



Board of the
Queensland Museum
Annual Report
2019–20

**QUEENSLAND
MUSEUM
NETWORK**



26th August 2020

The Honourable Leeanne Enoch MP
Minister for Environment and the Great Barrier Reef,
Minister for Science and Minister for the Arts
GPO BOX 5078
BRISBANE QLD 4001

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2019–20 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 93 of this annual report.

Yours sincerely

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

Professor Margaret Sheil AO
Chair, Board of the Queensland Museum

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Chair's overview

On behalf of my Board colleagues, I am pleased to present the Board of the Queensland Museum's Annual Report 2019–20.

As I reflect on my first year at Queensland Museum, I realise this has been an extraordinary 12 months.

The COVID-19 global pandemic has gripped the world for much of 2020 and has greatly impacted the arts, cultural, education and tourism sectors. It has forced those within the industry to completely rethink how we can continue to remain relevant when people cannot physically be present at events, at performances and within cultural institutions such as museums.

World Science Festival Brisbane was one of the first events to be cancelled as a result of COVID-19. At the time we were on the cusp of the outbreak and the Australian Government was trying to contain the spread. We were in uncharted territory and at the start of what could have potentially been a catastrophic outbreak in Australia, so the decision to cancel was not made lightly but in the best interests of the safety and wellbeing of our visitors and staff. While it was a disappointment to all those involved and for me personally, as I was unable to experience the festival for the first time in my role as Chair, I appreciate that our cancellation was the right decision. In fact, within days of the cancellation announcement, more restrictions were implemented and the week we would have opened the festival, Queensland Museum and our campuses around the state were shut—a rare occurrence in our 158-year history.

This pandemic has highlighted what an important role museums play in documenting the cultural and social history of our state—the work our team is doing at this time will provide an insight for future generations about this period of time. As we look back into our State Collection for life in times past, so too will others explore our time in isolation, many years from now.

Despite the challenges presented by COVID-19, Queensland Museum Network has managed to thrive and it has been a relatively successful year for the organisation—from record-breaking exhibitions to ground-breaking research from our team of remarkable scientists and curators. There is much to celebrate. In particular the innovative approach the team has used to connect in new ways, and to adapt and create a strong and lasting online link with our audiences that I am sure will continue in the future. I am pleased to report that, despite our doors being closed, our online channels enabled us to connect with thousands of people through *Museum at Home* website, social media and traditional media.

One particular highlight for me was the launch of the museum's *Reflect* Reconciliation Action Plan in November 2019. This is an important part of the journey to reconciliation that is essential for all cultural institutions. It is time to create safe places and have challenging conversations about our past, present and future. In doing so, we make the campuses of the Queensland Museum Network, places where all members of our community feel welcome and embrace their history, issues, achievements and identity. I look forward to being part of these conversations and the implementation of the next steps of this plan.

In addition to my joining the Board, we welcomed five new board members this year including: Janine Griffiths, Managing Director, Accenture; Valmay Hill, former CEO Brisbane Festival; Professor Bronwyn Harch, Deputy Vice-Chancellor (Research) at University of Queensland; and more recently Jenny Parker, Oceania Health and Life Sciences Leader, Ernst & Young; and Dr Harry Van Issum, Senior Lecturer in Indigenous Studies in the School of Humanities, Languages and Social Science at Griffith University. They join ongoing members Cathi Taylor and Associate Professor Geoff Ginn on the Board.

I would also like to acknowledge the contributions of our outgoing board members—Maurie McNarn AO, Deputy Chair and Chair, Finance Audit and Risk Management Committee and David Williams, Chair, Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee.

I would like to thank and congratulate the executive team and staff for helping realise the Board's 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 will bring for the Queensland Museum Network.



Professor Margaret Sheil AO
Chair, Board of Queensland Museum

CEO's overview

There has not been a year like the one just passed. It has brought with it great challenges but also great successes, and through these times, it is our people, our stories and our commitment to our visitors that make our museum network exceptional.

The year will always be defined by COVID-19. As with many businesses we cancelled many events, sent everyone home to work and closed our doors from March to June in response to the health crisis. Some things about the way we do our business are forever changed. However, we have also used this time to innovate, reflect on our role and purpose and plan for a different future.

Despite the challenges in the latter half of the year, the Queensland Museum Network had many significant achievements in 2019–20. One of these was witnessing Queensland Museum complete its most successful mission yet, with *NASA – A Human Adventure* entering the record books as the museum's most visited exhibition with more than 258,000 people discovering the exhibition by the time the doors closed on 9 October 2019.

We celebrated the first birthdays of *SparkLab*, *Sciencentre* at South Bank, the *Sciencentre* spaces at Museum of Tropical Queensland, Cobb+Co Museum, The Workshops Rail Museum and also the *Anzac Legacy Gallery*. We also had the privilege of hosting a number of conferences including the first Asia Pacific Network of Science and Technology Centres Conference 2019 (ASPAC 2019), the 79th Annual Meeting of the Society of Vertebrate Palaeontology, the Australasian Institute for Maritime Archaeology 2019 Conference and the Guild of Natural Science Illustrators conference.

Visitors around Queensland continued to enjoy our permanent and temporary exhibitions at our regional museums with highlights including the Australian Geographic's new photographic exhibition *A Portrait of Australia: Stories Through the Lens of Australian Geographic* at Cobb+Co Museum; The Workshops Rail Museum hosted the popular *Bush Mechanics* exhibition, and Museum of Tropical Queensland welcomed the very popular interactive exhibition *Rescue*.

Over the course of the year, our scientists described more than 59 new species—from skinks, spiders and geckos to the youngest known megafauna in Queensland (only 40,000 years old), all of which have been published in a range of scientific journals around the world.

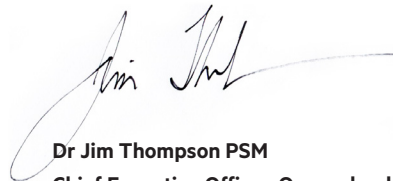
Perhaps our greatest disappointment was cancelling the World Science Festival Brisbane 2020 and the regional programs in Gladstone, Toowoomba, Ipswich and Townsville. This has been a critical part of our community programming in recent years and we were only two weeks from the festival when we cancelled. We were fortunate to host one of the regional programs in Chinchilla in February before the pandemic and our planning for next year is well underway.

The impact of our COVID-19 closure also saw us farewell *Spiders – The Exhibition* early, which was on track to be another highly successful exhibition, as well as *Yidaki – Didjeridu and the Sound of Australia* and our own QM developed *Antiquities Revealed* exhibition at South Bank.

In response to the challenges presented by COVID-19, Queensland Museum Network quickly created an online presence with the new *Museum at Home* website, that allowed visitors to learn about our collections and research, access more than 800,000 online learning resources and discover what our curators were doing from their home offices. There was no shortage of virtual visitors from around the world who connected with us during this time.

Our South Bank campus embarked on major upgrades and expansions to research facilities that will ensure valuable objects and specimens are stored to the latest international standard. We also addressed critical maintenance issues at regional campuses and our storage facilities at Hendra. Similarly, we expedited essential roof restoration and building maintenance works during COVID-19 at the Museum of Tropical Queensland which will see the museum remain closed until early 2021.

We are well positioned for the future and approach the post-COVID era with excitement and confidence. After 158 years of service to Queensland we are well equipped to ride out this latest challenge and, indeed, chronicle this period for future reflection. Thank you to all our visitors for your patience during this period and also for helping us to continue documenting and telling great stories.



Dr Jim Thompson PSM

Chief Executive Officer, Queensland Museum Network

Board of the Queensland Museum

The Queensland Museum is governed by the Board of the Queensland Museum (the Board).

The Board is a statutory body. Its existence, functions and powers are set out in the *Queensland Museum Act 1970* (the Act).

The Board's functions 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:
 - (i) the storage of suitable items pertaining to the study of natural sciences, applied sciences, technology and history, and exhibits and other personal property;
 - (ii) carrying out or promoting scientific and historical research;
 - (iii) the provision of educational facilities through the display of selected items, lectures, films, broadcasts, telecasts, publications and other means; and
 - (iv) the operation of workshops for the maintenance and repair of exhibits and other things.
- the control and management of all lands and premises vested in or placed under the control of the Board.

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

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 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.

Vision and purpose

Vision

To be a valued and trusted network that creates authentic and compelling experiences, connects real objects and contemporary research with communities and tells stories that inspire, enrich and empower.

Purpose

A Queensland museum network of museums without borders that inspires curiosity to connect the past, make sense of the present and help navigate the future in our communities, classrooms and online.

Strategic objectives

Strategic Plan 2019–2023

The Board of the Queensland Museum Strategic Plan 2019–2023 sets out the following strategic objectives:

- Manage Queensland Museum Network (QMN) collections to meet international standards and optimise access and use in research, public programs and learning.
- Deliver compelling and relevant experiences that maximise the opportunities for engagement and learning.
- Deliver high quality original research which informs exhibitions and public programs and addresses state and national priorities.
- Create a sustainable business model by investing in QMN's products, services, facilities, infrastructure and partnerships.
- Build a capable and engaged workforce ensuring a rewarding, innovative and high performing workplace culture.

Our museums across Queensland

Queensland Museum Network

QMN is the keeping place for the State Collection of more than 1.2 million objects and specimens, valued at more than \$552 million, and more than 14 million research collection items.

The Queensland Museum (QM) was founded in January 1862 by the Queensland Philosophical Society. QMN has grown considerably since then with the museum coming under the responsibility of the State Government in 1871 and moving into its first purpose-built premises in 1879. Today, QMN is governed by the Board of the QM (the Board) and includes:

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

Over the years QMN has changed with Queensland as it discovers, documents and celebrates the state's natural, cultural and scientific diversity. With respected scientific and cultural research, significant and varied collections, and community outreach services, QMN continues to offer Queensland's residents and visitors enriching cultural, social and intellectual experiences.

QMN reaches far beyond the walls of its museums, connecting with millions of people through museum experiences, events, workshops, talks and lectures, school education kits, publications, online resources and regionally across the state via our Museum Development Officer (MDO) Network and World Science Festival Brisbane programming. We continually strive to be a cultural and scientific leader by successfully harnessing the support of industry, governments and communities.

Queensland Museum

**Corner Grey and Melbourne Streets, South Brisbane
Opened 1986**

Queensland Museum (QM) at South Bank is the network's flagship campus in the heart of Brisbane's Cultural Centre. Permanent galleries include: the redeveloped *SparkLab*, *Sciencentre*; the *Anzac Legacy Gallery*; the *Discovery Centre* where visitors can interact with hundreds of objects, animals and fossils; the *Lost Creatures* gallery about Queensland dinosaurs and megafauna; and the *Wild State* gallery showcasing Queensland's unique biodiversity. QM regularly hosts national and international touring exhibitions and offers a range of public and educational programs. QM houses a significant proportion of the State Collection as well as several research and conservation laboratories.

2019–20 Highlights

- We welcomed more than 1,663,995 visitors to QM, including 89,717 visitors to *SparkLab*.
- Hosted our most visited exhibition in our history with international travelling exhibition *NASA – A Human Adventure*, which attracted 258,307 visitors.
- A very popular exhibition called *Spiders – The Exhibition* attracted 70,573 visitors and 1,500 entries to the 'Name a Spider' competition although had to close early due to COVID-19.
- QM presented three free exhibitions including *Yidaki – Didjeridu and The Sound of Australia* (attracting 153,608 visitors), a QM collections exhibition *Antiquities Revealed* (attracting 78,360 visitors) and *New Materialisms (anticipating Gurrugarr)* I-V (attracting 149,424 visitors).
- A partnership with Australia Zoo's *Crikey!* magazine showcased 20 wildlife images from their photography competition and were displayed in the Whale Mall,
- QM closed on 23 March for almost three months due to COVID-19 and reopened to annual pass members on 22 June and the general public on 25 June with timed tickets and changed entry conditions.
- *Threads* the exhibition launched on 22 June featuring a stunning collection of fashion and art from Quandamooka artist, Elisa Jane Carmichael.
- Project DIG in partnership with BHP announced 10 years of tropical megafauna research by Dr Scott Hocknull, which was published in the scientific journal *Nature Communications*.
- Our augmented reality app *Anzac Correspondent* was launched to provide students with engaging learning experiences as an extension to our *Anzac Legacy Gallery*.

Museum of Tropical Queensland

70–102 Flinders Street, Townsville
Opened 1987

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

2019–20 Highlights:

- MTQ attracted 61,183 visitors from 1 July 2019 until the closure on 23 March 2020.
- MTQ's internally developed exhibition of natural history collections *Natural Curiosity: Discovering the secrets of Queensland's greatest collections* ran from 6 April to 10 November 2019 attracting 27,297 visitors in 2019–20 and 44,905 during the entire exhibition period.
- The interactive *Rescue* exhibition from Scitech, ran from 30 November 2019 to 8 March 2020 and attracted 30,871 visitors. Additional programming for *Rescue* included a *Be a Hero* summer holiday program featuring drone coding workshops and attracted 19,972 visitors.
- Special events such as *Free Science Saturday* (National Science Week) and *Rescue by Night* were extremely successful and also resonated with new audiences with around 20% of attendees being first-time visitors to the museum.
- Community displays were produced with James Cook University: *Making Connections: French Polynesia and the HMS Pandora Collection* and a citizen science project with *Redmap: Spot it. Log it. Then we'll map it.*
- MTQ closed 23 March 2020 due to COVID-19, and will continue to remain closed to the public until early 2021 due to roof repair work.
- MTQ's best performing social media content for 2019–20 included #CouchCurator back-of-house videos, '7 shipwrecks in 7 days' video series and Museum Week 2020.

The Workshops Rail Museum

North Street, North Ipswich
Opened 2002

The Workshops Rail Museum (TWRM), a multiple Queensland and Australian Tourism Award winner, is located in the regional city of Ipswich, the birthplace of rail in Queensland. It offers an interactive cultural heritage experience with hands-on exhibits that explore more than 150 years of rail history in Queensland. An outstanding feature of the museum is the collection of heritage steam locomotives and industrial machinery.

2019–20 Highlights:

- TWRM attracted a total of 66,989 visitors in 2019–20. 63,915 people visited from 1 July 2019 to 23 March 2020.
- *Day out with Thomas* attracted 20,412 visitors during the winter holidays from 29 June to 14 July 2019, and *Under Construction* in the summer holidays attracted 7,518 visitors.
- Temporary exhibitions hosted included *Bush Mechanics: The Exhibition* from 12 August 2019 to 2 February 2020 from the National Motor Museum with 29,641 visitors, and *How Cities Work* from Sydney Living Museums from 29 February to 5 October 2020 with 5,823 visitors during the 2019–20 period.
- TWRM hosted the Museum Open Day on 19 October 2019 attracting 3,579 visitors.
- TWRM closed on 23 March 2020 due to COVID-19 and reopened to annual pass holders on 13 June and the general public on 15 June with timed tickets and changed entry conditions.
- TWRM's best performing *Museum at Home* website and social content during the closure included a weekly 'guess the year' photo competition, and an at-home family history activity for children using old family photos.
- Venue hire and external functions have expanded their offerings to include expos, functions and weddings. Prior to the COVID-19 cancellations, confirmed activities would have exceeded last financial year's performance.

Cobb+Co Museum

27 Lindsay Street, Toowoomba
Opened 1987

Cobb+Co Museum (C+C) houses the National Carriage Collection and tells the story of Toowoomba, exploring how horse-drawn vehicles shaped our social history and its impacts on Australia's development. The museum is home to a range of permanent exhibitions, a program of national and international touring exhibitions, the National Carriage Factory, a series of *Hands on Workshops* and education programs.

2019–20 Highlights:

- C+C attracted a total of 87,017 visitors in 2019–20. 83,915 people visited from 1 July 2019 to 23 March 2020.
- Temporary exhibitions hosted included *Bush Mechanics: The Exhibition* from the National Motor Museum from 4 March to 4 August 2019 with 12,725 visitors during 2019–20, and *Science on the Move* from Questacon from 7 December 2019 to 30 August 2020 with 30,947 visitors during 2019–20. *A Portrait of Australia* from National Museum of Australia also ran from 15 August to 24 November with 32,760 visitors.
- The *Hands on Workshops* traditional artisan program sold at 94% capacity from July 2019 to March 2020, hosting 23 events.
- 11,407 people visited C+C during the Toowoomba Carnival of Flowers from 18 to 29 September.
- The annual *Have Another Look Captain Cook* education program, a celebration of local Aboriginal history, from 5 to 9 August attracted 975 students from 31 schools.
- The *Hand Made Under the Stars* twilight Christmas market on 28 November 2019 showcased more than 60 local artisans and attracted 4,510 visitors.
- C+C closed on 23 March 2020 due to COVID-19 and reopened on 15 June with timed tickets and changed entry conditions.
- C+C's best performing *Museum at Home* website and social content during the closure included a #CouchCurator video series showcasing the National Carriage Collection and factory restoration projects.

Queensland Museum Collections and Research and Loans Centre

Gerler Road, Hendra, Brisbane
Opened 2002

The storage and research facility at Hendra houses our vast Geosciences Collection. The collection, including rocks, minerals and fossils, is the most comprehensive of its kind in Queensland and one of the most significant in the country.

The facility is also home to the renowned QM Loans Service from which schools and other educational and community groups can borrow museum objects and learning kits to use in classrooms and community displays. The loans service reaches more than 800,000 people each year from our Hendra campus and through 27 regional distribution centres across Queensland, from Mossman in the far north to Cloncurry and Barcaldine in the north and central west to Goondiwindi in the south west.

Museum Of Lands, Mapping and Surveying

Ground Floor, 317 Edward Street, Brisbane

The Museum of Lands, Mapping and Surveying showcases stories and artefacts relating to cartography and surveying from settlement through to the recent past. The museum is operated by the Department of Natural Resources, Mines and Energy on behalf of QM, and is open to the public during the week. It provides specialist advice and digital resources to support research into historic land tenure. The museum enlists the help of volunteers in sorting, cataloguing and digitising historical land records for open access. There are currently 10,778 historical maps of Queensland dating back to 1841 available online through the Queensland Government Open Data website. The museum also manages a crowd-sourced geo-referencing program of historical maps enabling old maps to be viewed accurately positioned in modern electronic mapping systems.

2019–20 Highlights:

- The museum responded to 778 customer research requests, 701 visitors to the end of March 2020, and gave 4 tours of the Museum to 48 participants,
- Significant donations included a Leica Electronic Total Station and a Leica NA2002 Level, more recent instruments used in surveying.
- 782 historical maps were geo-referenced in 2019–20.

Earth Sciences Museum

The University of Queensland, St Lucia, Steele Building

The Earth Sciences Museum is operated in partnership with The University of Queensland (UQ) to display and interpret the highlights of QM Mineralogical Collections. The museum can be accessed by students and the general public.

Regional Services

Museum Development Officer (MDO) Program

MDOs continued to provide regional communities, local governments and collecting organisations with professional museum advice, support and training. Together the five MDOs assist collecting organisations such as community museums, historical societies, libraries, galleries, archives, schools, RSL groups, Aboriginal and Torres Strait Islander keeping places, multicultural groups, natural heritage organisations and visitor information centres.

2019–20 Highlights:

- MDOs engaged with communities and organisations 5,141 times.
- Completed 213 site visits and undertook 32 special projects via Service Level Agreements with collecting agencies. Delivery of these projects contributes to the preservation of significant collections and interpretation of diverse stories, and contributes directly to the social wellbeing in regional and remote Queensland.

Achievements and highlights 2019–20

Attendance

1,879,184 visitors:

- 1,663,995 at QM including 89,717 in *SparkLab, Sciencentre*
- 87,017 at Cobb+Co Museum
- 66,989 at The Workshops Rail Museum
- 61,183 at Museum of Tropical Queensland

World Science Festival Queensland

- 3,370 people attended events in Chinchilla, World Science Festival Brisbane (WSFB) and all remaining World Science Festival Queensland (WSFQ) events were cancelled due to COVID-19.

Major exhibitions

- 70,573 people visited *Spiders – The Exhibition*, however it was closed six weeks early due to COVID-19.
- 258,307 people attended *NASA – A Human Adventure* exhibition, making it the most visited temporary exhibition in the history of QMN.

Collections and research

More than 1.2 million items in QM's State Collection:

- 894,111 items in the Biodiversity Collection
- 83,976 items in the Geosciences Collection
- 188,340 items in the Cultures and Histories Collection
- 39,680 items in the Library Heritage Collection
- 14 million items in the research collection (but not in the State Collection).
- 59 new species were described, more than 5,000 described by QM since its inception.
- 58% per cent of QM's State Collection stored to the National Benchmark.
- 14,102 new biological specimens were validated and registered.
- 106 loans of 8,918 objects and specimens were sent to other institutions.
- 16,924 acquisitions for Biodiversity and Geosciences and Cultures and Histories.
- 2,044 digital images and records were added to the Digital Asset Management System (DAMS).

Lifelong Learning and education

- 131,871 people participated in Lifelong Learning and holiday programs.
- 40,169 students, teachers and adults visited as part of 874 booked school groups.
- 140 teachers from regional Queensland schools attended Future Makers Teacher Professional Development (PD) workshops.
- 62 new loans kits and sets were produced.
- 829,278 learning resources are available on QMN's learning resources website.

Community outreach and engagement

- 510,868 people accessed 44,839 museum objects to use in their schools, early learning centres and communities through QM Loans service.
- 17,737 Discovery Centre inquiries including our 'Ask an expert' questions were received and actioned. 1,883 volunteer hours were spent supporting learning programs and assisting in the QM loans service.
- 2,761 people attended our popular *Night at the Museum, After Dark* and *Good Night at the Museum* sleepover events.
- 5,141 engagements occurred with communities and organisations through our regional MDOs program across Queensland.

Publications

- 125 peer-reviewed research publications by Biodiversity and Geosciences and Cultures and Histories researchers.
- 3 major publications were produced for sale.
- 1 *Memoirs* volume was produced and is available online.

Partnerships

- \$5.9M in cash and in-kind contributions from 36 corporate partners and philanthropic trusts.

Media, social media and website

- 35.8M impressions, 1.09M engagements and 196,373 fans on social media on Facebook, Twitter and Instagram across all QMN campuses and WSFB.
- 1.45M visitors and 4.96M webpage views to our QMN and WSFB websites.
- 15,689 people engaged with our *Museum at Home* website and online content during COVID-19 including users from 124 countries.
- 127,852 people subscribed to our monthly eNews programs across QMN and WSFB.
- 9,907 people subscribed to our quarterly education eNews programs.
- 4,886 people completed an audience research survey for QMN and WSFB.
- \$20.6M in value in advertising standard rate (ASR) media coverage for QMN with a cumulative audience of 67M, with 9,215 stories across radio, TV, print and the internet.
- \$5.5M in value in ASR media coverage for WSFB with a cumulative audience of 9.9M with 1,216 stories across radio, TV, print and the internet.

Operations

- 4,847 freeze-dried ice creams sold, 1,883 NASA caps sold and 7,037 T-shirts sold in our NASA retail shop.
- 13,991 members belong to our annual pass program across the network.

Volunteers

- 492 volunteers provided 18,640 hours (2,607 days) of service in front-of-house operations, publications, photography, lifelong learning and research areas across QMN.

Satisfaction

- 96% of visitors were satisfied with their museum experience across QMN.

Awards, fellowships and recognition

Awards

- In November 2019, former Head of Marine Biodiversity, Dr Robert Adlard, was awarded the prestigious 2019 QM Medal for his contribution to science and research in the field of Parasitology.
- *SparkLab* was awarded a Queensland Master Builders Award for Tourism and Facilities Project up to \$10M winner in 2019 to builder Intrec.
- QM received a Special Commendation from Autism Queensland for longstanding work supporting families with children with autism and sensory processing challenges.
- Gary Cranitch (Photographer, QMN) was awarded Gold at the Australian Professional Photography Awards in Sydney, August 2019, for an image of coral spawning taken while conducting fieldwork funded by the Great Barrier Reef Foundation. The image was also selected to represent the best of Australian Photography in the World Photographic Cup.
- Julia Ponder was named Volunteer of the Year 2019 at the Women in Technology Awards for outstanding contribution to the Women in Technology Mentoring Program. Julia has been a mentor since the program was launched more than 10 years ago.

Fellowships

- QM hosted Dr Florian Witzmann, from the Museum of Natural History in Berlin, Germany, during an Australian Endeavour Research Fellowship. Dr Witzmann worked on QMN's collections for three months. During this time, together with QMN colleagues, they were successful in securing beam time at the Australian Synchrotron.

