16 September 2011

The Honourable Rachel Nolan MP
Minister for Finance, Natural Resources and The Arts
GPO Box 611
BRISBANE QLD 4001

Dear Minister

I am pleased to present the Annual Report 2010–11 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 2009, and
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be accessed at www.qm.qld.gov.au/About+Us/Corporate+information/Reports.

Yours sincerely,

The Hon. Dr David Hamill AM
Chair
Board of the Queensland Museum
VISION

An accessible and valued museum of international standing exploring Queensland’s unique scientific, cultural and natural landscape.

MISSION

To enrich the lives of people and their communities by fostering connections to Queensland’s cultural and natural heritage.

VALUES

As one organisation we:

- Celebrate the State’s biological, cultural and regional diversity
- Cherish collections
- Embrace innovation and creativity
- Strive for excellence
- Engage with diverse audiences
- Foster a culture of lifelong learning
- Nurture partnerships
- Value team work and respect individual contribution.

< / Dig Dinos/ Queensland Museum South Bank’s signature holiday program
The Queensland Museum is a keeping place of the State’s natural and cultural treasures, engaging communities and bringing people together through the rich connections and stories these treasures reveal.

We care for more than 1 million objects and specimens in the State Collection valued at more than $387 million and a library heritage collection valued at $3.36 million, numbers that grow each year as we continue to tell the changing story of Queensland, discovering, documenting and celebrating our biological, cultural and regional diversity and Queensland’s place in the world now and in the future.

On 20 January 2011, the Queensland Museum marked 149 years of collecting and interpreting Queensland’s history since its founding by the Queensland Philosophical Society in 1862. On the eve of its 150th anniversary in 2012, the Queensland Museum through its dynamic network of public attractions, trusted scientific and cultural research, collections, and regional and community services, continues to enrich the cultural, social and intellectual life of Queenslanders and visitors to the State.

Queensland Museum reaches far beyond the walls of its five public museums, fostering connections with more than 2.4 million people in 2010–11 through a museum visit, a talk or workshop, borrowing of an educational kit or object, or paying a visit online.

The Queensland Museum boasts internationally recognised researchers, experts in fields across broad areas of biodiversity, geosciences, cultures and histories.

Our world-class research and collections come to life and resonate with the public via dynamic and innovative visitor experiences for young and old alike including workshops and talks, public programs and exhibitions that tour Australia.

Complemented by a successful publishing business that draws content from this rich body of research and home to a state-wide museum loans service and virtual museum online, Queensland Museum continues to engage with diverse audiences, ensuring objects, specimens and their stories are widely accessible.

Our regional services program, including the Museum Resource Centre Network, continues to be at the forefront of successful professional and community support for the collections and museums sector.

The Queensland Museum is a celebrated and valued cultural and scientific leader, growing with the community to foster a better understanding of our place in the world.
Queensland Museum South Bank, Brisbane
Corner Grey and Melbourne Streets, South Brisbane Qld 4101
Opened 1986
Queensland Museum South Bank is located at the heart of Brisbane’s cultural precinct. The most visited museum in the network, it connects visitors to Queensland, its people and their stories, shaping our time and place now and into the future. The Sciencentre occupies an entire floor dedicated to providing a hands-on science experience. Dandiri Maiwar, the Museum’s Aboriginal and Torres Strait Islander Centre and the Inquiry Centre are also housed here. From dinosaurs to dung beetles, Queensland’s vast scientific knowledge and cultural heritage is well represented.

Museum of Tropical Queensland, Townsville
70–102 Flinders Street, Townsville Qld 4810
Opened 1987
The Museum of Tropical Queensland explores the natural and cultural heritage of the State’s northern region including the Great Barrier Reef, both its natural wonders and the stories of the shipwrecks below, and an enchanted rainforest. It houses the internationally recognised ‘Worldwide Acropora database’ research collection of over 15,000 specimens of staghorn corals from around the world. It’s also renowned for its high quality public programs celebrating insects and dinosaurs.

The Workshops Rail Museum, Ipswich
North Street, North Ipswich Qld 4305
Opened 2002
A Queensland and Australian Tourism Award winner, The Workshops Rail Museum is big loud fun at the birthplace of rail in Queensland — an interactive authentic heritage and cultural experience. Hands-on exhibits, multi-media encounters and colourful stories coupled with huge steam locomotives, massive industrial machinery and over 140 years of history make for a visitor experience second to none with unique sights, sounds and smells.

Cobb+Co Museum, Toowoomba
27 Lindsay Street, Toowoomba Qld 4350
Opened 1987
Cobb+Co Museum houses the National Carriage Collection of more than 50 horse drawn vehicles and also tells the story of the Toowoomba region. The redevelopment of Cobb+Co Museum this year has seen this community hub almost double in size to create an international heritage trade training centre, new exhibition spaces, an authentic Handmade in Country retail experience, and new education and experiential tourism activities.

Lands, Mapping and Surveying Museum, Woolloongabba, Brisbane
Corner Main and Vulture Streets, Woolloongabba Qld 4102
Opened 1982
This joint initiative of the Department of Environment and Resource Management and the Queensland Museum collects and interprets significant aspects of the surveying and mapping of Queensland. Staffed by one curator and several volunteers, the Museum provides specialist advice mainly to agencies and professionals on land tenure. A virtual museum provides online access to information about historical artefacts and records.

Queensland Museum Hendra Annexe, Brisbane
Gerler Road, Hendra Qld 4011
Opened 2002
The Queensland Museum’s offsite research, loans distribution and collection storage facility houses the vast geosciences collection, including dinosaur and megafauna fossils, as well as other large collection objects. The facility also houses the Queensland Museum Loans service that schools and other educational institutions access to borrow museum objects and learning kits to bring classroom learning to life.
The Queensland Museum is governed by the Board of the Queensland Museum (Board).

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

The Board’s functions include:

(a) the control and management of the Queensland Museum and of all natural history, historical and technological collections, and other chattels and property contained therein;

(b) the maintenance and administration of the Queensland Museum in such manner as will effectively minister to the needs and demands of the community in any or all branches of the natural sciences, applied sciences, technology and history, associated with the development of the Queensland Museum as a museum for science, the environment and human achievement, and to this end shall undertake:

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

(ii) carrying out or promoting scientific and historical research;

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

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

(c) the control and management of all lands and premises vested in or placed under the control of the Board.

For performing its functions, the Board has all the powers of an individual and may, for example, enter into arrangements, agreements, contracts and deeds; acquire, hold, deal with and dispose of property; engage consultants; appoint agents and attorneys; charge, and fix terms, for goods, services, facilities and information supplied by it; and do anything else necessary or desirable to be done in performing its functions.
As we approach Queensland Museum’s 150th anniversary in 2012, it should not be surprising that 2010–11 has been a year in which we have looked at where we have been, and more importantly, developed strategies to take us to where we want to be in the future.

A revitalised and shared vision was developed in consultation with the community, key stakeholders and our staff, heralding new and dynamic ways of working. The Queensland Museum will continue to do what it does best, connecting with Queenslanders by inspiring generations to discover, celebrate and value our distinctive natural and cultural environment — a beacon for shared community identity and understanding.

However with a greater entrepreneurial focus and through the creation of new and compelling visitor experiences, in partnership with diverse communities across the State and beyond, Queensland Museum will shine a brighter light on Queensland stories.

Our five museums are opening up the State’s enviable collections and sharing our world-class research in different ways, in order to provide opportunities for people to engage with us on many levels.

For example, following the Brisbane floods in January, Queensland Museum South Bank, also impacted by the rising waters, provided a welcome sanctuary for the local community to tell their personal stories. The donation of flood related objects has seen individuals and the Museum working together to preserve our collective memory of this significant event.

The State Government’s announcement of $12.5 million in capital funding and an additional $5.5 million towards exhibition renewal and business improvement marks the start of a new era for Queensland Museum South Bank as we revitalise one of Brisbane’s much-loved community spaces.

The Sciencentre, through travelling exhibitions, Science Shows and interactive displays attracted 146,939 people, continuing to inspire young minds and provide a valued tool for science education.

The Workshops Rail Museum again made its mark on the Australian tourism scene, by winning, for the second time, the Heritage and Cultural Tourism category at the 2010 Australian and Queensland Tourism Awards.

In September, we celebrated the much-awaited opening of the $8 million redevelopment of Cobb+Co Museum. Since opening, its success can be seen in a 47% increase in onsite visitors, while revenue from admissions, the shop and the café increased by 62% on the previous year.

It is also with great pride that the Museum is investing in the future of heritage trades at Cobb+Co in what is the only facility in the world to offer this. It is here, at the National Carriage Factory, that we are responding to the international skills shortage through workshops and training to maintain and preserve important heritage products and services.

The revitalisation of this valued community hub and its enhanced international profile as a leader in heritage trades training would not have been possible without the generous support of the State Government and significant local investment. I would like to take this opportunity to thank the National Carriage Factory Committee chaired by Mrs Mary Wagner for their efforts in realising more than $1.8 million in local support for this project.
On behalf of the Board I would also like to acknowledge the generous support of our local government partners. The Townsville, Burdekin, Charters Towers and Hinchinbrook Councils have supported the Museum of Tropical Queensland’s community pass initiative to ensure North Queenslanders can benefit from free entry. Similarly, the Toowoomba Regional Council continues to support the free program for local residents to visit the Cobb+Co Museum.

The Museum continued to maintain strong community relationships through our four museum advisory committees, the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee and the Children and Young Persons Working Party. I thank all the members for their dedicated support and valued input throughout the year.

The Queensland Museum Foundation has again enjoyed success in securing much-needed financial support to help the Museum share its collection and research with the public. The Foundation’s inspiring individual giving campaign — *Become a part of Queensland’s DNA* — has not only highlighted many of the remarkable stories behind our State Collection items but also the great value Queenslanders place on the Queensland Museum as they flock to support the campaign. Special thanks must go to the Foundation’s Chair, David Liddy and all Trustees for their great commitment to furthering the aims of the Queensland Museum.

On behalf of my fellow Board members, I would like to take this opportunity to thank my predecessor as Chair of the Board, Emeritus Professor Peter Swannell AM for his contribution to the Queensland Museum. Peter’s commitment to the new vision, his passion for the future of the Museum and the strong relationship he forged with the CEO and staff saw a solid foundation laid for the important phase of revitalisation and development that we have embraced.

During 2010–11, the Queensland Museum connected with more than 2.4 million people through visits to our five museums, hands-on loan kits sent throughout the State, our virtual museum online and through our best-selling publications, including a new suite of early childhood publications.

We are determined to strengthen this bond as we look to new ways to enable communities to access our collection. As we move into our sesquicentenary year and beyond, we see a future of infinite possibilities, of memories old and new, compelling experiences and opportunities to share stories and engage with others that will continue to inspire people to connect with the Queensland Museum.

The Hon. Dr David Hamill AM

Heritage trades come to life at Cobb+Co Museum
For almost 150 years, Queensland Museum has told the changing story of Queensland. Through community voices, collections and research we have created experiences that highlight our unique place in the world.

Queensland Museum’s commitment to community and its strong focus on rich visitor experiences that engage with audiences has seen Queensland Museum mark a four year record of 857,642 physical visitors to our museums across the State.

