16 October 2012

The Honourable Ros Bates MP
Minister for Science, Information Technology, Innovation and the Arts
Level 5, Executive Building
100 George Street
BRISBANE QLD  4000

Dear Minister

I am pleased to present the Annual Report 2011–12 and financial statements for the Board of the Queensland Museum.

I certify that this annual report complies with:

- the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 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
Chairperson
Board of the Queensland Museum
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Introduction

Vision
Queensland Museum — discovering Queensland, inspiring generations
A museum for all Queenslanders that actively partners with diverse communities to enrich understanding of self and place.

Purpose
To inspire generations of Queenslanders to discover, celebrate and value our distinctive natural and cultural environment.

Values
- We have a culture of sharing, learning and growth, to foster a community that shares, learns and grows.
- We respect and celebrate diverse perspectives, because we engage and represent diverse audiences.
- We study adaptation, evolution and change, so we value creativity and innovation.
- We excel at research to help understand life, and we love to bring research to life.
- We cherish our collections, because we cherish our stories.
- We value integrity because it is the essence of trust.
- We encourage and nurture teamwork and partnerships, because our job is too important to do alone.

Profile
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 one million objects and specimens in the State Collection valued at more than $414 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 2012, the Queensland Museum marked 150 years of collecting and connecting Queensland’s history since its founding by the Queensland Philosophical Society in 1862. Through its dynamic network of public attractions, trusted scientific and cultural research, collections, and regional and community services the Queensland Museum continues to enrich the cultural, social and intellectual life of Queenslanders and visitors to the state.

The Queensland Museum network reaches far beyond the walls of its five public museums, fostering connections with more than 2.6 million people in 2011–12 through a museum visit, a talk or workshop, borrowing an educational kit or object, or paying a visit online.

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

World-class research and collections come to life and resonate with people 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, the Queensland Museum network continues to engage with diverse audiences, ensuring objects, specimens and their stories are widely accessible.

A 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 & Sciencentre, South Bank, Brisbane
Corner Grey and Melbourne Streets, South Brisbane Qld 4101
Opened 1986

The Queensland Museum at 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. Dandiiri Maiwar, the Museum’s Aboriginal and Torres Strait Islander Centre, and the Discovery Centre are also housed here. From dinosaurs to dung beetles, Queensland’s vast scientific knowledge and cultural heritage is represented here.

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 in 2010 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.

Museum of Lands, Mapping and Surveying, Woolloongabba, Brisbane
Corner Main and Vulture Streets, Woolloongabba Qld 4102
Opened 1982

This joint initiative of the Department of Natural Resources and Mines (formerly 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 which schools and other educational institutions access to borrow museum objects and learning kits to bring classroom learning to life.

Board of the Queensland Museum

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 Act).

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.
Chairperson’s overview

It was with a great sense of pride and accomplishment that we acknowledged the first 150 years of the Queensland Museum on 20 January 2012. The Queensland Museum is one of the state’s first and most culturally significant institutions and it is a privilege for this Board to be charged with steering it towards a bright and dynamic future.

Today’s Museum and the world in which it operates are vastly different from the Museum established in 1862, and indeed even what they were in 2002. We are operating four museums and a science centre across the state at a time when people have access to 24/7 information and entertainment, and daily life is fast-paced and often overwhelming. Real connections and experiences can be surprisingly hard to find.

So this year we’ve focused on elevating everything the Queensland Museum does to make compelling connections that inspire, enrich and empower us all. We’ve positioned the Museum to create and deliver rich authentic experiences that connect the past, make sense of the present and help navigate the future.

The five key drivers have been our visitor experiences, community connections, business innovation, collections (including research) and one of our greatest resources, the dedicated and professional staff and volunteers who make everything possible.

With our visitors and audiences in mind, we are continuing to invest in the future of arts and culture in this state. A major achievement has been the $14.3 million refurbishment of the Queensland Museum and Science Centre at South Bank which is tangible evidence of the success of such investment by the Queensland government and the Board of the Queensland Museum. Together, these two cultural attractions saw more than 744,000 people pass through the doors during the year, a record for this site made even more impressive given they were only open for 8½ months of the year due to the building renovations.

The renovations have greatly improved visitor access to the collections within the building and also injected more awe and wonder into the visitor experience. Visitors start with a multi-media welcome to country in the foyer and then go on to the Giants of the Past exhibition revealing some of our most important collections and also being gathered online and the results will be on show at our museums later in 2012. Our regional museums have fostered outstanding community collaborations this year to co-create unique displays and exhibitions such as the Lebanese community exhibition at Cobb + Co Museum, the cultural mural at the Museum of Tropical Queensland and the railway stories and experiences of Torres Strait Islanders, Aboriginal people and Australian South Sea Islanders shown in The Workshop Rail Museum’s I’ve Been Working on the Railway exhibition.

As with previous years, our focus on making museum experiences accessible to all Queenslanders and driving more tourists to our state and regions remained strong. More than 2.6 million people engaged with a Queensland Museum network experience in 2011–12, in a museum, online, in the community or in the classroom.

The Workshops Rail Museum was named the state’s number one tourist attraction, winning the hotly contested Tourist Attraction category for the first time at the 2011 Queensland Tourism Awards. The Workshops also won the Heritage and Cultural Tourism prize for the fifth time, and at the national level achieved a silver award in the Australian Tourism Awards’ Heritage and Cultural Tourism category.

Caring for the collective memory and stories of Queensland through more than a million diverse and intriguing objects that make up the State Collection is equally a privilege and enormous responsibility. Though valued at over $414 million and growing every year, the collection is undoubtedly irreplaceable. This year, as always, a high priority has been continuing to review and improve our storage conditions and conservation techniques to ensure this precious resource is maintained for generations to come.

A deliberate focus on creating real and enduring connections with communities has produced better and richer museum experiences across the network.

The state-wide QM150 project, What Do You Collect?, also embraces our desire to become a museum without borders. Already this year the QM team has travelled to different regional and suburban communities to capture ideas, gather input and host pop-up museums. Stories and photos are also being gathered online and the results will be on show at our museums later in 2012. Our regional museums have fostered outstanding community collaborations this year to co-create unique displays and exhibitions such as the Lebanese community exhibition at Cobb + Co Museum, the cultural mural at the Museum of Tropical Queensland and the railway stories and experiences of Torres Strait Islanders, Aboriginal people and Australian South Sea Islanders shown in The Workshop Rail Museum’s I’ve Been Working on the Railway exhibition.

The Workshop Rail Museum was named the state’s number one tourist attraction, winning the hotly contested Tourist Attraction category for the first time at the 2011 Queensland Tourism Awards. The Workshops also won the Heritage and Cultural Tourism prize for the fifth time, and at the national level achieved a silver award in the Australian Tourism Awards’ Heritage and Cultural Tourism category.

This year we’ve built a strong foundation to launch us into the Museum’s next 150 years and to continue to elevate our frontline museum experiences, forge strong and enduring partnerships and redefine the Queensland Museum network in line with our vision and strategic plan.

The Hon. Dr David Hamill AM
CEOs’s overview

It’s been an extraordinary year for the Queensland Museum network, a year of celebrating milestones and record-breaking achievements and also refocusing our priorities to ensure all Queenslanders and visitors to our state have access to inspiring and engaging museum experiences.

For the first time in our 150 year history, we’ve welcomed more than one million visitors to the Queensland Museum network. At a time when competition for people’s time and money has never been stronger, it is pleasing to know that more Queenslanders and tourists than ever before are choosing a Queensland Museum network experience.

Three of our museums recorded their highest visitor numbers yet: the Museum of Tropical Queensland (almost 105,000), Cobb+Co Museum (over 63,000) and the Queensland Museum and Sciencentre (just a few thousand under three quarters of a million).

This record is even more impressive considering the Queensland Museum and Sciencentre were both closed for more than three months this year to undergo a $14.3M renovation. This renovation was a major capital investment, aimed at reinvigorating and refreshing the public spaces and visitor experiences within the 25 year old building. The response we received from our visitors to the fresh look was immediate and overwhelming. The Queensland Museum and Sciencentre reopened on 20 January 2012, the 150th anniversary of the founding of the Queensland Museum in 1862. More than 30,000 people came in to take a look during the three day birthday and reopening celebrations.

The Museum of Tropical Queensland celebrated its 25th anniversary with over 2,300 North Queenslanders at an open weekend of events and activities. Later in 2012, Cobb+Co Museum will mark a quarter of a century and The Workshops Rail Museum will enjoy its 10th birthday.

In a state one-sixth the size of Europe, we know that not every one can easily get to one of our museums. So we take the Museum to them. The Queensland Museum Loans program last year sent out more than 73,000 individual museum objects and themed kits, putting a real museum experience into the hands of more than 785,000 people across Queensland, predominantly school children. This year we also worked with teachers to create relevant resources for the new national curriculum, to make lessons come to life in the classroom through valuable object-based learning and insights. Through this initiative, we developed an Australian first: Aboriginal science loans kits that align with the new national curriculum.

Our online footprint also grew to register over 830,000 unique visits to the Queensland Museum network website, a 54% increase from the previous year. Our use of social media continues to grow and develop new ways of bringing a museum experience to our audiences.

What makes a Queensland Museum experience unique is the vast body of scientific and cultural knowledge and expertise that underpins everything we share with our visitors.

This year alone, Queensland Museum researchers described more than 100 new species ranging from tiny mites and parasites, to fish, flies, geckos and goblin spiders. Our experts published more than 180 articles across a wide range fields and topics. In the history of the Museum, over 3,700 new species have been described by experts in the fields at the Queensland Museum.

The Museum’s own journal, the Memoirs of the Queensland Museum, has been published for 100 years, sharing almost 2,000 research papers in that time. The significant work conducted by our researchers on the Queensland Museum collections provides an insight into many of the crucial questions in today’s society, from cultural identity to climate change and sustainable energy use.

One of the year’s highlights has been securing an Australian exclusive exhibition from The British Museum, Mummy: Secrets of the Tomb. Opened on 19 April 2012, this exhibition reveals the secrets of the life and death of a Egyptian priest who lived almost 3000 years ago, telling his story through an extraordinary 3D film and an exhibition showcasing more than 100 ancient objects. This exhibition has already become the most popular international exhibition in the Museum’s history, with over 92,000 attending up until 30 June 2012 – an average daily attendance in excess of 1200. Though originally scheduled to close in August 2012, we’ve been able to secure and announce a two month extension to meet with the extraordinary demand and interest from both Queenslanders and visitors to our state.

This exhibition also provided the catalyst for an important international archaeological discovery at the Queensland Museum. We created worldwide headlines when visiting British Museum Egyptologist Dr John Taylor revealed that the Queensland Museum’s own Egyptian collection contained the fragments of a highly significant Book of the Dead which had been missing for a century. Other fragments from this Book of the Dead are held at The British Museum, the Boston Museum of Fine Arts and the Metropolitan Museum of Art (the MET) in New York, creating an extraordinary opportunity for collaboration on revealing more about the mysteries of life in ancient Egypt over time.

This sense of partnership and international community reflects the many partnerships that we have and value throughout the Queensland Museum network. This is a tribute not only to our own staff but also to the outstanding efforts of the Queensland Museum Foundation, which this year secured over $1.3 million to support the work of the Queensland Museum network. Every partnership is incredibly significant to us because our job is too important to do alone.

As the Queensland Museum network continues to celebrate its 150th year, we are ready and excited to rise to the next challenge of not only ensuring the Museum stays relevant but also forging a compelling, connected and sustainable future as it heads into its next 150 years.

Dr Ian Galloway

* The fifth museum in the network, the Museum of Lands, Mapping and Surveying at Woolloongabba in Brisbane, is operated by the Department of Natural Resources and Mines and the Queensland Museum is custodian of the collections.
Highlights and achievements

Milestones

150 years
The Queensland Museum celebrates 150 years of collecting and connecting in 2012.

100 years
A century ago the Museum’s own journal, the *Memoirs of the Queensland Museum*, was established to communicate natural history research. In 1998, a *Cultural Heritage Series* of the Memoirs was added to share the results of research into Queensland’s cultural heritage.

30 years
The Museum of Lands Mapping and Surveying was established in 1982, moving to its current location in the Brisbane suburb of Woolloongabba 25 years ago.

25 years
Townsville’s Museum of Tropical Queensland and Toowoomba’s Cobb+Co Museum celebrate their 25th year in 2012.

The Queensland Museum celebrated its 25th year in its current home in Brisbane’s Cultural Centre, South Bank.

10 years
It’s a decade since the birthplace of rail in Queensland opened to the public as The Workshops Rail Museum.

Record Visitors

- The Queensland Museum network surpassed one million visitors for the first time in its 150 year history.
- 1,003,016 people visited a campus in the Queensland Museum network, 145,374 or 17% more than last year’s total of 857,642. This record was achieved despite the Queensland Museum and Sciencentre being closed for more than three months from 3 October 2011 to 19 January 2012.
- In less than nine months* this year, the Queensland Museum and Sciencentre welcomed almost three quarters of a million visitors (744,654), 22.5% more than the previous year.
- After closing for over three months for a $14.3 million renovation, more than 30,000 people visited the Queensland Museum and Sciencentre in just three days for the reopening and 150th birthday celebrations starting on 20 January 2012.
- The international exclusive exhibition from The British Museum, *Mummy: Secrets of the Tomb* attracted 92,102 visitors in the first 2.5 months to 30 June 2012. The average daily attendance of 1,261 is already the highest recorded for an international exhibition at the Queensland Museum, eclipsing the previous highest daily average of 950.
- The Museum of Tropical Queensland achieved the highest visitation in its 25 year history, with 104,984 people passing through the doors, six percent up on last year.
- Cobb+Co Museum achieved record visitor numbers this year with 63,446, 12% more than last year’s total and the highest in 25 years of operation.
- The number of school groups visiting The Workshops Rail Museum soared by 24%, resulting in a 17% increase in school group visitors this year.
- Online visits to the museums’ websites increased 65% to reach 838,539, from 542,380 in 2010–11.

*The Queensland Museum and Sciencentre were closed from 3 October 2011 to 19 January 2012 for renovations.*

"...with a great sense of pride and accomplishment we acknowledged the first 150 years of the Queensland Museum.”
Community Connections

- Over three quarters of a million people (785,656) across the state accessed Queensland Museum collections and knowledge in their classrooms and communities via the educational loans service, 14% more than last year.
- The Queensland Museum Foundation secured a groundbreaking new $350,000 partnership with BHP Billiton Mitsui Coal for Queensland Museum researchers to study Australia’s extinct megafauna, and help chronicle Queensland’s rich prehistoric past with a dinosaur and megafauna exhibition.
- The Queensland Museum created and launched the first Indigenous learning kits that support the teaching of Indigenous science perspectives within the new national curriculum at a community-focussed event in Townsville supported by BHP Billiton Cannington.
- The Workshops Rail Museum co-created and opened its second major in-house exhibition, *I've Been Working on the Railway*, with the Torres Strait Islander community, Australian South Sea Islander community and Aboriginal community. The exhibition explores railway stories and experiences of Torres Strait Islanders, Aboriginal people and Australian South Sea Islanders and was developed as a touring exhibition with a number of museums and galleries across Australia expressing an interest in hosting the exhibition after it concludes at The Workshops Rail Museum.

Research and Collections

- More than 100 species new to science were described by Queensland Museum network experts this year.
- More than 20,000 items were added to the State Collection, increasing its fair value to over $414M.
- The two-volume *Wild Guide to Moreton Bay and Adjacent Coasts* was launched featuring over 1500 plant and animal species in the Moreton Bay region, and including the results of Queensland Museum scientists’ research since 2005 in describing 53 new species, six new genera and more than 80 new distributional records in south east Queensland’s Moreton Bay.
- Three new books in the popular pocket guide series were published to share the Museum’s research and collections expertise: *Reptiles of Brisbane*, *Birds of Moreton Bay* and *Wildlife of the Scenic Rim*.

Awards

- The Workshops Rail Museum won two prestigious 2011 Queensland Tourism Awards, including its first win as the state’s best tourist attraction and its fifth win in heritage and cultural tourism category. The Workshops Rail Museum then received a silver award in the Heritage and Cultural Tourism category at the Australian Tourism Awards.
- The Museum of Tropical Queensland won two North Queensland Tourism Awards - for Heritage and Cultural Tourism and Best Tourist Attraction.
- The redeveloped Cobb+Co Museum building won the prize for Excellence in Sustainable Building Award in the Darling Downs and Southern Queensland Master Builder Awards as well as the award for Tourism and Hospitality Facilities over $4 million – both awarded to builders, Laing O’Rourke.
- The partnership between ENERGEX and the Queensland Museum won the Queensland Visy Arts Partnership Award at the state Australian Business Arts Foundation (AbaF) Awards.
- QM Honorary Research Fellow and 2011 QM Medal winner Dr John Stanisic was awarded a 2011 Whitley Award for his landmark book, *Australian Land Snails volume 1: a field guide to eastern Australian species*.
- The 2012 Queensland Museum Medal was awarded to the Head of Griffith University’s Eskitis Institute, Professor Ron Quinn.

Inspiring generations of Queenslanders to discover, celebrate and value our distinctive natural and cultural environment.
Government objectives

Getting Queensland back on track

The Board of the Queensland Museum contributes to the achievement of the Queensland Government’s Getting Queensland back on track pledges.

The Board will help to grow a four pillar economy by creating a lively network of public museums that draw tourists to metropolitan and regional Queensland and thus serve to increase tourist expenditure.

The Board supports the government’s objective to revitalise frontline services by delivering a range of learning programs, experiences and resources for children and adults, with a focus on engaging education professionals in using and developing museum content relevant to the school curricula in science, history and Indigenous culture.

By working with communities across the state to increase participation in museum experiences through volunteering programs and co-created projects, the Queensland Museum network is revitalising frontline arts, cultural and scientific services, thus ensuring all Queensland regions have access to inspiring and educational museum experiences.

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 life-long 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 2011–2015

The Queensland Museum’s Strategic Plan 2011–2015 set out the following strategic objectives:

- Produce and deliver a program of compelling experiences that connect with our communities.
- Be a mission driven, business-focussed, entrepreneurial organisation.
- Motivate our staff to co-create a new future for the Queensland Museum network.
- Engage in spirited, interactive partnerships with communities.
- Strike a balance between scholarship, collection development, community connection and a compelling museum experience.

Strategic themes

The research, collection development and public program activities of the Queensland Museum are strategically directed by the following themes that elaborate on the overarching theme of Distinctively Queensland:

- Ancient Ecosystems — exploring, discovering and documenting Australia’s unique geological and biological record which underpins the knowledge and custodianship of Queensland’s modern environments.
- Connecting Queensland: Reaching the World — the connections and exchanges that sustains 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 — the documenting, conserving and appreciating of Queensland’s unique biodiversity.
Operational plan 2011–2012

The Queensland Museum’s Operational Plan 2011–2012 was based on its Strategic Plan 2011–2015 and further detail is provided throughout this report.

The operational plan was not modified during the year.

Neither the former Minister for Finance, Natural Resources and The Arts nor the Minister for Science, Information Technology, Innovation and the Arts gave any directions to the Board during or relating to the financial year.

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 manages 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.

Queensland Museum and Sciencentre redevelopment

On 3 October 2011, the Queensland Museum and Sciencentre closed to the public to undergo a $14.3 million renovation. The renovation improved visitor access to public galleries and refreshed and enhanced a number of exhibitions and other public spaces within the museum building.

Museum visitation and revenue were affected by the closure. Communication with the public and stakeholders about the closure was proactive, multi-channelled and regular in order to meet their needs and expectations during the closure which came less than a year after the six week closure due to the 2011 floods.

After remaining closed for 16 weeks, the new-look Queensland Museum and Sciencentre reopened to the public on 20 January 2012, the 150th anniversary of the founding of the Queensland Museum in 1862.

The combination of the rejuvenated spaces and the international exclusive exhibition from The British Museum, *Mummy: Secrets of the Tomb*, opening on 19 April 2012, proved to be a visitor drawcard, with 583,617 locals and tourists visiting the Queensland Museum and Sciencentre since the reopening. That number represents more than three quarters of the total visitation for the year, recorded in just over five months.

