outcome to profit and loss if investment returns would change by +/-3% applied to the carrying amount as at 30 June 2023 (2022: +/-3%). These fluctuations are based on the current world economic and market climate.

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

		2022 Market Sensitivity Analysis			
		3%		-3%	
Financial Instrument	Carrying Amount	Profit	Equity	Profit	Equity
QIC Investments	6,090,814	182,724	182,724	(182,724)	(182,724)

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

23. Financial Risk Disclosures (contd)

Risk measurement and management strategies

With all other variables held constant, the following interest rate sensitivity analysis is based on a report similar to that which would be provided to management, depicting the outcome to profit and loss if interest rates would change by +/-0.25% (2022: +/-0.25%) from the year-end rates applicable to the Board's financial assets and liabilities.

Interest Rate Sensitivity Analysis

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

		2022 Interest Rate Sensitivity Analysis			
		0.25%		-0.25%	
Financial Instrument	Carrying Amount	Profit	Equity	Profit	Equity
Cash	16,740,000	41,850	41,850	(41,850)	(41,850)

Credit risk management practices

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

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

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

Credit risk exposure

Credit risk exposure relating to receivables is disclosed in Note12.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

24. Budgetary Reporting Disclosures

Explanations of Major Variances - Comprehensive Income

Items	Actual ($000s')	Budget ($000s')	Variance ($000s')	Notes
Income from Continuing Operations				
User charges and fees	13,838	10,677	3,161	Mainly due to increased attendance at the Art of Disney and Dinosuars of Patagonia exhibitions.
Grants and other contributions	45,244	46,373	(1,129)	
Other revenue	7,368	421	6,947	Mainly due to goods/services received below fair value combined with higher investment return and one off payroll tax refund of $2.5M
Gains on disposal/revaluation of assets	320	76	244	
Total Income from Continuing Operations	66,770	57,547	9,223	
Expenses from Continuing Operations				
Employee expenses	31,560	29,424	(2,136)	Mainly due to organisational restructure which resulted in an increase in FTE and service delivery undertaken by staff rather than service providers.
Supplies and services	21,925	27,001	5,076	Mainly due to project milestones not being met and additional costs for Art of Disney and Dinosaurs of Patgonia Exhibitions
Depreciation and amortisation	7,897	7,613	(284)	
Other expenses	4,489	536	(3,953)	Mainly due to goods/services provided below fair value budgeted in Supplies and services.
Total Expenses from Continuing Operations	65,871	64,574	(1,297)	
Operating Result from Continuing Operations	899	(7,027)	7,926	
Other Comprehensive Income				
Increase/(decrease) in asset revaluation surplus	56,457	-	56,457	Cultural heritage and buildings asset revaluations not budgeted.
Total Comprehensive Income	**57,356**	**(7,027)**	**64,383**	

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

Explanations of Major Variances - Statement of Financial Position

Items	Actual ($000s')	Budget ($000s')	Variance ($000s')	Notes
Current Assets				
Cash and cash equivalents	21,566	6,161	15,405	Mainly due to project milestones not being met and the success of the Art of Disney and Dinosaurs of Patagonia Exhibitions
Receivables	835	2,513	(1,678)	
Other financial assets	5	-	5	Funds in QIC Short Term Fund transferred to QTC at Call Account
Inventories - Museum Shop	582	478	104	
Other	530	1,079	(549)	
Total Current Assets	**23,518**	**10,231**	**13,287**	
Non Current Assets				
Other financial assets	3,400	3,623	(223)	
Intangible assets	388	198	190	
Property, plant and equipment	790,843	703,807	87,036	Mainly due to Cultural heritage and buildings asset revaluations not budgeted.
Right of Use Asset	258	208	50	
Total Non Current Assets	794,889	707,836	87,053	
Total Assets	**818,407**	**718,067**	**100,340**	
Current Liabilities				
Payables	2,013	1,827	186	
Accrued employee benefits	2,686	2,486	200	
Unearned Revenue	7,103	1,391	5,712	Mainly due to project milestones not being met.
Lease Liability	247	218	29	
Provisions	950	-	950	
Total Current Liabilities	**12,999**	**5,922**	**7,077**	
Non Current Liabilities				
Unearned Revenue	289	20	269	Mainly due to project milestones not being met.
Lease Liability	28	15	13	
Total Non Current Liabilities	**317**	**35**	**282**	
Total Liabilities	**13,316**	**5,957**	**7,359**	
Net Assets	**805,091**	**712,110**	**92,981**	
Equity				
Accumulated surplus	155,713	146,749	8,964	
Asset revaluation surplus	649,378	565,361	84,017	Mainly due to Cultural heritage and buildings asset revaluations not budgeted.
Total Equity	**805,091**	**712,110**	**92,981**	

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

Explanations of Major Variances - Statement of Cash Flows

Items	Actual ($000s')	Budget ($000s')	Variance ($000s')	Notes
Cash flows from operating activities				
Inflows:				
User charges and fees	13,934	9,082	4,852	Mainly due to increased attendance at the Art of Disney and Dinosuars of Patagonia exhibitions.
Grants and contributions	41,345	43,169	(1,824)	
GST collected from customers	1,061	-	1,061	
GST input tax credit from ATO	2,199	-	2,199	
Interest receipts	1,005	325	680	
Other	2,959	96	2,863	
Outflows:				
Employee expenses	(31,642)	(29,424)	(2,218)	
Supplies and services	(21,237)	(24,195)	2,958	
GST paid to suppliers	(2,143)	-	(2,143)	
GST remitted to ATO	(1,151)	-	(1,151)	
Other	(1,080)	(536)	(544)	
Net cash provided by/ (used in) operating	5,250	(1,483)	6,733	
Cash flows from investing activities				
Inflows:				
Sales of property, plant and equipment	8	-	8	
Sale of investments	3,011	-	3,011	
Outflows:				
Payments for intangibles	(285)	-	(285)	
Payments for property, plant and equipment	(1,912)	(320)	(1,592)	
Payments for investments	(13)	-	(13)	
Net cash provided by/ (used in) investing activities	809	(320)	1,129	
Cash flows from financing activities				
Inflows:				
Equity injection	0	0	0	
Outflows:				
Equity withdrawal	(926)	(926)	-	
Payment for lease liability	(307)	(289)	(18)	
Net cash used in financing activities	(1,233)	(1,215)	(18)	
Net increase (decrease)	4,826	(3,018)	7,844	
Opening Balance	16,740	9,179	7,561	
Closing Balance	21,566	6,161	15,405	

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

25. Key Management Personnel (KMP) Disclosures

Details of Key Management Personnel

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

The following non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2021–22 and 2022-23. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

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

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

Remuneration Policies

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

Remuneration policy for the Museum's key management personnel is set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts provide for other benefits including motor vehicles.

For the 2022-23 year, remuneration of key executive management personnel has increased in accordance with government policy.

