

TERMS OF REFERENCE

Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

Current: 5 September 2026

1.0 BACKGROUND AND CONTEXT

- 1.1 Queensland Museum (QM) is the custodian of the State Collection: a unique assemblage of cultural objects, natural history specimens and geological treasures documenting Queensland's story.
- 1.2 One of Queensland's oldest and most iconic institutions, QM connects with communities through a dynamic, state-wide network that includes four award-winning museums; a collections and research centre; education loans program; virtual museum online; best-selling publications; a museums and cultural heritage development program and major events such as World Science Festival Brisbane.
- 1.3 QM is governed by the Board of the Queensland Museum (the Board), a statutory authority established under the [Queensland Museum Act 1970](#) (the Act).
- 1.4 The Board represents the state of Queensland, receives administered funding from the Queensland Government and is accountable to the Minister administering the Act, currently the Minister for Education and the Arts (the Minister).
- 1.5 The Board has established two sub-committees and one controlled entity to assist with discharging its responsibilities:
 - a) Finance, Audit and Risk Management Committee (FARMC).
 - b) Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee (QMATSICC).
 - c) The Trustees for the Queensland Museum Foundation Trust (Foundation).
- 1.6 This Terms of Reference sets out the role, responsibilities, structure and processes of QMATSICC.

2.0 PURPOSE

- 2.1 QMATSICC recognises the [United Nations Declaration on the Rights of Indigenous Peoples](#) and the [Uluru Statement from the Heart](#), and exists to produce better outcomes for Queensland's Aboriginal peoples and Torres Strait Islander peoples.
- 2.2 Specifically, QMATSICC:
 - a) builds cultural capability through increased knowledge and understanding of First Nations peoples culture, our shared history, achievements and ongoing challenges within the Queensland community.

- b) integrates knowledge to co-develop, review and evaluate QM strategies, policies and practices relevant to First Nations peoples communities, including, but not limited to:
 - i. management and protection of cultural material and cultural heritage
 - ii. exhibitions and public programs
 - iii. employment opportunities and matters concerning cultural safety
 - iv. repatriation of ancestral remains and secret and sacred objects.
- c) oversees development and monitoring delivery of Reconciliation Action Plan(s).
- d) provides advice on how specific QM projects may identify, reflect, promote and protect First Nations heritage and culture.
- e) supports and encourages cultural competency amongst QM employees and volunteers.
- f) fosters capability and leadership within QM's First Nations employees and ensure their cultural safety.
- g) advises the Board and QM Management on best practice approaches for community engagement and facilitate introductions where appropriate.
- h) liaises with local First Nations community members, organisations and networks to identify and represent issues affecting those communities.
- i) reports back to First Nations community members, organisations and networks on QM's role and responsibilities and its decisions relating to First Nations communities through publicly accessible means.

3.0 ROLES AND RESPONSIBILITIES

3.1 QMATSIICC Members

3.1.1 QMATSIICC Members are required to:

- a) attend and participate in meetings.
- b) work co-operatively with other members in achieving the aims of QMATSIICC.
- c) raise issues of concern within the scope and objective of QMATSIICC.
- d) contribute ideas and suggestions relating to items on meeting agendas.
- e) participate in the discussion and to vote on outcomes.
- f) provide advice and recommendations on papers.
- g) action and follow-up allocated tasks.
- h) report back to existing networks within communities on QMATSIICC's role, responsibilities and its decisions.
- i) use existing networks to remain informed regarding the views and interests of the group/community they represent.

3.2 QM Management

3.2.1 QM Management is required to:

- a) ensure that QM employees, particularly those responsible for First Nations matters, are available to attend QMATSICC meetings and provide informed and expert advice as required.
- b) provide adequate resources to QMATSICC to enable it to operate effectively and efficiently.
- c) ensure that appropriate opportunities for development are made available to QMATSICC Members.
- d) facilitate QM employee access to QMATSICC Members for matters and issues relating to the management, acquisition and deaccessioning of Aboriginal and Torres Strait islander cultural property and heritage.

3.3 Chairperson

3.3.1 The Chairperson shall serve the same role and functions as other QMATSICC Members.

3.3.2 In addition, the Chairperson will:

- a) conduct meetings in an orderly manner.
- b) facilitate discussion of agenda items and moving of recommendations.
- c) ensure all meeting attendees have the opportunity to participate.
- d) represent the views and interests of QMATSICC to the Board.