The Workshops Rail Museum manages fire response

On the night of 26 September 2011, a fire on a private property adjacent to The Workshops Rail Museum destroyed two buildings and partly destroyed a third. Although the Museum itself was not on fire, it was closed to the public for four days because power to the site was lost due to the fire. Community response to the event was overwhelming, with many people contacting the Museum to express their concern when it was thought the Museum was damaged. To thank the community for this support, and to send a clear message that the Museum was open to visitors again, a free re-opening weekend was staged on 1 and 2 October with 3,198 people taking the opportunity to visit the Museum.
## Outcomes

### Compelling visitor experiences

*Produce and deliver a program of compelling experiences that connect with our communities*

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<th>Strategies</th>
<th>Outcomes</th>
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| Develop an experience architecture and business model to inform and facilitate the delivery of compelling experiences across the network. | - The QM Experience Architecture was developed in December 2011 to set consistent minimum creative and experience standards across the network, share cross-campus expertise aligned to each brand and maintain a line of sight to QM’s wider strategic imperatives and brand, through nine key target areas:  
  ○ Visual look and feel brief to form the basis for a concept and collateral development project;  
  ○ Queensland Museum experiences (and exhibitions) renewal on Levels 2 and 4, Brisbane;  
  ○ QM150 year long project of co-creation with community, *What do you Collect?*;  
  ○ Experience based education and learning;  
  ○ Entrepreneurial enterprises;  
  ○ Interactive online and screen culture;  
  ○ Visitor experience;  
  ○ Visitor profile;  
  ○ Science and art.                                                                 |
| Facilitate the development and delivery of a dynamic and changing program of experiences. | - A creative programming group was established to drive development of the three year rolling QM Experience, Exhibition and Public Program Development Plan.  
  - A fund was established to support the development of new visitor experiences throughout the QM network.  
  - Throughout the year, museums in the QM network delivered 107 exhibitions, public programs and events*.  
  - A record 1,003,016 people visited the museums – the first time the one million mark has been achieved – surpassing the 808,000 target.  
  - Audience satisfaction with collection-based displays and activities in public galleries rated 96%, on par with both target and 2010–11.  
  - 12,925 popular and research publications sold, achieving 96% of the set target of 13,500.  
  - Visitor experience highlights* included:  
    - **Queensland Museum**  
    - *Mummy: Secrets of the Tomb* (a record 92,102 visitors in first 10 weeks to 30 June)  
    - *Bouncing Back from Disaster*  
    - *Awakening: Stories from the Torres Strait*  
    - *Rock ’n Roll George*  
    - *From Little Things Big Things Grow*  
    - *Discovery Centre*  
    - Redeveloped public spaces, café, shop and improved visitor access  
    - **Sciencentre**  
    - *Megawatt*  
    - *Whodunit?*  
    - *Gross Show* |
### Compelling visitor experiences, cont.

Produce and deliver a program of compelling experiences that connect with our communities.

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<th>Strategies</th>
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| Facilitate the development and delivery of a dynamic and changing program of experiences, cont. | **The Workshops Rail Museum**  
  ○ *I’ve Been Working on the Railway.*  
  ○ Signature holiday program *Day out with Thomas* and other major holiday programs *Build It, Great Train Robbery* and *Toyland Express.*  
  ○ *Steam Train Sunday*  

**Cobb+Co Museum**  
  ○ *Toowoomba Never Floods*  
  ○ *Artisans’ Challenge*  
  ○ *The Chronicle 50th anniversary*  
  ○ *Bloom* Queensland Museum photographic exhibition coinciding with the annual Toowoomba Carnival of Flowers  
  ○ 52% more hands on workshops this year in heritage trades, skills and crafts including blacksmithing, silversmithing, leadlighting, leathercrafting and calligraphy  
  ○ Record visitor numbers achieved (63,446)  

**Museum of Tropical Queensland**  
  ○ *Science on the Move*  
  ○ *How to Make a Monster*  
  ○ *From Little Things Big Things Grow*  
  ○ *Butterfly Man of Kuranda*  
  ○ *Awakening: Stories from the Torres Strait*  
  ○ *Back to Front*  
  ○ *Bridges of North Queensland* display  
  ○ *Bryozoan* exhibit  
  ○ *Shake-a-Leg*  
  ○ Community displays by the Gem and Mineral Club, Shell Club  
  ○ Record visitor numbers achieved (104,984)  

**Queensland Museum network touring exhibitions**  
  ○ *Butterfly Man of Kuranda*  
  ○ *Bloom, a photographic exhibition*  
  ○ *Awakening: Stories from the Torres Strait*  
  ○ *I’ve Been Working on the Railway*  

* A full list of 2011–12 exhibitions, public programs and events is available online at www.qm.qld.gov.au/About+Us/Corporate+information/Reports  

| Encourage social connection and intergenerational dialogue by investing in flexible, innovative, welcoming places and spaces — a museum without borders. | A Community Engagement Strategy was developed through which innovative spaces and places (physical, program, virtual) were identified and activated:  
  ○ QM150 milestone project, *What do you Collect?,* was developed with regional and Queensland communities including Blackall, Logan, Gold Coast, Ipswich and Townsville as well as online via social media, blogs and a micro website.  
  ○ Space was created in the refurbished Collectors Café at the Queensland Museum and Sciencentre to host exhibits co-curated with communities, with a focus on sustainable design. As a result, three separate displays were staged: two *bespoke* designer showcases and a display of children’s flood-inspired artworks.  
  ○ Museum of Tropical Queensland created multiple 2-D and 3-D spaces for community displays including a cultural mural, the John Stephenson photographic exhibit, Townsville Gem and Mineral Club, and Townsville Shell Collecting Society. |
### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Encourage social connection and intergenerational dialogue by investing in flexible, innovative, welcoming places and spaces — a museum without borders, cont.</td>
<td>New Aboriginal science loans kits were developed through close engagement and consultation with Indigenous communities for use in the statewide Queensland Museum loans service. The Workshops Rail Museum co-created the <em>I’ve Been Working on the Railway</em> exhibition with members of the Torres Strait Islander community, Australian South Sea Islander community and Aboriginal community.</td>
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<td>• Major community events hosted at The Workshops Rail Museum connected with specific communities: the Annual Workers Reunion and the Queensland Model Railway Show.</td>
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<td>• Cobb+Co Museum created a community engagement platform through an initiative with the local Lebanese community that produced a new Harmony Day exhibition in March 2012.</td>
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<td></td>
<td>• The Queensland Museum network invested in training and coaching staff this year to begin to establish an international standard of customer service with a view to attaining the International Customer Service Standard Award when fully implemented in the future.</td>
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<td></td>
<td>• Museum network website achieved 150% of the 2011–12 target of 560,000 and 55% more than the previous year.</td>
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<td></td>
<td>• Use of social media, including Facebook and twitter, increased opportunities for people to connect with the Museum network. QM introduced pinterest and instagram this year to provide different ways for people to engage.</td>
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<td></td>
<td>• Facebook likes increased:</td>
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<tr>
<td></td>
<td><strong>2011–12</strong></td>
</tr>
<tr>
<td>Queensland Museum</td>
<td>1,500</td>
</tr>
<tr>
<td>Cobb+Co</td>
<td>768</td>
</tr>
<tr>
<td>The Workshops Rail Museum</td>
<td>1,484</td>
</tr>
<tr>
<td>Museum of Tropical Queensland</td>
<td>272</td>
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<td></td>
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<td></td>
<td>• QM’s twitter following grew by 1,000 to reach over 2,300 while The Workshops Rail Museum’s followers more than doubled to reach 358.</td>
</tr>
<tr>
<td>Develop and embed a brand architecture for each of the brands in the network</td>
<td>The Queensland Museum network adopted a whole of business brand strategy to inform business priorities, planning and organisational delivery as evidenced throughout this report. Internal application of the strategy commenced this year and will continue across 2012–13.</td>
</tr>
<tr>
<td>Undertake an ongoing program of audience research that directs the development and delivery of the museum experience and builds an in-depth understanding of audience.</td>
<td>Each campus in the Queensland Museum network conducted audience research monthly to assess the effectiveness of service delivery.</td>
</tr>
<tr>
<td></td>
<td>• Overall, a 96% audience satisfaction with collection-based displays and activities in public galleries was achieved, on par with this year’s target and the previous year.</td>
</tr>
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</table>
## Business innovation

*Be a mission driven, business-focused, entrepreneurial organisation*

<table>
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<tr>
<th>Strategies</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| Develop and implement a business innovation plan within a social and economic entrepreneurial model. | - A business innovation plan was developed and six priority business improvement projects commenced implementation across the QM network:  
  1. Finance and budgeting (investment management)  
  2. Project management  
  3. Business intelligence and reporting  
  4. Venue and event management (including bookings and ticketing)  
  5. Client relationship management  
  6. Transactional business (covering business to business and business to consumer functions including retail)  
  - 35% of revenue earned by QM was self generated*, exceeding the target of 33%.  
  - Despite being closed for more than three months, the new Queensland Museum shop achieved record sales of over $917,000 since reopening, 56% higher than 2010–11 and more than $110,000 over budget.  
  - Retail innovations included a specialist satellite shop adjoining the *Mummy: Secrets of the Tomb* experience which achieved over 400% of its entire anticipated revenue in the first two months of opening.  
  - Zero-based budgeting was initiated and implementation commenced for the 2012–13 budget.  
  - Sales of annual Mindbenders Passes to the Sciencentre numbered 6722, exceeding the target of 6303 by 7%.  
  * based on revenue as a percentage of total revenue excluding one off and extraordinary items, ie depreciation funding, Arts Queensland one off capital/operational grant and revenue relating to non cash donated assets to the State Collection). |
| Invest in resources including capital assets to support the delivery of QM strategic priorities. | - The $14.3M investment by Arts Queensland in the visitor experience renewal and refurbishment at Queensland Museum and Sciencentre was completed in January 2012 and marked with a reopening celebration on the Queensland Museum’s 150th birthday that attracted over 30,000 visitors across the three day opening celebrations.  
  - Investment in ICT has elevated visitor experiences at the Queensland Museum and Sciencentre with free public wireless access introduced in June 2012, new digital screens in the foyer unveiled in January 2012, and multimedia resources in renewed exhibition spaces.  
  - The wide area network (WAN) was upgraded in December 2011, doubling the capacity to deliver information and communication services across the QM network, resulting in at least a 50% improvement in performance for email, web and data transfers. |
<p>| Support the Queensland Museum Foundation to secure substantial financial support for QM strategic priorities. | - The Queensland Museum Foundation secured over $1.3 million in funding, including cash and in-kind value, achieving the $1.3 million target and 105.5% growth on 2010–11. |</p>
<table>
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<tr>
<th>Strategies</th>
<th>Outcomes</th>
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</table>
| Create a culture of innovation where people are encouraged and rewarded to generate entrepreneurial ideas. | Professional development of staff was prioritised through the internal Professional Development Committee allocating more than $45,000 to enhance Queensland Museum workforce capability directed by business priorities.  
40 staff from across the QM network took part in Design School Thinking workshops to encourage innovative thinking in their roles across the network.  
Innovation and elevation programs delivered to staff included the Queensland Museum Scholarship, awarded in May 2012 to the Senior Curator Transport and Energy, Dr Geraldine Mate, to travel to the California State Railroad Museum, USA.  
The 2011 QM Scholarship winner travelled to the Disney Institute in October 2011 to bring the latest innovations in developing improved customer services back to the Queensland Museum network.  
Business improvement strategies were developed in accordance with an allocation in the funding agreement with Arts Queensland. The strategies will be implemented in 2012–13 to achieve results across a range of business processes.  
QM played a role in key social and environmental issues through contributing to position papers for the state and commonwealth governments related to environmental and policy issues including:  
- Climate Change Adaptation  
- State of Environment Report  
Improving the national scientific research capability through the development of a new National Collaborative Research Infrastructure Strategy for 2013 that includes scientific and cultural collections as recognised infrastructure for investment;  
Developing a position on promoting access to QM environmental data through Right to Information Act balanced against potential commercial use of these data; and  
Major revision of the National Health & Medical Research Council (NHRMC) Code of Practice for the Care and Use of Animals in Research and Teaching (Edition 8). |
| Empower our staff to see themselves as advocates for social and environmental issues and to build networks and partnerships with communities. | Museum staff engaged with diverse communities throughout the year. Specific examples are included in the Community Connections section following. |
| Collaboratively develop a process of cultural renewal that engages staff in the transformational process. | With the assistance of transformational partner Strategic Momentum Group, the QM network has begun implementing the next 10 project, designed to set the foundations for the next 10 years of success for the Queensland Museum network. It is based on:  
- design thinking and refocusing our customer service around an international standard to create personally compelling museum experiences for our visitors  
- capacity building in our teams-ensuring our resources are used to their greatest effect through an organisational realignment  
- Performance Pipeline methodology to assess work value appropriate to agreed levels.  
This project will continue in the 2012–13 year.  
Performance management training has commenced for senior and middle management staff, with the objective of implementing new personal performance plans that include brand-experience indicators and commercial performance indicators focussing on productivity and efficiency in 2012-13. |
### Strategies

Invite Queenslanders to take possession of their museum through their participation in developing and implementing a Community Engagement Policy that:

- invites Aboriginal people and Torres Strait Islanders to become full partners
- acknowledges and reflects Queensland’s culturally diverse communities
- embeds our museums into local communities
- identifies special interest communities especially education, tourism, science and collecting institutions
- encourages the active contribution of volunteers.

### Outcomes

- A community engagement policy framework was developed and implemented based on case studies with identified priority communities. Outcomes include:
  - *I’ve Been Working on the Railway* co-created with the Torres Strait Islander community, Australian South Sea Islander community and Aboriginal community
  - *Faith, Family, Food: from Lebanon to Toowoomba* exhibition co-created with Toowoomba’s Lebanese community
  - Audit of cultural diversity completed for Townsville and surrounding community centres, with the results informing the creation of a cultural mural and Harmony Day events at the Museum of Tropical Queensland
  - Exhibitions at the Mt Morgan and North Stradbroke Museums created in partnerships with Aboriginal communities facilitated by the QM Museum Development Officers
  - *Toowoomba Never Floods* exhibition co-curated with Toowoomba Regional Council, the community and service groups had a profound impact on visitors with more than 300 personal messages placed in the memory wall
  - Community science events held at Museum of Tropical Queensland and Queensland Museum for the Transit of Venus (approx. 1500 people attended the Brisbane event).

- The secret sacred storage area was upgraded as part of the $14.3M redevelopment of the Queensland Museum and Sciencentre to respect and cultural protocols and a new community room created. The area was used by Aboriginal and Torres Strait Island communities to visit and connect with items cared for by QM in the State Collection

- 24 different Traditional Owner groups from south east, south west, central and north Queensland, the gulf country and the Northern Territory were consulted with through the Museum’s repatriation program.

- An extensive program of consultation with invited Indigenous communities was undertaken during 2011–12 to inform the successful renewal of *Dandiiri Maiwar* at the Queensland Museum. The resulting concepts will be developed as part of the exhibition and experience plan for 2013.

- The Queensland Museum Foundation engaged with priority communities and corporations in partnerships and successfully secured support from:
  - BHP Billiton BMC
  - BOQ
  - Singapore Airlines
  - Ergon
  - Powerlink
  - Life Sciences Queensland

- Volunteers contributed 5,504 days during the year to help the Queensland Museum network achieve its strategic priorities, up from 5,271 last year. Volunteers took up both front of house and back of house roles including taxidermy, educational loans, heritage trades, and cultural and natural research and collections.

- Cobb+Co Museum achieved its target of 60 volunteers with 61 active volunteers this year, including nine Factory volunteers. The goal of increasing the opportunities for skilled tradespersons to work in The Factory was reached through a cooperative project: an interactive coach for the Carriage Gallery.
Engage in spirited, interactive partnerships with communities

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **Repatriation of Aboriginal and Torres Strait Islander Ancestral Remains and Secret Sacred Objects** | The repatriation of the Ancestral Remains, Secret Sacred Objects and burial goods of Aboriginal People and Torres Strait Islanders is a priority for the Queensland Museum network which has maintained a proactive and culturally appropriate repatriation program since 1992. The Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee, a group of Aboriginal and Torres Strait Islander community representatives, provides the Museum with timely and culturally appropriate advice. Positive outcomes for communities and the Museum this year included:  
  - Strong and productive relationships with Aboriginal communities and Torres Strait Islander communities developed and maintained – 23 different Traditional Owner groups from across Queensland and one from the Northern Territory were consulted.  
  - Aboriginal communities and Torres Strait Islander communities used the Queensland Museum as a starting point for research activities and advice on conservation, exhibitions and other activities.  
  - Increased interest in and awareness of sensitive cultural items held at QM and other institutions amongst communities.  
  - Communities accessed the Queensland Museum for objects, artefacts and photographs currently held at the museum, for family interest or research purposes, as well as for creating exhibits and displays in their own areas. QM provided curatorial and conservation advice for communities with regard to these activities.  
  - Community groups attended QM to use and reconnect with cultural property from their areas, to teach younger members of their groups about their cultural heritage.  
  - The new, purpose-built community room enabled communities to access a private respectful space for the successful transmission of generational knowledge and practice. In this manner young Aboriginal people are given affirmation of their identity, pride in their people and knowledge of the diversity and resilience of Aboriginal groups and individuals.  
  - Aboriginal Elders and community members and Torres Strait Islander Elders and community members who visited QM expressed their gratitude and satisfaction with the care and respect that their Ancestors’ Remains and sacred objects are receiving.  
  - Non-Indigenous collection management and conservation staff had the opportunity to learn about identifying significant objects and to participate in ceremony that allows them to assist in the appropriate reaccommodating of Ancestral Remains, Secret Sacred Objects and burial goods.  
  - QM non-Indigenous museum staff members who assist with the care of Ancestral Remains and objects were invited to attend the repatriation/handover ceremonies for:  
    - Quandamooka People (Myora Aboriginal Cemetery North Stradbroke Island)  
    - Woppaburra Women’s Sacred Objects - Ganumi Bara (Keppel Islands)  
    - Bidjara People (Charleville and Augathella areas)  
    - Torres Strait Islander Ancestral Remains being returned from the London Natural History Museum.  
  - At the request of Torres Strait Islander Elders and community, the Queensland Museum was asked to care for the Ancestral Remains of 19 people returned from the London Museum of Natural History in December 2011. QM is caring for these remains until communities are able to repatriate. |
Community connections, cont.