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

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

KMP Remuneration Expense

1 July 2022–30 June 2023

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

1 July 2021–30 June 2022

	Short-term Employee Expenses		long-term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Chief Executive Officer	296	7	7	36	-	347
Director, Public Engagement	205	9	5	23	-	242
Director, Collections and Research	214	0	5	23	-	242
Director, Corporate Services	224	5	6	24	-	258
Total	**938**	**21**	**23**	**105**	**-**	**1,087**

Members of the Board remuneration was as follows:

Name	Members From	Members To	Position	2023 $	2022 $
Sheil, M (Chair)	1/08/2019	31/07/2025	Chair	20,000	20,000
Taylor, C	1/06/2017	31/05/2025	Member	7,000	7,000
Ginn, G	1/06/2017	31/05/2023	Member	8,055	8,800
Griffiths, J	1/08/2019	31/07/2025	Member	8,800	8,800
Harch, B	1/08/2019	31/07/2022	Member	677	8,800
Hill, V	1/08/2019	31/07/2025	Member	8,661	7,000
Parker, J	1/06/2020	31/05/2025	Member	9,500	9,500
Van Issum, H	1/06/2020	31/05/2025	Member	9,500	9,500
Ewen, Shaun C	1/08/2022	31/07/2025	Member	6,462	-
Murphy, Kylie M	1/08/2022	31/07/2025	Member	6,462	-
Thompson, J	CEO appt.13/12/18		ex-officio	-	-
Total remuneration paid to all members :				**85,116**	**79,400**

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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

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

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

Transactions with people/entities related to KMP

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

Transactions with other Queensland Government controlled entities

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

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

26. Taxation

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

27. Future Impact of Accounting Standards Not Yet Effective

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

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

Changes in Accounting Policy

The Board did not voluntarily change any of its accounting policies during 2022-23.

Accounting Standards Early Adopted for 2022-23

No Australian Accounting Standards have been early adopted for 2022-23.

Accounting Standards Applied for the First Time

No Australian Accounting Standards applied for the first time had any material impact on the 2022–23 financial statements.

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

29. Climate Risk Disclosure

Whole of Government Climate Reporting

The State of Queensland, which is the ultimate parent of the museum, has published a wide range of information and resources on climate change, including the Climate Adaptation Strategy, the Climate Transition Strategy, the Climate Action Plan 2030, and the Queensland Sustainability Report.

Climate Risk Assessment - Financial Statements

The museum has not identified any material climate related risks relevant to the financial report at the reporting date. The museum continues to monitor the emergence of such risks under the Queensland Government's Climate Transition Strategy, and Climate Action Plan 2030.

Current Year Impacts

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

30. Trust Transactions and Balances

Trust	**Audit Arrangements**
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 2022-23 year the Fund's assets were invested in the QIC long-term Diversified Fund. The Board is the sole beneficiary of this Trust.

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

Revenue received by the Board as sole beneficiary totalled $59,732 (2022: $94,116).

Financial results of the Harry West Memorial Fund

	2023 $'000	2022 $'000
Income	60	94
Expenses	60	94
Net Surplus	**-**	**-**
Assets	3,039	2,836
Liabilities	60	57
Net assets	**2,979**	**2,779**

31. Provisions

	Economic Entity		Parent Entity	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Current				
Enforceable Undertaking costs	950	-	950	-
Total	**950**	**-**	**950**	**-**

Board of the Queensland Museum
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

31. Provisions (contd)

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	$'000	$'000	$'000	$'000
Movement				
Balance at 1 July	-	-	-	-
Enforceable Undertaking costs	950	-	950	-
Balance at 30 June	**950**	**-**	**950**	**-**

Accounting policy - Provisions

Provisions are recorded when the Board has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Where the settlement of the obligation is expected after 12 or more months, the obligation is discounted to the present value using an appropriate discount rate.

CERTIFICATE OF THE BOARD OF THE QUEENSLAND MUSEUM

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

(a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Board of the Queensland Museum for the financial year ended 30 June 2023 and of the financial position of the entity at the end of that year; and

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

Professor Margaret Sheil AO
Chair
Board of the Queensland Museum

Date: 17/8/23

Dr. Jim Thompson
Chief Executive Officer
Queensland Museum Network

Date: 17/8/23

Queensland Audit Office
Better public services

INDEPENDENT AUDITOR'S REPORT

To the Board of the Queensland Museum

Report on the audit of the financial report

Opinion

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

In my opinion, the financial report:

a) gives a true and fair view of the parent's and group's financial position as at 30 June 2023, and their financial performance and cash flows for the year then ended

b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statements of financial position as at 30 June 2023, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Board.

Basis for opinion

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

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

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

Responsibilities of the entity for the financial report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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

Queensland Audit Office
Better public services

Auditor's responsibilities for the audit of the financial report

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of forming an opinion on the effectiveness of the entity's internal controls, but allows me to form an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the group.
- Conclude on the appropriateness of the parent's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to form an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Queensland Audit Office
Better public services

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

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

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

Prescribed requirements scope

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

28 August 2023

Jacqueline Thornley
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

GLOSSARY

Term/Acronym	Meaning
ABRS	Australian Biological Research Services
ACC	Agency Consultative Committee
ARC	Australian Research Council
ARRs	Annual Report requirements for Queensland Government agencies
ASEAN	Association of Southeast Asian Nations
CAA	Corporate Administration Agency
C+C	Cobb+Co Museum, Toowoomba
CABAH	ARC Centre of Excellence for Australian Biodiversity and Heritage
CALD	Culturally and linguistically diverse
CEO	Chief Executive Officer
CIAF	Cairns Indigenous Art Fair
CRC, Hendra	Queensland Museum Collections and Research Centre, Hendra
DECRA	Discovery Early Career Researcher Award
ELT	Executive Leadership Team
ERC	European Research Council
FAA	Financial Accountability Act 2009
FARMC	Finance, Audit and Risk Management Committee, a subcommittee of the Board of the Queensland Museum
Foundation	The Queensland Museum Foundation Trust, a charitable body founded by the Board in 2003 to coordinate fundraising and development opportunities for QMN.
FPMS	Financial and Performance Management Standard 2019
Future Makers	A partnership between QMN and Shell's QGC business that aims to increase awareness and understanding of the value of STEM in Queensland schools and communities.
Honorary	Individuals engaged on an honorary (unpaid) basis to conduct activities (traditionally taxonomic research) to further the objectives and guiding principles of the Act.