Recognition

- QM Ichthyologist Jeff Johnson was appointed a commissioner on the International Union for Conservation of Nature (IUCN) Species Survival Commission for the Snapper, Seabream and Grunt Specialist Group, in recognition of his expertise in the taxonomy of these groups of fishes.

Vale

Mr Keith Brazier

Keith Brazier was a Townsville community leader, Pandora Foundation member and MTQ Management Committee member for 13 years. He helped raise \$2 million in funding.

Mr Robert Brunke

Robert Brunke worked at QM for 39 years, beginning at the Old Museum at Bowen Hills and moving to South Bank in 1986, where he continued to work on displays and exhibitions across the whole network until he passed away in 2020.

Mr Ross Hall

Ross Hall was a long-term volunteer at QM for almost 25 years. He began his museum association in the *Sciencentre* in George Street before moving over to South Bank in 2004.

Emeritus Professor Peter Swannell AM

Peter Swannell served as QM Board Chair from 2008–10, during which time he demonstrated his passion for education and the future of the museum network.

Operating environment

QMN strives to ensure it meets international standards in the care, growth and preservation of the collections; creates compelling experiences that engage visitors (both real and virtual); builds world-class research capability; becomes a national leader in engagement in science, technology, engineering, mathematics (STEM) and the arts; drives innovation in its business activities; invests in its people; and works in partnership with community, industry, government and other learning institutions to innovate in service development and delivery.

In 2019–20 the COVID-19 pandemic significantly impacted QMN. In March 2020 all QMN Museums were closed as per the Pandemic Management Strategy implemented by the Australian and Queensland Governments, immediately ceasing physical visits and access to resources. In this period alternative approaches for visitor engagement were developed and implemented including online education information access and retail shopping.

Our challenges involve:

- The ongoing capacity to maintain a broad and dynamic program and deliver state-wide exhibitions, events, experiences and learning programs that ensure strong attendance and the ability to generate non-government revenue.
- The capacity to maintain a core of scientific and technical expertise capable of addressing issues critical to the sustainability of Queensland's cultural and natural environments.
- The capacity to resource effective learning and development strategies and opportunities focussed on building community capability.
- The ongoing growth of the collection leading to increased requirements for conservation, management and storage requirements for Queensland's extraordinary collection. This will impact on the capacity of QM to maintain high standards of care in perpetuity.

Our opportunities include:

- To embrace the digital revolution and new technology to enable improved access to collections, establishing new audiences and increased reach.
- To respectfully showcase Queensland's unique Aboriginal and Torres Strait Islander cultures to the world.
- Increase partnerships and collaborations with industry, universities, local government and others, which is essential to grow and diversify QMN's offering.
- Be recognised as a centre of excellence in STEM learning through the *SparkLab*, World Science Festival Brisbane and Future Makers partnership.

Operational Plan 2019–20

QMN's *Operational Plan 2019–20* was based on the *Strategic Plan 2019–23*.

Key priorities addressed as part of this plan during 2019–20 include:

- Commence development of an expanded research and biodiversity collection storage centre with an investment of \$16.1 million over four years from 2019–20 to 2022–23 to preserve and maintain valuable collection items to international standards.
- Continued implementation of the \$7 million critical maintenance investment over four years from 2016–17 to 2019–20 to address building issues at regional campuses and the storage facility at Hendra.
- Create and deliver lifelong learning opportunities through exhibitions, events, programs, publications and digital media. Major events in 2019–20 included the fifth World Science Festival Brisbane (cancelled due to COVID-19), delivery of high-profile international exhibitions including *NASA – A Human Adventure* and the delivery of STEM initiatives across all campuses.
- 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.

There were no modifications to the 2019–20 Operational Plans or any directions given by the Minister for alternative approach. The closure of QMN public sites in response to the COVID-19 pandemic has however impacted on several key performance indicators including onsite visitation, educational programs and research activity.

Priorities for 2020–21

Major priorities for the 2020–21 year include:

- Review programs and initiatives with regard to the COVID-19 pandemic recovery requirements.
- Continue works to deliver a new research and biodiversity collection centre with the \$16.1 million investment over the 2019–20 to 2022–23 period. In addition, improve conditions of storage for QMN's major history and technology collections.
- Complete major roof works at MTQ and reinstate programs and services.
- Commence planning and development for the renewal of permanent exhibitions at MTQ, TWRM and C+C.
- Continue to collect, preserve and manage the State Collection artefacts and specimens which reflect Queensland's natural and cultural heritage.
- Educate and support communities in the management of their own collections and cultural heritage through the MDO network.

Agency service standards

Service Standard	Notes	2019–20 Target/Est	2019–20 Actual
Audience satisfaction with museum experiences	1	96%	96%
Visits to QMN onsite and at touring venues	2	2.2 million	1.9 million
Non-government revenue as a percentage of total revenue	3	36%	34%
<p>Notes</p> <ol style="list-style-type: none"> 1. the months of March to June were excluded in 2020 due to COVID-19 closure and no audience research undertaken. 2. QMN fell short of this target due to public campus closures from March to June due to COVID-19. 3. This target fell short due to less industry contributions due to event cancellations and reduced number of donated specimens and artefacts as a result of the closure period. 			

Audience satisfaction with Museum experiences

This service standard provides an indication of QM's effectiveness in providing a compelling program of experiences across its campuses and online, helping to build Queensland's reputation as a cultural destination. The performance of the service standard is measured by surveys that are conducted with onsite visitors as they exit each museum and touring venue. QMN achieved the target measure for this service area.

Visits to QMN onsite and at touring venues

This service standard also provides an indication of effectiveness, due to its ability to infer public value, relevance, community perception and international standing. The performance of this service standard is measured by electronic visitation counters where installed, otherwise ticket sales.

Non-government revenue as a percentage of total revenue

This service standard demonstrates the efficient use of government funding in leveraging investment and own source revenue for the delivery of services. The performance of this service standard is measured through a summation of income that is generated throughout QMN via museum entry fees, sale of publications, catering revenue, retail revenue, grants received (non-Queensland Government) donations, and subscription fees for loans and sponsorship as a percentage of total revenue.

Government objectives for the community

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

Create jobs in a strong economy

By providing an attractive destination for Queensland residents and visitors stimulating growth in the education, tourism, hospitality and leisure industries

Give all our children a great start

By delivering learning experiences for early childhood, contributing to their general knowledge, social competence and emotional maturity

Protect the Great Barrier Reef

Through advocacy, public programs, collections and research

Keep Queenslanders healthy

By delivering experiences, interactions and spaces that foster community cohesion, empathy and wellbeing, and assisting communities to connect with, and value, their heritage

Outcomes

Performance measures 2019–20

Performance Measure	Notes	2019–20 target	2019–20 actual	2020–21 target
Collections				
Manage QMN collections to meet international standards and optimise access and use in research, public programs and learning.				
Percentage of the collection stored to national benchmark standard.	1	62%	58%	80%
Percentage of QMN State collections available online.	2	70%	68%	70%
Percentage of Local Governments receiving QMN services	3	100%	89%	100%
Engagement and learning				
Deliver compelling and relevant experiences that maximise the opportunities for engagement and learning				
Number of visits to QMN onsite, offsite and online	4	6,202,000	9,160,583	6,000,000
Visits to QMN onsite and at touring venues (Service Delivery Statement measure)	5	2.2M	1.9M	2.2M
Number of formal educational visits across QMN (onsite and offsite)	6	76,000	40,169	76,000
Number of people participating in public programs (onsite and offsite)	7	60,000	164,762	400,000 *
Number of users of loans kits	8	800,000	510,868	800,000
Number of visitors attending WSFQ and WSFB	9	60,000	3,370	Included above see note 7
Audience satisfaction (Service Delivery Statement effectiveness measure)	10	96%	96%	96%
Research				
Deliver high quality original research which informs exhibitions and public programs and addresses state and national priorities				
Number of peer-reviewed papers	-	105	125	100
Percentage of museum exhibitions and experiences using QMN collections and evidence-based research	-	60%	71.5%	75%
Number of research grants sought and received	11	8	19 sought 5 new	8
Sustainability				
Create a sustainable business model by investing in QMN's products, services, facilities, infrastructure and partnerships				
Percentage of self-generated revenue to total revenue (Service Delivery Statement efficiency measure)	12	36%	34%	35%
Number of partnerships	-	40	42	40

* 2020–21 includes WSFQ and WSFB numbers

Performance Measure	Notes	2019–20 target	2019–20 actual	2020–21 target
People				
Build a capable and engaged workforce ensuring a rewarding, innovative and high performing workplace culture				
Percentage of Reflect Reconciliation Action Plan (RAP) 'Actions' completed	13	100%	63%	100%
Number of volunteers	-	300	492	500
Positive increase in workforce diversity targets	-	Positive increase	Women = 50% (positive increase) ATSI = 0.89% (positive increase) Disability = 2.67% (no change) NESB = 8.30% (positive increase)	Positive increase
Positive increase in staff satisfaction identified in Working for Queensland survey	-	% positive increase 62%	% positive increase 65% (of 3%)	Positive increase
Notes				
<ol style="list-style-type: none"> This figure has been reduced to 58% due to the wet store being currently offline as it is being upgraded and relocated and therefore cannot be considered to meet national benchmark standards. Due to capital works with AQ on Level 5 and Level 6, and the closure of the Wet Store, access to the collection has been severely limited. 100% of Local Government Authorities were offered Queensland Museum services, however only 89% took them up. Figure is heavily influenced by a very high online visitation in 2019–20. Actual figure impacted by COVID-19 closure between March and June. Actual figure impacted by COVID-19 closure between March and June. Actual figure due to COVID-19 and programming offered online between March and June. Actual figure impacted by COVID-19 closure between March and June. Actual figure impacted by COVID-19 due to World Science Festival Brisbane events cancellation, only the Chinchilla event was undertaken. Actual figure impacted by COVID-19, the months of March to June were excluded in 2020 as no audience research undertaken. An additional 10 new collaborations underway due to BHP partnership for Project DIG. Figure impacted by closure and reduced number of donated collection items and event cancellations resulting in less industry contributions The Reflect Reconciliation Action Plan sets a target for completion of actions by December 2020, 63% of these actions were complete by June 30 2020. The plan is on track to meet this target. 				

Objectives and performance indicators

Collections	
<p>Manage QMN collections to meet international standards and optimise access and use in research, public programs and learning.</p> <p>QMN continues to be very active in managing its collections. This is highlighted by the planning and development of the relocation of the Wet Store Collection from South Bank to Hendra, and the subsequent relocation and cleaning of a large selection of the History and Technology Collection. Focused collection improvement projects were also undertaken at MTQ and TWRM.</p> <p>A wide range of research projects were undertaken so QMN can continue to build knowledge of the collection and share this with our audiences. QMN has built strong partnerships with the university sector and industry, including the multi-year Project DIG with BHP. Staff also embraced the opportunity to engage with a global digital audience as a result of COVID-19- presenting new research and activities.</p>	
Strategies	
<p>Add value to the State Collection through the acquisition of objects of significance and relevance to Queensland's cultural and natural heritage.</p>	<p>QMN continues to develop the collections, which provide the most comprehensive specimen-based record of the fauna and cultural history of Queensland.</p> <p>Collection acquisitions ranged from the first Northern Buller's Albatross specimen (a victim of longline fishing), fossils of flora, insects and freshwater bivalves from Lowmead, new type specimens of commercial grouper (from professional fisherman A. Lancaster and S. Campbell), to a section of a meteorite donated by David Elliott, Australian Age of Dinosaurs Museum, Winton.</p> <p>Other biodiversity and geosciences highlights include: type specimens of two fossil insects that were described by QM Honorary Dr Kevin Lambkin from Triassic sites in South-East Queensland donated by Allan Carsburg; photographs of the <i>Muttaborrasaurus</i> type locality site were donated by Leigh Coyle, daughter of ex Director Alan Bartholomai AM.</p> <p>Cultures and Histories had 337 new acquisitions. The Townsville Aboriginal and Torres Strait Island Cultural Centre Collection was a significant custodial acquisition, made up of 121 historic and contemporary objects collected from the North Queensland region. There were two large acquisitions for the Archaeology Collection: the Cross River Rail assemblage includes approximately 700 archaeology artefacts from Woolloongabba, dating to mid to late 19th century; and the Ravenswood Settlement and Overseas Chinese archaeological project saw the acquisition of around 8,000 historical archaeology artefacts from Ravenswood, a goldmining town in North Queensland. Ravenswood assemblage includes a significant number of artefacts from Overseas Chinese community and all artefacts date from mid to late 19th century.</p>
<p>Maintain or improve storage capacity across QMN state-wide</p>	<p>Staff have been planning and providing essential data required for the development of the Wet Store Project in order to deliver storage solutions that will provide for additional growth space for the Biodiversity Collections and address current WHS issues when the new store is scheduled to be delivered in mid-2021.</p> <p>In order to make way for the development at Hendra, a new storage space was leased at a neighbouring facility and part of the History and Technology Collections were relocated. This enabled the collections to be cleaned, rehoused on purpose-built stillages and provided with an increase in storage space to improve access for staff and external researchers.</p>
<p>Continue to build a strong repatriation program that ensures an ongoing partnership with Aboriginal and Torres Strait Islander communities</p>	<p>The Indigenous Repatriation Program resulted in QM working with Traditional Owners and the Port Curtis Coral Coast Trust Limited to repatriate a further 13 engraved boulders to the Bundaberg Traditional Owners. The Burnett River Rock Engraving Project commenced in 2014 with the goal of returning 92 large engraved boulders now scattered across the state to the Bundaberg community. To date, 21 engraved boulders have been repatriated.</p> <p>QM staff continued to consult with Torres Strait Islander Communities about Secret Sacred Objects held at QM to determine provenance and re-establish responsibility and ownership.</p> <p>COVID-19 halted progress on several repatriations due to travel and community gathering restrictions and each community was consulted on their wishes prior to pausing these projects. QMN staff worked to bring several projects to completion. However, the Yadhaigana Repatriation, Yidinjdji Repatriation, Gudang Repatriation and King Ng:tja Repatriation have all been paused until the next financial year.</p>

Collections cont.

Strategies	
Support Queensland communities to care for their collections through QMN's state-wide MDO program.	<p>The MDO program was available to service all Local Government Areas (LGAs) in Queensland in 2019–20 including ongoing assistance throughout Torres Strait, mainland Indigenous Shire Councils and Aboriginal and Torres Strait Islander communities and provided 5,141 engagements.</p> <p>The MDO program continues to perform exceptionally well with available resources. The strong demand on the program from local governments and community groups indicates its strong relevance.</p> <p>An important focus of the MDO program is disaster response and, in 2019–20, this included ongoing assistance following the 2019 floods in Townsville. The MDOs continued their work during the COVID-19 pandemic providing professional museum advice, support and networking throughout all of the LGAs in Queensland.</p>
Continue to focus on long-term preservation and care of QMN collections	<p>Collection Services in conjunction with collection staff reviewed all current documentation (policies and procedure) associated with Acquisition, Deaccessioning and Loans in order to provide improvements in standardisation, as well as assist staff with clarity of implementation.</p> <p>Updated documents were submitted to the Federal Government in February 2020 and approved; ensuring ongoing compliance with due diligence requirements of the Protection of Cultural Objects on Loan (PCOL) Scheme.</p> <p>Staff also undertook due diligence assessments associated with exhibitions, online collections, research projects and external loans.</p> <p>Wedding garments in QM's collection have received conservation treatment in preparation for the exhibition <i>I Do! Wedding Stories from Queensland</i> exhibition.</p> <p>At TWRM, restoration of rolling stock was undertaken, including repainting of the Camp wagon, the Garrett traction engine, and the Marshall steamroller. The Thiess Tractor Collection was cleaned in preparation for relocation from leased premises to the new store at Hendra. However plans for conservation of the Thiess Tractors were impacted by COVID-19 travel restrictions. This work will now be scheduled for 2020–21.</p>
Ensure our audiences have access to QMN collections wherever they are in the world	<p>In 2019-20, the Collections and Research teams continued to provide access to collections through online collections, the provision of exhibition and research loans to communities and institutions, and the digitisation of collection objects as part of the Project DIG partnership with BHP.</p> <p>During the museum closure due to COVID-19, approximately 1,000 images were scanned and a further 500 collection records were prepared for online access.</p> <p>15,689 people engaged with our <i>Museum at Home</i> online content during COVID-19 including users from 124 countries. The campaign included videos from QMN's scientists and curators, as well as learning activities for families to do in the home.</p> <p>829,278 learning resources are available on QMN's <i>Learning Resources</i> website. Since its inception in June 2019, the website has seen more than 45,000 page views.</p> <p>National Archaeology Week (NAW), a nationwide event, was delivered online for the first time due to the pandemic, and QM staff from across the network made impactful contributions.</p> <p>Open Data portal and agreed Australian and international repositories</p> <p>QMN collections data is available on the QM website <i>Collections Online</i> page, the <i>Atlas of Living Australia</i> and QM <i>Learning Resources</i> website.</p>

Engagement and learning

Deliver compelling and relevant experiences that maximise the opportunities for engagement and learning.

QMN is proud to offer a rich variety of exhibitions, learning programs and events that engage, inspire and empower our visitors to explore the scientific and cultural histories of Queensland and the world.

From ancient cultural treasures to future-facing STEM design challenges, access to unique objects and stories, world-class research, and hands-on immersive experiences, our audiences can follow their curiosity and enhance their knowledge and experience.

Strategies	Exhibitions displayed during 2019–20
<p>Showcase Queensland’s rich and diverse cultural and natural content through dynamic programming, exhibitions, displays and events.</p>	<p><i>Antiquities Revealed</i> Showcased objects from QMN collections of ancient Greek, Roman and Egyptian civilisations, connecting audiences with the past by providing insights into daily life, spiritual beliefs, self-expression and technology.</p> <p><i>Threads - Weaving past, present, future</i> <i>Threads</i> acknowledges strong women and creates an understanding about the transition and innovation of First Nations peoples’ cultural knowledge and practices. <i>Threads</i> showcases the work of Queensland-born and Brisbane-based artist, Elisa Jane Carmichael. The exhibition demonstrates how her arts practice creates threads that give us a pathway to creating awareness about the depth of First Nations Peoples’ textile making in Australia and symbolism of interwoven, intergenerational knowledge.</p> <p><i>Yidaki – Didjeridu and the Sound of Australia</i> <i>Yidaki</i> was a travelling exhibition from the South Australia Museum. Although the exhibition didn’t include any objects from QMN’s collection, it did present important Aboriginal objects and experiences to a wide audience. The exhibition presented its key messages through the words of the Yolngu people themselves via a dynamic audio-visual presentation. A highlight in programming was bringing the Gurruwiwi family to Brisbane to help launch the exhibition where they played <i>Yidaki</i> at the opening.</p> <p><i>New Materialisms (anticipating Girruggarr)</i> This small but significant display in the theatrette showcased an artwork by the artist Danie Mellor, who donated this artwork to the museum in 2018 as part of the Cultural Gifts Program. This exhibition showcased a collaborative Indigenous project between the Artist and Jirrbal Elder, Uncle Ernie Grant. The artwork, <i>New Materialisms (anticipating Girruggarr)</i> I-V, highlights the importance of oral Indigenous cultural knowledge.</p> <p><i>Posters from the Park</i> This pod exhibition was displayed in the Whale Mall to help commemorate NAIDOC Week in 2019. It contained images of 27 historical posters from NAIDOC Week, held since 1992 in Musgrave Park.</p> <p><i>Crikey!</i> This pod exhibition was an external display in partnership by Australia Zoo, and featured 20 <i>Crikey!</i> magazine photography competition photographs of wildlife.</p> <p><i>For Country, for Nation</i> This exhibition was a travelling exhibit from the Australian War Memorial which looked at objects and stories from Indigenous Australians and their involvement in war. Unfortunately, due to COVID-19, it was cancelled.</p> <p><i>Len and Gladys</i> This small exhibition was designed as a companion to <i>For Country, for Nation</i> and was to be installed in the level 2 walkway at QM. It included objects donated to the museum by Julia Waters, an Indigenous QM staff member, and told the story of her parent’s involvement in the Second World War. Unfortunately, due to COVID-19 it was cancelled but will be available online.</p> <p><i>Iridescent</i>, a QMN travelling bulkhead display featuring specimens and objects held in the museum’s collections made from nacre or ‘mother-of-pearl’ opened at C+C on 3 August 2019.</p> <p>ASPAC Conference QM hosted the 2019 <i>Asia Pacific Network of Science and Technology Centres (ASPAC) Conference</i> “Science: Make the future you want” from 4–6 September 2019. The conference was attended by 222 delegates representing 23 countries, and received overwhelming positive feedback.</p>

Engagement and learning cont.

<p>Showcase Queensland's rich and diverse cultural and natural content through dynamic programming, exhibitions, displays and events cont.</p>	<p>Have Another Look Captain Cook</p> <p>Over 60 different instructors along with several elders and onlookers, assisted 975 students and 162 supervisors with activities at Have Another Look Captain Cook which was held at C+C during NAIDOC Week to celebrate Aboriginal and Torres Strait Islander people and culture.</p> <p>Excavated</p> <p>This MTQ school holiday program presented in July 2019 saw 5,637 visitors learn about museum archaeology practices and research. The rich program incorporated hands-on activities, real objects, back-of-house tours and support from curatorial staff. Anecdotal feedback from visitors was very positive, with an uplift in visitation during the second week (57% of total visitation).</p> <p>The Future Makers partnership with Shell's QGC business continues to provide regional access to QMN research and collections through face-to-face teacher workshops. Five in-person and eight online teacher PD workshops were held in the Western Downs and Gladstone regions, supporting 140 teachers from 38 regional and remote schools.</p> <p>Through the Inspiring Australia program, a number of events were held across QMN during National Science Week in August 2019, including a free Science Saturday in Townsville, science shows in Toowoomba, an electric car rally in Ipswich and a pop-up museum in Central Brisbane.</p> <p>Might and Muscle</p> <p>TWRM exhibitions and curatorial staff spent much of the year removing and redeveloping <i>Might and Muscle</i> a permanent exhibition including the display of recently acquired Thies tractors, and previously unseen rolling stock and machinery and will re-open in August 2020.</p> <p>Under Construction</p> <p>More than 7,500 visitors attended the <i>Under Construction</i> school holiday program showcasing historic trades at TWRM in the summer holidays and created their own engineering masterpieces.</p>
<p>Deliver an annual world-class science festival in Brisbane and regional areas</p>	<p>Co-founded by renowned theoretical physicist Brian Greene and award-winning broadcast journalist Tracy Day, the World Science Festival is one of the most prestigious major science events in the world.</p> <p>QMN holds the exclusive license to host a World Science Festival in the Asia Pacific 2016–21: the only global extension of this hugely popular initiative.</p> <p>WSFB is held annually in March. Across five nights and four days, great minds from across the globe converge on Brisbane's iconic Cultural Precinct to present a curated program of discussion, debate, theatre, interactive experiences and major outdoor experiences.</p> <p>This annual flagship event is complemented by regional engagement delivered throughout the year under the banner WSFQ.</p> <p>WSFB 2020 was scheduled to include a flagship event in Brisbane (25–29 March 2020) and regional engagement events in Chinchilla (28–29 February 2020), Gladstone (20–21 March 2020), Toowoomba (6–19 April 2020), Townsville (15–16 May 2020 and 19 September – 5 October) and Ipswich (27 June – 12 July and 27–28 November), all cancelled due to COVID-19 with the exception of WSFQ in Chinchilla, which attracted 3,370 attendances — a 10 per cent increase on 2019. This included 650 students attending the dedicated schools day. Survey results indicate that 95 per cent of attendees were satisfied with their experience, and likely to attend next year. Remaining events were cancelled due to COVID-19.</p> <p>Ticket sales for cancelled events were in accordance with previous years. At the time of cancellation (5pm, Friday 13 March 2020), 45 per cent of available tickets had been sold, including 3,673 students attending as part of dedicated school excursions.</p>
<p>Plan, scope and fundraise for the establishment of a new Aboriginal and Torres Strait Islander gallery and renewal of permanent galleries at regional campuses</p>	<p>In August 2019 the Board of the Queensland Museum investigated reactivation of the Queensland Museum Foundation Trust with a philanthropic remit.</p> <p>A trustee re-engagement and recruitment strategy has been developed and its implementation will begin 2020–21.</p> <p>The Aboriginal and Torres Strait Islander Gallery will be a fundraising focus for the Queensland Museum Foundation Trust.</p>

Engagement and learning cont.

