

Board of the
Queensland Museum
Annual Report
2020-21

**QUEENSLAND
MUSEUM
NETWORK**



25 August 2021

The Honourable Leeanne Enoch MP
Minister for Communities and Housing,
Minister for Digital Economy and Minister for the Arts
GPO BOX 806
BRISBANE QLD 4001

Dear Minister

I am pleased to submit for presentation to Parliament the 2020-21 Annual Report and financial statements for the Board of the Queensland Museum.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual Report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 86 of this Annual Report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'M Sheil', with a large, stylized flourish at the end.

Professor Margaret Sheil AO
Chair, Board of the Queensland Museum

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ACKNOWLEDGEMENT OF COUNTRY

In keeping with the spirit of reconciliation, and on behalf of Queensland Museum Network, we acknowledge 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, present and emerging – and acknowledge the important role Aboriginal Peoples and Torres Strait Islanders continue to play as part of Queensland Museum Network's community.

ABOUT US

Vision

To be a valued and trusted museum network that creates authentic and compelling experiences.

Purpose

Connect real objects and contemporary research with communities and tell stories that inspire, enrich and empower.

Queensland Museum Network

In 1859, a group of individuals curious about science formed the Queensland Philosophical Society. Almost three years later, in 1862, they opened their first public display in the Windmill on Brisbane's Wickham Terrace, and thus, Queensland Museum Network (QMN) was born.

Over the past 159 years QMN has grown alongside Queensland, coming under the responsibility of the State Government in 1871, and moving into its first purpose-built premises in 1879.

Today, QMN is the keeping place for the State Collection, a magnificent assemblage of 1.2 million cultural objects, natural history specimens and geological treasures and more than 14 million research items.

Every year, we expand our holdings and bring our collections to life through fieldwork, contemporary acquisitions, world-class research and a dynamic program of exhibitions, workshops, talks, lectures, and major events including World Science Festival Brisbane.

QMN is a museum without borders, committed to engaging with communities across Queensland and beyond through five public sites, a state-wide education loans service, virtual museum online and best-selling popular publications. Our Museum Development Officers provide best-practice, professional support for arts, cultural and collecting institutions across the state, while branch museums Lands, Mapping and Surveying Museum in the Brisbane CBD and Earth Sciences Museum at The University of Queensland provide access to niche components of the State Collection.

With generous support from industry, academia and government QMN is a celebrated and valued cultural and scientific leader, collaborating with community to foster a better understanding of our place in the world.

Queensland Museum

Cultural Precinct, South Bank | Opened 1986

Located at South Bank, in the heart of Brisbane's Cultural Precinct, Queensland Museum (QM) is the flagship campus of QMN.

Feature galleries include *SparkLab*, Sciencentre which offers interactive science and technology experiences; the *Discovery Centre* where visitors can interact with hundreds of objects, animals and fossils; *Wild State*, an interactive gallery showcasing Queensland's unique biodiversity; and *Anzac Legacy Gallery* where visitors can uncover the stories, objects and journeys that trace how the First World War changed the face of Queensland.

QM hosts an annual calendar of national and international travelling exhibitions and offers a range of events and public programs including the annual World Science Festival Brisbane.

Behind the scenes, QM is home to a significant portion of the State Collection including Aboriginal, Torres Strait Islander and Pacific Indigenous cultures, rare books, textiles, ceramics, insects, arachnids, mammals, birds, reptiles and parasites.

Museum of Tropical Queensland

Townsville | Opened 1987

Museum of Tropical Queensland (MTQ) is the major provider of museum services to Queensland's tropical north. Feature galleries *Pandora*, *At Home in the Tropics*, *Enchanted Rainforest*, and *Colour Secret Language of the Reef* tell stories unique to north Queensland's natural and cultural environment. These permanent offerings are complemented by a range of temporary and touring exhibitions and a vibrant program of events.

Behind the scenes, 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 of Heritage Helmets. MTQ is also home to the largest research collection of reef building corals of the Great Barrier Reef and Staghorn corals of the world and objects significant to the Aboriginal and Torres Strait Islander peoples of northern Queensland.

The Workshops Rail Museum

North Ipswich | Opened 2002

All aboard for an authentic heritage and cultural experience located at Australia's oldest railway workshops still in operation. 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 beautifully maintained heritage site includes 15 exhibits chronicling 150 years of rail history alongside industrial machinery and beautifully restored treasures such as the Vice-Regal carriage and Australia's oldest working steam locomotive.

A popular venue for weddings and community events, TWRM offers an engaging calendar of public programs including the bi-annual family-favourite *Day Out With Thomas*.

Cobb+Co Museum

Toowoomba | Opened 1987

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

A much-loved local icon, C+C is firmly grounded in community and showcases the best of the Darling Downs region – past and present – through a diverse schedule of co-created exhibitions and events. C+C offers a hands-on workshop program allowing visitors to experience heritage trades reminiscent of *Cobb & Co.* including blacksmithing, silversmithing, wheelwrighting and leather plaiting from the purpose-built, on-site National Carriage Factory.

Queensland Museum Collections, Research and Loans Centre

Hendra, Brisbane | Opened 2002

Queensland Museum Collections, Research and Loans Centre, known colloquially as Hendra – the suburb where it is located – houses QMN's geosciences collection. The most comprehensive of its kind in Australia, this collection spans the record of life on earth, from plant fossils and pollen to dinosaurs and other animal fossils dating back 1,700 billion years.

Hendra is also the keeping place of large-scale history and technology artefacts and biological specimens and home of QMN's education loans service.

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).

The Board's functions, direct from the Act, include:

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

The Board may 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 in performing its functions.

CHAIR'S FOREWORD

On behalf of my Board colleagues, I am pleased to present the Board of the Queensland Museum Annual Report 2020–21.

Over the past 12 months, there has been a fundamental shift in the way that people do business as we adjust to a new normal of working with COVID-19.

It has been a rollercoaster of borders opening and shutting, mask wearing, snap lockdowns and capacity limits for not just businesses, but homes and gatherings.

Across Queensland Museum Network the team has responded to these challenges and continued to deliver events and exhibitions as best they can, by continuing to connect with our visitors not only face-to-face, but virtually as well.

This pandemic has changed the delivery, but the core purpose of the museum has remained the same. That is to be a network of museums without borders to inspire curiosity to connect to the past, make sense of the present and help navigate the future.

I commend the work of the team across our network of museums for continuing to create authentic and compelling experiences for our visitors.

Personally, I have been able to experience some of these first-hand including my first World Science Festival Brisbane in my position of Chair of the Board.

It was inspiring to see people once again engaging with science whether that was in person or through virtual events. These were not only spread across Brisbane, but throughout the state with events to be delivered throughout the year.

After 13-months closed to the public, the Board joined me to officially reopen Museum of Tropical Queensland in Townsville, which coincided with the first World Science Festival Queensland event for 2021.

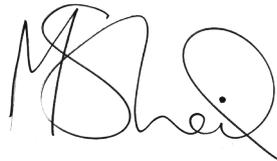
Closed international borders have meant our regional campuses are more relevant than ever as local tourism is booming with those discovering these hidden gems in their own backyard.

Collection conservation and care remain a priority and our research and curatorial staff across Queensland Museum Network continue to demonstrate an unwavering dedication and commitment to protect and display our unique cultural and natural heritage collections. Important work also continues with Aboriginal and Torres Strait Islander communities through curatorial, public and repatriation programs; major exhibitions, lectures, seminars and behind-the-scenes tours and our *Reflect* Reconciliation Action Plan.

Looking to the future, I am delighted with the decision of the Queensland Government to further commit to World Science Festival for another three years until 2024.

I would like to thank and congratulate the staff for helping realise our ambitions over the past year and adapting to these uniquely challenging times. Your unwavering passion for science, learning and discovery is highlighted in the outstanding work you deliver.

I look forward to what 2021-22 will bring for Queensland Museum Network.



Professor Margaret Sheil AO
Chair, Board of Queensland Museum

FROM THE CHIEF EXECUTIVE OFFICER

This has been another important year for Queensland Museum Network – full of achievement, opportunity and challenge.

It began with emergence from a 12-week, state-wide lockdown that saw our sites closed to the public, and a large portion of our workforce telecommuting. Over the ensuing months, we adapted to the ‘new normal’, whilst remaining true to our purpose of contributing to the cultural, social and intellectual life of all Queenslanders.

With visitor safety and confidence front-of-mind we implemented best-practice communication, automated pre-visit messaging, ‘Bee safe’ creative and dynamic queuing and visitor management across all sites. The hugely popular *Museum at Home* website, learning platform and Queensland Museum Network blog continued as popular online offerings, augmented by launch of the all-new *Museum Revealed* podcast.

A big test was delivering World Science Festival Brisbane amidst travel, border and capacity restrictions. The event was reimaged into a multi-modal format, where online engagement interacted seamlessly with in-theatre programming, enabled by the latest digital technology and generous support from partners – old and new – across industry, academia and government. Brisbane came alive with 360 performances of 179 events delivered by 155 participants and 38 activity providers in 22 locations across the city, attracting more than 113,000 attendances – onsite and online. Buoyed by this success, we also delivered events in Townsville and Chinchilla, with great outcomes.

During the year, the State Collection – our living record of Queensland’s natural, cultural and geological history – grew with acquisition of more than 16,000 objects and specimens. Our experts in biodiversity, geosciences, cultural heritage and STEM engagement contributed to Queensland’s knowledge economy by describing 67 species totally new to science, authoring 137 peer-reviewed papers and taking part in field research of state, national and international significance. During the extended closure of Museum of Tropical Queensland, front of house personnel were redeployed to auditing, labelling and documenting collection items, optimising access and use in research, public programs and learning. Redevelopment of the Queensland Museum Collections, Research and Loans Centre at Hendra continued. This \$16.2 million project – scheduled for completion in the first half of 2021-22 - will ensure the State Collection is maintained to the highest possible standard.

We continued to strengthen partnerships with the First Peoples – the Aboriginal and Torres Strait Islanders who have called the land, air, seas and waters of Queensland home for more than 65,000 years. This included finalising our *Reflect* Reconciliation Action Plan, continuing as the state’s lead agency for repatriation, commissioning new, contemporary work for the State Collection and collaborating on public programs and events including the exhibition *Island Futures: What lies ahead for Zenadth Kes?* which opened on 25 June 2021. Developed by Queensland Museum Network in partnership with the Torres Strait Island community, this exhibition empowers voices and conversations about Zenadth Kes in present-day Australia.

Queensland Museum also hosted *I Do! Wedding Stories from Queensland*. Featuring 43 garments from the State Collection amongst generous loans of personal items from notable Queenslanders, this in-house exhibition considered 180-years of wedding tradition through a sartorial lens. *Sea Monsters – Prehistoric Ocean Predators* opened at Queensland Museum in May 2020. This touring exhibition developed by the Australian

National Maritime Museum in partnership with Queensland Museum Network transported visitors back 251 million years to a time when ichthyosaurs, plesiosaurs and mosasaurs reigned supreme. This prehistoric delight was followed by *Brickman® Wonders of the World*. A first for Queensland Museum, this exhibition features more than 50 displays of history’s greatest masterpieces, brought to life by LEGO® Certified Professional and LEGO Masters Australia judge Ryan ‘Brickman’ McNaught. Queensland Museum’s exhibition program was augmented with a vibrant suite of public programs, events, and dedicated school programming, delivered amidst significant refurbishment of back-of-house areas and offsite relocation of a significant portion of Brisbane-based staff for more than 18 months.

We are a museum without borders, and take great pride in connecting with communities across the state. Our educational loans service – one of the largest in the world – delivered 51,336 resources to 508,168 people. Our Museum Development Officers offered professional support to all 77 Local Government Areas in Queensland, and formally engaged with 59 community museums, collecting organisations and Indigenous Keeping Places. Our Lifelong Learning team delivered 58 teacher professional development sessions to more than 500 Queensland educators across the state.

During the year, we displayed nine exhibitions and delivered more than 30 public programs events at our regional sites. This included 11 heritage trade workshops and the inaugural Toowoomba Arts Footprint artist in residence program at Cobb+Co Museum. *Might and Muscle*, a new permanent gallery – made possible thanks to the generous bequest from the Estate of the late Mrs Vera Thiess – opened at The Workshops Rail Museum and *Day out With Thomas* returned – twice – to this beloved Ipswich site. The Museum of Tropical Queensland reopened in May 2021 with a new roof, refurbished foyer, refreshed *Pandora Gallery* and stunning Welcome to Country artwork.

Our staff, volunteers and Chair Professor Margaret Sheil AO, were recognised with a host of prestigious awards. These well-deserved accolades are just a small token of the tenacity, resilience and flexibility demonstrated year-on-year by our staff, who, backed by the unwavering support and guidance of our Board continue to do great things every day.

At the time of writing, four of our five sites are again closed to the staff and the public for a ‘snap’ three-day lockdown, our third for 2020-21. For the past 159 years – through tears and triumph, success and setback – Queensland Museum Network has grown beside Queensland. We will continue to tell stories that inspire, enrich and empower, for many years to come.



Dr Jim Thompson PSM
Chief Executive Officer
Queensland Museum Network

IN REVIEW 2020-21

Achievements

Collections

16,534 artefacts and specimens added to the State Collection

15,664 biological specimens validated and registered

62 per cent of the State Collection stored to the National Benchmark standard

1,396 State Collection objects and specimens loaned to other institutions across the globe

Research

67 new species described

134 peer-reviewed papers published

Engagement and Learning

1,439,323 onsite visitors, including:

1,264,385 at Queensland Museum

89,383 at Cobb+Co Museum

11,804 at Museum of Tropical Queensland

73,751 at The Workshops Rail Museum

116,393 attendances at World Science Festival events in Brisbane, Townsville and Chinchilla.

508,168 people accessed **51,336** education resources via Queensland Museum Network education loans service

5,025,648 website sessions, **2,288,596** users, conducting

9,163,644 page views

53,394,233 impressions **1,733,982** engagements and **202,185** fans on social media

20,300 inquiries were responded to by the Discovery Centre through the *Ask an expert* service.

7,870 media stories across radio, print, television and online, reaching a potential cumulative audience of **73,366,000** people with an advertising space rate (ASR) of **\$21.9 million**

Sustainability

\$5.29 million cash and in-kind support from **40** partners across industry, academia and government

6,755 annual pass members for *SparkLab*, Sciencentre, Cobb+Co Museum, The Workshops Rail Museum and Museum of Tropical Queensland.

People

238 volunteers provided **3,276** hours of service to front-of-house operations, publications, photography, lifelong learning and research areas

1,363 enrolments in **86** online training programs offered via Queensland Museum Network's on demand, cloud-based training platform ELMO

11 Queensland Museum Network employees and honoraries recognised with awards and commendations.

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Highlights

July

- Visitors explored exhibitions, collection items and public spaces at Queensland Museum, Cobb+Co Museum and The Workshops Rail Museum with a series of free, COVID-safe scavenger hunts endorsed by Queensland Museum Network's COVID-safe champion Bryan the Blue-Banded bee.
- The Workshops Rail Museum hosted the exclusive CEOs breakfast for the Ipswich Region Chapter of Commerce and Industry on 22 July 2020.

August

- *Museum Revealed* podcast launched on 12 August 2020. This all-new podcast, produced wholly by QMN, features experts in biodiversity, cultures and histories, geosciences, science and technology sharing tales from the field and hidden surprises from the State Collection. The first 13 20-minute episodes achieved 4,175 listens. Season two launched on 19 May 2021.
- The 3rd edition of *Wildlife of Greater Brisbane* released. The new edition features full-colour photography and updated information on more than 1,000 species found in the Greater Brisbane area. *Wildlife of Greater Brisbane* was the most popular retail item in all Queensland Museum Network retail outlets (onsite and online).
- Queensland Museum named a Trip Advisor *Travellers' Choice Winner* for 2020.
- Queensland Museum delivered *Future Earth* - a series of live stream conversations around the future of health, manufacturing and environment in Queensland as part of National Science Week, attracting 13,000 viewers.

September

- After a five-month hiatus due to COVID-19 the *Meet our Curator* program recommenced at Queensland Museum on 2 September 2020.
- Queensland Museum's *SparkLab*, Sciencentre celebrated its second birthday on 17 September 2020. In the two years since opening, *SparkLab*, Sciencentre had welcomed almost 220,000 visitors and delivered more than 3,800 *Science Bar* programs.

October

- Toowoomba Carnival of Flowers' annual hanging basket display opened at Cobb+Co Museum. This year's theme – resilience – acknowledged economic, environmental and community impacts of the COVID-19 and the 2020 Bushfire Crisis. More than 60 exhibitors, including the horticultural team from the neighbouring Southern Queensland Institute of TAFE, contributed to the floral display.
- *SparkLab*, Sciencentre took part in the Global Science Show, a worldwide, twitter-based movement for scientists and science communicators. *SparkLab*, Sciencentre joined Questacon, Otago Museum, The Mind Museum, Dundee Science Museum and Exeter Science.

November

- Queensland Museum Network's *Reflect* Reconciliation Plan finalised on 19 November 2020.
- *Sea Monsters: Prehistoric Ocean Predators* opened on 20 November 2020. The exhibition and associated programming attracted 128,322 attendances during its 164-day showing at Queensland Museum.
- Queensland Museum staged its first *After Dark* event in over a year. More than 450 people enjoyed expert talks, First Nations storytelling, live animal encounters and themed origami.

December

- The Workshops Rail Museum named a finalist in the City of Ipswich 2020 Business Excellence Awards for 'Customer Service'.
- The new *Little Learners Museum Outreach Program* for kindergartens, schools and childcare centres in Townsville and surrounds launched from the Museum of Tropical Queensland.

January

- The inaugural *Sensory Friendly Day Out with Thomas* event held at The Workshops Rail Museum on 6 January 2021, attracting 120 visitors.
- Queensland Museum and The Workshops Rail Museum closed to employees and the public 8-11 January 2021 in a snap three-day COVID-19 lockdown.
- Queensland Museum Network turned 159 years old on 20 January 2021. Our first display in a the Windmill Tower on Wickham Terrace comprised shells, birds, fossils, stereoscopic photographs and a microscope, donated by members of the Queensland Philosophical Society.

February

- *Seasons of Love: Floristry and Fashion* events held at Queensland Museum lifted the veil on garments displayed in *I Do! Wedding Stories from Queensland* and showcased the latest floral trends by Brisbane-based designer Bart Hassam.
- Museum Development Officers commenced a significance assessment of the Archer Park Rail Museum collection in Rockhampton. The state heritage listed rail complex houses a variety of rolling stock that relate to Archer Park's role as the central passenger station for Rockhampton for the first half of the 20th Century.

March

- The sixth annual World Science Festival Brisbane was held from 24–28 March 2021, attracting more than 113,000 attendances, generating 12,342 visitor nights and injecting \$3.65 million into Queensland's economy.
- Queensland Museum and The Workshops Rail Museum closed to employees and the public 29–31 March 2021 in a snap three-day COVID-19 lockdown.

April

- The hugely popular *Circus Train* school holiday program returned to The Workshops Rail Museum from 3–18 April 2021, attracting 5,414 visitors eager to try their hand at juggling, acrobatics and magic skills.
- Minister for the Arts endorsed the appointment of Mamu and Gooreng Gooreng woman, Ms Rhonda Appo, and Ms Nareeta Davis, descendant of the Purga Mission with cultural connections to the Kullili Thargomindah people to the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee.
- Queensland Museum Network commemorated Anzac Day on 25 April 2021 with a service at The Workshops Rail Museum coordinated by the Ipswich Railway RSL Sub Branch and *What is Mephisto?* a free talk at Queensland Museum on the sole surviving A7V Sturmpanzerwagen German tank displayed in the *Anzac Legacy Gallery*.

May

- Museum of Tropical Queensland in Townsville reopened to the public on 1 May after a 13-month closure to complete remedial building works required from a 2019 monsoonal event.
- Queensland Museum Celebrated National Archaeology Week with a range of events including *Discovery Day for Little Learners*, and an archaeology-themed trivia night featuring Queensland Museum Network experts.

June

- Australia's largest dinosaur *Australotitan cooperensis* scientifically described and named by Queensland Museum Network and Eromanga Natural History Museum palaeontologists. The 7 June 2021 announcement generated 1,570 media stories reaching a potential cumulative audience of six billion people worldwide.
- *Brickman Wonders of the World* opened at Queensland Museum on 18 June 2021. Created using more than 1.3 million LEGO bricks and taking almost 5,000 hours to create, the LEGO brick masterpieces built for the exhibition weigh well over a tonne and were moved into place using forklifts and cranes.
- Queensland Museum, The Workshops Rail Museum and Museum of Tropical Queensland closed to employees and the public 30 June–1 July 2021 in a snap three-day COVID-19 lockdown.

Vale

Mrs Jennifer (Jenny) Cardell was a philanthropist and co-founder of Cobb+Co Museum. Her father, WRF (Bill) Bolton MBE established *Australiana Museum and Garden of Remembrance* in Toowoomba in 1965. In 1981 a fire ravaged the building. Quick thinking by local residents saved the significant collection of 28 horse drawn carriages, coaches, wagons and carts, known as the Bolton Collection. In 1982 the \$2.5 million Bolton Collection was generously donated to the Queensland Museum Network by Banks Pty Ltd, a family company of Jenny and her husband Adrian. Five years later, Cobb+Co Museum opened in Toowoomba. Amelia Cardell, daughter of Jenny and Adrian, continues the association of the Bolton-Cardell family with Queensland Museum Network as a member of the Friends of Cobb+Co Museum.