Term/Acronym	Meaning
ICOM	International Council of Museums
ICT	Information Communication and Technology
KPI	Key Performance Indicator
MDO	Museum Development Officer
MLT	Museum Leadership Team
MTQ	Museum of Tropical Queensland, Townsville
NDIS	National Disability Insurance Scheme
PPP	Personal Performance Plan
Project DIG	Digital Infrastructure Growth: a ground-breaking five-year partnership between QMN and BHP to digitally unlock the knowledge held in our State Collection for visitors and researchers worldwide.
QAGOMA	Queensland Art Gallery/Gallery of Modern Art
QM	Queensland Museum, South Bank Brisbane
QMATSICC	Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee, a subcommittee of the Board of the Queensland Museum
QMN	Queensland Museum Network
QPAC	Queensland Performing Arts Centre
RNTBC	Registered Native Title Body Corporation
RSL	Returned Services League
SLQ	State Library of Queensland
State Collection	The cultural objects, natural history specimens and geological treasures cared for by QMN
STEM	The disciplines of science, technology, engineering and mathematics
The Act	Queensland Museum Act 1970
The Board	The Board of the Queensland Museum
TWRM	The Workshops Rail Museum, Ipswich
WHS	Work, Health and Safety
WSFB	World Science Festival Brisbane
WSFQ	World Science Festival Queensland

COMPLIANCE CHECKLIST

Summary of requirement		Basis for requirement	Page reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	i
Accessibility	Table of contents	ARRs – section 9.1	ii
	Glossary		96
	Public availability	ARRs – section 9.2	112
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	112
	Copyright notice	Copyright Act 1968 ARRs – section 9.4	112
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	112
General information	Introductory Information	ARRs – section 10	1
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	7
	Agency objectives and performance indicators	ARRs – section 11.2	13
	Agency service areas and service standards	ARRs – section 11.3	13
Financial performance	Summary of financial performance	ARRs – section 12.1	45
Governance – management and structure	Organisational structure	ARRs – section 13.1	30
	Executive management	ARRs – section 13.2	38
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	31
	Public Sector Ethics	*Public Sector Ethics Act 1994* ARRs – section 13.4	43
	Human Rights	Human Rights Act 2019 ARRs – section 13.5	43
	Queensland public service values	ARRs – section 13.6	44

Summary of requirement		Basis for requirement	Page reference
Governance – risk management and accountability	Risk management	ARRs – section 14.1	40
	Audit committee	ARRs – section 14.2	35
	Internal audit	ARRs – section 14.3	40
	External scrutiny	ARRs – section 14.4	41
	Information systems and recordkeeping	ARRs – section 14.5	41
	Information Security attestation	ARRs – section 14.6	41
Governance – people and culture	Strategic workforce planning and performance	ARRs – section 15.1	42
	Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	N/A
Open Data	Statement advising publication of information	ARRs – section 16	112
	Consultancies	ARRs – section 33.1	data.qld.gov.au
	Overseas travel	ARRs – section 33.2	data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	92
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	93

APPENDICES

Appendix A: Grants

The following table lists active research projects during 2022-23 involving QMN employees and supported by external grant funding. Unless otherwise stated, grants were received and administered by QMN.

Project title	Grant scheme	QMN contributors
ARC Centre of Excellence for Australian Biodiversity and Heritage	ARC Centres of Excellence	Dr Geraldine Mate Ms Imelda Miller
Burnett River Rock Engravings	Australian Government Indigenous Repatriation Program	Ms Cathy ter Bogt Mr Dany Williams
Trait plasticity and the maintenance of functional diversity	Australian Research Council (ARC) Discovery Early Career Researcher Award (DECRA)	Dr Tom Bridge
Taxonomy of the reef-building stony corals of Lizard Island	Lizard Island Research Station Critical Research Grant	Dr Tom Bridge Dr Peter Cowman
Snapshots from the ancient Indo-Pacific: remarkable Eocene fish faunas and their Implications for the origin of a modern marine biodiversity hotspot.	US National Science Foundation	Dr Peter Cowman
The Indo-Pacific zooxanthellate octocorals: an integrated approach to species delimitation, phylogenetics and biogeography.	US National Science Foundation	Dr Peter Cowman
Consequences of a plant-based diet – characterising the trematode guild infecting herbivorous fishes of the Great Barrier Reef.	Australian Biological Resources Study (ABRS)	Dr Terry Miller Dr Scott Cutmore
Conservation systematics of *Aname*.	ABRS National Taxonomy Research Grants Scheme (administered by University of Western Australia)	Dr Michael Rix
Coral Discovery Project	Cairns Research Institute (administered by James Cook University)	Dr Maddy McAllister
Transdisciplinary research collaboration that will unlock environmental and human history of Australia, Papua New Guinea and eastern Indonesia.	CABAH (administered by University of Wollongong)	Dr Geraldine Mate Dr Brit Asmussen
Fugitive Traces: Reconstructing Yulluna experiences of the frontier	ARC Special Research Initiative for Australian Society, History and Culture (administered by Griffith University)	Mr Nicholas Hadnutt

Project title	Grant scheme	QMN contributors
Green History - the history and origins of the modern Australian flora	Herman Slade Foundation Grant	Dr Andrew Rozefelds Dr Espen Knutsen
Invasion Alert – Development of a machine learning-based platform for fast invasive ant detection and recognition	Commonwealth Grant (administered by Murdoch University)	Dr Chris Burwell
Macroecology of reptiles and frogs over latitudinal and temporal gradients	ARC Discovery Project Grant (Monash University)	Dr Scott Hocknull
Rungulla Bush Blitz	ABRS	Dr Christine Lambkin
SEACHANGE Quantifying the impact of major cultural transitions on marine ecosystem functioning and biodiversity	European Research Council (ERC) Synergy Grant (administered by the University of Exeter)	Dr Brit Asmussen
Spiders of Australia Lucid Key 2nd edition	ABRS	Dr Robert Raven Dr Jennifer Beard
Stones, shell, and isotopes – a multidisciplinary investigation of HMS *Pandora*'s Polynesian cultural objects	James Cook University, College of Arts, Social Sciences and Education - Research Grants	Dr Maddy McAllister
Sugarbags and shellfish: Indigenous foodways in colonial Cape York Peninsula	ARC Linkage Grant (administered by University of New England)	Dr Brit Asmussen
Taxonomic significance of extensive cryptic lineage diversity within 2 "species" of Lerista.	ABRS	Dr Jessica Worthington Wilmer

Appendix B: Peer-reviewed publications

Agne, S., **Ekins, M.**, Galitz, A., Hofreiter, M., Preick, M., Straube, N., Wörheide, G. & Erpenbeck, D., 2022. Keratose sponge MuseOMICS: setting reference points in dictyoceratid demosponge phylogeny. *Zootaxa*, 5195(3), pp.296-300.