<p>Continue strengthening STEM engagement across QMN through <i>SparkLab</i> and regional <i>Sciencentre</i> exhibitions.</p>	<p><i>SparkLab</i> and our regional campuses continue to engage and inspire with dynamic STEM programming, interactive exhibits and visitor-centered inquiry learning.</p> <p>Co-development is a core element of <i>SparkLab</i> program development, giving visitors a sense of ownership over <i>SparkLab</i> and its programs, and providing valuable feedback and fresh ideas. In 2019–20, 56 annual pass holders participated in three co-development sessions.</p> <p>To support our visitors with individual needs, a <i>SparkLab</i> social story and <i>SparkLab</i> sensory friendly map are now available, to assist families and schools plan and prepare children for a <i>SparkLab</i> visit.</p> <p>The C+C Inquiry Centre has been refitted and repurposed with popular hands-on science interactives from around the network.</p> <p>Offsite STEM events include the Future Makers <i>Stargazing</i> night, teacher PD workshops and a STEM challenge day for students in Western Downs.</p> <p>In August, QM Loans engaged hundreds of Mackay families with a hands-on lava experiment as part of the <i>Unearthed</i> event in Mackay, as part of Project DIG.</p> <p>Staff from across Lifelong Learning have represented QMN as invited speakers, workshop facilitators and hosts, sharing their expertise and love of STEM across a range of onsite and offsite programs. Events included:</p> <ul style="list-style-type: none"> • The Asia-Pacific Network of Science and Technology Centres (ASPAC 2019) conference, “Science: Make the future you want”. • The “STEM approach to teaching and learning” PD program held in partnership with the Queensland Curriculum and Assessment Authority (QCAA). • 2019 STEM Girl Power Alumni event, Communicating in STEM. • Department of Education STEM Teacher Symposium. • Metropolitan Science Colloquium Dinner. • QM Loans kit activations at <i>Unearthed</i>, Mackay, as part of Project DIG. • Bush Neighbours program collaboration with Brisbane City Council Environment Centres. <p>Lifelong Learning staff have also supported learning of tertiary student audiences, including hosting pre-service education students from James Cook University and doing targeted work with Australian Catholic University focused on inquiry learning, the University of Queensland on effective interactive exhibit design, and QUT School of Design on employing user-centred design principles to enhance children’s learning around sea life.</p> <p>The new permanent <i>Sciencentre</i> exhibition at C+C opened on 28 June 2019 and has become a popular interactive exhibit for all visitors, especially families and school groups to engage with STEM activities.</p>
<p>Develop organisational capability in early learning activities (0–5)</p>	<p>Little Learner programs continue to captivate, excite and support early learners and their carers through play-based exploration of our collections and research.</p> <p>9,579 children and their carers participated in 162 programs specifically designed for early years learners through <i>Discovery Day for Little Learners</i> (QM), <i>Little Nippers</i> (TWRM), <i>Little Cobbers</i> (C+C) and <i>Little Explorers</i> (MTQ). <i>Little Learner</i> videos provided ongoing connection and support to our youngest visitors during the COVID-19 period of closure.</p> <p>QM Loans developed four new kits and sets to support early years learning, with an additional 13 early years kits in production as part of Project DIG.</p> <p>Lifelong Learning hosted PD opportunities for kindergarten teachers and early childhood education students from various colleges and organisations, exploring the use of age-appropriate engagement strategies and QMN resources to support early learners.</p>

Research

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

Relevant and accessible research continues to be a vital activity of QMN. Collaboration with the university and industry sectors is critical to QMN research. Reflecting the complexity of the natural and cultural environments, a diverse range of research was undertaken that will provide the basis of a number of exhibitions and series of public programs, including Aboriginal history, Torres Strait Islander and South Sea Islander projects, maritime archaeology and the transdisciplinary research collaboration with the Centre of Excellence for Australian Biodiversity and Heritage (CABAH) on the environmental and human history of Australia, Papua New Guinea and eastern Indonesia.

Strategies

<p>Collaborate and partner with universities, centres of excellence, funding bodies and industry partners to augment research capacity</p>	<p>QM researchers collaborate with colleagues in universities, industry and museums in Australia and overseas. Links with universities provide opportunities to collaborate on projects under the Australia Research Council (ARC). These funding arrangements are important because researchers are increasingly using a range of new techniques, including advanced imaging and genetic data, to study Australia's biodiversity and geosciences.</p> <p>Funding and grants for research include:</p> <ul style="list-style-type: none"> • Funding from the Australian Biological Resources Study to develop an interactive key to spiders, the systematics of spiders and skinks, and specialist consultancy projects, such as pest mites on avocados. • A five-year industry partnership project with BHP called Project DIG to transform how QMN stores, explores and shares its research and information with students and scientists no matter where they are in the world. • Announcing the discovery of new extinct Australia megafauna that lived 40,000 years ago as part of the research being conducted at South Walker Creek with BHP. • Five ARC grants were awarded to Cultures and Histories. Dr Brit Asmussen was part of a successful international syndicate that was awarded €11 million over six years (2020–26) to quantify the impact of major cultural transitions on marine ecosystem and biodiversity. • Further work with UQ on an ARC Linkage Project investigating the impact of the high-quality teacher PD workshops on regional student outcomes in STEM as part of QMN's Future Makers partnership with Shell's QGC business.
<p>Undertake new and ongoing research on the collection</p>	<p>59 new species described and published, including marine invertebrates (sponges, crustaceans, molluscs) and fish.</p> <p>With a strong emphasis on corals of the Great Barrier Reef (GBR), these studies aim to document the distribution and ecology of species to better understand the impacts of climate and environmental change on the GBR.</p> <p>Seven research projects in collection-based research for Cultures and Histories covered a wide array of subjects, including antiquities collected and brought back to Australia by First World War service personnel; the identity of South Sea Islanders in Australian history; Indigenous food ways in colonial Cape York Peninsula; the cultural impact of aviation in Queensland with links to QMN's prominent aviation collection; How Meston's "Wild Australia Show" shaped Australian Aboriginal History and further work on Queensland maritime archaeology and the HMS <i>Pandora</i>.</p>
<p>Seek peer-reviewed research outcomes</p>	<p>125 peer-reviewed articles published by Collections and Research staff documenting Queensland's terrestrial fauna have resulted in the description of new species of reptiles, insects, spiders and mites along with projects on the ecology and distribution of species in the state. A key focus of research was the diversity and ecology of faunas of the Eungella Plateau in Central Queensland.</p> <p>QMN's research journal, <i>Memoirs of the Queensland Museum – Nature</i> volume 61 was published, featuring 13 scholarly peer-reviewed papers predominantly by staff and honoraries, on Queensland's biodiversity and our collections. The journal is also available for free through online publication and all articles available through the QMN website.</p>

Research cont.

<p>Ensure QMN research is made available to the widest possible audience</p>	<p>Through exhibition outcomes, peer-reviewed journal articles, conference papers and public programs (including online delivery), Collections and Research staff have presented research including:</p> <ul style="list-style-type: none"> • Featuring new research in the exhibition <i>Spiders – The Exhibition</i> • Enabling new research and community engagement opportunities through Project DIG by building the capacity of QMN to use innovative and emerging 3D imaging technologies • Delivery of a conference paper on Dendroglyph digitisation • The <i>Australian South Sea Islander Lived Identities</i> project, particularly early survey work and community engagement • Presenting on QM's contemporary collecting approach at the 2019 M&G QLD conference • Delivery of Cross River Rail collection work at the National Archaeology Week (NAW) online symposium, and • Presenting shipwreck collection highlights as part of the NAW online social media campaign. <p>Curator of Torres Strait and Pacific Cultures, Ms Imelda Miller was invited to present at <i>The Global Plantation Symposium</i> at Princeton, New Jersey, USA. This conference, and two others, were cancelled due to COVID-19.</p>
<p>Sustainability</p> <p>Create a sustainable business model by investing in QMN's products, services, facilities, infrastructure and partnerships.</p> <p>QMN's business model focuses on retaining and strengthening partnerships that share our values as well as investing in major infrastructure works with the emphasis on safety and longevity. Retail and commercial staff successfully pursued initiatives around revenue growth while maintaining strong cost controls improving overall profitability. During COVID-19 closure, QMN utilised the opportunity to review and update operating procedures at MTQ while retail space at TWRM was remodelled to allow for improved merchandise purchasing practices, stock control procedures and efficient service delivery.</p>	
<p>Strategies</p>	
<p>Develop business focused entrepreneurial strategies which improve productivity, foster innovation and maximise self-generated revenue.</p>	<ul style="list-style-type: none"> • QMN retail exceeded budgeted revenue achieving \$2.196M, which was a positive result given all stores, except for the online shop, closed for almost a full quarter of trade due to COVID-19. • In 2019–20, retail continue to build on the strategy to focus on in-house product and brand development. <i>NASA – A Human Adventure</i> gross profit was the highest on record and a reflection of this new approach. • Increased focus on business performance analysis across the commercial operations provided insights that have delivered cost efficiencies and improved profit margins. Despite the COVID-19 closure, all QMN commercial functions, including cafes, functions and events, wholesale publications and front-of-house trading resulted in a revenue of \$3.252M in 2019–20. • Venue hire business across the Network continues to grow, especially at TWRM, and passive income was generated by commercial tenancies at TWRM and QM.
<p>Develop partnerships across government, academia, arts organisations and industry that deliver shared value and impact.</p>	<p>A key component to QMN's operating strategy is to leverage impact through strategic alliances and collaboration with local community, government, business and research institutions.</p> <p>QMN continued to build and consolidate its partnership portfolio, securing more than \$5.9 million in cash and in-kind partnerships from industry, academia and government. New partnerships included:</p> <ul style="list-style-type: none"> • QMN was named Principal Partner of the Cross River Rail Experience Centre, a new community engagement and education hub located in Elizabeth Street, Brisbane, that explores Queensland Government's \$5.4 billion Cross River Rail transport expansion project. • Prior to cancellation due to COVID-19, WSFB 2020 and regional events attracted support of 25 partners, including ongoing investment from Queensland Government, Tourism Events Queensland, Brisbane Marketing (now Brisbane Economic Development Agency), Griffith University, QUT, The University of Queensland, BHP Foundation, Nine, ABC, QPAC and SEQ Water, contributing to Queensland's growing events calendar; attracting thousands of interstate and international visitors and creating measurable, mutually rewarding impact in STEM. • In January 2020, QMN and The University of Queensland finalised a three-year partnership that will ensure <i>SparkLab, Sciencentre</i>, remains a centre of excellence in STEM learning by augmenting exhibits with curriculum-linked learning resources.

Sustainability cont.

<p>Develop partnerships across government, academia, arts organisations and industry that deliver shared value and impact cont.</p>	<ul style="list-style-type: none"> • After extensive collaboration with the Aboriginal community, Amaroo Environmental Education Centre and the Toowoomba Regional Council, C+C is gearing up to launch the “Murri Trail”, featuring 43 plants used by Aboriginal people for food, weapons, tools, medicines and shelter. • 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.
<p>Continue to co-invest with key partners to deliver fit-for-purpose infrastructure.</p>	<p>QMN managed a comprehensive program of capital works in 2019–20, including.</p> <ul style="list-style-type: none"> • \$6M roof restoration work repairing damage from the 2019 monsoonal event to restore the iconic sail roof on the MTQ building. • A major upgrade of fire detection system at MTQ and C+C. • The fit-out of offsite storage and relocation of collection items from the Histories and Technology building at Hendra. • Replacement of air-conditioning system in the main server room at Hendra. • A full replacement of the guttering and remedial roof works on the cafe and administration building at TWRM. • QMN undertook a major staff relocation to temporary accommodation to allow Arts Queensland to deliver critical building works on level 5 and 6 of QM. <p>Arts Queensland, as building owners of QM, also managed a comprehensive program of capital works in 2019-20, including:</p> <ul style="list-style-type: none"> • A major upgrade of the fire gas suppression system protecting state collections. • A major rectification/replacement of existing ceiling services on level 5 and 6. • A major upgrade and replacement of the dust extraction system for QM Artificers Shop. • LED light fitting replacement program for back-of-house areas. • Large hot water system replacement. • A major software upgrade and mapping of the exhibition lighting system. <p>All works undertaken by QM during 2019–20 complied with the Building Code of Australia and with the relevant Australian Standards for building and maintenance works. A Building Condition Assessment on all QMN Buildings was conducted in 2019–20.</p>
<p>Ensure significant systems and services have a life cycle/asset management plan in place.</p>	<p>Several replacements of end-of-life ICT assets occurred across QMN in line with the QMN ICT Roadmap for improved productivity, maintenance and support including:</p> <ul style="list-style-type: none"> • QMN website online shop upgraded and replaced with latest software. • eDRMS upgraded to Content Manager 9.4 with QMNs integrator, CAA. • Digital signage plan initiated for the infrastructure and content management platform. • Replacement of half the QMN end of life access switches. The second stage of switch replacement is planned for 2020–21. • Computer replacement program for staff with laptops and touch screens. • Upgraded security and storage solutions for QMN.
<p>Integrate digital technology to enable online access to collections and data.</p>	<p>QMN upgraded the Vernon Collection Management System cloud-hosted service for QM Online Collections. This service enables primary audiences, teachers and researchers to “collect and share” from over 780,000 assets.</p>

People

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

QMN's future focus includes ensuring our workforce is positioned for the future. Our strategic workforce plan provides for three goals:

- Effective leadership and decision making;
- Establish and maintain a workforce environment that is effective, efficient and agile; and
- A dynamic workforce that is capable, flexible, engaged, loyal, motivated, safe and sufficiently recognised.

The 2019 Working for Queensland Staff Survey was completed by 68 per cent of the QMN workforce, an increase of 13 per cent from 2018–19.

The survey results reflect an engaged and passionate staff who love what they do. Agency engagement increased from 62 to 65 per cent, while 79 per cent of respondents were proud to tell others they work for QMN.

Throughout 2019–20 QMN has continued to be a significant employer by maintaining PreCOVID-19 staffing levels and also by undertaking employment generating projects associated with major refurbishment and capital improvements at several of our Museums.

Strategies

<p>Acknowledge and respect our First Peoples through partnerships and implementation of the QMN Reflect Reconciliation Action Plan.</p>	<p>QMN developed the QMN <i>Reflect</i> Reconciliation Action Plan (RAP), with the journey bringing together a diverse range of staff members across the Network, who identified different sentiments but recognised the need to correct past practices. The RAP Working Group liaised with Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee (QMATSICC) so cultural protocols were embraced during the reconciliation journey.</p> <p>The <i>Reflect</i> RAP identifies the commitment of QMN to engage with its Aboriginal and Torres Strait Islander Peoples in a variety of activities and events.</p> <ul style="list-style-type: none"> • QMN's <i>Reflect</i> RAP was launched on 20 November. • The highlights of action items completed since the launch include: <ol style="list-style-type: none"> 1. Appointment of the Senior Indigenous Advisory Officer (updated in title to Acting Head, Aboriginal and Torres Strait Islander Engagement). 2. Development of the Indigenous Employment Strategy. 3. Acknowledgement of Country at the QMN campus entries and websites. 4. Email signatures with the Acknowledgement of Country. 5. RAP Implementation Intranet Page for staff. 6. Inclusion of Aboriginal and Torres Strait Islander content in QMN public programs. 7. Acknowledgement of the Indigenous Literacy Foundation in a novel way. • QMN partnered with other agencies across the Cultural Precinct to develop and implement the Cultural Centre First Nations Graduate Program. QMN welcomed their first graduate in January 2020, with a second graduate to commence in August 2021. • QMN staff raised more than \$1,000 for the Indigenous Literacy Foundation, a not-for-profit charity which respects the unique place of Australia's first people and draws on the expertise of the Australian book industry.
<p>Attract and develop an innovative, highly motivated, innovative and diverse workforce.</p>	<p>QMN improved a range of activities in 2019–20 including:</p> <ul style="list-style-type: none"> • Recruitment and induction programs are embedded to welcome and integrate new starters. • Personal Performance Planning for all staff to provide clarity on performance expectations, ensure work aligns to strategic and operational plans, and opportunity to improve performance through feedback and support. • Flexible working arrangement offered, especially during the COVID-19 public closures, to be responsive to emerging situations and priorities, and to achieve a healthy work-life balance.
<p>Celebrate the contributions of the museums' staff and volunteers.</p>	<p>QMN engaged 492 volunteers, contributing 2,607 days in 2019–20 to help achieve its strategic goals.</p> <ul style="list-style-type: none"> • Volunteers provide valuable experience and support in a range of front- and back-of-house roles including taxidermy, educational loans, heritage trades, and cultural and natural research and collections. • On 18 March 2020 all volunteer work was suspended to address safety concerns during COVID-19. Volunteer celebrations aligned with National Volunteer Week in May were postponed.
<p>Develop QMN's organisational culture to enhance employee engagement, productivity and safety.</p>	<ul style="list-style-type: none"> • QMN has developed the QMN Safe+Well Strategy 2020–23 to further improve the safety performance of the organisation, delivering creative ideas, information and awareness to staff. • Regular staff newsletters were issued to promote health and wellbeing programs and events such as the Employee Assistance Program (EAP), financial wellbeing, nutritional programs and health and wellbeing events and days. • Participation in the Red Cross 'Red25 Program'. • Achieved a 60 per cent decrease in workers compensation claims this year.

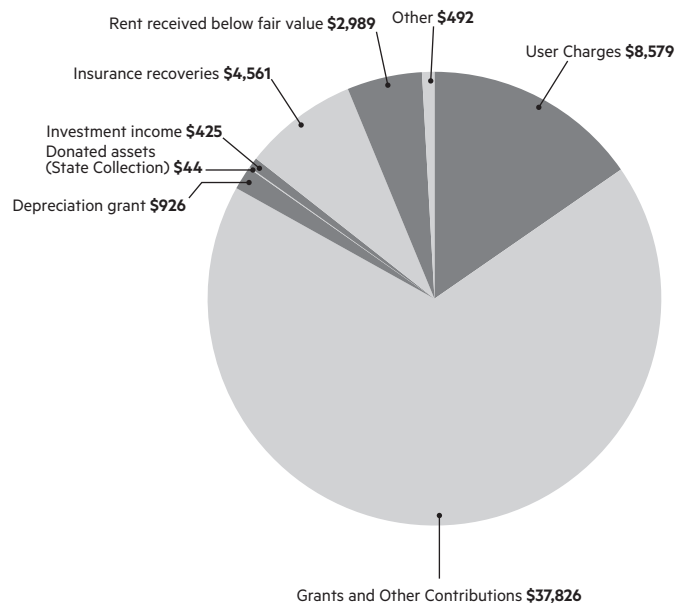
Financial performance

Summary of financial performance

This financial summary provides an overview of the Queensland Museum's financial performance and position for 2019–20. A more detailed analysis is provided in the audited financial statements included in this annual report.

	2020 \$'000	2019 \$'000	Variance Current and prior	Variance %
Total Income from Continuing Operations	55,842	58,858	(3,016)	-5.12%
Total Expenses from Continuing Operations	54,774	54,167	607	1.12%
Operating Result from Continuing Operations	1,068	4,691		

	2020 \$'000	2019 \$'000		
Total Assets	655,984	638,408	17,576	2.75%
Total Liabilities	13,568	4,452	9,116	204.77%
Total Equity	642,416	633,956		

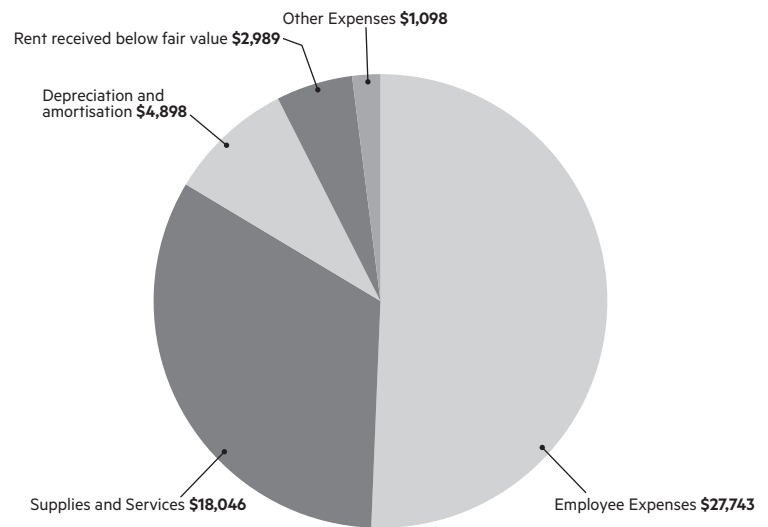


Income (Continuing Operations)

For the 2019–20 financial year, an overall decrease in income of \$3.016 million (5.12%) from the previous year was recorded, primarily due to a complex combination of events with the closure of the museum network for the COVID-19 pandemic and associated insurance recoveries, the adoption of new accounting standards around revenue recognition and fewer donated assets.

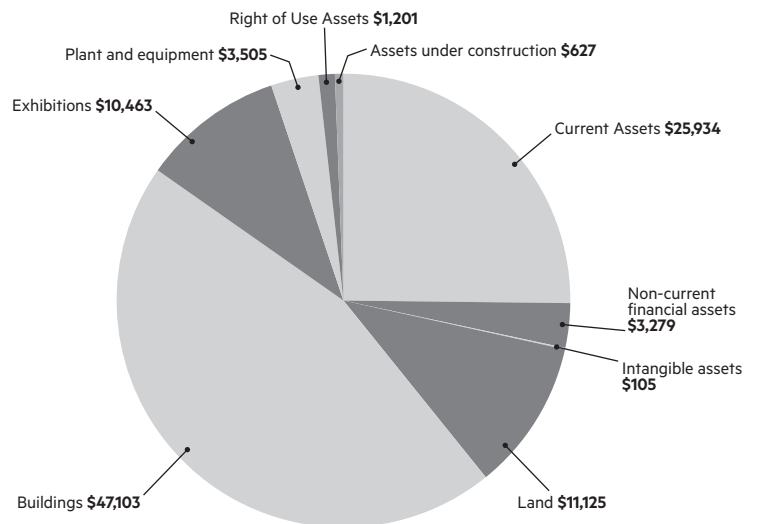
Expenses

For the 2019–20 financial year, an increase in expenses of \$0.607 million (1.12%) from the previous year was recorded, primarily due to a complex combination of events, with the closure of the museum network for the COVID 19 pandemic. Supplies and Services expenses were significantly lower in respect of service/product delivery but this was offset by higher expenses for building repairs.



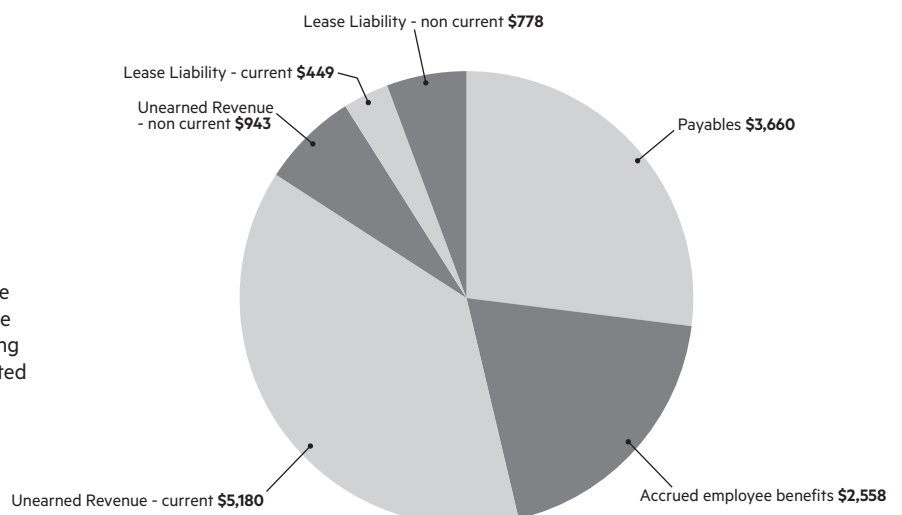
Assets (Continuing Operations)

As at 30 June 2020, total assets were valued at \$656 million, which amounted to an increase of \$17.576 million (2.75%) from the previous year. This movement was primarily due to an increase in Current assets (cash) held against major projects together with an increase in the value of heritage and cultural assets. In addition, Right of use assets associated with leased properties were recognised for the first time (under new Accounting Standard). Heritage & cultural assets (\$553 million) have been excluded from the chart in order to better represent other asset classifications.