3.4 Relationship with the Board

3.4.1 QMATSICC is directly responsible and accountable to the Board in undertaking its responsibilities.

3.4.2 QMATSICC will:

- a) provide quality advice to the Board when such advice is sought through resolution of the Board.
- b) promptly advise the Board on matters arising from time to time concerning First Nations communities that are likely to affect QM.
- c) provide regular progress reports to the Board.

3.4.3 The Board has the discretion to review, reorganise or disband QMATSICC.

4.0 MEMBERSHIP

4.1 Appointment

4.1.1 QMATSICC will comprise a maximum of eight individuals who:

- a) identify as an Aboriginal and/or Torres Strait Islander person; and
- b) is of Aboriginal and/or Torres Strait Islander descent; and
- c) is accepted as an Aboriginal and/or Torres Strait Islander person by the Aboriginal and/or Torres Strait Islander community in which he or she lives.

4.1.2 Where possible and practical, QMATSIICC members are to:

- a) live in Queensland or have strong familial ties to Queensland.
- b) represent a range of age groups, gender identities and community groups.
- c) be broadly representative of Queensland's First Nations peoples.
- d) reflect current population parity of Queensland's Aboriginal peoples and Queensland's Torres Strait Islander peoples.

4.1.3 The Chairperson is to be one of the First Nations representatives appointed to the Board.

4.1.4 QMATSIICC Members will be appointed by the Board upon endorsement from the Minister and the Premier of Queensland (if required).

4.1.5 The Chief Executive Officer (CEO), and Executive Director, First Nations, Cultures and Histories, attend QMATSIICC meetings as observers.

4.2 Term

4.2.1 The term of appointment of QMATSIICC Members will be a minimum two (2) years unless otherwise determined by the Board in consultation with QMATSIICC.

4.3 Attendance

4.3.1 Regular attendance by QMATSIICC Members is required for QMATSIICC membership.

4.3.2 If any QMATSIICC Member is absent from three consecutive meetings without an apology or three meetings within any year with apologies, that QMATSIICC Member's membership will automatically lapse.

4.3.3 The Board will seek advice from QMATSIICC before deciding to terminate the appointment of a QMATSIICC Member.

4.3.4 Observers may attend and participate in meetings with the permission of the Chairperson.

4.4 Leave of absence

4.4.1 QMATSIICC Members may apply to the Board through the Chairperson for a leave of absence of up to 12 months.

4.4.2 The granting of such leave of absence is at the discretion of the Board upon recommendation of QMATSIICC.

4.4.3 All applications for leave of absence must be recorded in the minutes of a QMATSIICC meeting.

4.5 Resignation

4.5.1 A QMATSIICC Member may resign at any time by providing written advice through the Chairperson to the Board.

4.6 Vacancies

4.6.1 Where a vacancy occurs, the Board will collaborate with QMATSIICC to develop a list of nominees and seek the endorsement of the Minister and the Premier of Queensland (as required).

4.7 Remuneration

4.7.1 QMATSIICC Members receive remuneration in accordance with the [Remuneration Procedures for Part-time Chairs and Members of Queensland Government Bodies](#) (Governance, Annual sub-committee fees Level 3)

4.7.2 Current fees are as follows:

Chairperson	Member
\$2,500	\$1,800

4.7.3 QMATSIICC Members who are employed by the local, state and federal governments are not entitled to remuneration.

4.7.4 Travel costs for QMATSIICC Members residing outside the southeast Queensland region will be met from QM's budget.

5.0 MEETINGS

5.1 Frequency and location

- 5.1.1 QMATSIICC will meet at least four (4) times annually. Each meeting will be approximately three (3) to four (4) hours in duration unless prior arrangement is made to extend or reduce the time.
- 5.1.2 A special meeting may be called by the Chairperson following a reasonable request from a QMATSIICC Member, the CEO, or by resolution of the Board.
- 5.1.3 An annual calendar of meetings will be distributed to QMATSIICC Members on or before the last QMATSIICC meeting of the preceding calendar year.
- 5.1.4 Meetings will be held at Queensland Museum Kurilpa, corner Grey and Melbourne Streets, South Brisbane, unless otherwise agreed to be held at an alternative venue.
- 5.1.5 Attendance in person is recommended and preferred, however, provisions for online/remote attendance can be arranged.

5.2 Quorum

- 5.2.1 A quorum will be 50 per cent of QMATSIICC Members.
- 5.2.2 Where there is no quorum present after a period of 15 minutes has elapsed, an informal meeting may be conducted at the discretion of the Chairperson at which QMATSIICC may receive presentations, undertake informal discussion and deliberate on issues. Any decisions or actions must be held over to the next meeting where a quorum is present.
- 5.2.3 No minutes are kept of meetings which do not have a quorum but informal notes may be taken to enable any proposed recommendations or decisions to be presented to a further meeting when a quorum is present.
- 5.2.4 If there are two consecutive non quorate meetings, the CEO and/or the Chairperson will contact all QMATSIICC Members to determine their continuation as QMATSIICC Members.