Allsopp, P.G. (2022). Australian Melolonthini (Coleoptera: Scarabaeidae: Melolonthinae): reclassification of eight species to Antitrogus Burmeister, 1855 and Barryfilius new genus. *Zootaxa* 5213: 513-545, http://doi: 10.11646/zootaxa.5213.5.3

Allsopp, P.G. (2022). Replacement names for Beckius Dechambre, 1992 and *Syrictes* Prell, 1936, and validation of Neoryctes Arrow, 1908 (Coleoptera: Scarabaeidae: Dynastinae). *Zootaxa* 5165 (2): 294–300, https://doi.org/10.11646/zootaxa.5165.2.9

Allsopp, P.G., Jakl, S. and Rey, A. (2023). Replacement names for three preoccupied genus-group names of Cetoniinae (Coleoptera: Scarabaeidae). *Zootaxa* 5296 (4): 595–599, https://doi.org/10.11646/ZOOTAXA.5296.4.9

Amey, A.P. & **Couper, P.J.** 2022. Herpetological type specimens held at the Queensland Museum: a catalogue. *Memoirs of the Queensland Museum - Nature*, 64: 19–259. https://doi.org/10.17082/j.2204-1478.64.2022.2020-12

Asmussen B., Faulkner P., Szabó K. and Ulm S. (2022). The Molluscan Remains of Tanamu 1: Subsistence and Resource Habitats. In The Archaeology of Tanamu 1 - A pre Lapita to Post Lapita Site from Caution Bay, South Coast of Mainland Papua New Guinea. Edited by David, B.; Szabo, K., Leavesley, M.; McNiven, I.; Ash.; and Richards, T.; (Eds) *Caution Bay Studies in Archaeology*. Archaeopress Archaeology. Oxford: Archaeopress Publishing. pp. 107-115 (Chapter 5).

Bartlett, J.S. and **Lambkin, C.L.** (2022). Australian Opilonini (Coleoptera: Cleridae: Clerinae) part I: A revised taxonomy for Australian Opilo Latreille including descriptions of new genera and species. *Zootaxa* 5220(1): 001-081 DOI: 10.11646/ZOOTAXA.5220.1.1

Beard, J.J., Beaulieu, F., Knee, W. and Gotoh, T. (2022). Morphological and molecular analyses of the six-spotted spider mite, Eotetranychus sexmaculatus (Riley) (Tetranychidae)—a pest more widespread than anticipated?* *Zoosymposia* 22: 192–192, https://doi.org/10.11646/zoosymposia.22.1.125

Bray, R.A., Cutmore, S.C. and Cribb, T.H. (2023). Proposal of a new genus, Doorochen (Digenea: Lepocreadioidea), for reef-inhabiting members of the genus Postlepidapedon Zdzitowiecki, 1993. *Parasitology International*: 93 102710, https://doi.org/10.1016/j.parint.2022.102710

Burke, H., Wallis, L.A., **Hadnutt, N.**, Davidson, I., Ellwood, G., & Sullivan, L. (2023). The difficult, divisive and disruptive heritage of the Queensland Native Mounted Police. *Memory Studies*, 0(0). https://doi.org/10.1177/17506980231170353

Burrow, C.J., Blaauwen, J.L.d. and Newman, M.J. (2022). New information on the Early Devonian acanthodian Mesacanthus mitchelli from the Midland Valley of Scotland. *Scottish Journal of Geology*, 58(2): sjg2021-004.

Burrow, C.J., and Desbiens, S. (2023). Teeth and tooth whorls of the stem chondrichthyan Doliodus from the Early Devonian of the Gaspé Sandstone Group, Gaspé Peninsula, Quebec, Canada. *Spanish Journal of Palaeontology*, 38:1-8, https://doi.org/10.7203/sjp.26372

Burrow, C.J., & Elliott, D. K. (2023). Acanthodian fauna from the Early Devonian (Emsian) of Death Valley, California *Paleobios*, 40(2): 1-7, https://doi.org/10.5070/P940253335

Cao H., Dale-Ske, N., **Burwell C.J.** & Zhu C. (2022). Review of the genus Pleurotroppopsis Girault (Hymenoptera: Eulophidae) with interspecific phylogenetic relationships based on morphological characters. *Zootaxa* 5190 (4): 451-484.

Castro, E.B., **Beard, J.J.**, Ochoa, R., Bauchan, G.R., Otero-Colina, G., Dowling, A.P.G., Lofego, A.C. and Feres, R.J.F. (2023). A new species of Ultratenuipalpus (Acari: Tenuipalpidae) from Brazil and re-description of Ultratenuipalpus meekeri (De Leon), the type species of the genus, with DNA barcodes. *Animals* 13(1838): 1–30, https://doi.org/10.3390/ani13111838

Corner, R.D., Cribb, T.H. and **Cutmore, S.C.** (2023). Rich but morphologically problematic: an integrative approach to taxonomic resolution of the genus Neospirorchis (Trematoda). *International Journal for Parasitology*. https://doi.org/10.1016/j.ijpara.2023.03.005

Cutmore S.C., Littlewood D.T.J., Arellano-Martínez M., Louvard C., and Cribb T.H. (2023) Evidence that a lineage of teleost-infecting blood flukes (Aporocotylidae) infects bivalves as intermediate hosts, *International Journal for Parasitology*,53 (1), 13-25, https://doi.org/10.1016/j.ijpara.2022.09.007.

Davie, P.J.F. & Lee, B.Y., (2023). A new species and new record of Samadinia Ng & Richer de Forges, 2013 (Crustacea: Brachyura: Epaltidae) from deepwater off north-eastern Queensland, Australia. *Zootaxa* 5249(3): 393–400. https://doi.org/10.11646/zootaxa.5249.3.5

Davies, S.M. (2022). Social interactions and field collecting 1888-89: William Macgregor's first six months in British New Guinea. *Memoirs of the Queensland Museum – Culture* 13: 109–136.

Davies, S.M. (2022). Becoming a collection (1892-2001): challenges and practices in the curation of the Official collection at the Queensland Museum. *Memoirs of the Queensland Museum – Culture* 13: 27–74.

Davies, S.M., Torrence, R., **Quinnell, M.** and Chan, K. (2022). Locating Macgregor in the field: a study of labels, markings and inscriptions in the Official and Personal Collections. *Memoirs of the Queensland Museum – Culture* 13: 137–176.

Duong, B., Cribb, T.H., and **Cutmore, S.C.** (2023). Evidence for two morphologically cryptic species of Hysterolecitha Linton, 1910 (Trematoda: Lecithasteridae) infecting overlapping host ranges in Moreton Bay, Australia. *Systematic Parasitology* 100: 363-379 https://doi.org/10.1007/s11230-023-10092-6

Ekins, M. and **Hooper, J.N.A.** (2023). New carnivorous sponges from the Great Barrier Reef, Queensland, Australia collected by ROV from the RV FALKOR. *Zootaxa*, 5293(3), 435-471. https://doi: 10.11646/zootaxa.5293.3.2

El-Arab, M. and **Ekins. M.** (2023). Redescription of Ophlitaspongia (?) arbuscula Row, 1911 and Ophlitaspongia (?) horrida Row, 1911 from the Red Sea, and their placement in Clathria (Clathria) Schmidt, 1862. Zootaxa, 5297 (1), 48-60.

Fleming P.A., Stobo-Wilson A.M., Crawford H.M., Dawson S.J., Dickman C.R., Doherty T.S., Fleming T.M., Newsome R.P., **Thompson J.A.** and Woinarski J.C.Z.. (2022). Distinctive diets of eutherian predators in Australia. *Royal Society Open Science* 9: 220792.