This is an extraordinary result considering the effect of natural disasters in early 2011, with museums closed and programming and visitation impacted by the floods and cyclone that wreaked havoc on the State. Although our other museums were able to bounce back quickly, Queensland Museum South Bank, our most visited site, was closed for five weeks.

In spite of such upheaval, the success of Queensland Museum South Bank in Brisbane, Cobb+Co Museum in Toowoomba, The Workshops Rail Museum in Ipswich, the Museum of Tropical Queensland in Townsville and the Lands, Mapping and Surveying Museum in Brisbane, shows that Queensland Museum continues to play an important role in the hearts and minds of Queenslanders. During 2010–11 the Queensland Museum through its museums, website and outreach programs connected with more than 2.4 million people.

This year has been one of reflection and renewal — an opportunity on the eve of our 150th celebration in 2012, to listen to community and build enduring connections as we enter an exciting period of significant growth for the Queensland Museum.

The State Government commitment of $12.5 million capital funding for building works at Queensland Museum South Bank will assist the improvement of visitor experience and commercial opportunities within the current infrastructure. An additional $5.5 million committed to exhibition renewal heralds an opportunity to engage with Queensland communities to present their stories in new and dynamic ways.

A program of audience evaluation, conducted across the network during the year, will better inform our visitor experiences and build on the Queensland Museum’s ability to engage with communities.

More than 50 new exhibitions and displays were showcased throughout the network, a highlight in Brisbane being Awakening: Stories from the Torres Strait Islands. Part of The Torres Strait Islands: A Celebration, produced in collaboration with our cultural precinct partners, the programming also featured a vibrant series of public programs attracting more than 13,660 participants.

Queensland Museum continues to provide valuable interpretation of our State’s unique cultural and natural heritage through field work and associated research on significant world issues such as climate change.
Our collections tell the story of Queensland, a tangible link between past and future in an increasingly virtual world.

In order to ensure their future safety, the Museum continued work on a $2.1 million upgrade of storage methods, systems and facilities, now completed. This has resulted in a 28% increase in storage space and saw more than 2,823,840 objects and specimens rehoused.

Many of these objects are being shared with the public through our website and key collaborations with other partners including the Atlas of Living Australia. Queensland Museum has made a significant contribution to this world-first interactive online encyclopaedia of biodiversity that uses the latest technology to pull together information held in biological collections around Australia.

Sharing stories through images and objects, co-creating experiences and making memories has always been part of the human experience.

On the eve of our 150th celebrations the Queensland Museum can not only look back on a proud history of engaging people — facilitating dynamic connections, forums and experiences but with a sense of anticipation, look to the future and an exciting phase of development, regeneration and connection with community to take us into the next 150 years.

Dr Ian Galloway
COMMUNITY CONNECTION

• Queensland Museum recorded a four year record of 857,642 physical visitors across the network.
• The Museum of Tropical Queensland recorded its biggest year on record, since opening in 1987, attracting 99,101 visitors.
• Cobb+Co Museum experienced a 47% increase in onsite visitors and revenue from admissions, the shop and café increased by 62% on the previous year.
• The Annual Workers Reunion & Ipswich Family Open Day at The Workshops Rail Museum recorded a 25% increase in visitation.
• The Museum of Tropical Queensland’s holiday program Dino Discoveries saw a 44% increase and the Shipwrecked program an 11% increase.
• The Museum of Tropical Queensland commemorated 100 years since the SS Yongala was wrecked in waters south of Townsville during a cyclone with a public lecture and display.
• Queensland Museum South Bank joined with cultural precinct partners to present The Torres Strait Islands: A Celebration featuring the exhibition Awakening: Stories from the Torres Strait Islands, as well as a vibrant series of public programs featuring the Urab Dancers from Poruma Island, attracting 13,665 participants to individual public program activities.
• Queensland Museum South Bank’s National Science Week celebrations included 35 events with an estimated 5,412 participants, representing a 39% increase in participants compared to 2009. A further 4,320 visitors attended the Sciencecentre during National Science Week for total science participation of 9,642 visitors.
• Cultures and Histories staff reacted to the significant flood event in January developing the Brisbane Floods 2011 display at Queensland Museum South Bank, as well as putting out a call for objects that reflect a personal story or memory.
• Cobb+Co Museum hosted 31 hands-on heritage trades workshops attracting 156 participants.
• The Hand Made in Country program was initiated to assist in developing a regional creative industry based on safeguarding heritage trades. Funded by Tourism Queensland, Hand Made in Country is working with local artisans to assist with distribution outlets and marketing strategies for their products.
• A new construction themed visitor experience at The Workshops Rail Museum, Build it!, explored the ins and outs of building trains.
• The Workshops Rail Museum, in partnership with Mattel, Fisher-Price and Haven / HIT Licensing, made a successful Guinness World Record attempt to build the longest toy track.
• The Workshops Rail Museum favourite, Day out with Thomas 2011 and encore event in April due to flood closure, attracted 41,011 visitors.
• The Wild Guide to Moreton Bay (2nd edition), a completely revised, updated and rewritten popular field guide to the unique fauna and flora and habitats of Moreton Bay and surrounds was published.
• The Backyard Explorer project was launched, taking taxonomy into the regions and engaging with communities and schools in regional Queensland to raise awareness of local wildlife and training them to watch and record wildlife, as ‘Citizen Scientists’.
• The Atlas of Living Australia project was launched in Queensland, followed by a symposium for user-groups and interested public to introduce this new eResearch tool and encourage research and general community participation to document, describe and provide virtual access to Australia’s nationally distributed biodiversity collections.
• The Wild Backyards online project in partnership with Quest Newspapers and the Atlas of Living Australia was launched, providing access to ‘Citizen Scientists’ in the South-east Queensland region, to record and send in observations of wildlife in their backyards and local communities.
For the first time, a series of early childhood learning books featuring Queensland Museum collection objects were published, selling more than 2,200 copies since December 2010. The books are supported by on-line learning resources and are also being trialled as middle school resources for ‘English as a Second Language’ students.

The Reminiscence Loans Program held at nursing homes reached 1,010 participants.

Collections

- 16,402 physical items were added to the State Collection.
- 8,083 digital images were added to the collection.
- Final expeditions of the Australian node of the international Census of Marine Life’s CREefs expeditions, surveying coral reefs in Queensland and Western Australia were completed, with the discovery of more than 300 previously unrecorded species of octocorals, isopod crustaceans, lace corals and parasitic worms and protozoans infecting fishes. The completion of this project culminated in a photographic exhibition of images documenting the three years of collecting.
- A 1.2kg piece of the “Cunnamulla” meteorite was donated courtesy of the owner. The meteorite is an H class chondrite; a stony meteorite. The original mass of the specimen was 27.6kg, making it the second largest stony meteorite recovered in Queensland.
- The former University of Queensland insect collection was donated and amalgamated with the Queensland Museum Entomology Collection. This addition of approximately 1.5 million specimens doubles the size of the existing entomology holdings, with a mostly complementary collection such as parasitic, pollinator insects and mites of economic importance.
- The Sir Samuel Griffith collection of garments, arguably one of the most significant textile collections in Australia was handed over to the Queensland Museum by the Queensland Women’s Historical Association.
- A rare 1930’s boomerang by renowned Queensland artisan Andrew Jack O’Chin that pays homage to O’Chin’s Cherbourg contemporaries and great Queensland athletes Frank Fisher and Eddie Gilbert was acquired.
- A rare ‘A. Siebe’ heritage diving helmet manufactured in the 1840’s, believed to be one of the earliest examples of standard diving dress helmets, was donated by private collectors Greg and Helen Langley of Hobart.
- Following the inaugural Artisans’ Challenge at Cobb+Co Museum the Queensland Museum acquired Kim Walmsey’s sculpture ‘Gather’, a coolamon made from 220 metres of copper wire with interwoven beads symbolising berries.
- Items that tell the stories of the 2011 floods in Queensland were donated. They included the uniform of Emergency Management Queensland Helicopter Rescue pilot Mark Kempton who, with his team, rescued 28 people from Grantham floodwaters.

Research

- The revised edition of Cobb & Co, Coaching in Queensland was published to coincide with the opening of the Cobb+Co Museum redevelopment.
- Australian Land Snails Volume 1: a field guide to eastern Australian species, a collaboration between the Queensland Museum, Australian Museum and Bioculture Press Mauritius was published, describing and illustrating 794 species in 294 genera, of which 308 species and 70 genera are new to science.
Queensland Museum researchers discovered a new rainforest carabid beetle living in four different caves in the Mt Etna Caves — an area containing a diverse but now extinct rainforest fauna from some 250,000 years ago — with DNA analysis showing the new beetle to be genetically distinct from the normal rainforest beetles, and therefore clearly a ‘living fossil’.

Queensland Museum was awarded five new external grants and contracts from the Australian Biological Research Study (ABRS) National Taxonomic Research Grant scheme and Australian National Species List project, taking the number of ongoing ABRS grants awarded between 2009 and 2011 to 27.

Research investigating the Aboriginal response to El Nino during the mid to late Holocene continued.

Infrastructure

• The Cobb+Co Museum redevelopment, funded through the State Government and the National Carriage Factory Campaign, opened on 4 September 2010 doubling the size of the facility and featuring a complete revision of all permanent exhibitions, a purpose-built, open plan factory for Queensland’s first nationally accredited heritage trades training facility, new exhibition spaces, an in-house line of quality hand-crafted products for sale, and facilities for community use.

• The North Ipswich Railyards Masterplan developed in partnership with the Queensland Museum, Ipswich City Council, Queensland Rail and Brisbane Marketing was completed.

• State Government funding of $12.5 million was provided to undertake building works at Queensland Museum South Bank to address compliance and assist the improvement of visitor experiences within the current infrastructure.

• Geological type specimens, dry vertebrate and invertebrate specimens and the entire insect collection were rehoused in new purpose built cabinets that are air-tight and better protect specimens.

• The refurbishment of the Geosciences laboratories at Hendra was completed returning the site to a fully functional fossil and mineral preparation, curation and modelling laboratory.

• Cobb+Co Museum and Queensland Museum South Bank recovered from flood damage.

Awards

• The Workshops Rail Museum was named winner of the Heritage and Cultural Tourism category at the 2010 Australian and Queensland Tourism Awards

• The Museum of Tropical Queensland claimed the 2010 North Queensland Tourism Award for Heritage and Cultural Tourism.

• The new Cobb+Co Museum redevelopment was awarded the FDG Stanley Award for Public Architecture, for its outstanding design at the 2011 Queensland Architecture Awards.

• Biodiversity and Geosciences staff were awarded the staff excellence award for among many other things, winning more than 23 national competitive research grants and contracts from the Australian Biological Resources Study more than any other institution in Australia and delivering 182 projects to completion over the past 7 years that contributed directly to the Queensland “Q2” ambition of ‘Green’ through the environmentally sustainable Queensland priorities.

• Queensland’s first Chief Scientist, Professor Peter Andrews AO and Australia’s foremost expert on land snails, Dr John Stanisic received the 2011 Queensland Museum Medal.