Engage in spirited, interactive partnerships with communities

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Provide greater opportunities for regional Queenslanders to engage with museum experiences.</td>
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<td>▶ 100% of Queensland’s local government authorities received Queensland Museum services, achieving the target of 100%.</td>
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<td>▶ Three QM network museums are located in regional Queensland and together these were visited by more than 250,000 people in 2011-12.</td>
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<td>▶ Queensland Museum’s scientists went out into the field to carry out research and education projects and engaged with 2500 regional community members in the process.</td>
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<td>▶ Regional access to Queensland Museum network research and collections was provided by the Queensland Museum loans statewide service, online content and Museum Development Officer programs.</td>
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<td>▶ 785,656 students and teachers across the state used a Queensland Museum educational loans kit during the year, 96,627 (14%) more than the previous year and almost 5% above the 2011-12 target of 750,000.</td>
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<td>▶ Online visits to the virtual museum numbered 838,539, surpassing the previous year’s visits by 54%.</td>
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<td>▶ A regular fortnightly segment was secured with ABC Regional Radio, broadcasting a different research and collection story from Queensland Museum Network experts to regional Queensland audiences through all ABC stations outside Brisbane and the Gold Coast.</td>
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<td>▶ The Museum Resource Centre Network (MRCN) Strategic Plan was implemented with six Museum Development Officers located and working from three regional Queensland Museum network campuses and two regional council facilities.</td>
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<tr>
<td>▶ Specific MRCN program results achieved include:</td>
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<td>○ 10 Statements of Significance completed;</td>
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<td>○ 18 collections thematically mapped in the Mackay region and preservation surveys and action plans completed;</td>
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<tr>
<td>○ 87 regional collections thematically mapped through the program;</td>
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<td>○ 50 Service Level Agreements developed with community collecting organisations across the state.</td>
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<td>▶ QM-based education professionals were engaged in using and developing Queensland Museum network content relevant to the school curricula in science, history and Indigenous culture including:</td>
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<td>○ Two sets of regional loans kits exploring Indigenous Trade and Indigenous Tools, with specific links to national science curriculum;</td>
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<td>○ Early years teaching resources accessible online;</td>
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<td>○ QM’s first smart phone app;</td>
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<td>○ Delivering professional development programs to 754 teachers.</td>
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Engage in spirited, interactive partnerships with communities

<table>
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<tr>
<th>Strategies</th>
<th>Outcomes</th>
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<tr>
<td>Museum Resource Centre Network 2010–13 delivering museum services to regional Queensland communities</td>
<td>Supported by Arts Queensland funding, QM’s Museum Resource Centre Network continued the three year program established to provide museum services to assist communities in regional Queensland.</td>
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<td>This program contributed significantly to achieving the Queensland Museum network 2011–12 target of delivering Queensland Museum services to 100% of Queensland local government authorities.</td>
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<td></td>
<td>Six Museum Development Officers based in Cairns, Townsville, Rockhampton, Ipswich and Toowoomba are the frontline of the Museum’s engagement with the regional collecting community. These officers work in partnership with local councils and hundreds of collecting organisations across Queensland to support significance assessment of collections in regional communities, offer expert advice in strategic planning, collection management, conservation, exhibition development and display, public programs, volunteer management, skills development, community engagement, disaster preparedness, marketing and tourism promotion. In this way, significant collections of Queensland’s cultural heritage artefacts, photographs and documents are professionally supported.</td>
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<td></td>
<td>The MDOs completed 10 Statements of Significance of regional collections and a major project in the Mackay region to thematically map 18 collections, complete preservation surveys and action plans. In total, the MRCN has thematically mapped 87 regional collections.</td>
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<td>Fifty Service Level Agreements were developed to enable the MDOs to work on specific projects in partnership with community collecting organisations from across the state.</td>
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<td>Projects delivered with the support of Museum Development Officers included the Oodgeroo: One Person Can Make a Difference exhibition in collaboration with Salt Water Murris Quandamooka; the Mt Morgan Murris: Indigenous Stories of Mt Morgan exhibition in collaboration with the local Indigenous community; and Up the Coast, Our Stories Our Collections: Sunshine Coast Heritage Collections in collaboration with Sunshine Coast Regional Council. Museum Development Officer support also helped facilitate the development of a new gold mining museum at Cracow in central Queensland in conjunction with Newcrest Mine.</td>
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## Collections

*Strike a balance between scholarship, collection development, community connection and a compelling museum experience*

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<tr>
<th>Strategies</th>
<th>Outcomes</th>
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</table>
| Reshape the QM Research and Collection Development Strategy to align with the vision, brand and strategic priorities to tell the changing story of Queensland. | - The QM Research and Collection Development Strategy was developed from the audience perspective of a ‘curious visitor’ and refocussed on:  
  - bringing back of house to front of house  
  - reviewing research projects to ensure alignment with Museum and state research and development priorities  
  - addressing the gap between research outcomes and frontline public program delivery to ensure all scholarly research undertaken is translated into a public experience.  
  
  - The strategy redevelopment will continue in 2012–13 when specific implementation is planned to commence. However, two early examples of the new direction being activated in 2011–12 are:  
    - Paid Behind the Scenes tours were created and introduced in January 2012 as a new monthly visitor experience at the Queensland Museum. The tours accepted small numbers and followed a successful trial as part of the Brisbane Open House event in 2011. Eight paid Behind the Scenes tours showcased the biodiversity and cultures and histories collections and research to 91 curious visitors.  
    - The Back to Front exhibit created at MTQ to showcase the work that goes on behind the scenes including displaying collection items previously in storage and scheduled live taxidermy and conservation techniques.  
  
  - The State Collection grew to continue meeting the challenge of telling the changing story of Queensland:  
    - 10,867 physical objects were added to the State Collection to continue to capture, achieving the target of 10,000.  
    - The digital collection grew by 9,750 items, surpassing the 8,500 target.  
    - 96% of the collection was stored to a national benchmark standard, equalling the target set. |
| Make access to collections a priority.                                      | - The number of QM collection objects accessed for research, education, exhibition and cultural purposes was 75,248 – 89% of the annual target. A reduced demand for physical research specimen loans was due to the increased availability of digital collections as well as an increased dedication of resources to the Atlas of Living Australia digital imaging project.  
  
  - Physical access to collections was achieved through:  
    - 1,003,016 visitors to museums in the network  
    - Educational loans accessed by 785,656 Queenslanders – 14% more than 2010–11  
    - 9,375 visitors accessing museum objects through outreach activities  
    - Development of a new, collection-rich Discovery Centre as part of the Queensland Museum renovation.  
  
  - Creating new displays and exhibitions that feature items from the State Collection including:  
    - Ancient Egypt – Objects from the Queensland Museum Collection  
    - Bouncing Back from Disaster, a display that reflected on both the social and natural impact of the 2011 floods  
    - Awakening: Stories from the Torres Strait  
    - QM150 display, a multimedia interactive display also accessible online that features items from the collection and asks people to choose their favourites. |
Strategies | Outcomes
--- | ---
Make access to collections a priority, cont. | ○ *Butterfly Man of Kuranda*
○ *Back to Front*
○ *Bloom*, a photographic exhibition
○ *I’ve Been Working on the Railway*
- Virtual access to collections was achieved through:
  ○ More than 800,000 online visitors to the QM network websites, 54% more than 2010–11;
  ○ Launching an online exhibition of *Awakening: Stories from the Torres Strait* to coincide with the exhibition at the Queensland Museum;
  ○ Partnership with the Atlas of Living Australia to regularly harvest and post Queensland Museum collection records to a national and international audience.
- Outcomes of the Queensland Audit Office Performance Management of Collections Report delivered in 2010–11 are being progressively addressed across the Cultural Precinct.

Access to Aboriginal and Torres Strait Islander Ancestral Remains and Secret Sacred Objects
QM network maintains a proactive and culturally appropriate program of repatriating Aboriginal and Torres Strait Islander Ancestral Remains and Secret Sacred Objects. With some communities being unable to receive Ancestral Remains, associated burial goods and Secret Sacred Objects, Queensland Museum has become a temporary Keeping Place for the remains of Ancestors and sensitive cultural property. QM recognises that temporary may be for a very long time.

As such, the redevelopment of the Queensland Museum and Sciencentre included upgrading the Museum’s Secret Sacred store and a new community room that is a respectful and peaceful space for community members to visit with Ancestors and cultural property. The result is more space for the culturally appropriate accommodation of Ancestors and objects which gives community members evidence of the respectful manner in which their Ancestors and sensitive cultural items are cared for.

Repatriation ceremonies were held to acknowledge the return of Ancestral Remains and/or secret sacred objects to the Woppaburra and Bidjara Traditional Owners.

In total, 14 Ancestral Remains, Secret Sacred objects and burial goods were returned to communities this year.

Through high quality research and interpretation elevate collections into compelling connections and experiences.
QM took part in the Inspiring Australia Science Communication Program to build community engagement with the natural and physical sciences, humanities and the social sciences. This program assisted in developing a culture where the sciences are recognised as relevant to everyday life and where government, business, and academic and public institutions work together with the sciences to provide a coherent approach to communicating science and its benefits.

Research, collection and photographic expertise was translated into four new popular QM publications produced during the year:
○ *Wild Guide to Moreton Bay and Adjacent Coasts* (two volumes)
○ *Reptiles of Brisbane* pocket guide
○ *Birds of Moreton Bay* pocket guide
○ *Wildlife of the Scenic Rim* pocket guide.
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<tr>
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<th>Outcomes</th>
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</table>
| Through high quality research and interpretation elevate collections into compelling connections and experiences, cont. | - 12,925 copies of these and existing popular and research publication titles were sold and distributed during the year, reaching 96% of the annual target.  
- 191 research papers, abstracts and reviews were published, more than double the target of 80. |
| Enable multiple voices to guide and interpret Queensland’s changing story. | - Exhibitions and public programs co-created with diverse communities included:  
  ○ *Rock n Roll George* exhibition, QM&S  
  ○ Lebanese Community Harmony Day 2012 celebrations – exhibition and public programs, Cobb+Co  
  ○ *I’ve Been Working on the Railway* exhibition at TWRM with Aboriginal, Torres Strait Islander and South Sea Islander community involvement  
  ○ Backyard Explorer – taking taxonomy into the regions (a CSIRO SCOPE and QM joint initiative)  
  ○ Wild Backyards – QM, Atlas of Living Australia & Quest Newspapers Citizen Science project  
  ○ Documenting Laura – producing a documentary of the Laura Aboriginal Dance Festival for the renewal of QM’s *Dandiiri Maiwar* experience  
  ○ *Bouncing Back from Disasters*, a flood and cyclone exhibition curated with community from donated objects  
  ○ *Toowoomba Never Floods*, a co-curated exhibition with Toowoomba Regional Council, the community and service groups  
  ○ Cultural Mural Project at MTQ working with four ethnic North Queensland communities  
  ○ Townsville Gem and Mineral Club display  
  ○ Townsville Shell Collecting Society display  
  ○ Taxidermy display in *Back to Front* exhibit developed by MTQ volunteers and members of Bird Life Australia  
  ○ *Shake-a-Leg* exhibit and accompanying school holiday programs at MTQ  
  ○ *What Do You Collect?* project inviting Queenslanders to contribute their stories online and take part in pop-up museum experiences in communities in metropolitan and regional Queensland. |
Performance measures

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2011–12 target / estimate</th>
<th>2011–12 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of audiences with collection-based displays and activities in public galleries</td>
<td>96%</td>
<td>96%</td>
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**Other measures**

<table>
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<tr>
<th></th>
<th>2011–12 target / estimate</th>
<th>2011–12 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of physical items added to the State Collection</td>
<td>10,000</td>
<td>10,867</td>
</tr>
<tr>
<td>Number of digital images added to the Collection</td>
<td>8,000</td>
<td>9,750</td>
</tr>
<tr>
<td>Total physical campus visits (a)</td>
<td>1</td>
<td>808,000</td>
</tr>
<tr>
<td>School children visiting campuses</td>
<td>65,000</td>
<td>61,507</td>
</tr>
<tr>
<td>Online visits (b)</td>
<td>1</td>
<td>560,000</td>
</tr>
<tr>
<td>New displays (sq metres of exhibitions)</td>
<td>6,410</td>
<td>7,674</td>
</tr>
<tr>
<td>Lectures, public talks, workshops and outreach programs delivered (c)</td>
<td>2</td>
<td>9,500</td>
</tr>
<tr>
<td>Number of research papers published (d)</td>
<td>80</td>
<td>103</td>
</tr>
<tr>
<td>Number of Queensland Museum collection objects accessed for research, education, exhibition and cultural purposes (e)</td>
<td>2</td>
<td>85,000</td>
</tr>
<tr>
<td>Participants in lectures, public talks, workshops and outreach programs (f)</td>
<td>2</td>
<td>237,060</td>
</tr>
<tr>
<td>Number of popular research publications sold and distributed (g)</td>
<td>13,500</td>
<td>194,750</td>
</tr>
<tr>
<td>Percentage of the collection that is stored to a national benchmark standard</td>
<td>3</td>
<td>96%</td>
</tr>
<tr>
<td>Percentage of Local Government Authorities receiving Queensland Museum services</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Variance reporting**

1. Increase in 2011–12 actual reflects the success of *Mummy: Secrets of the Tomb* and the re-development of the Queensland Museum and Sciencentre.

2. The decrease in the 2011–12 actual is due to fewer lectures, talks, workshops and outreach programs delivered because of the temporary closure of the Queensland Museum and Sciencentre from October to January due to refurbishment.

3. Measure is calculated based on a rating scale reflecting the adequate and museum standard benchmark for collection volume storage.

**Performance measures definitions**

(a) Physical campus visits includes all people who visit one of the public museums in the Queensland Museum Network including general visitors, school and other education group visitors, and visitors attending functions both during and after regular public opening hours.

(b) Online visits includes unique visits to the Queensland Museum website and associated microsites but does not include social media platform visits / engagement.

(c) Lectures, public talks, workshops and outreach programs delivered includes all QM organised and presented sessions to exchange museum/research related information with visitors, both onsite at a museum and offsite in the community. Regular scheduled events, floor talks, tours and one-off events are included, but media interviews or presentations to media are not.

(d) Peer-reviewed and non-peer reviewed research papers including conference papers authored by QM staff and volunteers published which are relevant to QM research, collections or public programs.

(e) The number of objects or individually catalogued loan items that are lent externally for research, education, exhibition and cultural purposes. This includes educational loans kits, items from the library and inter-campus loans.

(f) Any visitor who accesses a lecture, public talk, or participates in workshop or outreach program onsite or offsite as per the definition of lectures, talks, workshops and outreach programs in (c) above.

(g) Number QM-published books and other publications sold and distributed, including the popular Wild Guide and pocket guides series but not including the Memoirs of the Queensland Museum technical publications.
### Key results

#### Access

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Museum Visitors</td>
<td>1,003,016</td>
<td>857,642</td>
</tr>
<tr>
<td>School group visitors (all sites)</td>
<td>61,507</td>
<td>71,795</td>
</tr>
<tr>
<td>Queensland Museum and Sciencentre</td>
<td>744,654</td>
<td>607,937</td>
</tr>
<tr>
<td>Cobb+Co Museum</td>
<td>63,446</td>
<td>56,765</td>
</tr>
<tr>
<td>Museum of Lands, Mapping and Surveying</td>
<td>1,171</td>
<td>1,229</td>
</tr>
<tr>
<td>Museum of Tropical Queensland</td>
<td>104,984</td>
<td>99,101</td>
</tr>
<tr>
<td>The Workshops Rail Museum</td>
<td>88,761</td>
<td>96,290</td>
</tr>
</tbody>
</table>

#### 2. Regional and Community Services

| Visitors accessing museum objects through outreach services | 785,656 | 689,029 |
| Visitors accessing museum objects through outreach activities | 9,375 | 14,641 |
| Number of travelling displays | 11 | 6 |
| Visitors to QM travelling displays | 26,666 | 3,060 |
| Professional inquiries – one to one | 14,083 | 14,621 |
| Local government authority regions in Queensland receiving services | 100% | 100% |

#### 3. Museum Items Loaned

| Research & Scientific items loaned    | 2,125 | 1,820 |
| Education items loaned                | 73,073 | 73,189 |
| Cultural & Display items loaned       | 50 | 48 |

#### 4. Web Usage

| Unique web visits | 838,539 | 542,380 |

#### Displays

| Permanent displays opened (number) | 6 | 5 |
| Size of permanent displays opened (sq metres) | 2,141 | 1,645 |
| Temporary displays (number) | 44 | 49 |
| Temporary displays (sq metres) | 5,533 | 3,886 |

#### Collections

| Increase in value of collections | $26,894,000 | $7,845,698 |
| Number of items added to State Collection | 20,437 | 16,402 |

#### Research

| Research programs commenced | 57 | 43 |
| Research programs completed | 36 | 31 |
| Species or items yielding new information | 22,774 | 21,665 |
| Days of field work | 608 | 527 |
| Localities investigated | 237 | 229 |
| Number of research publications* | 191 | 109 |
| Pages of Memoirs produced | 852 | 738 |
| Number of published acknowledgments | 295 | 112 |
| Number of learned staff presentations | 6,957 | 7,417 |

* Includes peer and non peer reviewed papers, popular articles, abstracts and book reviews published by QM staff and honoraries in the 2011–12 year that were notified or confirmed after the deadline for Service Delivery Statement submission in the table above.
Financial performance

Summary of financial performance

This financial summary provides a snapshot of the income, expenses, assets and liabilities of the Parent Entity and can be read in conjunction with the financial statements provided in this report.

The Queensland Museum is in a sound financial position.

During 2011–12 the Queensland Museum received $37,182 million in income for the delivery of museum services to the Queensland community, realising an operating surplus from continuing operations of $0.127M.

### Financial performance from continuing operations

<table>
<thead>
<tr>
<th></th>
<th>2011–12</th>
<th>2010–11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income from Continuing Operations</td>
<td>37,182</td>
<td>34,462</td>
</tr>
<tr>
<td>Total Expenses from Continuing Operations</td>
<td>37,055</td>
<td>32,695</td>
</tr>
<tr>
<td>Operating result from Continuing Operations</td>
<td>127</td>
<td>1,767</td>
</tr>
</tbody>
</table>

### Statement of financial position

<table>
<thead>
<tr>
<th></th>
<th>2011–12</th>
<th>2010–11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>505,272</td>
<td>480,096</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>2,722</td>
<td>2,581</td>
</tr>
<tr>
<td>Total Equity</td>
<td>502,550</td>
<td>477,515</td>
</tr>
</tbody>
</table>

The value of Assets (497,083) and Equity (476,502) reported in the 2010–11 Annual Report was in error. This has been corrected and restated in the Financial Statements for 2011–12 (refer note 26) and is represented here.

### Income (continuing operations)

For the 2011–12 financial year, an increase in income of $2.72 million (7.89%) compared to 2010–11 was substantially due to special funding from Arts Queensland for the Queensland Museum & Sciencentre reorientation and rejuvenation program and the success of the *Mummy: Secrets of the Tomb* exhibition at the Queensland Museum.

### Expenses (continuing operations)

For the 2011–12 financial year, an increase in expenses of $4.360 million (13.34%) compared to 2010-11 was due in the main to employee expenses ($2.094 million) resulting from additional staffing for the Queensland Museum reorientation and rejuvenation projects with Arts Queensland and the popular, *Mummy: Secrets of the Tomb* exhibition at the Queensland Museum. Enterprise bargaining and paypoint increases also contributed to the net increase in employee expenses.

Other increases were reported in advertising, exhibitions, contractors and transport/freight costs again due to the projects and programs mentioned above.
Assets (continuing operations)

As at 30 June 2012, total assets were valued at $505,272 million, which amounted to an increase of $25,176 million from the previous year. This change was substantially due to an increase of $26.893 million in the State Collection and a decrease in the land values of $0.404 million.

Liabilities (continuing operations)

As at 30 June 2012, total liabilities were valued at $2.722 million, an increase of $0.141 million from the previous year. This change was largely the result of an increase in employee benefits. The Queensland Museum is not a part of the State’s Annual Leave Central Scheme and as such is required to manage leave liability internally.
Contents
Statement of comprehensive income .................................................. 28
Statement of financial position ......................................................... 29
Statement of changes in equity .......................................................... 30
Statement of cash flows .................................................................... 31
Notes to and forming part of the financial statements .......................... 32-59

General information
These financial statements cover the Board of the Queensland Museum (the Board) as parent entity and its controlled entities; the Queensland Museum Foundation Trust (the Foundation). The economic entity refers to the consolidation of the Board and the Foundation. The Fund was not consolidated within these statements.

The Queensland Museum is a Queensland Government Statutory Body established under the Queensland Museum Act 1970.

The Board is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of the Board is:
Corner of Grey and Melbourne Streets, BRISBANE QLD 4101

For information in relation to the Board’s financial report please call (07) 3840 7648, email inquirycentre@qm.qld.gov.au or visit the Board’s internet site at http://www.qm.qld.gov.au.

Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.
Board of the Queensland Museum

Statement of comprehensive income
for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>Notes</td>
<td>$'000</td>
</tr>
</tbody>
</table>

**Income from Continuing Operations**

**Revenue**
- User charges
  - 2012: 6,513
  - 2011: 4,818
- Grants and other contributions
  - 2012: 29,617
  - 2011: 26,397
- Other revenue
  - 2012: 1,118
  - 2011: 1,735

**Total Revenue**
- 2012: 37,248
- 2011: 32,950

**Gains**
- 2012: -
- 2011: 56

**Total Income from Continuing Operations**
- 2012: 37,248
- 2011: 33,006

**Expenses from Continuing Operations**
- Employee expenses
  - 2012: 20,669
  - 2011: 18,575
- Supplies and services
  - 2012: 11,837
  - 2011: 10,399
- Depreciation and amortisation
  - 2012: 3,332
  - 2011: 3,036
- Impairment Losses
  - 2012: -
  - 2011: 193
- Other expenses
  - 2012: 968
  - 2011: 243

**Total Expenses from Continuing Operations**
- 2012: 36,806
- 2011: 32,446

**Operating Result from Continuing Operations**
- 2012: 442
- 2011: 560

**Other Comprehensive Income**
- Increase in asset revaluation surplus
  - 2012: 25,834
  - 2011: 4,868

**Total Other Comprehensive Income**
- 2012: 25,834
- 2011: 4,868

**Total Comprehensive Income**
- 2012: 26,276
- 2011: 5,428

*The accompanying notes form part of these statements.*
## Statement of financial position

for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Economic Entity</th>
<th>2012</th>
<th>2011</th>
<th>As at 1 July 2010*</th>
<th>Parent Entity</th>
<th>2012</th>
<th>2011</th>
<th>As at 1 July 2010*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes $000 $000 $000</td>
<td>$000 $000 $000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Non Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>8,682</td>
<td>9,782</td>
<td>10,541</td>
<td>Intangible assets</td>
<td>883</td>
<td>1,004</td>
<td>1,124</td>
</tr>
<tr>
<td>Receivables</td>
<td>870</td>
<td>586</td>
<td>649</td>
<td>Property, plant and equipment</td>
<td>495,603</td>
<td>469,103</td>
<td>461,570</td>
</tr>
<tr>
<td>Inventories</td>
<td>558</td>
<td>519</td>
<td>529</td>
<td>Total Non Current Assets</td>
<td>496,486</td>
<td>470,107</td>
<td>462,694</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
<td>124</td>
<td>157</td>
<td>Total Assets</td>
<td>506,609</td>
<td>481,118</td>
<td>474,570</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>10,123</td>
<td>11,011</td>
<td>11,876</td>
<td><strong>Total Current Liabilities</strong></td>
<td>2,335</td>
<td>2,220</td>
<td>2,466</td>
</tr>
<tr>
<td><strong>Non Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Total Non Current Liabilities</strong></td>
<td>387</td>
<td>361</td>
<td>298</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>495,603</td>
<td>469,103</td>
<td>461,570</td>
<td>Total Non Current Liabilities</td>
<td>387</td>
<td>361</td>
<td>298</td>
</tr>
<tr>
<td><strong>Total Non Current Liabilities</strong></td>
<td>2,722</td>
<td>2,581</td>
<td>2,764</td>
<td><strong>Net Assets</strong></td>
<td>503,887</td>
<td>478,537</td>
<td>471,806</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>2,722</td>
<td>2,581</td>
<td>2,764</td>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>503,887</td>
<td>478,537</td>
<td>471,806</td>
<td>Accumulated surplus</td>
<td>139,623</td>
<td>140,107</td>
<td>140,473</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>503,887</td>
<td>478,537</td>
<td>474,035</td>
<td>Asset revaluation surplus</td>
<td>364,264</td>
<td>338,430</td>
<td>333,562</td>
</tr>
</tbody>
</table>

* Represents opening balances as at 1 July 2010. See note 28 for details.

The accompanying notes form part of these statements.
Statement of changes of equity  
for the year ended 30 June 2012

<table>
<thead>
<tr>
<th></th>
<th>Accumulated Surplus</th>
<th>Asset Revaluation Surplus</th>
<th>Contributed Equity</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Economic Entity</td>
<td>Parent Entity</td>
<td>Economic Entity</td>
<td>Parent Entity</td>
</tr>
<tr>
<td>Balance as at 1 July 2010</td>
<td>$140,473</td>
<td>$138,244</td>
<td>$333,562</td>
<td>$333,562</td>
</tr>
<tr>
<td>Operating Result from</td>
<td>560</td>
<td>1,767</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Continuing Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to Accumulated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjustments for negative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed Equity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Other Comprehensive</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase/(decrease) in asset</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>revaluation reserve</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage and Cultural assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transactions with Owners as</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity withdrawal</td>
<td>(926)</td>
<td>(926)</td>
<td></td>
<td>(926)</td>
</tr>
<tr>
<td>Balance at 30 June 2011</td>
<td>$140,107</td>
<td>$139,085</td>
<td>$338,430</td>
<td>$338,430</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 1 July 2011</td>
<td>$140,107</td>
<td>$139,085</td>
<td>$338,430</td>
<td>$338,430</td>
</tr>
<tr>
<td>Operating Result from</td>
<td>442</td>
<td>127</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Continuing Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Other Comprehensive</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase/(decrease) in asset</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>revaluation surplus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage and Cultural assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land asset revaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings asset revaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>surplus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transactions with Owners as</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity withdrawal</td>
<td>(926)</td>
<td>(926)</td>
<td></td>
<td>(926)</td>
</tr>
<tr>
<td>Balance as at 30 June 2012</td>
<td>$139,623</td>
<td>$138,286</td>
<td>$364,264</td>
<td>$364,264</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The accompanying notes form part of these statements.
Statement of cash flows
for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Economic Entity</th>
<th>Parent Entity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>Notes</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

**Cash flows from operating activities**

*Inflows:*
- User charges: 6,234 4,886 6,361 4,821
- Grants and contributions: 28,980 24,090 28,954 25,605
- GST collected from customers: 963 594 945 586
- GST input tax credits from ATO: 1,479 1,249 1,479 1,249
- Interest receipts: 554 762 514 704
- Other: 374 973 374 972

*Outflows:*
- Employee expenses: (20,530) (18,356) (20,530) (18,356)
- Supplies and services: (11,738) (10,728) (11,738) (10,728)
- GST paid to suppliers: (1,476) (1,391) (1,476) (1,391)
- GST remitted to ATO: (999) (355) (999) (355)
- Other: (875) (233) (1,124) (482)

**Net cash provided by operating activities**

| 21  | 2,966 | 1,491 | 2,760 | 2,625 |

**Cash flows from investing activities**

*Inflows:*
- Sales of property, plant and equipment: 72 101 72 101

*Outflows:*
- Payments for intangibles: 1 - 1
- Payments for property, plant and equipment: (3,213) (3,521) (3,213) (3,521)

**Net cash (used in) investing activities**

| 31  | (3,140) | (3,420) | (3,140) | (3,420) |

**Cash flows from financing activities**

*Outflows:*
- Equity withdrawal: (926) (926) (926) (926)

**Net cash (used in) financing activities**

| 31  | (926) | (926) | (926) | (926) |

**Net (decrease) in cash and cash equivalents**

| 31  | (1,100) | (2,855) | (1,306) | (1,721) |

**Cash and cash equivalents at beginning of financial year**

| 31  | 9,782 | 12,637 | 8,820 | 10,541 |

**Cash and cash equivalents at end of financial year**

| 31  | 8,682 | 9,782 | 7,514 | 8,820 |

*The accompanying notes form part of these statements.*
Objectives of the Queensland Museum

To contribute to the cultural, social and intellectual development of all Queenslanders.

The Museum is predominantly funded for the outputs it delivers by Parliamentary appropriations received by way of a grant through Arts Queensland. A range of services are offered on a fee for service basis such as general and exhibition admission charges, professional consultancies and grants. In addition, the Museum operates retail and commercial outlets throughout the campuses together with a publishing and wholesaling unit for popular publications.

1. Summary of significant accounting policies

(a) Statement of compliance

The Museum has prepared these financial statements in compliance with section 43 of the Financial and Performance Management Standard 2009.

These financial statements are general purpose financial statements, and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Treasury’s Minimum Reporting Requirements for the year ending 30 June 2012, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, the Museum has applied those requirements applicable to not-for-profit entities, as the Museum is a not-for-profit statutory body. Except where stated, the historical cost convention is used.

(b) The reporting entity

In the financial statements, the term Parent Entity refers to the Board of the Queensland Museum (the Board), and includes the value of all revenues, expenses, assets, liabilities and equity of the Board. The term Economic Entity refers to the consolidated entity of the Board of the Queensland Museum and the Queensland Museum Foundation Trust (the Foundation). (Refer Note 25.)

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

Summaries of the controlled entities are disclosed at Note 25.

(c) User charges

User charges controlled by the Board are recognised as revenues when the revenue has been earned and can be measured reliably with
Notes to and forming part of the financial statements, cont.

(d) Grants and other contributions revenue

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the Board obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would be purchased if they had not been donated.

(e) Cash and cash equivalents

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

(f) Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written off as at 30 June.

Other debtors generally are from transactions outside the usual operating activities of the Museum and are recognised at their actual values. No interest is charged on these amounts and no security is obtained.

(g) Inventories

Inventories represent stock on hand for sale through Museum shop operations. Inventories on hand are valued at the lower of cost and net realisable value. Cost is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred. Net realisable value is determined on the basis of the Museum’s normal selling pattern. Expenses associated with marketing, selling and distribution are deducted to determine net realisable value.

(h) Acquisitions of assets

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

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

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

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland department, are recognised at their fair value at date of acquisition in accordance with AASB116 Property, Plant and Equipment.

(i) Property, plant and equipment

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>$10,000</td>
</tr>
<tr>
<td>Land</td>
<td>$1</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>$5,000</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>$5</td>
</tr>
<tr>
<td>Library Reference Collections</td>
<td>$5,000</td>
</tr>
<tr>
<td>Heritage &amp; Cultural Assets</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>State Collection</td>
<td>$5,000</td>
</tr>
<tr>
<td>Library Heritage Collection</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

Items with a lesser value are expensed in the year of acquisition. Land improvements are included with Buildings.

Although the ownership of land is retained by the Crown, it is administered by the Board. The economic benefits of this land accrue to the Board. The Board cannot dispose of this land without the prior approval of the Governor in Council.

Expenditure relating to the construction of long term exhibitions is capitalised.

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

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

(j) Revaluations of non-current physical and intangible assets

Land, Buildings and Heritage and Cultural assets are measured at fair value in accordance with AASB 116 Property, Plant and Equipment and Queensland Treasury’s Non-Current Asset Accounting Policies for the Queensland Public Sector.

Plant and equipment and exhibitions are measured at cost in accordance with Queensland Treasury’s Non-Current Asset Accounting Policies for the Queensland Public Sector. The carrying amounts for plant and equipment and exhibitions are judged by the Board to materially represent their value at the end of the reporting period.

Where intangible assets have an active market, they are measured at fair value, otherwise they are measured at cost.

Comprehensive valuations of all land and buildings were performed at 30 June 2011 by the Australian Valuation Office (AVO) and certified by Mr Aaron Brown, Certified Practising Valuer, Queensland Registered Valuer No. 1684, based on fair value. Revaluation indices based on Australian Valuation Office advice for land and the Price Deflator for buildings have been applied as at 30 June 2012, where material, to ensure that the asset’s fair value remains valid and appropriate to the relevant assets.

The Library Heritage Collection is measured at fair market value. A comprehensive verification and valuation of this collection was last performed in 2008-09 by John Sainsbury and Michael Stone, registered valuers under the Australian Government’s Cultural Gifts Program. John Sainsbury and Michael Stone confirmed that there has been no movement in revaluation index as at 30 June 2012.

The State Collection is measured at fair market value, where no legitimate market exists, at recollection costs. Recollection costs are based upon historical cost data, moderated against benchmarks in other Australian museums. A comprehensive verification and valuation of the State Collection was last performed in 2007-08 by the Australian Valuation Office in accordance with Queensland Treasury’s Non-current Asset Policies for the Queensland Public Sector. Revaluation indices have been retrospectively applied to items held at recollection cost and reported as at 30 June 2012. It is judged that the nature of their valuation method aligns with the Consumer Price Index. It is judged that the remaining items held at fair value are so diverse and unique in nature that the complexity of applying any indexation might misstate their fair value. A comprehensive revaluation of the State Collection will be conducted as at 30 June 2013.

Non-current physical assets measured at fair value are comprehensively revalued at least once every five years. Annually, the fair value of each class of asset is assessed by reference to movements in suitable indices, or advice from valuers, or where the significance of an item has been reassessed and where material, revaluation adjustments are adopted.

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

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

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

(k) Intangibles

Intangible assets with a cost or other value greater than $100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset, less any anticipated residual value, is amortised over its estimated useful life to the Board. The residual value is zero for all of the Board’s intangible assets.

It has been determined that there is no active market for the Board’s intangible assets. As such, these assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

Internally Generated Intangibles

Costs associated with the development of computer software are capitalised and amortised on a straight-line basis over the period of expected benefit to the Board.

(l) Amortisation and Depreciation of Intangibles and Property, Plant and Equipment

Land is not depreciated as it has an unlimited useful life. Heritage and Cultural assets comprising the State Collection and Library Heritage Collection are not depreciated as they have an indeterminate useful life. Preservation and management policies are in place and actively implemented to maintain these collections in perpetuity.
Property, plant and equipment (PP&E) is depreciated on a straight line (SL) basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the Museum.

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

All intangible assets have finite useful lives and are amortised on a straight line basis.

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

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

<table>
<thead>
<tr>
<th>Class</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>2%-20%</td>
</tr>
<tr>
<td>Plant and equipment:</td>
<td></td>
</tr>
<tr>
<td>Computers and Servers</td>
<td>15%-30%</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>20%-33%</td>
</tr>
<tr>
<td>Scientific equipment</td>
<td>10%-25%</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>10%-50%</td>
</tr>
<tr>
<td>Furniture, Fittings and Fixtures</td>
<td>4%-20%</td>
</tr>
<tr>
<td>Other</td>
<td>2%-30%</td>
</tr>
<tr>
<td>Intangibles</td>
<td></td>
</tr>
<tr>
<td>Internally Generated Software</td>
<td>10%-25%</td>
</tr>
</tbody>
</table>

(n) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases under which the lessor effectively retains substantially all risks and benefits.

The Board is not party to any finance leases as at 30 June 2012.

The Board is party to an operating lease for the storage of museum collections and general exhibition items. Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

(o) Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

(p) Financial instruments

Recognition

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

Classification

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value through profit and loss
- Receivables - held at amortised cost
- Payables - held at amortised

The Board does not enter into transactions for speculative purposes, nor for hedging. Apart from cash and cash equivalents, the Board holds no financial assets classified at fair value through profit and loss.

All disclosures relating to the measurement basis and financial risk management of other financial instruments held by the Board are included in Note 27.
(q) Employee benefits

Employer superannuation contributions and long service leave levies are regarded as employee benefits.

Payroll tax and workers’ compensation insurance are a consequence of employing employees, but are not counted in an employee’s total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Wages, Salaries, Recreation Leave and Sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

For unpaid entitlements expected to be paid within 12 months, the liabilities are recognised at their undiscounted values. Entitlements not expected to be paid within 12 months are classified as non-current liabilities and recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity, after projecting the remuneration rates expected to apply at the time of likely settlement.

Prior history indicates that on average, sick leave taken in each reporting period is less than the entitlement accrued. This is expected to recur in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Long Service Leave

Under the Queensland Government’s long service leave scheme, a levy is made on the Board to cover the cost of employees’ long service leave. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears. No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expended in the period in which they are paid or payable. The Board’s obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in the Board’s financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Executive Remuneration

Key executive management personnel and remuneration disclosures are made in accordance with section 5 of the Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury. Refer to note 7 for the disclosures on key executive management personnel and remuneration.

(r) Insurance

The Board carries insurance cover in the areas of Property (including items on loan), General Liability (incorporating Directors & Officers liability), Professional Indemnity, Personal Accident and Motor Vehicles. Insurance coverage (excluding motor vehicles) is with the Queensland Government Insurance Fund and includes coverage for the State Collection. In addition, the Board pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(s) Services received free of charge or for nominal value

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

(t) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to ‘Contributed Equity’ in accordance with Interpretation 1038 Contributions by Owners Made to Wholly Owned Public Sector Entities. Appropriations for equity adjustments are similarly designated.

(u) Taxation

The Queensland Museum is a State body as defined under the Income Tax Assessment Act 1936 and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Board. GST credits receivable from, and GST payable to the ATO, are recognised (refer to note 13).

(v) Issuance of financial statements

The financial statements are authorised for issue by the Chair of the Board of the Queensland Museum and the Chief Executive Officer of the Queensland Museum at the date of signing the Management Certificate.
(w) Accounting estimates and judgements
The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have the potential to cause a material adjustment to the carrying amounts of asset and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

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

- Valuation of Property Plant and Equipment - note 17.

The Australian government passed its Clean Energy Act in November 2011 with a start date of 1 July 2012. The legislation will result in the introduction of a price on carbon emissions made by Australian businesses from 1 July 2012.

The flexible market-based price phase of the carbon pricing mechanism will commence on 1 July 2015. It will be preceded by a three-year period during which the price of permits will be fixed at $23 per tonne or carbon dioxide equivalent in year one, $24.15 in year two and $25.40 in year three.

Section 4.3.4 of Queensland Treasury’s report on ‘Carbon Price Impacts for Queensland’ dated August 2011 indicates that, for non-residential construction activities, costs may increase by between 0.7 per cent and 0.8 per cent over the period 2012-13 to 2015-16.

On this basis and other information available, the introduction of the carbon pricing mechanism is not expected to have a significant impact on the Board’s critical accounting estimates, assumptions and management judgements.

(x) Rounding and comparatives
Amounts included in the financial statements have been rounded to the nearest $1,000 or, where that amount is $500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(y) Corporate Administration Agency
The Corporate Administration Agency provides the Museum with corporate services under the “Shared Services Provider” model. These fees and terms of the services are agreed through a Service Level Agreement, negotiated annually and include:

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

(z) The Harry West Memorial Fund
The Board is the Trustee of “The Harry West Memorial Fund” (the Fund), a testamentary trust established in accordance with the last will and testament of the late Henry (Harry) Thomas West. The Fund’s assets are comprised of cash and cash equivalents.

All income from the Fund is applied to the benefit of the Museum and is included as miscellaneous income.

As the Board acts only in a custodial role in respect of the Fund’s assets (which must be maintained in perpetuity), they are not recognised in the financial statements, but are disclosed at Note 25(b). Auditing arrangements are also detailed at Note 25(b).

(aa) New and revised accounting standards
The Board did not voluntarily change any of its accounting policies during 2011-12. Australian accounting standard changes applicable for the first time for 2011-12 have had minimal effect on the Board’s financial statements, as explained below.

AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, AASB 7, AASB 101 & AASB 134 and Interpretation 13] became effective from reporting periods beginning on or after 1 January 2011. Given the Board’s existing financial instruments, there was only a minor impact on the Board’s financial instruments note (note 27), in relation to disclosures about credit risk. That note no longer needs to disclose amounts that best represent the maximum exposure to credit risk where the carrying amount of the instruments already reflects this. As this was the case with all the Board’s receivables as at 30 June 2012 (and as at 30 June 2011), receivables are not included in the credit risk disclosure in this year’s financial statements.

As the Board held no collateral or other credit enhancements in respect of its financial instruments, and did not renegotiate the terms of any financial assets, during the reporting periods presented in these financial statements, there were no other changes required to the Board’s financial instruments note arising from the amendments to AASB 7 Financial Instruments: Disclosures.

AASB 1054 Australian Additional Disclosures became effective from reporting periods beginning on or after 1 July 2011. Given the Board’s previous disclosure practices, AASB 1054 had minimal

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impact on the Board. One of the footnotes to note 11 Other Expenses, regarding audit fees, has been slightly amended to identify the Board’s auditor and clarify the nature of the work performed by the auditor.

AASB 2011-1 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, AASB 5, AASB 101, AASB 107, AASB 108, AASB 121, AASB 128, AASB 132 & AASB 134 and Interpretations 2, 112 & 113] also became effective from reporting periods beginning on or after 1 July 2011. The only potential implication for the Board from this amending standard was the deletion from AASB 101 Presentation of Financial Statements of the requirement for disclosure of commitments. However, Treasury Department’s Financial Reporting Requirements require continuation of commitments disclosures, so this deletion from AASB 101 has no impact on the Board’s commitments note (note 23).

The Board is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, the Board has not applied any Australian accounting standards and interpretations that have been issued but are not yet effective. The Board applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, significant impacts of new or amended Australian accounting standards with future commencement dates are as set out below.

AASB 2011-9 Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049] applies as from reporting periods beginning on or after 1 July 2012. The only impact for the Board will be that, in the Statement of Comprehensive Income, items within the “Other Comprehensive Income” section will need to be presented in different sub-sections, according to whether or not they are subsequently re-classifiable to the operating result. Whether subsequent re-classification is possible depends on the requirements or criteria in the accounting standard/interpretation that relates to the item concerned.

AASB 13 Fair Value Measurement applies from reporting periods beginning on or after 1 January 2013. AASB 13 sets out a new definition of “fair value”, as well as new principles to be applied when determining the fair value of assets and liabilities. The new requirements will apply to all of the Board’s assets and liabilities (excluding leases) that are measured and/or disclosed at fair value or another measurement based on fair value. The potential impacts of AASB 13 relate to the fair value measurement methodologies used, and financial statement disclosures made in respect of, such assets and liabilities.