Liabilities

As at 30 June 2020, total liabilities were \$13,568 million, an increase of \$9.116 million (204.77%) from the previous year. The increase is primarily due to Unearned revenue and lease liabilities (first time adoption of new Accounting Standards) and higher trade payables associated with major building repairs.



Board of the Queensland Museum Financial Statements

for the period ended 30 June 2020

Board of the Queensland Museum Financial Statements 2019–20

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Board of the Queensland Museum**STATEMENT OF COMPREHENSIVE INCOME**

for the year ended 30 June 2020

	Notes	2020	Economic Entity		2019	Parent Entity	
		Actual	2020 Original Budget	Budget Variance*	Actual	2020 Actual	2019 Actual
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations							
User charges and fees	4.	8,579	10,398	(1,819)	11,708	8,579	11,708
Grants and other contributions	5.	38,796	46,847	(8,051)	42,927	38,719	43,108
Other revenue	6.	8,467	338	8,129	4,130	8,450	4,105
Unrealised gains on funds invested with QIC		-	190	(190)	93	-	93
Total Income from Continuing Operations		55,842	57,773	(1,931)	58,858	55,748	59,014
Expenses from Continuing Operations							
Employee expenses	7.	27,743	27,345	(398)	27,594	27,743	27,594
Supplies and services	8.	18,046	25,016	6,970	17,483	18,046	17,489
Depreciation and amortisation	9.	4,898	4,466	(432)	4,882	4,898	4,882
Other expenses	10.	4,087	644	(3,443)	4,208	4,086	4,209
Total Expenses from Continuing		54,774	57,471	2,697	54,167	54,773	54,174
Operating Result from Continuing		1,068	302	766	4,691	975	4,840
Other Comprehensive Income							
Items that will not be reclassified to Operating Result:							
Increase/(decrease) in asset revaluation surplus	18.	6,116	-	6,116	(5,702)	6,116	(5,702)
Total Comprehensive Income		7,184	302	6,882	(1,011)	7,091	(862)

* 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 2020

	Notes	Economic Entity			Parent Entity		
		2020 Actual \$'000	2020 Original Budget \$'000	Budget Variance \$'000	2019 Actual \$'000	2020 Actual \$'000	2019 Actual \$'000
Current Assets							
Cash and cash equivalents	11.	21,949	7,033	14,916	7,715	21,032	6,542
Receivables	12.	2,834	1,323	1,511	3,557	2,834	3,556
Inventories - Museum Shop		551	637	(86)	552	551	552
Other		600	282	318	336	600	336
Total Current Assets		25,934	9,275	16,659	12,160	25,017	10,986
Non Current Assets							
Other financial assets - QIC		3,279	3,818	(539)	3,515	3,279	3,515
Long Term Diversified Fund							
Intangible assets		105	183	(78)	219	105	219
Property, plant and equipment	13.	625,466	659,605	(34,139)	622,514	625,466	622,514
Right of Use Asset	17.	1,200	-	1,200	-	1,200	-
Total Non Current Assets		630,050	663,606	(33,556)	626,248	630,050	626,248
Total Assets		655,984	672,881	(16,897)	638,408	655,067	637,234
Current Liabilities							
Payables	14.	3,660	1,900	(1,760)	1,161	3,660	1,161
Accrued employee benefits	15.	2,558	2,740	182	2,921	2,558	2,921
Unearned Revenue Liability	16.	5,180	2,881	(2,299)	370	5,180	370
Lease Liability	17.	449	-	(449)	-	449	-
Total Current Liabilities		11,847	7,521	(4,326)	4,452	11,847	4,452
Non Current Liabilities							
Unearned Revenue Liability	16.	943	-	(943)	-	943	-
Lease Liability	17.	778	-	(778)	-	778	-
Total Non Current Liabilities		1,721	-	(1,721)	-	1,721	-
Total Liabilities		13,568	7,521	(6,047)	4,452	13,568	4,452
Net Assets		642,416	665,360	(22,944)	633,956	641,500	632,782
Equity							
Accumulated surplus		160,575	155,420	5,155	158,231	159,659	157,057
Asset revaluation surplus	18.	481,841	509,940	(28,099)	475,725	481,841	475,725
Total Equity		642,416	665,360	(22,944)	633,956	641,500	632,782

* 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 CHANGES IN EQUITY for the year ended 30 June 2020

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 2018	155,216	153,893	481,427	481,427	636,643	635,320
Operating Result from Continuing Operations	4,691	4,840	-	-	4,691	4,840
<i>Other Comprehensive Income:</i>						
Increase/(decrease)						
• Heritage and Cultural assets	-	-	(5,693)	(5,693)	(5,693)	(5,693)
• Buildings	-	-	(9)	(9)	(9)	(9)
<i>Transactions with Owners as Owners:</i>						
Equity withdrawal	(926)	(926)	-	-	(926)	(926)
Net transfer to/from Contributed Equity	(750)	(750)	-	-	(750)	(750)
Balance at 30 June 2019	158,231	157,057	475,725	475,725	633,956	632,782
Net effect of changes in Accounting Standards	28. (4,453)	(4,103)	-	-	(4,453)	(4,103)
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	6,655
Balance at 30 June 2020	160,575	159,659	481,841	481,841	642,416	641,500

The accompanying notes form part of these statements.

Board of the Queensland Museum

STATEMENT OF CASH FLOWS for the year ended 30 June 2020

Notes	2020	Economic Entity		2019	Parent Entity	
	Actual	2020 Original Budget	Budget Variance	Actual	2020 Actual	2019 Actual
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities						
<i>Inflows:</i>						
User charges and fees	8,315	10,439	(2,124)	11,654	8,314	11,654
Grants and contributions	40,605	40,376	229	41,852	40,877	41,429
GST collected from customers	918	-	918	1,316	918	1,371
GST input tax credits from ATO	1,565	-	1,565	2,307	1,565	2,307
Interest receipts	525	325	200	261	(182)	(563)
Other	4,909	13	4,896	560	5,599	1,359
<i>Outflows:</i>						
Employee expenses	(28,099)	(27,345)	(754)	(27,413)	(28,099)	(27,413)
Supplies and services	(15,546)	(22,107)	6,561	(18,617)	(15,546)	(18,623)
GST paid to suppliers	(1,565)	-	(1,565)	(2,067)	(1,565)	(2,067)
GST remitted to ATO	(918)	-	(918)	(1,591)	(918)	(1,591)
Other	(637)	(644)	7	(894)	(636)	(895)
Net cash provided by operating activities	CF-1. 10,073	1,057	9,016	7,368	10,328	6,968
Cash flows from investing activities						
<i>Inflows:</i>						
Sale of investments	17	-	17	16	17	16
<i>Outflows:</i>						
Payments for property, plant and equipment	(1,346)	(7,273)	5,927	(6,413)	(1,346)	(6,413)
Payment for lease liability	(238)	-	(238)	-	(238)	-
Net cash used in investing activities	(1,567)	(7,273)	5,706	(6,397)	(1,567)	(6,397)
Cash flows from financing activities						
<i>Inflows:</i>						
Equity injection	6,655	6,655	-	-	6,655	-
<i>Outflows:</i>						
Equity withdrawal	(926)	(926)	-	(926)	(926)	(926)
Net cash used in financing activities	5,729	5,729	-	(926)	5,729	(926)
Net increase (decrease) in cash and cash equivalents	14,234	(487)	14,722	45	14,490	(355)
Cash and cash equivalents - opening balance	7,715	7,520	195	7,670	6,542	6,897
Cash and cash equivalents at end of financial year	11. 21,949	7,033	14,917	7,715	21,032	6,542

* 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 CASH FLOWS for the year ended 30 June 2020

NOTES TO THE STATEMENT OF CASHFLOW

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

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Operating surplus	1,068	4,691	975	4,840
Non-cash items included in Operating Result:				
Depreciation and amortisation expense	4,898	4,882	4,898	4,882
Loss on sale of property, plant and equipment	35	148	35	148
Gains on Asset Disposal/Unrealised Gain on QIC Investment	-	(93)	-	(93)
Revaluation decrement	219	-	219	-
Non-cash asset donations	(44)	(809)	(44)	(809)
Changes in assets and liabilities:				
(Increase)/decrease in net receivables	723	(831)	722	(1,380)
Decrease in inventories	1	84	1	84
(Increase) in other current assets	(264)	(54)	(264)	(54)
Increase/(decrease) in payables	2,499	(1,203)	2,499	(1,203)
Increase/(decrease) in accrued employee benefits	(363)	183	(363)	183
Increase in other liabilities	4,810	370	4,810	370
Unearned revenue adjustment for transfer from current to non-current	943	-	943	-
Net effect of changes in Accounting Standards	(4,453)	-	(4,103)	-
Net cash provided by operating activities	10,073	7,368	10,328	6,968

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 2019–20

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 \$35.071 million and \$6.655m equity injection for the 2019–20 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 2019.

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 2018–19 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 2019–20

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 2019–20

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 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;
- 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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

3. Controlled Entities (contd)

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

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	
	2020	2019	2020	2019	2020	2019	2020	2019
QMF	918	1,174	-	-	1,025	993	94	(150)

4. User Charges and Fees

Sale of Goods

Sales revenue – shops	2,196	2,776	2,196	2,776
Sales revenue – cafes	842	1,142	842	1,142

Sale of Services

Admission charges				
General admission charges	1,840	2,818	1,840	2,818
Special exhibitions admission charges	2,760	3,159	2,760	3,159
Subscriptions/Memberships	286	387	286	387
Functions/Venue hire	214	489	214	489
Property Rentals	100	149	100	149
Other	341	788	341	788

Total	8,579	11,708	8,579	11,708
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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 revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised. Accrued revenue is recognised if the revenue has been earned but not yet invoiced. User charges and fees are controlled by the Board where they can be deployed for the achievement of the Board's objectives.

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. The adoption of *AASB 15 Revenue from Contracts with Customers* in 2019–20 did not change the timing of revenue recognition for sale of goods.

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 2019–20

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. The adoption of *AASB 15 Revenue from Contracts with Customers* in 2019–20 did not change the timing of these revenue recognitions.

In relation to fees for venue hire and other services rendered, the Board recognises revenue progressively as the services are provided and, where appropriate, a contract asset is recognised representing the Board's right to consideration for services delivered but not yet billed.

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	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
5. Grants and Other Contributions				
<u>Revenue from contracts with customers</u>				
Grants – State Government special	226	-	226	-
Donations from QM Foundation	-	-	700	900
Industry contributions and other grants	1,210	-	1,210	-
Commonwealth Government grants	304	-	304	-
<u>Other Grants</u>				
Grants – State Government recurrent	30,053	29,601	30,053	29,601
Grants – State Government special	3,093	6,589	3,093	6,589
Grants – State Government capital	273	-	273	-
Grants – State Government recurrent funding (for depreciation)	926	926	926	926
Grant – Museum Resource Centre Network	500	500	500	500
Commonwealth Government grants	2	305	2	305
Local Government contributions	263	359	263	359
<u>Other Contributions</u>				
Donations	348	445	271	426
Donations – assets	44	809	44	809
Industry contributions and other grants	1,554	3,393	854	2,693
Total	38,796	42,927	38,719	43,108

Accounting Policy – Grants and contributions

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

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

5. Grants and Other Contributions (contd)

Accounting Policy – Grants and contributions (contd)

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 (Including Significant Payment Terms)	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 2020, \$1.737m remains in unearned revenue. This balance of unearned revenue is expected to be wholly recognised in next financial year as the remainder milestones are completed.
Commonwealth Grants	The Board receives grants from the Commonwealth for specific projects, including research, national science week and inspiring Australia.	Revenue is recognised as milestones of projects are achieved. As at 30 June 2020, \$0.15m remains in unearned revenue. This balance of unearned revenue is expected to be wholly recognised in next financial year as the remainder milestones are completed.
Industry/ community contributions and Other grants	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 2020, \$4.236m remains in unearned revenue. Of this balance, \$3.292m will be recognised in next financial year with the remainder \$0.943m will be recognised afterwards.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

5. Grants and Other Contributions (contd)

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 Significant Judgements	Revenue Recognition Policies
Sciencentre	<p>The Board received \$9.36m prior to the 2019–20 year for transformation of the Sciencentre at Southbank Campus. Obligations are satisfied as milestones are met over the course of the project.</p> <p>The amount of the grant allocated to milestones is progressively recognised upon satisfying the milestones. As at 30 June 2020 this grant has been fully spent.</p>	Revenue is recognised as milestones of projects are achieved. As at 30 June 2020, no unearned revenue balance remained.

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).

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
6. Other Revenue				
Interest	362	424	345	400
Disbursements from Harry West Memorial Fund	63	138	63	138
Goods/Services received below fair value	3,196	3,146	3,196	3,146
Insurance recoveries	4,561	-	4,561	-
Other recoveries	215	171	215	171
Miscellaneous	70	251	70	250
Total	8,467	4,130	8,450	4,105

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

6. Other Revenue (contd)

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 rent. For reporting purposes, the Board has relied on the State Valuation Service (on behalf of AQ) estimating rent provided to the Board at less than fair value of \$2.989m for 2019–20 (2018–19: \$3.026m).

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
7. Employee Expenses				
Employee Benefits				
Wages and salaries	21,112	20,979	21,112	20,979
Employer superannuation contributions	2,700	2,656	2,700	2,656
Long service leave levy	497	432	497	432
Annual leave expense	1,884	1,919	1,884	1,919
Employee Related Expenses				
Workers' compensation premium	51	84	51	84
Payroll Tax and Fringe Benefit Tax	1,295	1,247	1,295	1,247
Other employee expenses	204	277	204	277
Total	27,743	27,594	27,743	27,594

Wages and salaries include \$0.319m of \$1,250 one-off, pro-rata payments for 255.38 full-time equivalent (FTE) employees (announced in September 2019).

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

	2020	2019
Number of FTE employees (FTEs):	241	253

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.

All matters associated with the former CEO (from 02/07/2013 to 01/06/2018) have been finalised.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

7. Employee Benefits Expenses (contd)

Remuneration of board members and board sub–committee members was as follows:						
Name	Appointment Details	Board	Finance, Audit & Risk Management Committee (FARMC)	Aboriginal & Torres Strait Islander Consultative Committee (QMATSICC)	2020 \$	2019 \$
Conry, D (Board Chair)	Resigned 31 May 2019	*				18,462
Forrester, T	Resigned 10 April 2019	*				5,519
Schoenborn, S	Resigned 11 December 2018	*				3,500
McNarn, M (FARMC Chair)	Board and FARMC terms expired 31 May 2020	*	*		8,757	9,500
Williams, D (ATSICC Chair)	ATSICC Chair appointed 12 September 2018 Board term expired 31 May 2020	*		*	8,952	7,000
Sheil, M (Board Chair)	Board Chair appointed 1 August 2019	*			18,218	
Ginn, G	FARMC term expired 31 May 2020 Board re–appointed 1 June 2020	*	*		8,650	8,800
Taylor, C	Board re–appointed 1 June 2020	*	*		8,800	8,800
Griffiths, J	FARMC appointed 1 June 2020 Board appointed 1 August 2019	*	*		6,526	
Harch, B	FARMC appointed 1 June 2020 Board appointed 1 August 2019	*	*		6,526	
Hill, V	Board appointed 1 August 2019	*			6,376	
Parker, J	Board appointed 1 June 2020 FARMC Chair appointed 1 June 2020 External advisor since 25 September 2017	*	*		4,642	5,076
Van Issum, H	Board appointed 1 June 2020	*			588	
Bamaga, N	QMATSICC appointed 12 September 2018			*	1,800	
Tatow, D	QMATSICC appointed 12 September 2018			*	1,800	
Marrie, H	QMATSICC appointed 14 December 2018			*	1,800	
Mosby, P	QMATSICC appointed 12 September 2018			*	1,800	
Thompson, J (Board ex–officio)	CEO appointed 13 December 2018	*	*	*		
Total remuneration paid to all members :					85,236	66,656

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

7. Employee Expenses (contd)

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

Note 24 provides further detail of Key Management Personnel, including disclosure of CEO remuneration.

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.

8. Supplies and Services

	Economic Entity		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Advertising & public relation costs	811	1,438	811	1,438
Corporate services charges paid to CAA	1,139	1,163	1,139	1,163
Cost of goods sold	1,374	1,798	1,374	1,798
Facilities costs	7,361	3,826	7,361	3,826
Facilities costs paid to Arts Qld	937	749	937	749
Fees	1,033	1,025	1,033	1,025
Lease expenses	85	86	85	86
Materials	557	944	557	944
Administration costs	1,087	1,172	1,087	1,172
Project consultants and contractors	1,738	1,928	1,738	1,928
Special Exhibitions	594	1,725	594	1,725
Travel and associated costs	296	580	296	580
Other	1,034	1,049	1,034	1,055
Total	18,046	17,483	18,046	17,489

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

8. Supplies and Services (contd)

Accounting Policy

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

Disclosure about 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.

Disclosure about 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.

9. Depreciation and amortisation

Depreciation and amortisation were incurred in respect of:

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Plant and equipment	637	698	637	698
Buildings	2,262	2,587	2,262	2,587
Exhibitions	1,620	1,377	1,620	1,377
Amortisation – Computer software	114	220	114	220
Amortisation/Depreciation Expense ROU Assets	265	-	265	-
Total	4,898	4,882	4,898	4,882

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
10. Other Expenses				
Commissions and charges	193	331	193	331
External audit fees	70	73	70	73
Insurance	236	214	236	214
Goods and services supplied below fair value	3,196	3,151	3,196	3,151
Losses from the disposal of non-current assets	35	148	35	148
Loss on Revaluation of Investments – QIC Long Term Diversified Fund	219	-	219	-
Other expenses	138	291	137	292
	4,087	4,208	4,086	4,209

External audit fees

Total audit fees payable to the Queensland Audit Office relating to the 2019–20 financial statements are quoted to be \$69,500 (2019: \$67,500). There are no non-audit services included in this amount.

Goods/Services supplied below fair value

The Board occupies Queensland State Government premises at the Queensland Cultural Centre, South Brisbane. The rent provided to the Museum at less than fair value was \$2.989m for 2019–20 (2018–19: \$3.026m).

11. Cash and Cash Equivalents

QTC 11am account	19,206	5,309	19,206	5,309
Cash at bank and on hand	2,723	2,384	1,806	1,211
Imprest accounts	20	22	20	22
Total	21,949	7,715	21,032	6,542

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
12. Receivables				
<i>Current</i>				
Trade debtors	539	3,130	539	3,130
Less: provision for impairment	-	-	-	-
	539	3,130	539	3,130
GST receivable	470	179	470	179
Less: GST payable	12	(108)	12	(108)
	482	71	482	71
Long service leave reimbursements	71	78	71	78
Interest receivable	-	163	-	163
Other receivables	1,742	115	1,742	114
Total	2,834	3,557	2,834	3,556

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 2020 is \$0.674m, (1 July 2019: \$2.2m).

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

12. Receivables (contd)

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 2020 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 2019 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 2019–20

13. Property, Plant and Equipment and Depreciation Expense

Closing Balances and Reconciliation of Carrying Amount

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Land:				
At Fair Value	11,125	11,125	11,125	11,125
	<u>11,125</u>	<u>11,125</u>	<u>11,125</u>	<u>11,125</u>
Buildings:				
At Fair Value	105,541	105,541	105,541	105,541
Less: Accumulated depreciation	(58,438)	(56,176)	(58,438)	(56,176)
	<u>47,103</u>	<u>49,365</u>	<u>47,103</u>	<u>49,365</u>
Heritage and cultural assets:				
At Fair Value – Library Heritage Collection	6,090	6,090	6,090	6,090
At Fair Value – State Collection	546,553	540,388	546,553	540,388
	<u>552,643</u>	<u>546,478</u>	<u>552,643</u>	<u>546,478</u>
Plant and Equipment (Exhibitions):				
At cost	20,206	20,404	20,206	20,404
Less: Accumulated depreciation	(9,743)	(8,320)	(9,743)	(8,320)
	<u>10,463</u>	<u>12,084</u>	<u>10,463</u>	<u>12,084</u>
Plant and equipment (Other):				
At cost	8,459	8,083	8,459	8,083
Less: Accumulated depreciation	(4,954)	(4,621)	(4,954)	(4,621)
	<u>3,505</u>	<u>3,462</u>	<u>3,505</u>	<u>3,462</u>
Assets under construction:				
At cost projects under construction	627	-	627	-
Total	<u>625,466</u>	<u>622,514</u>	<u>625,466</u>	<u>622,514</u>

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019-20

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		2019		
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2019
Carrying amount at 1 July	11,125	11,125	49,365	51,961	546,478	551,360	12,084	1,956	3,462	3,895	-	6,257	622,514	626,554	
Acquisitions at cost	-	-	-	-	4,802	4,767	-	493	714	392	-	627	5,526	1,346	6,413
Acquisition of collected items	-	-	-	-	-	2	-	-	-	-	-	-	-	4,802	4,767
Donations received	-	-	-	-	44	809	-	-	-	-	-	-	-	44	809
Transfers	-	-	-	-	-	-	-	11,033	-	-	-	-	(11,033)	-	0
Disposals	-	-	-	-	(35)	(11,591)	(1)	(21)	(34)	(127)	-	-	(70)	(11,739)	
Revaluation increments (decrements)	-	-	-	-	(9)	1,131	-	-	-	-	-	-	1,349	1,122	
Non-reciprocal equity transfer	-	-	-	-	-	-	-	-	-	-	-	-	(750)	(750)	
Depreciation for period	-	-	(2,262)	(2,587)	-	-	(1,620)	(1,377)	(637)	(698)	-	-	(4,519)	(4,662)	
Carrying amount at 30 June	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	

The Board has plant and equipment with an original cost of \$1,424,185 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 2019–20

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.

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Recognition and Acquisition (contd)

Accounting Policy - Cost of Acquisition (contd)

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

Comprehensive revaluations of all land and buildings are conducted every five years and were last performed at 30 June 2016. Interim revaluations are conducted in the intervening period using appropriate indices.

Indices for land have been sourced from an Independent Valuer, with no material movement reported or applied across the class at balance date.

Indices for buildings have been sourced from the March 2020 Asset Revaluation Index for Non-residential construction in Queensland, published by the Office of Economic and Statistical Research, Queensland.

The cumulative movement in indexation since the last re-valuation was not material and as such not applied at balance date.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

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 was not material and as such not 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 ensure there was no 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.

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.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Depreciation Expense (contd)

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%

Impairment

Accounting Policy

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

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

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
14. Payables				
<i>Current</i>				
Trade creditors	3,006	408	3,006	408
External audit fees	40	25	40	25
Payroll tax	83	102	83	102
Fringe benefits tax	7	12	7	12
Other	524	614	524	614
Total	3,660	1,161	3,660	1,161

15. Accrued Employee Benefits

Current

Annual leave	2,363	2,336	2,363	2,336
Wages accrual	75	411	75	411
Other accrued employee benefits	120	174	120	174

Total

2,558	2,921	2,558	2,921
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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.

16. Unearned Revenue Liability

Current

Contract revenue	3,639	-	3,639	-
Other revenue	1,541	370	1,541	370
Total	5,180	370	5,180	370

Non Current

Contract revenue	943	-	943	-
Other revenue	-	-	-	-
Total	943	-	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.

Due to the application of *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-Profit Entities* there have been opening balance adjustments at 1 July 2019 made between unearned revenue liabilities and accumulated surplus of \$4.453m. Refer to Note 28 for further details.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

16. Unearned Revenue Liability (contd)

Disclosure - Unearned liabilities

Of the opening unearned revenue liabilities as at 1 July 2019 of \$4.822m, \$3.272m has been recognised as revenue in 2019–20.

No revenue recognised in 2019–20 was from performance obligations satisfied or partially satisfied in previous period.

Significant changes in unearned revenue liabilities during the year:

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

Unearned liabilities at 30 June 2020 include \$6.123m relating to revenue received by the Board where sufficiently specific performance obligations are yet to be satisfied. Of this balance, \$5.18m is expected to be delivered within the next 12 months. The remainder \$0.943m will be delivered afterwards.