Enjoying the Queensland Museum Medal event are (l-r): Queensland Museum Foundation Chair Mr David Lidity, Queensland Museum medallist 2011 Professor Peter Andrews AO, Governor of Queensland Her Excellency Ms Penelope Wensley AO, Queensland Museum medallist 2011 Dr John Stanisic, Board of the Queensland Museum Chair, The Hon Dr David Hamill AM and Queensland Museum CEO Dr Ian Galloway.
BACKGROUND

GOVERNMENT OBJECTIVES

Toward Q2: Tomorrow’s Queensland
Queensland Museum plays an important role in contributing to the Government’s objectives particularly the ambitions to have a strong, green, smart and fair state.

Strong
Queensland Museum has a proud tradition of investing in research with plans to continue work in biodiversity, geosciences and cultural history.

Green
Through its role as a science communicator, Queensland Museum is building knowledge and understanding in our communities regarding issues relating to sustainability and climate change.

Smart
As a lifelong learning provider Queensland Museum will continue to develop content rich training opportunities for Queenslanders.

Fair
Volunteers play a vital community engagement role for Queensland Museum.

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:

(a) leadership and excellence should be provided in the preservation, research and communication of Queensland’s cultural and natural heritage;
(b) there should be responsiveness to the needs of communities in regional and outer metropolitan areas;
(c) respect for Aboriginal and Torres Strait Islander cultures should be affirmed;
(d) children and young people should be supported in their appreciation of Queensland’s cultural and natural heritage;
(e) diverse audiences should be developed;
(f) capabilities for lifelong learning about Queensland’s cultural and natural heritage should be developed;
(g) opportunities should be developed for international collaboration and for cultural exports, especially to the Asia-Pacific region; and
(h) content relevant to Queensland should be promoted and presented.
STRATEGIC PLAN 2010–14
The Queensland Museum’s Strategic Plan 2010–14 set out the following strategic objectives:

Community connections
People and their communities connected to Queensland’s cultural and natural heritage.

Queensland Museum collections and research
a) Queensland Museum collections and knowledge base developed, preserved and accessed.
b) High quality original research focussed on objects, specimens and other evidence.

Sustainability
Strategic priorities delivered through the growth and maintenance of a sustainable organisation.

OPERATIONAL PLAN 2010–11
The Queensland Museum’s Operational Plan 2010–11 is based on its Strategic Plan 2010–14 and further detail is provided throughout the Annual Report.
The operational plan was not modified during the year. Neither the Premier and then Minister for the Arts nor the Minister for Finance, Natural Resources and The Arts gave any directions to the Board during or relating to the financial year.

STRATEGIC THEMES
With an overarching theme of Distinctively Queensland, the public program, research and collection development activities of the Queensland Museum are strategically directed by the following themes:

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

Connecting Queensland: Reaching the World
The connections and exchanges that sustain Queensland’s place in the world.

Customs, Cultures and Country
Aboriginal, Torres Strait and Pacific Islander experiences, perspectives and cultures.

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

Science and Technology in Society
Heritage trades, technology and the role of science in people’s lives.

Sustainable Queensland
Documenting, conserving and appreciating Queensland’s unique biodiversity.
OPERATING ENVIRONMENT

Strategic challenges

The following challenges have been identified for the Queensland Museum network.

- Provision of and access to statewide museum services to meet growing community expectations.
- Capacity to support large scale exhibitions and public programs.
- Development of adequate human and financial resourcing.

The Queensland Museum will manage these risks through:

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

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

Natural disaster impact

In early 2011 the Queensland Museum was impacted by floods in Toowoomba, Ipswich and Brisbane and Cyclone Yasi in Townsville.

Museums were closed:

- Cobb+Co Museum — 10–16 January 2011
- The Workshops Rail Museum — 11–16 January 2011
- Museum of Tropical Queensland — 2–5 February 2011

Although flood waters did not enter the North Ipswich Railyards/Workshops Rail Museum site, and the Museum sustained no physical damage, closure was necessary due to local area flooding.

The severe storm that hit Toowoomba on 10 January caused water damage to the Cobb+Co Museum’s café, bookshop, National Carriage Factory and server room.

Queensland Museum South Bank’s ENERGEX Playasaurus Place, Level 0 facilities and storage areas were flooded with damage to equipment, critical infrastructure and services within the Queensland Cultural Centre precinct.

The only Museum object impacted by the floods was the World War I German tank Mephisto, based at Queensland Museum South Bank. At 28 tonnes it couldn’t be moved and sustained very minor flooding. As soon as waters subsided, Australia’s top metal conservator stabilised the tank.

Queensland Museum South Bank had limited staffing on site from 12 January to 19 February for disaster and business recovery purposes only.

Visitation across all museums was significantly affected with events such as I Dig Dinos (Queensland Museum South Bank) and Day out with Thomas (The Workshops Rail Museum) rescheduled for the Easter holidays.

Queensland Museum South Bank visitor numbers were down 69,524 on the same period in 2010.

The financial impact of the flood and cyclone is estimated at $886,218.

Business interruption and loss claims resulting from natural disaster events were lodged with the Board’s insurers, the Queensland Government Insurance Fund and the National Disaster Relief and Recovery Arrangements program.

Conditional settlement was received from both parties but is subject to detailed claims assessment during 2011–12.
# 1. COMMUNITY CONNECTIONS

People and their communities connected to Queensland’s cultural and natural heritage

## 1.1 Develop and implement a community engagement strategy based on audience research.

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<th>STRATEGIES</th>
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| Targeted audience research including the outcomes of the Contingent Valuation Study conducted to improve engagement with people and their communities. | • 96% audience satisfaction with collection-based displays and activities in public galleries was achieved.  
• A 12 month visitor study was conducted at Queensland Museum South Bank, The Workshops Rail Museum, Cobb+Co Museum and the Museum of Tropical Queensland to increase the understanding of visitor demographic, lifestyle and psychographic information, visiting behaviours and overall ratings to inform and enhance visitor experience. |
| Community engagement strategy implemented based on identifying priority communities. | • The Queensland Museum Community Engagement Policy Framework was developed and implementation commenced with a Community Engagement Action Plan (CEAP).  
• The CEAP focused on using a range of projects as case studies to ultimately facilitate the development of a culture of engaging priority communities in museum endeavours.  
• The CEAP includes training and skills development for staff involved in these projects and the development of an evaluation tool for community engagement. |
| Queensland Museum engagement with Queensland communities enhanced. | • All visitor experiences and programming is informed through community engagement. Some highlights included:  
  • Queensland Museum South Bank’s *Awakening: Stories from the Torres Strait Islands* exhibition and associated *Kids Meet Up! Island Style* program developed through extensive engagement and collaboration with the Torres Strait Islander community  
  • launch of the *Backyard Explorer* project, taking taxonomy into the regions, engaging with communities and schools in regional Queensland to raise awareness of the wildlife in their local regions, training more than 671 people to watch and record wildlife  
  • increased attendance at *The Workshops Rail Museum’s Annual Workers Reunion* by 25%  
  • extension of The Workshops Rail Museum’s engagement with the model railway community by hosting the Tenth Australian Narrow Gauge Convention  
  • at the request of Quandamooka Elders, the Queensland Museum coordination of repatriation of the remains of 15 Aboriginal people to Quandamooka with the National Museum of Australia, the Department of Environment and Resource Management, the University of Queensland and the Federal Government’s Department of Families, Housing, Community Services and Indigenous Affairs  
  • the co-creation of the new *Binangar Aboriginal Centre* at Cobb+Co Museum with members of the local Aboriginal community  
  • the continuation of palaeontology research in partnership with the Outback Gondwana Foundation, the Australian Age of Dinosaurs and other regional partners |

*Traditional weaving classes were conducted during the *Kids Meet Up!* event at Queensland Museum South Bank*
### 1.1 Develop and implement a community engagement strategy based on audience research cont.

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<th>STRATEGIES</th>
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| Queensland Museum engagement with Queensland communities enhanced cont. | • the continuation of a major project with BMC (BHP Mitsui Coal) South Walker Creek Mine to develop a regionally based collection of megafauna fossils, and enhance Queensland Museum research into megafauna  
• the Museum of Tropical Queensland working with four ethnic community groups in North Queensland — Italian, Filipino, Sudanese and Somali to develop four individual murals that represent their community’s unique identity. |
A re-developed, engaging and sustainable Cobb+Co Museum

The $8 million redevelopment of Cobb+Co Museum opened to the public on 4 September 2010.

During the year Cobb+Co experienced a 47% increase in onsite visitors and revenue from admissions, the shop and café increased by 62% on the previous year.

The development doubled the size of Cobb+Co and saw a complete revision of all permanent exhibitions including the National Carriage Gallery, Binangar and the Toowoomba Gallery as well as featuring a purpose-built, open plan factory for Queensland’s first nationally accredited heritage trades training facility, new exhibition spaces, an in-house line of quality hand-crafted products for sale, and facilities for community use including a volunteer workshop for retired tradespeople to interact with visitors and mentor young trainees.

The building was awarded the FDG Stanley Award for Public Architecture, for its outstanding design at the 2011 Queensland Architecture Awards.

The facility was built with sustainable features including:

- water tanks in the ceiling of The Factory to provide additional thermal mass to reduce the need for air conditioning and collect water for use in the toilets and cleaning out plant rooms
- solar panels generating power and saving the equivalent 12.8 tons of greenhouse gases annually
- daylight sensing control for exterior lighting ensuring exterior lighting is not turned on during daylight hours
- an original 1950s Dunlite wind turbine to generate power and saving the equivalent of 38.5 kg of greenhouse gas annually
- two large diameter ceiling fans in The Factory for summer air movement and re-circulation of warmer air in winter at minimal energy input.

With enhanced facilities, the Museum hosted 31 hands-on heritage trades workshops attracting 156 participants. Workshop and participant numbers were down with five workshops postponed due to flood damage.

The introduction of two major holiday programs A Bug’s World and Unearthed increased visitor participation by 274%.

The Little Cobbers early childhood program increased from two sessions to four sessions per month with an overall increase of 217% in visitor participation.

Delivery of educator-led programs contributed to an increase in education visitors of 24% with a total number of 4,745 students.

The Reminiscence Program, the nursing home outreach program, reached 1,010 participants.

The Museum’s signature event, the Have A Go Festival showcasing Heritage Trades continued, this year incorporating the inaugural Artisans’ Challenge exhibition.

New exhibition space saw Cobb+Co engage with local community organisations to develop the Heritage Treasures project. Supported by the Regional Arts Development Fund the project assisted local collecting organisations to promote their collections and display some of their significant objects. An additional four exhibitions were co-created with community and developed in-house.

Utilising the new exhibition space, travelling exhibitions on show during the year included: the Queensland Museum’s Butterfly Man of Kuranda and Questacon’s Our Water display.