The Board has commenced reviewing its fair value methodologies (including instructions to valuers, data used and assumptions made) for all items of property, plant and equipment measured at fair value to determine whether those methodologies comply with AASB 13. To the extent that the methodologies don’t comply, changes will be necessary. While the Board is yet to complete this review, no significant changes are anticipated, based on the fair value methodologies presently used. Therefore, at this stage, no consequential material impacts are expected for the Board’s property, plant and equipment as from 2013-14.

AASB 13 will require an increased amount of information to be disclosed in relation to fair value measurements for both assets and liabilities. To the extent that any fair value measurement for an asset or liability uses data that is not “observable” outside the Board, the amount of information to be disclosed will be relatively greater.

AASB 9 Financial Instruments (December 2010) and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127] become effective from reporting periods beginning on or after 1 January 2013. The main impacts of these standards on the Board are that they will change the requirements for the classification, measurement and disclosures associated with financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at amortised cost or fair value. Pursuant to AASB 9, financial assets can only be measured at amortised cost if two conditions are met. One of these conditions is that the asset must be held within a business model whose objective is to hold assets in order to collect contractual cash flows. The other condition is that the contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Board has commenced reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. However, as the classification of financial assets at the date of initial application of AASB 9 will depend on the facts and circumstances existing at that date, the Board’s conclusions will not be confirmed until closer to that time. At this stage, and assuming no change in the types of transactions the Board enters into, it is not expected that any of the Board’s financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2013-14 financial statements, all of the Board’s financial assets are expected to be required to be measured at fair
value, and classified accordingly (instead of the measurement classifications presently used in notes 1(p) and 27). The same classification will be used for net gains/losses recognised in the Statement of Comprehensive Income in respect of those financial assets. In the case of the Board’s current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value.

The most significant impact of the new measurement requirements on the Board is that the “held to maturity” investment described in notes 1(p) and 27 will need to be measured at fair value. In addition, that investment will no longer be classified as “held to maturity”. The Board is not yet able to reliably estimate what the fair value of this investment will be at the date of initial application of AASB 9. The difference between the carrying amount of this investment and its initial fair value will be recognised as an adjustment to the balance of Accumulated Surplus on initial application of AASB 9. In respect of this change, the 2013-14 financial statements will need to disclose a comparison between the previous measurement classification and carrying amount as at 30 June 2013 and the new classification and fair value amount as at 1 July 2013. AASB 9 allows an entity to make an irrevocable election, at the date of initial recognition, to present in “other comprehensive income” subsequent changes in the fair value of such an asset. Treasury Department is currently considering mandating this accounting treatment when AASB 9 becomes effective.

Changed disclosure requirements will apply once AASB 9 becomes effective. A number of one-off disclosures will be required in the 2013-14 financial statements to explain the impact of adopting AASB 9. Assuming no change in the types of financial instruments that the Board enters into, the most significant ongoing disclosure impacts are expected to relate to investments in equity instruments measured at fair value through comprehensive income (e.g. the “held to maturity” investment described in note 1(t)) and derecognition of these.

The following new and revised standards apply as from reporting periods beginning on or after 1 January 2013 –

- AASB 10 Consolidated Financial Statements;
- AASB 11 Joint Arrangements;
- AASB 12 Disclosure of Interests in Other Entities;
- AASB 127 (revised) Separate Financial Statements
- AASB 128 (revised) Investments in Associates and Joint Ventures; and
- AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17].

These standards cannot be applied by not-for-profit entities prior to their effective date, as the AASB is presently considering modifying them for application by not-for-profit entities in an Australian context. Any such modifications are likely to clarify how the IASB’s principles should be applied by not-for-profit entities. Hence, the Board is not yet in a position to reliably determine the future implications of these new and revised standards for the Board’s financial statements.

AASB 10 redefines and clarifies the concept of control of another entity, which is the basis for determining which entities should be consolidated into an entity’s financial statements. Therefore, subject to any not-for-profit modifications yet to be made to AASB 10, the Board will need to re-assess the nature of its relationships with other entities, including entities that aren’t currently consolidated.

AASB 12 contains a wide range of new disclosure requirements in respect of interests in other entities, whether those entities are controlled entities, associates, joint arrangements, or structured entities that aren’t consolidated. The volume and nature of disclosures that the Board will be required to make as from its 2013-14 financial statements will depend on the Board’s eventual assessment of the implications of the new and revised standards listed above, particularly AASB 10, AASB 11 and AASB 128.

A revised version of AASB 119 Employee Benefits applies from reporting periods beginning on or after 1 January 2013. The revised AASB 119 is generally to be applied retrospectively. Given the Board’s circumstances, the only implications for the Board are that the revised standard clarifies the concept of “termination benefits”, and the recognition criteria for liabilities for termination benefits will be different. If termination benefits meet the timeframe criterion for “short-term employee benefits”, they will be measured according to the AASB 119 requirements for “short-term employee benefits”. Otherwise, termination benefits will need to be measured according to the AASB 119 requirements for “other long-term employee benefits”. Under the revised standard, the recognition and measurement of employer obligations for “other long-term employee benefits” will need to be accounted for according to most of the requirements for defined benefit plans. The revised AASB 119 includes changed criteria for accounting for employee benefits as “short-term employee benefits”. However, as the Board is a member of the Queensland Government central scheme for long service leave, this change in criterion has no impact on the Board’s financial statements, as the employer liability is held by the central scheme.
The revised AASB 119 also includes changed requirements for the measurement of employer liabilities/assets arising from defined benefit plans, and the measurement and presentation of changes in such liabilities/assets. The Agency only contributes to the QSuper defined benefit plan, and the corresponding QSuper employer benefit obligation is held by the State. Therefore, those changes to AASB 119 will have no impact on the Board.

AASB 1053 Application of Tiers of Australian Accounting Standards applies as from reporting periods beginning on or after 1 July 2013. AASB 1053 establishes a differential reporting framework for those entities that prepare general purpose financial statements, consisting of two tiers of reporting requirements – Australian Accounting Standards (commonly referred to as “tier 1”), and Australian Accounting Standards – Reduced Disclosure Requirements (commonly referred to as “tier 2”). Tier 1 requirements comprise the full range of AASB recognition, measurement, presentation and disclosure requirements that are currently applicable to reporting entities in Australia. The only difference between the tier 1 and tier 2 requirements is that tier 2 requires fewer disclosures than tier 1.

Details of which disclosures in standards and interpretations are not required under tier 2 reporting are set out in amending standards AASB 2010-2, AASB 2011-2, AASB 2011-6 and AASB 2011-11 (which also apply from reporting periods beginning on or after 1 July 2013). However, Treasury Department’s Financial Reporting Requirements effectively do not allow application of AASB 2011-6 in respect of controlled entities, associates or interests in jointly controlled entities.

Pursuant to AASB 1053, public sector entities like the Board may adopt tier 2 requirements for their general purpose financial statements. However, AASB 1053 acknowledges the power of a regulator to require application of the tier 1 requirements. In the case of the Board, Treasury Department is the regulator. Treasury Department has advised that its policy decision is to require adoption of tier 1 reporting by all Queensland Government departments and statutory bodies (including the Board) that are consolidated into the whole-of-Government financial statements. Treasury’s policy also prohibits the early adoption of the arrangements outlined in AASB 1053 and its accompanying amending standards. Therefore, the release of AASB 1053 and associated amending standards will have no impact on the Board.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the Board’s activities, or have no material impact on the Board.
### 2. User charges

#### Admission charges
- **General admission charges**
  - 2012: $2,004,000
  - 2011: $2,235,000
- **Special exhibitions admission charges**
  - 2012: $1,570,000
  - 2011: $72,000
- **Consultancy**
  - 2012: $285,000
  - 2011: $207,000
- **Sales revenue - shops**
  - 2012: $1,526,000
  - 2011: $1,147,000
- **Subscriptions**
  - 2012: $250,000
  - 2011: $278,000
- **Functions/Venue hire**
  - 2012: $570,000
  - 2011: $419,000
- **Rental income**
  - 2012: $51,000
  - 2011: $73,000
- **Workshops/Training courses**
  - 2012: $86,000
  - 2011: $73,000
- **Other user charges**
  - 2012: $171,000
  - 2011: $269,000

**Total**
- 2012: $6,513,000
- 2011: $4,818,000

*2011-12 includes admissions for the Mummy: Secrets of the Tomb exhibition which commenced on 19/4/2012.

### 3. Grants and other contributions

#### Grants - State Government recurrent
- 2012: $20,283,000
- 2011: $19,753,000

#### Grants - State Government special
- 2012: $2,039,000
- 2011: $-0,000

#### Grants - State Government capital
- 2012: $2,395,000
- 2011: $363,000

#### Grant - Museum Resource Centre Network
- 2012: $480,000
- 2011: $660,000

#### Donations from QM Foundation
- 2012: $-0,000
- 2011: $928,000

#### Donations
- 2012: $272,000
- 2011: $1,921,000

#### Donations of land received
- 2012: $-0,000
- 2011: $22,000

#### Donations - assets
- 2012: $637,000
- 2011: $2,292,000

#### Industry contributions
- 2012: $1,149,000
- 2011: $333,000

#### Commonwealth government grants
- 2012: $76,000
- 2011: $105,000

#### Local government contributions
- 2012: $406,000
- 2011: $379,000

#### Grants - Other
- 2012: $954,000
- 2011: $1,408,000

**Total**
- 2012: $29,617,000
- 2011: $26,397,000

*2011-12 represents special funding from Arts Queensland to deliver a program of innovation, change and capital investment across the Museum. Approximately $0.98M of this remained unexpended as at 30/06/2012.

**The decrease in 2011-12 reflects the reprioritisation of research and collections staff into exhibitions and public programming activities, reducing the assessment and processing time available for items to be added to the State Collection.
Notes to and forming part of the financial statements, cont.

<table>
<thead>
<tr>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
</tr>
<tr>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>4. Other revenue</strong></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>551</td>
</tr>
<tr>
<td>Impairment loss reversal</td>
<td>193</td>
</tr>
<tr>
<td>Disbursements from Harry West Memorial Fund</td>
<td>97</td>
</tr>
<tr>
<td>Goods received below fair value</td>
<td>65</td>
</tr>
<tr>
<td>Recoveries</td>
<td>42</td>
</tr>
<tr>
<td>Insurance payment from QGIF for natural disaster events</td>
<td>*</td>
</tr>
<tr>
<td>Natural disaster relief and recovery arrangements payment</td>
<td>**</td>
</tr>
<tr>
<td>Miscellaneous other revenues</td>
<td>94</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,118</td>
</tr>
</tbody>
</table>

* Claims against the Queensland Government Insurance Fund (QGIF) relating to business interruption from natural disaster events realised an interim payment of $200,000 in 2010-11 and $76,406 in 2011-12, being final settlement under the Museum’s Business Interruption Policy.

A separate claim is pending under the Museum’s Property Policy. This claim was lodged during 2011-12 following advice from the Queensland Reconstruction Authority that the losses did not meet National Disaster Relief & Recovery Arrangements (NDRRA).

** Claims against the NDRRA relating to property loss from natural disaster events realised an interim payment of $454,338 in 2010-11. This claim has been finalised in the amount of $441,069 requiring a refund to NDRRA of $13,269.

| **5. Gains** | | | | |
| Gain on sale of property, plant and equipment | - | 56 | - | 56 |
| **Total** | - | 56 | - | 56 |

| **6. Employee expenses** | | | | |
| **Employee benefits** | | | | |
| Wages and salaries | 15,678 | 14,089 | 15,678 | 14,089 |
| Employee costs capitalised - Exhibitions | (56) | (31) | (56) | (31) |
| Employer superannuation contributions | * | 1,950 | 1,766 | 1,950 | 1,766 |
| Long service leave levy | * | 358 | 324 | 358 | 324 |
| Annual leave expense | * | 1,434 | 1,303 | 1,434 | 1,303 |

| **Employee Related Expenses** | | | | |
| Workers’ compensation premium | 58 | 62 | 58 | 62 |
| Payroll tax and fringe benefits | 954 | 874 | 954 | 874 |
| **Total employee expenses** | 293 | 188 | 293 | 188 |
| **Total** | 20,669 | 18,575 | 20,669 | 18,575 |

* Refer to Note 1(q).
6. Employee expenses, cont.

The number of employees including both full-time employees and part-time employees measured on a full-time equivalent basis is:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of full-time equivalent employees:</td>
<td>241</td>
<td>228</td>
</tr>
</tbody>
</table>

Remuneration of board members and board sub-committee members was as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Appointment Details</th>
<th>Board</th>
<th>ATSI Consultative Committee</th>
<th>Audit &amp; Risk Management Committee</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swannell P Prof. (Chair, Board) ^</td>
<td>Resigned 17 December 2010</td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$1,449</td>
<td></td>
</tr>
<tr>
<td>Hamill D Dr (Chair, Board) ^</td>
<td>Appointed Chair 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$6,875</td>
<td>$1,644</td>
<td></td>
</tr>
<tr>
<td>Abdel-Magied Y</td>
<td>Re-appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$705</td>
<td>$1,244</td>
<td></td>
</tr>
<tr>
<td>Cochrane T</td>
<td>Appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$845</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Copplin S (Chair, Audit and Risk Management Committee - July 2011) ^</td>
<td>Board term ceased 21 February 2011</td>
<td>*</td>
<td>*</td>
<td>$475</td>
<td>$2,003</td>
<td></td>
</tr>
<tr>
<td>Duffy P</td>
<td>Re-appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$1,972</td>
<td>$1,361</td>
<td></td>
</tr>
<tr>
<td>Ginn G Dr</td>
<td>Re-appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$1,832</td>
<td>$1,361</td>
<td></td>
</tr>
<tr>
<td>Mason C</td>
<td>Term expired 21 February 2011</td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$1,386</td>
<td></td>
</tr>
<tr>
<td>Mellor D</td>
<td>Appointed 21 February 2011</td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Piscitelli B Dr</td>
<td>Re-appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$1,831</td>
<td>$1,619</td>
<td></td>
</tr>
<tr>
<td>Robinson T</td>
<td>Re-appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$1,691</td>
<td>$1,359</td>
<td></td>
</tr>
<tr>
<td>Rowland L</td>
<td>Appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$1,409</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Schleicher S</td>
<td>Appointed 25 August 2011</td>
<td>*</td>
<td>*</td>
<td>$1,408</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vit M</td>
<td>Re-appointed 22 February 2011</td>
<td>*</td>
<td>*</td>
<td>$987</td>
<td>$1,221</td>
<td></td>
</tr>
<tr>
<td>Iselin M</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>O'Connor P</td>
<td>Resigned 7 June 2012</td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$234</td>
<td></td>
</tr>
<tr>
<td>Richardson J</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Ryder I</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$234</td>
<td></td>
</tr>
<tr>
<td>Sebasio T</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$117</td>
<td></td>
</tr>
<tr>
<td>Shipway L</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$117</td>
<td></td>
</tr>
<tr>
<td>Wall C</td>
<td></td>
<td>*</td>
<td>*</td>
<td>585</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Williams D</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>$234</td>
<td></td>
</tr>
<tr>
<td>Hayes L ^</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Galloway I Dr ^</td>
<td></td>
<td>*</td>
<td>*</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total remuneration paid to all members :</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$20,030</td>
<td>$16,168</td>
</tr>
</tbody>
</table>

A sitting fee is paid to members of the Aboriginal & Torres Strait Islander (ATSI) Consultative Committee and the Audit and Risk Management Committee. These fees have been included as Board remuneration for the purposes of this note.

Mr S Copplin’s term on the Board ceased on 21 February 2011. The Board approved that Mr Copplin continue his role on the Audit & Risk Management Committee as an external member in the capacity of Chair from July 2011.

Ms D Mellor is a Board member and Mr L Hayes is an external member of the Audit & Risk Management Committee but as Public Sector employees do not receive a Board fee for these duties.

Dr I Galloway, CEO Queensland Museum is a member of the Audit & Risk Management Committee but as a Public Sector employee does not receive a Board fee for these duties.”

Members who resigned or their term expired in the 2010-11 year are included for comparative purposes.
Key Executive Management Personnel and Remuneration

(a) Key Executive Management Personnel

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2011-12. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibilities</th>
<th>Contract classification and appointment authority</th>
<th>Date appointed to position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>Working closely with the Board of the Queensland Museum and the Minister for the Arts, the Chief Executive Officer provides experienced, high level strategic and operational leadership of the Queensland Museum.</td>
<td>SES 3; Governor in Council*</td>
<td>10 May 2000</td>
</tr>
<tr>
<td>Director, Queensland Museum &amp; Science centre</td>
<td>The Director, Queensland Museum South Bank is responsible for the provision of experienced strategic and operational leadership and management for Queensland Museum South Bank as a flagship campus of the Queensland Museum.</td>
<td>SES 2; The Board*</td>
<td>1 May 2001</td>
</tr>
<tr>
<td>Director, Corporate Services Business Development</td>
<td>The Director Corporate Services and Business Development is responsible for the provision of high level, strategic business and financial direction and services to the Chief Executive Officer and the Board.</td>
<td>SES 2; The Board*</td>
<td>19 February 2007</td>
</tr>
<tr>
<td>Director, The Workshops Rail Museum</td>
<td>The Director, The Workshops Rail Museum is responsible for the provision of high quality, professional leadership and management to The Workshops Rail Museum.</td>
<td>SO; The Board*</td>
<td>3 December 2001</td>
</tr>
<tr>
<td>Director, Cobb+Co and Regional Services</td>
<td>The Director, Cobb+Co and Director Regional Services is a duel role responsible for the provision of high quality, professional leadership and management to the Cobb+Co Museum and, the provision of leadership and strategic management in the delivery of all Queensland Museum regional services.</td>
<td>SO; The Board*</td>
<td>28 April 2003</td>
</tr>
<tr>
<td>Director, Museum of Tropical Queensland</td>
<td>The Director, Museum of Tropical Queensland is responsible for the provision of high quality, professional leadership and management to the Museum of Tropical Queensland.</td>
<td>SO; Public Service Act 2008*</td>
<td>3 May 2007</td>
</tr>
</tbody>
</table>

* Authority to appoint the above executives is provided by the Queensland Museum Act 1970.

(b) Remuneration

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

For the 2011-12 year, remuneration of key executive management personnel increased by 2.5% in accordance with government policy.

Remuneration packages for key executive management personnel comprise the following components:-

- Short term employee benefits which include:
  - Base consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. All amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.

- Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

- Long term employee benefits which include long service leave accrued.

- Post employment benefits including superannuation contributions.

- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

- Performance bonuses are not paid under the contracts in place.

Total fixed remuneration is calculated on a ‘total cost’ basis and includes the base and non-monetary benefits, long term employee benefits and post employment benefits.
7. Key Executive Management Personnel and Remuneration, cont
(b) Remuneration cont.