Galbraith G.F., Cresswell B.J., McCormick M.I., Bridge T.C., and Jones G.P. (2022). Contrasting hydrodynamic regimes of submerged pinnacle and emergent coral reefs. *PLoS ONE* 17(8): e0273092. https://doi.org/10.1371/journal.pone.0273092

Galitz, A., **Ekins, M.**, Folcher, E., Buttner, G., Hall, K., Hooper, J., Reddy, M., Schatzle, S., Thomas, O., Worheide, G., Petek, S., Debitus, C. and Erpenbeck, D. (2023). Poriferans rift apart: molecular demosponge biodiversity in Central and French Polynesia and comparison with adjacent marine provinces of the Central Indo-Pacific. *Biodiversity and Conservation* 32:2469–2494, https://doi.org/10.1007/s10531-023-02613-y

George, A.M., Abdo, D., Wahab, M.A.A., **Ekins, M.**, **Hooper, J.N.A.**, and Whalan, S. (2023). Cryptic biodiversity inhabiting coral reef sponges. *Marine Ecology*, 44(2), e012747. https://doi.org/10.1111/maec.12747

González-Murcia, S., **Ekins, M.**, **Bridge, T.C.L.**, Battershill, C.N. & Jones, G.P. (2023). Substratum selection in coral reef sponges and their interactions with other benthic organisms. *Coral Reefs*. https://doi.org/10.1007/s00338-023-02350-2

Harmon, J., and **Mitchell, M.** (2022). Comment on Jarden R, Scanlon A, Bridge N, et al. 2021. Coronavirus disease 2019 Critical Care Essentials course for nurses: development and implementation of an education program for healthcare professionals. *Australian Journal of Advanced Nursing* [Internet]. 2022 Aug. 30 [cited 2023 Jul. 27];39(3). Available from: https://www.ajan.com.au/index.php/AJAN/article/view/874

Harvey M.S., **Wilson J.D.** & Rix M.G. (2023). Three new species of the open-holed trapdoor spider genus Kwonkan (Mygalomorphae: Anamidae) from central Australia. *Australian Journal of Taxonomy* 21: 1–9. doi: https://doi.org/10.54102/ajt.l6he8

Hayes, S., Taki, A.C., Lum, K.Y., Byrne, J.J., **Ekins, M.G.**, Gasser, R.B. and Davis, R.A., (2022). Using UHPLC–MS profiling for the discovery of new sponge-derived metabolites and anthelmintic screening of the NatureBank bromotyrosine library. *Beilstein Journal of Organic Chemistry*, 18(1), pp.1544-1552.

Horowitz J., Opresko D., Molodtsova T.N., Beaman R.J., Cowman P.F., and **Bridge T.C.L.** (2022). Five new species of black coral (Anthozoa; Antipatharia) from the Great Barrier Reef and Coral Sea, Australia. *Zootaxa* 5213 (1): 001–035

Jackson S.M., **Baker A.M.**, Eldridge M.D.B., Fisher D.O., Frankham G.J., Lavery T.H., MacDonald A.J., Menkhorst P.W., Phillips M.J., Potter S., Rowe K.C., Travouillon K. J., Umbrello L.S. (2022) The importance of appropriate taxonomy in Australian mammalogy. *Australian Mammalogy*, 45:13–23, https://doi.org/10.1071/AM22016

Johnson, K.R., Owens, I.F.P. and The Global Collections Group (including **Jim Thompson, Peter Denham and Terry Miller**) (2023). A global approach for natural history museum collections. *Science*, 379: 6638. https://doi.org/10.1126/science.adf6434

Jourdain de Muizon, C., Moriou, C., Petek, S., **Ekins, M.**, Rousseau, M. and Al Mourabit, A., (2022). Isolation, Synthesis and Absolute Configuration of the Pericharaxins A and B, Epimeric Hydroxy-Polyene Glycerol Ethers from the Calcarean Sponge Pericharax heteroraphis. *Marine drugs*, 20(10): 635, https://doi.org/10.3390/md20100635

Lavery T.H., Collett R.I., Fisher D.O., **Hoskin C.J.**, Rowland J. (2022) White-footed dunnarts (Sminthopsis leucopus) in Queensland's Wet Tropics, with the description of a new subspecies. *Australian Mammalogy*, 15: 77–90, https://doi.org/10.1071/AM22002

Louvard, C., Corner, R.D., Cutmore, S.C. and Cribb, T.H. (2022). Evidence that host ecology drives first intermediate host use in the Didymozoidae (Trematoda: Hemiuroidea): an asexual infection in a vermetid (Gastropoda). *Journal of Helminthology* 96: e88. https://doi.org/10.1017/S0022149X22000748

Mate, G. (2022). *Mining the Landscape: The Archaeology of Mount Shamrock*. Springer Cham: Switzerland.

McAllister, M., Massey, T., and Price, S. (2022). Bursting the bubble: Reflecting on 50 years of maritime archaeological research in Queensland, *Australian Archaeology*, https://doi.org/10.1080/03122417.2022.2126546

McAlpine, C.A., Callaghan, J., Lunney, D., Rhodes, J.R., Goldingay, R., **Goulding, W.** et al. (2023). Influences on koala habitat selection across four local government areas on the far north coast of NSW. *Austral Ecology*, 00: 1– 24, https://doi.org/10.1111/aec.13313

McWilliam, M., Madin, J.S., Chase, T.J., Hoogenboom, M.O., and **Bridge, T.C.** (2022). Intraspecific variation reshapes coral assemblages under elevated temperature and acidity. *Ecology Letters*, 25(11): 2513-2524, https://doi.org/10.1111/ele.14114

Maniriquez, P.H., Gonzalez, C.P., Jara, M.E., **Watson, S.**, Domenici, P. and Duarte, C. (2023). Combined effects of climate change stressors and predators with contrasting feeding-digestion strategies on a mussel species. *Marine Pollution Bulletin*. 187: 114554, https://doi.org/10.1016/j.marpolbul.2022.114554

Magro, L., **Cutmore, S.C.**, Carrasson, M. and Cribb, T.H. (2023). Integrated characterisation of nine species of the Schistorchiinae (Trematoda: Apocreadiidae) from Indo-Pacific fishes: two new species, a new genus, and a resurrected but 'cryptic' genus. *Systematic Parasitology* 100:381–413, https://doi.org/10.1007/s11230-023-10093-5

Marsh, J.R., Milner, S.J., Shaw, M., Stempel, A.J., Harvey, M.S. and **Rix, M.G.** (2023). A case for below-ground dispersal? Insights into the biology, ecology and conservation of blind cave spiders in the genus *Troglodiplura* (Mygalomorphae: Anamidae). *Insects* 14: 449. doi: https://doi.org/10.3390/insects14050449

Murniati, D.C., Akira, A. and **Davie, P.J.F.** (2023). Two new species of Tmethypocoelis Koelbel, 1897 (Decapoda, Brachyura, Dotillidae) from Sulawesi, Indonesia. *ZooKeys* 1156: 159–190. https://doi.org/10.3897/zookeys.1156.98930

Oliver, P.M., Hugall, A.F., Prasteya, A., Slavenko, A., and Zahirovic, S., (2023) Oligo-Miocene radiation within South-west Pacific arc terranes underpinned repeated upstream continental dispersals in pigeons (Columbiformes), *Biological Journal of the Linnean Society*, 138(4):437–452, https://doi.org/10.1093/biolinnean/blad003

Popple, L.W. (2023). A New Species of Samaecicada Popple and Emery, 2010 (Hemiptera: Cicadidae) from South Australia. *Australian Entomologist*. 50: 21-27.