17. Right of Use Assets and Lease Liabilities

A new accounting standard *AASB 16 Leases* came into effect in 2019–20, resulting in significant changes to the Board's accounting for leases for which it is lessee. The transitional impacts of the new standard are disclosed in Note 28.

Leases as Lessee

Right-of-use assets

	Economic Entity		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Building				
Opening balance at 1 July	21	-	21	-
Additions	1,445	-	1,445	-
Depreciation charge	(265)	-	(265)	-
Closing balance at 30 June 2020	1,200	-	1,200	-

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Lease liabilities

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Current				
Lease Liability - New Leases	449	-	449	-
	449	-	449	-
Non Current				
Lease Liability - New Leases - Non Current	778	-	778	-
	778	-	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 Housing and Public Works (DHPW) 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 DHPW has substantive substitution rights over the assets.

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

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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 concessionary lease is principally to enable the Board to further its objectives. In accordance with Queensland Treasury's requirements on whole-of-government reporting that lessor agencies to be responsible for determination of internal-to-government leases, the Board has taken advice from AQ to continue the recognition treatment at fair value of the lease as has been the case in previous years.

(iii). Amounts recognised in profit and loss

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	4	-	4	-
Breakdown of 'Lease expenses' included in Note 8.				
• Expenses relating to short-term leases	46	-	46	-
• Expenses relating to lease of low value	-	-	-	-
• Expenses relating to variable lease	39	86	39	86

(iv). Total cash outflow for leases

2018-19 disclosures under AASB 117

	\$'000
Operating lease commitments at 30 June 2019	
Within 1 year	53
Later than 1 year but not less than 5 years	11
Later than 5 years	-

18. Asset Revaluation Surplus by Class

	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
	Land	Buildings	Heritage & Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2018	8,650	50,943	421,833	481,427
Revaluation increments (decrements)	-	(9)	(5,693)	(5,702)
Balance 30 June 2019	8,650	50,934	416,140	475,725

The revaluation reserve relates to the Parent Entity only.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

19. Contingencies

Native Title claims over Museum land

The site occupied by the Museum of Tropical Queensland in Townsville is subject of a Native Title claim under Federal Court Application No. QUD 623/2016. The Queensland Department of Natural Resources, Mines and Energy (DNRME) represents all State Government interests in native title proceedings, such that there is no requirement for the Board to become a party to this claim. The Board will continue to liaise closely with DNRME to ensure the Board's interests are appropriately considered but at this time there are no additional disclosures to be made in this regard. At reporting date, it is not possible to make an estimate of any probable outcome of these claims, or any financial effects.

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	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Other Expenditure	1,222	1,496	1,222	1,496
Plant & Equipment	-	28	-	28
Total	1,222	1,524	1,222	1,524
Payable				
Within twelve months	1,182	1,246	1,182	1,246
Later than 1 and not later than 5 yrs	40	278	40	278
Total - Payable	1,222	1,524	1,222	1,524

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 2019–20

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	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Financial Assets				
Cash and cash equivalents	21,949	7,715	21,032	6,542
Trade Receivables	2,352	3,486	2,352	3,485
Other Finance Assets - QIC Long Term Diversified Fund	3,279	3,515	3,279	3,515
	27,580	14,716	26,663	13,542
Financial Liabilities				
Financial liabilities measured at amortised costs:				
Trade Payables	3,570	1,047	3,570	1,047
Total	3,570	1,047	3,570	1,047

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 (QIC 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 2019–20

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>

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	<p>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.</p>

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

22. Financial Risk Disclosures (contd)

Financial Risk Management (contd)

Risk Measurement and Management Strategies (contd)

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 2020 (2019: +/-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 \$98,378 (2019: \$105,449). 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% (2019: +/- 1.0%) 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 \$54,873 (2019: \$77,150). 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.

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 2019–20

23. Budgetary Reporting Disclosures

Explanations of Major Variances - Comprehensive Income

User Charges and Fees

Primarily due to COVID-19 business closure resulting in an overall reduction in User Charges and Fees revenue. These are partially offset by insurance claims recoveries recorded against Other revenue.

Grants and Contributions

Primarily due to:

- Lower donated State Collections received (almost \$1.5m), project delivery delays and event cancellations resulting in less Industry Contributions and Sponsorships received (about \$3.0m);
- Gifts received below fair value for the rental of the Board's premises at South Bank have been grouped in Other Revenue (almost \$3.0m). The Board's premises at South Bank are provided at less than fair value by Arts Queensland. This is offset by variances recorded against Other Revenue.

Other Revenue

Primarily due to insurance claims recoveries not budgeted (almost \$4.6m) and the grouping of revenue for Gifts received below fair value for the rental of the Board's premises at South Bank, which is provided to the Board at less than fair value by Arts Queensland (almost \$3.0m). This is offset by variances recorded against Grants and other Contributions.

Unrealised gains on funds invested with QIC

Primarily due to QIC investment recording losses for the year.

Supplies and Services

Primarily due to:

- Lower than budgeted spend (just under \$4.0m) on various project, events and general operations due to project delivery delays and business interruption experienced due to COVID-19;
- Supplies and services received below fair value for the rental of the Board's premises at South Bank has been grouped in Other Expenses (almost \$3.0m). The Board's premises at South Bank are provided at less than fair value by Arts Queensland. This is offset by the variances recorded against Other Expenses.

Other Expenses

Primarily due to:

- QIC investment recording an investment loss;
- The grouping of Supplies and Services received below fair value for the rental of the Board's premises at South Bank to Other Expenses (almost \$3.0m). The Board's premises at South Bank are provided at less than fair value by Arts Queensland. This is offset by the variances recorded against Supplies and Services.

Other Comprehensive Income

Primarily due to Heritage and cultural asset revaluation increment associated with accessions not budgeted for the year.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

23. Budgetary Reporting Disclosures (contd)

Explanations of Major Variances - Statement of Financial Position

Cash

Primarily due to project deliverable delays and unearned revenue associated with sufficiently specific performance obligations the Board is yet to meet (just under \$12.0m), insurance claims received (about \$3.0m), and a higher than budgeted opening balance.

Receivables

Primarily due to timing of recoveries from insurance claims.

Other non current financial assets

Primarily due to QIC investment losses experienced during the year resulting in lower than budgeted balances.

Right of use assets

Primarily due to first time adoption of new accounting standard for leases which was not budgeted for.

Payables

Primarily due to project invoices received towards the end of the year yet to be paid.

Unearned revenue liability - Current and Non-Current

Primarily due to project delays experienced during the year resulting in additional revenue recognition being deferred.

Lease liability - Non-Current

Primarily due to first time adoption of new accounting standard which was not budgeted for.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

23. Budgetary Reporting Disclosures (contd)

Explanations of Major Variances - Statement of Cash Flows

User charges and fees

Primarily due to COVID-19 business closure resulting in an overall reduction in user charges and fees revenue.

GST collected from customers

Primarily due to budget assumption that GST collected from customers is offset by GST remitted to ATO.

GST input tax credits from ATO

Primarily due to the budget assumption that GST input tax credits from ATO is offset by GST paid to suppliers.

Other operating inflows

Primarily due to insurance claim recoveries not budgeted (about \$4.6m).

Supplies and services

Primarily due to lower than budgeted spend on various projects and general operations due to project delivery delays and business interruption experienced due to COVID-19.

GST paid to suppliers

Primarily due to budget assumption that GST paid to suppliers is offset by GST input tax credits from ATO.

GST remitted to ATO

Primarily due to budget assumption that GST remitted to ATO are offset by GST collected from customers.

Payment for property, plant and equipment

Primarily due to lower than budgeted capital spend due to delays in project deliverables.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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 2018-19 and 2019–20. 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
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 2019–20 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 2019–20

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.

KMP Remuneration Expense

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

1 July 2018 – 30 June 2019

	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	284	7	6	28	-	325
Director, Public Engagement	195	7	4	16	-	222
Director, Collections and Research	189	8	4	15	-	216
Chief Operating Officer	224	6	5	24	-	259
Chief Finance Officer	36	-	1	4	-	41
Total	928	28	19	87	-	1,063

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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)

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 2019–20.

Accounting Standards Early Adopted for 2019–20

No Australian Accounting Standards have been early adopted for 2019–20.

Accounting Standards Applied for the First Time

Three new accounting standards with material impact were applied for the first time in 2019–20:

- AASB 15 *Revenue from Contracts with Customers*
- AASB 1058 *Income of Not-for-Profit Entities*
- AASB 16 *Leases*

The effect of adopting these new standards are detailed below. No other accounting standards or interpretations that apply to the Board for the first time in 2019–20 have any material impact on the financial statements.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

AASB 15 Revenue from Contracts with Customers

The Board applied *AASB 15 Revenue from Contracts with Customers* for the first time in 2019–20. The nature and effect of changes resulting from the adoption of *AASB 15* are described below.

1. New revenue recognition model

AASB 15 establishes a new five-step model for determining how much and when revenue from contracts with customers is recognised. The five-step model and significant judgments at each step are detailed below.

Step 1 - Identify the contract with the customer	Grant funding that the Board receives may contain a contract with a customer and thus fall within the scope of <i>AASB 15</i> . This is the case where the funding agreement requires the Board to transfer goods or services to third parties on behalf of the grantor, it is enforceable, and it contains sufficiently specific performance obligations.
Step 2 - Identify the performance obligations in the contract	This step involves firstly identifying all the activities the Board is required to perform under the contract, and determining which activities transfer goods or services to the customer. Where there are multiple goods or services transferred, the Board must assess whether each good or service is a distinct performance obligation or should be combined with other goods or services to form a single performance obligation. To be within the scope of <i>AASB 15</i> , the performance obligations must be 'sufficiently specific', such that the Board is able to measure how far along it is in meeting the performance obligations.
Step 3 - Determine the transaction price	When the consideration in the contract includes a variable amount, the Board needs to estimate the variable consideration to which it is entitled and only recognise revenue to the extent that it is highly probable a significant reversal of the revenue will not occur. This includes sales with a right of return, where the amount expected to be refunded is estimated and recognised as a refund liability instead of revenue.
Step 4 - Allocate the transaction price to the performance obligations	When there is more than one performance obligation in a contract, the transaction price must be allocated to each performance obligation, generally this needs to be done on a relative stand-alone selling price basis.
Step 5 - Recognise revenue when or as the Board satisfies performance obligations	Revenue is initially unearned/deferred and subsequently recognised when the Board satisfies the sufficiently specific performance obligations, eg. transfers control of the goods or services to the customer. A key judgement is whether a performance obligation is satisfied over time or at a point in time. And where it is satisfied over time, the Board must also develop a method for measuring progress towards satisfying the obligation.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

AASB 15 Revenue from Contracts with Customers (contd)

2. Other changes arising from AASB 15

The standard requires contract assets (accrued revenue) and contract liabilities (unearned revenue) to be shown separately and requires contract assets to be distinguished from receivables.

There are extensive new disclosures, which have been included in Notes 4, 5, 16 and 17.

3. Transitional impact

Transitional policies adopted are as follows:

- The Board applied the modified retrospective transition method and has not restated comparative information for 2018-19, which continue to be reported under *AASB 118 Revenue*, *AASB 111 Construction Contracts*, and related interpretations.
- The Board elected to apply the standard retrospectively to all contracts, including completed contracts, at 1 July 2019. Completed contracts include contracts where the Board had recognised all of the revenue in prior periods under *AASB 1004 Contributions*.

The Board applied a practical expedient to reflect, on transition, the aggregate effect of all contract modification that occurred before 1 July 2019.

User charges and fees

To align with new terminology in *AASB 15*, accrued revenue and unearned revenue arising from contracts with customers have been renamed as contract assets and unearned revenue liabilities respectively. They are separately disclosed in Note 16.

In respect of services rendered, the Board had previously recognised revenue over time on a straight-line basis. Under *AASB 15*, these distinct performance obligations are to be identified, and the transaction price will be allocated to the separate performance obligations. Revenue is then recognised when each performance obligation is satisfied.

Grants and contributions

Grants from the Commonwealth for research and specific projects are identified as contracts with customer within the scope of *AASB 15*. Revenue for these grants are progressively recognised as sufficiently specific performance obligations are satisfied.

AASB 1058 Income of Not-For-Profit Entities

The Board applied *AASB 1058 Income of Not-for-Profit Entities* for the first time in 2019–20. The nature and effect of changes resulting from the adoption of *AASB 1058* are described below.

1. Scope and revenue recognition under AASB 1058

AASB 1058 applies to transactions where the Board acquires an asset for significantly less than fair value principally to enable the Board to further its objective, and to the receipt of volunteer services.

The Board's revenue line items recognised under this standard from 1 July 2019 include most Grants and other contribution, and some Other revenue.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

AASB 1058 Income of Not-For-Profit Entities (contd)

General revenue recognition framework

The revenue recognition framework for in scope transactions, other than specific purpose capital grants, is as follows.

- Recognise the asset – e.g. cash, receivables, PP&E, a right-of-use asset or an intangible asset
- Recognise related amounts – e.g. contributed equity, a financial liability, a lease liability, a contract liability or a provision; (grants and donations in many cases can have nil related amounts)
- Recognise the difference as income upfront

Specific-purpose capital grants

In contrast with previous standards such as *AASB 1004*, *AASB 1058* allows deferral of income from capital grants where:

- the grant requires the Board to use the funds to acquire or construct a recognisable non-financial asset (such as a building) to identified specifications;
- the grant does not require the Board to transfer the asset to other parties; and
- the grant agreement is enforceable.

For these capital grants, the funding received is initially deferred in an unearned revenue liability and subsequently recognised as revenue as or when the Board satisfies the obligations under the agreement.

2. Transitional impact

Transitional policies adopted are as follows:

- The Board applied the modified retrospective transition method and has not restated comparative information for 2018-19. They continue to be reported under relevant standards applicable in 2018-19, such as *AASB 1004*.
- The Board did not remeasure at fair value assets previously acquired for significantly less than fair value and originally recorded at cost.

Revenue recognition for most grants and contributions will not change under *AASB 1058*, as compared to *AASB 1004*. Revenue will continue to be recognised when the Board gains control of the asset (e.g. cash or receivable) in most instances.

Seventeen (17) of the Board's grants will fall within the scope of *AASB 15 Revenue from Contracts with Customers*, the transitional impacts are disclosed above.

The Board has one specific purpose capital grant on transition which will qualify for deferral under *AASB 1058*. The grant was received in previous years.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

Summary of transitional adjustments on 1 July 2019

	AASB 15 changes \$'000	AASB 1058 changes \$'000	Total \$'000
Other current liabilities - Unearned revenue	(4,180)	(273)	(4,453)
Accumulated surplus	4,180	273	4,453

Impact of Adoption of AASB 15 and AASB 1058 in the Current Period

The following table shows the impacts of adopting AASB 15 and AASB 1058 on the Board's 2019–20 financial statements. It compares the actual amounts reported to amounts that would have been reported if the previous revenue standards (AASB 1004, AASB 118, AASB 111 and related interpretations) had been applied in the current financial year.

	As reported \$'000	AASB 15 changes \$'000	AASB 1058 changes \$'000	Previous standards \$'000
<u>Operating results for 2019–20</u>				
User charges and fees	8,579	-	-	8,579
Grants and other contributions	38,796	1,593	(273)	40,116
Other revenue	8,467	-	-	8,467
Total revenue	55,842	1,593	(273)	57,162
Total expenses	54,774	-	-	54,774
Operating result for the year	1,068	1,593	(273)	2,388
Increase/(decrease) in asset revaluation surplus	6,116	-	-	6,116
Total comprehensive income	7,184	1,593	(273)	8,504

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

Impact of Adoption of AASB 15 and AASB 1058 in the Current Period (contd)

	As reported	AASB 15 changes	AASB 1058 changes	Previous standards
	\$'000	\$'000	\$'000	\$'000
Balances as at 30 June 2020				
Assets				
Current Assets	25,934	-	-	25,934
Non-current Assets	630,050	-	-	630,050
Total assets	655,984	-	-	655,984
Liabilities				
Payables	3,660	-	-	3,660
Provisions	2,558	-	-	2,558
Other current liabilities	5,180	(5,180)	-	-
Lease liabilities - current	449	-	-	449
Other non-current liabilities	943	(943)	-	-
Lease liabilities - non-current	778	-	-	778
Total liabilities	13,568	(6,123)	-	7,445
Net Assets	642,416	6,123	-	648,539
Equity				
Accumulated surplus/deficit	160,575	6,123	-	166,698
Asset revaluation surplus	481,841	-	-	481,841
Total equity	642,416	6,123	-	648,539

Comments on significant changes:

(a) User charges and fees revenue

During 2019–20, no user charges and fees revenue was recognised under AASB 15.

(b) Grants and other contributions revenue

During 2019–20, grant and contribution revenue of \$2.998m was recognised under AASB 15 where the Board has satisfied its sufficiently specific performance obligations. At the same time, \$4.591m of grant and contribution revenue received during the year has been unearned under AASB 15 in relation to sufficiently specific performance obligations yet to be met by the Board. These amounts would not have been recognised under previous standards, which would have seen the Board recognising the \$4.591m as revenue but not recognising the \$2.998m as it had already been recognised in prior periods when the grants were received, resulting in a net impact of \$1.593m.

At 30 June 2020, an unearned revenue liability of \$6.123m remains for these grants and contributions, this balance would not have existed under the previous standards.

(c) Grants and other contributions revenue - Capital grant for the Sciencentre project

During 2019–20, grant revenue of \$0.273m was recognised under AASB 1058 relating to a specific purpose capital grant for the Sciencentre redevelopment project.

This amount would not have been recognised under previous standards as all of the revenue had already been recognised in previous years when the grant was received.

At 30 June 2020, there remains no unearned revenue liability balance associated with this capital grant.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

AASB 16 Leases

The Board applied *AASB 16 Leases* for the first time in 2019–20. The Board applied the modified retrospective transition method and has not restated comparative information for 2018-19, which continue to be reported under *AASB 117 Leases* and related interpretations.

The nature and effect of changes resulting from the adoption of *AASB 16* are described below.

1. Definition of a lease

AASB 16 introduced new guidance on the definition of a lease.

For leases and lease-like arrangements existing at 30 June 2019, the Board elected to grandfather the previous assessments made under *AASB 117* and Interpretation 4 Determining whether an Arrangement contains a Lease about whether those contracts contained leases. However, arrangements were reassessed under *AASB 16* where no formal assessment had been done in the past or where lease agreements were modified on 1 July 2019.

2. Changes to lease accounting

Previously, the Board classified its leases as operating or finance leases based on whether the lease transferred significantly all of the risks and rewards incidental to ownership of the asset to the lessee.

This distinction between operating and finance leases no longer exist for lessee accounting under *AASB 16*. From 1 July 2019, all leases, other than short-term leases and leases of low value assets, are now recognised on balance sheet as lease liabilities and right-of-use assets.

Lease liabilities

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

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

The discount rate used is the interest rate implicit in the lease, or the Board's incremental borrowing rate if the implicit rate cannot be readily determined.

Subsequently, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

AASB 16 Leases (contd)

Right-of-use-assets

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability
- lease payments made at or before the commencement date, less any lease incentives
- initial direct costs incurred, and
- the initial estimate of restoration costs

Right-of-use assets will subsequently give rise to a depreciation expense and be subject to impairment.

Right-of-use assets differ in substance from leased assets previously recognised under finance leases in that the asset represents the intangible right to use the underlying asset rather than the underlying asset itself.

Short-term leases and leases of low value assets

The Board has elected to recognise lease payments for short-term leases and leases of low value assets as expenses on a straight-line basis over the lease term, rather than accounting for them on balance sheet. This accounting treatment is similar to that used for operating leases under AASB 117.

3. Changes to lessor accounting

Lessor accounting remains largely unchanged under AASB 16. Leases are still classified as either operating or finance leases. However, the classification of subleases now references the right-of-use asset arising from the head lease, instead of the underlying asset.

4. Transitional impact

Former operating leases as lessee

- The Board's former operating leases, other than the exempt QGAO and GEH arrangements, are now recognised on-balance sheet as right-of-use assets and lease liabilities.
- On transition, lease liabilities were measured at the present value of the remaining lease payments discounted at the Board's incremental borrowing rate at 1 July 2019.
- The Board's weighted average incremental borrowing rate on 1 July 2019 was 1.434%.
- The right-of-use assets were measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments.
- New right-of-use assets were tested for impairment on transition and none were found to be impaired.
- On transition, the Board used practical expedients to:
 - not recognise right-of-use assets and lease liabilities for leases that end within 12 months of the date of initial application and leases of low value assets;
 - exclude initial direct costs from the measurement of right-of-use assets; and
 - use hindsight when determining the lease term.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

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

Accounting Standards Applied for the First Time (contd)

AASB 16 Leases (contd)

The following table summarises the on-transition adjustments to asset and liability balances at 1 July 2019 in relation to former operating leases.

	\$'000
Right-of-use assets – Buildings	21
Lease liabilities	(21)

Reconciliation of operating lease commitments at 30 June 2019 to the lease liabilities at 1 July 2019

	\$'000
Total undiscounted operating lease commitments at 30 June 2019	65
– less GST included to lease commitments	(6)
– less leases with remaining lease term of less than 12 months	(37)
Sub-total	22
– discounted using the incremental borrowing rate at 1 July 2019 (1.434%)	(1)
Present value of operating lease commitments	21
Lease Liabilities at 1 July 2019	21

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

On 23 March 2020, in accordance with the Queensland Government Home Confinement, Movement and Gathering Directive all QMN sites were closed to the public and all non-essential staff transitioned to telecommuting. The Board established an Emergency Planning Committee (EPC) to respond to the COVID-19 pandemic. The QMN Business Continuity and Pandemic Plans were activated. Through the EPC, the Board reviewed its operational risk management capabilities, including crisis management, business continuity, third party risk and insurance policies. All internal and external resources potentially available to the Board were evaluated with clear responsibilities being established amongst the Board, the FARMC and management to ensure adequate resources were deployed in accordance with Government policies while maintaining the Board's long-term financial sustainability.

The Board reviewed existing contracts and commitments that have the potential of being impacted by COVID-19 and has been working with relevant entities to ensure ongoing relevancy, accuracy and appropriateness of these partnerships.

Under Queensland Health approved COVID-Safe Plans QMN commenced reopening on 13 June 2020, as allowed under stage 2 of the Queensland Government's Roadmap to a COVID-safe Recovery.

Board of the Queensland Museum

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2019–20

30. COVID-19 Impact Disclosure (contd)

The following significant quantifiable impacts were identified by the Board during the 2019–20 financial year in response to the COVID-19 pandemic.

<u>Significant revenue and expense items arising from COVID-19</u>	<u>\$'000</u>
• Refund received for payroll taxes	245
• Revenue loss due to event cancellations	(324)
• Revenue loss due to closure (net of cost savings)	(1,137)
	<u>(1,216)</u>

In addition to the above items, the Board has also given rental relief due to COVID-19, amounting to \$0.148m during the year.

The Board has also been exploring strategies to minimise the COVID-19 impacts and is scheduled to receive \$1.461m insurance recoveries for business interruptions. The Board will continue to monitor continuing impacts into the new financial year.

31. Trust Transactions and Balances

Trust

Audit Arrangements

Harry West Memorial Fund

Auditor-General of Queensland

The Board is the Trustee of 'The Harry West Memorial Fund' (the Fund), a testamentary trust established in accordance with the last will and testament of the late Henry (Harry) Thomas West. During the 2019–20 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 \$62,936 (2018-19 - \$138,132).

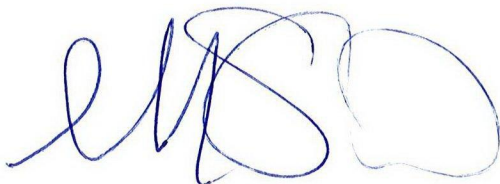
Financial results of the Harry West Memorial Fund

	2020	2019
	\$'000	\$'000
Income	63	138
Expenses	63	138
Net Surplus	<u>-</u>	<u>-</u>
Assets	2,885	3,175
Liabilities	(11)	(94)
Net assets	<u>2,874</u>	<u>3,081</u>

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 2020 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: 26/8/2020



Dr. Jim Thompson
Chief Executive Officer
Queensland Museum Network

Date: 26/8/20



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 2020, 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 2020, 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 2020:

- 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 "MF", with a stylized flourish extending to the right.