![Blacksmithing workshops in The Factory bring heritage trades to life](image1)

![Enjoying the National Carriage Gallery at Cobb+Co Museum](image2)
### STRATEGIES

<table>
<thead>
<tr>
<th>Effective partnerships with tourism, marketing, wholesale and retail organisations developed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Workshops Rail Museum was named winner of the 2010 Queensland and Australian Tourism Award for Heritage and Cultural Tourism.</td>
</tr>
<tr>
<td>• Developed by Cobb+ Co Museum, the new Tourism Queensland funded Hand Made in Country initiative is driving a regional creative industry based on safeguarding heritage trades, with a current focus on assisting local artisans to develop distribution outlets and marketing strategies for their products.</td>
</tr>
<tr>
<td>• Cobb+Co Museum continued to work closely with Toowoomba Golden West and South Burnett Tourism to promote local cultural attractions.</td>
</tr>
<tr>
<td>• Cobb+Co Museum conducted a joint school holiday promotion with Grand Central Shopping Centre during June-July school holidays receiving significant signage and promotional opportunities to target young families and non-visitors.</td>
</tr>
<tr>
<td>• Tourism Queensland, Brisbane Marketing and Ipswich City Council are represented on the North Ipswich Railyards Masterplan committee to guide the future tourism development of the North Ipswich Railway Workshops site.</td>
</tr>
<tr>
<td>• The Workshops Rail Museum was selected for, and participated in, Tourism Queensland’s Internationally Ready Program and the ‘Queensland on Tour’ through New South Wales as part of the flood recovery campaign.</td>
</tr>
<tr>
<td>• The Workshops Rail Museum was invited to be a key product as part of the Brisbane Marketing stand at the Australian Tourism Exchange, Tourism Australia’s key event for product to engage with international tourism wholesalers and retail travel agents.</td>
</tr>
<tr>
<td>• The Workshops Rail Museum continues to work closely with the Tourism Department of the Ipswich City Council and Brisbane Marketing to promote local cultural attractions to a range of journalists, event organisers and visitor information centre staff.</td>
</tr>
<tr>
<td>• The Museum of Tropical Queensland secured shore excursions for all eight cruise ships visiting Townsville in 2011, representing more than 800 visitors with shore excursions booked for five ships visiting in the first half of 2012.</td>
</tr>
<tr>
<td>• The Museum of Tropical Queensland continued to work cooperatively with other tourist attractions in Townsville for joint marketing purposes including co-operative print advertising in tourism publications and participation in sales calls regionally.</td>
</tr>
<tr>
<td>• Queensland Museum South Bank developed a partnership with Brisbane Marketing to support the precinct wide project The Torres Strait: A Celebration.</td>
</tr>
</tbody>
</table>

### OUTCOMES

<table>
<thead>
<tr>
<th>An enlivened program of exhibitions and public programs delivered across the Queensland Museum network.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• All museums maintained a rolling three year plan of temporary, permanent, and touring exhibitions with highlights during the year including:</td>
</tr>
<tr>
<td><strong>Museum of Tropical Queensland</strong></td>
</tr>
<tr>
<td>• The biggest year on record, since opening in 1987, attracting 99,101 visitors.</td>
</tr>
<tr>
<td>• Presentation of four travelling exhibitions: <em>Queensland Dragon: Chinese in the North</em>, <em>Symbols of Australia</em>, <em>A is for Animals</em> and <em>Humanoid Discovery</em>.</td>
</tr>
<tr>
<td>• The delivery of holiday programs, including the development of a second signature holiday program — <em>Dino Discoveries</em>, resulting in 36,093 visitors, an overall increase of holiday period visitation of 10%.</td>
</tr>
<tr>
<td>• The delivery of paid educator-led education programs in classrooms regionally contributing to an increase in education visitors of 15%, a total of 6,025 visitors.</td>
</tr>
<tr>
<td>• After the successful inaugural delivery of <em>Creepy Crawlies Alive</em> in January 2010, extension of the program in 2011 to include a live reptile display and an artist-in-residence. Visitor numbers of 13,406 were on par with the previous year.</td>
</tr>
</tbody>
</table>
### STRATEGIES

An enlivened program of exhibitions and public programs delivered across the Queensland Museum network cont.

### OUTCOMES

#### The Workshops Rail Museum
- Developed a new major signature event / school holiday program — *Build it!*, held from 18 June to 17 July 2011.
- School holiday events attracted 57,960 visitors, an overall decrease in holiday period visitation of 4% attributed to the closure of *Day out with Thomas 2011* in January due to flooding.
- Visits by schools totalled 4,179 — a decrease of 10%.
- The delivery of paid learning programs attracted 313 students.
- The delivery of free booked learning programs as part of events including the Mock Court workshops during *The Great Train Robbery* event and Gearing Up Crane workshops during *Build it!* attracted 458 students.
- Permanent installation of the touring exhibition, *Great Railway Journeys of Australia*, and the Queensland Rail sponsored exhibition *Tracking Queensland: Major Mileposts for Rail*.

#### Cobb+Co Museum
- The Cobb+Co redevelopment saw a complete revision of all permanent exhibitions including the *National Carriage Gallery, Binangar* and the *Toowoomba Gallery*.
- The introduction of two major holiday programs *A Bug’s World* and *Unearthed* increased visitor participation by 274%.
- The delivery of educator-led programs contributed to an increase in education visitors of 24% with a total number of 4,745 students.
- The *Little Cobbers* program increased from two sessions to four sessions per month with an overall increase of 217% in visitor participation.
- The *Reminiscence Program*, taking loan kits to people in aged-care facilities, reached 1,010 participants.
- A dynamic program of hands-on Heritage Trade workshops continued with 31 workshops delivered to 156 participants.
- Two travelling exhibitions and four exhibitions were developed in-house and co-created with community.
- The Heritage Treasures project, supported by the Regional Arts Development Fund saw seven local collecting organisations promote their collections and display some of their significant objects.
- Introduction of a program of daily guided tours.
- Continued development of the *Have A Go Festival* showcasing Heritage Trades and incorporating the inaugural *Artisans’ Challenge* exhibition.

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**Making Dino Discoveries at Museum of Tropical Queensland**

**The 2.014km world–record breaking track at The Workshops Rail Museum**
<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
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</thead>
<tbody>
<tr>
<td>An enlivened program of exhibitions and public programs delivered across the Queensland Museum network cont.</td>
<td>Queensland Museum South Bank</td>
</tr>
<tr>
<td>• Queensland Museum South Bank joined with cultural precinct partners to present The Torres Strait Islands: A Celebration featuring the exhibition Awakening: Stories from the Torres Strait Islands as well as engaging in a vibrant series of public programs featuring the Urab Dancers from Poruma Island. Individual activities of this program attracted 13,665 participants, making it the most successful Kids Meet Up! school holiday program to date with a 200% increase compared to 2009.</td>
<td></td>
</tr>
<tr>
<td>• Presented a total of 19 displays and exhibitions, many featuring Queensland Museum collections and research such as the O’Chin Boomerangs, Sir Samuel Griffith’s ceremonial clothes and items related to the explorers, Burke and Wills.</td>
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<tr>
<td>• Presented two iconic travelling exhibitions; This Company of Brave Men: the Gallipoli VCs from the Australian War Memorial and the Queensland Proclamation from the Queensland State Archives.</td>
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<tr>
<td>• National Science Week provided a platform for Queensland Museum scientists to engage with community. Program highlights included presentations by one of Australia’s foremost broadcasters and science journalists, Robyn Williams and Science After Dark – Radical Wine, an event in collaboration with the ARC Centre of Excellence for Free Radical Chemistry. National Science Week events attracted 4,445 attendees.</td>
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</tr>
<tr>
<td>• Presented the annual signature school holiday program, I Dig Dinos for the second year featuring Queensland Museum’s community collaborators from the palaeontology community in regional Queensland. The program was delivered twice due to the January floods. The combined attendance over the two periods was 15,600 paid participants, averaging out to 917 people per day, a 10% increase on 2010 participation.</td>
<td></td>
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</table>

![Science After Dark – Radical Wine event at Queensland Museum South Bank](image1)

![The Governor’s Clothes display at Queensland Museum South Bank featured Sir Samuel Griffith’s ceremonial garments](image2)
1.4 Extend ways that people and their communities connect with Queensland Museum collections and research through providing:

- high quality science communication programs that challenge and inspire;
- engaging public programs that encourage participation in exploring ideas related to Queensland Museum collections;
- innovative exhibitions providing access to objects from Queensland Museum collections and around the world;
- a range of popular publications that connect people and their communities to their natural and cultural environment; and
- on-line experiences that allow community engagement with collection objects, knowledge base and research.