Mrs Cheryl Edwards was a Visitor Services Officer at Queensland Museum for eight years (2010–18). Cheryl's warm and chatty personality made her a favourite with visitors.

Mrs Lynette Esdaile volunteered at Queensland Museum for 20 years, beginning at the Sciencentre on George Street in 1991. Lynette worked on the floor, and behind the scenes supporting learning activities.

BACKGROUND

Government objectives for the community

QMN is committed to the Queensland Government's objectives for the community – *Unite and Recover*:

- QMN contributes to protecting the environment through the discovery and recording of natural species diversity; maintaining a comprehensive State fauna collection; leading and partnering in research into critical ecosystems, including the Great Barrier Reef; and contributing to preservation and sustainability through knowledge dissemination and advocacy.
- As a cultural tourism destination, QMN contributes to supporting jobs, backing small business and growing our regions by drawing local, interstate and international visitors to Queensland; by developing community focused programs, immersive events; and sharing stories that strengthen the understanding of Queensland's natural and cultural heritage.
- QMN supports investing in skills by working with communities to manage and care for their collections and develop life-long learning resources and programs, to enable informed decision making and help connect individuals and communities to their past.
- QMN assists in backing our frontline services and growing our regions by welcoming all visitors; facilitating participation by children and families, visitors with a disability, young people and students, seniors, and people in remote, regional, and outer metropolitan areas of the state; and by featuring stories from diverse cultures to increase social cohesion through understanding and tolerance of difference.

In addition to these whole-of-government priorities, QMN will promote a strong and sustainable cultural sector by implementing initiatives identified in *Creative Together 2020-2030: A 10 Year Roadmap for arts, culture, creativity in Queensland*, including sharing Queensland stories, strengthening community wellbeing and cohesion and providing opportunities for audiences to experience authentic First Nations arts and cultures.

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 2020-24

The Board's *Strategic Plan 2020-24* describes five strategic objectives that underpin all activity:

1. COLLECTIONS

Manage QMN collections to meet international standards and optimise access and use in research, public programs and learning.

2. RESEARCH

Deliver high quality original research that addresses state and national priorities and informs exhibitions and public programs.

3. ENGAGEMENT AND LEARNING

Deliver compelling and relevant experiences that maximise engagement and learning.

4. SUSTAINABILITY

Create a sustainable and evolving business by investing in QMN's products, services, facilities, infrastructure and partnerships.

5. PEOPLE

Build a capable and engaged workforce ensuring a rewarding, innovative and high performing workplace culture.

Operational Plan 2020-21

The Board's *Operational Plan 2020-21* was based on its *Strategic Plan 2020-24*.

Key strategic priorities delivered during 2020-21 include:

- collecting, preserving and developing State Collection objects and specimens which reflect Queensland's natural, cultural scientific and technological development.
- delivering an expanded research and biodiversity collection storage centre with an investment of \$16.1 million over four years to preserve and maintain valuable collection items to international standards.
- finalisation of roof remediation works at MTQ.
- create and extend lifelong learning opportunities through exhibitions, events, programs, publications and digital media.
- undertake research to discover new knowledge in conjunction with partner research organisations and universities.
- provide leadership and education to communities in the management of local collections through the state-wide MDO network.
- finalisation of the *Reflect* Reconciliation Action Plan.
- advocate on behalf of communities to ensure their stories, culture and history are preserved.

The *Operational Plan 2020-21* was not modified during the year.

The Minister responsible for the Act, being the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts (until 11 November 2020) and then the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts (from 12 November 2020) did not give any directions to the Board during or relating to the financial year.

Operating environment

At its heart, QMN is a museum of biological, cultural and mineralogical heritage, science, and human achievement that tells the changing story of Queensland. QMN is responsible for the State Collection and strives for best-practice standards of excellence in the preservation, growth and interpretation of the specimens and artefacts in our care.

The ongoing COVID-19 pandemic continues to significantly impact QMN's capacity to maintain a dynamic, state-wide program of exhibitions and events attended by a broad audience.

QMN has adopted a pragmatic approach to pandemic management, reviewing public programming on a case-by-case basis and adapting, cancelling or postponing in the best interests of health, safety and wellbeing of visitors, employees and volunteers. During the year, significant investment was directed towards online engagement as an alternative to traditional, in-person programming.

Annual performance measures were adjusted in response to prevailing COVID-19 restrictions. Underperformance was recorded in some areas due to occupancy restrictions, snap lock downs and shutdown of state borders for non-essential travel.

In more than one case, long-held plans with interstate and international exhibition suppliers were abandoned overnight. QMN adapted quickly, fast-tracking plans to create new home-grown exhibitions featuring Queensland stories, biodiversity and cultures, such as *Island Futures: What Lies Ahead for Zenadth Kes?*

The ability to achieve objectives in the face of ongoing COVID-19 impacts – specifically unplanned disruptions to service delivery, reduced visitation and increased safety and hygiene compliance – remains challenging.

Other operational challenges include:

- resourcing and maintaining an essential core of scientific and cultural expertise to ensure QMN is capable of addressing issues critical to understanding and protecting Queensland's natural and cultural environments.
- conservation, management and storage requirements for the ever-expanding State Collection.
- managing increased expectations to resource and deliver a broad and dynamic suite of accessible, revenue-generating public programs and experiences.

QMN will manage these challenges by:

- diversifying partnerships and collaborations with industry, universities, local government and communities across Queensland in support of organisational growth.
- embracing digital innovation through adaption of new technology to enable improved access to the State Collection, enhance delivery of compelling experiences, establish new audiences and increase reach.
- maintaining our status as a centre of excellence, in the interpretation and celebration of Queensland's lived experience – past, present and tomorrow.
- driving new, creative public programming that explores the intersection between science and art.

OUTCOMES

Performance measures

Measure	Notes	2020-21 target	2020-21 actual
Number of visits to QMN onsite and at touring venues [Service Delivery Standard]	1	2,200,000	1,439,323
Audience satisfaction with museum experiences [Service Delivery Standard]	2	96%	85%
Non-government revenue as a percentage of total revenue [Service Delivery Standard]	3	36%	32%
Percentage of State Collection items stored to international standards	4	80%	62%
Percentage of State Collection items available online	5	70%	68%
Percentage of local governments receiving support services from QMN	6	100%	89%
Number of peer-reviewed papers published	7	100	134
Percentage of QMN exhibitions and experiences using State Collection and/or evidence-based research	8	75%	77%
Number of national and international research grants received	9	8	15
Number of university and industry research collaborations	9	10	15
Number of online visits	10	4,334,538	5,025,648
Annual formal education visits across QMN (on and offsite)	1	76,000	24,632
Number of users of QMN educational loan kits	1	800,000	508,168
Number of people participating in QMN public programs and events, on and offsite, including World Science Festival events	1	400,000	155,759
Number of formal partnerships with external organisations	-	40	40
Infrastructure renewal projects delivered on time and budget	-	100%	100%
Number of volunteers across QMN	11	500	238
Workforce diversity targets	12	+ increase	neutral
Employees satisfaction identified in Working for Queensland survey	13	+ increase	+increase
Percentage of <i>Reflect</i> Reconciliation Action Plan 'actions' completed	14	100%	100%

Notes

1. Actual results impacted by reduced visitation and occupancy restrictions due to COVID-19.
2. Onsite, face-to-face surveys have been suspended as part of QMN's COVID-safe planning. Online post-visit surveys commenced in July 2020, however, the return rate is considerably lower.
3. Actual results impacted by reduced visitation due to COVID-19.
4. QMN's Wet Store – the place where scientific specimens are preserved in ethanol – was offline throughout the year in preparation for relocation to a new, purpose built facility. Whilst offline, the Wet Store cannot be considered to meet national benchmark standards.
5. Capital works at QM, including closure and relocation of the Wet Store has limited access to the State Collection.
6. While all Queensland Local Government Authorities were offered QMN services, only 89% took them up.
7. Increase on target correlated with number of new research projects and publication delays of peer reviewed publications from previous year.
8. Increase on target due to in-house development and display of two new, large, temporary exhibitions: *I Do - Wedding Stories from Queensland* and *Island Futures - What lies ahead for Zenadth Kes?*
9. Increase on target due to concerted effort to collaborate.
10. Increase on target attributed to considerable growth in online programming during the year.
11. All volunteers were suspended indefinitely on 18 March 2020 as part of QMN's response to COVID-19. During the year, QMN volunteers returned to work onsite progressively following individual work health and safety assessments.
12. Workforce diversity targets improved in one of the four categories: women in leadership positions remained at 50%; Aboriginal and Torres Strait Islander People 2% (increase of 1.11%); people with a disability: 7% (1.3% decrease); and people from Non English Speaking Background: 7% (1.3% decrease). Increase attributed to *Aboriginal and Torres Strait Islander Employment Strategy*. Decreases attributed primarily to staff turnover in casual and part-time roles.
13. Employee satisfaction increased by 14% (65% in 2019-20 to 79% in 2020-21).
14. The QMN *Reflect* RAP was finalised on 19 November 2020 and endorsed by the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee on 5 March 2021.

Strategic Objectives

1. COLLECTIONS

Manage QMN collections to meet international standards and optimise access and use in research, public programs and learning.

1.1 Add value to the State Collection through the acquisition of objects of significance and relevance to Queensland's natural and cultural heritage.

QMN has been building collections of the cultural and natural heritage of Queensland, its surrounding waters and near neighbours since 1862. Every year, the State Collection expands to include new acquisitions of objects and specimens relevant to Queensland.

In 2020-21, QMN acquired 26,561 new cultural heritage objects and biological specimens, including:

- a COVID-19 banner, made of a bedsheet hand-painted by Brisbane brothers Arlo, Luca and Finbar Zivkovic in support of Queensland's frontline workers.
- more than 1,900 archaeological artefacts such as opium picks, dinner sets and alcohol bottles. Uncovered from sites at The Gabba and Albert Street as part of the Queensland Government's \$5.4 billion Cross River Rail project, these artefacts provide fascinating insight into the life in Colonial Brisbane.
- 500 specimens, including 30 holotypes, of pollen grains and spores described in 1960-70 from The University of Queensland Microfossil Collection (donated in 1999) were audited and accessioned into the State Collection. A further 4,500 specimens from this significant collection remain unaudited.
- an extensive collection of more than 1,200 Papua New Guinea butterflies donated by retired collector, Graham Forbes.
- a commission by celebrated First Nations fashion designer Simone Arnol, artist and curator Bernard Singleton and Elders from the Yarrabah community that explores the little-known history of weddings that took place on the Yarrabah Aboriginal mission in Queensland. The stunning commission was the centrepiece of *I Do! Wedding Stories from Queensland* (QM, 18 September 2020 - 21 February 2021).
- a patchwork quilt hand made by members of the Embroiders Guild of Queensland in honour of Irene Maud Longman, the first female to stand and be elected as a Member of the Queensland Legislative Assembly and wife of acclaimed botanist, zoologist Albert (Heber) Longman who was Director of QMN for 27 years (1918-45).

1.2 Maintain and improve storage capacity across QMN state-wide.

In 2019, the Queensland Government invested \$16.2 million to expand and refurbish Hendra as a premier research and biodiversity collection storage facility, ensuring QMN remains at the forefront of scientific research and the State Collection is maintained to the highest possible standard.

Work on this four-year refurbishment project continued during 2020-21. In August 2020, the history and technology collection was relocated from Hendra to the new storage space at Nudgee Road. Construction of the Wet Store – the name given to the facility where scientific specimens preserved in ethanol are

stored – commenced immediately in the vacated facility. Practical completion of the new Wet Store is expected by mid-July 2021. This new, fit-for-purpose facility will comprise a modern storage system for more than 130,000 biological specimens alongside bespoke laboratory facilities and office accommodation for Collections and Research personnel.

1.3 Continue to build a strong and ongoing partnership with Aboriginal and Torres Strait Islander communities.

QMN holds the ancestral remains of more than 600 Aboriginal and Torres Strait Islander people as well as many other secret and sacred objects. Most were acquired between 1870-1970 without permission and without consideration for traditional laws and customs. In accordance with the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003*, these ancestral remains and secret and sacred objects are held by the state as custodians until they can be repatriated to their Traditional Owners.

During the year, QMN received \$100,000 grant funding from the Federal Government's Indigenous Repatriation Program. This funding allowed continued consultation with Aboriginal and Torres Strait Islander communities regarding the secret sacred objects in our care to determine provenance and re-establish responsibility and ownership.

QMN's collaboration with Traditional Owners and the Port Curtis Coral Coast Trust Limited to repatriate the Burnett River Rocks continued. The Burnett River Rocks are 92 engraved boulders, that were originally located on a sacred site on Bundaberg's Burnett River. In the early 1970s, the Queensland Government removed the boulders, scattering them from the state, to make way for an irrigation barrage. Over the past five years, QMN has been collaborating with the Bailai, Gooreng Gooreng, Gurang and Taribelang people to identify and return the boulders to country. Almost 30 boulders have been repatriated to date, including five during 2020-21.

In August 2020, QMN commenced work on the exhibition *Island Futures: What Lies Ahead for Zenadth Kes?*. The exhibition name pays homage to acronym Zenadth Kes developed by Torres Strait Islander Cultural Leaders in the late 1980s to describe the winds and geography of the Torres Strait region: ZE – Zey (South), NA – Naygay (North), D – Dagam (Place/Side), TH – Thawathaw (Coastline), KES – Passage/Channel/Waterway. The first exhibition of its kind in more than a decade, *Island Futures: What Lies Ahead for Zenadth Kes?* was co-curated with the Torres Strait Islander community under the auspices of guest curator Rhianna Patrick. A proud Torres Strait Islander, Rhianna combined her professional content creation skills with trusted cultural perspective to lead community engagement and establish vital relationships with young Torres Strait Islander artists, performers, musicians and students. *Island Futures: What Lies Ahead for Zenadth Kes?* opened at QM on 25 June 2021.

1.4 Support Queensland communities to care for their collections through QMN's state-wide MDO program.

QMN fulfills its responsibility to provide support to museums and historical societies caring for Queensland's distributed collections via the MDO program.

During the year, the MDO program serviced all Local Government Areas in Queensland, recording 59 engagements with community groups, cultural organisations and Aboriginal and Torres Strait Islander keeping places.

COVID-19 response and disaster preparedness for Tropical Cyclone Kimi were common issues for collecting institutions across the state. The MDOs distributed disaster kits and provided advice, training and support in relation to COVID-19 safe practices.

Other highlights included:

- collection management and preventative conservation workshops delivered to the Brisbane North RSL as the first stage of a pilot program for south east Queensland.
- redevelopment of the Ravenshoe Visitor Centre in the Atherton Tablelands, including a new of a World War II exhibition that highlights the history of the region as an army camp and staging post between 1943–45.
- collection management training workshops with Djabugay Aboriginal Corporation rangers and community members, as well as preliminary planning for their cultural facility at Nyawarri Estate near Kuranda.
- collaboration with Gab Titui Cultural Centre for the *150ZK Truth Telling: Coming of the Light Zenadth Kes 150 Years Exhibition* which examines and celebrates the sesquicentenary of Coming of the Light.

1.5 Ensure long-term preservation and care of QMN collections.

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.

In 2020–21 Collections and Research personnel conducted condition assessment, restoration and conservation treatment of rolling stock and large machinery in preparation for the new *Might and Muscle* exhibition (TWRM, opened 7 August 2020) and more than 258 Torres Strait Island artefacts in preparation for *Island Futures: What Lies Next for Zenadth Kes?* exhibition (QM, 25 June 2021–24 April 2022) as well as due diligence assessments of existing exhibitions, online collections, research projects and external loans.

During the 13-month closure of MTQ, Visitor Services Officers were redeployed to assist Collections and Research personnel with collection management tasks, including:

- implementing a new location system for the 50,000+ species in the *Acropora* coral collection.
- documenting the relocation of 240 anthropology objects.
- cleaning, sorting, photographing, identifying, and labelling the Judy Coverdale collection of cowry shells.
- auditing dugong and dolphin skulls.
- labelling the Townsville Girl Guide collection.

As a result of this redeployment project, 1,967 images were added to object records; 3,081 objects were relocated; 4,701 objects were inventoried; and more than 1,200 pages of object documentation were digitised.

1.6 Ensure our audiences have access to QMN collections wherever they are in the world.

Outward loans for exhibitions and research purposes extend the visibility of the State Collection and augment QMN's existing knowledge and documentation.

During the year, Collections and Research personnel processed 1,396 artefacts and specimens for loan to 24 organisations, including Museum Victoria, Sydney University and Western Australian Museum. In April 2021, eight notable and unusual textiles from the State Collection including a Janet Walker woman's mourning suit and Mark Wilson lime green jacket were featured in a series of fashion and design videos for QUT's Creative Industries faculty.

More than 42,050 collection objects and datasets were digitised as part of the Project DIG partnership with BHP and published on QMN's Online Collections portal, where you can search a selection of more than 795,000 cultural artefacts, historical objects, biological specimens and geological samples.

More than 750,000 natural history specimen records from the State Collection are available on the *Atlas of Living Australia* a collaborative, digital open infrastructure that sources Australian biodiversity data from multiple sources, making it accessible and reusable.

Objects and specimens in the State Collection were featured on the *Museum Revealed* podcast (34 episodes, 4,175 listens) and QMN Blog (132 posts, 51,106 views) as well as the QMN's Learning Resources platform (841,688 resources 45,680 page views).

2. RESEARCH

Deliver high-quality, original research that addresses state and national priorities and informs exhibitions and public programs.

2.1 Collaborate and partner with universities, centres of excellence, funding bodies and industry partners to augment research capacity.

During the year, QMN continued to build partnerships with industry, academia and government organisations to deliver taxonomic and cultural heritage research outcomes.

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

New research collaborations established in 2020–21 include:

- ARC Linkage SRI funding for *Fugitive Traces: Reconstructing Yulluna experiences of the frontier*. This collaboration between Griffith University (lead), Flinders University, Deakin University and QMN will focus on oral histories held by an Aboriginal family from western Queensland whose history is deeply enmeshed with the notorious Native Mounted Police, considering their family history in the broader context of the colonisation of Australia.
- ARC funding for *Macroecology of reptiles and frogs over latitudinal and temporal gradients*. This collaboration between Monash University (lead), QMN and Museum Victoria will address major macroecological concepts in reptile and frog communities through time, focusing on environmental and climatic gradients in species diversity and body-size variation.
- ABRS funding for *Taxonomic significance of extensive cryptic lineage diversity within two “species” of Lerista*. This project will conduct genetic and morphologic analysis to understand the drivers of speciation of reptile diversity and biogeographic distribution of *Lerista* skinks in Queensland.
- Australian Government funding for *Using Artificial Intelligence to Identify invasive ant species*. This collaboration between Murdoch University (lead), James Cook University, QMN and CSIRO will develop a machine-based learning platform for fast invasive ant detection and recognition utilising artificial intelligence.
- A Category 1 grant from the Australian Pacific Science Hermon Slade Research Fund for *Green History – southern beeches and the role of volcanicity in shaping the modern Australian flora*. This project will test a new hypothesis regarding Cenozoic volcanicity in north-eastern Australia.

QMN partnered with The University of Queensland to deliver an eight-week summer school program for six archaeology and museums studies students. The students assisted with accessing a large historical archaeology assemblage from Ravenswood, North Queensland, gaining hands-on experience in collection management and cultural heritage museum practise.

2.2 Undertake new and ongoing research on the collection.

Taxonomy – the science of naming, describing and classifying living organisms – remains the focus of research conducted by QMN's Biodiversity and Geosciences team. During the year, more than 67 species new to science were described and published by QMN employees and honoraries.

Highlights include:

- the freshwater turtle, *Elseya oneiros*, commonly known as the Gulf Snapping Turtle, native to the deep-water pools in the Nicholson and Gregory Rivers that flow into the Gulf of Carpentaria.
- *Litoria mira* a tree frog given the nickname ‘chocolate frog’ because of its unique brown colouring.
- *Australotitan cooperensis* a new species of giant sauropod dinosaur from Eromanga, south-west Queensland.
- three new species of carnivorous sponge including *Guitarra davidconryi* sp. nov named for Brisbane-based entrepreneur David Conry AM, Co-Founder of Youngcare and Chair of the Board (2014–19) in recognition of his guidance, great support, and generosity of his time during some challenging periods.

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 Cultures and Histories personnel during the year include:

- *Heritage of the Air: How Aviation Transformed Australia* a national research collaboration investigating the role of aviation in Australian society over the past 100 years. The research will focus on cultural history assemblages, such as QMN's Thomas Macleod Queensland Aviation Collection of photographs, documents and other paper-based material of the lives and achievements of more than 400 early aviators.
- *Sugarbag and shellfish: Indigenous foodways in colonial Cape York Peninsula* analysing more than 500 objects in the State Collection to generate inclusive understandings of Indigenous Australian history through Indigenous-led narratives.
- *Archaeology, collections and Australian South Sea Islander lived identities*, a collaboration with Australian South Sea Islander organisations in Ayr, Mackay, Rockhampton and Joskeleigh, will integrate perspectives of historical archaeology, museology, cultural landscapes and heritage studies to establish an enduring legacy at QM for future generations of Australian South Sea Islander people.

2.3 Seek peer-reviewed research outcomes.

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

During the year, QMN employees and honoraries published 137 peer-reviewed articles in *Memoirs of the Queensland Museum* and other journals (refer Appendix B).

Highlights include:

- “Key Lessons in Adapting Interactive Experiences for a COVID-Safe Museum” published in the *Journal of Conservation and Museum Studies* on 15 March 2021. Written by *SparkLab*, Sciencentre personnel, the article highlights lessons learned, and strategies adopted by QMN to reflect changed operating environment due to COVID-19.