### 1 July 2011 – 30 June 2012

<table>
<thead>
<tr>
<th>Position</th>
<th>Short Term Employee Benefits</th>
<th>Long Term Employee Benefits</th>
<th>Post Employment Benefits</th>
<th>Termination Benefits</th>
<th>Total Remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Base $'000</td>
<td>Non-Monetary Benefits $'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>243</td>
<td>0</td>
<td>5</td>
<td>23</td>
<td>0</td>
</tr>
<tr>
<td>Director, Queensland Museum &amp; Sciencentre</td>
<td>193</td>
<td>0</td>
<td>4</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>Director, The Workshops Rail Museum</td>
<td>130</td>
<td>0</td>
<td>3</td>
<td>16</td>
<td>0</td>
</tr>
<tr>
<td>Director, Cobb+Co and Regional Services</td>
<td>135</td>
<td>0</td>
<td>3</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Director, Museum of Tropical Queensland</td>
<td>125</td>
<td>0</td>
<td>3</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Director, Corporate Services and Business Development</td>
<td>167</td>
<td>0</td>
<td>3</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>Total Remuneration</td>
<td>993</td>
<td>0</td>
<td>21</td>
<td>105</td>
<td>0</td>
</tr>
</tbody>
</table>

### 1 July 2010 – 30 June 2011

<table>
<thead>
<tr>
<th>Position</th>
<th>Short Term Employee Benefits</th>
<th>Long Term Employee Benefits</th>
<th>Post Employment Benefits</th>
<th>Termination Benefits</th>
<th>Total Remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Base $'000</td>
<td>Non-Monetary Benefits $'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>222</td>
<td>1</td>
<td>5</td>
<td>22</td>
<td>0</td>
</tr>
<tr>
<td>Director, Queensland Museum &amp; Sciencentre</td>
<td>190</td>
<td>0</td>
<td>4</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>Director, The Workshops Rail Museum</td>
<td>124</td>
<td>0</td>
<td>2</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Director, Cobb+Co and Regional Services</td>
<td>133</td>
<td>0</td>
<td>3</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Director, Museum of Tropical Queensland</td>
<td>121</td>
<td>0</td>
<td>3</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Director, Corporate Services and Business Development</td>
<td>172</td>
<td>0</td>
<td>3</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>Total Remuneration</td>
<td>962</td>
<td>1</td>
<td>20</td>
<td>101</td>
<td>0</td>
</tr>
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</table>
### 8. Supplies and Services

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Corporate services charges paid to CAA</td>
<td>1,033</td>
<td>971</td>
</tr>
<tr>
<td>Consultants and contractors</td>
<td>1,607</td>
<td>1,130</td>
</tr>
<tr>
<td>Materials</td>
<td>634</td>
<td>684</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>821</td>
<td>1,499</td>
</tr>
<tr>
<td>Facilities costs paid to Arts Qld</td>
<td>569</td>
<td>584</td>
</tr>
<tr>
<td>Special exhibitions</td>
<td>630</td>
<td>184</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>808</td>
<td>580</td>
</tr>
<tr>
<td>Insurance costs</td>
<td>167</td>
<td>160</td>
</tr>
<tr>
<td>Qld Rail Services</td>
<td>163</td>
<td>171</td>
</tr>
<tr>
<td>Motor vehicle costs</td>
<td>127</td>
<td>157</td>
</tr>
<tr>
<td>Property operating costs</td>
<td>1,543</td>
<td>1,491</td>
</tr>
<tr>
<td>Printing</td>
<td>333</td>
<td>324</td>
</tr>
<tr>
<td>Advertising</td>
<td>707</td>
<td>386</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>190</td>
<td>170</td>
</tr>
<tr>
<td>Travel and associated costs</td>
<td>336</td>
<td>336</td>
</tr>
<tr>
<td>Catering and entertainment costs</td>
<td>123</td>
<td>92</td>
</tr>
<tr>
<td>Equipment hire costs</td>
<td>108</td>
<td>77</td>
</tr>
<tr>
<td>Computer costs</td>
<td>206</td>
<td>120</td>
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<tr>
<td>Fees</td>
<td>224</td>
<td>297</td>
</tr>
<tr>
<td>Postages and freight costs</td>
<td>287</td>
<td>175</td>
</tr>
<tr>
<td>Subscriptions and membership costs</td>
<td>34</td>
<td>66</td>
</tr>
<tr>
<td>Other</td>
<td>1,187</td>
<td>745</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,837</td>
<td>10,399</td>
</tr>
</tbody>
</table>

### 9. Depreciation and amortisation

Depreciation and amortisation were incurred in respect of:

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Plant and equipment depreciation</td>
<td>477</td>
<td>328</td>
</tr>
<tr>
<td>Buildings depreciation</td>
<td>2,199</td>
<td>1,998</td>
</tr>
<tr>
<td>Exhibitions depreciation</td>
<td>535</td>
<td>589</td>
</tr>
<tr>
<td>Amortisation - computer software</td>
<td>121</td>
<td>121</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,332</td>
<td>3,036</td>
</tr>
</tbody>
</table>

### 10. Impairment Losses

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>-</td>
<td>193</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>193</td>
</tr>
</tbody>
</table>

Refer to note 17 for details of the recognised impairment loss.
11. **Other Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012 $'000</td>
<td>2011 $'000</td>
</tr>
<tr>
<td>Property lease and rental</td>
<td>78</td>
<td>10</td>
</tr>
<tr>
<td>External audit fees</td>
<td>* 55</td>
<td>78</td>
</tr>
<tr>
<td>Bad debts expense</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Goods and services supplied below fair value</td>
<td>65</td>
<td>-</td>
</tr>
<tr>
<td>Losses from the disposal of non-current assets</td>
<td>93</td>
<td>9</td>
</tr>
<tr>
<td>Donations of land</td>
<td>* -</td>
<td>-</td>
</tr>
<tr>
<td>Donations expense</td>
<td>499</td>
<td>24</td>
</tr>
<tr>
<td>Yongala Moorings</td>
<td>-</td>
<td>75</td>
</tr>
<tr>
<td>Commissions</td>
<td>135</td>
<td>2</td>
</tr>
<tr>
<td>Other expenses</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>968</td>
<td>243</td>
</tr>
</tbody>
</table>

*Total audit fees paid to the Queensland Audit Office relating to the 2011-12 financial statements are estimated to be $59,000. There are no non-audit services included in this amount.*

12. **Cash and Cash Equivalents**

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 hour at call deposits</td>
<td>7,019</td>
<td>8,629</td>
</tr>
<tr>
<td>Cash at bank and on hand</td>
<td>1,445</td>
<td>1,138</td>
</tr>
<tr>
<td>Imprest accounts</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>QTC Foreign Currency</td>
<td>201</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,682</td>
<td>9,782</td>
</tr>
</tbody>
</table>

*Interest earned on cash held with the Commonwealth Bank earned 3.53% to 3.95% in 2012 (2011: 3.99% to 4.02%). Cash deposited with the Queensland Treasury Corporation earned interest at an annual effective rate of 4.1% (2011: 5.48%). Cash equivalents of foreign currency are held at QTC for only a short term. Consequently, interest earning rates are not considered material for reporting purposes.*

13. **Receivables**

- **Current**
  - Trade debtors | 362 | 281 | 155 | 203 |
  - Less: provision for impairment | - | - | - | - |
  - **Total** | 362 | 281 | 155 | 203 |

- **GST receivable**
  - | 456 | 459 | 455 | 459 |
  - Less: GST payable | (264) | (300) | (225) | (279) |
  - **Total** | 192 | 159 | 230 | 180 |

- Long service leave reimbursements | 57 | 82 | 57 | 82 |
- Interest receivable | - | 3 | - | - |
- Exhibition income receivable | 185 | - | 185 | - |
- Other receivables | 74 | 61 | 74 | 61 |
- **Total** | 870 | 586 | 701 | 526 |
13. Receivables, cont

Movements in the allowance of provision for impairment

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>Balance at the beginning of the year</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Amounts written off during the year</td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>Balance at the end of the year</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

14. Inventories

Museum shop inventories at cost

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>558</td>
<td>519</td>
</tr>
</tbody>
</table>

15. Other Current Assets

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>13</td>
<td>124</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>124</td>
</tr>
</tbody>
</table>

16. Intangible Assets

Computer software internally generated

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>At cost computer software</td>
<td>1,206</td>
<td>1,206</td>
</tr>
<tr>
<td>Less: Accumulated amortisation computer software</td>
<td>(323)</td>
<td>(202)</td>
</tr>
<tr>
<td>Total</td>
<td>883</td>
<td>1,004</td>
</tr>
</tbody>
</table>

Intangibles Reconciliation

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period.

<table>
<thead>
<tr>
<th></th>
<th>Computer Software</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>Carrying amount at 1 July</td>
<td>1,004</td>
<td>1,124</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(121)</td>
<td>(120)</td>
</tr>
<tr>
<td>Carrying amount at 30 June</td>
<td>883</td>
<td>1,004</td>
</tr>
</tbody>
</table>

No intangible assets have been classified as held for sale or form part of a disposal group held for sale. All Intangibles are held by the Parent Entity.
### 17 Property, Plant and Equipment

#### Land:
- **At Fair Value land**
  - 2012: $12,326
  - 2011: $12,730

#### Buildings
- **At Fair Value buildings**
  - 2012: $78,362
  - 2011: $78,419
- **Less: Accumulated depreciation buildings**
  - 2012: $(19,949)
  - 2011: $(17,762)

#### Heritage and cultural assets:
- **At Fair Value - Library Heritage Collection**
  - 2012: $3,360
  - 2011: $3,360
- **At Fair Value - State Collection**
  - 2012: $414,197
  - 2011: $387,303

#### Exhibitions
- **At cost exhibitions**
  - 2012: $10,002
  - 2011: $9,954
- **Less: Accumulated depreciation exhibitions**
  - 2012: $(7,599)
  - 2011: $(7,471)
- **Less: Accumulated impairment losses exhibitions**
  - 2012: -
  - 2011: $(193)

#### Plant and equipment:
- **At cost plant and equipment**
  - 2012: $6,181
  - 2011: $3,706
- **Less: Accumulated depreciation plant and equipment**
  - 2012: $(1,458)
  - 2011: $(1,017)

#### Assets under construction:
- **At cost projects under construction**
  - 2012: $181
  - 2011: $74

**Total**
- 2012: $495,603
- 2011: $469,103

Revaluation increments have been applied to land values as at 30 June 2012 based on advice from Aaron Brown, Certified Practising Valuer, AAPI Registered Valuer QLD 3146, Australian Valuation Office Brisbane. Buildings have been assessed at 30 June 2012 with regard to the OESR Price Deflator Index for Queensland. This index was not material at 1.9% and as such no movement in value has been applied. The Library Heritage Collection was assessed by John Sainsbury and Michael Stone, registered valuers under the Australian Government’s Cultural Gifts Program. There was no movement in revaluation index as at 30 June 2012. Revaluation indices (CPI) have been retrospectively applied from 1 July 2009 to items held at recollection cost, and is reported as at 30 June 2012.
### Reconciliation

Reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period.

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Heritage &amp; Cultural Assets</th>
<th>Plant &amp; Equipment</th>
<th>Exhibitions</th>
<th>Assets under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>2011</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Carrying amount at 1 July</td>
<td>12,730</td>
<td>14,002</td>
<td>60,657</td>
<td>390,663</td>
<td>2,689</td>
<td>2,290</td>
<td>461,570</td>
</tr>
<tr>
<td>Acquisitions at cost</td>
<td>8</td>
<td>19</td>
<td>1,912</td>
<td>682</td>
<td>381</td>
<td>892</td>
<td>3,356</td>
</tr>
<tr>
<td>Donations received</td>
<td></td>
<td></td>
<td>2,290</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6,898</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Revaluation increments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(686)</td>
<td>(15)</td>
<td></td>
</tr>
<tr>
<td>Revaluation decrements</td>
<td>(404)</td>
<td>(1,272)</td>
<td></td>
<td></td>
<td>26,238</td>
<td>26,238</td>
<td></td>
</tr>
<tr>
<td>Impairment losses recognised in operating surplus/(deficit)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>193</td>
<td>193</td>
<td></td>
</tr>
<tr>
<td>Depreciation for period</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(2,198)</td>
<td>(3,210)</td>
<td></td>
</tr>
<tr>
<td>Carrying amount at 30 June</td>
<td>12,326</td>
<td>12,730</td>
<td>58,413</td>
<td>417,557</td>
<td>2,689</td>
<td>2,290</td>
<td>495,603</td>
</tr>
</tbody>
</table>

The Museum has plant and equipment with an original cost of $352,253.20 and a written down value of zero still being used in the provision of services. These assets are expected to be replaced or disposed of in 2012–13 / 2013–14.

All property, plant and equipment is held by the Parent Entity.

**ENERGEX Playasaurus Place** exhibition at QM&S suffered significant flood damage in 2011 and was deemed to be impaired. An impairment loss of $193,000 has been recognised in the Statement of Comprehensive Income. In 2011-12 the exhibition was repaired and the impairment loss reversed.
18. Payables

Current
- Trade creditors $316 $316
- External audit fees payable $38 30 $38 30
- Deposits held $3 $3
- Payroll tax payable $61 56 $61 56
- Fringe benefits tax payable $18 16 $18 16
- Capital payables - 27 - 27
- Property operating costs payable $34 $97 $34 $97
- Computer costs payable $7 23 $7 23
- Other employee costs payable $22 14 $22 14
- Materials and equipment payable $18 157 $18 157
- Travel and associated costs payable $4 33 $4 33
- Repairs and maintenance payable $22 32 $22 32
- Freight payable $105 38 $105 38
- Advertising payable $113 12 $113 12
- Legal fees payable - 39 - 39
- Printing payable $28 24 $28 24
- Consultancy payable $50 21 $50 21
- Commissions payable $25 - $25 22
- Other payables $64 42 $64 42

Total $928 901 $928 901

19. Accrues employee benefits

Current
- Recreation leave $1,307 1,227 $1,307 1,227
- Long service leave levy payable $100 92 $100 92

Total $1,407 1,319 $1,407 1,319

Non-current
- Recreation leave nc $387 361 $387 361

Total $387 361 $387 361

The discount rates used to calculate the present value of non-current annual leave is 1.06% (2011: 1.10%).
20. Asset revaluation surplus by class

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Heritage &amp; cultural Assets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Balance at 1 July 2011</td>
<td>10,255</td>
<td>44,998</td>
<td>283,176</td>
<td>338,429</td>
</tr>
<tr>
<td>Revaluation increments</td>
<td>(404)</td>
<td>-</td>
<td>26,238</td>
<td>25,834</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2012</strong></td>
<td><strong>9,851</strong></td>
<td><strong>44,998</strong></td>
<td><strong>309,414</strong></td>
<td><strong>364,263</strong></td>
</tr>
<tr>
<td>Balance at 1 July 2010</td>
<td>11,527</td>
<td>44,412</td>
<td>277,623</td>
<td>333,562</td>
</tr>
<tr>
<td>Revaluation increments</td>
<td>(1,272)</td>
<td>586</td>
<td>5,553</td>
<td>22</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2011</strong></td>
<td><strong>10,255</strong></td>
<td><strong>44,998</strong></td>
<td><strong>283,176</strong></td>
<td><strong>338,430</strong></td>
</tr>
</tbody>
</table>

The revaluation reserve relates to the Parent Entity only.

21. Reconciliation of operating surplus to net cash from operating activities

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>Operating surplus/(deficit)</td>
<td>442</td>
<td>560</td>
</tr>
</tbody>
</table>

Non-cash items:
- Depreciation and amortisation expense: 3,332, 3,036, 3,332, 3,036
- Impairment losses: -193, -193
- Reversal of impairment loss: (193), -
- Bad debts expense: 5, 4, 5, 4
- Loss on sale of property, plant and equipment: 93, 9, 93, 9
- Gain on sale of property, plant and equipment: - (56), - (56)
- Net non-cash asset transferred: (637), (2,307), (637), (2,307)

Changes in assets and liabilities:
- (Increase)/decrease in net receivables: (289), 192, (180), 119
- (Increase)/decrease in inventories: (39), 10, (39), 10
- Decrease in prepayments: 111, 33, 111, 33
- Increase/(decrease) in payables: 27, (371), 27, (371)
- Increase in accrued employee benefits: 114, 188, 114, 188

**Net cash from operating activities**

<table>
<thead>
<tr>
<th></th>
<th>Economic Entity</th>
<th>Parent Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,966</td>
<td>1,491</td>
</tr>
</tbody>
</table>
22. **Non-cash financing and investing activities**

There were no non-cash financial and investing activities at reporting date.

23. **Commitments for expenditure**

(a) **Non-cancellable operating lease commitments**

Commitments under operating leases at reporting date are inclusive of anticipated GST and are payable as follows:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>69</td>
<td>67</td>
</tr>
<tr>
<td>Later than one year and not later than five years</td>
<td>64</td>
<td>152</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>133</td>
<td>219</td>
</tr>
</tbody>
</table>

Operating leases have been entered into as a means of acquiring access to storage facilities necessary for efficient operations. Lease payments are generally fixed, but with escalation clauses on which contingent rentals are determined.

(b) **Capital expenditure commitments**

Material classes of capital expenditure commitments inclusive of anticipated GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>-</td>
<td>131</td>
</tr>
<tr>
<td>Plant and Equipment</td>
<td>-</td>
<td>525</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>656</td>
</tr>
</tbody>
</table>

Payable

* Not later than one year

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Not later than one year</td>
<td>-</td>
<td>656</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>656</td>
</tr>
</tbody>
</table>

(c) **Other expenditure commitments**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>139</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>139</td>
<td>-</td>
</tr>
</tbody>
</table>

(d) Approximately $0.98M remains unspent in 2011-12 from Arts Queensland grant funding which is committed to delivering a program of innovation, change and capital investment across the Museum in 2012-13.

24. **Contingencies**

**Native Title claims over Museum land**

As at 30 June 2012, no native title claims have been made on Museum land.
25. **Controlled entities**

The following entities are controlled by the Queensland Museum:

<table>
<thead>
<tr>
<th>Name of Controlled Entity</th>
<th>Audit Arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Queensland Museum Foundation Trust</td>
<td>Auditor-General of Queensland</td>
</tr>
</tbody>
</table>

The Board established the Queensland Museum Foundation Trust in June 2002. The Trust’s assets, liabilities, revenues and expenses have been consolidated in these financial statements. Separate financial statements are prepared for the Queensland Museum Foundation Trust.

The Board has agreed to fund the operation of the Foundation until further advised.

<table>
<thead>
<tr>
<th>Name of Controlled Entity</th>
<th>Audit Arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b) Harry West Memorial Fund</td>
<td>Auditor-General of Queensland</td>
</tr>
</tbody>
</table>

The Board of the Queensland Museum acts as trustee for, and manages the Harry West Memorial Fund, a testamentary trust established under the last will and testament of the late Henry (Harry) Thomas West. The Board is the sole beneficiary of this Trust which now comprises only cash assets as described at Note 1(z).

Revenue received by the Board as sole beneficiary totalled $97,050 (2010-11: $104,621).

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

**Financial results of the Harry West Memorial Fund**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>97</td>
<td>105</td>
</tr>
<tr>
<td>Expenses</td>
<td>97</td>
<td>105</td>
</tr>
<tr>
<td>Net surplus</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Assets</td>
<td>2,518</td>
<td>2,521</td>
</tr>
<tr>
<td>Liabilities</td>
<td>(6)</td>
<td>(9)</td>
</tr>
<tr>
<td>Net assets</td>
<td>2,524</td>
<td>2,530</td>
</tr>
</tbody>
</table>

26. **Events occurring after balance date**

There were no significant events occurring after balance date.
27. Financial instruments - economic entity

(a) Categorisation of financial instruments

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>12</td>
<td>8,682</td>
<td>9,782</td>
<td>7,514</td>
<td>8,820</td>
</tr>
<tr>
<td>Receivables</td>
<td>13</td>
<td>870</td>
<td>586</td>
<td>701</td>
<td>526</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>9,552</td>
<td>10,368</td>
<td>8,215</td>
<td>9,346</td>
</tr>
</tbody>
</table>

| **Financial liabilities** |       |                       |                       |                    |                    |
| Payables                | 18    | 928                   | 901                   | 928                | 901                |
| **Total**               |       | 928                   | 901                   | 928                | 901                |

(b) Financial risk management

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

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

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

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

<table>
<thead>
<tr>
<th>Risk exposure</th>
<th>Measurement method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit risk</td>
<td>Ageing analysis, earnings at risk</td>
</tr>
<tr>
<td>Liquidity risk</td>
<td>Sensitivity analysis</td>
</tr>
<tr>
<td>Market risk</td>
<td>Interest rate sensitivity analysis</td>
</tr>
</tbody>
</table>

(c) Credit risk exposure

Credit risk exposure refers to the situation where the Board may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The carrying amount of receivables represents the maximum exposure to credit risk.

No collateral is held as security and no credit enhancements relate to financial assets held by the Board.

The Board manages credit risk through the use of management reports. This strategy aims to reduce the exposure to credit default by ensuring that the Board invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
27. Financial instruments - economic entity, cont
(c) Credit risk exposure, cont

No intangible assets have been classified as held for sale or form part of a disposal group held for sale. All intangibles are held by the Parent Entity.

The method for calculating any provisional impairment for risk is based on past experience, current and expected changes in economic conditions and changes in client credit ratings. No impairment losses have been recorded in the current year.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated.