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<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td>Planning and negotiation for an international exhibition at QMSB progressed.</td>
<td>Queensland Museum South Bank will present an international exhibition in 2012 with details commercial-in-confidence until announced.</td>
</tr>
<tr>
<td>QM150 celebration plans developed.</td>
<td>Plans commenced across all campuses to integrate a Museum of Tropical Queensland 25 year celebration, The Workshops Rail Museum 10 year celebration and a Cobb+Co Museum 25 year celebration as part of QM150.</td>
</tr>
<tr>
<td></td>
<td>• Badged events will include:</td>
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<tr>
<td></td>
<td>• the redevelopment of Queensland Museum South Bank</td>
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<td></td>
<td>• a major international exhibition at Queensland Museum South Bank</td>
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<td></td>
<td>• an exhibition celebrating 150 years of interpreting Queensland's natural and cultural heritage</td>
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<td></td>
<td>• a Toowoomba flood exhibition in January 2012 at Cobb+Co Museum</td>
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<td></td>
<td>• the Workshops Rail Museum’s Annual Workers Reunion &amp; Ipswich Heritage Faire in August</td>
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<td>• an in-house developed exhibition focusing on Indigenous Australians working on the Queensland railways, at The Workshops Rail Museum</td>
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<td></td>
<td>• opening of the Cobb+Co Museum’s Discovery Centre</td>
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<td></td>
<td>• an in-house developed exhibition showcasing the Museum of Tropical Queensland housed collections</td>
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<td>• renewal of the Mindzone interactive space at the Museum of Tropical Queensland.</td>
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<tr>
<td>Dodd Collection toured within the Queensland Museum network.</td>
<td>The Butterfly Man of Kuranda exhibition was displayed as Cobb and Co Museum’s first exhibition in their newly developed venue from September 2010 to January 2011.</td>
</tr>
<tr>
<td></td>
<td>Plans to exhibit the Dodd Collection at the Museum of Tropical Queensland from July 2011 were postponed to 2012, due to an opportunity for the museum to include the How to Make a Monster exhibition in the 2011 schedule of travelling exhibitions.</td>
</tr>
<tr>
<td>Dissemination of digitised research publications (past editions of Memoirs) progressed.</td>
<td>Issues of the Memoirs of Queensland Museum, 51 in total dating from 1891, were digitally scanned for public access online by June 2012 from the Atlas of Living Australia’s Biodiversity Heritage Library and launched in June 2011. Uploading of numerous journal series has commenced.</td>
</tr>
<tr>
<td>Virtual access provided to collection objects used in exhibition and public programs, and research development process.</td>
<td>There is now direct online access to almost 34,000 collection items via the Queensland Museum Collections Online.</td>
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<tr>
<td></td>
<td>The new online exhibition, Awakening: Torres Strait Islands invites people to comment on digital assets in the online gallery.</td>
</tr>
</tbody>
</table>
### 1.4 Extend ways that people and their communities connect with Queensland Museum collections and research cont.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
</tr>
</thead>
</table>
| Growth and development of signature public programs and exhibitions based on evaluation and research. | **Cobb+Co: Have A Go Heritage Trade Festival**  
- Have A Go attracted 1,189 visitors, a 24% decrease on the previous year’s figure of 1,556 attributed to flood impact.  
- Research indicating visitors were interested in more examples of artisans’ work saw the program extended to include an *Artisans’ Challenge* and associated exhibition.  
**Museum of Tropical Queensland: Creepy Crawlies Alive**  
- Visitor numbers of 13,406 were on par with the previous year.  
- After the successful inaugural delivery of *Creepy Crawlies Alive* in January 2010, the program was extended in 2011 to include a live reptile display and an artist-in-residence.  
**Queensland Museum South Bank: I Dig Dinosaurs**  
- The *I Dig Dinosaurs* event, held over two school holiday periods, attracted 54,576 visitors, a slight increase on the previous year’s figures of 53,913.  
- The January event scheduled for 5 to 23 January only ran for seven days following forced closure of the Museum from 11 January to 19 February due to flooding but attracted 28,102 visitors.  
- The event held from 15 to 26 April attracted 26,474 visitors, an increase of 6,456 visitors compared to the previous year’s holiday program, *Wild Discovery* that attracted 20,018 visitors.  
- In response to audience evaluation, the 2010–11 program was updated to include a focused *Junior Palaeo* workshop for children aged 9 to 15, hands-on opportunities to chat to specialised staff, a larger dig pit, more flexible play spaces and a daily *T-Rex on the Prowl* show.  
**The Workshops Rail Museum: Day out with Thomas**  
- The *Day out with Thomas* event held over two school holiday periods attracted 41,011 visitors.  
- This was the result of a forced closure of the Museum from 11 January to 16 January due to flooding in the Ipswich area and the associated community aftermath which had a negative impact on visitor numbers during the summer period — a total of 24,961 visitors. Prior to the flooding, visitor numbers to the summer event indicated an increasing trend that would have exceeded 2009–10 visitor numbers of 35,290.  
- The *Day out with Thomas* event held in April/May attracted 16,050 visitors, an increase of 8,058 on the same period the previous year for the *Toyland Express* event.  
- Fat Controller Steam Train Trips were added to the autumn event and attracted 208 passengers.  
- In November 2010 The Workshops Rail Museum staged a successful world record challenge to build the longest Thomas toy train track. |
1.4 Extend ways that people and their communities connect with Queensland Museum collections and research cont.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
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</table>
| Optimised use of social media to enhance visitors’ ability to contribute to and engage with Queensland Museum. | • qmtalksscience blog, targeted at science teachers was launched in May and achieved 562 views in 2010–11.  
• Facebook and Twitter were used to encourage engagement and successfully identify mystery collection objects  
• All visitor experiences were promoted via Facebook and Twitter.  
• Facebook pages were set up for each campus with approximately 85 friends for each and: | |
| Facebook likes | |
| • Twitter accounts were set up for Queensland Museum (1,307 followers) and The Workshops Rail Museum (144 followers)  
• Queensland Museum YouTube account hosts 31 videos and since January 2007 has attracted 13,685 uploaded views.  
• Four square is active at all museums. | |
Early childhood publications

For the first time, Queensland Museum published a series of early childhood learning books and since December 2010 has sold more than 2,200 copies.

The books focus on objects held in the Museum collection, including illustrations by famed English naturalist John Gould.

Titles are:

- **Animals of Australia** (featuring original illustrations from Gould’s *The Mammals of Australia*)
- **Count Me First** (featuring figurines of children from the Ben Ronald’s collection of Royal Worcester porcelain)
- **Come and Count the Butterflies** (featuring specimens from the Entomology collection)
- **Hello Bird** (featuring original illustrations from Gould’s *The Birds of Australia*)
- **Hat Parade** (featuring headwear from the Cultures and Histories collection)
- **Toy Box Colours** (featuring vintage toys from the Cultures and Histories collection)

The books are supported by on-line learning resources and are also being trialled as middle school resources for ‘English as a Second Language’ students.

Author readings of the new early childhood books were held in Brisbane, Toowoomba and Townsville, to more than 4,500 students.
1.4 Extend ways that people and their communities connect with Queensland Museum collections and research cont.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication of Memoirs and Technical Reports.</td>
<td>• Two volumes were published; <em>Memoirs of the Queensland Museum – Nature</em> 54(3) the final part in the <em>Proceedings of the 13th International Marine Biological Workshop, the Marine Fauna and Flora of Moreton Bay</em> and <em>Memoirs of the Queensland Museum – Culture</em> 5(1) <em>Behind the Tin Fence: A history of the Ipswich Railway Workshops.</em></td>
</tr>
</tbody>
</table>
| Public programs delivering high quality science communication undertaken. | • Queensland Museum continued to deliver high quality science communication through public programs including:  
  
  - the *Wild Backyards* initiative — a partnership with the Atlas of Living Australia and Quest newspapers to encourage South-east Queenslanders to record animal sightings, to be uploaded onto a world-first interactive online encyclopaedia of biodiversity.  
  
  - Queensland Museum South Bank's 1,343 Science Centre Science Shows reaching 60,919 people.  
  
  - Queensland Museum South Bank's research and collection programs hosting more than 70 back-of-house tours with approximately 300 participants from various communities.  
  
  - the Museum of Tropical Queensland's curriculum-linked programs in regional schools by Learning Activities Officers to 168 students in Charters Towers and 171 students in the Burdekin.  
  
  - the Museum of Tropical Queensland's back-of-house tours relevant to subjects including Year 7 science and Year 12 chemistry for 233 students across 9 schools.  
  
  - the Museum of Tropical Queensland's outreach workshop on the biodiversity of the cryptosphere to 120 students as part of the Reef Guardian Schools Future Leaders Eco Challenge.  
  
  - the *Our Water* exhibition at Cobb+Co Museum attracting 11,471 visitors.  
  
  - Gearing Up Crane Workshops held at The Workshops Rail Museum for booked schools during the *Build it!* event that attracted 184 students.  
  
  - the *Portal to the Public*, half-day hands-on workshop held in October for professional scientists to increase skills in effectively communicating their research to public audiences with Dennis Schatz, a leading US science communicator and Senior Vice President at the Pacific Science Centre in Seattle.  
  
  - Queensland Museum South Bank scientists engaging with visitors while conducting work on the public floors using the ICentre Scanning Electron Microscope, 53 times during the year. |
1.4 Extend ways that people and their communities connect with Queensland Museum collections and research cont.

Queensland Museum South Bank National Science Week August 2010

Queensland Museum held 35 events during National Science Week with an estimated 5,412 participants representing a 39% increase in participants compared to 2009.

A further 4,320 visitors attended the Sciencecentre during National Science Week for total science participation of 9,642.

School groups visiting Queensland Museum South Bank during National Science Week increased by 47% compared to 2009 with student numbers up 39%.

Total visitor numbers to Queensland Museum South Bank and the Sciencecentre during National Science Week were up 19% with 14,505 participants compared to 12,175 in 2009.

Activities included the popular Science Works program, where museum scientists and curators engage the public with their research and collections on the public floor.

New events included two booked out public lectures by ABC journalist and broadcaster Robyn Williams attracting 249 people, Science After Dark – Radical Wine attracting 324 people and DIY Chemistry with 9,370 participants.

1.5 Provide life-long learning opportunities for people and their communities:

- accessible services;
- school curriculum relevant content; and
- volunteering opportunities that increase diversity in age and cultural background of Queensland Museum volunteers.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td>Community reach and engagement extended through promoting high quality learning opportunities and services.</td>
<td>• 284,390 people participated in 7,417 lectures, public talks, workshops and outreach programs.</td>
</tr>
<tr>
<td></td>
<td>• 33,387 people were involved in offsite visits across all museums including education outreach and The Workshops Rail Museum’s Steam Train Sunday activities. An extra 3,060 people visited Queensland Museum travelling exhibitions.</td>
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<tr>
<td></td>
<td>• Readings of the Shipwreck Adventure children’s book during Townsville Book Week celebrations reached a total of 4,447 students.</td>
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<tr>
<td></td>
<td>• Author readings of the new early childhood books were also held in Brisbane, Toowoomba and Townsville, reaching more than 4,500 students.</td>
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<tr>
<td></td>
<td>• 16 science community engagement events held in regional Queensland as part of the Backyard Explorer project involved 671 participants including traditional owners; primary and secondary students and teachers; Indigenous landcare officers; natural resources management officers; rangers and other members of the community.</td>
</tr>
<tr>
<td></td>
<td>• 73,189 museum items were loaned for education. Education loans reached 689, 029 people across Queensland – almost 10% over the target.</td>
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<td></td>
<td>• Queensland Museum Loans developed more than 100 new learning resource kits to align with the new Australian curriculum, due for implementation in 2012.</td>
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</table>
1.5 Provide life-long learning opportunities for people and their communities cont.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
</tr>
</thead>
</table>
| Community reach and engagement extended through promoting high quality learning opportunities and services cont. | • 35 new resource kits containing museum specimens were developed for evidence-based inquiry in Science.  
• The Workshops Rail Museum hosted the Tenth Australian Narrow Gauge Convention with 74 in attendance.  
• Relationships continued to be fostered with tertiary institutions resulting in Queensland Museum biodiversity staff maintaining cross-appointments with 2 universities. |

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**Inquiry Centre**

Queensland Museum’s Inquiry Centre answered 6,468 research or collection based inquiries via phone, email, letter or in person.

Redevelopment plans to enhance accessibility of displays and improve public learning opportunities were progressed with a creative brief sent to exhibition designers.

Seven temporary drawer displays were developed following installation of new drawer storage units.

A Scanning Electron Microscope was installed providing the public with a unique opportunity to engage with research staff and observe their work on an average of six times a month.

Staff delivered Discovery sessions focused on insects for primary school groups and on Biodiversity and Classification for senior school students to 814 students.