- “A new giant sauropod, *Australotitan cooperensis* gen. et sp. nov., from the mid-Cretaceous of Australia” published in the open access journal *Peer J*. Written by Biodiversity and Geosciences personnel and the Eromanga Natural History Museum, the article provides a scientific description of Australia’s largest dinosaur.
- “Characterising the Queensland Museum historical archaeology collection: fostering engagement through partnerships” published in the Australasian Society for Historical Archaeology’s annual peer-reviewed academic journal *Australasian Historical Archaeology*. Written by Cultures and Histories personnel, the article provides the first comprehensive summary of the historical archaeology assemblages in the State Collection.

2.4 Ensure QMN research is made available to the widest possible audience.

In 2020–21, QMN’s topical and ground-breaking research was disseminated through exhibitions, conference papers, online programs and popular publications.

Highlights include:

- *Sea Monsters – Prehistoric Ocean Predators* was displayed at QM from 20 November 2020–3 May 2021. Developed and toured by Australian National Maritime Museum, this exhibition shines a spotlight on the pioneering research of QMN’s vertebrate palaeontologist Dr Espen Knutsen whose fieldwork and excavations in Australia, the Arctic, The Netherlands and USA has revealed much of what we know about the diversity, evolution and ecology of ancient sea monsters. During its time at QM, *Sea Monsters – Prehistoric Ocean Predators* was augmented with a display of QMN’s most recent geosciences research including fossil remains of an elasmosaurid (long-necked) plesiosaur excavated from a cattle station east of Hughenden in Western Queensland and new non-invasive X-ray computerised tomography (CT), photogrammetry and 3D laser scanning techniques.
- Ms Imelda Miller Curator, Torres Strait Islander and Pacific Indigenous Studies was invited to present at The Global Plantation Virtual Symposium hosted by Princeton University in September 2020. Her paper *Australian South Sea Islander VOICES* discussed a complex intersection where Australian South Sea Islander identity and the creation of spaces, plantation material culture, archival documentation and contemporary collections are interwoven with personal narratives and memories.
- the *Museum at Home* website, established in April 2020 to engage audiences during Queensland’s first state-wide lockdown due to COVID-19, was retained as a central portal for QMN’s online content including the *Museum Revealed* podcast, QM blog and at-home activities. A series of *Museum at Home* videos focussing on the wildlife and environments of north Queensland were released by MTQ in September 2020 and January 2021 as an alternative school holiday program offering whilst the site was closed to the public.
- release of *Wildlife of Greater Brisbane* (third edition) and *Wildlife of Tropical North Queensland* (second edition) and the all-new pocket guide *Snakes of Tropical North Queensland*. These popular publications feature stunning imagery and research of QMN employees and honoraries.

2.5 Focus QMN research towards addressing state and national priorities.

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

During the year, Collections and Research personnel contributed to research of local, state and international significance, including:

- participating in the Australian Government’s Bushfire Recovery Project, conducting invertebrate surveys of Great Sandy, Lamington, Binna Burra and Bulburin National Parks to document the prevalence of spiders, insects and reptiles at rainforest sites impacted by bushfire.
- collecting samples of the iridescent blue soft coral (*Sansibia*) from low tide rock pools in Caloundra as part of the international *Cnidarian Tree of Life* collaboration. Recent DNA sampling has revealed differences between Australian species and those originally described from other parts of the world.
- travelling to Oakview National Park to assist Department of Environment and Science in a survey of critically endangered leaf-tailed gecko *Phyllurus kabikabi* and the medium-sized skink *Nangura spinosa*.
- collecting coral specimens from Heron and Lord Howe Islands as part of CoralBank project. This project, funded with support from James Cook University and QMN’s Project DIG partnership with BHP, will create a curated repository of field images, vouchered material, tissues, and extracted DNA from State Collection and new material to produce a robust coral taxonomy for the Great Barrier Reef.
- participating in the second GC Bioblitz Springbrook. Run by environmental conservation non-profit Watergum, this project united 400 professional ecologists and field experts with environmental enthusiasts and citizen scientists who conducted flora and fauna surveys of 17 sites across the Springbrook Plateau and Gondwana Rainforests of Australia World Heritage Area. QMN demonstrated fieldwork methods and offered workshops on insect identification.

QMN’s Public Engagement personnel continued as partner investigators on the ARC Linkage Project *Community-based STEM professional learning for teachers of middle years* (2018–21). Led by The University of Queensland’s School of Education this project investigates the impact of Future Makers – QMN’s museum-based teacher professional development program supported by QGC’s Shell business – on student academic gains and proficiencies in STEM subject areas, attitudes and beliefs about STEM and interest in continuing to engage in STEM subjects and programs. Preliminary results, demonstrating a positive impact, were presented at the Australasian Science Education Research Association Conference in June 2021.

3. ENGAGEMENT AND LEARNING

Deliver compelling and relevant experiences that maximise engagement and learning.

3.1 Showcase Queensland's rich and diverse natural and cultural content through dynamic programming, exhibitions, displays and events.

QMN's education loans are available through a subscription-based metropolitan service operating from Hendra, and a network of 27 distribution centres throughout regional Queensland. In 2020-21, 508,168 people accessed 51,336 items to use in their schools, early learning centres and communities through QMN's education loans service.

During the year, QMN opened 10 temporary exhibitions developed in-house, including *I Do! Wedding Stories from Queensland* and *Island Futures: What Lies Ahead for Zenadth Kes?*; hosted 10 touring exhibitions created by others, refreshed the *Pandora Gallery* at MTQ and opened *Might and Muscle*, a new permanent gallery at TWRM. A full list of exhibitions staged in 2020-21 is provided at Appendix C.

Two new online exhibitions were created and published on Google Arts & Culture: *The Time of Their Lives*, exploring life during the early gold rush days in Charters Towers and *SS Yongala: A Tale of Two Cyclones* telling the story of the *SS Yongala*, one of Queensland's greatest recreational dive sites.

After a hiatus imposed by COVID-19, QMN's vibrant calendar of public programs and events recommenced progressively throughout the year and included:

- C+C delivered Hands-on Workshops in blacksmithing, coopering, rustic furniture making, leather plating and silversmithing, attracting 325 participants eager to expand their heritage trade skills.
- *Meet Our Curator* sessions and *Curator Conversations* were held at QM and C+C respectively, covering topics ranging from molluscs to antiquities and the history of *Cobb & Co*.
- Sensory friendly events were held at TWRM (6 January and 7 April 2021) and QM (20 February 2021). Exhibitions and displays were adapted to accommodate people with sensory processing challenges, attracting more than 500 people.
- QMN employees shared insights into their work and research with a series of 'a day in the life' talks traversing topics including trapdoor spiders, coral taxonomy, fossils, photography and scientific illustration at World Science Festival events in Brisbane (24-28 March 2021), Townsville (7-8 May 2021) and Chinchilla (6-7 June 2021).
- Three crowd-favourite *After Dark* events were held at QM in September 2020, November 2020 and March 2021 to coincide with *I Do! Wedding Stories from Queensland*, *Sea Monsters – Prehistoric Ocean Predators* and World Science Festival Brisbane.
- A new, expert workshop program was launched at QM in September 2020. These intensive, three-hour workshops in First Nations weaving, watercolour and sketching inspired by QM exhibitions and State Collection items included drinks and canapes, an introduction from QMN Curators and expert instruction from feature artists Greer Townshend and Elisa Jane Carmichael.

School holidays – always a popular time – recorded lesser attendances than normal due to occupancy restrictions associated with COVID-19. School holiday programming included:

- *Sea Monsters Torchlight Tours* (11-15 January 2021 and 6-9 April 2021), *A Night at the Museum* (22 January 2021), *Goodnight at the Museum* (17 April 2021) and *Scales and Tails* reptile workshops (24-29 September 2020) and the *I Do Love a Clue* museum trail (September 2020) at QM.
- *Day out with Thomas* (27 December 2020-26 January 2021 and 26 June-11 July 2021) and *Circus Train* (3-18 April 2021) at TWRM.
- *Backyard Detective* (19 September-5 October 2020), *Gladiator School* (11-22 January 2021) and *Wildlife Rangers* (6-15 April 2021) at C+C.

3.2 Deliver an annual world-class science festival in Brisbane and regional areas.

QMN holds exclusive licence to host a World Science Festival in the Asia Pacific Region 2016-21.

The inaugural World Science Festival Brisbane (WSFB) was presented in 2016. Over the years, the event has grown to include regional engagement in Chinchilla, Gladstone, Ipswich, Toowoomba and Townsville, delivered under the banner World Science Festival Queensland (WSFQ).

All 2020 events except WSFQ Chinchilla were cancelled due to COVID-19.

WSFB 2021 – the sixth and final event in the current licence – was held from 24-28 March 2021, one of the first major events of its kind since the onset of COVID-19. WSFB 2021 was re-imagined as a multi-modal, distributed format that could be delivered holistically or in parts, fully in person, wholly online or a hybrid of both in accordance with prevailing COVID-19 restrictions. Brisbane came alive with 360 performances of 179 events delivered by 155 participants and 38 activity providers in 22 locations across the city, attracting more than 113,000 attendances – onsite and online.

An independent impact study conducted by PwC Australia found that more than half of attendees 'agree' that attending WSFB 2021 allowed them to make more informed decisions, while 90 per cent of parents/caregivers reported that content was accessible, engaging and interesting for children.

WSFB 2021 results are published in the *World Science Festival Brisbane 2021: In Review* available at www.worldsciencefestival.com.au.

WSFQ Townsville was held at MTQ on 7-8 May 2021 to coincide with public reopening of the site. More than 1,330 attendees participated in student programming on Friday, the variety event *A Lighter Side of Science* on Friday evening and a free community day Saturday.

WSFQ Chinchilla was held at the Chinchilla Cultural Centre on 6-7 June 2021, attracting 1,789 attendances. This event, supported by Shell's QGC business, included a community day on Sunday and a student day on Monday which included a series of pop-up talks from QMN experts.

On 15 June 2021, Queensland Government committed a further \$9 million to deliver World Science Festival events in Queensland. With guaranteed funding, QMN will finalise negotiations with Science Festival Foundation (New York) and secure the licence to deliver this world-class event in Queensland 2022-24.

3.3 Plan and scope the establishment of a new Aboriginal and Torres Strait Islander gallery and renewal of permanent galleries at regional campuses.

For a number of years QMN has planned for, but not yet realised, a dedicated permanent Aboriginal and Torres Strait Islander gallery at QM. This gallery is critical to address public expectations, acknowledge community and increase access to First Nations stories and collections cared for by QMN.

To initiate this gallery, and others at our regional campuses, QMN requires dedicated, qualified and professional employees who identify as Aboriginal and Torres Strait Islander. During the year, QMN continued implementation of the *Aboriginal and Torres Strait Islander Employment Strategy* by commencing recruitment of the identified positions of Senior Curator, Indigenous Cultures and Principal Curator Indigenous Cultures.

The exhibition design model for *Island Futures: What Lies Ahead for Zenadth Kes?* marked a deliberate shift from the western museum practice of academic expertise and interpretation to community centred co-curation. This model, and the relationships forged during the exhibition design process, will form the basis of future gallery renewal across all QMN sites.

3.4 Continue strengthening STEM engagement across QMN through SparkLab, Sciencentre and regional Sciencentre exhibitions.

QM's *SparkLab*, Sciencentre continues to engage and inspire with dynamic STEM programming, interactive exhibits and visitor-centered inquiry learning.

This year *SparkLab*, Sciencentre welcomed 75,700 visitors, representing a 62 per cent decrease in visitation from 2018-19 (the most recent financial year not impacted by COVID-19). Visitors investigated static electricity, heating and melting, and how objects move and change at the *Science Bar* and designed solutions to challenges in the *Maker Space*.

SparkLab, Sciencentre continued to support educators through STEM professional development programs and a suite of new curriculum linked resources supporting design thinking. In April 2021, *SparkLab* staff delivered a hands-on professional development session for pre-service students from *SparkLab*, Sciencentre's Academic Partner, The University of Queensland.

Annual pass holders participated in *SparkLab*, Sciencentre program development through three co-creation sessions and diverse audiences were supported through a Sensory Friendly Session and *Little Sparks* early years programs.

C+C's Sciencentre was augmented with *Science on the Move* temporary exhibition from Questacon (7 December 2019-5 October 2020).

The Future Makers partnership between QMN and Shell's QGC Business has been extended until 31 December 2022. This hugely successful partnership is focussed on increasing STEM engagement through targeted teacher professional development and World Science Festival Queensland events in Chinchilla and Gladstone. During the year, seven Future Makers STEM professional development sessions were delivered in person and online to more than 100 teachers in the Bowen Basin, Toowoomba, Ipswich, Gladstone and Chinchilla. A further six online professional development workshops were created and published on the QMN Learning Resources platform, attracting more than 100 enrolments.

In Term 2, 2021, QMN commenced the Project DIG schools outreach pilot with Year 4 students from Alligator Creek State School near Mackay. This eight week, student led incursion program covered the subject areas of Science, Design and Technology, and Digital Technologies, aligning directly to the Australian Curriculum. Working in teams, students investigated a specific area of Earth and Space Sciences and created specimen transport solutions, exhibits and multimedia presentations to communicate their findings.

3.5 Develop organisational capability in early learning activities and scope a new Children's Gallery for 0-5 year olds.

QM is committed to supporting children and their carers to learn about, appreciate and connect with Queensland's cultural and natural heritage. One of the most critical time periods in child development and learning is from birth to five years. QMN's early years learning programs are focussed on creating opportunities for active participation, connectedness and enjoyment for children and carers, to support them in building skills and capabilities within a supportive learning environment.

After a five-month hiatus due to COVID-19, *Little Cobbers* and *Little Nippers* programming recommenced at C+C and TWRM in October 2020 with a new COVID-safe format. More than 100 sessions were held throughout the year exploring topics including sea life, space, Australian animals and dinosaurs.

Discovery Day for Little Learners events were held at QM on 17-18 February 2021 and 12-13 May 2021, and all new, weekly *Little Learners* activities commenced on 20 May 2021. Adopting the same format as the hugely successful *Little Cobbers* and *Little Nippers* counterparts, QM's *Little Learners* sessions include story, craft and song inspired by biological specimens and cultural heritage artefacts from the State Collection.

Staff from Public Engagement and Marketing teams collaborated to produce a suite of *Little Learner* videos that were released on QMN's social media, YouTube channel and Learning Platform. During MTQ's closure, a new *Little Learners* museum outreach program was piloted with 84 participants across five sessions in kindergartens and childcare centres in Townsville.

QM's education loans service developed eight new resources to support early years learning, including four *Early Years: Geology* and four *Early Years: Palaeontology* kits.

Scoping of a new Children's Gallery for 0-5 year olds was paused due to COVID-19.

4. SUSTAINABILITY

Create a sustainable and evolving business by investing in QMN's products, services, facilities, infrastructure and partnerships.

4.1 Develop business focused entrepreneurial strategies which improve productivity, foster innovation and maximise self-generated revenue.

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

Despite reduced visitation due to a 13-month closure of MTQ as well as COVID-19 occupancy restrictions and snap lockdowns impacting QM, TWRM and C+C, QMN's commercial functions, including retail, cafes, functions and events, wholesale publications and front-of-house trading resulted in a revenue of \$4.4 million in 2020-21.

QMN's in-house product and brand development continued to generate positive results. QM Retail partnered with iconic Brisbane brand Gardams Fabric to create a series of boutique items associated with *I Do! Wedding Stories from Queensland* (QM, 18 September 2020-21 February 2021).

Venue hire business continues to grow across all sites. QM hosted BrisStyle's *Handmade Markets* in the Whale Mall and Pyramid Plaza four times throughout the year, welcoming 12,223 shoppers. Toowoomba's Carnival of Flowers provided a welcome tourist boost at C+C as day-trippers took advantage of relaxed COVID-19 travel restrictions. C+C recorded 12,063 visitors in September 2020, a 100 per cent increase on the previous month. In May 2021, TWRM hosted a series of formals for local high schools and Ipswich City Council's hugely popular *Planes, Trains and Automobiles* event, attracting 6,200 visitors.

MTQ participated in Townsville Enterprise's international Edutourism campaign. Scheduled for release in China, wider Asia and North America, the campaign will showcase the best experiences that Townsville and North Queensland have to offer for students wishing to study abroad.

During the year, QMN adopted a new online travel system QTravel and an automated accounts payable system Converga, improving control and processing times through automation. Several replacements of end-of-life ICT assets occurred.

QMN's Online Shop upgrade project was completed on 8 July 2020. The upgrade included a stabilised system architecture, faster page load, improved administration interface, Search Engine Optimisation and a dedicated donation module.

4.2 Develop partnerships across government, academia, arts organisations and industry that deliver shared value and impact.

A key component of QMN's operating strategy is to leverage impact through strategic alliances and collaboration with local community, government, business and research institutions.

QMN continued to build and consolidate its partnership portfolio, securing more than \$5.29 million in cash and in-kind partnerships, including \$2.8 million (\$2.07 million cash, \$0.73 million in-kind) from 24 partners in support of World Science Festival events.

C+C partnered with Toowoomba Regional Council and Empire Theatres Pty Ltd to develop and deliver the inaugural Toowoomba Arts Footprint, an artist in residence program. Three grants of \$20,000 each were awarded via a skills-based application program to local artists, who each conducted a month-long series of displays and at C+C and other venues throughout Toowoomba.

MTQ renewed partnership agreements with the surrounding regional councils including Burdekin Shire Council, Charters Towers Regional Council and Hinchinbrook Shire Council. C+C maintained its partnership agreement with Toowoomba City Council.

4.3 Continue to co-invest with key partners to deliver fit-for-purpose infrastructure.

On 23 March 2020, MTQ closed to the public as state-wide lockdown of non-essential services imposed by Queensland's Chief Health Officer in response to COVID-19. QMN leveraged this closure to escalate commencement of roof remediation works required as a result of a 2019 monsoonal event. The 13-month, \$7.65 million project, funded by QMN and Queensland Government and delivered by QBuild, restored MTQ's the iconic sail roof, replaced the soffit, renewed the foyer and refreshed exhibition galleries. The project created local employment equivalent to 30 full time jobs. MTQ reopened exclusively to members on 1-6 May 2021. World Science Festival Queensland events were held onsite on 7-8 May 2021. Normal operations resumed from 9 May 2021.

The ceiling replacement and building services upgrade at QM concluded on 14 September 2020. This project, funded and managed by building owner Arts Queensland, proceeded as essential work throughout the COVID-19 lockdown. More than 70 employees impacted by the building works returned to site from temporary accommodation (at home, offsite and onsite) progressively from 23 September 2020, with all returned by 19 April 2021.

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.

4.4 Develop a program of infrastructure renewal at all network locations.

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

During the year, a series of internal workshops were conducted to identify infrastructure renewal projects to improve care accommodate future growth of the State Collection, enhance research capability, and improve service development and delivery. Projects will be consolidated, prioritised and included in the Board's *2021-24 Strategic Plan*.

On 15 June 2021 QMN received \$9.1 million over four years in services funding to Arts Queensland as part of the 2021-22 Queensland Budget. With guaranteed funding, QMN will collaborate with Arts Queensland regarding appropriate project management and procurement strategies for infrastructure renewal at Hendra, C+C, MTQ and TWRM.

4.5 Integrate new digital technology to enable greater reach and online access to collections and data.

Only a fraction of the State Collection can ever be displayed publicly due to space and conservation constraints. Advances in scientific imaging and interactive technologies create opportunities for communities worldwide to access the State Collection digitally.

During the year, QMN improved collection access through a range of new digital initiatives, including:

- purchase of a state-of-the-art tabletop electron microscope and elemental composition detector with support from Project DIG and the Friends of Museum of Tropical Queensland. This system allows detailed imaging of very small items, elemental maps and sample coatiers.
- appointment of a new Digital Initiatives Manager (in partnership with QUT) who will leverage the skills and expertise of QUT's School of Creative Practice to expand QMN's digital capacity.
- a new partnership with Swedish-based 3D visualisation company Interspectral to co-develop interactive digital exhibitions featuring artefacts and specimens from the State Collection. The first exhibition was an interactive touch-table as part of *Sea Monsters – Prehistoric Ocean Predators* (QM, 20 November 2020-3 May 2021).
- presented at the *Digital Futures for Scientific Collections* livestream event demonstrating how QMN is increasing access to the State Collection through digital initiatives. Part of the Queensland Smithsonian Institute Fellowship Speaker Series, this event was attended by participants from Australia, USA, South America and New Zealand.
- used photogrammetry to render 3D digital models of two Burnett River Rocks, to capture already faded engravings before they disappear due to ongoing exposure to the elements.

4.6 Develop and implement a long-term strategic plan for all QMN sites.

Strategic planning continues to be a major focus for the Board. During the year, professional services firm Deloitte was engaged to assist with a new five-year strategy that will crystallise QMN's vision and provide a roadmap prioritising critical issues including collection management; infrastructure maintenance; digital transformation; exhibition and event delivery; commercial and philanthropic revenue and workforce planning in the post-COVID landscape.

5. PEOPLE

Build a capable and engaged workforce ensuring a rewarding, innovative and high performing workplace culture.

5.1 Acknowledge and respect our First Peoples through partnerships and implementation of the QMN *Reflect* Reconciliation Action Plan (RAP).

The QMN *Reflect* RAP was finalised on 19 November 2020 and endorsed by the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee on 5 March 2021.

The RAP outlined 12 major actions and 54 deliverables committing QMN to representing and respectfully showcasing the contributions and stories of Aboriginal and Torres Strait Islander peoples as an integral part of research, exhibitions, programming and everything we do.