5.3 Procedures

- 5.3.1 Meetings will be chaired by the Chairperson and in their absence a QMATSIICC Member nominated by the Chairperson or the CEO, QM.

- 5.3.2 It is preferable that QMATSIICC decisions are made using a consensus model, however, if this is not possible, decisions will be made by majority vote. In the event of a tied vote, the Chairperson shall have a casting vote.
- 5.3.3 Where an issue is identified as culturally sensitive, QMATSIICC can proceed according to cultural practices (i.e., with only First Nations peoples present at the time of discussion). Non-First Nations peoples will be required to leave the meeting. Any decisions arising from discussions held during this time will be relayed to other attendees when they return to the meeting.
- 5.3.4 An agenda and papers will be circulated to QMATSIICC Members at least five business days prior to a meeting.
- 5.3.5 Pre-circulated papers will be kept to a minimum to allow for fulsome discussion of strategic matters and presentations from QM employees. More important/complex agenda items will have more extensive background provided as appendices.
- 5.3.6 All meetings shall be recorded by minutes that convey a true account of the business of the meeting. As a minimum, the minutes will include details of the attendance, a short summary of the discussion item and action/outcome from the discussion.
- 5.3.7 Minutes will be circulated to QMATSIICC Members within ten (10) business days of a meeting.
- 5.3.8 QMATSIICC may be required to consider urgent business outside of the regular meeting cycle. If a meeting is unable to be called, the business may be considered via flying minute, the contents of which will be ratified at the next meeting.
- 5.3.9 QMATSIICC may from time to time consider business in camera sessions. The records of the session will remain confidential.

6.0 ETHICAL STANDARDS AND LEGAL DUTIES

6.1 Confidentiality

- 6.1.1 QMATSIICC Members acknowledge that all proceedings of QMATSIICC are strictly confidential and will not be disclosed to any person other than QMATSIICC Members, except as agreed by QMATSIICC, directed by the Board or required by law.

6.2 Conflict of interest

- 6.2.1 QMATSIICC Members are to declare at the commencement of each meeting any pecuniary or non-pecuniary conflict of interest they have regarding any issue on the agenda.
- 6.2.2 All conflicts of interest declared are to be recorded in the minutes of the meeting.
- 6.2.3 If necessary, the Chairperson will advise a course of action. The QMATSIICC Member concerned may be required to leave the room while the matter is being discussed.

6.3 No delegation of Powers

- 6.3.1 QMATSIICC acts in an advisory capacity only and has no delegated authority.

6.3.2 QMATSIACC must not:

- a) enter contractual relationships on behalf of the Board
- b) issue a media release on behalf of QMATSIACC or the Board.
- c) use QM logo without permission.

6.4 Ethics

6.4.1 QMATSIACC Members are bound by the [Code of Conduct for the Queensland Public Service](#) and the [Public Sector Ethics Act 1994](#) and are expected to uphold the ethical standards and corporate behaviour when performing official duties representing QMATSIACC/Queensland Government including training, conferences, business trips and work related social events.

6.5 Event and Communication protocols

6.5.1 Exhibition openings and other key supporter and stakeholder events are important for promoting the program and building support for QM's activities.

6.5.2 QMATSIACC Members should be invited to events regarding First Nations peoples. QMATSIACC members may also be invited to exhibition openings and other QM events as potential networking and advocacy opportunities.

6.5.3 The Minister's office must be given the first opportunity to distribute releases making major announcements about events, initiatives, programs, awards, government policy and funding.

6.5.4 The CEO is usually the lead spokesperson for QM in the media, and all media relations activity and media interview requests are logged with Arts Queensland.

6.5.5 If a QMATSIACC Member receives a request for a media statement or an interview relating to QM, they must refer it to the CEO Office by email:
qm.directorate@qm.qld.gov.au.

7.0 AMENDMENT, MODIFICATION OR VARIATION

7.1.1 The Board and/or QMATSIACC may from time to time review these Terms of Reference to ensure they meet best practice standards and the needs of QM.

7.1.2 Such amendments, modifications and/or variations are welcome, encouraged and subject to Board approval.

8.0 APPROVAL

Approved by	Professor Margaret Sheil AO
Position	Chair, Board of the Queensland Museum
Approval date	26 June 2024
Reference	Board of the Queensland Museum meeting #554