### Subject inquiries

<table>
<thead>
<tr>
<th>Subject inquiries</th>
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</thead>
<tbody>
<tr>
<td>Mammals</td>
<td>452</td>
</tr>
<tr>
<td>Reptiles</td>
<td>998</td>
</tr>
<tr>
<td>Birds</td>
<td>621</td>
</tr>
<tr>
<td>Amphibians</td>
<td>267</td>
</tr>
<tr>
<td>Fish</td>
<td>193</td>
</tr>
<tr>
<td>Arachnids</td>
<td>503</td>
</tr>
<tr>
<td>Insects</td>
<td>1,708</td>
</tr>
<tr>
<td>Molluscs</td>
<td>162</td>
</tr>
<tr>
<td>Crustacea</td>
<td>47</td>
</tr>
<tr>
<td>Other invertebrates</td>
<td>130</td>
</tr>
<tr>
<td>Earth science</td>
<td>317</td>
</tr>
<tr>
<td>Ecology/endangered species</td>
<td>152</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander Culture</td>
<td>87</td>
</tr>
<tr>
<td>Social history/cultural</td>
<td>286</td>
</tr>
<tr>
<td>Technology</td>
<td>28</td>
</tr>
<tr>
<td>Materials conservation</td>
<td>36</td>
</tr>
<tr>
<td>Museum</td>
<td>481</td>
</tr>
<tr>
<td><strong>Total subject inquiries</strong></td>
<td><strong>6,468</strong></td>
</tr>
</tbody>
</table>

Queensland Museum’s Inquiry Centre
1.5 Provide life-long learning opportunities for people and their communities cont.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
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</table>
| Education professionals engaged in using and developing Queensland Museum content. | • Four teacher-trained educators, including an Indigenous education position based at the Museum of Tropical Queensland, were seconded to Queensland Museum from Education Queensland to develop curriculum related learning resources.  
• New resources developed include science stations for The Workshops Rail Museum, new loans kits, 61 new Inquiry Centre factsheets and online worksheets linking Queensland Museum exhibitions to the Australian Science Curriculum.  
• An Adaptations teaching unit was developed for Year 5 students to highlight the Queensland Museum biodiversity collection.  
• A Narrative Unit developed for Prep and Year 1 children was developed to address biological science understandings using Australian animals.  
• The QM Talks Science blog was launched in May 2011 with posts highlighting the work of Queensland Museum scientists and learning resources supporting effective learning in science.  
• 66 professional development sessions were delivered by the Strategic Education Team to 868 students and 1007 teachers throughout the year.  
• Another 7 professional development sessions were held by museum public program areas reaching 161 teachers.  
• Queensland Museum seconded teachers supported the implementation of the Education Queensland Earth Smart Science program for 400 state primary schools by working with science facilitators at regional hubs across the State.  
• Queensland Museum seconded science teachers presented at the Education Queensland Science Spark program state-wide conference to improve primary science teaching for Years 4–7. |
| Volunteering opportunities identified and made available to a diverse range of Queenslanders including members of Indigenous communities. | • 342 volunteers contributed 5,271 volunteer days to assist Queensland Museum achieve its strategic priorities. |

1.6 Re-affirm respect for Aboriginal people and Torres Strait Islanders and their cultures.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>OUTCOMES</th>
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</table>
| Secret sacred storage area upgraded to meet Indigenous cultural protocols. | • Ancestral Remains, associated burial goods and Secret Sacred Objects have been rehoused in the upgraded Secret Sacred store.  
• The rehousing meets appropriate museum standards and benchmarks set by Queensland Museum.  
• The rehousing has enabled a more respectful, accessible space where community members can visit and engage and this has assisted the Repatriation Unit in progressing culturally specific practices in keeping with the sensitivities of communities involved in the repatriation process. |
| Priority elements of the Queensland Museum Indigenous collection relocated to MTQ. | • Exhibition renewal and revised priorities in the Cultures and Histories section has halted relocation of material to the Museum of Tropical Queensland. |
1.6 Re-affirm respect for Aboriginal people and Torres Strait Islanders and their cultures cont.

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<th>STRATEGIES</th>
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The Binangar Centre at the Cobb+Co Museum re-developed

- The Binangar Aboriginal Centre has more than doubled in size featuring hands-on displays that share insights into the Aboriginal culture of the region.

- Members of the local Aboriginal community were consulted in the process of the expansion and were invited to a preview of the gallery spaces before the official opening on 4 September 2011.

- The Binangar Gallery featuring the stories and objects of the Traditional Owners of the area — the Jarowair, Giabul and Barrunggam people — was revamped with new features including:
  - a painting by local Aboriginal artist Donna Moodie called *Meringandan Dreaming* using the ochres from Gummingurru
  - a ceremonial stone arrangement site north of Toowoomba and the story of Brian Tobane, Jarowair Elder and Traditional Custodian and caretaker of the Gummingurru site and
  - an interactive component with the Burguu Matya Bush Game, an Aboriginal version of tic-tac-toe.

- A temporary exhibition gallery space was added and has showcased:
  - *Shields on Show* — a range of shields from throughout Queensland drawn from the Queensland Museum collection from 4 September 2010 to 20 June 2011.
  - *Weaving from Queensland* — thirteen objects including traditional and modern bags and baskets from Queensland Museum’s collection dated from 1897 to today, showcasing contemporary uses of traditional weaving skills from 24 June 2011.

![Celebrating the opening of the Binangar Aboriginal Centre at Cobb+Co Museum](image)
### 1.7 Deliver a diverse range of museum services to regional Queenslanders.

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<th>STRATEGIES</th>
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<tr>
<td>Continuation with Arts Queensland of the Museum Resource Centre Network 2010–13 to provide museum services to assist communities in Queensland.</td>
<td>• Six regionally based Museum Resource Centres staffed by Museum Development Officers support significant collections of Queensland’s cultural heritage artefacts, photographs and documents and provide professional support to organisations on a range of projects dealing with strategic planning, collection management, conservation, exhibition development and display, and public programs.</td>
</tr>
</tbody>
</table>

**Highlights included:**

- provision of immediate recovery assistance to many cyclone damaged heritage organisations in north Queensland and flood damaged organisations in central Queensland
- assistance to organisations including the Innisfail and District Historical Society and the Murphy’s Creek Railway Restoration Committee to write grants that have attracted approximately $100,000 to assist with the repair of cyclone and flood damaged organisations
- project management of the Community Heritage Treasures project which presented eight different community displays at Cobb+Co Museum over a 12 month period as part of a significance assessment and exhibition training program
- project management of a contemporary art project interpreting artefacts in the Oodgeroo collection for an exhibition Oodgeroo: One Person Can Make a Difference in conjunction with the Salt Water Murris’ Quandamooka of Stradbroke
- project management of the Mt Morgan Murri: Indigenous Stories of Mt Morgan exhibition in conjunction with the local Indigenous community
- project management of ‘Up the Coast’, Our Stories Our Collections: Sunshine Coast Heritage Collections, an exhibition sourced from community museums, council and private collections to interpret the theme of holidaying on the Sunshine Coast
- supporting the development of a new gold mining museum at Cracow in conjunction with the Newcrest Mine
- a collection preservation needs assessment and preservation workshop for staff and volunteers at the North Stradbroke Island History Museum
- presenting training workshops on a variety of topics including Labeling and Storage of Photographs, Collection Management, Collection Preservation, Collection and Volunteer Policies, Interpreting Objects, Label Writing and Oral History and Disaster Preparedness
- assisting the Beenleigh & District Historical Society with the development of collection management policies and a Strategic Plan
- development of a Records Management Manual for the Queensland Folk Federation
- the assessment of 25 significant cultural heritage collections including the Hervey Bay Museum Collection, Ipswich Historical Society Museum and the Museum of Australian Army Flying
- supporting Museums & Gallery Services Queensland in the delivery of their Museum Standards program in Cooktown and Atherton Shires.
## 1.8 Position Queensland Museum as a quality brand by stakeholders.

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<th>STRATEGIES</th>
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<td>Research publication targets achieved.</td>
<td>• 109 scholarly papers were published, 36% more than the target of 80.</td>
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| Integrated brand strategy developed and implemented. | • A major brand project commenced to better inform the business.  
• Visitor and non-visitor focus groups and workshops with staff and stakeholders were conducted to inform the Queensland Museum brand.  
• The brand is reflected in the 2012–15 Strategic Plan, and in parallel with the new vision for Queensland Museum, there is a renewed focus on the visitor experience, business innovation and community connection.  
• The delivery of this new experience architecture in each of the museum sites will be facilitated by a newly appointed Creative Director.  
• The Queensland Museum brand is currently being implemented internally.  
• Work progressed on defining the brand personality of Queensland Museum South Bank. |
| Marketing and communication strategies for Queensland Museum products and services developed and implemented. | • Queensland Museum recorded a four year record of 857,642 physical visitors across the network despite closures due to flooding and Cyclone Yasi.  
• Successful marketing and communication strategies produced results including:  
  • the Museum of Tropical Queensland’s biggest year on record since opening in 1987, attracting 99,101 visitors  
  • a 47% increase in onsite visitor numbers for Cobb+Co Museum  
  • a 25% increase of visitors to the Annual Workers Reunion & Ipswich Family Open Day  
  • a total of 69,707 visitors during events at The Workshops Rail Museum, a 1% increase on visitation of the previous year  
  • Queensland Museum South Bank achieving 607,937 visitors, only 2% lower than 2009–10, despite 5 weeks closure due to the floods and ongoing disruptions until April due to car park closure  
  • 542,380 online visits  
  • More than 3,700 traditional media stories about the Queensland Museum network. |
QUEENSLAND MUSEUM ANNUAL REPORT 2010–11
Queensland Museum collections and knowledge base developed, preserved and accessed

High quality original research focussed on objects, specimens and other evidence

### 2.1 Acquire, manage and conserve collections that best represent Queensland’s rich cultural and natural heritage.

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| Standard collection development and management policies and procedures implemented and utilised across the Queensland Museum network. | - 42 policies and procedures have been developed and approved, covering all aspects of collection management and conservation functions for the State Collection across the Queensland Museum network.  
- Policies are available via the Intranet and are being utilised by all staff to ensure a standardised approach to collection care.                                                                                                                                                                                                                   |
| Digital Asset Management Policy developed and implemented.               | - The new digital policy was implemented and together with the Queensland Museum Collection and Records Policy provide criteria, priority and guidance for the selection of assets to digitise; and the management of these digital assets to ensure ongoing availability and access.                                                                                                                      |
| Targets achieved for accessioning research collection material.            | - 16,402 physical items were added to the State Collection.  
- 8,083 digital items were added to the collection, 24% above the target of 6,500 digital objects.  
- A total of 75,057 specimens and objects were accessed for research, education, exhibition and cultural purposes with:  
  - 73,189 specimens and objects were loaned for educational purposes.  
  - 1,820 specimens and objects were loaned for research purposes.  
  - 47 specimens and objects were loaned for display purposes.  
  - One object was loaned for cultural purposes.                                                                                                                                                                                                                                                                                  |
| Collecting conducted in accordance with the Queensland Museum Collection Policy and related public programs, exhibitions and research priorities. | - All collections were acquired in accordance with research priorities and in compliance with Collection Policy.                                                                                                                                                                                                                                                                                                                                                           |

Palaeontology field work near Winton
2.1 Acquire, manage and conserve collections that best represent Queensland’s rich cultural and natural heritage.

Repatriation of Aboriginal and Torres Strait Islander ancestral remains and secret and sacred items progressed.

- Queensland Museum maintains a proactive and culturally appropriate repatriation program including:
  - research to establish the provenance (country or place of origin) of Ancestral Remains, associated burial goods and Secret Sacred Objects;
  - consultations with Traditional Owners/communities on their wishes in relation to the repatriation of their Ancestral Remains, associated burial goods and Secret Sacred Objects;
  - the return of Ancestral Remains, associated burial goods and Secret Sacred Objects to Traditional Owners and where possible, to country or place of origin;
  - care and management of Ancestral Remains, associated burial goods and Secret Sacred Objects that cannot be returned to their communities of origin; and
  - assistance for communities following the return of their Ancestral Remains, associated burial goods and Secret Sacred Objects, for example, ceremonies and reburials.