RAP activities throughout the year included:

- commissioned emerging Townsville artist, Bwgcolman, Birri-Gubba and Mamu man Jumbo Prior to create an Acknowledgement of Country artwork for MTQ. The artwork *Connections to Land and Sea* was transformed into a large-scale mural, accompanied by a display of objects from the former Townsville Aboriginal and Torres Strait Islander Cultural Centre.
- created an online pledge wall in recognition of Reconciliation Action Week (26 May–3 June 2021), and encouraged all employees to make a personal pledge of reconciliation. Pledges ranged from talking openly about reconciliation to learning more about the Traditional Owners of the lands where QMN employees live and work.

5.2 Attract and develop a highly motivated, innovative and diverse workforce.

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 team that is capable, flexible, engaged, loyal, motivated, safe and sufficiently recognised.

The 2020 *Working for Queensland Staff Survey* was completed in September 2020 by 77 per cent of QMN employees, a nine percent increase on the previous year. Agency engagement increased from 65 to 67 per cent. Almost 80 per cent of respondents are proud to tell others they work for QMN. These survey results reflect an engaged and passionate staff who love what they do.

Other workforce initiatives included:

- maintaining staffing levels by developing employment generating-projects during the 13-month closure of MTQ.
- internships with QUT's School of Information Systems whereby four undergraduate students will develop an electronic on-boarding system for new QMN employee inductions as a capstone project.
- maintaining Personal Performance Planning (PPP) for all employees to provide clarity on performance expectations, ensure work aligns to strategic and operational plans, and an opportunity to improve performance through feedback and support.
- ongoing commitment to promoting healthy work-life balance by providing flexible working initiatives such as part-time employment, telecommuting and career breaks in response to emerging situations and priorities such as COVID-19.

5.3 Celebrate the contributions of the museum employees and volunteers.

QMN has a talented, multidisciplinary workforce comprised of administrators, curators, collection managers, conservators, customer service and hospitality personnel, creative producers, designers, educators, marketers, photographers and science communicators. Together, these individuals achieve great things in a supportive culture that encourages innovation and collaboration.

The following QMN employees and honoraries were recognised with awards throughout the year:

- In July 2020, 'Snail Whisperer' and QMN Honorary Research Fellow Dr John Staniscic awarded the Medal of the Order of Australia in the General Division (OAM) for his service to conservation and the environment.
- QM Information Officer Ms Colleen Foelz won the 2020 *Australian Entomological Society Photographic Competition* for her image of a caterpillar and assassin bug.
- In October 2020, Dr Geoff Monteith, QMN Honorary Researcher was hailed as one of the world's top 10 most commemorated scientists based on the number of species named in their honour, alongside historical figures in science including Charles Darwin and Alfred Russel Wallace. Dr Monteith has 225 species and 15 genera named after him...and counting!
- Miss Sofie Aurisch A/Visitor Services Manager at TWRM was named a finalist in the City of Ipswich 2020 Excellence Awards in the Young Business Person of the Year category.
- Dr Jo Wills, MDO - Far North Queensland received a *Friends of Babinda Museum* award for her work helping the community develop their new museum.
- QMN Biodiversity and Geosciences personnel Dr Andrew Rozefelds and Dr Michela Mitchell were among 112 Australians awarded a 2020 Churchill Fellowship. Established in 1965 following the death of Sir Winston Churchill, the Churchill Fellowship aims to create positive change in the community and offers recipients a life-changing opportunity to meet and work with leaders of influence around the world, exchange knowledge with colleagues, their industry and global communities.
- Dr Carden Wallace, Associate Honorary and Emeritus Principal Scientist, QMN was named a Member in the General Division of the Order of Australia (AM) during the Australia Day 2021 honors for significant service to marine science, and to museums and galleries.
- In May 2021, Professor Margaret Sheil AO, Chair of the Board was elected Fellow of the Australian Academy of Science in recognition of her contribution to national science policy, fostering scientific excellence and mentoring emerging female STEM professionals.

QMN's operations are supported by a group of dedicated and hardworking volunteers, including honoraries. All volunteers were suspended indefinitely on 18 March 2020 as part of QMN's response to COVID-19. During the year, QMN volunteers returned to work onsite progressively, following individual work health and safety assessments. Despite this uncertainty, during the year QMN was supported by 238 volunteers, contributing more than 3,276 hours of in a range of roles including taxidermy, education loans service, heritage trades, and cultural and natural research and collections.

5.4 Develop QMN's organisational culture to enhance employee engagement, productivity and safety

The Board is committed to protecting the health, safety and welfare of all workers, contractors, volunteers and visitors.

QMN's Work Health and Safety policy sets out the overarching principles for QMN's management of work health and safety requirements in accordance with applicable legislation. It is supported by a Work Health and Safety Management System Manual which identifies relevant work health and safety risks and describes how they are managed.

An enterprise-level Work Health and Safety Consultative Committee, formulated under section 75-79 of the *Work Health and Safety Act 2011* was established in September 2020 to regularise QMN's practise with legislation and ensure management participation. The enterprise-level Work Health and Safety Consultative Committee meets quarterly to provide high level consultation and problem resolution for the issues and feedback raised by the site-specific Work Health and Safety Consultative Committees.

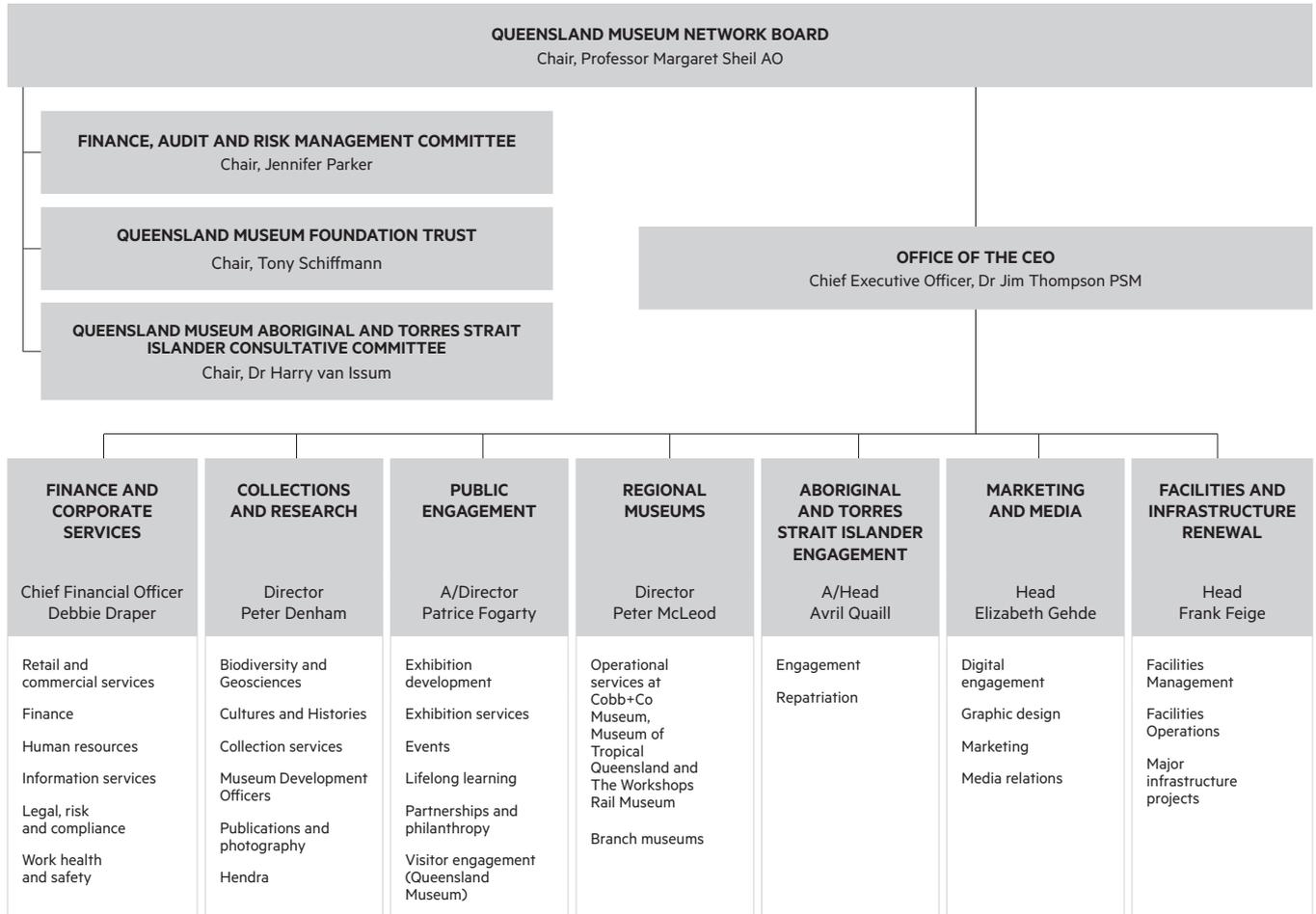
Two staff participated in the State Library of Queensland Emerging Leaders program, which focusses on self-awareness to develop enterprise leadership skills. The program offered an opportunity to build relationships, discuss leadership challenges and successes and connect with cultural precinct colleagues, while developing leadership capacity in the Queensland Public Service values.

During the year, a series of all-staff eNewsletters were issued to promote health and wellbeing programs and events such as the Employee Assistance Program, financial wellbeing, nutritional programs and health and wellbeing initiatives. Employee morale and inclusivity was fostered through participation in Wear it Purple Day (28 August 2020), the world-wide #MuseumSelfie Day (20 January 2021), International Women's Day (8 March 2021); Harmony Day (19 March 2021); National Volunteer Week (18-24 May 2021) the Push Up Challenge (2-25 June 2021).

QMN's Agency Consultative Committee (ACC) facilitates meaningful consultation between QMN management and unions on matters arising under the *State Government Entities Certified Agreement 2019*. During the year, the ACC convened four times to discuss a employee relations issues.

GOVERNANCE

Organisational chart as at 30 June 2021



Management and structure

Board of the Queensland Museum

The Act provides that the Board consists of the number of members appointed by the Governor in Council. In appointing a member, regard must be had to the person's ability to contribute to the Board's performance and the implementation of its strategic and operational plans.

A person is not eligible for appointment as a member if the person is not able to manage a corporation under the *Corporations Act 2001 (Cth)*.

Members are appointed for terms of not more than three years and are eligible for reappointment upon expiry of their terms. Members are appointed on the conditions decided by the Governor in Council.

The Board met for six ordinary meetings and one extraordinary meeting during the year to consider matters including:

- the *Strategic Plan 2021-25* and *Operational Plan 2021-22*
- 2020-21 financial statements
- COVID-19 response, impacts and management
- appointments to the Queensland Museum Aboriginal and Torres Strait Islander Committee
- performance reports and progress outcomes, on exhibitions, major events and capital works
- risk appetite statement
- major policies or key documents of relevance to or approved by the Board
- annual performance review of the Chief Executive Officer.

Members of the Board and their remuneration are summarised below:

Name	Role	Term	Meetings		Remuneration (\$) per annum	
			Eligible	Attended	Entitlement	Actual
Professor Margaret Sheil AO	Chairperson and Member	01.08.2019-31.07.2022	7	7	20,000	20,000
Ms Catherine Taylor	Member	01.06.2017-31.05.2023	7	7	7,000	7,000
Associate Professor Geoffrey AC Ginn	Member	01.06.2017-31.05.2023	7	6	7,000	7,000
Ms Janine Griffiths	Member	01.08.2019-31.07.2022	7	7	7,000	7,000
Professor Bronwyn Harch	Member	01.08.2019-31.07.2022	7	6	7,000	7,000
Ms Valmay Hill	Member	01.08.2019-31.07.2022	7	7	7,000	7,000
Ms Jennifer Parker	Member	01.08.2019-31.07.2022	7	7	7,000	7,000
Dr Harry Van Issum	Member	01.06.2020-31.05.2023	7	6	7,000	7,000
Total out of pocket expenses						0

Board Members

CHAIR

Professor Margaret Sheil AO *FTSE FRACI FANZSMS PhD
BSc (Hons)*

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 CHAIR

Ms Catherine Taylor *BSocStud MTP AICD*

Cathi previously 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 is an Executive Fellow of the Australia and New Zealand School of Government.

MEMBERS

Associate Professor Geoffrey AC Ginn BA (Hons I) PhD

Geoff is a historian at The University of Queensland, based in the School of Historical and Philosophical Inquiry. An active public historian and former heritage consultant, he was a Chevening Scholar to the UK in 1995–96 before completing his PhD in 2001. In 2007–10 he helped develop the innovative online Queensland Historical Atlas (qhatlas.com.au) with funding from the Australia Research Council, and now leads a second ARC Linkage project to develop a Queensland Atlas of Religion (2019–22). He is a member of the Royal Historical Society of Queensland, the Australian Historical Association, and the Editorial Board for the Australian Dictionary of Biography.

Ms Janine Griffiths BCom

As a Managing Director at Accenture, Janine leads Accenture's government business in Queensland and the Public Infrastructure, Transport and Cities industry practice across Australia and New Zealand. Janine has over 27 years' experience delivering some of the largest and most complex programs to help clients transform business, technology, digital and citizen experience. As well as working with government and public services organisations, Janine has worked extensively in 9 countries across the globe with clients in industries including resources, mining, oil and gas, financial services, products, and telecommunications. Janine is the Location Lead for Accenture's Brisbane Office and Inclusion and Diversity Sponsor across Asia Pacific. She holds a Bachelor of Commerce from the University of Queensland and a post graduate certificate in Change Management from the Australian Institute of Management.

Professor Bronwyn Harch BEnvSc (Hons) BEd (MathSc) PhD FTSE, GAICD

Bronwyn is Deputy Vice-Chancellor and Vice-President (Research and Innovation) at The University of Queensland. Bronwyn is a data scientist with 26 years' experience leading and undertaking research focused at the nexus of agricultural and environmental systems. Her previous roles include Executive Director of the Institute for Future Environments at QUT, the Research Director of the Australian Government Cooperative Research Centre 'Food Agility' and she also spent 18 years at CSIRO undertaking research and research leadership roles focused on translation of mathematics, statistics and ICT into industry and government outcomes. Bronwyn has developed transdisciplinary research, engagement and commercialisation strategies with state and federal government and research agencies in Australia and abroad.

Ms Valmay Hill BEc AICD

Valmay has senior management experience both internationally and in Australia, most recently in her role as Chief Executive Officer of Brisbane Festival from 2010 to 2018 and previously as Project Director of large-scale international events for Sydney Opera House including APEC, World Youth Day, and FIFA World Wide Congress. Commercial experience includes as Treasurer of TNT Worldwide and Esso Australia. She is currently Chair of Brisbane Powerhouse Pty Ltd, a Board Director of Queensland Symphony Orchestra, a member of the Lord Mayor's Creative Brisbane Advisory Board and the Queensland Conservatorium Griffith University Advisory Board. Valmay has also served as a director in the finance and superannuation sectors, has a Bachelor of Economics from Sydney University and a diploma from the Australian Institute of Company Directors.

Ms Jennifer Parker FCA BCom AMIIA

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

Harry is a Woppaburra man from the Darambal Language Group of Central Queensland and is an Adjunct Lecturer School of Humanities, Languages and Social Science at Griffith University. 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 (constituted through the Great Barrier Reef Marine Park Authority), Bayside Community Justice Group (Murri Court) and Cooee Indigenous Family and Community Education Centre. He previously served for three years on the Queensland Indigenous Education Consultative Committee, advising Education Queensland and the State Minister on Indigenous educational issues. He is also currently Chair of Queensland Museum Aboriginal and Torres Strait Consultative Committee (QMATSICC) and on the Aboriginal and Torres Strait Islander Dedicated Memorial Committee to erect a memorial to First peoples defence force personnel in ANZAC Square.

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 Queensland Treasury's Audit Committee Guidelines.

FARMC met eight times during 2020-21 and considered matters including:

- Financial and audit reports (internal and external).
- Policies of relevance to the role of FARMC.
- Performance of key projects such as WSFB and travelling exhibitions.
- QMN Risk Register, new key risks and changes to risk ratings.
- Workplace health and safety reports.
- 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	Role	Term	Meetings		Remuneration (\$) per annum		
			Eligible	Attended	Entitlement	Actual	
Ms Jennifer Parker	Chairperson and Member	01.06.2020-31.05.2023	8	8	2,500	2,500	
Ms Janine Griffiths	Member	01.08.2019-31.07.2022	8	7	1,800	1,800	
Professor Bronwyn Harch	Member	01.08.2019-31.07.2022	8	4	1,800	1,800	
Ms Catherine Taylor	Member	01.06.17-08.01.2021	3	3	621	621	
Mr Tom Du Preez	External Adviser	From 24.11.2020	6	6	1,800	1,060	
Dr Jim Thompson	QMN Observer	N/A	8	8	0	0	
Ms Debbie Draper	QMN Observer	N/A	8	8	0	0	
Mr Martin Linnane	CAA Observer	N/A	8	7	0	0	
Total out of pocket expenses							0

Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

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 people.

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

Name	Role	Term	Meetings		Remuneration (\$) per annum	
			Eligible	Attended	Entitlement	Actual
Dr Harry Van Issum	Chairperson and Member	01.06.2020-31.05.2023	2	2	2,500	2,324
Ms Rhonda Appo	Member	28.04.2021-28.04.2023	1	0	1,800	320
Ms Nancy Bamaga ¹	Member	12.09.2018-11.09.2020 28.04.2021-28.04.2023	2	2	1,800	671
Ms Nareeta Davis	Member	28.04.2021-28.04.2023	1	1	1,800	320
Associate Professor Geoffrey AC Ginn	Member	28.04.2021-28.04.2023	1	1	1,800	0
Associate Professor Henrietta Marrie AM ¹	Member	12.09.2018-11.09.2020 28.04.2021-28.04.2023	2	2	1,800	671
Cr Phillemon Mosby ^{1,2}	Member	12.09.2018-11.09.2020 28.04.2021-28.04.2023	2	2	0	0
Mr Dion Tatow ¹	Member	12.09.2018-11.09.2020 28.04.2021-28.04.2023	2	2	1,800	671
Mr Peter Denham	QMN Observer	N/A	2	2	0	0
Ms Avril Quail	QMN Observer	N/A	2	2	0	0
Dr Jim Thompson	QMN Observer	N/A	2	2	0	0
Total out of pocket expenses						0
Notes						
1 Engaged by QMN as a consultant (12 September 2020- 27 April 2021) to provide advice on Aboriginal and Torres Strait Islander cultural material and cultural heritage and all matters relating to Aboriginal and Torres Strait Islander people.						
2 As a Public Sector Employee, not entitled to remuneration in accordance with <i>Remuneration Procedures for Part-Time Chairs and Members of Government Bodies</i> .						

Queensland Museum Foundation

The Trustees for the Queensland Museum Foundation Trust (Foundation) was established under the Queensland Museum Foundation Trust Deed in 2002 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, and 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 on a voluntary (unpaid) basis. Members of the Foundation are listed below. The Foundation did not meet during the year.

Name	Role	Meetings		Remuneration (\$)	
		Eligible	Attended	Entitlement	Actual
Mr Tony Schiffmann	Chairperson and Trustee	0	0	0	0
Mr Martin Albrecht AC	Trustee	0	0	0	0
Dr Dennis Campbell	Trustee	0	0	0	0
Ms Lynn Rainbow Reid AO	Trustee	0	0	0	0
Mrs Louise Street	Trustee	0	0	0	0
Dr Jim Thompson	Trustee (ex-officio)	0	0	0	0
Total out of pocket expenses					0

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

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Executive Leadership Team

CHIEF EXECUTIVE OFFICER

Dr Jim Thompson *BSc(Hons), MResSc, PhD, GCELead, PSM*

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

Jim joined QMN in September 2017 and was appointed CEO and Director in December 2018. Prior to this appointment 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 NSW 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.

CHIEF OPERATING OFFICER

Mr Jim Grayson *LLB, LLM, ACIS, PDipCom, FFin*

Until 2 February 2021

As Chief Operating Officer Jim provided leadership, strategy and direction in the administration and operational aspects of QMN. He directed the financial contribution of QMN's earned revenue in retail and cafe, and managed human resources, administration, IT systems, workplace health and safety, campus operations and facilities.

CHIEF FINANCIAL OFFICER

Ms Debbie Draper *BBus, CPA*

Debbie joined QMN in April 2019, having worked across government entities, not-for-profit and commercial sectors. Initially managing the finance team, Debbie's role expanded in February 2021 to include human resources, information services, commercial services, work health safety and risk, compliance and legal. Previously Debbie was the CFO 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. Debbie has previously held board roles including the Finance Director on the Board of Netball Queensland and she is a Certified Practising Accountant and member of CPA Australia.

DIRECTOR, COLLECTIONS AND RESEARCH

Mr Peter Denham *MA, BBus, PDip, GDipArts, CF*

Peter joined QMN in September 2019 returning to Brisbane from Sydney where he was Director of Curatorial, Collections and Exhibitions at the Museum of Applied Arts and Sciences (Powerhouse). Previously he was Director of Museum of Brisbane for 10 years and led the participatory and connected approach to audience experiences. Peter's career in the cultural sector for the past 25 years 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. 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. As Director of Collections and Research, Peter's team is responsible for developing and caring for the collections and conducting academic research to reveal the stories of Queensland's natural and cultural environments. His portfolio comprises curators, conservators, collection management, digital asset management, publications and photography and the MDO Program.