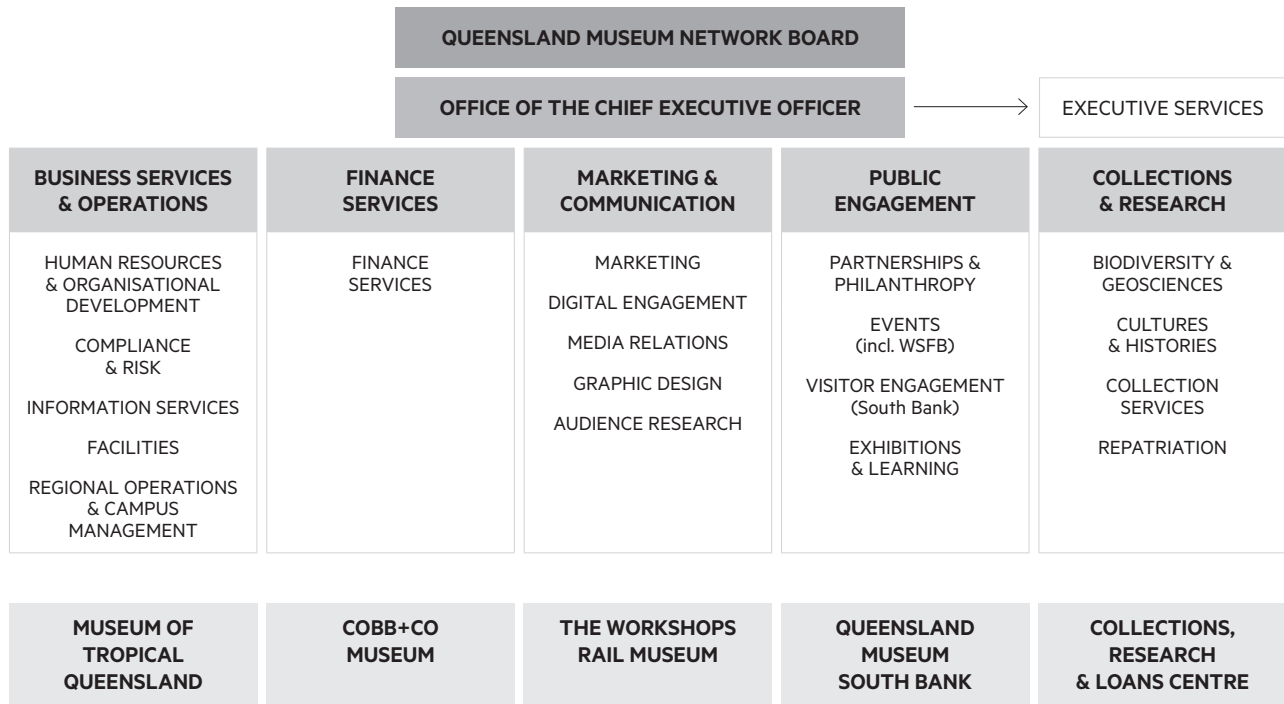
Melissa Fletcher
as delegate of the Auditor-General

27 August 2020

Queensland Audit Office
Brisbane

Governance – management and structure

Organisational structure



QM is committed to and will continually evolve an organisational structure that promotes preservation, promotion and accessibility of our extensive collection.

Collections and Research

The Collections and Research team comprises: Biodiversity and Geosciences, Cultures and Histories and Collection Services, including Conservation, Collection Management Systems, Digital Asset Management Systems, Publications and Photography. The MDO program also plays an important role by providing advice and services to the museum sector right across Queensland. This diverse team is responsible for developing and caring for the collections, undertaking academic research to reveal the stories of Queensland's natural and cultural environment, engaging directly with the public and communities of interest, and providing research and objects, as well as shaping the narrative of stories across the network that are presented as part of exhibition and public programming.

Financial Services

Financial Services provides leadership, direction and management of the finances of QMN. The Finance team is responsible for all statutory reporting obligations, the effectiveness of accounting, financial management information systems and internal controls. The team ensures that financial risks are minimised through the development and implementation of contemporary financial management practices and controlling mechanisms.

Business Services and Operations

This team comprises of key corporate staff including Human Resources and Organisational Development, Information Management Systems, Operations, Facilities, Retail Operations and Projects, Risk and Safety. The team is responsible for all QM owned buildings ensuring that all works undertaken by QM comply with the Building Code of Australia and with the relevant Australian Standards for building and maintenance works. Across the network the team drives the commercial operations, in alignment with the Museum's core curatorial, collection and education values, at C+C, TWRM and MTQ. Regional Visitor Services Officers and Hospitality Officers as well as the Retail staff across the network provide front line operations delivering first class visitor experiences on site.

Marketing and Communication

Marketing and Communication comprises media, marketing, social media, graphic design, brand and audience research. The teams are responsible for the development, delivery and analysis of marketing and media strategies and plans for all exhibitions, events and public programs; digital communication and engagement across our websites, and more than 15 social media channels and eNews campaigns; both proactive and reactive media relations, graphic design, wayfinding and branding for all touch points across the Network; and audience research data capture and analysis.

Public Engagement

Public Engagement comprises Exhibition Development and Services, World Science Festival Brisbane and Events, Lifelong Learning, Partnerships and Philanthropy, and Visitor Engagement (South Bank). The Public Engagement team is responsible for increasing visitation and meaningful and dynamic experience for visitors across all campuses of QMN.

Board of the Queensland Museum

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

Members of the Board and their remuneration during the year were:

Position	Name	Meetings/sessions attendance	Eligible	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Professor Margaret Sheil AO	9	9	\$20,000 pa		\$18,218
Deputy Chair	Mr Maurie McNarn AO	8	8	\$7,000 pa	\$2,500 pa	\$8,757
Member	Associate Professor Geoff Ginn	8	9	\$7,000 pa	\$1,800 pa	\$8,650
Member	Ms Janine Griffiths	8	9	\$7,000 pa	\$1,800 pa	\$6,526
Member	Professor Bronwyn Harch	5	9	\$7,000 pa	\$1,800 pa	\$6,526
Member	Ms Valmay Hill	9	9	\$7,000 pa		\$6,376
Member	Ms Jenny Parker	1	1	\$7,000 pa	\$2,500 pa \$230 ph as External Advisor on FARMC	\$4,642
Member	Ms Catherine Taylor	9	9	\$7,000 pa	\$1,800 pa	\$8,800
Member	Dr Harry Van Issum	1	1	\$7,000 pa		\$588
Member	Mr David Williams	7	8	\$7,000 pa	\$2,500 pa	\$8,952

No. scheduled meetings/sessions	The Board met for six (6) ordinary meetings and three (3) extraordinary meetings in 2019–20.
Total out of pocket expenses	Nil

Board Member Profiles

Professor Margaret Sheil AO, FTSE FRACI FANZSMS PhD BSc(Hons)
(From 1 August 2019)

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 a member of the Board of Universities 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.

Associate Professor Geoffrey AC Ginn, BA (Hons I) PhD
(From 1 June 2017)

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 Region (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

(From 1 August 2019)

As a Managing Director at Accenture, Janine leads Accenture's government business in Queensland and is also the Public Infrastructure, Transport and Cities practice lead within Accenture's government business across Australia. Janine has over 26 years' experience delivering some of the largest and most complex programs to help clients transform business, technology, digital and citizen experience change. As well as working with government and public services organisations in Australia, New Zealand and globally, Janine has also worked extensively in industries including resources, mining, oil and gas, financial services, products, communications and high-tech. Janine is the Location Lead for Accenture's Brisbane Office and a lead Inclusion and Diversity Sponsor across Asia Pacific.

Professor Bronwyn Harch, BEnvSc (Hons) Griff, BEd (MathSc) QUT, PhD Qld FTSE, GAICD, AStat

(From 1 August 2019)

Bronwyn is Deputy Vice-Chancellor (Research) and Vice-President (Research) at University of Queensland. Bronwyn is an applied statistician at The University of Queensland with 24 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

(From 1 August 2019)

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 SunPAC Brisbane 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 Jenny Parker, FCA, BCom, AMIIA

(From 1 June 2020)

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 QM's Finance Audit and Risk Management Committee.

Ms Cathi Taylor, BSocStud, MTP, AICD

(From 1 June 2017)

Cathi was appointed to the Board in 2017 and has served on QM's FARMC since then. 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.

Dr Harry Van Issum, PhD

(From 1 June 2020)

Harry is a Woppaburra man from the Darambal Language Group of Central Queensland and is a Senior 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 on the Aboriginal and Torres Strait Islander Dedicated Memorial Committee to erect a memorial to First peoples defence force personnel in ANZAC Square.

Mr Maurie McNarn AO, FAICD, FADC; MBA, MDefS, GDipTSM, GDipMngtS, BA(Hons)

(Until 31 May 2020)

Maurie retired from the Army as a Major-General in 2009. Some of his appointments included National Commander Iraq, the Gulf and Afghanistan, Head of the Defence Intelligence Organisation, Director-General Joint Operations, Head of Personnel, Head of Training (National RTO), Communications/IT and Head of the Royal Military College. From 2009 to 2016 he was the Chief Operating Officer at the University of Queensland.

Maurie chaired QM's Finance Audit and Risk Management Committee (FARMC).

Mr David Williams, BMus

(Until 31 May 2020)

David is the Co-founder and Director of Gilimbaa. He has served as an Indigenous Advisor for Opera Australia; as an Indigenous Advisory Group Member for Brisbane Festival; and is currently a member of the Microsoft Reconciliation Action Plan Advisory Group, and Indigenous Advisory Group Member for the Queensland Art Gallery and Gallery of Modern Art. David chaired QM's Aboriginal and Torres Strait Islander Consultative Committee.

Queensland Museum Foundation

The Queensland Museum Foundation was founded in 2003 to coordinate fundraising and development opportunities for QMN. QMN receives approximately 60 per cent of its annual operating budget from the Queensland Government. Self-generated revenue from ticket sales, expert consultancies, research grants and support from partners and donors enables QMN to invest in new initiatives to create compelling museum experiences.

Name of Government body Queensland Museum Foundation Trust (Queensland Museum Foundation)	
Act or instrument	Queensland Museum Foundation Trust Deed The Queensland Museum Foundation is controlled by the Board of the Queensland Museum (the Board), a statutory body administered by the State of Queensland.
Functions	All QMN partnerships are premised on a shared vision, clearly articulated outcomes and measurable, mutually rewarding impact.
Achievements	Secured more than \$5.9 million in cash and in-kind partnerships from industry, academia and government. This included donation of more than 130 material culture objects from The Townsville Aboriginal and Torres Strait Islander Cultural Centre (TATSICC) Trust, along with significant cash investment to ensure the ongoing care, management, conservation and storage of this priceless collection.
Financial reporting	The Queensland Museum Foundation's financial reports are prepared by the Board and audited by the Queensland Audit Office. The transactions of the Queensland Museum Foundation are accounted for in the financial statements of the Board.
Remuneration	The Trustees of the Queensland Museum Foundation do not receive remuneration for their service.
Total out of pocket expenses	Nil.

Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Tony Schiffman	N/A	N/A	N/A	N/A
Trustee	Martin Albrecht	N/A	N/A	N/A	N/A
Trustee	Dennis Campbell	N/A	N/A	N/A	N/A
Trustee	Lynn Rainbow Reid	N/A	N/A	N/A	N/A
Trustee	Louise Street	N/A	N/A	N/A	N/A
No. scheduled meetings/sessions	Nil.				
Total out of pocket expenses	Nil.				

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 11 times during 2019–20.

FARMC considered matters including:

- Financial and Audit reports, internal and external
- Key QMN Policies of relevance to the role of FARMC
- Performance of key projects, including WSFB 2020, international travelling exhibitions and Project DIG Partnership
- QMN Risk Register, new key risks and changes to risk ratings
- Workplace Health and Safety reports
- Collection and Records Management reports.

FARMC annually reviews the strategic risks, including a review of the risk appetite statement and QMN environmental risk scan. Members of the committee during the year and record of attendance are as follows:

Role on committee	Name	Number of meetings attended	Number of meetings eligible to attend	Approved annual, sessional or daily fee	Actual fees received 2019–20
Chairperson and member to 31 May 2020	Maurie McNarn	10	10	\$2,500 pa	\$2,304
External Advisor to 31 May	Jenny Parker	9	10	\$230 per hour capped at 4 hours per meeting, excluding GST for up to 12 meetings per year	\$3,860
Chairperson 1 June	Jenny Parker	1	1	\$2,500 pa	\$208
Member to 31 May 2020	Geoff Ginn	8	10	\$1,800 pa	\$1,650
Member	Cathi Taylor	10	11	\$1,800 pa	\$1,800
Member from 1 June 2020	Janine Griffiths	1	1	\$1,800 pa	\$150
Member from 1 June 2020	Bronwyn Harch	1	1	\$1,800 pa	\$150
Member	Jim Thompson	11	11	\$0	\$0
QM Observer	Debbie Draper	11	11	\$0	\$0
QM observer	Martin Linnane	8	11	\$0	\$0

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

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.

In addition to these duties, the Board has requested QMATSICC guide it closely in all matters pertaining to the Repatriation Fund, including assessing and approving applications for financial and administrative resources in order to coordinate community gatherings and ceremonial requirements necessary to complete the repatriation process.

Role on committee	Name	Number of meetings attended	Number of meetings eligible to attend	Approved annual, sessional or daily fee	Actual fees received 2019–20
Chairperson and member	Mr David Williams	3	3	\$2,500 pa	\$2,500
Member	Mr Phillemon Mosby	1	3	\$1,800 pa	\$1,800
Member	Ms Nancy Bamaga	2	3	\$1,800 pa	\$1,800
Member	Mr Dion Tatow	3	3	\$1,800 pa	\$1,800
Member	Associate Professor Henrietta Marrie	2	3	\$1,800 pa	\$1,800
Ex-officio member	Dr Jim Thompson, CEO, QMN	3	3	\$0	\$0
Ex-officio member	Dr Robert Adlard, A/Director of Collections and Research, QMN	1	1	\$0	\$0
Ex-officio member	Peter Denham, Director, Collections and Research, QMN	2	2	\$0	\$0
Ex-officio member	Avril Quail, A/Head, Aboriginal and Torres Strait Islander Engagement, QMN	2	2	\$0	\$0

Executive management

Dr Jim Thompson, *BSc (Hons), M.Res. Sc., PhD, Grad Cert Exec. Lead., PSM*
Chief Executive Officer, Queensland Museum Network

Dr Thompson joined QMN in September 2017 and was appointed CEO and Director in December 2018. Prior to this appointment Dr Thompson was Queensland's Chief Biosecurity Officer and officer-in-charge of Biosecurity Queensland within the Department of Agriculture and Fisheries. Dr Thompson 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.

Debbie Draper, *B.Bus, CPA*
Chief Finance Officer (CFO)

Debbie joined QMN in April 2019, having worked across government entities, not-for-profit and commercial sectors and she oversees the finance teams. Previously Debbie was the CFO for Melbourne Symphony Orchestra. Prior to this, she was the CFO for Queensland Symphony Orchestra.

In these roles, Debbie 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.

Peter Denham, *MA (Cultural Leadership), BBus, PDip Arts (RSA, London), GDip Arts (Art Curatorial Studies), CF*
Director Collections and Research

Peter Denham 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 & 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.

Patrice Fogarty
Director, Public Engagement

Patrice Fogarty joined QMN in July 2018. She has held senior positions across the Queensland Public Service, 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 all four campuses at QMN, Patrice has responsibility for Exhibitions, Learning, Partnerships and Philanthropy, Visitor Engagement at South Bank and Events, including World Science Festival Brisbane.

Elizabeth Gehde, *B Journalism and Marketing*
Head of Marketing and Media

Elizabeth has been at QM since 2015, overseeing the portfolios of brand, marketing, media and social media, graphic design, audience research and membership across the network. 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 an International Council of Museums (ICOM) Australia member.

Jim Grayson, *LLB, LLM, ACIS, PostGradDipComm, F Fin*
Chief Operating Officer

As Chief Operating Officer Jim provides leadership, strategy and direction in the administration and operational aspects of QMN. He directs the financial contribution of the Museum's earned revenue in retail and cafe, and manages Human Resources, Administration, IT Systems, Workplace Health and Safety, Campus Operations and Facilities. Before joining QMN in June 2018 Jim was Chief Executive Officer of Gladstone Area Water Board (GAWB). Jim completed his Masters of Law and as a Solicitor has been in private legal practice and roles that involved the insurance and superannuation sectors, most notably with the Australian Securities and Investments Commission.

He is a Fellow of the Financial Services Institute of Australia and an Associate of the Governance Institute of Australia. He has served on various boards and committees including the Gladstone Economic Industry Development Board (2006–12); as Chair of the AWA Water Management Law and Policy Specialist Network Committee (2012–14); and as a director of Water Services Association of Australia (WSAA) the peak body of the Australian urban water industry (2012–15).

Cathy James
Head of Events and World Science Festival Brisbane

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. Prior to joining QMN, 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 at arenas and greenfield sites in capital cities and regional towns 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), she has vast experience in the music, arts and events industries and is passionate about community engagement, bringing people together and using innovative programming as catalyst for learning and engagement.

Peter McLeod, *B Agricultural Science*
Director of Strategic Operations

Peter joined QM 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. He currently holds the position of Director of Strategic Operations and is responsible for strategic planning and governance matters. 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.

Public Sector Ethics

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

Code of Conduct and health and safety training is embedded into induction processes for all new employees, and all continuing staff complete online refresher training on an annual basis. The museum's online learning tool is interactive and allows staff to undertake basic routine training at their own pace and at a convenient time. Managers and supervisors are invited to attend Reasonable Management Action training sessions to assist with their understanding and application of ethics principles and how they apply to human resource policy and procedures.

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

Human Rights

QMN maintains its commitment to Human Rights through the following:

- Developing and improving accessibility guidelines for exhibitions and public programs
- Updating accessibility information on QMN websites
- Developed sensory friendly maps for all QMN campuses
- Developed sensory friendly loans kits available from all campuses
- Undertaken staff training to provide currency in knowledge for accessibility offerings within museums.

On the International Day of People with a Disability (3 December 2019), QM was presented with a Special Commendation from Autism Queensland for the longstanding work supporting families with children with autism and sensory processing challenges. This Community Award was presented by His Excellency the Governor of Queensland, The Honourable Paul de Jersey AC at Government House.

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:

- 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 organisational wide initiatives and programs.
- Unleash 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.
- Be courageous – we have focussed on integrity and ethics across the network, providing staff with the skills and knowledge to demonstrate ownership, act with transparency and take accountability of mistakes, actions and successes.
- Empower people – our leaders are continually seeking to empower individuals through the establishment of project teams and encouraging a multidisciplinary approach.

Governance – risk management and accountability

Risk management

QMN aims to engage with risk in a flexible and informed way at the appropriate levels of the organisation that takes into account the strategic objectives, legislative obligations, organisational capacity and operating environment.

QMN risk management practices comply with the *Queensland Museum Act 1970*, *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.

Audit Committee

The Finance Audit and Risk Management Committee (FARMC) also oversees audit responsibility for QM.

Internal audit

An internal audit function is carried out on QMN's behalf by the Corporate Administration Agency (CAA). 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 (i.e. '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; and
- 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 Queensland Museum's 2019–20 Annual Audit Plan was prepared in accordance with:

- *Financial Accountability Act 2009*
- Section 31(2) (b) of the Financial and Performance Management Standard 2009 (FPMS).

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.

The internal audit function is independent of management and the external auditors and is overseen by the Finance Audit and Risk Management Committee. Internal Audit work in accordance with the Strategic Internal Audit plan 2018–22 and approved Annual Audit program. The Risk Register is the basis for the significant areas of operational and financial risk are identified for the plan.

In 2019–20 audits were completed for:

- Collection Management
- Receipting/Banking MTQ
- Regulatory Compliance
- Procurement (including low value purchases)
- Corporate Card

External scrutiny

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

Information systems and record keeping

QMN complies with the provisions of the *Public Records Act 2002*, Information Standard 18: Information Security, Information Standard 40: Recordkeeping Governance.

The museum uses an electronic document record keeping management (eDRMS) HPE CM9.4 as their record keeping system which is widely used in government and staff receive training in record keeping principles and practices and the use of the eDRMS system. The record keeping unit is managed by an appropriately skilled officer who has developed a sound record keeping framework including the development of a Business Classification Scheme and Records Retention and Disposal Schedules. The museum's record keeping policy was updated and procedures implemented including the recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse (RCIRCSA).

During 2019–20 the Network:

- Updated the museum eDRMS to HPE 9.4.1 providing easy access to Museum information, improved search and workflow.
- Retained the museum's public records in accordance with the Queensland General Retention and Disposal schedule and the QM Retention and Disposal Schedule. There have been no reported data breaches.
- Continued the implementation of the digitisation program using the EzeScan systems and Network 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.
- With the assistance of the records volunteers program continued digitisation of QM records including geological surveys, research documentation, human resource management, workplace health and safety, collections – loans and donations, repatriation and exhibition graphic designs for improved access and long-term preservation.
- Implemented monthly record keeping and training awareness sessions for all staff in registering records in the new upgraded eDRMS.
- Continued to train new staff and present education programs for the Network on record keeping and HPE CM9.4 to promote our responsibilities, as well as best practice records management.
- Conducted file audits of QM records across Network, in alignment with the Queensland Government Information Standard principles.

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

The Notifiable Data Breaches (NDB) scheme, the General Data Protection Regulations (GDPR) and other legislative reporting are incorporated into the Queensland Museum Information Security Incident reporting response. There were no reported data breaches in 2019–20.

Governance – human resources

Strategic workforce planning and performance

As at 30 June 2020, QMN's workforce consisted of 240.85 full-time equivalent staff.

The separation rate for permanent employees was 7.39 per cent (15 permanent employees from 203 permanent staff).

QMN recognises the importance of engaging a flexible, agile and client-orientated workforce. Key strategies have included:

- Continuing to evolve the museum's organisational structure to ensure greater alignment to our organisational priorities.
- Further development and refinement of high-level human resource reporting across QMN, including workforce demographical data showing our performance against public service diversity targets.
- Ongoing annual reviews of temporary staff who have been engaged temporarily for at least two (2) years. During 2019–20, 48 per cent of temporary employees were converted to permanent under the provisions of the Temporary Employment Directive (08/17).
- An ongoing commitment to balance work and personal commitments by providing flexible working initiatives such as part-time employment, telecommuting and career breaks. QMN's employment profile is currently 30.80% of part-time employees.
- In consultation with the Public Service Commission, Office of Industrial Relations and Cultural Precinct Partners, QMN developed and implemented a number of guidelines and frequently asked questions to support and guide staff during COVID-19. We supported the mobilisation of the majority of our employees to either work from home or be redeployed to alternate duties. We continued to support our casual employees to ensure job security was maintained, as well as supported more flexible working arrangements for employees with school-aged children. The management and safety of our vulnerable employees has also been, and will continue to be, our priority as the COVID-19 situation evolves.
- QMN diversity statistics for 2019–20 include women in senior positions 50%, Aboriginal and Torres Strait Islander people 0.89%, people with disabilities 2.67% and people from non-English speaking background 8.30%.
- Working for Queensland survey responses for 2019–20 was 68%, an increase in responses of 13% from 2018–19. Participation rates have included casual employees during 2018–19 and 2019–20 and can be attributed to any significant variances from the 2017–18 reporting period.
- QMN continues to support the growth of employees through a number of learning and development opportunities available through on-the-job, face-to-face delivery and online learning platforms, including training and information in relation to reasonable management action, transition to retirement, career planning, job applications and interviews. Training opportunities have also been provided around our COVID-19-Safe return to work process.
- Partnering with our colleagues across the Cultural Centre to deliver a shared corporate induction session, encouraging new staff to network with their Cultural Centre colleagues, share ideas and create opportunities.
- Undertaking annual personal performance planning process for every employee to provide clarity of performance expectations, align to strategic objectives and engage in feedback and support.
- Cultural Centre partners agreed to jointly participate in the Cultural Centre First Nations Graduate Program. QMN welcomed our first graduate in January 2020.
- Meeting quarterly with employees and members of the Agency Consultative Committee (ACC) to discuss a broad range of topics including workplace change, policy reviews as well as existing and/or emerging employee relation issues with senior management.
- We continue to facilitate discussion and two-way communication through an established Workforce Advisory Group (WAG) to encourage and harness new ideas through consultation.
- Raising awareness of the LGBTIQ+ QMN Community through information, stories and Rainbow Network. QMN employees actively participate in 'Wear it Purple' Day.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid during the period.