Price, G.J., Louys, J., **Wilkinson, J.** (2023). Geologically oldest evidence of 'lumpy jaw' (Macropod Progressive Periodontal Disease) in kangaroos of Australia: implications for conservation management. *Alcheringa: An Australasian Journal of Palaeontology*. https://doi.org/10.1080/03115518.2023.2207624 free

Rentz, D. and **Monteith, G.** (2022). A Review of the Australian Endemic Genus Cooloola Rentz, 1980, with description of seven new species and summary of biology (Orthoptera: Anostostomatidae: A*nostostomatinae: Cooloolini). Australian Entomologist*. 49. 209-253.

Rix, A.G. (2023). The Dunstan Deals: How some geological treasures left Australia. *Proceedings of the Royal Society of Queensland*, 132:1–18. https://doi.org/10.53060/prsq.2023.3

Rix, M.G., **Wilson, J.D.**, Laidlaw, M.J., Harvey, M.S., **Rix, A.G.** and Rix, D.C. (2023). Demography, passive surveillance and potential habitat modelling of an Australian giant trapdoor spider (Idiopidae: *Euoplos grandis*) from the Queensland Brigalow Belt: half a decade of population monitoring for conservation outcomes. *Austral Entomology* 62: 200-219. https://doi.org/10.1111/aen.12639

Rix, M.G., **Worthington Wilmer, J.** and Harvey, M.S. (2022). Rainforest pelican spiders (Archaeidae: *Austrarchaea*) of south-eastern Queensland, Australia: two new species and a distributional reassessment of regional endemic clades. *Journal of Arachnology* 50: 231–249.

Rix, M.G. and Harvey, M.S. (2022). A new species of the spiny trapdoor spider genus *Eucyrtops* (Mgalomorphae: Idiopidae) from south-western Australia. *Australian Journal of Taxonomy* 4: 1–6.

Rix, M.G., **Wilson, J.D.**, and **Oliver, P.M.** (2023). A new species of Endangered giant trapdoor spider (Mygalomorphae: Idiopidae: *Euoplos*) from the Brigalow Belt of inland Queensland, Australia. *The Journal of Arachnology* 51(1):27–36, https://doi.org/10.1636/JoA-S-21-056

Seeman, O.D. (2022) Three new genera of Schizogyniidae (Parasitiformes: Mesostigmata) from a New Caledonian millipede (Spirobolida) | *Zoosymposia* 22:195–222.

Seeman, O.D. and Walter, D.E. (2022). Phoresy and mites: more than just a free ride. Annual Review of *Entomology*, 68:69–88.

Stanisic, J. (2022). A new genus and three new species of Pinwheel Snails from Queensland and New South Wales (Gastropoda: Eupulmonata: Charopidae). *Memoirs of the Queensland Museum-Nature* 64: 1–11. https://doi.org/10.17082/j.2204-1478.64.2022.2021-03

Stanisic, J. (2022). Designation of a lectotype for Helix iuloidea Forbes, 1852 and a history of the citation of the invalid name *Helix juloidea* for this species by various authors (Gastropoda: Eupulmonata: Charopidae). *Memoirs of the Queensland Museum – Nature* 64:13–18. https://doi.org/10.17082/j.2204-1478.64.2022.2021-05

Swadling, P., Torrence, R., Hasell, J., **Davies, S.M.** and Bickler, S. (2022). Conus armshells in British New Guinea: the effects of economic change on cross-cultural engagement. *Memoirs of the Queensland Museum – Culture* 13: 309–326.

Torrence, R., Clarke, A., **Davies, S.M.**, Knowles, C., Philp, J. and **Quinnell, M.** (2022). Collecting for the nation: Sir William MacGregor and the Official collection. *Memoirs of the Queensland Museum – Culture* 13: 1–25.

Torrence, R. and **Davies, S.M.** (2022). Regional differences in the Official collection: a pilot study of contact histories. *Memoirs of the Queensland Museum – Culture* 13: 219–246.

Torrence, R. and **Davies, S.M.** (2022). Theory versus practice in the duplicate selections from the British New Guinea Official collection. Memoirs of the *Queensland Museum – Culture 13*: 381–402.

Torrence, R., **Davies, S.M.**, **Quinnell, M.** and Philp, J. (2022). War and peace: two radically different encounters with the Marind-Anim. *Memoirs of the Queensland Museum – Culture* 13: 247–286.

Torrence, R. and **Davies, S.M.** (2022). The Goromani incident: seeking spoils from opportunistic theft in the Official collection from early colonial British New Guinea. *Memoirs of the Queensland Museum – Culture* 13: 287–308.

Viacava, P., **Baker, A.M.**, Blomberg, S.P., Phillips, M.J., and Weisbecker, V. (2021). Using 3D geometric morphometrics to aid taxonomic and ecological understanding of a recent speciation event within a small Australian marsupial (*Antechinus*: Dasyuridae), *Zoological Journal of the Linnean Society*, 196(3):963–978, https://doi.org/10.1093/zoolinnean/zlab048

Voser, T.M., Hayton, J.B., Prebble, D.W., Jin, J., Grant, G., **Ekins, M.G.** and Carroll, A.R. (2023). Amphiphilic Polyamine α-Synuclein Aggregation Inhibitors from the Sponge Aaptos lobata. *Journal of Natural Products* 86(3):475–481. https://doi.org/10.1021/acs.jnatprod.2c01125

Wilson, J.D., Harvey, M.S. and **Rix, M.G.** (2022). *Euoplos eungellaensis*, sp. nov. (Idiopidae), a new golden trapdoor spider from central-eastern Queensland. *Australian Journal of Taxonomy* 5: 1–8.

Wilson, J.D., Bond, J.E., Harvey, M.S., Ramirez, M.J., and **Rix, M.G.** (2023). Correlation with a limited set of behavioral niches explains the convergence of somatic morphology in mygalomorph spiders. Ecology and Evolution, 13, e9706. https://doi.org/10.1002/ece3.9706

Wilson, J.D., **Rix, M.G.** and Harvey, M.S. (2023). A new spider species of the genus Proshermacha (Mygalomorphae: Anamidae) from the Coolgardie and Murchison bioregions of Western Australia, collected on a Bush Blitz expedition. Australian Journal of Taxonomy 19:1–7, https://doi.org/10.54102/ajt.olxwd

Appendix C: Exhibitions

Split, Sawn and Shaped

23 March 2022–5 March 2023, TWRM, Free with entry, non-ticketed

In past generations, people turned wooden logs from the forest into the everyday items they needed. Homes, furniture and tools were crafted by hand.