A/DIRECTOR, PUBLIC ENGAGEMENT

Ms Patrice Fogarty

Patrice joined QMN in July 2018. She has 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. Working across QMN's four main public sites, Patrice has responsibility for exhibitions, lifelong learning, partnerships and philanthropy, visitor engagement (QM) and events, including World Science Festival.

DIRECTOR, REGIONAL MUSEUMS

Mr Peter McLeod *BSc(Ag)*

Peter joined QMN in 2005 and held the position of Director of MTQ in Townsville until 2015, following this Peter held the position of Director Corporate Services until 2018 and Director of Strategic Operations until 2021. As Director, Regional Museums Peter is responsible for operations and retail matters at MTQ, C+C and TWRM. Peter has previously worked in senior management roles at regional museums in outback Queensland and prior to this worked on natural resource management projects in regional areas of Victoria, Western Australia and Queensland.

A/HEAD, FACILITIES AND INFRASTRUCTURE

Mr Frank Feige

Frank joined QMN in May 2009 and currently oversees Facilities Management Capital, Maintenance and Operations programs across QMN. Prior to joining QMN, Frank held roles spanning over 20 years in facilities and emergency management in the Department of Public Works and Corrective Services.

HEAD, MARKETING AND MEDIA

Ms Elizabeth Gehde *BJMktg*

Elizabeth joined QMN in 2015, overseeing brand, marketing, media and social media, graphic design, audience research and membership. Prior to QMN, Elizabeth has worked in industries including superannuation, transport, infrastructure and local government. Previous roles include Brand Manager at the Brisbane Lions Australian Football Club, Acting Director of Road Safety Advertising in Transport and Main Roads and roles at Museum of Brisbane and Brisbane City Council. Elizabeth is a member of the International Council of Museums (ICOM) Australia.

HEAD, EVENTS AND WORLD SCIENCE FESTIVAL

Ms Cathy James

Cathy joined QMN in 2019 to head the WSFB and QMN Events. With 25 years of event experience Cathy has worked on major conferences, exhibitions and gala dinners, significant community events and the biggest music festivals in Australia. Cathy was General Manager of the Falls Music and Arts Festival, a multi-day event which attracts 70,000+ people to Byron Bay, Lorne, Tasmania and Fremantle. Throughout her career she has toured with Australia's biggest bands around the country, and for 17 years was a key part of the management team for Splendour in the Grass. For seven years Cathy was the Entertainment Manager at the Royal National Association (Ekka).

Risk management and accountability

Risk Management

The Board engages with risk flexibly, in accordance with a Risk Management Framework comprised of four components:

1. Governance and Assurance
2. Management Policy
3. Management System; and
4. Management Process.

QMN risk management practices comply with the Act, *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.

The ability to achieve objectives in the face of ongoing COVID-19 impacts continues to be a significant risk for the Board. During the year, site-specific COVID-Safe Plans for QM, TWRM and C+C were maintained and updated in accordance with prevailing restrictions and in consultation with Queensland Health. New COVID-Safe Plans were developed for WSFB (as a major event) and MTQ (which had been closed to the public since March 2020).

COVID-safe measures, including occupancy restrictions and cleaning regimes continue to disrupt service delivery, increasing safety and hygiene compliance. Reduced visitation impacts ticketing, retail and café revenue.

MTQ closed to employees on 19 January 2021 in response to Tropical Cyclone Kimi. In accordance with COVID-19 directions from Queensland's Chief Health Officer, QM and TWRM closed to employees and the public on 8-11 January 2021, 29-31 March 2021 and 30 June-1 July 2021 and MTQ closed on 30 June-1 July 2021. Emergency Management Plans were activated at impacted sites to ensure effective communication and ongoing service delivery.

Internal audit

An internal audit function is carried out by Corporate Administration Agency (CAA), QMN's shared service provider. The internal audit function is an integral part of the corporate governance framework by which the QMN maintains effective systems of accountability and control.

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 Finance Audit and Risk Management Committee, CEO and management in a consulting capacity as approved by the Board.

The internal audit operates under a charter consistent with relevant audit and ethical standards and has due regard to Queensland Treasury's Audit Committee Guidelines.

QMN's 2020-21 Annual Audit Plan was prepared in accordance with the *Financial Accountability Act 2009* and section 31(2)(b) of the *Financial and Performance Management Standard 2009*.

The internal audit function is independent of management and the external auditors and is overseen by the CEO.

In 2020-21 audits were completed for fraud controls and receipting/banking at TWRM.

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 financial statements.

Information systems and recordkeeping

The Board complies with provisions of the *Public Records Act 2002*, the *Records Governance Policy* (released in 2018), Information Standard 18: *Information Security* and Information Standard 40: *Recordkeeping Governance*.

QMN uses the Electronic Document Recordkeeping Management System (eDRMS) HPE CM9.4 as its record keeping system. Recordkeeping is managed by a dedicated team, in accordance with policy and legislative requirements.

QMN employees receive regular training in record keeping principles and practices and the use of the eDRMS system.

During 2020-21 QMN retained records in accordance with relevant policy and legislation, and:

- continued the implementation of the digitisation program using the EzeScan systems and business practices to preserve physical records under the guidance of the Queensland State Archives digital record keeping principles and implementing and the *General Retention and Disposal for Digital Source Records*.
- digitisation of QMN records for improved access and long-term preservation.
- continued monthly record keeping and training awareness sessions for all employees in registering records in the new, upgraded eDRMS.
- 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 HPE CM9.4 to promote employee responsibilities, as well as best practice records management.

QMN's disclosure log (<http://www.qm.qld.gov.au/Footer/Right+to+Information/Disclosure+log>) provides details of information that has been released in response to non-personal Right to Information requests. The disclosure log contains a description of the information released and, where possible, a link to the relevant documents. As the *Right to Information Act 2009* commenced on 1 July 2009 no information has been included for disclosures prior to this date.

The Notifiable Data Breaches scheme, General Data Protection Regulations and other legislative reporting are incorporated into QMN's Information Security Incident reporting response. There was one suspected data breach in 2020-21: an external, unauthorised user accessed a single QMN users' mailbox and subsequently sent a phish impersonating the staff member. QMN's Information Services personnel subsequently blocked the URL within the phish so no staff could access and advised the Queensland Government Cyber Security Unit, relevant stakeholders and external contacts. There were no known financial losses or other losses.

Human resources

Workforce planning and performance

QMN recognises the importance of engaging a flexible, agile and client-orientated workforce.

As at 30 June 2021, QMN's workforce consisted of 234.05 full-time equivalent positions⁷, and 324 individual employees.

The separation rate for permanent employees was 7.73 per cent (16 permanent employees from 207 permanent employees).

Key workforce planning and performance strategies implemented in 2020-21 included:

- continuous review and improvement of the organisational structure to ensure optimal alignment to organisational priorities.
- implementing new and/or amended Public Service Directives gazetted in response to the *Public Service and Other Legislation Amendment Bill 2020*.
- ongoing annual reviews of temporary employees who have been engaged temporarily for at least two years. During the year, 12 temporary employees were converted to permanent under the provisions of the *Temporary Employment Directive (08/17)*.
- improving diversity statistics for women in senior positions Aboriginal and Torres Strait Islander people, people with disabilities and people from non-English speaking background.
- refinement of high-level human resource reporting, including workforce demographical data showing performance against public service diversity targets.
- continuing to partner with our colleagues across the Cultural Centre to deliver a shared corporate induction program, encouraging new employees to network with their precinct colleagues, share ideas and create opportunities.
- refinement and continued implementation of guidelines and frequently asked questions to support and guide employees during the ongoing impact of COVID-19 in accordance with advice from Public Service Commission, Office of Industrial Relations, and Cultural Precinct Partners. Alternate and/or flexible working arrangements developed on a case-by-case basis for employees considered vulnerable to COVID-19
- continuing to support employee growth through a combination of compulsory and optional learning and development opportunities available on-the-job, face-to-face and online including training and information in relation to reasonable management action, transition to retirement, career planning, job applications and interviews.

Early retirement, redundancy and retrenchment

QMN approved one voluntary redundancy, effective 19 March 2021.

⁷ MINIMUM Obligatory Human Resources Information (MOHRI) full time equivalent (FTE) data for fortnight ending 18 June 2021

Public sector ethics

The Board, Chief Executive Officer 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*. 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 awareness training is embedded into new employee induction processes. All continuing employees are required to complete online 'refresher' training on an annual basis.

During the year, Reasonable Management Action programs were offered to managers and supervisors to promote ethical behaviour and standards, and to improve communication to create a positive workplace.

Human Rights

QMN acknowledges the importance of respecting, protecting, and promoting human rights in accordance with the *Human Rights Act 2019*.

QMN maintains its commitment to human rights by:

- developing and improving accessibility guidelines for all exhibitions and public programs.
- ensuring accessibility information is available on all QMN websites.
- developing and maintaining sensory friendly maps and educational loan kits for all public sites.
- undertaking employee training to provide currency in knowledge for accessibility offerings.

There were no human rights complaints received by QMN during the reporting period.

Queensland public service values

QMN supports the Queensland public service values by encouraging:

- **customers first** constant communication with our audience through visitor surveys and social media forums enables us to identify and respond to customer needs.
- **ideas into action** new ideas are encouraged and harnessed through open consultation and developed through our planning processes and initiatives. Opportunities are also provided to employees to participate in organisation-wide initiatives and programs.
- **unleashing potential** by providing clarity in performance goals, expectations, risk appetite and considered planning approaches we have created an environment which allows employees to apply their skills and talents to attain their potential.
- **being courageous** we have focussed on integrity and ethics across the network, providing employees with the skills and knowledge to demonstrate ownership, act with transparency and take accountability of mistakes, actions and successes.
- **empowering people** our leaders are continually seeking to empower individuals through the establishment of project teams and encouraging a multidisciplinary approach.

Open Data

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 2020-21
- QMN Overseas travel 2020-21

Disclosure of additional information

QMN has disclosed the following additional information in the Appendices:

- A. QMN Publications 2020-21
- B. QMN Grants 2020-21
- C. QMN Exhibitions 2020-21
- D. QMN Supporters 2020-21

FINANCIAL PERFORMANCE

Financial Summary 2020-21

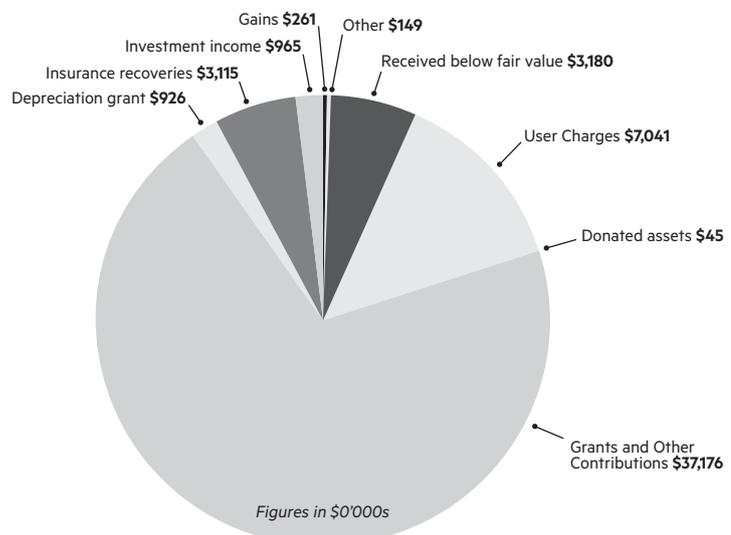
This summary provides an overview of the 2020-21 financial performance and position for the Board.

A more detailed analysis is provided in the audited financial statements on page 40 of this Annual Report.

	2020-21	2019-20	VARIANCE	
	\$0'000	\$0'000	\$0'000	%
Total income from Continuing Operations	52,858	55,842	(2,984)	(5.34)
Total Expenses from Continuing Operations	55,314	54,774	(540)	(0.99)
Operating Result from Continuing Operations	(2,456)	1,068		
Total Assets	731,022	655,984	75,038	11.44
Total Liabilities	12,501	13,568	1,067	7.86
Total Equity	718,521	642,416		

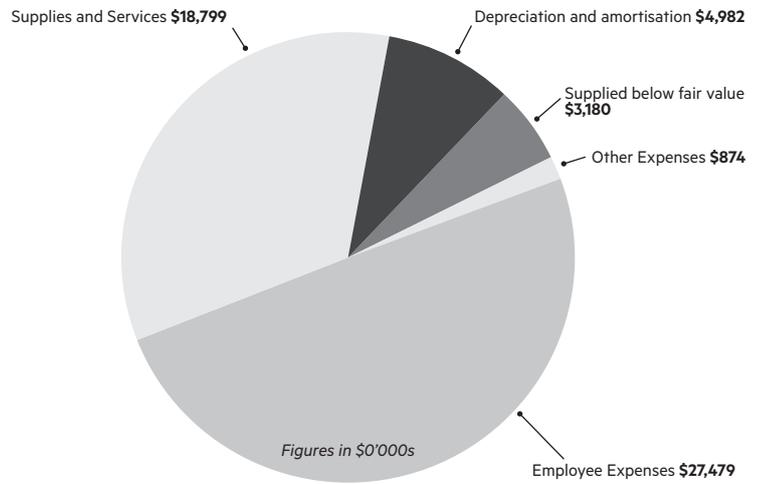
Income (Continuing Operations)

In 2020-21, an overall decrease in income of \$2.984 million (-5.34 per cent) from the previous year was recorded, due to a complex combination of events including closure of public sites due to COVID-19 and capital works, associated insurance recoveries and lower industry and community contributions.



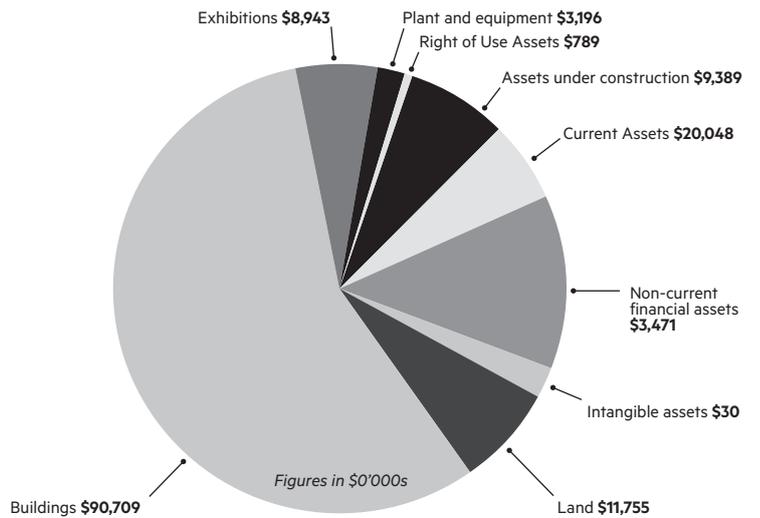
Expenses

In 2020-21, expenses increased by \$0.540 million (0.99 per cent) on the previous year, primarily due to additional costs in facilities and information technology (enabling telecommuting) associated with COVID-19.



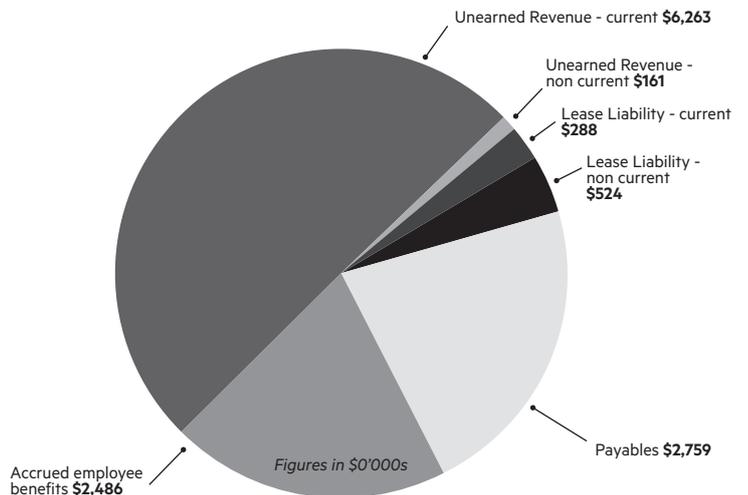
Assets (Continuing Operations)

At 30 June 2021, total assets were valued at \$731.022 million, an increase of \$75.038 million (11.44 per cent) from the previous year. This movement was primarily due to asset revaluation including comprehensive revaluation of land and building assets as well as heritage and cultural assets in the State Collection, valued at \$582.692 million and excluded from this chart for comparative purposes.



Liabilities

At 30 June 2021, total liabilities were \$12,501 million, a decrease of \$1.067 million (7.86 per cent) from the previous year. The decrease is due to one-off project payables in the prior year and lease liabilities being paid down during the year.



Board of the Queensland Museum Financial Statements

for the period ended 30 June 2021

***Board of the Queensland Museum
Financial Statements 2020–21***

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Board of the Queensland Museum**STATEMENT OF COMPREHENSIVE INCOME**
for the year ended 30 June 2021

	Notes	Economic Entity		Parent Entity	
		2021 Actual	2020 Actual	2021 Actual	2020 Actual
		\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations					
User charges and fees	4.	7,041	8,579	7,041	8,579
Grants and other contributions	5.	38,147	38,796	38,096	38,719
Other revenue	6.	7,409	8,467	7,403	8,450
Gains on Asset Disposal/Unrealised Gain on QIC Investment		261	-	261	-
Total Income from Continuing Operations		52,858	55,842	52,801	55,748
Expenses from Continuing Operations					
Employee expenses	7.	27,479	27,743	27,479	27,743
Supplies and services	8.	18,799	17,857	18,802	17,856
Depreciation and amortisation	9.	4,982	4,898	4,982	4,898
Other expenses	10.	4,054	4,276	4,054	4,276
Total Expenses from Continuing Operations		55,314	54,774	55,317	54,773
Operating Result from Continuing Operations		(2,456)	1,068	(2,516)	975
Other Comprehensive Income					
Items that will not be reclassified to Operating Result:					
Increase/(decrease) in asset revaluation surplus	18.	76,490	6,116	76,490	6,116
Total Comprehensive Income		74,034	7,184	73,974	7,091

* An explanation of major variances is included at Note 23
The accompanying notes form part of these statements.

Board of the Queensland Museum
STATEMENT OF FINANCIAL POSITION
as at 30 June 2021

	Notes	Economic Entity		Parent Entity	
		2021 Actual	2020 Actual	2021 Actual	2020 Actual
		\$'000	\$'000	\$'000	\$'000
Current Assets					
Cash and cash equivalents	11.	15,467	21,949	14,490	21,032
Receivables	12.	3,556	2,834	3,556	2,834
Inventories - Museum Shop		478	551	478	551
Other		547	600	547	600
Total Current Assets		20,048	25,934	19,071	25,017
Non Current Assets					
Other financial assets - QIC		3,471	3,279	3,471	3,279
Long Term Diversified Fund					
Intangible assets		30	105	30	105
Property, plant and equipment	13.	706,684	625,466	706,684	625,466
Right of Use Asset	17.	789	1,200	789	1,200
Total Non Current Assets		710,974	630,050	710,974	630,050
Total Assets		731,022	655,984	730,045	655,067
Current Liabilities					
Payables	14.	2,759	3,660	2,758	3,660
Accrued employee benefits	15.	2,486	2,558	2,486	2,558
Unearned Revenue	16.	6,283	5,180	6,283	5,180
Lease Liability	17.	288	449	288	449
Total Current Liabilities		11,816	11,847	11,815	11,847
Non Current Liabilities					
Unearned Revenue	16.	161	943	161	943
Lease Liability	17.	524	778	524	778
Total Non Current Liabilities		685	1,721	685	1,721
Total Liabilities		12,501	13,568	12,500	13,568
Net Assets		718,521	642,416	717,545	641,500
Equity					
Contributed equity		-	-	-	-
Accumulated surplus		160,190	160,575	159,214	159,659
Asset revaluation surplus	18.	558,331	481,841	558,331	481,841
Total Equity		718,521	642,416	717,545	641,500

*Queensland Museum was granted relief from preparing a budgeted balance sheet in the 2020-21 SDS. Consequently, no balance sheet was presented to Parliament for the 2020-21 financial year.

The accompanying notes form part of these statements.

Board of the Queensland Museum
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2021

Notes	Accumulated Surplus		Asset Revaluation Surplus		Total	
	Economic Entity \$'000	Parent Entity \$'000	Economic Entity \$'000	Parent Entity \$'000	Economic Entity \$'000	Parent Entity \$'000
Balance as at 1 July 2019	153,778	152,954	475,725	475,725	629,503	628,679
Operating Result from Continuing Operations	1,068	975	-	-	1,068	975
<i>Other Comprehensive Income:</i>						
Increase/(decrease)						
• Heritage and Cultural assets	-	-	6,116	6,116	6,116	6,116
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal	(926)	(926)	-	-	(926)	(926)
Equity injection	6,655	6,655			6,655	6,656
Balance at 30 June 2020	160,575	159,659	481,841	481,841	642,416	641,500
Balance as at 1 July 2020	160,575	159,659	481,841	481,841	642,416	641,500
Operating Result from Continuing Operations	(2,456)	(2,516)	-	-	(2,456)	(2,516)
<i>Other Comprehensive Income:</i>						
Increase/(decrease)						
• Heritage and Cultural assets	-	-	29,992	29,992	29,992	29,992
• Land	-	-	630	630	630	630
• Buildings	-	-	45,868	45,868	45,868	45,868
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal	(926)	(926)	-	-	(926)	(926)
Equity injection	2,997	2,997	-	-	2,997	2,997
Balance at 30 June 2021	160,190	159,214	558,331	558,331	718,521	717,545

The accompanying notes form part of these statements.