Aging of past due but not impaired financial assets of the Economic Entity are disclosed in the following tables:

2012 Financial assets past due but not impaired

<table>
<thead>
<tr>
<th>Contractual Repricing/Maturity date:</th>
<th>overdue</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than 30 Days</td>
<td>30-60 Days</td>
<td>61-90 Days</td>
<td>More than 90 Days</td>
<td>Total</td>
</tr>
<tr>
<td>Receivables</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>28</td>
<td>64</td>
<td>2</td>
<td>94</td>
</tr>
</tbody>
</table>

2011 Financial assets past due but not impaired

<table>
<thead>
<tr>
<th>Contractual Repricing/Maturity date:</th>
<th>overdue</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than 30 Days</td>
<td>30-60 Days</td>
<td>61-90 Days</td>
<td>More than 90 Days</td>
<td>Total</td>
</tr>
<tr>
<td>Receivables</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>

Financial assets

<table>
<thead>
<tr>
<th>Receivables</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>

Total: - 2
27. Financial instruments - economic entity, cont

(d) Liquidity risk

Liquidity risk refers to the situation where the Board may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The Board is only exposed to liquidity risk in respect of its payables.

The Board manages liquidity risk through the use of management reports. This strategy aims to reduce the exposure to liquidity risk by ensuring the Board has sufficient funds available to meet employee and supplier obligations at all times. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by the Board. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal amount outstanding at balance date for the Economic Entity.

<table>
<thead>
<tr>
<th>Note</th>
<th>2012 payables in</th>
<th>2011 payables in</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;1 year</td>
<td>1-5 years</td>
</tr>
<tr>
<td>Payables</td>
<td>18</td>
<td>928</td>
</tr>
<tr>
<td>Total</td>
<td>928</td>
<td>-</td>
</tr>
</tbody>
</table>

(e) Market risk

The Board is exposed to interest rate risk through cash deposits in interest bearing accounts. The Board does not undertake any hedging in relation to interest risk. With respect to foreign currency exchange rate risks, the Board is primarily exposed through contracts negotiated in foreign currency such as exhibition hire and transportation fees. Where the amounts are material, the Board may elect to purchase foreign currency through the Queensland Treasury Corporation in order to provide budget certainty and to minimise the impact of adverse exchange rate movements. The Board is not materially exposed to commodity price changes.
27. Financial instruments - economic entity, cont

(f) Interest rate sensitivity analysis

The Board is exposed to interest rate risk through cash deposits in interest-bearing accounts. The Board does not undertake any hedging in relation to interest risk. With respect to foreign currency exchange rate risks, the Board is primarily exposed through contracts negotiated in foreign currency such as exhibition hire and transportation fees. Where the amounts are material, the Board may elect to purchase foreign currency through the Queensland Treasury Corporation in order to provide budget certainty and to minimise the impact of adverse exchange rate movements. The Board is not materially exposed to commodity price changes.

<table>
<thead>
<tr>
<th>Financial instruments</th>
<th>2012 interest rate risk</th>
<th>2011 interest rate risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-1%</td>
<td>+1%</td>
</tr>
<tr>
<td>Cash</td>
<td>Carrying Amount: 8,682</td>
<td>Profit: (87) Equity: (87) Profit: 87 Equity: 87</td>
</tr>
<tr>
<td>Overall effect on profit and equity</td>
<td>Profit: (87) Equity: (87) Profit: 87 Equity: 87</td>
<td>Profit: (98) Equity: (98) Profit: 98 Equity: 98</td>
</tr>
</tbody>
</table>

(g) Fair Value

The fair value of financial assets and liabilities is determined by value:

- The Board does not hold any available for sale assets.
- The carrying amount of cash, cash equivalents, receivables and payables approximate their fair value and are not disclosed separately.

The Board has not offset any assets and liabilities.
28. **Correction of error**

In 2010-11 the Museum commissioned the Australian Valuation Office (AVO) to undertake a comprehensive revaluation of all Museum land. A decrement of $1,271,375 was reported. Due to a mathematical error, this decrement was incorrectly applied as $2,284,125. In accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors, the value of Property Plant & Equipment and the Asset Revaluation Reserve has been restated in 2010-11 to correct this error. The following extract shows the line items affected (note, not every line item is replicated here but “Totals” represent the aggregate of every line item). In accordance with AASB 101 paragraph 39 the opening balances at 1 July 2010 have been reported in the Statement of Financial Position.

<table>
<thead>
<tr>
<th>Line Item Extract for Restatement of Prior Period Error</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial line item / balance affected</strong></td>
</tr>
<tr>
<td>Published</td>
</tr>
<tr>
<td><strong>Statement of comprehensive income (extract)</strong></td>
</tr>
<tr>
<td>Increase in asset revaluation surplus</td>
</tr>
<tr>
<td>Total other comprehensive income</td>
</tr>
<tr>
<td>Total comprehensive income</td>
</tr>
<tr>
<td><strong>Statement of financial position (extract)</strong></td>
</tr>
<tr>
<td>Non current assets</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
</tr>
<tr>
<td>Total non current assets</td>
</tr>
<tr>
<td>Total assets</td>
</tr>
<tr>
<td>Net assets</td>
</tr>
<tr>
<td><strong>Statement of changes in equity (extract)</strong></td>
</tr>
<tr>
<td>Asset revaluation surplus Balance as at 30 June 2010</td>
</tr>
<tr>
<td>Total other comprehensive income</td>
</tr>
<tr>
<td>Asset revaluation surplus Balance as at 30 June 2011</td>
</tr>
</tbody>
</table>
**CERTIFICATE OF THE BOARD OF THE QUEENSLAND MUSEUM**

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

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

(b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Board of the Queensland Museum for the financial year ended 30 June 2012 and of the financial position of the entity at the end of that year.

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

Date: **17th August 2012**

**Dr Ian Galloway**  
Chief Executive Officer  
Queensland Museum  

Date: **17.8.2012**
INDEPENDENT AUDITOR’S REPORT

To the Board of The Queensland Museum


We have audited the accompanying financial report of the Board of the Queensland Museum, which comprises the statements of financial position as at 30 June 2012, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Chair and Chief Executive Officer of the entity and the consolidated entity comprising the Board of the Queensland Museum and the entity it controlled at the year’s end or from time to time during the financial year.

The Board’s Responsibility for the Financial Report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, including compliance with Australian Accounting Standards. The Board’s responsibility also includes such internal control as the Board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. The audit was conducted in accordance with the Auditor-General of Queensland Auditing Standards, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

HLB Mann Judd (SE Old Partnership) ABN 68 520 406 716
Level 15, 66 Eagle Street, Brisbane QLD 4000 | PO Box 525 Brisbane QLD 4001
Telephone: +61 (0)7 3011 8800 | Facsimile: +61 (0)7 3221 0812 | Email: info@hblqld.com.au | Website: www.hlb.com.au
Liability limited by a scheme approved under Professional Standards Legislation.

HLB Mann Judd (SE Old Partnership) is a member of HLB International. A worldwide network of independent accounting firms and business advisers.
Independent auditor’s report, cont

Mann Judd

Independence

The Auditor-General Act 2009 promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General’s opinion are significant.

Opinion

In accordance with s.40 of the Auditor-General Act 2009 –

(a) I have received all the information and explanations which I have required; and

(b) in my opinion –

(i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and

(ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Board of the Queensland Museum and the consolidated entity for the financial year 1 July 2011 to 30 June 2012 and of the financial position as at the end of that year.

Other Matters - Electronic Presentation of the Audited Financial Report

This auditor’s report relates to the financial report of the Board of the Queensland Museum and the consolidated entity for the year ended 30 June 2012. Where the financial report is included on the Board of the Queensland Museum’s website the Board is responsible for the integrity of the Board of the Queensland Museum’s website and I have not been engaged to report on the integrity of the Board of the Queensland Museum’s website. The auditor’s report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

C J M King

As Delegate of the Auditor-General of Queensland

Brisbane, Queensland

17 August 2012
Proposed forward operations

Strategic plan 2012–2016

The Queensland Museum’s Strategic Plan 2012–2016 sets out the following strategic objectives:

To deliver a program of compelling visitor experiences that connect with our communities.
Create and deliver a five year museum exhibition and experience plan that:
- connects visitors with our amazing and challenging stories
- is underpinned by our experience architecture
- is co-created with community
- encourages social connection and intergenerational dialogue
- is informed by an ongoing program of audience research.
Invest in flexible, innovative, welcoming places and spaces.

To be a mission driven, business focussed, entrepreneurial organisation.
Leverage the five year museum exhibition and experience plan with strategic partners to ensure maximum attendance by local, intrastate, interstate and international audiences.
Support the Queensland Museum Foundation to secure substantial financial contributions for the Queensland Museum Network.
Build on the value of the Queensland Museum Network portfolio of brands and embed a clear line of sight between brand and QMN’s strategic imperatives.
Embed an entrepreneurial culture that seeks financial sustainability through business opportunities and innovation.

To engage in spirited, interactive partnerships with communities.
Invite Queenslanders to take possession of their museum through their participation in the implementation of our Community Engagement Policy that:
- invites Aboriginal people and Torres Strait Islanders to become full partners
- acknowledges and reflects Queensland’s culturally diverse communities
- embeds our museums into local communities
- identifies special interest communities especially education, tourism, science and collecting institutions
- encourages the active contribution of volunteers.
Provide greater opportunities for regional Queenslanders to engage with museum experiences.
Empower and provide direction to key staff as advocates for social and environmental issues and to build networks and partnerships with communities.

To connect Queensland communities to their natural and cultural heritage through the museum’s extensive collections and evidence-based research.
Manage and develop the collections in accordance with the Queensland Museum Network research and collection development strategy to tell the changing story of Queensland.
Broaden curatorial expertise to actively contribute to and inform the development of the five year museum exhibition and experience plan.
Build and improve accessibility and stewardship of collections.
Through high quality research and interpretation, elevate collections into compelling connections and experiences.
Enable multiple voices to guide and interpret Queensland’s changing story.
Operational plan 2012–2013


Deliver a program of compelling visitor experiences that connect with our communities

The establishment of QM Experience as a creative programming hub to drive development of the 5 Year Museum Exhibition and Experience Plan.

A 5 Year Museum Exhibition and Experience Plan of visitor programming developed for each museum and progressively delivered including:

- an international exhibition – Mummy: Secrets of the Tomb
- major events
- in-house productions including touring products – Gwen Gillam Story
- projects co-created with community – What Do You Collect? QM150 project
- travelling (for hire) exhibitions
- animated spaces – The Pit, Queensland Museum and Sciencentre
- signature events – I Dig Dinos, Have a Go Festival, Day out with Thomas, Creepy Crawlies Alive
- festival partnerships
- learning programs
- screen content.

As part of the QMN budgeting and investment process identified key museum experience projects in the 5 Year Museum Exhibition and Experience Plan for development and/or delivery in 2012–13 by QM Experience.

QM Experience Architecture progressively implemented to set consistent minimum creative/experience standards sharing cross-campus expertise that are aligned to each brand and have a line of sight to QM’s wider strategic imperatives and brand.

A QMN Customer Service Standard developed and applied across all museums and operations.

Audience research conducted and analysed at all campuses to inform the development of all QMN programming and visitor interactions to create personally meaningful experiences.

Online strategy (including web and social media) progressively implemented.

Be a mission driven, business focussed, entrepreneurial organisation

An entrepreneurial culture that seeks financial sustainability through business opportunities embedded throughout QMN.

- zero-based budgeting commenced
- QMN Project Management methodology developed and implemented
- investment management process implemented
- the development of the 5 Year Museum Exhibition and Experience Plan used to optimise revenue benefits from international events.

Queensland Museum Foundation Fundraising Strategy (2010–2013) progressively implemented to achieve the annual target of $1.3M of financial support for the Queensland Museum.

QM Brand Strategy progressively implemented.

Implementation of the Asset Strategic Plan and ICT Resources Strategic Plan continued.

Engage in spirited, interactive partnerships with communities

Spaces and places (physical, program, virtual) at QMN campuses identified and activated through the continuing operationalisation of the Community Engagement Policy.

The successful renewal of Dandiiri Maiwar with invited Indigenous communities as full partners.

Regional access to QMN research and collections provided by QMN Loans, web content and MDO programs.

Repatriation of Aboriginal and Torres Strait Islander Ancestral Remains and Secret and Sacred Objects progressed.

The Queensland Museum Foundation engaged with priority communities and corporates in partnerships to secure support.

Volunteering opportunities identified and made available to a diverse range of Queenslanders including members of Indigenous communities.

Exhibitions and public programs co-created with diverse communities. What do you Collect? project co-created with communities online and in unexpected spaces:

- partnership with Heartland and Shockwave Youth Arts Festivals at Blackall
- pop up museum projects co-created in community
- online blog collecting contributions from Queenslanders’ and their collections.

Relevant staff empowered and resourced to advocate and work with communities.
Connect Queensland communities to their natural and cultural heritage through the museum’s extensive collections and evidence-based research

Critical scientific and cultural questions addressed to increase knowledge and understanding of Queensland’s natural and social world. This knowledge used to underpin the development of the 5 Year Museum Exhibition and Experience Plan.

Education professionals engaged in using and developing QMN content relevant to the National Curricula in science, history and Indigenous culture.

Participated in the Inspiring Australia Science Communication Program to build community engagement with the natural and physical sciences, humanities and the social sciences.

Virtual and physical access provided to collection objects used in exhibition and public programs, and research.

Operating environment

The Museum network will commence 2012–13 with a new organisational structure and transforming organisational culture aligned to deliver on the strategic and operational imperatives for the Queensland Museum.

Risks and challenges

Relevant collecting that is responsive to contemporary issues.

- Continuing to secure grant and sponsorship funding in an increasingly competitive and tight fiscal environment to service our research priorities and growing visitation to our museums
- Responding to the global social shift from the visitor as consumer to the visitor as producer
- Meeting the technological and informational expectations of an iPhone generation.

The Operational Plan documents the ways in which the Board will manage these risks through:

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

Management and structure

Organisational structure
Board of the Queensland Museum

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

The Board met 11 times during the year.

Members of the Board during the year were:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Hon. Dr David Hamill AM, BA(Hons), MA, PhD, FCIT, FAICD</td>
<td>Chairperson and member</td>
</tr>
<tr>
<td>Ms Marina Vit, BBusComm, Dip AICD</td>
<td>Deputy Chairperson and member</td>
</tr>
<tr>
<td>Ms Yassmin Abdel-Magied, BEng(Mech)(Hons)</td>
<td>Member</td>
</tr>
<tr>
<td>Dr Geoff Ginn, BA (Hons), PhD (Qld)</td>
<td>Member</td>
</tr>
<tr>
<td>Dr Barbara Piscitelli AM, BA, MEd, PhD</td>
<td>Member</td>
</tr>
<tr>
<td>Mr Trevor Robinson</td>
<td>Member</td>
</tr>
<tr>
<td>Mr Peter Duffy, BA, LLB</td>
<td>Member</td>
</tr>
<tr>
<td>Ms Lyn Rowland, BA, GDipHR</td>
<td>Member</td>
</tr>
<tr>
<td>Professor Tom Cochrane BA, MPhil, FALIA, GAICD</td>
<td>Member</td>
</tr>
<tr>
<td>Ms Doreen Mellor, MBA (inc Grad Dip Arts Admin)</td>
<td>Member</td>
</tr>
<tr>
<td>Ms Sabine Schleicher</td>
<td>Member since 25 August 2011</td>
</tr>
<tr>
<td>Ms Leigh Tabrett, BA (Hons), PSM</td>
<td>Government Observer until January 2012</td>
</tr>
<tr>
<td>Ms Shane Rowlands</td>
<td>Government Observer from February 2012 to May 2012</td>
</tr>
<tr>
<td>Mr Philip Reed</td>
<td>Government Observer from 15 June 2012</td>
</tr>
<tr>
<td>Dr Ian Galloway, BSc (Hons), PhD, MAgSt</td>
<td>Observer</td>
</tr>
<tr>
<td>Dr Graeme Potter, MSc (Hons), PhD, GradDipEd</td>
<td>Observer</td>
</tr>
<tr>
<td>Mr Paul Willett, BBus (Pub. Admin), Grad Cert PSM</td>
<td>Observer</td>
</tr>
</tbody>
</table>
Executive management

Chief Executive Officer
Dr Ian Galloway, BSc(Hons), PhD, MAgrSt

The Chief Executive Officer is appointed as director of the Queensland Museum by the Governor in Council upon recommendation by the Minister for the Arts approved by the Board. The Director is appointed for a term of not more than five years under the Queensland Museum Act 1970 and is eligible for reappointment upon expiry of the term.

Dr Ian Galloway is charged with leading the QM network to achieve its vision.

Since joining the Queensland Museum in 2000, Ian has overseen significant expansion of the Museum’s regional presence with the opening of the new Museum of Tropical Queensland building in May 2000. The Workshops Rail Museum in 2002 and a major addition to Cobb+Co Museum in 2001. The final stage in the redevelopment of the Cobb+Co Museum was completed in September 2010. He has also overseen the rejuvenation of the Museum’s flagship site in Brisbane – beginning with the development of an off-site collection store at Hendra in 2003, then opening a new entrance, foyer, an Aboriginal and Torres Strait Islander Cultural Centre (Dandiiri Maiwar) and a state-of-the-art Sciencentre in 2004 and culminating in a significant refurbishment and reopening on the Museum’s 150th anniversary in January 2012.

Ian has a wealth of experience in museum management having previously served as Deputy CEO at Museum Victoria for six years during a period of significant expansion that resulted in a new Immigration Museum and the spectacular $290 million Melbourne Museum.

Ian was Chairman of the Australian National Committee of the International Council of Museums (ICOM) from 2001 to 2007. He is a member of the National Cultural Heritage Committee and a member of the Executive of the Council of Australasian Museum Directors.

Ian serves on the Boards of the National Trust of Queensland, the Currumbin Wildlife Sanctuary and is Deputy Chair of Business South Bank.

In 2003 Ian was awarded the Centenary Medal for his services to education and the museum industry.

Director, Corporate Services and Business Development
Mr Paul Willett, BBus(PubAdmin), GradCertPSM

In the role of Director Corporate Services and Business Development, Paul Willett directs the Museum network’s corporate functions of capital and business development, finance, administration, human resources, corporate communications and marketing, publishing, information management and information technology, facilities, risk management (including workplace health and safety at a corporate/strategic level) and other compliance and governance issues. He also manages the Audit and Risk Management Committee of the QM Board.

Paul has recently been awarded a 2012 Endeavour Executive Award from the Department of Innovation, Industry, Science and Research and Tertiary Education to undertake research at the newly constructed Museum of Nature and Science in Dallas. This new Museum will showcase the latest innovation in design and visitor experience and will open its door to the public in November 2012 after combining three existing Museums of Nature, Science and Children. In 2009 Paul completed a 3 month Smithsonian fellowship working in the Smithsonian Institution in Washington DC, USA, focussed on the entrepreneurial business practices of the Smithsonian Institution.

Prior to joining the Museum, Paul worked across the arts and education sectors of the Queensland government.

Director Queensland Museum and Sciencentre, South Bank
Dr Graeme Potter, MSc (Hons), PhD, GradDipEd

As Director of the network’s flagship site, Dr Graeme Potter delivered the redevelopment and renewal of the Queensland Museum and Sciencentre at South Bank. He is responsible for strategically directing the Museum’s research and collection activities across the Biodiversity & Geosciences and Cultures & Histories programs. Graeme joined QM in 1995 as inaugural Director of the Queensland Sciencecentre and was appointed Deputy CEO in 2001. Previously, Graeme held a number of management positions at the National Science and Technology Centre in Canberra including Education and Outreach Programs Manager, Resource Manager and Public Affairs Manager.

During 2008 to 2010, Graeme was seconded to the Department of the Premier and Cabinet as Director of Queensland’s 150th anniversary celebrations and coordinated the delivery of more than 800 events across Queensland during 2009. This built on the experience gained during 1991–93 when he was Deputy Commissioner-General of the Expo 92 Australian Pavilion in Seville, Spain. Graeme has been on numerous state and national committees including Chair of the Queensland-Smithsonian Fellowship Committee, President of the Australasian Science and Technology Exhibitors Network and member of the Commonwealth Secretariat Working Group coordinating the People’s Centre at the 2001 Commonwealth Heads of Government Meeting.