- Queensland Museum cares for the remains of 124 people, and 80 Secret Sacred Objects until they are ready to repatriate.
- Consultations and provenancing work continues for a further 200 Ancestral Remains and 136 Secret Sacred Objects.
- Traditional Owners from 9 different communities visited with Ancestral Remains and/or Secret Sacred Objects.
- The remains of two Aboriginal people have been de-accessioned to Traditional Owners (who wish to remain anonymous) and are waiting to be collected for repatriation.

STRATEGIES OUTCOMES

Storage
- continued implementing of the collection storage upgrade project.
- upgrades completed at Hendra, QMSB, MTQ, TWRM, and remaining improvements commenced.
- The $2.1 million upgrade of storage methods, systems and facilities at Queensland Museum South Bank and Hendra was completed resulting in a 28% increase in storage space.
- 98% of the collection is stored to a national benchmark or adequate standard, an increase on 92% last year, with less than 2% stored poorly.
- Upgrades completed this year included:
  - an environmentally controlled room at Hendra for large mammal material
  - upgraded cabinets in the Geosciences Type room at Hendra
  - an upgrade of existing electrical and mechanical compactus systems in the Social History store
  - installation of a the new compactus and integration of the University of Queensland collection into Entomology store.
- More than 2,823,840 objects and specimens were rehoused.

Storage
- A 5 year collection storage strategy developed to inform future space and collection infrastructure requirements.
- A Long Term Storage Strategy Draft Discussion Paper was developed to better inform the development of a comprehensive strategy.
## 2.1 Acquire, manage and conserve collections that best represent Queensland’s rich cultural and natural heritage cont.

<table>
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<th>STRATEGIES</th>
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<tr>
<td>Conservation</td>
<td>• Conservation continues to support the needs of the collection with priority focus on collection objects for exhibition display, loans to external bodies and acquisitions.</td>
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<td>• A total of 778 Queensland Museum objects were conserved by in-house conservators.</td>
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<td>• Of these, 172 objects were conserved and packed for loan to the Ipswich Art Gallery, Queensland Conservatorium, Queensland Art Gallery, National Museum of Australia, National Gallery of Australia, Queensland State Archives and Sunshine Coast Council.</td>
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<td>• 243 objects used in Queensland Museum exhibitions were conserved and displayed.</td>
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<td>• 120 objects were conserved prior to publication photography for the Queensland Historical Atlas, a new suite of children’s books, the Torres Strait Islands publication and the Foundation’s DNA campaign.</td>
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<td>• In addition, a very large number of objects were: low temperature or low oxygen treated for pests; and condition-reported as part of the acquisition of objects into the Queensland Museum collection.</td>
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<td>• All paper-based conservation object reports and images have been scanned and are in the process of being linked to the Vernon Collection Management System records.</td>
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<td>• Four conservation consultancies were undertaken for the Greek Consulate, Sunshine Coast Council, Brisbane Airport Corporation and Cosmos Archaeology.</td>
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- A 5 year strategy developed to address the conservation requirements of the State Collection across the Queensland Museum network.

- A review of the Queensland Museum Conservation Department commenced to assess existing capacity with current requirements and capacity to support future needs. Outcomes from this review will inform a comprehensive strategy for conservation.
2.2 Undertake high quality research focussed on Queensland Museum’s strategic themes.

- Provide increased access to Queensland Museum collections and knowledge base through progressing strategic partnerships.
- Seek external research funding that allows Queensland Museum to undertake research consistent with Queensland Museum strategic themes.

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<tr>
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<td>Data exported from the QM Vernon CMS to the Atlas of Living Australia via the Online Zoological Collections of Australian Museums (OZCAM) portal.</td>
<td>• 30,285 zoological data records were exported from the Queensland Museum collections database to the Atlas of Living Australia via the Online Zoological Collections of Australian Museums (OZCAM) portal, being the majority of the type specimen collections. Data and images of the approximately 700,000 digitised general collections of zoology are currently being prepared for public release during 2011–12.</td>
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<tr>
<td>• Queensland Museum has contributed to the Museum Metadata Exchange Project providing increased access to collections via the Australian Research Data Commons hosted by The Powerhouse Museum.</td>
<td>• There is now direct online access to almost 34,000 collection items via the Queensland Museum Collections Online.</td>
</tr>
<tr>
<td>Enhanced accuracy and breadth of data of collection records of the Knowledge Management System for internal and external users.</td>
<td>• The Vernon Collection Management System has been customised to ensure consistent data entry for audit compliance and reporting purposes, and assist staff in data searching and retrieval.</td>
</tr>
<tr>
<td>• Accuracy of collection records was increased by implementing mandatory data fields across Queensland Museum and all new Collection and Curatorial Staff have been provided training in the Vernon Collection Management System.</td>
<td>• Draft research strategy developed and working party has been implemented to refine this inline with future Queensland Museum South Bank development, the new Queensland Museum vision and Queensland Government Toward Q2: Tomorrow’s Queensland research and development priorities.</td>
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<tr>
<td>Targets for external research funds met or exceeded.</td>
<td>• Achieved 40% of total Biodiversity and Geosciences program budget for external research funds significantly exceeding the 33% target.</td>
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<td>• Attracted more than 42 national collaborations and 92 international collaborations.</td>
<td>• The Alfred P. Sloan Foundation (USA) funding for the Census of Marine Life’s Barcode of Life Initiative, ‘DNA Barcoding of Marine Biodiversity’ (MarBOL) completed with the sampling and export of nearly 20,000 fragments of sponges and octocorals for DNA extraction and genetic barcoding, in partnership with the DNA laboratory at the Ludwig-Maximilians-Universitaet in Munich, Germany. This international funding leveraged other national sources of funds, such as the Australian Institute of Marine Science and the Australian National Heritage Assessment Tool (ANHAT) to extend the project sampling beyond original targets. These genetic data are progressively being added to the public domain ‘Sponge Barcoding Database’ and Barcode of Life interfaces, greatly aiding rapid identification capabilities to our poorly known marine biodiversity.</td>
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Queensland Museum’s research with international partners delivered information critical to understanding key global issues:

- 92 international partnerships were established or maintained, including significant international external funding opportunities achieved.
- an ARC Discovery Grant with the University of Copenhagen, University of Auckland and Griffith University into the origins of the First Australians
- new capability in partnership with the Atlas of Living Australia (ALA) to provide global access to Queensland Museum’s collections through the digital world, making available approximately 30,285 mostly type specimens held by the Museum accessible via the ALA hub and capable of being interrogated using online biodiversity informatics tools.
• The US National Science Foundation’s Goblin Spider Planetary Biodiversity Inventory continued in collaboration with many international partners from the USA, China, Brazil, Argentina, Switzerland and Belgium. Coordinated by the American Museum of Natural History it has seen collecting, documenting and collaboratively describing more than 300 new species so far.

• Continued collaboration with the Field Museum of Natural History, Chicago, USA, funded by the US National Science Foundation’s Assembling the Tree of Life (AToL) project on the evolution of the Half-shell & The Bivalve (Mollusca) (BivAToL – Evolution), and the US National Science Foundation’s Revisionary Syntheses in Systematics (REVSYS) project Review of Vermetidae (worm snails) project.

• Continuing joint expeditions and research collaborations with the National University of Singapore and Raffles Museum, Singapore, compiling a census and resolving the identities and taxonomic relationships of economically important Decapod Crustaceans of the Indo-west Pacific using morphological and molecular tools, including unravelling the true identities of common seafood species, some of which are being found to represent multiple species-complexes, with serious management implications on their conservation and sustainable harvest.

• Collaboration with the French Pacific biodiversity agencies (Centre National de la Recherche Scientifique, based in Moorea) continued with the collection of fish parasites from the Gambier Archipelago in far-eastern French Polynesia through funding from the French-Pacific ‘Coralspot’ program. This collaboration provided key comparative data for analysis against the substantial collections of fish parasites made through the QM’s Australian-based CReefs project. Analyses indicate that genetic connectivity of parasitic fauna decays rapidly across the Pacific from west to east, regardless that susceptible hosts are present throughout the region.

• Collaboration with the University of Johannesburg, South Africa on projects relating to parasitic isopods of marine fishes of South Africa and Australia.

• Collaboration with the North-West University, South Africa to develop systematic and ecological projects relating to South Africa’s Indian Ocean coral reef biodiversity, including marine biodiversity workshop of the marine invertebrates of the St Lucia Marine Reserve, and ongoing systematic project with marine isopod crustaceans being the primary study group.

Locations of International collaborators
3. SUSTAINABILITY

Strategic priorities delivered through the growth and maintenance of a sustainable organisation

### 3.1 Identify and build the strategic partnerships that contribute significantly to achieving Queensland Museum’s mission.
- review and communicate the long term direction of Queensland Museum to all stakeholders.
- foster support for Queensland Museum strategic priorities.

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<th>STRATEGIES</th>
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| Advocacy campaign reviewed and implemented to deliver an improved financial position for Queensland Museum. | • The advocacy campaign continues to be reviewed and implemented in light of the new Queensland Museum vision and Government funding.  
• The Queensland Museum Foundation continues to work closely with the board of the Queensland Museum Senior Management and other key stakeholders. |
| A re-developed, engaging and sustainable Cobb+Co Museum.                 | • Refer pages 22–23 of the Annual Report.                                 |
| QMSB Stage 1 and Stage 2 priorities advanced.                            | • A strategic re-visioning of Queensland Museum was undertaken by Lateral Projects, leading to the development and approval of a new Strategic Plan for implementation in 2011–15.  
• The development of a business case for an enhanced Queensland Museum in Brisbane was delayed pending a flood risk assessment of possible alternate sites. |
| Queensland Museum’s involvement in the North Ipswich Railyards development determined. | • The Vision Plan for the further development of the North Ipswich Railway Workshops was completed in conjunction with Queensland Rail, Ipswich City Council and Brisbane Marketing. |

### 3.2 Optimise self-generated revenue through innovative business practices and improved business systems.

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| A 2 year plan to increase revenue through higher yield products and services developed. | • A Business Innovation Plan was in development for implementation in 2012–14.  
• Increase in self-generated revenue from 24.2% to 28.16%. |
| Agreed recommendations from Capital Investment Business Plan progressively implemented. | • Agreed recommendations were implemented including:  
  • exhibition renewal  
  • strategies to increase self-generated revenue through visitation such as new touring exhibitions, an increased number of events and enhanced shop and cafe sales  
  • finalisation of the strategic collection and storage review  
  • implementation of the annual verification and valuation of the State Collection. |
### 3.2 Optimise self-generated revenue through innovative business practices and improved business systems cont.