Board of the Queensland Museum
STATEMENT OF CASH FLOWS
for the year ended 30 June 2021

	Notes	Economic Entity		Parent Entity	
		2021 Actual	2020 Actual	2021 Actual	2020 Actual
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
<i>Inflows:</i>					
User charges and fees		7,094	8,315	7,094	8,314
Grants and contributions		37,685	40,605	37,635	40,877
GST collected from customers		770	918	770	918
GST input tax credits from ATO		2,623	1,565	2,623	1,565
Interest receipts		626	525	620	(182)
Other		3,603	4,909	3,603	5,599
<i>Outflows:</i>					
Employee expenses		(27,609)	(28,099)	(27,609)	(28,099)
Supplies and services		(19,627)	(15,546)	(19,631)	(15,546)
GST paid to suppliers		(2,647)	(1,565)	(2,647)	(1,565)
GST remitted to ATO		(672)	(918)	(672)	(918)
Other		(845)	(637)	(845)	(636)
Net cash provided by operating activities	CF-1.	1,001	10,073	940	10,328
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		54	-	54	-
Sale of investments		17	17	17	17
<i>Outflows:</i>					
Payments for property, plant and equipment		(9,142)	(1,346)	(9,142)	(1,346)
Payment for lease liability		(483)	(238)	(483)	(238)
Net cash used in investing activities		(9,554)	(1,567)	(9,554)	(1,567)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injection		2,997	6,655	2,997	6,655
<i>Outflows:</i>					
Equity withdrawal		(926)	(926)	(926)	(926)
Net cash provided by financing activities		2,071	5,729	2,071	5,729
Net increase (decrease) in cash and cash equivalents		(6,482)	14,235	(6,542)	14,490
Cash and cash equivalents - opening balance		21,949	7,715	21,032	6,542
Cash and cash equivalents at end of financial year	11.	15,467	21,949	14,490	21,032

*Queensland Museum was granted relief from preparing a statement of cash flows in the 2020-21 SDS. Consequently, no statement of cash flows was presented to Parliament for the 2020-21 financial year.

The accompanying notes form part of these statements.

Board of the Queensland Museum
STATEMENT OF CASH FLOWS
for the year ended 30 June 2021

NOTES TO THE STATEMENT OF CASHFLOW

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

	Economic Entity		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Operating surplus	(2,456)	1,068	(2,516)	975
Non-cash items included in Operating Result:				
Depreciation and amortisation expense	4,982	4,898	4,982	4,898
Bad debts expense	7	0	7	0
Loss on sale of property, plant and equipment	29	35	29	35
Gains on Asset Disposal/Unrealised Gain on QIC Investment	(261)	-	(261)	-
Revaluation decrement	-	219	-	219
Non-cash asset donations	(45)	(44)	(45)	(44)
Changes in assets and liabilities:				
(Increase)/decrease in net receivables	(729)	723	(729)	722
Decrease in inventories	73	1	73	1
(Increase)/decrease in other current assets	53	(264)	53	(264)
Increase/(decrease) in payables	(901)	2,499	(902)	2,499
(Decrease) in accrued employee benefits	(72)	(363)	(72)	(363)
Increase in unearned revenue liabilities	1,103	4,810	1,103	4,810
Unearned revenue adjustment for transfer from/(to) current to/(from) non-current	(782)	943	(782)	943
Net effect of changes in Accounting Standards	-	(4,453)	-	(4,103)
Net cash provided by operating activities	1,001	10,073	940	10,328

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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 \$33.86 million and \$2.997m equity injection for the 2020–21 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 2020.

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. Some financial tables may not add through due to rounding.

Comparatives

Comparative information reflects the audited 2019-20 financial statements unless where restating is necessary to be consistent with disclosures in the current reporting period.

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.

Basis of measurement

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

1. Basis of Financial Statement Preparation (contd)

Basis of Measurement (contd)

- Land, buildings, investment with the QIC Long Term Diversified Fund (formally known as the QIC Growth Fund) and heritage and cultural assets which are measured at fair value; and
- 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).

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.

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

1. Basis of Financial Statement Preparation (contd)

Accounting Estimates and Judgements

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

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

Valuation of Property Plant and Equipment - Note 13.

QIC Investments - Note 22.

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 (QMF)	Auditor-General of Queensland

The Board established the Foundation in June 2002. The Foundation's assets, liabilities, revenues and expenses have been consolidated in these financial statements.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

3. Controlled Entities (contd)

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

Entity	Total Assets \$'000		Total Liabilities \$'000		Total Revenue \$'000		Operating Result \$'000	
	2021	2020	2021	2020	2021	2020	2021	2020
QMF	975	918	-	-	281	675	57	94

Economic Entity		Parent Entity	
2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000

4. User Charges and Fees

Sale of Goods

Sales revenue - shops	1,892	2,196	1,892	2,196
Sales revenue - cafes	773	842	773	842

Sale of Services

Admission charges	3,502	4,600	3,502	4,600
Subscriptions/Memberships	249	286	249	286
Functions/Venue hire	226	214	226	214
Property Rentals	52	100	52	100
Other	347	341	347	341

Total	7,041	8,579	7,041	8,579
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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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

4. User Charges and Fees (contd)

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 2021, \$0.021m remains in unearned revenue liability. This balance is expected to be wholly recognised in next financial year as the Board fulfills its performance obligations.

Accounting Policy - Property Rental

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

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
5. Grants and Other Contributions				
<u>Revenue from contracts with customers</u>				
Grants - State Government special	216	226	216	226
Grants - State Government capital	1,045		1,045	
Donations from QM Foundation	-	-	-	700
Industry contributions and other grants	1,881	1,210	1,881	1,210
Commonwealth Government grants	328	304	328	304
<u>Other Grants</u>				
Grants - State Government recurrent	26,265	30,053	26,265	30,053
Grants - State Government special	4,908	3,093	4,635	3,093
Grants - State Government capital	-	273	273	273
Grant - State Government recurrent funding (for depreciation)	926	926	926	926
Grant - Museum Resource Centre Network	500	500	500	500
Commonwealth Government grants	2	2	2	2
Local Government contributions	384	263	384	263
<u>Other Contributions</u>				
Donations	272	348	221	271
Donations - assets	45	44	45	44
Industry contributions and other grants	1,375	1,554	1,375	854
Total	38,147	38,796	38,096	38,719

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

5. Grants and Other Contributions (contd)

Accounting Policy - Grants and contributions

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 (as a liability of the Board) 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 grants 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, 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.

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 2021, \$1.975m remains in unearned revenue. Of this balance, \$1.833m will be recognised in next financial year with the remainder \$0.141m will be recognised afterwards.
Commonwealth Grants	The Board receives grants from the Commonwealth for specific projects, including research, national science week and inspiring Australia.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2021, \$0.214m 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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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
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 2021, \$4.235m remains in unearned revenue. Of this balance, \$4.215m will be recognised in next financial year with the remainder \$0.02m will be recognised afterwards.

Specific purpose capital grants

The following table provides information about the Board's obligations under specific purpose capital grants, significant judgements involved and revenue recognition.

Asset Acquired or Constructed	Details of the Board's Obligations under the Grant Agreement and	Revenue Recognition Policies
<i>Museum of Tropical Queensland (MTQ) Building works</i>	The Board received from AQ Capital Grant Program, \$1.045m during the year for building works at the MTQ. Obligations are satisfied as milestones are met over the course of the project. The amount of the grant allocated to milestones is progressively recognised upon satisfying the milestones. As at 30 June 2021 this grant has been fully spent.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2021, no unearned revenue remains.

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 2020–21

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
6. Other Revenue				
Interest	626	362	620	345
Disbursements from Harry West Memorial Fund	339	63	339	63
Goods/Services received below fair value	3,180	3,196	3,180	3,196
Insurance recoveries	3,115	4,561	3,115	4,561
Other recoveries	59	215	59	215
Miscellaneous	90	70	90	70
Total	7,409	8,467	7,403	8,450

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 and pays a facilities cost to Arts Queensland for same. However, the Board is not required to pay for this services. 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 \$3.032m for 2020–21 (2019–20: \$2.989m).

7. Employee Expenses

Employee Benefits

Wages and salaries	20,869	21,132	20,869	21,132
Employer superannuation contributions	2,652	2,700	2,652	2,700
Long service leave levy	506	497	506	497
Annual leave expense	1,878	1,884	1,878	1,884

Employee Related Expenses

Workers' compensation premium	63	51	63	51
Payroll Tax and Fringe Benefit Tax	1,271	1,295	1,271	1,295
Other employee expenses	240	184	240	184

Total	27,479	27,743	27,479	27,743
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Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

7. Employee Expenses (contd)

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

	2021	2020
Number of FTE employees (FTEs):	234	241

FTEs reported above are as at 30 June, however costing for employee expenses are based on average FTEs over a 12-month period, when staffing levels fluctuate dependent upon operational and project delivery requirements.

Where material, Note 23 provides detail regarding the employee expenses variance to budget.

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 QSuper defined benefit plan as determined by the employee's conditions of employment.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
8. Supplies and Services				
Administration, materials & fees	3,509	2,941	3,509	2,941
Advertising, public relations & travel	1,155	1,220	1,155	1,220
Corporate services charges paid to CAA	1,124	1,139	1,124	1,139
Cost of goods sold	1,248	1,374	1,248	1,374
Exhibitions, projects & programs	2,893	2,783	2,893	2,783
Facilities costs	8,570	8,210	8,570	8,210
Lease expenses	155	89	155	89
Other	145	101	148	100
Total	18,799	17,857	18,802	17,856

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.

Lease expenses

Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note 17 for breakdown of lease expenses and other lease disclosures.

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
9. Depreciation and amortisation				
Depreciation and amortisation were incurred in respect of:				
Plant and equipment	648	637	648	637
Buildings	2,262	2,262	2,262	2,262
Exhibitions	1,518	1,620	1,518	1,620
Amortisation - Computer software	75	114	75	114
Amortisation/Depreciation Expense ROU Assets	479	265	479	265
Total	4,982	4,898	4,982	4,898

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
10. Other Expenses				
Commissions & charges	397	395	397	395
External audit fees	72	70	72	70
Goods and services supplied below fair value	3,180	3,196	3,180	3,196
Governance costs	83	85	83	85
Insurance	282	275	282	275
Loss on Revaluation of Investments - QIC Long Term Diversified Fund	-	219	-	219
Losses from disposal of non-current assets	29	35	29	35
Sundries	11	1	11	1
	4,054	4,276	4,054	4,276

External audit fees

Total audit fees payable to the Queensland Audit Office relating to the 2020-21 financial statements are \$69,500 (2020: \$69,500). 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 \$3.032m for 2020–21 (2019–20: \$2.989m).

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
11. Cash and Cash Equivalents				
QTC 11am account	14,384	19,206	14,384	19,206
Cash at bank and on hand	1,061	2,723	84	1,806
Imprest accounts	22	20	22	20
Total	15,467	21,949	14,490	21,032

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

11. Cash and Cash Equivalents (contd)

Accounting Policy

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

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
12. Receivables				
<i>Current</i>				
Trade debtors	897	539	897	539
	<u>897</u>	<u>539</u>	<u>897</u>	<u>539</u>
GST receivable	494	470	494	470
Less: GST payable	(86)	12	(86)	12
	<u>408</u>	<u>482</u>	<u>408</u>	<u>482</u>
Long service leave reimbursements	129	71	129	71
Other receivables	2,122	1,742	2,122	1,742
	<u>2,251</u>	<u>1,813</u>	<u>2,251</u>	<u>1,813</u>
Total	3,556	2,834	3,556	2,834

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 debtors 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 2021 is \$0.417m, (2020: \$0.674m).

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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 22 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 2021 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 2020 is made under AASB 139 impairment rules, where receivables are assessed individually for impairment.

No loss allowance for trade and other debtors recorded.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

13. Property, Plant and Equipment and Depreciation Expense

Closing Balances and Reconciliation of Carrying Amount

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Land:				
At Fair Value	11,755	11,125	11,755	11,125
	<u>11,755</u>	<u>11,125</u>	<u>11,755</u>	<u>11,125</u>
Buildings:				
At Fair Value	158,641	105,541	158,641	105,541
Less: Accumulated depreciation	(67,932)	(58,438)	(67,932)	(58,438)
	<u>90,709</u>	<u>47,103</u>	<u>90,709</u>	<u>47,103</u>
Heritage and cultural assets:				
At Fair Value - Library Heritage Collection	6,090	6,090	6,090	6,090
At Fair Value - State Collection	576,602	546,553	576,602	546,553
	<u>582,692</u>	<u>552,643</u>	<u>582,692</u>	<u>552,643</u>
Plant and Equipment (Exhibitions):				
At cost	20,056	20,206	20,056	20,206
Less: Accumulated depreciation	(11,113)	(9,743)	(11,113)	(9,743)
	<u>8,943</u>	<u>10,463</u>	<u>8,943</u>	<u>10,463</u>
Plant and equipment (Other):				
At cost	8,175	8,459	8,175	8,459
Less: Accumulated depreciation	(4,979)	(4,954)	(4,979)	(4,954)
	<u>3,196</u>	<u>3,505</u>	<u>3,196</u>	<u>3,505</u>
Assets under construction:				
At cost projects under construction	9,389	627	9,389	627
Total	706,684	625,466	706,684	625,466

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

13. 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			
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Carrying amount at 1 July	11,125	11,125	47,103	49,365	552,643	546,478	10,463	12,084	3,505	3,462	627	-	625,466	622,514
Acquisitions at cost	-	-	-	-	12	5	-	-	368	714	8,762	627	9,142	1,346
Acquisition of collected items	-	-	-	-	4,170	4,802	-	-	-	-	-	-	4,170	4,802
Donations received	-	-	-	-	45	44	-	-	-	-	-	-	45	44
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	(326)	(35)	(2)	(1)	(29)	(34)	-	-	(357)	(70)
Revaluation increments (decrements)	630	-	45,868	-	26,148	1,349	-	-	-	-	-	-	72,646	1,349
Non-reciprocal equity transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation for period	-	-	(2,262)	(2,262)	-	-	(1,518)	(1,620)	(648)	(637)	-	-	(4,428)	(4,519)
Carrying amount at 30 June	11,755	11,125	90,709	47,103	582,692	552,643	8,943	10,463	3,196	3,505	9,389	627	706,684	625,466

The Board has plant and equipment with an original cost of \$4,305,213 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 2020–21

13. 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 2020–21

13. 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.

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

Use of Specific Appraisals

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

Land and Buildings

A comprehensive revaluation of Land and Building was performed as at 30 June 2021 by the State Valuation Service – Client and Asset Valuation team, managed by Mr Cameron Hurman, Registered Valuer No. 1742 AAPI Certified Practising Valuer, of State Valuation Services and Mr Matthew Brown, FAIQS, Certified Quantity Surveyor of GRC Quantity Surveyors (Gray Robinson & Cottrell Pty Ltd).

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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

Land and Buildings (contd)

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

The fair value of buildings was determined taking into account the Board's ability to generate economic benefits by using the assets 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. Taking into consideration of locality market and current usage, market valuation was applied to buildings at Hendra and Ingham Road. The three regional museum campuses at Ipswich, Toowoomba and Townsville were valued at depreciated replacement cost, reflecting the cost to acquire the service potential embodied in each building and adjusted to reflect their present condition / physical deterioration, functionality and technological and/or economic obsolescence. The remaining service potential is assessed to have changed and is accounted for in this revaluation along with changes to useful lives as appropriate.

Heritage and Cultural

A comprehensive revaluation of heritage and cultural assets was last performed at 30 June 2018 by an independent valuer and certified by Mr Blithe Robinson, Accredited Senior Appraiser, Principal of Australian Valuations. These assets consist of Biodiversity, Geosciences, Cultures and histories and Library heritage collections located across the museum's network and are categorised as the State Collection and Library Heritage collection for the purpose of these financial statements. To ensure a valid estimation of fair value at reporting date, items under the recollection cost method have been assessed against movements in the consumer price index (CPI) as this index closely aligns to the cost drivers in the valuation methodology applied. This index at 4.69% since the last comprehensive revaluation, was considered material and as such has been applied at balance date. In addition, a review of iconic items (with individual fair values) was undertaken by professional museum staff within each collection area to ascertain where there may be material movement in this class. No material movement was observed at balance date.

In addition to the State Collection and Library Heritage Collection, the Research Collection contains raw materials from field work, which may yield an unknown quantity of items and their future use is unable to be identified. While raw materials remain in the research collection, items contained therein are not capable of reliable measurement and do not meet asset recognition criteria, therefore are not accounted for the purpose of these financial statements. The lengthy collection process results in time lapses between raw material and final accessioning. This brings uncertainty and difficulties in tracking movements and reconciling accurately on an ongoing basis. On this basis, collected items are brought to account at the point of accessioning, at fair value, through the acquisition of collected items and asset revaluation reserve accounts for the purpose of these financial statements.

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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

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	2%–30%

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

13. 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 its 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	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
14. Payables				
<i>Current</i>				
Trade creditors	1,130	3,006	1,130	3,006
External audit fees	47	40	47	40
Tax payables	134	90	134	90
Accrued expenses	1,448	524	1,447	524
Total	2,759	3,660	2,758	3,660

15. Accrued Employee Benefits

Current

Annual leave	2,220	2,363	2,220	2,363
Wages accrual	127	75	127	75
Other accrued employee benefits	139	120	139	120
Total	2,486	2,558	2,486	2,558

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 2020–21

16. Unearned Revenue

Current

Contract revenue	4,188	3,639	4,188	3,639
Other revenue	2,095	1,541	2,095	1,541
	6,283	5,180	6,283	5,180

Non Current

Contract revenue	141	943	141	943
Other revenue	20	-	20	-
	161	943	161	943

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 2020 of \$6.123m, \$2.038m has been recognised as revenue in 2020–21.

No revenue recognised in 2020–21 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 2021 include \$6.444m relating to revenue received by the Board where sufficiently specific performance obligations are yet to be satisfied. Of this balance, \$6.283m is expected to be delivered within the next 12 months. The remainder \$0.161m will be delivered afterwards.

17. Right of Use Assets and Lease Liabilities

Leases as Lessee

Right-of-use assets

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Building				
Opening balance at 1 July	1,200	21	1,200	21
Additions	32	1,445	32	1,445
Depreciation charge	(479)	(265)	(479)	(265)
Other adjustments	37	-	37	-
Closing balance at 30 June 2021	789	1,200	789	1,200

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020-21

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

Lease liabilities

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Lease Liability	288	449	288	449
	288	449	288	449
Non Current				
Lease Liability - Non Current	524	778	524	778
	524	778	524	778

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.

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).

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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

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 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	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	12	4	12	4
Breakdown of 'Lease expenses' included in Note 8.				
• Expenses relating to short-term leases	-	46	-	46
• Expenses relating to variable lease	155	43	155	43
(iv). Total cash outflow for leases	483	239	483	239

18. Asset Revaluation Surplus by Class

	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2020	8,650	50,934	422,256	481,841
Revaluation increments (decrements)	630	45,868	29,992	76,490
Balance 30 June 2021	9,280	96,802	452,248	558,331

Comprehensive revaluations of all land and buildings was carried out as at 30 June 2021. Valuation increment has been credited against Asset Revaluation Reserve.

	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2019	8,650	50,934	416,140	475,725
Revaluation increments (decrements)	-	-	6,116	6,116
Balance 30 June 2020	8,650	50,934	422,256	481,841

The revaluation reserve relates to the Parent Entity only.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

19. Contingencies

Native Title claims over Museum land

As at 30 June 2021, no Native Title claim has been made against Museum lands.

Qfever

The Board acknowledges prosecution action having been initiated alleging a breach of Queensland's *Work Health and Safety Act 2011* in relation to the Qfever cases occurred in 2019. The Board is expecting no material impact on these Financial Statements.

20. 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	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Other Expenditure	1,062	1,222	1,062	1,222
Plant & Equipment	338	-	338	-
Total	1,400	1,222	1,400	1,222
Payable				
Within twelve months	1,400	1,182	1,400	1,182
Later than 1 and not later than 5 yrs	-	40	-	40
Total - Payable	1,400	1,222	1,400	1,222

21. Events Occurring after Balance Date

There were no significant events occurring after balance date.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

22. Financial Risk Disclosures

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 Queensland Investment Corporation (QIC) Limited unlisted unit trust, the QIC long-term Diversified Fund.

Financial Instrument Categories

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

Category	Economic Entity		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial Assets				
Cash and cash equivalents	15,467	21,949	14,490	21,032
Trade Receivables	3,148	2,352	3,148	2,352
Other Finance Assets - QIC long-term Diversified Fund	3,471	3,279	3,471	3,279
	22,086	27,580	21,109	26,663
Financial Liabilities				
Financial liabilities measured at amortised costs:				
Trade Payables	2,625	3,570	2,624	3,570
Total	2,625	3,570	2,624	3,570

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

Financial Risk Management

Risk Exposure

The Board's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and predominantly market risk.