Director, Cobb+Co Museum and Regional Services
Dr Deborah Tranter OAM, BA, MLitSt, PhD, CT(Sec), GradDipCEd

As Director of Toowoomba’s Cobb+Co Museum, Deborah Tranter has been responsible for overseeing the construction of the $8 million National Carriage Factory redevelopment that was completed in September 2010. Deborah also leads the Museum’s regional services program that includes the state-wide educational loans service, the Museum Resource Centre Network and the strategic learning programs.

Deborah has spent all her working life in regional Queensland supporting economic and community development, tourism, education and arts organisations. She was awarded an Order of Australia Medal in 2000 for her contribution to cultural heritage and cultural tourism in regional Queensland.
Director, The Workshops Rail Museum

Mr Andrew Moritz, MBA, GradDipMusStudies, GradDipTour

Andrew Moritz is Director of the award-winning The Workshops Rail Museum in Ipswich and a member of the Museum’s Executive Management Team. Andrew joined QM as the inaugural Director of The Workshops Rail Museum in December 2001 and has led the development and success of all aspects of the Museum from inception, including winning two Australian and five Queensland Tourism Awards for Heritage and Cultural Tourism and the state’s best tourist attraction award in 2011. In July 2010 Andrew undertook the Getty Leadership Institute - Museum Leadership Program.


Director, Museum of Tropical Queensland

Mr Peter McLeod, BAgSc

Peter McLeod is Director of the North Queensland Tourism Award-winning Museum of Tropical Queensland in Townsville, arguably one of Australia’s most significant regional museums. As a member of the QM Executive Management Team, he is involved in all aspects of strategic and operational planning, policy development and financial management. Peter led the development and installation of the Museum’s Enchanted Rainforest exhibition in 2007 and the new children’s Shipwreck Adventure exhibition in 2009. Peter has held senior positions in the museum industry for eight years, including General Manager of the Qantas Founders Outback Museum in Longreach, western Queensland. With a degree in Agricultural Science from LaTrobe University, Peter spent 14 years leading and managing community based natural resource management programs in Victoria, Western Australia and Queensland.

Creative Director

Dr Suzanne Oberhardt, B.Ed; ATCL, MS, PhD

Suzanne Oberhardt is the Creative Director of the Queensland Museum network, responsible for developing the QM experience architecture that sets consistent minimum creative and experience standards across the network, shares cross-campus expertise and maintains a line of sight to QM’s wider strategic imperatives. She leads the creative programming group to develop the three year rolling QM Experience, Exhibition and Public Program Development Plan and brings design thinking and an audience focus to all strategic projects and work with internal and external stakeholders.

Suzanne has a background in arts, cultural, government and education sectors. In the past six years, she has been involved in the delivery of many cultural and educational reforms including the regeneration of the Queensland Cultural Centre at South Bank, the $1B State Schools of Tomorrow program, the Queensland Design Strategy, The Edge digital enterprise centre and the successful presentation of the Ideas Festival 2011.

Her teaching and research have been in the areas of new museology, cultural theory, new media and visual arts and she has practical skills in public programming, education, marketing and design in art galleries, both in Australia and the United States.

Suzanne brings her creative, entrepreneurial and liaison skills and significant policy experience to the Executive Management Team.
Audit and Risk Management Committee

The Audit and Risk Management Committee is responsible for the Museum’s audit and risk management process. The Committee operates according to its charter and terms of reference and had due regard to Queensland Treasury’s Audit Committee Guidelines.

In 2011–12 the Queensland Museum Audit and Risk Management Committee met five times.

Achievements during the year included:

- Conducted activities from the approved Strategic Audit Plan 2011–15 and the Annual Audit Plan 2011–12
- Finalised the Strategic Audit Plan 2012–16;
- Finalised the Annual Audit Plan 2012–13;
- Continually reviewed the Risk Register;
- Finalised the 2010–11 QM Financial Statements;
- Reviewed nine Terms of Reference documents from Internal Audit:
  - Tender and Contract Arrangements
  - Financial and Performance Management Standards
  - Goods and Services Tax.
  - Receipting and Banking – Hendra
  - Information Technology Security (Information Standard 18)
  - ICT Resources Strategic Planning (Information Standard 2)
  - Information Standard 42 (Privacy).
- Reviewed seven final Audit Reports from Internal Audit;
  - Corporate Card
  - Tender and Contract Arrangements
  - Financial and Performance Management Standards.
  - Goods and Services Tax
  - Receipting and Banking – Hendra
  - ICT Resources Strategic Planning (Information Standard 2) Information Standard 42 (Privacy).
- Integrated all recommendations from Internal Audit into the Register of Internal Audit Recommendations and Status for actioning;
- Integrated all recommendations from External Audit into the Register of External Audit Recommendations and status for actioning; and
- Continually reviewed and progressed the status of all items on the Register of Internal Audit Recommendations and Status and the Register of External Audit Recommendations and Status.

In performing its functions, the Audit and Risk Management Committee observed the terms of its charter and had due regard to Queensland Treasury’s Audit Committee Guidelines.

The Board of the Queensland Museum was not subject to any audits conducted by the Queensland Audit Office during the year.

Members of the committee during the year were:

**Chairperson and member**
Mr Stephen Copplin (Remuneration $475)

**Members**
The Hon. Dr. David Hamill AM (Remuneration $282)
Sabine Schleicher (Remuneration $423)
Lewis Hayes
Dr Ian Galloway

**Observer**
Paul Willett
John Horan
Michael Wakefield

**Observer and CAA Internal Audit**
Gerry Dalton
Martin Linanne
Chris King
Adrian Narayanan

The Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

The Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee

- assists in the development, review and evaluation of the Queensland Museum’s policies and procedures regarding the management and protection of Aboriginal and Torres Strait Islander cultural property and cultural heritage and all matters relating to Aboriginal and Torres Strait Islander peoples;
- advises the Board on matters concerning the Queensland Museum’s Aboriginal and Torres Strait Islander Collections and exhibitions; and
- assists the Board to enable the Queensland Museum to provide effective services to Aboriginal and Torres Strait Islander peoples.

The committee met three times during the year. Members of the committee during the year were:

**Chairperson and member**
Mr Trevor Robinson

**Member**
Ms Patricia O’Connor (until 7 June 2012)
Ms Jianna Richardson
Ms Irene Ryder
Ms Colleen Wall
Mr Thomas Sebasio
Mrs Margaret Iselin
Mrs Lynette Shipway
Mr Dany Williams

**Observer**
Dr Ian Galloway, BSc (Hons), PhD, MASt
Dr Graeme Potter, MSc (Hons), PhD, GradDipEd
Dr Michael Westaway, BA (Hons), GradDipEd, GradDipArts, PhD
Queensland Museum Children and Young Person’s Working Party

The Queensland Museum Children and Young Person’s Working Party advises the Board on matters relating to the engagement of children and young people in Queensland Museum projects and programs.

Members of the committee during the year were:

**Chairperson and member**
- Dr Barbara Piscitelli AM, BA, MEd, PhD

**Member**
- Mr Greg Kretschmann, BA BEdSt (Qld) DipT MACE
- Ms Anne Marlay, Dip BKTC, Grad Dip Ed
- Ms Vanessa Benson-Cassard, MBA
- Ms Yassmin Abdel Magied, BEng(Mech)(Hons)

**Observer**
- Dr Ian Galloway, BSc (Hons), PhD, MAgSt
- Dr Graeme Potter, MSc (Hons), PhD, GradDipEd
- Mr Andrew Moritz, MBA, GradDipMusStud, GradDipTour.

Queensland Museum South Bank Advisory Committee

The Queensland Museum South Bank Advisory Committee supports the Director, Queensland Museum and Sciencentre in the operation of the campus to facilitate the two-way exchange of information and co-operation with the local community and to assist with the raising of funds for specified and unspecified purposes by donation, sponsorship, bequest or other means.

The committee met three times during the year. Members of the committee during the year were:

**Chairperson and member until October 2011**
- Mr Malcolm Snow, B Reg & Town Plan (Hons), M Land Arch, MPIA, MPCA

**Vice Chairperson and member**
- Dr Ian Galloway, BSc (Hons), PhD, MAgSt

**Member**
- Barbara Piscitelli AM, BA, MEd, PhD (until May 2012)
- Mr Rob Kent, BBus
- Ms Penny Flynn, BLiberal Arts
- Mr Jeremy Prentice
- Mr Tom Hewitt
- Mr Athol Young

**Secretary/Director**
- Dr Deborah Tranter, OAM, BA, MLitSt PhD, CT(Sec), GradDipCEd

Cobb+Co Museum Advisory Committee

The Cobb+Co Museum Advisory Committee supports the Director, Cobb+Co Museum in the operation of the campus to facilitate the two-way exchange of information and co-operation with the local community and to assist with the raising of funds for specified and unspecified purposes by donation, sponsorship, bequest or other means.

The Cobb+Co Museum Advisory Committee met four times during the year. The Friends of the Cobb+Co Museum Inc was formed during the year as a vehicle for supporting the Museum’s operations.

Members of the committee during the year were:

**Chairperson and member**
- Dr Dennis Campbell, MBA, PhD, DipLegalSt

**Vice Chairperson and member**
- Dr Ian Galloway, BSc (Hons), PhD, MAgSt

**Member**
- Ms Maryann Andersen
- Ms Amelia Cardell, BA, MA
- Ms Donna Moodie, BA
- Dr Alan Bartholomai, AM, MSc, PhD
- Professor Maurice French, BA, MADLitt
- Mr Clive Armitage
- Ms Krista Hauritz, BBus(Tourism)
- Mr Athol Kerridge

**Secretary/Director**
- Dr Graeme Potter, MSc (Hons), PhD, GradDipEd
Museum of Tropical Queensland Advisory Committee

The Museum of Tropical Queensland Advisory Committee supports the Director, The Museum of Tropical Queensland in the operation of the campus to facilitate the two-way exchange of information and co-operation with the local community and to assist with the raising of funds for specified and unspecified purposes by donation, sponsorship, bequest or other means.

The Museum of Tropical Queensland Advisory Committee met four times during the year. In September 2011, The Friends of the Museum of Tropical Queensland Inc — was established as a community-based initiative to support the Museum’s operations.

Members of the committee during the year were:

**Chairperson and member**
Ms Jayne Arlett, BSc.PodMed, DipAppScPod. (Distinction), DipPracMgt UNEP, MAPod.A FAAPSM, FASMF, FAIM

**Vice Chairperson and member**
Dr Ian Galloway, BSc (Hons), PhD, MAgSt

**Member**
Mr Peter Duffy, BA, LLB
Professor Mike Kingsford, BSc MSc PhD
Ms Gail Mackay, BA Hons (Class 1)
Ms Su McLennan, Dip Creative Arts, Grad Dip Ed (B Ed), Grad Cert Museum Man, Partial Dip LGA Gov Admin
Ms Natalie Howard
Mr Dolan Hayes, BA(Asian & Int. Studies), GradDip in Indonesian Language & Culture, Partial BBusCom(Journalism), MA(International Economics & Politics) (from 1 November 2011)
Mr David Kippin (from 1 January 2012)
Cr Jenny Lane, AFAIM, GAICD (to September 2011)
Mr Trevor Goldstone, BAppSc Recreation (Tourism & Marketing), GradDip Mgt (until 7 December 2011)

**Secretary/Director**
Mr Peter McLeod, BAgSc

The Workshops Rail Museum Advisory Committee

The Workshops Rail Museum Advisory Committee supports the Director, The Workshops Rail Museum in the operation of the campus to facilitate the two-way exchange of information and co-operation with the local community and to assist with the raising of funds for specified and unspecified purposes by donation, sponsorship, bequest or other means.

The committee met four times during the year.

Members of the committee during the year were:

**Chairperson and member**
Mr V. O’Rourke, AM, BEcon, FCPA, FCIT, FAIM, FFTA

**Vice Chairman**
Dr Ian Galloway, BSc (Hons), PhD, MAgSt

**Member**
Ms Desley Brassington, BEd, Dip T
Ms Dianne O’Neill
Professor Alan Rix, BA, PhD
Mr Kel Creedy
Mrs Robyn Buchanan, BSc
Mr Kevin Wright, PSM (QR nominee - ex officio)
Ms Denise Hanly, MAICD, Com.Dec
Mr Peter Johnstone

**Secretary / Director**
Mr Andrew Moritz, MBA, GradDipMusStud, GradDipTour
Queensland Museum Foundation

The Queensland Museum Foundation Trust (the Foundation) was established in 2003 by the Board of the Queensland Museum to raise funds to support the state-wide programs and strategic priorities of the Queensland Museum.

The Foundation raises funds via private and corporate gifts, donations, bequests and sponsorships to assist the Queensland Museum to:

- acquire and conserve objects and specimens that represent the state’s natural and cultural heritage
- create exhibitions and displays that interpret and present an accurate account of Queensland’s stories, culture and biodiversity
- undertake evidence-based scientific research to document and increase understanding of our native fauna
- deliver museum services throughout Queensland.

The Foundation’s financial reports are prepared by the Queensland Museum and audited by the Queensland Audit Office.

Foundation Trustees during the year were:

**Patron**
Her Excellency Ms Penelope Wensley AC, Governor of Queensland

**Chairperson**
Mr David Liddy, MBA, SF Fin, FAICD (until 14 March 2012)

**Trustee**
Mr Martin Albrecht AC, B.Tech (Civil), FTSE Hon, FIE Aust, FAICD, FAIM, DUniv (QUT) (Trustee since 12 September 2011)
Dr Dennis Campbell, MBA,PhD,DipLegalSt,FCHSE,CHE,FAIM
Professor Peter Coaldrake, BA(Hons IIA), PhD
Ms Nicole Hollows, BBus (Accntg), Grad Dip CSP, Grad Dip Adv Accctg (Dist), ACIS, CA, GAICD
Mr Vince O’Rourke AM, BEcon, FCPA, FCIT, FAIM
Ms Lynn Rainbow Reid
Mr Mick Reilly, BA, Grad Dip Bus (HRD), Grad Dip Resource Management, MSc (IS), FAIM, FAICD (until 25 July 2011)
Ms Louise Street

**Ex-officio**
Ms Margot Andersen, BCI
Dr Ian Galloway, BSc (Hons), PhD, MAgSt
The Hon. Dr David Hamill AM BA(Hons), MA, PhD, FCIT, FAICD
Compliance

Public sector ethics

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

The Museum’s business strategies, administrative procedures and management practices are developed and conducted having regard to the ethics principles set out in the Public Sector Ethics Act 1994 and the Code of Conduct. The Museum’s performance planning and assessment framework for individuals and teams reflects these ethical principles as included in its strategic and operational plans.

Public sector ethics training is offered to all staff on an annual basis. Internal and external feedback/complaints handling is incorporated into Divisional Customer Service Charters.

Disclosure of additional information

The Queensland Museum publishes the following information reporting requirements on its website in lieu of inclusion in the annual report:

- Information systems and recordkeeping
- Consultancies
- Overseas travel
- Research grants
- Research consultancies
- Scientific and academic publications
- Exhibitions, public programs and events
Human resources

Workforce planning, attraction and retention

As at 30 June 2012, the Queensland Museum’s workforce was constituted of 242 full-time equivalent staff. Its permanent retention rate for the year was 94.6%.

A realignment of the Museum’s human resources began in January 2012 to create an effective and efficient network capable of achieving its vision and goals for the future. The staff realignment will extend and enhance the Museum’s ability to facilitate community engagement, develop and co-create compelling visitor experiences, engage in entrepreneurship, and to live its vision and create a thriving and sustainable Queensland Museum network.

The staff realignment is part of the Queensland Museum network’s cultural transformation initiative that encompasses a new performance accountability and management framework linked closely to the continued activation of the Queensland Government’s Capability and Leadership Framework for the Queensland Public Service. This new approach to performance management includes annual performance development and management training, and provides a greater opportunity to develop, recognise and reward exceptional employee performance across the Queensland Museum network.

The Museum is committed to a safe and productive workforce. The Queensland workplace health and safety law changed on 1 January 2012 with national workplace health and safety harmonisation and the introduction of the Queensland Work Health and Safety Act. In preparation for this, the Queensland Museum network commissioned a legal audit of its safety management systems to assess the network’s readiness for the changes. Overall, the Museum’s systems met the majority of the new legislative requirements and, where gaps were identified, a comprehensive closeout plan was developed. The Queensland Museum is working steadily to close those gaps and increase the safety management capability of staff and management.

The Queensland Museum is committed to the ongoing development and activation of opportunities for staff to work flexibly and access arrangements that enhance work-life balance. This year the Queensland Museum assessed and redeveloped its work and family policies, and policy awareness initiatives and work to embed these policies in human resource management practice are ongoing.

Strengthening the industrial and employee relations framework and practices in an environment of high competition for talent has been a priority for the Queensland Museum network this year. Workforce practices in the frontline visitor services division at the Queensland Museum and Sciencentre were reviewed commencing in April 2012, with the goal of working more effectively and efficiently in delivering frontline services to museum visitors.

Early retirements, retrenchments and redundancies

In 2011–12 there were no early retirements, retrenchments or redundancies.
Feedback form

To assist us in ensuring that our Annual Report fulfils our objectives, please answer the following questions

1. How would you rate our Annual Report?

   Overall
   - [ ] excellent
   - [ ] good
   - [ ] satisfactory
   - [ ] poor

   Presentation of content
   - [ ] excellent
   - [ ] good
   - [ ] satisfactory
   - [ ] poor

   Ease of navigation
   - [ ] excellent
   - [ ] good
   - [ ] satisfactory
   - [ ] poor

   Value of information
   - [ ] excellent
   - [ ] good
   - [ ] satisfactory
   - [ ] poor

   Style of language
   - [ ] excellent
   - [ ] good
   - [ ] satisfactory
   - [ ] poor

   Level of detail
   - [ ] excellent
   - [ ] good
   - [ ] satisfactory
   - [ ] poor

2. How do you think we could improve our Annual Report?

   __________________________________________________________

   __________________________________________________________

3. Do you have any other comments about our Annual Report?

   __________________________________________________________

   __________________________________________________________

4. Please indicate the group which best describes you:
   - [ ] Member of Parliament
   - [ ] Industry professional
   - [ ] Government employee
   - [ ] Student / academic
   - [ ] Media
   - [ ] Queensland Museum employee
   - [ ] Queensland Museum visitor
   - [ ] Other (please specify) ________________________________

Thank you for your feedback.

Glossary

<table>
<thead>
<tr>
<th>Abbreviation/acronym</th>
<th>Meaning</th>
</tr>
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<tbody>
<tr>
<td>ABRS</td>
<td>Australian Biological Resources Study</td>
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<tr>
<td>ALA</td>
<td>Atlas of Living Australia</td>
</tr>
<tr>
<td>C+C</td>
<td>Cobb+Co Museum</td>
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<tr>
<td>MDO</td>
<td>Museum Development Officer</td>
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<tr>
<td>MRCN</td>
<td>Museum Resource Centre Network</td>
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<tr>
<td>MTQ</td>
<td>Museum of Tropical Queensland</td>
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<tr>
<td>QM</td>
<td>Queensland Museum</td>
</tr>
<tr>
<td>QMN</td>
<td>Queensland Museum network</td>
</tr>
<tr>
<td>QM&amp;S</td>
<td>Queensland Museum &amp; Sciencentre</td>
</tr>
<tr>
<td>TWRM</td>
<td>The Workshops Rail Museum</td>
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</tbody>
</table>

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The official copy of the annual report, as tabled in the Legislative Assembly of Queensland can be accessed from the Queensland Parliament’s tabled papers website database:

Board of the Queensland Museum annual report for the year ended 30 June 2012

ISSN: 1837 – 3089

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This annual report can be accessed at www.qm.qld.gov.au/About+Us/Corporate+information/Reports.

Please contact Manager Corporate Communications and Marketing on telephone 07 3842 9388, facsimile 07 3846 1918 or email pr@qm.qld.gov.au for further information or to obtain a hard copy of the report.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this report, please call 07 3840 7555 and we will arrange an interpreter to effectively communicate the report to you.

The Board of the Queensland Museum welcomes feedback on this annual report. Please complete our online feedback form at www.qm.qld.gov.au.

Board of the Queensland Museum
Corner Grey and Melbourne Streets, South Brisbane
Queensland Australia
PO Box 3300, South Brisbane Queensland Australia 4101
Telephone: 07 3840 7555
Facsimile: 07 3846 1918
Email: discovery@qm.qld.gov.au
Website: www.qm.qld.gov.au

QUEENSLAND MUSEUM
1862–2012

Queensland Government