Open Data

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

Queensland Museum Network Consultancies 2019–20

Queensland Museum Network Overseas Travel 2019–20

Disclosure of additional information

Appendices

Appendix 1: QMN Publications 2019–20

Appendix 2: QMN Grants 2019–20

Appendix 3: QMN exhibitions 2019–20

Appendix 4: QMN partners 2019–20

Appendix 5: QMN donors 2019–20

Glossary

Abbreviation/acronym	Meaning
ABRS	Australian Biological Resources Study
ALA	Atlas of Living Australia
ARC	Australian Research Council
ASPAC	Asia Pacific Network of Science and Technology Centres
CAA	Corporate Administration Agency
CABAH	Centre of Excellence for Australian Biodiversity and Heritage
C+C	Cobb+Co Museum
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
DAMS	Digital Asset Management System
DES	Department of Environment and Science
FARMC	Finance Audit and Risk Management Committee
HR	Human Resources
ICT	Information Communication and Technology
IMIT	Information Management and Information Technology
LGA	Local Government Area
LGBTQ	Lesbian, gay, bisexual, transgender and questioning (queer)
LTI	Lost Time Injuries
MDO	Museum Development Officer
MTQ	Museum of Tropical Queensland
NASA	National Aeronautics and Space Administration
NESB	Non-English Speaking Backgrounds
NAIDOC	National Aborigines and Islanders Day Observance Committee
NAW	National Archaeology Week
PD	Professional Development
PCOL	Protection of Cultural Objects on Loan Scheme
PPP	Personal Planning for Performance
Project DIG	Project Digital Infrastructure Growth
QM	Queensland Museum
QMATSICC	Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee
QMN	Queensland Museum Network
QMS	Queensland Museum at South Bank including SparkLab, Sciencentre
RAP	Reconciliation Action Plan
REDMAP	Range Extension Database and Mapping project
STEM	Science, technology, engineering and maths
TEQ	Tourism and Events Queensland
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 Cover
Accessibility	Table of contents	ARRs – section 9.1	1
	Glossary		93
	Public availability	ARRs – section 9.2	113
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	113
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	113
Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	113	
General information	Introductory Information	ARRs – section 10.1	4
	Machinery of Government changes	ARRs – section 10.2, 31 and 32	N/A
	Agency role and main functions	ARRs – section 10.2	4
	Operating environment	ARRs – section 10.3	10
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	12
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2	N/A
	Agency objectives and performance indicators	ARRs – section 11.3	13
	Agency service areas and service standards	ARRs – section 11.4	10
Financial performance	Summary of financial performance	ARRs – section 12.1	24
Governance – management and structure	Organisational structure	ARRs – section 13.1	80
	Executive management	ARRs – section 13.2	86
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	82
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	88
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	88
	Queensland public service values	ARRs – section 13.6	88
Governance – risk management and accountability	Risk management	ARRs – section 14.1	89
	Audit committee	ARRs – section 14.2	89
	Internal audit	ARRs – section 14.3	89
	External scrutiny	ARRs – section 14.4	89
	Information systems and record keeping	ARRs – section 14.5	89
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	90
	Early retirement, redundancy and retrenchment	<i>Directive No.04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	90
Open Data	Statement advising publication of information	ARRs – section 16	91
	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	76
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	77

Appendix 1

QMN Publications 2019–20

- Allsopp, P.G.** & Hutchinson, P.M. 2019. Extralimital Dynastinae (Coleoptera: Scarabaeidae) in Australia. *Journal of Insect Biodiversity*, 12 (2): 48–77. DOI: <http://dx.doi.org/10.12976/jib/2019.12.2.2>
- Arrigoni, R., Berumen, M.L., Mariappan, K.G., Beck, P.S.A., Ulver, A.M., Montano, S., **Pichon, M.**, Strona, G., Terraneo, T.I. & Benzoni, F. 2020. Towards a rigorous species delimitation framework for scleractinian corals based on RAD sequencing: the case study of *Leptastrea* from the Indo-Pacific. *Coral Reefs*. 39. DOI: <https://doi.org/10.1007/s00338-020-01924-8>
- Astrup, P.M., Skriver, C., Benjamin, J., *Stankiewicz, F.*, Ward, I., *McCarthy, J.*, Ross, P., Baggaley, P., **Ulm, S.**, & Bailey, G. 2020. Underwater shell middens: Excavation and remote sensing of a submerged Mesolithic site at Hjørnø, Denmark. *Journal of Island and Coastal Archaeology*. <https://doi.org/10.1080/15564894.2019.1584135>
- Ballantyne, L.A., **Lambkin, C.L.**, Ho, J-Z., Jusoh, W.F.A., Nada, B., Nak-Eiam, S. A., Thancharoen, W., Wattanachaiyingcharoen, W. & Yiu, V. 2019. The Luciolinae of S. E. Asia and the Australopacific region: a revisionary checklist (Coleoptera: Lampyridae) including description of three new genera and 13 new species. *Zootaxa*, 4687 (1):1-174. DOI: <http://dx.doi.org/10.11646/zootaxa.4687.1.1>
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- Baker, A.** 2019. Is the intriguing black-tailed dusky antechinus headed for extinction? *Wildlife Australia*, 56 (4): 22–24.
- Baynes, A., Montagut Pino, G., Huong Duong, G., Lockyer, A. E., McDougall, C., Jobling, S. & Routledge, E. 2019. Early embryonic exposure of freshwater gastropods to pharmaceutical 5 α -reductase inhibitors results in a surprising open-coiled “banana-shaped” shell. *Scientific Reports* 9: Article number 16439. DOI: <https://doi.org/10.1038/s41598-019-52850-x>
- Benjamin, J., O’Leary, M., McDonald, J., Wiseman, C., McCarthy, J., Beckett, E., Stankiewicz, F., Leach, J., Hacker, J., Baggaley, P., Jerbić, K., Fowler, M., Morrison, P., Jeffries, P., **Ulm S.**, & Bailey, G., 2020. Aboriginal artefacts on the continental shelf reveal ancient drowned cultural landscapes in northwest Australia. *PLOS ONE*.
- Bird, M.I., Condie, S.A., O’Connor, S., O’Grady, D., Reepmeyer, C., **Ulm, S.**, Zega, M., Saltré, F., & Bradshaw, C.J.A. 2019. Early human settlement of Sahul was not an accident. *Scientific Reports* 9:8220. <https://doi.org/10.1038/s41598-019-42946-9>
- Bishop, P. J.**, Scofield, R.P. & **Hocknull, S.** 2019. The architecture of cancellous bone in the hindlimb of moa (Aves: Dinornithiformes), with implications for stance and gait. *Alcheringa: An Australasian Journal of Palaeontology*, 43(4): 612–628.
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- Booth, T. & **Muir, P.R.** 2020. Climate change impacts on Australia’s eucalypt and coral species: Comparing and sharing knowledge across disciplines. *WIREs Climate Change*. DOI: <https://doi.org/10.1002/wcc.657>
- Bradshaw, C.J.A., **Ulm, S.**, Williams, A.N., Bird, M.I., Roberts, R.G., Jacobs, Z., Laviano, F., Weyrich, L.S., Friedrich, T., Norman, K., and Saltré, F. 2019. Minimum founding populations for the first peopling of Sahul. *Nature Ecology & Evolution* 3(7):1057–1063. <https://doi.org/10.1038/s41559-019-0902-6>
- Bridge, T. C.**, Luiz, O. J., Kuo, C. Y., Precoda, K., Madin, E. M., Madin, J. S., & Baird, A. H. 2020. Incongruence between life-history traits and conservation status in reef corals. *Coral Reefs* DOI: <https://doi.org/10.1007/s00338-019-01885-7>
- Bruce, N.L.**, Welicky, R.L., Hadfield, K.A. & Smit, N. J. 2019. A new genus and species of fish parasitic cymothoid (Crustacea, Isopoda) from the Indian Ocean coast of South Africa, with a key to the externally attaching genera of Cymothoidae. *ZooKeys*, 889: 1–15. DOI: <https://doi.org/10.3897/zookeys.889.38638>
- Buddawong, T., Asuvapongpatana, S., Senapin, S., **McDougall, C.** & Weerachayanukul, W. 2020. Characterization of calcineurin A and B genes in the abalone, *Haliotis diversicolor*, and their immune response role during bacterial infection. *PeerJ* 8: e8868. DOI: <https://doi.org/10.7717/peerj.8868>
- Burwell, C.J.**, Hobson, R.G., Hines, H.B., Jefferies, M.G., Power, N.P and White, D. 2020. Dragonflies and damselflies (Odonata) of the Granite Belt region, South-eastern Queensland, Australia. *Australian Entomologist*, 47 (1): 1–24.
- Burwell, C.J.** & Nakamura, A. 2020. Rainforest ants (Hymenoptera: Formicidae) along an elevational gradient at Eungella in the Clarke Range, central Queensland coast, Australia. *Proceedings of the Royal Society of Queensland*, 125: 43–63.
- Burwell, C.J.**, Theischinger, G., Leach, E.C. & Burwell-Rodriguez, A.I. 2020. Dragonflies and damselflies (Odonata) of the Eungella region, central coastal Queensland, Australia. **Proceedings of the Royal Society of Queensland**, 125: 33–42.
- Cockburn, S.** and **Beetson, A.**, 2020. (Re)Presenting Indigenous Histories of the First World War: case studies for museums” in *Queensland Remembers 1914–1918*, ed. G. Mate (Brisbane: Watson, Ferguson & Company 2020) 93–106.
- Collins, S. J., **Mate, G.**, & **Ulm S.**, 2019. Revisiting Inscriptions on the Investigator Tree on Sweers Island, Gulf of Carpentaria. *Proceedings of the Royal Society of Queensland* 124: 137–64.
- Crosbie, A.J., **Bridge, T.C.L.**, Jones, G., & Baird, A.H. 2. 2019. Response of reef corals and fish at Osprey Reef to a thermal anomaly across a 30 m depth gradient. *Marine Ecology Progress Series*, 622: 93–102. DOI: <https://doi.org/10.3354/meps13015>
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28. Dilrukshi Herath, H.M.P., Preston, S., Jabbar, A., Garcia-Bustos, J., Taki, A., Addison, R.S., Hayes, S., Beattie, K.D., **Ekins, M.G.**, **Hooper, J.N.A.**, Chang, B.C.H., Hofmann, A., Davis, R.A. & Gasser, R.B. 2019. Identification of Fromiamycalin and Halaminol from Australian Marine Sponge Extracts with Anthelmintic Activity against *Haemonchus contortus*. *Marine Drugs*, 17 (598): 1-14 DOI: <https://doi:10.3390/md17110598>
29. Dougherty, A.J., Thomas, Z.A., Fogwill, C., Hogg, A., Palmer, J., Rainsley, E., Williams, A.N., **Ulm, S.**, Rogers, K., Jones, B.G., and Turney, C., 2019. Redating the earliest evidence of the mid-Holocene relative sea-level highstand in Australia and implications for global sea-level rise. *PLoS ONE* 14(7): e0218430. <https://doi.org/10.1371/journal.pone.0218430>
30. Dumalagan, E.E.Jr., Cabaitan, P.C., **Bridge, T.C.L.**, Go, K.T., Quimpo, T.J.R., Olavides, R.D.D., Munar, J.C., Villanoy, C.L. & Siringan, F.P., 2019. Spatial variability in benthic assemblage composition in shallow and upper mesophotic coral ecosystems in the Philippines. *Marine Environmental Research*, 150: p.104772. DOI: <https://doi.org/10.1016/j.marenvres.2019.104772>
31. **Ebert, K.M.**, **Monteith, G.B.**, Menéndez, R., & Merritt, D.J. 2019. Bait preferences of Australian dung beetles (Coleoptera: Scarabaeidae) in tropical and subtropical Queensland forests. *Austral Entomology*, 58: 772-782. DOI: <https://doi.org/10.1111/aen.12396>
32. Edgar, G. & **Davie, P.J.F.** 2019. Decapoda. Pp. 151–190. In, Edgar, G., *Tropical Marine Life of Australia. Plants and animals of the central Indo-Pacific.* (New Holland Publishers: London, Sydney, Auckland). 600 pp.
33. **Ekins, M.**, Erpenbeck, D. & **Hooper, J.N.A.** 2020. Carnivorous sponges from the Australian Bathyal and Abyssal zones collected during the RV “Investigator” 2017 Expedition. *Zootaxa*, 4774 (1): 1–159. DOI: <http://dx.doi.org/10.11646/zootaxa.4774.1.1>
34. Emery, D.L., Emery, N.J. & **Popple, L.W.** 2019. A revision of the *Yoyetta abdominalis* (Distant) species group of cicadas (Hemiptera: Cicadidae: Cicadettinae), introducing eight new species. *Records of the Australian Museum*, 71 (7): 277-347. DOI: <https://doi.org/10.3853/j.2201-4349.71.2019.1720>
35. Erpenbeck, D.; Galitz, A.; **Ekins, M.**, De C. Cook, S.; Van Soest, R.W.M.; **Hooper, J.N.A.**, & Wörheide, G. 2020. Soft sponges with tricky tree: On the phylogeny of dictyoceratid sponges. *Journal of Zoological Systematics and Evolutionary Research*, 58 (1): 27-40. DOI: <https://doi.org/10.1111/jzs.12351>
36. **Gillespie, K.** 2019. Oceania. In Sturman, Janet (ed.) *The Sage International Encyclopedia of Music and Culture*. Thousand Oaks, CA: SAGE. pp.1610-1614.
37. **Gillespie, K.** 2019. Soothing songs for babies/Berceuses du monde. *Yearbook for Traditional Music*. 51: 296. doi:10.1017/ytm.2019.26
38. **Goulding, W.**, Moss, P. & McAlpine, C.A. 2019. Notes on the cultural value, biology and conservation status of the Data Deficient Tagula butcherbird (*Cracticus louisianensis* Tristram, 1889). *Pacific Conservation Biology* CSIRO Publishing. DOI: <https://doi.org/10.1071/PC19014>
39. **Hadnutt, N.**, 2020. Engines of Destruction: biographies of a museum’s war trophies. *Queensland Remembers 1914-1918*, ed. **G. Mate** (Brisbane: Watson, Ferguson & Company 2020) 7-24.
40. **Hampton, D.**, 2020. We Remember: the Ipswich Railway Workshops War Memorial. *Queensland Remembers 1914-1918*, ed. **G. Mate** (Brisbane: Watson, Ferguson & Company 2020) 171-186.
41. **Healy, J.M.** 2020. Kevin Lamprell, the shell man: from citizen to scientist (the C.T. White Address). *Queensland Naturalist*, 57: 21-49.
42. **Healy, J.M.** 2020. A new species of *Amoria* (Gastropoda, Volutidae, Amoriinae) from the mid-east coast of Australia. *Memoirs of the Queensland Museum – Nature*, 62: 1-10. DOI: <https://doi.org/10.17082/j.2204-1478.62.2020.2019-02>
43. **Healy, J.M.**, Mikkelsen, P.M. & Bieler, R. 2020. Sperm ultrastructure in the ocean quahog *Arctica islandica* (Arctiidae) and *Neotrapezium sublaevigatum* (Trapezidae), with a discussion of relationships within the Arcticoidea and other Euheterodonta (Bivalvia). *Journal of Molluscan Studies*. DOI: <https://doi.org/10.1093/mollus/cyaa002>
44. **High, J.**, 2020. From Aero Clubs to Aviation Companies: the experiences of Thomas Macleod and his contemporaries 1910-1919. *Queensland Remembers 1914-1918*, ed. **G. Mate** (Brisbane: Watson, Ferguson & Company 2020) 57-74.
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Peer Reviewed Publications 2019–20 cont.

46. Hipsley, C. A., Aguilar, R., Black, J.R. & **Hocknull, S.A.** 2020. High throughput micro-CT scanning of small fossils: preparation, packing, parameters and post-processing. bioRxiv. doi: <https://doi.org/10.1101/2020.01.22.911875>
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49. Hughes, L.E., **Bruce, N.L.** & Osborn, K.J. (2020) *Aegiochus gracilipes* (Hansen, 1895) a senior synonym of *Aegiochus tara* Bruce, 2009 (Crustacea: Isopoda: Aegidae). *Zootaxa*, 4803, 388–392.
50. Hughes, S., Evason, C., Baldwin, S., Nadarajah, H., Leisemann, S. & **Wright, S.** 2019. STEM takes flight. *Physics Education*, 55: (2020) 025005 (6pp)
51. Iwaniuk, A.N., Keirnan A.R., **Janetzki, H.**, Mardon, K., Murphy, S., Leseberg N.P. & Weisbecker, V. (2020) The endocast of the Night Parrot (*Pezoporus occidentalis*) reveals insights into its sensory ecology and the evolution of nocturnality in birds. *Science Report* 10, 9258.
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- Babcock, R. & **Bridge, T.** 2020. Supplementary Report to the Final Report of the Coral Reef Export Group: S1 Practical taxonomy for RIMReP Coral Reef Monitoring. Great Barrier Reef Marine Park Authority, Townsville.
- Booth, T. & **Muir, P.R.** 2020. Lessons learned from the front lines of climate change. *Advanced Science News* <https://www.advancedsciencenews.com/lessons-learned-from-the-front-lines-of-climate-change/>
- Couper, P., Go, M., Amey, A.** & Limpus, C. 2019. The World Science Festival Brisbane's Loggerhead Turtle Hatchery: A case study. *Teaching Science*, 65: 19–25.
- Healy, J.M.** 2020. Just in time for Christmas [unusual spider shell]. *Radula: Brisbane Shell Club Newsletter* (Summer), p. 9.
- Hocknull, S.A.** Dosseto, G. Price, L. Arnold, P. Moss & Joannes-Boyau, R. 2020. Humans coexisted with three-tonne marsupials and lizards as long as cars in ancient Australia. *The Conversation*. <https://theconversation.com/humans-coexisted-with-three-tonne-marsupials-and-lizards-as-long-as-cars-in-ancient-australia-138534>
- Hocknull, S.A.** 2020. Life and Death in Tropical Australia, 40,000 years ago. *Nature Research Ecology and Evolution Community*. <https://natureecoevocommunity.nature.com/manage/beta/posts/61740>
- Lambkin, C.L.** 2019. Just what is a Gidgee Bug? *News Bulletin of the Entomological Society of Queensland*, 47(4): 71-72.
- Lambkin, C.L.** 2020. *Pontomyia* revisited: marine flies. *News Bulletin of the Entomological Society of Queensland*, 47(9): 187-188.
- Lawrence, R. A. & Hocknull, S.A.** 2020. Discovering the world's largest kangaroo – Part 1: in the Field. Queensland Museum Network Blog. <https://blog.qm.qld.gov.au/2020/05/18/discovering-the-worlds-largest-kangaroo-part-1-in-the-field/>
- Lawrence, R. A. & Hocknull, S.A.** 2020. Discovering the world's largest kangaroo – Part 2: in the Lab. Queensland Museum Network Blog. <https://blog.qm.qld.gov.au/2020/05/18/discovering-the-worlds-largest-kangaroo-part-2-in-the-lab/>
- Lawrence, R. A. & Hocknull, S.A.** 2020. A crime scene of the past – investigating tropical Ice Age Megafauna. Queensland Museum Network Blog. <https://blog.qm.qld.gov.au/2020/05/18/a-crime-scene-of-the-past-investigating-tropical-ice-age-megafauna/>
- Lawrence, R. A. & Hocknull, S.A.** 2020. What are Megafauna? Queensland Museum Network Blog <https://blog.qm.qld.gov.au/2020/05/18/what-are-megafauna/>
- Monteith, G.B.** 2020. A moth that eats coccids inside weaver ant nests. *News Bulletin of the Entomological Society of Queensland*, 47(9): 189-191.
- Monteith, G.B.** 2020. Searching for Cooloola monsters: 40 years of discovery of these iconic Queensland insects. *News Bulletin of the Entomological Society of Queensland*, 48(2): 28-42.

Peer Reviewed Publications 2019–20 cont.

15. Saha, N., Webb, G.E., **Christy, A.G.** & Zhou, J.-X. 2019. Geology, Mining History, Mineralogy, and Paragenesis of the McDermitt Caldera Complex, Opalite Mining District, Humboldt County, Nevada, and Malheur County, Oregon. *Baymin Journal*, 20(4): 1-165.
16. **Seeman, O.D.** Mites on Insects: the other 99%? *Entomological Society of Queensland News Bulletin* 48 (3): 56-65.
17. **Wallace, C.C.** 2019. Hexacorals 2: Reef-building or hard corals (Scleractinia). Pages 267-282 In, *The Great Barrier Reef: Biology, Environment and Management. 2nd Ed.* (Eds, Hutchings, P., Kingsford, M. & Hoegh-Guldberg, O.) (CSIRO Publishing: Melbourne).
18. **Wallace, C.C.** & Crowther, A.L. 2019. Hexacorals 1: Sea anemones and anemone-like animals (Actiniaria, Zoantheria, Corallimorpharia and Antipatharia). Pages 257-266 In, *The Great Barrier Reef: Biology, Environment and Management. 2nd Ed.* (Eds Hutchings, P., Kingsford, M. & Hoegh-Guldberg, O.) (CSIRO Publishing: Melbourne).
19. **Wright, S. & Edwards, T.** 2019. Oldest specimen in QM Ento collection? Apparently not. *News Bulletin of the Entomological Society of Queensland*, 47(7): 144.
7. **Burwell, C.J.**, Olds, J., **Nakamura, A.** & McDougall, A. 2019. Eradication of African big-headed ant, Pheidole megacephala (Formicidae) from Tryon Island, a coral cay in the southern Great Barrier Reef, and accompanying changes in the island's ant fauna. Combined conference of the Australian Entomological Society (AES), the *Society of Australian Systematic Biologists* (SASB) and the *Australasian Arachnological Society* (AAS).
8. **Chiotakis, C., Hocknull, S.** & Phillips, M. 2019. Determining Australian Plio–Pleistocene crocodylian diversity using three dimensional morphometrics of dental and osteoderm remains. *Journal of Vertebrate Paleontology*. Program and Abstracts, 2019, 79.
9. **Cramb, J., Hocknull, S.** & Price, G. 2019. A tale of two mice: Pogonomys and Leggadina (Rodentia, Murinae) from Pleistocene cave deposits at Mt Etna, eastern Queensland, Australia. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 85.
10. Elliott, B., Wilson, R., Shapcott, A., Newis, R., Cannizzaro, C., **Burwell, C.**, Smith, T., Keller, A., Leonhardt, S. & Wallace, H. 2019. The pollen diets and niche overlap of honey bees and native bees in heathlands. The second Australian Native Bee Conference, Brisbane.