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| Network retail and catering review undertaken and outcomes implemented. | • Retail and catering reviews were finalised at Queensland Museum South Bank and Cobb+Co with reviews at the Museum of Tropical Queensland progressing.  
• A review of the Queensland Museum South Bank café contract resulted in a 56% increase in commission and increased venue hire activity.  
• Revised retail business plans were developed for Queensland Museum South Bank and Cobb+Co.  
• Preparations for the redevelopment of Queensland Museum South Bank’s Explorer Shop were progressed.  
• Visual merchandising workshops were held across the Museum resulting in an increase in takings at the Queensland Museum South Bank Explorer Shop prior to flood impact. |
| Online retail strategy developed and implemented. | • Strategy has been developed and is being progressively implemented with initial focus on a more user-friendly and accessible site.  
• 497 online sales achieved approximately $10,000 in product sales. |
| Alternative strategies identified to increase discretionary operational funding for Queensland Museum. | • Strategies included:  
  • an enhanced visitor experience through new exhibitions, programs and venue hire opportunities leading to increased revenue through admissions and other commercial activities including shops and cafes  
  • the renegotiation of the Queensland Museum South Bank café contract  
  • visual merchandising training for shops as well as product review and development  
  • collaboration with the Queensland Museum Foundation to fund priorities. |

### 3.3 Invest in the capacity and skills of Queensland Museum’s workforce as a pivotal resource.

- actively foster a culture of lifelong learning within Queensland Museum

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| Staff skills enhanced through training and development | • The Professional Development Committee (PDC) approved $66,505 (ex-GST) worth of training and development for 51 staff including Middle Management Training in the areas of Financial Management, Business and Operational Planning, Strategic Thinking, Workplace Assertion Skills and Growing the Leader Within.  
• More than 250 staff benefited from other training including First Aid and customer service skills.  
• The 2011 Queensland Museum Scholarship was awarded to Ms Martie McConnell, Visitor Services Manager, Queensland Museum South Bank. |
| Capability and Leadership Framework introduced to Queensland Museum. | • As a pilot site for the Capability and Leadership Framework the Queensland Museum successfully incorporated the framework into recruitment and selection processes including role descriptions, career planning, workforce planning and performance and learning development processes. |
| Contribution to the achievement of Queensland Museum priority outcomes enhanced through focussed recruitment and selection for the Cultures and Histories Program. | • Five key staff were appointed to the Cultures and Histories section including Curator Archaeology, Senior Curator Customs, Culture and Country, Curator of Social History and Collection Manager. Recruitment and selection for an Assistant Collection Manager and Assistant Curator Social History has progressed. |
3.4 Develop and manage Queensland Museum’s asset base to support the delivery of Queensland Museum priorities.

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| Implementation of the Asset Strategic Plan and ICT Resources Plan continued. | • The Asset Strategic Plan was implemented with highlights including:  
  - the Cobb+Co Museum redevelopment  
  - refurbishment of the Hendra site with a new roof and the building of an environmentally controlled storage room for type collections and large specimens.  
  • The Information Management and Information Technology team completed more than 6,000 requests across the five sites of the Queensland Museum, a more than 30% increase on previous years.  
  • Major activities and ICT projects included:  
    - management and maintenance of IT infrastructure and outages through two major natural disasters (floods and cyclone)  
    - the upgrading of more than 100 staff PCs that completed the four year life cycle programme for all PCs across the network  
    - Queensland Museum mobile phone fleet replacement under the SmartNet Whole of Government (WOG) agreement enabling efficiencies both in cost and managed services  
    - completed the investigation of the planned upgrade to the wide area network technologies with the contract approved under the SmartNet WOG agreement  
    - continued efficiencies in managing and cost in the delivery of software under the SmartNet WOG agreement  
    - installation of National Carriage Factory IT Infrastructure and new Server Room and PABX system  
    - upgrade of servers and systems including remote access, backup and security CRM, Raisers Edge and point of sales replacements project commenced  
    - assisting in the review and implementation of the Queensland Museum South Bank pedestrian counting system, eTicketing tender, audio visual and multimedia specifications for the planned redevelopment of key areas of Queensland Museum South Bank and the infrastructure component of the electronic document records management system (eDRMS). |

3.5 Identify and address key risks, statutory obligations and regulations that impact on the operation of the Queensland Museum,

• progressively review Queensland Museum operational programs  
• align Queensland Museum sustainable practice with community expectations and regulatory requirements.

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<td>Review of Biodiversity Program and Regional Services (Phase 1 – Strategic Learning) completed and recommendations progressively implemented.</td>
<td>• The implementation of a new Strategic Plan and vision required postponement of reviews.</td>
</tr>
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</table>
| Continued implementation of sustainable practice in terms of usage of electricity, water, paper, recycling, building and maintenance designs and vehicle usage. | • The Museum of Tropical Queensland’s electricity usage was reduced by 5% and water decreased by 12%.  
  • Cobb+Co electricity usage was up 75% due to redevelopment works. Water usage was also up 36.8% due to site works.  
  • The Hendra Annexe electricity usage was up 4.5% and water up 113% due to site works. |
3.5 Identify and address key risks, statutory obligations and regulations that impact on the operation of the Queensland Museum cont.

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| Continued implementation of sustainable practice in terms of usage of electricity, water, paper, recycling, building and maintenance designs and vehicle usage cont. | • A reduction in the number of vehicles saw operating costs reduce by 45%.  
• Queensland Museum South Bank’s electricity usage was reduced due to flood impact closure and a number of initiatives such as:  
  • reduction in escalator operating times by 30%  
  • a review of air-conditioning levels and schedules.  
• Work has begun in partnership with Arts Queensland to install a new track lighting system on all public floors at Queensland Museum South Bank estimated to reduce electricity usage by 5%.  
• The Workshops Rail Museum reduced electricity consumption by 10% and water consumption by 11% through refined operating practices.  
• Queensland Museum worked with an electricity consultant to prepare entry to the contestable electricity market for Cobb+Co Museum, Hendra and the Museum of Tropical Queensland. |
| Risk register, business continuity plans, policies, procedures updated and other required compliance completed. | • Corporate documents, plans, manuals and standards were reviewed and updated in line with the Strategic Plan. Business continuity plans, including disaster recovery plans for each campus and program were actioned during flooding and cyclone events. Since then reviews have been conducted and these documents updated. |

3.6 Secure substantial financial support for Queensland Museum strategic priorities through the activities of the Queensland Museum Foundation.

Queensland Museum Foundation annual target achieved for financial support for Queensland Museum

During the year the Foundation secured a number of new partnerships in support of Queensland Museum projects, receiving more than $680,000 in donations, sponsorship and honoured pledges.

In September, the Foundation celebrated a milestone more than five years in the making — the opening of the $8 million National Carriage Factory development at Cobb+Co Museum. This development was the result of an extensive capital fundraising campaign managed by the Foundation with the assistance of the National Carriage Factory Campaign Committee, a group of Toowoomba business and community leaders, chaired by Dr Mary Wagner of the Wagner Group.

Support for the National Carriage Factory development was provided through donations, grants and sponsorship including contributions from Clive and Conchita Armitage, Mr Clive Berghofer, The Davey Group, G. James Glass and Aluminium, Mr Phillip Guilfoyle, Heritage Building Society, The John T. Reid Charitable Trusts and Wippells Autos, in-kind support from The Chronicle, WIN Television Toowoomba, Southern Cross Media Group and Cracker Print and Paper.

In total, more than 130 individuals, organisations and businesses pledged over $1.8 million to the National Carriage Factory Campaign. This generous support, coupled with a contribution from the Board of the Queensland Museum, a gift of land from the neighbouring Southern Queensland Institute of TAFE and grants from the Q150 Legacy Infrastructure Program and Department of Education saw the achievement of an $8 million fundraising target.

Further north to Townsville, a $300,000 partnership with the Australian Institute of Marine Science and BHP Billiton was secured to employ Dr Kevin Tilbrook as the first BHP Billiton CReefs Fellow at the Museum of Tropical Queensland. Over the course of this three-year partnership Dr Tilbrook will document, describe, publish and ‘unlock’ the scientific potential of the Bryozoan collections held at the Museum of Tropical Queensland and the Australian Institute of Marine Science, the largest in the world.

During the year the Foundation received a bequest from the estate of wildlife photographer and naturalist Peter John Fry. Mr Fry’s generosity will be honoured in a new Queensland Museum publication Wild Places of Tropical North Queensland. This full-colour guide, slated for release in 2013 and covering the area east of the Great Dividing Range between Cocktown and Mackay, will be the first comprehensive publication on the wild places of Tropical North Queensland, one of our State’s most beautiful natural areas.
In May, the Foundation launched its first donor acquisition campaign, inviting individuals to make a financial contribution to the work of the Queensland Museum. Potential donors were invited to *Become part of Queensland’s DNA* by virtually attaching their name to one of the stories, specimens or artefacts in the State Collection featured on a customised website. An additional print campaign, *We’ve got a little project for you* was mailed to more than 20,000 individuals. As of 30 June 2011, more than 100 new donors have supported this campaign.

Also in May, the Foundation partnered with Hutchinson Builders for the *Rock Around the Block, Rock ’n Roll George, Brisbane Legend* display at Queensland Museum South Bank from July — October 2011. The showpiece of this display is one of Brisbane’s most enigmatic and loved icon’s — the Holden 48-215 motor vehicle owned George Kyprios, aka ‘Rock ’n Roll George’. As a result of this partnership, visitors will be able to see the Holden up-close and have the opportunity to explore, understand and contribute their own stories to the mythology that surrounds the car and the man behind the wheel.

As a result of the fifth matching subsidy of $250,000 from the Queensland Office of Gaming Regulation, the Foundation was able to assist with a number of development, conservation and collection projects, including:

- Uncovering buried secrets of our palaeontological past with coordinated digs in Winton, central Queensland;
- Creation of online learning resources developed by the Strategic Learning Team for secondary biology students;
- Publishing of six new children’s books written by early childhood expert Donna Dyson in partnership with Education Queensland; and
- Development and display of *The Last Days of Burke and Wills*, an exhibition featuring artefacts recovered from the missing ‘Plant Camp’ from the ill-fated 1861 expedition of Burke and Wills.

During the year the Foundation directed discretionary funds to collection acquisition. Acquisitions of note are the Gilbert Fisher Boomerang and the Gather copper sculpture — the work of Aboriginal artists Andrew Jack O’Chin and Kim Walmsley respectively.

In addition to new initiatives, over the past year the Foundation built upon existing relationships with donors, sponsors and benefactors through continuing projects.

The Foundation continued to strengthen its relationship with ENERGEX Limited, hosting several promotional events in ENERGEX Playasaurus Place and coordinating a competition to celebrate one million visitors to this much-loved exhibition. In-kind support from Australia Post allowed Queensland Museum to continue distributing museum-based learning resources from 30 regional distribution centres throughout Queensland and more than 99,101 visitors learned about the flora and fauna of tropical rainforests at the *Enchanted Rainforest* exhibition at the Museum of Tropical Queensland thanks to our ongoing partnership with Queensland Nickel.

**Dr Kevin Tilbrook, the first BHP Billiton CReefs Fellow at the Museum of Tropical Queensland hard at work**

**Chairman of Hutchinson Builders Scott Hutchinson at the launch of *Rock Around the Block: Rock ’N’ Roll George, Brisbane Legend* at Queensland Museum South Bank**

**Chair of the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee Mr Trevor Robinson, Mrs Nellie O’Chin and Queensland Museum CEO Dr Ian Galloway with the Gilbert Fisher boomerang**

**Enjoying the Enchanted Rainforest exhibition at the Museum of Tropical Queensland**