During the Industrial Revolution, many trade skills were replaced by powered machinery in factories, but traditional 'handmade' methods were still used in small towns and villages into the twentieth century. *Split, Sawn and Shaped* demonstrates the challenge involved in making a wooden wheel using only traditional hand tools.

Split, Sawn and Shaped is a temporary exhibition curated and presented by QMN.

REDMAP

26 April 2022-23 August 2023, MTQ, Free with entry, non-ticketed

Marine species are increasingly being found further and further away from their original breeding grounds. The Range Extension Database and Mapping Project (REDMAP) invites Australians to share sightings of marine species that are uncommon to their local seas.

Over time, REDMAP will use this citizen science data to map which Australian marine species may be extending their distribution range in response to changes in the marine environment. The *REDMAP* exhibition showcases Great Barrier Reef marine species known to be on the move and how divers, snorkelers, fishers, photographers, tourists and locals alike can get involved in tracking them.

REDMAP is a temporary exhibition developed by REDMAP and supported by Inspiring Australia.

Disney: the Magic of Animation

24 June 2022–22 January 2023, QM, Paid, ticketed

The Walt Disney Animation Studios have been creating extraordinary films for nearly a century, and every film begins with drawings that capture the essence of character, story and emotion.

Disney: The Magic of Animation features over 500 exceptional artworks including original paintings, sketches and concept art from 1928 to the present day that have been specially selected by the Walt Disney Animation Research Library in Los Angeles, California.

These rarely seen works reveal the development of beloved stories and animation techniques from your favourite Walt Disney Animation Studios films and shorts, including Mickey Mouse's first talkie, *Steamboat Willie* (1928), films such as *Fantasia* (1940), *Sleeping Beauty* (1959), *The Little Mermaid* (1989), *The Lion King* (1994), *Moana* (2016) and *Frozen 2* (2019).

Disney: The Magic of Animation is an international touring exhibition developed by Walt Disney Animation Studios. QMN gratefully acknowledges the Australian Centre for the Moving Image (ACMI) for their generous assistance with this exhibition.

Spy: Espionage in Australia

1 July 2022-30 October 2022, C+C, Free with entry, non-ticketed

Often cloaked in myth, the stories of spies are sometimes stranger than fiction. *Spy: Espionage in Australia* reveals the personal experiences of secret agents and the curious history of espionage and counter espionage in Australia, from Federation through to the present day.

Using genuine spy equipment, surveillance images, candid interview records and other items from the National Archives of Australia, ASIO and international security organisations, the exhibition brings the stories of spies out of the shadows and into the light.

Spy: Espionage in Australia is a national touring exhibition developed by the National Archives of Australia.

Making Waves: A Century of Australian Coral Reef Science

12 August 2022-9 July 2023, QM, Free, non-ticketed

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

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

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

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

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

Connections Across the Coral Sea: A Story of Movement

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

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

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

Connections across the Coral Sea: A Story of Movement is a temporary exhibition produced by QMN in partnership with CABAH in collaboration with Project DIG. The exhibition is supported by James Cook University, Monash University, the Walmbaar Aboriginal Corporation and Hope Vale Congress Aboriginal Corporation.

Great Barrier Reef

25 August 2022-5 March 2023, MTQ, Free with entry, non-ticketed

The Great Barrier Reef is the world's most extensive coral reef system. It extends 2,300km along the Queensland coast and is more than 300,000km2 in area, consisting of 3,500 individual reefs, 600 rocky islands and 300 coral and sand cays.

This photographic exhibition comprises a collection of large-scale, full colour images featured QMN Discovery Guide of the same name.

Great Barrier Reef is a temporary exhibition developed and presented by QMN.

Ink In the Lines

26 August–30 October 2022, MTQ, Free with entry, non-ticketed

Many members and veterans of the Australian Defence Forces have tattoos, and while their reasons for getting tattooed are as varied as the people themselves, self-expression and belonging play a part.

They also share a common purpose in getting inked: to remember. Inscribed on skin are their identities as veterans, the commemoration of loss, experiences of trauma and overcoming adversity, the bonds of family and friends, and acknowledging the experiences that make us who we are.

Featuring more than 70 stunning photographic portraits of 22 Australian servicemen and servicewomen this exhibition showcases Australia's modern veterans and their families, who through their tattoos commemorate the people, events and experiences which shaped their lives.

Ink in the Lines is a national touring exhibition developed by the Australian War Memorial.

Wetlands of Queensland

From 26 September 2022, QM, Free, non-ticketed
1 June 2023-3 March 2024, C+C, Free, non-ticketed

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

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

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

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

Generations of Community Care

25 October 2022-23 April 2023, C+C,
Free with entry, non-ticketed

Generations of Community Care celebrates 100 years of one of Toowoomba's best-loved institutions – St Vincent's Private Hospital.

Since its official opening on 19 November 1922 by the Sisters of Charity it has grown from a single building into a large institution providing acute-care medical, surgical and maternity services. It has fostered innovation, survived a world war, economic strife and natural disaster. *Generations of Community Care* features images and objects that share the story of the hospital and all of its successes, challenges, and fascinating personalities.

Generations of Community Care is a temporary exhibition developed and presented by QMN.

ACTION! Film and War

10 November 2022–28 May 2023, MTQ, Free with entry, non-ticketed

Since the earliest days of film, the moving image has been used to document, promote, report on, and recreate events from our military history. Film has shaped our understanding of the Australian experience of war.

ACTION! Film and War follows Australians armed with cameras who have shared their experiences as they record history and bear witness to conflict – either as a professional duty or for their personal record. This exhibition is also the story of movies themselves – the comfort they can provide to those serving far from home and the way they can take our war stories, re-frame them and share them with new audiences. Drawing chiefly on the collection of the Australian War Memorial, these are stories of Australia, war and the power of the moving image.

ACTION! Film and War is a national touring exhibition developed by the Australian War Memorial.

Australia in Space

24 November 2022–14 May 2023, C+C, Free with entry, non-ticketed
24 November 2022–14 May 2023, TWRM, Free with entry, non-ticketed

Australia in Space reveals the ways that Australian innovations are used in space, and the surprising benefits space technologies bring to everyday life on Earth.

Be inspired by the achievements, aspirations and motivations of real Australians in the space sector, discover the unique challenges and opportunities of operating in space, learn how our activities in space impact everyday life, and marvel at Australia's contributions to the global space industry.

Australia in Space is a national touring exhibition developed by Questacon.

Crikey! Magazine Photography Competition

2 December 2022–14 March 2023, QM, Free, non-ticketed

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

The display features 25 spectacular winning images chosen from thousands around the globe, celebrating the rich diversity of life on Earth and inspiring action to protect it.