Conference Abstracts

1. Aguilar, R., Hipsley, C., Black, Jay R., & **Hocknull, S.** 2019. Millions of years, dozens of samples, one single scan: new methods to rapidly increase the number of specimens captured in a single high quality scan. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 52.
2. Alidoost Salimi, P., Mostafavi, P.G., Keshavmurthy, S., **Pichon, M.**, & Chen, C.A. 2020. Does *Acropora clathrata* occurs in coral carpets of the Persian Gulf? *14th Internat. Coral Reef Symp.* Bremen, Abstracts 2335, p.
3. Arrigoni, R., Berumen, M.L., Beck, P., **Pichon, M.**, Strona, G., Terraneo, T.I., Montano, S. & Benzoni, F. 2020. Towards a rigorous species delimitation framework for scleractinian corals based on RAD sequencing: the case study of *Leptastrea* from the Indo-Pacific. *14th Internat. Coral Reef Symp.* Bremen, Abstracts 1607.
4. Barathieu, G., Konieczny, O., Thomassin, B.A., **Pichon, M.**, Rouzé, H. & Ducarme, F. 2020. High potential of citizen science to foster academic/fundamental research on mesophotic coral ecosystems at Mayotte (South West Indian Ocean). *14th Internat. Coral Reef Symposium*, Bremen, Abstracts 865.
5. Bongaerts, P., Gijsbers, J., Englebert, N., Dinesen, D., González-Zapata, F., Sánchez, J.A., Kahng, S., Eyal, G., **Muir, P.**, Hoegh-Guldberg. & **Pichon, M.** 2020. Cryptic species diversity at mesophotic depths: a phylogenomic assessment of *Agaricia* and *Leptoseris*. *14th Internat. Coral Reef Symp.* Bremen, Abstracts 1928.
6. **Burrow, C.**, Newman, M. J., Den Blaauwen, J. L. 2019. *Cheiracanthus* (Acanthodii, Acanthodiformes) from the middle Devonian of Scotland: new anatomical data and new species. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 71.
11. **Gillespie, K.** 2019. Documenting sung stories in Lihir: a genre, a community, a mine. *Australian Anthropological Society (AAS) Annual Conference*, ANU, 3 December.
12. **Hadnutt N., Hocknull, S.**, Murison, J., **Waddington, P.** & Buhrich, A. 2019 Cultural Heritage in a Digital World: Recording a Western Yalanji dendroglyph. *Australian Archaeology Association Conference*. 10 – 13 December 2019.
13. Herne, M. C., Nair, J. P., Bell, P., **Hocknull, S. A.**, Salisbury, S. W., Tait, A. M., Evans, A. R., Molnar, R. E. & Weisbecker, V. 2019. Australian ornithopod dinosaurs: recent discoveries and implications for ornithopod diversity and relationships. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 117.
14. **Hickson, J.** 2019. Seizing the Zeitgeist: capturing the spirit of our times in a State social history collection. *M&GQ Opening Doors Conference*. 13 November 2019.
15. **Hocknull, S. A.**, Wilkinson, M., **Lawrence, R. A.**, Newman, N., & Mackenzie, R. 2019. On the shoulders of titans: introducing new cretaceous dinosaur fossil fields from southwest Queensland, Australia, and demonstrating the utility of scanning (surface and CT) in taphonomic and ichnofossil interpretation. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 119.
16. **Hocknull, S. A., Lawrence, R., Cramb, J., Tierney, P., Wilkinson, J. E., Spring, K., & Sands, N.** 2019. Time is of the essence: three case studies from Queensland, Australia, demonstrating responses to fossil site loss through mining and development over differing time scales. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 118.
17. **Knutsen, E. M.** 2019. The Lazarus dicynodont—reassessing Australian Cretaceous material. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 132.
18. Konieczny, O., Barathieu, G., Thomassin, B.A., **Pichon, M.**, Rouzé, H. & Ducarme, F. 2020 Citizen Science underpins nascent research into mesophotic coral environments at Mayotte (South west Indian Ocean): Preliminary results. *14th Internat. Coral Reef Symp.* Bremen, Abstracts 972.

19. **Lambkin, C.** 2019. Collecting Permits, Ethical Research, and Native Title. *Combined conference of the Australian Entomological Society (AES), the Society of Australian Systematic Biologists (SASB) and the Australasian Arachnological Society (AAS)*.
20. **Lawrence, R. A. & Hocknull, S.** 2019. Engaging the public with small vertebrate fossils and utilizing citizen science to maximise scientific discovery at Capricorn Caves, central eastern Queensland, Australia. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 139.
21. **Lawrence, R. A., Hocknull, S., & Cramb, J.** 2019. Lost in space and time: new Quaternary small vertebrate records from the Fitzroy river basin of tropical Queensland, Australia. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 139.
22. Li X., Teasdale L.C., Lessard B.D., Bayless K., Trautwein M.D., **Lambkin C.L.**, Lamas C.J.E., Wiegmann B.M. & Yeates D.K. 2019. A preliminary phylogeny of Asiloidea using anchored enrichment data (Brachycera). *Combined conference of the Australian Entomological Society (AES), the Society of Australian Systematic Biologists (SASB) and the Australasian Arachnological Society (AAS)*.
23. **McAllister, M.** 2019. Looking to the past for new knowledge: HMS Pandora (1791) and Legacy Data, ALMA Conference *Navigating Change*, Queensland Museum, Brisbane.
24. **Mate, G., Flexner, J. Miller, I.** 2019 Developing plantation archaeology with Australian South Sea Islanders in Central Queensland. *Australasian Society for Historical Archaeology Conference*, Port Macquarie – 1-16 October.
25. Pérez-Rosales, G., Rouzé, H., **Pichon, M.**, Bongaerts, P., Parravicini, V. & Hédouin, L. 2020. A comprehensive study in French Polynesia reveals new insights on the ecological importance of mesophotic reefs. *14th Internat. Coral Reef Symposium*, Bremen, Abstracts 1955.
26. **Seeman, O.D.** 2019. Mites on Insects: the other other 99%? Invited plenary speaker at: *Combined conference of the Australian Entomological Society (AES), the Society of Australian Systematic Biologists (SASB) and the Australasian Arachnological Society (AAS)*.
27. Ramm, T., Thorn, K.M., Hipsley, C., Mueller, J., **Hocknull, S.**, Melville, J. 2019. Reptile diversity of McEacherns Cave, a late Pleistocene to Holocene fossil deposit from Victoria, Australia. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 175.
28. Todd, C. N., Roberts, E. M., **Knutsen, E., Rozefelds, A.**, Huang, H., & Spandler, C. 2019. Refined age and geological context of two of Australia's most important Jurassic vertebrate taxa (*Rhoetosaurus browni* and *Siderops kehli*), Surat basin, Queensland. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 205.
29. **Turner, S.** & Berta, A. 2019. "Bone hunters" project—Australasian women in vertebrate paleontology. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 209.
30. **Turner, S.**, Soler-Gijon, R., Siebert, E., McCurry, M., & Avery, S. 2019. The dentition and skeleton of *Mooreodontus*: new insights into the origin and development of the Triassic xenacanth sharks. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 208.
31. **Wallace, C.C.**, Portell, R., **Muir, P.R.** 2019. The role of Oligo-Miocene staghorn corals (*Acropora*) of Florida USA in Cenozoic reef diversification and change. P. 75 In, *Abstract Book, 13th International Symposium on Fossil Cnidaria and Porifera*. Universitàdi Modena e Reggio Emilia, Modena Italy.
32. **Watson, S.-A.** 2019. Marine invertebrates in a changing world. Australian Research Council Centre of Excellence for Coral Reef Studies *Coral Reef Futures Symposium 2019*, Sydney, New South Wales, Australia.
33. **Wilkinson, J. E.** 2019. Acid preparation of carbonaceous fossil material using a medical intravenous kit for targeted delivery of 7% acetic acid solution. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 218.
34. **Wilkinson, M., Hocknull, S. A. & Mackenzie, R.** 2019. Formation? Understanding the geology of the Winton Formation and integrating newly discovered fossil fields from south-west Queensland, Australia. *Journal of Vertebrate Paleontology*, Program and Abstracts, 2019, 219.
35. Wilson, R.S., Keller, A., Leonhardt, S., **Burwell, C.J.**, Fuller, C., Smith, T., Shapcott, A. & Wallace, H.M. 2019. Solitary bee dependence on exotic plants identified through DNA metabarcoding of nest provisions. *The second Australian Native Bee Conference*, Brisbane.

Reports – Grey Literature

1. Schaffelke, B., Anthony, K., Babcock, R., **Bridge, T.**, Carlos, E., Diaz-Pulido, G., Gonzalez-Rivero, M., Gooch, M., Hoey, A., Horne, D., Kane, K., McKenzie, C., Merida, F., Molloy, F., Moon, S., Mumby, P., Ortiz, J.C., Pears, R., Phinn, S., Ridgway, T., Roelfsema, C., Singleton, G., & Thompson, A. 2020. *Monitoring coral reefs within the Reef 2050 Integrated Monitoring and Reporting Program: final report of the coral reef expert group*. Great Barrier Reef Marine Park Authority, Townsville
2. Gonzalez-Rivero, M., Roelfsema, C., Lopez-Marcano, S., Castro-Sanguino, C., **Bridge, T.**, & Babcock, R. 2020. *Supplementary Report to the Final Report of the Coral Reef Expert Group: S6. Novel technologies in coral reef monitoring*, Great Barrier Reef Marine Park Authority, Townsville.

Books

1. Czechura, G., Hopkins-Weise, J., Ryan, M., **Wilson, J., Mate, G.**, Lamond, S., **Powell, J. & Bissell, E.** *The Anzac Legacy: A Queensland Museum Discovery Guide*. Brisbane: Queensland Museum. 2020.
2. **Gillespie, K.**, 2018. *Pil: Ancestral Stories of the Lihir Islands*. Boroko: Institute of Papua New Guinea Studies.
3. **Piddocke, M.** *Remember Me to All Old Friends*. Brisbane: Boolarong Press. 2020.

Appendix 2

QMN Grants 2019–20

Project title	Project brief description	Research leader and awardee	Partners and stakeholders	Grant from	Amount of grant (\$ Total all years)	Years of project
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. QM Partner Investigators: Dr Geraldine Mate and Dr Brit Asmussen.	Queensland Museum Network; and 19 other University and Industry partners.	Australian Research Council, 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 QM Partner Investigator: Chantal Knowles	University of Queensland, Queensland Museum Network, The Australian National University, Museum Victoria, State Library of New South Wales.	Australian Research Council Linkage Grant	\$361,019	2016–19
Heritage of the Air: How Aviation Transformed Australia LP160101232	'Heritage of the Air' aims to reshape scholarly, industry and community understanding of the extraordinary cultural impact of aviation, in the lead-up to the centenary of Australian civil aviation in 2020/21.	Awarded to A/Prof Tracy Ireland QM Partner Investigator: Senior Curator Jennifer Wilson	Australian National University, University of Canberra, Queensland Museum, University of Sydney, University of Adelaide, Macquarie university, Air services Australia, National Museum of Australia, Civil Aviation Historical Society, Essendon, Airways Museum	Australian Research Council Linkage Grant	\$350,000	2018–21
Sugarbags and shellfish: Indigenous 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 Indigenous people and settler-colonists between 1865 and 1939 in Cape York Peninsula.	Awarded to Dr Michael Morrison – Flinders University QM Partner Investigator: Dr Brit Asmussen	Flinders University, Macquarie University, Queensland Museum Network, Napranum Aboriginal Shire Council, Chuulangan Aboriginal Corporation and Western Cape Communities Trust	Australian Research Council Linkage Grant	\$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 QM Partner Investigators: Dr Geraldine Mate, Ms Imelda Miller	University of Sydney, University of Queensland, Queensland Museum Network, Federation University, Mackay and District Australian South Sea Islander Association (MADASSIA), the Rockhampton Australian South Sea Islander Community, (RASSIC) and Australian South Sea Islander communities in Joskeleigh and Ayr	Australian Research Council Linkage Grant	\$445,313	2019–21

Grants 2019–20 cont.

Project title	Project brief description	Research leader and awardee	Partners and stakeholders	Grant from	Amount of grant (\$ Total all years)	Years of project
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.	QM Awardee – Dr Brit Asmussen	University of York (UK), Johannes Gutenberg-University, Mainz, Kobenhaven University, Denmark.	ERC Synergy Grant	11 Million Euro	2020–26
Burnett River Rock Engravings (BRRE)	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.	Queensland Museum – Dr Brit Asmussen, Nick Hadnutt and Cathy ter Bogt.	Port Curtis Coral Coast (traditional Owner representatives); Bundaberg Regional Council, Burnett Mary Resource Group, Griffith University.	QM Indigenous Repatriation Program (IRP)		2014–ongoing
Extending the success of REDMAP Australia to Queensland	REDMAP (Range Extension Database & Mapping project) is a citizen science initiative that seeks to inform, engage and educate fishers, divers, boaters and the general public about marine species that are shifting southwards in accordance with warming waters. The Museum of Tropical Queensland will develop an exhibit on range-shifting species as part of this grant.	Jan Strugnell, James Cook University	Gretta Pecl, University of Tasmania, Joline Lalime, Marine Teachers Association of Queensland, Sue-Ann Watson, Queensland Museum	Reef Trust Partnership, Great Barrier Reef Foundation	\$91,883	2019
Spiders of Australia Lucid Key 2nd edition (ID: 3600002725)	Australian Biological Resources Study (ABRS), Update the Spiders of Australia Lucid Key (first published in 2002).	Dr Barbara Baehr, QM ABRS Researcher Fellow	Lucide, ABRS, CSIRO Publishing, Queensland Museum, Barbara Baehr, QM and Jenny Beard QM.	Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	\$110,000 (over the life of the project)	2020–21
Existing from previous year RG18-02 10 million mite species on insects? An exploration of the podapolipid mites that parasitise beetles	Australian Biological Resources Study (ABRS), Research on mites	Dr Owen Seeman, Queensland Museum	Queensland Museum, Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	\$30,000 + \$6,000 from QM	July 2018 – June 2021
Existing from previous year Conservation systematics of Australian open-holed trapdoor spiders of the Teyl-complex (Mygalomorphae: Nemesiidae: Anamini)	Australian Biological Resources Study (ABRS),	Dr Michael Rix, ABRS Research Fellow QM	Australian Biological Resources Study (ABRS), Western Australian Museum (WAM)	Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	\$285,000 Over the life of the project (inc. \$15,000 from QMN). \$1,500 in-kind contribution from QMN \$1,500 in-kind from WAM	2018–21

Grants 2019–20 cont.

Project title	Project brief description	Research leader and awardee	Partners and stakeholders	Grant from	Amount of grant (\$ Total all years)	Years of project
Lost Creatures update	Lost Creatures Digital Renewal - Part 1, Part 2, Part 3, Part 4 involving photogrammetry, exhibition and public outreach outcomes	Dr Espen Knutsen, Dr Scott Hocknull	BHP, DIG, QMN	DIG, QMN		
Synchrotron Beamtime	Studies of Lapilopsis, Triassic vertebrates and fossil plants	Dr Florian Witzmann, Dr Espen Knutsen, Dr Andrew Rozefelds	Australian Synchrotron	ANSTO	\$32,784 (in kind support)	2020
Middlemount Trace Fossils	Fieldwork including high-resolution 3D, using a combination of photogrammetry from drone footage, and laser scanning to create a virtual copy of the site's surface.	Dr Espen Knutsen,	James Cook University, Barada Barna People, BHP, DIG	DIG		4 months
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, Australian Synchrotron James Cook University Traditional Owners	DIG, Australian Synchrotron		2.5
Herpetology publication including images of types.	Develop a catalogue of the QM's frog and reptile Type collection for publication in the Memoirs of the Queensland Museum - Nature	Patrick Couper, Dr Andrew Amey & Peter Waddington	DIG, QMN	DIG, QMN		2
Brigalow Belt surveys	To conduct fieldwork and collect DNA samples for research and development, liaising with TOs.	Dr Paul Oliver, Dr Michael Rix, Patrick Couper, Dr Andrew Amey, Page, M., Eddie, C.	Griffith University, QMN, DIG	DIG, QMN		2020
3DHD Geosciences Research Portal	Fossil field work, collection development imaging specimens for research publications and social media	Dr Scott Hocknull, Shane Appleby	QMN, DIG	DIG	\$2,592	
Dating of Central Qld volcanics	Dating and understanding the geological history of Qld. Publications and social media	Dr Andrew Rozefelds	Central Queensland University, University of Queensland, DIG	DIG	\$6,600	1
Western Yalanji dendroglyph	3D Model and print replicating a dendroglyph, in a world first	Scott Hocknull, Peter Waddington, Nick Hadnutt, Alice Buhrich and Johnny Murison	Western Yalanji, BHP, Griffith University and QMN	DIG		2019
Taxonomy and ecology of Central Queensland's hidden reefs: investigating environmental indicators in a tropical diversity hotspot	Research on hidden reefs in Queensland resulting in publication of results and imagery.	Robyn Cumming	DIG, Gambling Grant	DIG, Gambling Grant	\$34,989	2020
Trait plasticity and the maintenance of functional diversity	Quantify the importance of intra- versus inter-specific diversity for explaining functional response of coral assemblages over depth gradients; identify whether greater trait plasticity leads to a broader ecological niche and ability to persist in habitats where present-day conditions reflect those predicted for the latter 21st century; generate a predictive model of changes in functional structure of coral reefs.	Dr Tom Bridge	James Cook University, Coral Reef Research Foundation, University of Technology Sydney, University of Hawaii	DIG		2018–2022

Grants Applied for 2019–20

Grant title	Project brief	Grant scheme	Partner organisation	Amount	Success/unsuccessful/ awaiting response
SR200200682- Mapping and activating traditional stone arrangements with Virtual Reality	The project proposes 'exciting new methods and strategies for the mapping and narration of Aboriginal cultural landscapes, using virtual reality' [B] with an 'excellent focus on major Lizard Island stone structures. (Dr Geraldine Mate)	Australian Research Council Special Research Initiatives	Deakin University, James Cook University, Monash University.		Awaiting response
SR200200223 Academics in the Museum: Collaboration, cultural heritage and audience engagement	The research will shed light on the working relationship between researchers and practitioners in the heritage space. It will also reveal the development and impact of popular music in Queensland through deep engagement with communities of interest, including those whose stories are often marginalised, including Indigenous, queer, and regional voices. While researchers gain industry skills, they also investigate the experience of the exhibition audience, generating new knowledge about heritage consumption in Australia.	Australian Research Council Special Research Initiatives	University of the Sunshine Coast, Griffith University, Queensland Museum.		Awaiting response
SR200200959 - Economic Species: Wet Tropics Collections, Museums and Indigenous Values.	This project aims to investigate how natural history collections have informed understandings of the Aboriginal economy, will investigate the role of Aboriginal collectors and advance knowledge of the current values of key local species. Australian Research Council Special Research Initiatives. (Dr Brit Asmussen)	Australian Research Council Special Research Initiatives	James Cook University, Queensland Museum.	\$298,814	Awaiting response
SR200200250 Unlocking high-resolution Indigenous history from the Great Barrier Reef.	This project aims to understand long-term Indigenous interactions with the Great Barrier Reef via reconstructing a 6,500-year history of marine shellfish use from offshore islands. (Dr Brit Asmussen).	Australian Research Council Special Research Initiatives	University of Melbourne, James Cook University, Monash University, Queensland Museum.	\$296,900	Awaiting response
SR200200031 Peninsula Transitions: Indigenous foodways in Holocene Cape York Peninsula.	This study investigates the foodways of Kuuku I'yu peoples in the northern Cape York Peninsula highlands through the past ~11,000 years, a major transitional period for humans globally, drawing on Indigenous biocultural knowledge, cultural mapping, and archaeological survey and excavation, to investigate foodways at cultural keystone places. (Dr Brit Asmussen)	Australian Research Council Special Research Initiatives	The University of New England, Chuulangun Aboriginal Corporation, The University of New England, Flinders University, Macquarie University, Queensland Museum.	\$293,695	Awaiting response
SR200200157- Fugitive Traces: Reconstructing Yulluna experiences of the frontier.	This project aims to explore Indigenous experiences of colonisation, through a case study involving a Yulluna woman & a white Native Mounted Police officer in 19th century Qld. (Mr Nicholas Hadnutt)	Australian Research Council Special Research Initiatives	Griffith University, Flinders University, University of Sydney, James Cook University, All Hallow's School, Queensland Museum.	\$100,000	Awaiting response

Grants Applied for 2019–20 cont.

Grant title	Project brief	Grant scheme	Partner organisation	Amount	Success/unsuccessful/awaiting response
SR200200865 Mapping changing climate stories across the Great Barrier Reef catchment	This project investigates how human-climate relations have shaped transformation of the wider Great Barrier Reef catchment between 1952 and 2022, utilising the tools of literary history and political geography. (Dr Geraldine Mate)	Australian Research Council Special Research Initiatives	James Cook University, Sydney Environment Institute, University of Exeter, Queensland Museum	\$245,000	Awaiting response
Deep History of Sea Country Part 2	The project will work on submerged cultural landscapes in northern Australia with industry partners. (Dr Maddy McAllister)	Australian Research Council Discovery Fund	James Cook University, Flinders University, University of Western Australia, The University of Texas, Queensland Museum.	\$400,000	Awaiting response
Shipwrecks of Australia's Making: the Archaeology of colonial ship building	The project will aim to complete archaeological fieldwork and analysis of the vessels to learn more about early colonial ship building styles and methods. (Dr Maddy McAllister)	Australian Research Council – Special research initiative	Flinders University, James Cook University, Parks and Wildlife (Tasmania), Heritage Victoria, Queensland Museum.		Awaiting response
McAllister: AIMA (Australasian Institute for Maritime Archaeology) Scholarship 2019	Applied for research and equipment funding to buy a negative scanner and completely scan all of the <i>Pandora</i> archival collection. (Dr Maddy McAllister)	AIMA	None	\$2,000	Unsuccessful
Women of Maritime Arts, Science and Technology (WoMAST)	Applied for funding to conduct inaugural research into the <i>Foam</i> shipwreck to complete archaeological research but also a large outreach and educational component. (Dr Maddy McAllister)	Australian Geographic	ANMM, WA Museum, DES & Flinders University, Queensland Museum.	\$10,000	Unsuccessful
Taxonomic significance of extensive cryptic lineage diversity within 2 species of <i>Lerista</i>.	This project aims to discover and describe potentially morphologically cryptic new species and determine conservation priorities and formal assessments for these species. Ultimately, this work may lead to the listing of multiple species under the relevant state and national environmental legislation. (Dr J. Worthington Wilmer)	Department of the Environment and Energy - Australian Biological Resources Study (ABRS), DIG	Australian Biological Resources Study (ABRS), QMN, DIG	\$30,000	Successful
Phytoseiidae of Australia: an unexplored natural resource		Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	Australian Biological Resources Study (ABRS), QMN	\$90,000	Unsuccessful
Developing a bait set for rapid generation of genome scale data to understand the diversity of cnidarian medusae and associated risks		Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	Australian Biological Resources Study (ABRS), Griffith University, QMN	\$77,896	Unsuccessful
Taxonomy of Australian oysters		Department of the Environment and Energy - Australian Biological Resources Study (ABRS)	Australian Biological Resources Study (ABRS), Griffith University, FRDC, QMN	\$59,968	Unsuccessful
Conserving Biodiversity in Australia's threatened Subtropical Rainforests			Australian Research Council Linkage	\$362,000	Unsuccessful

Appendix 3

QMN Exhibitions 2019–20

Queensland Museum, South Bank

NASA – A Human Adventure

15 March 2019 – 9 October 2019

Level 2 and 3, Queensland Museum

Strategic Partner: Tourism and Events Queensland

Media Partners: Channel 9 and Brisbane Marketing

Posters from the Park

5 July 2019 – 7 November 2019

Whale Mall, Queensland Museum

New Materialisms (anticipating Gurrugarr)

8 July 2019 – 1 March 2020

Level 2, Queensland Museum

Crikey!

8 November 2019 – early March 2020

Whale Mall, Queensland Museum

Produced by Queensland Museum Network

Presenting Partner: Australia Zoo

Yidaki – Didjeridu and the Sound of Australia

30 November 2019 – 23 March 2020

Level 2, Queensland Museum

A travelling exhibition from South Australian Museum

Spiders – The Exhibition

6 December 2019 – 23 March 2020

Level 3, Queensland Museum

Media Partner: Channel 10

A travelling exhibition from Australian Museum and Questacon

Antiquities Revealed

20 December 2019 – 23 March 2020

Level 3, Queensland Museum

Produced by Queensland Museum Network

Threads

22 June 2020 – 21 February 2021

Level 2, Queensland Museum

Produced by Queensland Museum Network

Museum of Tropical Queensland, Townsville

Natural Curiosity: Discovering the secrets of Queensland's greatest collections

6 April 2019 – 10 November 2019

Produced by Queensland Museum Network

Rescue

30 November 2019 – 8 March 2020

Supported by: Scitech

The Workshops Rail Museum, Ipswich

Obsessed: Compelled to make

30 May 2019 – 4 August 2019

A travelling exhibition from the Australian Design Centre – Sydney

Bush Mechanics: The Exhibition

12 August 2019 – 2 February 2020

A travelling exhibition from the National Motor Museum

How Cities Work

29 February 2020 – 5 October 2020

A travelling exhibition from Sydney Living Museums

Cobb+Co Museum, Toowoomba

Iridescent

Opened 3 August 2019

Produced by Queensland Museum Network

A Portrait of Australia: Stories through the Lens of Australian Geographic

15 August 2019 – 24 November 2019

A travelling exhibition from the National Museum of Australia

Bush Mechanics: The Exhibition

4 March 2019 – 4 August 2019

A travelling exhibition from the National Motor Museum

Australian of the Year

4 July 2019 – 14 August 2019

A travelling exhibition from the National Museum of Australia

Science on the Move

6 December 2019 – 30 August 2020

A travelling exhibition from Questacon

Appendix 4

QMN Supporters

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Queensland
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QUEENSLAND
MUSEUM NETWORK

**Board of the Queensland Museum annual report
 for the year ended 30 June 2020**

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