Financial assets held by the Board are used to generate interest and distribution revenue which supplements the Board's operating revenue. While the Board is exposed to elements of credit risk, the predominant exposure is to market risk (interest rate risk and price risk). Fluctuations in market interest rates will have the most significant impact on cash and cash equivalents (QTC 11am account) and fluctuations in prices will have the most significant impact on other financial assets (units in QIC long-term Diversified Fund). Refer below for interest rate and price risk sensitivity analysis. While volatility is expected in the returns on these assets and at times movements in the equity, as the revenue is supplementary income to the Board, fluctuations do not expose the Board to significant risks day to day.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020-21

22. Financial Risk Disclosures (contd)

Financial Risk Management (contd)

Risk Exposure (contd)

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

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

Risk Exposure	Definition	Exposure
Market Risk	<p>The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.</p> <p>Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.</p>	<p>The Board is exposed to interest rate risk through cash deposits in interest-bearing accounts and market rate risk through investments in managed funds. The Board does not undertake any hedging in relation to interest risk. With respect to foreign currency exchange rate risks, the Board is primarily exposed through contracts negotiated in foreign currency such as exhibition hire and transportation fees. Where the amounts are material, the Board may elect to purchase foreign currency through the Queensland Treasury Corporation in order to provide budget certainty and to minimise the impact of adverse exchange rate movements.</p>

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020-21

22. Financial Risk Disclosures (contd)

Financial Risk Management (contd)

Risk Measurement and Management Strategies

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

Risk Exposure	Definition	Exposure
Market Risk	Price risk sensitivity analysis	The Board is exposed to market risk through investments with Queensland Investment Corporation Limited (QIC). The Board is exposed to adverse movements in the level and volatility of the financial markets in respect of these investments. The Board's Investment Policy is reviewed annually to ensure that an appropriate asset allocation exists to give expected returns for given level of risk over time. The Board is exposed to interest rate risk through cash deposited in interest-bearing accounts. The Board does not undertake any hedging in relation to interest risk. Interest returns on investments are managed in accordance with the Board's investment policies.

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 2021 (2020: +/-3%). These fluctuations are based on the current world economic and market climate.

With all other variables held constant, the Board would have a surplus and equity increase/(decrease) of \$104,123 (2020: \$98,378). This is attributable to the Board's exposure to investment returns from units in QIC long-term Diversified Fund.

Interest Rate Sensitivity Analysis

The following interest rate sensitivity analysis is based on a report similar to that which would be provided to management, depicting the outcome to profit and loss if interest rates would change by +/-0.25% (2020: +/- 0.25%) from the year-end rates applicable to the Board's financial assets and liabilities.

With all other variables held constant, the Board would have a surplus and equity increase/(decrease) of \$38,668 (2020: \$54,873). This is mainly attributable to the Board's exposure to variable interest rates on interest-bearing cash deposits.

Fair Value

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

22. Financial Risk Disclosures (contd)

Credit Risk Disclosures

Credit risk management practices

The Board considers its financial assets exhibit low credit risk, and at reporting date are not subject to any allowance for lifetime expected credit losses or impairment. This includes trade receivables where an assessment of the calculated loss allowance is considered immaterial.

The Board's financial assets associated with equity instruments are held solely with the Queensland Investment Corporation (long-term Diversified Fund), an approved low credit risk investment authorised for the Board's use under the *Statutory Bodies Financial Arrangements Act 1982*. The QIC long-term Diversified Fund is a diversified investment exhibiting strong risk adjusted returns over the longer term and is not considered to be an impaired instrument. The Board's financial assets associated with debt instruments (receivables) from other Queensland Government agencies, Australian Government agencies and some long-term contracted industry partners are recognised as low credit risk asset with no loss allowance applied.

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

23. Budgetary Reporting Disclosures

Explanations of Major Variances - Comprehensive Income

Items	Actual	Original Budget	Budget Variance	Notes
Income from Continuing Operations				
User charges and fees	7,041	3,771	3,270	Original budget assumed severe COVID impact to operations with better result achieved due to higher than budget attendance to exhibitions and events, such as Sea Monsters and Wonders of the World which was not originally budgeted.
Grants and other contributions	38,147	42,467	(4,320)	Lower than budgeted level of donated assets achieved, timing difference in specific purpose revenue recognition and original budget included other grants revenue, which did not eventuate.
Other revenue	7,409	338	7,071	Services received from Arts Queensland below fair value and recoveries from insurance for property damages were not originally budgeted for. There was also higher than budgeted investment income achieved.
Gains on Asset Disposal/Unrealised Gain on QIC Investment	261	190	71	
Total Income from Continuing Operations	52,858	46,766	6,092	
Expenses from Continuing Operations				
Employee expenses	27,479	28,278	799	
Supplies and services	18,799	19,256	457	
Depreciation and amortisation	4,982	4,748	(234)	
Other expenses	4,054	577	(3,477)	Services supplied below fair value to Arts Queensland associated with the Board occupying spaces at the Cultural Precinct were not originally budgeted for, which offsets favourable variance recorded against Other revenue.
Total Expenses from Continuing Operations	55,314	52,859	(2,455)	
Operating Result from Continuing Operations	(2,456)	(6,093)	3,637	
Other Comprehensive Income				
Increase/(decrease) in asset revaluation surplus	76,490	-	76,490	Increment from comprehensive revaluation of land and building as well as indexation of cultural and heritage assets.
Total Comprehensive Income	74,034	(6,093)	80,127	

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

24. Key Management Personnel (KMP) Disclosures

Details of Key Management Personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2019–20 and 2020–21. 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	Accountable to the Minister for the Board's performance, in a proper, effective and efficient way; responsible for the board's management, ensuring, as far as possible, the board achieves, and acts in accordance with, 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.
Director, Public Engagement	The Director, Public Engagement is responsible for the provision of experienced strategic and operational leadership and management of public programs across the Queensland Museum Network.
Director, Collections and Research	The Director, Collections and Research is responsible for the provision of experienced strategic and operational leadership and management of collections, research and learning across the Queensland Museum Network.
Chief Operating Officer	The Chief Operating Officer is responsible for leading and delivering quality corporate and support services that underpin and contribute to the successful operations of the Queensland Museum Network.
Chief Finance Officer	The Chief Financial Officer is responsible for providing strategic and operational leadership in financial, contractual and insurance matters and for advising the Board of the Queensland Museum through the Chief Executive Officer and Executive Leadership Team.

Remuneration Policies

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

For the 2020–21 year, remuneration of key executive management personnel has not increased in accordance with government policy.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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

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.

KMP Remuneration Expense

1 July 2020–30 June 2021

	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	288	6	7	36	-	336
Director, Public Engagement	201	7	5	22	-	234
Director, Collections and Research	211	-	5	22	-	238
Chief Operating Officer	199	4	5	21	-	228
Chief Finance Officer	140	3	3	15	-	162
Total	1,039	19	24	116	-	1,198

1 July 2019–30 June 2020

	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	295	6	7	37	-	345
Director, Public Engagement	207	6	5	22	-	240
Director, Collections and Research	191	2	5	32	-	230
Chief Operating Officer	217	5	5	24	-	251
Chief Finance Officer	200	4	5	22	-	231
Total	1,110	23	27	137	-	1,297

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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

Members of the Board Committees remuneration was as follows:					
Name	Members From	Members To	Position	2021 \$	2020 \$
McNarn, M		31/05/2020	Member		8,757
Williams, D		31/05/2020	Member	121	8,952
Sheil, M	1/08/2019		Chair	20,000	18,218
Ginn, G	1/06/2020		Member	7,000	8,650
Taylor, C	1/06/2020		Member	7,621	8,800
Griffiths, J	1/08/2019		Member	8,800	6,526
Harch, B	1/08/2019		Member	8,800	6,526
Hill, V	1/08/2019		Member	7,000	6,376
Parker, J	1/06/2020		Member	9,500	4,642
Van Issum, H	1/06/2020		Member	9,324	588
Thompson, J	CEO appointed 13/12/18		Board ex-officio		
Total remuneration paid to all members :				78,166	78,036

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

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

25. Related Party Transactions

Transactions with people/entities related to KMP

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

Transactions with other Queensland Government controlled entities

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

- Grants and Other Contributions (Note 5)
- Supplies and Services (Note 8)
- Other Expenses (Note 10)

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

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 2020–21.

Accounting Standards Early Adopted for 2020–21

No Australian Accounting Standards have been early adopted for 2020–21.

Accounting Standards Applied for the First Time

No Australian Accounting Standards applied for the first time had any material impact on the 2020–21 financial statements.

29. Climate Risk Disclosure

The Board has not identified any material climate related risks relevant to the financial statements at the reporting date, however constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.

30. COVID–19 Impact Disclosure

COVID–19 continues to impact the Board's operations during the year. With the three lockdowns in January, March and June, the Board experienced lower than expected visitations to a range of programs and events such as Day out with Thomas. The following significant quantifiable impacts were identified by the Board due to the continuation of the COVID–19 pandemic.

Significant revenue and expense items arising from COVID 19

	2021	2020
	\$'000	\$'000
• Refund received for payroll taxes	-	245
• Revenue loss due to event cancellations	(209)	(324)
• Revenue loss due to closure (net of cost savings)	(890)	(1,137)
	<u>(1,099)</u>	<u>(1,216)</u>

In addition to the above items, the Board has also given rental relief due to COVID–19, amount to \$0.308m (2019–20: \$0.148m).

The Board has also been exploring strategies to minimise the impacts and is scheduled to receive \$1.099m insurance recoveries for business interruptions (2019–20: \$1.461m). The Board will continue to monitor any lingering impacts into the new financial year.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2020–21

31. Trust Transactions and Balances

Trust

Harry West Memorial Fund

Audit Arrangements

Auditor-General of Queensland

The Board is the Trustee of 'The Harry West Memorial Fund' (the Fund), a testamentary trust established in accordance with the last will and testament of the late Henry (Harry) Thomas West. During the 2020–21 year the Fund's assets were invested in the Queensland Investment Corporation's (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 \$339,043 (2019–2020 - \$62,936).

Financial results of the Harry West Memorial Fund

	2021	2020
	\$'000	\$'000
Income	339	63
Expenses	339	63
Net Surplus	-	-
Assets	3,354	2,885
Liabilities	(312)	(11)
Net assets	3,042	2,874

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 2021 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: 25/08/2021



Dr. Jim Thompson
Chief Executive Officer
Queensland Museum Network

Date: 25/08/2021



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 2021, 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 2021, 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 summaries of significant accounting policies and other explanatory 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.



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, but not for expressing an opinion on the effectiveness of the parent's and group's internal control.
- Evaluate the appropriateness of accounting policies 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.

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.



Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

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

Prescribed requirements scope

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

A handwritten signature in blue ink, appearing to read "C. Dougherty".

Carolyn Dougherty
as delegate of the Auditor-General

26 August 2021

Queensland Audit Office
Brisbane

GLOSSARY

Abbreviation/ acronym	Meaning
ABRS	Australian Biological Research Services
ARC	Australian Research Council
CAA	Corporate Administration Agency
C+C	Cobb+Co Museum, Toowoomba
FARMC	Finance, Audit and Risk Management Committee, a subcommittee of the Board of the Queensland Museum
Foundation	The Trustee for the Queensland Museum Foundation Trust, a charitable body founded by the Board in 2003 to coordinate fundraising and development opportunities for QMN.
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.
Hendra	Queensland Museum Collections, Research and Loans Centre, Hendra
HR	Human resources
Honorary	Individuals engaged on an honorary (unpaid) basis to conduct activities (traditionally taxonomic research) to further the object and guiding principles of the Act.
MDO	Museum Development Officer
MTQ	Museum of Tropical Queensland, Townsville
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.
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
RAP	Reconciliation Action Plan
State Collection	The cultural objects, natural history specimens and geological treasures cared for by QMN.
STEM	The disciplines science, technology, engineering and maths
The Act	<i>Queensland Museum Act 1970</i>
TWRM	The Workshops Rail Museum
WHS	Workplace Health and Safety
WSFB	World Science Festival Brisbane
WSFQ	World Science Festival Queensland

COMPLIANCE CHECKLIST

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Inside front cover
Accessibility	Table of contents Glossary	ARRs – section 9.1	ii, 85
	Public availability	ARRs – section 9.2	107
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	107
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	107
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	107
General information	Introductory Information	ARRs – section 10	2
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	10
	Agency objectives and performance indicators	ARRs – section 11.2	11, 12-13
	Agency service areas and service standards	ARRs – section 11.3	12-13
Financial performance	Summary of financial performance	ARRs – section 12.1	38
Governance – management and structure	Organisational structure	ARRs – section 13.1	24
	Executive management	ARRs – section 13.2	32
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	25
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	37
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	37
	Queensland public service values	ARRs – section 13.6	37
Governance – risk management and accountability	Risk management	ARRs – section 14.1	34
	Audit committee	ARRs – section 14.2	28
	Internal audit	ARRs – section 14.3	34
	External scrutiny	ARRs – section 14.4	34
	Information systems and recordkeeping	ARRs – section 14.5	35
	Information Security attestation	ARRs – section 14.6	35
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	36
	Early retirement, redundancy and retrenchment	<i>Directive No.04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	36
Open Data	Statement advising publication of information	ARRs – section 16	37
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	81
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	82-84

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

APPENDICES

Appendix A: Grants

Current 2020-2021

Project Title	Description	Research Leader and awardee	Partners and stakeholders	Grant From	Total value	Term
Taxonomic significance of extensive cryptic lineage diversity within 2 “species” of <i>Lerista</i> .	<i>Lerista</i> , the second most speciose genus of Australian skinks. Molecular analyses indicate several Queensland centres of diversity with divergent genetic lineages in two species groups. This project investigates taxonomic significance of lineages, focusing on the description of up to 10 new species, in some of Queensland’s threatened and heritage listed bioregions to determine conservation priorities of any potentially threatened species.	Dr Jessica Worthington Wilmer, QMN	ABRS, QMN (Project DIG)	ABRS	\$30,000	2020-23
Phylogeography of rare legless lizards across the Brigalow Belt	Conservation of rare lizards in central Queensland	Dr Paul Oliver, QMN	Department of Environment and Science (DES), Griffith University, QMN (Project DIG)	DES	\$15,000	2020-21
Macroecology of reptiles and frogs over latitudinal and temporal gradients	Evolution, diversity and development of tooth sexual dimorphism in dragon lizards (QMN21/233)	Dr Scott Hocknull, QMN	ARC, Monash University, Melbourne University, Museum Victoria, QMN	ARC and Monash University	\$105,960	2020-21
Spiders of Australia Lucid Key 2nd edition	Australian Biological Resources Study (ABRS), Update the Spiders of Australia Lucid Key (first published in 2002).	Dr Robert Raven and Dr Jennifer Beard, QMN	Lucid, ABRS, CSIRO Publishing, QMN	Department of Environment and Energy, ABRS	\$110,000	2020-22
Title	Conservation systematics of Australian open-holed trapdoor spiders of the Teyl-complex (Mygalomorphae: Nemesiidae: Anamini)	Dr Michael Rix, QMN	ABRS, Western Australian Museum, QMN	Department of Environment and Energy, ABRS	\$285,000	2018-21
Spider mite project - WA	Taxonomic research on an emerging spider mite pest in avocado in southern Western Australia	Dr Jennifer Beard, QMN	Horticulture Innovation Australia Limited, QMN	Western Australian Agricultural Authority, Department of Primary Industries and Regional Development, Horticulture Innovation Australia Limited	\$77,971	2019-21

Appendix A: Grants (cont)

Current 2020-2021

Project Title	Description	Research Leader and awardee	Partners and stakeholders	Grant From	Total value	Term
ARC Centre of Excellence for Australian Biodiversity and Heritage (CABAH)	Transdisciplinary research collaboration that will unlock environmental and human history of Australia, Papua New Guinea and eastern Indonesia.	Awarded to Professor Richard Roberts, University of Wollongong. QMN Partner Investigators: Dr Geraldine Mate and Dr Brit Asmussen.	QMN and 19 other university and industry partners.	ARC Centre of Excellence	\$33.75 million	2017-24
How Meston's 'Wild Australia' shaped Australian Aboriginal History LP160100415	To produce an authoritative and original interpretation of the Show situating it within local, national and transnational narratives.	Awarded to Professor Paul Memmott, The University of Queensland QMN Partner Investigator: Chantal Knowles	The University of Queensland, QMN, The Australian National University, Museum Victoria, State Library of New South Wales.	ARC Linkage	\$350,000	2018-21
Sugarbags and shellfish: InProject DGenous foodways in colonial Cape York Peninsula LP170100050	"Sugarbags and Shellfish" investigates the emergence and negotiation of new structures of power within the context of intercultural entanglements between InProject DGenous people and settler-colonists between 1865 and 1939 in Cape York Peninsula.	Awarded to Dr Michael Morrison – Flinders University QMN Partner Investigator: Dr Brit Asmussen	Flinders University, Macquarie University, Queensland Museum Network, Napranum Aboriginal Shire Council, Chuulangan Aboriginal Corporation and Western Cape Communities Trust	ARC Linkage	\$301,254	2018-20
Archaeology, collections and Australian South Sea Islander lived identities LP170100048	This project integrates archaeology, museology and cultural landscapes research to weave together histories of Australian South Sea Islander lives and communities, in order to raise awareness about Australian South Sea Islander pasts in Queensland Society	Awarded to Dr James Flexner –University of Sydney QMN Partner Investigators: Dr Geraldine Mate, Ms Imelda Miller	University of Sydney, The University of Queensland, QMN, Federation University, Mackay and District Australian South Sea Islander Association, the Rockhampton Australian South Sea Islander Community, and Australian South Sea Islander communities in Joskeleigh and Ayr	ARC Linkage	\$445,313	2019-21

Project Title	Description	Research Leader and awardee	Partners and stakeholders	Grant From	Total value	Term
SEACHANGE Quantifying the impact of major cultural transitions on marine ecosystem functioning and biodiversity	In SEACHANGE, we propose a structured and systematic approach to the reconstruction of marine ecosystem baselines to quantify the impact of anthropogenic cultural transitions on marine biodiversity and ecosystem functioning.	Dr Brit Asmussen, QMN	University of York, Johannes Gutenberg-University, Kobenhaven University	ERC Synergy Grant	€ 11 Million	2020-26
Burnett River Rock Engravings	Repatriation of the Burnett River Rock Engravings from various locations to Bundaberg. Work plan undertakes a repatriation of additional blocks to Bundaberg, to be temporarily housed in a Burnett Mary Regional Group (BMRG) leased shed in Bundaberg and to continue stakeholder discussions and conservation treatments.	Dr Brit Asmussen, Mr Nick Hadnutt and Ms Cathy ter Bogt, QMN	Port Curtis Coral Coast, Bundaberg Regional Council, Burnett Mary Resource Group, Griffith University and QMN.	InProject DIGenous Repatriation Program	\$100,000 annually	2014-ongoing
Cretaceous Marine Reptiles	This project aims to collect new material and data to add context to the marine reptile fauna of Cretaceous Australia.	Dr Espen Knutsen, QMN	QMN, Australian Synchrotron, James Cook University and Traditional Owners	Australian Synchrotron	\$58,000	2020-23
Fugitive Traces: Reconstructing Yulluna experiences of the frontier - SR200200157	This project provides opportunities to record and share InProject DIGenous perspectives on Queensland's frontier conflict, by working with a family which (uniquely) has both Native Mounted Police (NMP) family members as well as family massacred by NMP.	Wallis L, Burke H, Griffiths B, Hadnutt N, Jackson T, Wall V.	Griffith University, Flinders University, Deakin University, QMN and All Hallows School	ARC Special Research Initiative for Australian Society, History and Culture	\$625,729	2021-24

Appendix A: Grants (cont)

Applied for 2020-2021

Project Title	Grant Scheme	Partner Organisations	Total sought	Outcome
Fugitive Traces: Reconstructing Yulluna experiences of the frontier	ARC	Griffith University, Flinders University, Deakin University, QMN and All Hallows School	\$625,729	Successful
Macroecology of reptiles and frogs over latitudinal and temporal gradients	ARC	Monash University	\$43,180	Awaiting
Evolution, diversity and development of tooth sexual dimorphism in dragon lizards	ARC Centre of Excellence	Monash University	\$55,184	Awaiting
Leveraging museum collections to refine post-fire management priorities	ARC Linkage	Griffith University	\$243,187	Awaiting
Phytoseiidae of Australia: an unexplored natural resource	ABRS Research Grant	Bugs for Bugs; Biological Services; United States Department of Agriculture; Canadian National Collection	\$270,000	Unsuccessful
Shipwrecks of Australia's making	ARC Special Research Initiatives Linkage	Flinders University	\$20,000	Unsuccessful
Conservation systematics and rapid taxonomy of Australia's most diverse genus of trapdoor spiders (Mygalomorphae: Anamidae: Aname)	ABRS Research Grant	ABRS, QMN, Biological Environmental Survey (WA)	\$300,000	Unsuccessful
Systematics of the keystone coral genus Acropora in the northern Australian biogeographic transition zone	ABRS Research Grant	ABRS, QMN, JCU	\$180,000	Unsuccessful