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

The North Ipswich Railway Workshops

From 7 February 2023, TWRM,
Free with entry, non-ticketed

The Ipswich Railway Workshops are considered the birthplace of rail in Queensland and a landmark icon for industry in the region. The complex, which opened in 1885 and reached full operation in 1903, operated as the epicentre of rail construction, maintenance and technology for Queensland's burgeoning rail industry. At its peak, the Workshops employed 3,000 men and women, mostly from Ipswich and surrounding areas, making it Queensland's largest employer. Over 200 steam locomotives were proudly constructed on site.

This large-format, outdoor photographic exhibition showcases the rich history of the Workshops and the generations of blacksmiths, carpenters, painters, metal workers and other craftsmen who built and repaired locomotives, wagons, carriages and rail motors on site.

North Ipswich Railway Workshops is a temporary exhibition developed and presented by QMN.

Dinosaurs of Patagonia

17 March–2 October 2023, QM, Paid, ticketed

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

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

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

The Spencer Project

From 31 March 2023, TWRM, Free with entry, non-ticketed

Celebrate the birth of the Australian motorcycle.

The Spencer Project pays homage to Queenslander David (Jimmy) Spencer who developed the first locally made and distinctly Australian motorcycle engine at the Ipswich Railway Workshops in 1903. The centrepiece of the exhibition is a re-creation of the Spencer motorcycle, made by members of the Historical Motor Cycle Club of Queensland using largely original parts made by Spencer.

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

Walking through a Songline

1 April-4 June 2023, MTQ, Free with entry, non-ticketed
17 June-2 October 2023, C+C, Free with entry, non-ticketed

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

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

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

Dinosaurs Unearthed: Explore Prehistoric Queensland

From 16 June 2023, QM, Free, non-ticketed.

Dinosaurs Unearthed: Explore Prehistoric Queensland offers a captivating view into the evolution of Queensland over millions of years, featuring locally discovered fossils, meteorites, cutting edge technology and intricate illustrations, underpinned by new research from QMN palaeontologists.

This fascinating exhibition combines traditional and game design techniques to reveal insights into Australia's iconic dinosaurs and megafauna. Highlights include life-sized 3D prints of the formidable Australovenator and Megalania, immersive soundscapes, real fossils, interactive touchscreens, and captivating 2D and 3D projections of dinosaurs in motion.

Dinosaurs Unearthed: Explore Prehistoric Queensland is a permanent gallery developed by QMN with support from BHP and BMA as part of Project DIG.

Appendix D: Corporate partners

Queensland Museum Network

THE CORPORATE CLUB
BHP
Shell's QGC business

FOUNDER
Griffith University
QUT
The University of Queensland

BENEFACTOR
Cross River Rail Delivery Authority
Interspectral
Queensland X-Ray

COMPANION
Ergon Energy Network and Energex as part of Energy Queensland
Australia Zoo

FELLOW
Office for Women
Office of the Queensland Chief Scientist

World Science Festival Brisbane

STRATEGIC PARTNERS
Tourism and Events Queensland
Brisbane Economic Development Agency

ACADEMIC PARTNERS
Griffith University
QUT
The University of Queensland

COMMUNITY PARTNER
Shell's QGC business

MEDIA PARTNERS
ABC Radio National
ABC Brisbane
GOA
The Weekend Edition
Must Do Brisbane
Brisbane Kids
Kids in the City

FUTURES PARTNER
PwC

EDUCATION PARTNER
QPAC

VENUE PARTNER
South Bank Parklands

PROGRAM PARTNERS
Brisbane City Council
QAGOMA
QIMR Berghofer Medial Research Institute
State Library of Queensland

OFFICIAL SUPPLIERS
AARNet
Mantra South Bank

INDUSTRY PARTNER
Sanofi

Appendix E: Guardians

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

STORYTELLERS
The Raulings family
Elinor Scambler

CURATORS
Avril Quaill

KEEPERS
Entomological Society of Queensland
Professor Margaret Sheil AO

COLLECTORS
Frank and Karen Alpert
Dr Jim Thompson PSM
The Geoff Ross Endowment (APS Foundation)

EXPLORERS
Robert Dumke
Valmay Hill
Rachel Leung
Catherine Taylor
Queensland Community Foundation
Ashby Utting Foundation

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

SUPPORTERS
Anonymous x 5
Andrea Abrams
Georgina Anthonisz
Michael Barnett
Johanne Bawden
Dr Bianca Beetson
Bradley Bognuda
Hugh Botting
Alexandra Brosnan
Lesley Bryant
Michelle Cartlidge
Stacy Chapman
Tennille Chase
Joanne Clark
Louise Cornege
Chantel Delany
Peter Denham
Daniel Feeney
Myia Fewster
Greg Gola
Sally Anna Hamilton
Toni Harten
Dianne Heley
Judith Herman
Tara Horner
Kylie Johnson
Katherine Kerr
Andy Keeys
Paul Marangelli
Shan Marshall
Ryan McFarlane
Liz McKay
Mary Novello
Andrew Osborn
Graham Palmer
Sririta Peebles
Ann Richardson
Alan Rix
Karen Roberts
Michael Roberts
Kathryn Russell
Chris Salter
Robin Schleich
Elin Schran
Samantha Searle
Margaret Stacey
Allan Stork
Ingrid Strasser
Hollie Twidale
Julia Waters
Shane Watson
Eugene White
Margaret White
Birgit Willadsen

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

Board of the Queensland Museum
Corner Grey and Melbourne Streets, South Brisbane QLD 4101
PO Box 3300 South Brisbane BC Qld 4101

Telephone: 07 3153 3000
Email: discovery@qm.qld.gov.au
Website: qm.qld.gov.au

Board of the Queensland Museum Annual Report for the year ended 30 June 2023
ISSN: 1837-3070 (Print)
ISSN: 1837-3089 (Online)
© Board of the Queensland Museum 2023
This annual report is licensed by the Board of the Queensland Museum under a Creative Commons Attribution (CC BY) 4.0 Australia licence.

You are free to copy, communicate and adapt this annual report, as long as you attribute the work to the Board of the Queensland Museum. 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 Annual Report 2022-23

This annual report can be accessed at www.qm.qld.gov.au/About+Us/Corporate+information. Please contact us by telephone 07 3153 3000 or email discovery@qm.qld.gov.au for further information or to obtain a hard copy of this annual 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, you can contact us on telephone 07 3153 3000 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 www.qld.gov.au/annualreportfeedback

DISCLAIMER
The materials presented in this pdf are provided by the Board of the Queensland Museum for information purposes only. Users should note that the electronic versions of the financial statements in this pdf are not recognised as the official or authorised version. The electronic versions are provided solely on the basis that users will take responsibility for verifying their accuracy, completeness and currency. Although considerable resources are used to prepare and maintain electronic versions, the Board of the Queensland Museum accepts no liability for any loss or damage that may be incurred by any person acting in reliance on the electronic versions.

The official copy of this annual report, as tabled in the Legislative Assembly of Queensland, can be accessed from the Queensland Parliament's tabled papers and website database: http://www.parliament.qld.gov.au/work-of-assembly/tabled-papers