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Appendix B: Publications

Peer-reviewed

- Allsopp, P.G.** 2020. Clarification of the status of the types of Australian Melolonthini (Coleoptera: Scarabaeidae: Melolonthinae) described before 1950. *Zootaxa* 4885 (5):451–486. <https://doi.org/10.11646/zootaxa.4885.4.1>
- Allsopp, P.G.** 2020. Australian Melolonthini (Coleoptera: Scarabaeidae: Melolonthinae): a second species of *Hypolepida* Britton, 1978. *Zootaxa* 4742 (3): 595–600. <https://doi.org/10.11646/zootaxa.4742.3.13>
- Allsopp, P.G.** 2021. The Australian endemic genera *Mesystoechus* Waterhouse, 1878, *Amblochilus* Blanchard, 1851, and *Bilobatus* Machatschke, 1970 revisited (Coleoptera: Scarabaeidae: Rutelinae: Anoplognathini). *Zootaxa* 4965 (2): 363–374. <https://doi.org/10.11646/zootaxa.4965.2.9>
- Allsopp, P.G.** & Hutchinson, P.M. 2020. *Niuailan*, a new genus to accommodate *Carneoryctes petersenii* (Endrödi, 1967) (Coleoptera: Scarabaeidae: Dynastinae: Pentodontini) from New Ireland, Papua New Guinea. *Zootaxa* 4860 (1): 135–145. <https://doi.org/10.11646/zootaxa.4860.1.8>
- Bernstein J.M., Jackman T.R., **Sadlier R.A.**, Wang Y. & Bauer A.M., 2021. A novel dataset to identify the endemic herpetofauna of the New Caledonian hotspot with DNA barcodes. *Pacific Conservation Biology*. <https://doi.org/10.1071/PC20055>
- Bernstein J.M., Jackman T.R., **Sadlier R.A.**, Wang Y. & Bauer A.M., 2021. A novel dataset to identify the endemic herpetofauna of the New Caledonian hotspot with DNA barcodes. *Pacific Conservation Biology*. <https://doi.org/10.1071/PC20055>
- Berta, A. & **Turner, S.** 2020. *Rebels, Scholars and Explorers: Women in Vertebrate Paleontology*. Johns Hopkins University Press
- Bird, M.I., S.A. Crabtree, J. Haig, **S. Ulm** and C.M. Wurster 2021 A global carbon and nitrogen isotope perspective on modern and ancient human diet. *Proceedings of the National Academy of Sciences of the United States of America* 118(19):e2024642118. <https://doi.org/10.1073/pnas.2024642118>
- Blaauwen, J. L. Den, Newman, M. J. & **Burrow, C. J.** 2019 A new cheiracanthid acanthodian from the Middle Devonian (Givetian) Orcadian Basin of Scotland and its biostratigraphic and biogeographical significance. *Scottish Journal of Geology* 55, (2), p. 166–177.
- Bolitho, L.J., Rowley, J.J.L., **Hines, H.B.** & Newell, D. 2021. Occupancy modelling reveals a highly restricted and fragmented distribution in a threatened montane frog (*Philoria kundagungan*) in subtropical Australian rainforests. *Australian Journal of Zoology* 67:231–240
- Bongaerts, P., ...**Muir, P. R.**, ... 2021. Morphological stasis masks ecologically divergent coral species on tropical reefs. *Current Biology*. <https://doi.org/10.1016/j.cub.2021.03.028>
- Bonito, V.E., Baird, A.H., **Bridge, T.**, **Cowman, P.F.**, Fenner, D. 2021. Types, topotypes and vouchers are the key to progress in coral taxonomy: Comment on Wepfer *et al.* (2020). *Mol Phylogenet Evol* 159:107104; <https://doi.org/10.1016/j.ympev.2021.107104>
- Bouyoucos, I.A., **Watson, S.-A.**, Planes, S., Simpfendorfer, C.A., Schwieterman, G.D., Whitney, N.M. & Rummer, J.L. 2020. The power struggle: assessing interacting global change stressors via experimental studies on sharks. *Scientific Reports*, 10, 19887. <https://doi.org/10.1038/s41598-020-76966-7>
- Bradshaw, C.J.A., K. Norman, **S. Ulm**, A.N. Williams, C. Clarkson, J. Chadœuf, S.C. Lin, Z. Jacobs, R.G. Roberts, M.I. Bird, L.S. Weyrich, S.G. Haberle, S. O'Connor, B. Llamas, T.J. Cohen, T. Friedrich, P. Veth, M. Leavesley and F. Saltré 2021 Stochastic models support rapid peopling of Late Pleistocene Sahul. *Nature Communications* 12:2440. <https://doi.org/10.1038/s41467-021-21551-3> (Accepted 3 February 2021).
- Bridge TCL**, Huang Z, Przeslawski R, Tran M, Siwabessy J, Picard K, Reside AE, Logan M, Nichol S, Caley MJ 2020. Transferable, predictive models of benthic communities informs marine spatial planning in a remote and data-poor region. *Conservation Science and Practice*. <https://doi.org/10.1111/csp2.251>
- Bruce, N.L.** & Hughes, L.E. 2020. A new species of *Neocirolana* Hale, 1925 (Isopoda: Crustacea: Cirolanidae) collected during the Royal Society Expedition to Aldabra 1967–69, western Indian Ocean. *Journal of Natural History*. 54(21–22): 1395–1407
- Buddawong, T., Asuvapongpatana, S. Suwannasing, C., Hubuddha, V., Sukonset, C., Sombutkayasith, C., **McDougall, C.**, Weerachatanukul, W. 2021. *Calcineurin subunit B* is involved in shell regeneration in *Halotis diversicolor*. *PeerJ* 9:e10662 <https://doi.org/10.7717/peerj.10662>
- Burrow, C.**, den Blaauwen, J. & Newman, M. 2020. A redescription of the three longest known species of the acanthodian *Cheiracanthus* from the Middle Devonian of Scotland. *Palaeontologia Electronica* 23(1): a15, 1–43. <https://doi.org/10.26879/1035>
- Burrow, C.J.**, Newman, M.J. & den Blaauwen, J.L. 2020. First evidence of a functional spiracle in stem chondrichthyan acanthodians, with the oldest known elastic cartilage. *Journal of Anatomy* 236 (6): 1154–1159. <https://doi.org/10.1111/joa.13170>
- Burrow, C.J.**, Newman, M.J. & den Blaauwen, J.L. 2020. Cheiracanthid acanthodians from the lower fossil fish bearing horizons (Eifelian, Middle Devonian) of the Orcadian Basin, Scotland Scottish. *Journal of Geology* 14 p. <https://doi.org/10.1144/sjg2020-006>
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Appendix B: Publications (cont)

Popular publications

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- Asmussen, B.** “Held within eternal wrappings Animal mummies in the Queensland Museum Collection” Queensland Museum Network Blog (Blog), Queensland Museum, July 2020 <https://blog.qm.qld.gov.au/2020/07/14/held-within-eternal-wrappings-animal-mummies-in-the-queensland-museum-collection/>
- Asmussen, B.** “Ancient Egyptian Bread and Beer for World Bread Day” Queensland Museum Network Blog (Blog), Queensland Museum, October 2020. <https://blog.qm.qld.gov.au/2020/10/15/ancient-egyptian-bread-and-beer-for-world-bread-day/>
- Asmussen, B.** “Objects of War: The First World War Antiquities Project” Queensland Museum Network Blog (Blog), Queensland Museum, May 2021. <https://blog.qm.qld.gov.au/2021/05/18/objects-of-war-the-first-world-war-antiquities-project/>
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- Burton C,** “War Brides” Queensland Museum Network Blog (Blog), Queensland Museum, April 2021 <https://blog.qm.qld.gov.au/2021/04/23/war-brides/>
- Burton C,** “A Wedding Anniversary on Christmas Eve!” Queensland Museum Network Blog (Blog), Queensland Museum, December 2020 <https://blog.qm.qld.gov.au/2020/12/11/christmas-eve-wedding-anniversary/>
- Burton C,** “I Do: More than a Dress” Queensland Museum Network Blog (Blog), Queensland Museum, February 2021 <https://blog.qm.qld.gov.au/2021/02/04/i-do-more-than-a-dress/>
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- Couper, P. & Amey, A.** (2020) Snakes of Tropical North Queensland: *A Queensland Museum Guide* (Queensland Museum: Brisbane) 86 pp
- Couper, P., Covacevich, J., Janetzki, H., McDonald, K. & Amey, A.** 2020. Lizards In, Mitchell, B. ed. (2nd edition). *Wildlife of Tropical North Queensland* (Queensland Museum) pp. 209-239.
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Appendix B: Publications (cont)

Abstracts, Posters, Technical Reports

- Davie, P.J.F.** 2021. *Summary of available information on the Spear Lobsters (*Linuparus* species) in Australian Waters, with regard to a risk assessment of the *Linuparus* by-catch fishery in the Northern Prawn Fishery*. Report prepared for the Australian Fisheries Management Authority, Canberra ACT Australia. 13 pp.
- Donaldson, J & **Asmussen, B.**, McWilliams, J Antiquities from the First World War in Queensland Collections. *Paper presented at the Mediterranean Archaeology Australasian Research Community (MAARC)*, Online, 28 January 2021
- McAllister, M.** 2021. *Mystery Shipwrecks of Kenn Reef*. Paper presented at 2021 Society for Historical Archaeology Conference, January 2021.
- Mate, G.** and S. Ulm 2020. *Australian Archaeology in Profile: Views of learning and teaching*. Paper presented at Voices from Isolation: Australian Archaeological Association Virtual Conference, December 2020.
- Mate, G.** 2020. *Communities and the legacy of an exhibition*. Paper presented at the 2020 Small Museums and Galleries Conference, Redland, October 2020.
- McDougall C,** & Walker S, 2021. *Assessing natural resources in the Noosa Biosphere to restore a functional estuary*. Australian Rivers Institute, Griffith University, Brisbane. <https://noosabiosphere.org.au/portfolio/native-oyster-diversity/>
- McDougall, C.** 2020. *Reinvigorating the Queensland Oyster Industry*, Final Report to the Fisheries Research and Development Corporation, Griffith University, Brisbane, Queensland. ISBN 978-1-922361-05-9. <https://frdc.com.au/project/2018-118>

Appendix C: Exhibitions

IRIDESCENT

3 August 2019–13 September 2020
C+C | Free with entry, non-ticketed

19 September–30 November 2020
TWRM | Free with entry, non-ticketed

9 May–30 November 2021
MTQ | Free with entry, non-ticketed

Nacre, or ‘mother-of-pearl’, is the iridescent lining found on the inner shell of many molluscs including pearl oysters, several marine snails and some cephalopods such as the nautilus species. As a commodity, nacre has been collected, used, traded and sold across land and sea for millennia. It is a highly-prized commodity in many cultures and is used in items to embellish, decorate, signify power, pay tribute or confer protection. *Iridescent* showcases specimens and objects from the State Collection that illustrate the diverse and imaginative ways that humans have shaped and used this iridescent substance.

Iridescent is a travelling exhibition curated and presented by QMN.

SCIENCE ON THE MOVE

7 December 2019–5 October 2020
C+C | Free with entry, non-ticketed

Enjoy, discover and explore principles of light, music and sound, human biology and health, force and motion, ecology and the environment, electricity and magnetism, human population and genetics. *Science on the Move*'s intriguing exhibit investigations will engage your mind and body. Turn yourself into a battery, crank up a tornado in a bottle, escape from handcuffs, predict the outcome of chaos, build a food chain, measure your fitness and much, much more.

Science on the Move is a travelling exhibition from Questacon – The National Science and Technology Centre, Canberra.

THREADS

22 June 2020 - 21 February 2021
QM | Free, non-ticketed

Threads showcases a stunning collection of fashion and art from Aboriginal Quandamooka artist Elisa Jane Carmichael. It features six hand woven sculptural dresses and artwork *Weaving: past, present, future* to highlight Elisa Jane's connection to country and personal journey to insert Aboriginal narratives into Australia's fashion history. In this exhibition, Elisa demonstrates how her arts practice creates threads that gives us a pathway to creating awareness about the depth of First Nation's Peoples textile making in Australia and symbolic of interwoven, intergenerational knowledge.

Threads is a temporary exhibition curated and presented by Queensland Museum Network, featuring artwork by Elisa Jane Carmichael.

MIGHT AND MUSCLE

Opened 7 August 2021
TWRM | Free with entry, non-ticketed

More than 7,000 kilometres of railway connects people and places across Queensland. The tracks we travel trace their origins back to the state's first railway builders, who built new paths armed only with picks, shovels and determination.

Might and Muscle demonstrates how Queensland's extensive road and rail infrastructure have been constructed, maintained and rebuilt over decades by the muscle of human labour and the might of large and powerful machines including the Marshall Steam Roller, Mason Rock Crusher and Beyer Garratt No. 1009 the largest locomotive ever operated by Queensland Rail.

Might and Muscle is a permanent exhibition curated and presented by QMN with support from the Estate of the Late Mrs Vera Thiess.

OMNIPRESENCE

10 August–5 October 2021
QM | Free, non-ticketed

Omnipresence is an audio visual ‘mise en abyme’ that highlights technology's ability to curate our digital persona. Visitors move around a digital infinity mirror that endlessly multiplies their reflection using video feedback. Movement is recorded, distorted and projected in real time. By playing with perceptions of time, *Omnipresence* reflects an era where self-identity is blurred by our virtual reflections.

Omnipresence is a temporary installation created by Mauricio and Daniel Iregui.

WILDLIFE

17 August 2020–31 October 2020, 2 December 2020–18 July 2021
QM | Free, non-ticketed

Queensland is home to an astonishing variety of wild creatures that share our backyards, parks, bushland and waterways. From brilliantly coloured butterflies and birds to sun-loving lizards and tiny marsupial mice, or native animals are impossible to avoid.

Wildlife is a photographic exhibition showcasing the beauty and diversity of Queensland's wildlife, as captured in QMN's best-selling wild guides *Wildlife of Greater Brisbane* and *Wildlife of Tropical North Queensland*.

Wildlife is a temporary exhibition curated and presented by QMN.

FINCH

4 September–6 October 2020
QM | Free, non-ticketed

In homage to Brisbane Festival's *Messengers of Brisbane* installation of inflatable birds, fly into QM to take in the vibrancy and colours of a charm of 20 live Gouldian Finches *Erythrura gouldiae* nested in a specially designed aviary alongside display of *The Birds of Australia* (1840–48) the first comprehensive illustrated account of Australian birds. This seven-volume work by acclaimed ornithologist John Gould (1804–1881) showcases some of the first sketches and descriptions of the Gouldian finch and explains why he named this stunningly beautiful bird in honour of his wife Elizabeth.

Finch was a temporary exhibition curated and presented by QMN as part of Brisbane Festival.

I DO! WEDDING STORIES FROM QUEENSLAND

18 September 2020–21 February 2021
QM | Paid, ticketed

Spanning more than 180 years of wedding traditions, *I Do! Wedding Stories from Queensland* explores how some traditions have remained the same, how others have changed and how the union of two people in marriage has looked different depending on cultural backgrounds, economic conditions, location and legislation. This stunning exhibition features 43 wedding ensembles from the State Collection, generous loans of personal items from Queenslanders and commissioned artwork, plus a range of letters, accessories, photographs and videos.

I Do! Wedding stories from Queensland is a temporary exhibition curated and presented by QMN with support from Hitachi.

SPLIT, SAWN AND SHAPED

25 September 2020–30 June 2021
C+C | Free with entry, non-ticketed

The display demonstrates the challenge involved in making a wooden wheel using only traditional hand tools.

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.

CODE BREAKERS: WOMEN IN GAMES

24 October 2020–2 May 2021
TWRM | Free with entry, non-ticketed

8 May–8 August 2021
C+C | Free with entry, non-ticketed

Plug into the world of gaming. Featuring 14 games written and designed by Australian and New Zealand women *Code Breakers: Women in Games*, celebrates the emerging role of women in video game development, and

Code Breakers: Women in Games is a travelling exhibition from the Australian Centre for the Moving Image (ACMI).

ANCIENT ROME: THE EMPIRE THAT SHAPED THE WORLD

31 October 2020–18 April 2021
C+C | Free with entry, non-ticketed

15 May–7 November 2021
MTQ | Free with entry, non-ticketed

Journey in back in time and discover the legacy of the mighty Roman Empire in the nationally touring exhibition *Ancient Rome: The Empire that Shaped the World*. The exhibition highlights one of the most powerful civilisations in the history of humankind by showcasing replica art, machines and technology from the famous era. *Ancient Rome: The Empire that Shaped the World* is made up of over 50 displays including frescoes, catapults, armour, busts and weapons all reconstructed from ancient Roman records

Ancient Rome: The Empire that Shaped the World is a touring exhibition from Artisans of Florence.

SEA MONSTERS: PREHISTORIC OCEAN PREDATORS

20 November 2020–3 May 2021
QM | Paid, ticketed

While dinosaurs may have ruled the land, giant marine reptiles hunted the depths of the sea. *Sea Monsters: Prehistoric Ocean Predators* brings together real fossils from millions of years ago and gigantic replicas including a 13-metre long Elasmosaur and nine-metre long Prognathodon, alongside hands-on interactives, including a 180-degree immersive video that puts you right inside the action.

Sea Monsters: Prehistoric Ocean Predators is an Australian National Maritime Museum touring exhibition developed with QMN and presented at QM with support from BHP as part of Project DIG.

CRIKEY! MAGAZINE PHOTOGRAPHY COMPETITION

29 October-1 December 2020
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 from Australia Zoo.

HOORAY FOR HORNBY

2 December 2020- June 2021
TWRM | Free with entry, non-ticketed

A celebration of the 100th anniversary of Hornby toy trains showcases a delightful selection of tin plate toy trains and accessories donated by local collector and model railway business owner Clive McTaggart.

TOOWOOMBA FLOODS 2011...REFLECTIONS

10 January-7 February 2021
C+C | Free with entry, non-ticketed

Toowoomba Floods 2011...Reflections commemorated the 10th anniversary of the floods that devastated Toowoomba on 10 January 2011. The sequel to the 2012 exhibition *Toowoomba Never Floods*, this new digital display showcased the memories from one decade ago, allowing visitors to reflect on this significant event.

Toowoomba Never Floods was a temporary exhibition curated and presented by Queensland Museum Network.

HOW CITIES WORK

29 February 2020-5 October 2021
TWRM | Free with entry, non-ticketed

This spectacular exhibition has been developed in collaboration with illustrator and city fanatic James Gulliver Hancock, and is adapted from the bestselling book *How Cities Work* from Lonely Planet Kids. Explore the city inside and out, top to bottom in a whole new way! From sewers to skyscrapers, this interactive exhibition reveals the secret workings of the city. Peek inside buildings, duck underground, and explore the streets to find out what's going on above your head and beneath your feet. See and hear the city come to life with interactive animations, bustling sounds and something new to uncover on every street corner.

How Cities Work is a travelling exhibition from Sydney Living Museums.

CREATIVE CLIMATE CHANGERS

24-28 March 2021
QM | Free, non-ticketed

Creative Climate Changers brings together three female artists from diverse backgrounds, each with a distinctive and important story to tell. It is their creative response to the impacts of climate change—it is insightful, personal and diverse.

Through conceptual art, installation art and contemporary opera this exhibition aims to encourage diverse and new narratives – highlighting action on climate change can take different forms. Be touched by the empathy and resilience in a bushfire effected community through an opera in development with Soprano Jenna Robertson. Go on country with conceptual artist Libby Harward, as she explores the connections between water systems and the survival of First Nations Cultures. Imagine what the future may hold in a rapidly warming world with emerging artist Martina Clarke and her art installation which experiments with micro-climates.

Creative Climate Changers was curated exclusively for WSFB 2021.

LEN AND GLADYS

9 April-20 June 2021
QM | Free, non-ticketed

Len and Gladys commemorated the service of Len Walters as the only known Aboriginal fighter pilot from World War 2, and the lesser-known story of his wife Gladys' contribution as a Women's National Emergency League driver for the United States Army.

Len and Gladys was a temporary exhibition curated and presented by QMN.

REGISTERED, PERSECUTED, ANNIHILATED: THE SICK AND DISABLED UNDER NATIONAL SOCIALISM

30 April -9 May 2021
QM | Free, non-ticketed

More than 400,000 people living with psychiatric illnesses, intellectual and physical disabilities were forcibly sterilised and more than 200,000 were murdered in Germany and occupied territories between 1933 and 1945.

This exhibition focuses on the question of the value of life. It considers the intellectual and institutional preconditions of the Holocaust, provides examples of victims, perpetrators, accomplices and opponents, and outlines what has happened since this time in our history.

Registered, persecuted, annihilated: The Sick and Disabled under National Socialism is a travelling exhibition developed by the German Association for Psychiatry, Psychotherapy and Psychosomatics in cooperation with the Foundation Memorial to the Murdered Jews of Europe and the Topography of Terror Foundation.

ANTIQUITIES REVEALED

8 May 2020–31 October 2021
MTQ | Free with entry, non-ticketed

Featuring 150 objects from the State Collection including painted pottery from Greece and Cyprus, oil lamps from Rome, fragments of mosaic pavement from Pompeii and amulets from Egypt, *Antiquities Revealed* provides insights into daily life, personal dress, technology and beliefs of ancient civilisations.

Antiquities Revealed is a temporary exhibition curated and presented by QMN.

BRICKMAN® WONDERS OF THE WORLD

18 June–4 October 2021
QM | Paid, ticketed

Brickman® Wonders of the World allows visitors to explore more than 50 awe-inspiring LEGO brick masterpieces and experience some of the world's most iconic landmarks including the Pyramids of Giza, Arc de Triomphe, Leaning Tower of Pisa, the Great Wall of China and Big Ben. The exhibition is made exclusively with LEGO bricks by Australia's only LEGO Certified Professional Ryan McNaught and his team.

Brickman Wonders of the World is a temporary exhibition created by Brickman Ryan McNaught.

ISLAND FUTURES: WHAT LIES AHEAD FOR ZENADTH KES?

25 June 2021–25 April 2022
QM | Free, non-ticketed

Torres Strait Islanders rich and enduring cultures and languages are inextricably linked to the place they call 'home'. Now with the threat of rising sea levels, how do Torres Strait Islanders maintain their strong sense of identity and place if home is underwater? On the 150th anniversary of the Coming of the Light – the introduction of Christianity throughout Torres Strait - *Island Futures: What lies ahead for Zenadth Kes?* empowers voices and conversations about Torres Strait Islanders' place and visibility in present-day Australia.

Island Futures: What Lies Ahead for Zenadth Kes? is a temporary exhibition curated and presented by QMN with support from Energy Queensland.

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