

ENFORCEABLE UNDERTAKING

Part 11, Work Health and Safety Act 2011

The commitments in this undertaking are offered to the regulator by

Board of the Queensland Museum
(the person)

ABN / ACN 91 522 611 802

COMMENCEMENT OF UNDERTAKING

This enforceable undertaking is given on the day and date that it is accepted and signed by the regulator. The undertaking and its enforceable terms will commence to operate as a legally binding commitment on the part of the person from the date it is given.

DEFINITIONS

Contravention means an alleged contravention.

OIR means the Office of Industrial Relations.

WHSMS means a Work Health and Safety Management System.

Person means an individual who or a legal entity which has a duty under the *Work Health and Safety Act 2011*, the *Electrical Safety Act 2002* or the *Safety in Recreational Water Activities Act 2011* and can give a written undertaking. The term includes individuals, each partner in a partnership, corporations, individuals, or corporations as trustees of trusts, statutory corporations, public authorities, the State of Queensland, the Commonwealth of Australia and other Australian states and territories.

Regulator means the Deputy Director-General, OIR, being the person appointed by the Governor in Council as regulator under the Safety Acts.

Safety Acts means *Work Health and Safety Act 2011*, *Electrical Safety Act 2002* and *Safety in Recreational Water Activities Act 2011*.

Very Serious Injury means, for this publication, is an injury that has caused nervous system damage liable to lead to mental incapacity or permanent restriction of mobility or involves a major amputation a major amputation of a limb or part of the body – for example amputation above the knee or elbow.

WHS undertaking or undertaking, or enforceable undertaking means a written undertaking given under Part 11 of the *Work Health and Safety Act 2011* by a person in connection with a matter relating to a contravention or alleged contravention by the person of the *Work Health and Safety Act 2011* and includes all the contents of that document including the general information, general and enforceable terms.

WHS Act means the *Work Health and Safety Act 2011*.

PRIVACY STATEMENT

The OIR respects your privacy and is committed to protecting personal information. The information provided in this document is for the purpose of an undertaking given to the regulator under Part 11 of the WHS Act, Part 3 of the *Electrical Safety Act 2002* or Part 4 of the *Safety in Recreational Water Activities Act 2011*. This information will be managed within the requirements of the current state government privacy regime.

The OIR may publish the undertaking and information contained in it for purposes identified in the undertaking or for other appropriate purposes in publications such as newspapers and on its website. The OIR may be required to disclose personal information to other agencies such as the Queensland Police Service and WorkCover Queensland in accordance with enforcement activities that may be conducted as part of an investigation. Information on our privacy policy is available at www.worksafe.qld.gov.au.

SECTION 1: GENERAL INFORMATION

1.1 Details of the person giving the undertaking

Nominated person:	Board of Queensland Museum ("the Board")
Street address:	Corner Grey and Melbourne Streets, South Brisbane Qld 4101
Mailing address:	PO Box 3300, South Brisbane BC Qld 4101
Telephone:	07 3153 3000
Email address:	qm.directorate@qm.qld.gov.au
Legal structure:	Statutory Body
Type of business:	Museum
Commencement date:	20 January 1862
Workers:	
Full time:	161
Part time:	84
Casual:	131
Volunteers:	170

Background

Queensland Museum Network (QMN) is an iconic and vibrant network of museums that inspire generations to discover and celebrate our natural and cultural heritage.

At our heart is an extraordinary State Collection of more than 15.2 million specimens and objects that document and tell Queensland's unique stories.

We harness support of industry, government, and community to celebrate the story of Queensland and its place in the world through leading research and unique experiences across five sites across the state, including:

- a) Queensland Museum in South Bank, Brisbane (owned by Arts Queensland and leased to the Board).
- b) The Workshops Rail Museum in Ipswich (owned by the Board)
- c) Cobb and Co Museum in Toowoomba (owned by the Board)
- d) Museum of Tropical Queensland in Townsville (owned by the Board)
- e) Queensland Museum Collections and Research Centre in Hendra, Brisbane (owned by the Board).

QMN engages with communities across the state through a virtual museum and online resources, workshops, talks and lectures, school education kits, professional consultancy services, best-selling publications and major events including World Science Festival Brisbane.

QMN is governed by the Board, a statutory body whose existence, functions and powers are set out in the *Queensland Museum Act 1970*.

The Finance and Audit Risk Management Committee (FARMC) is a subcommittee of the Board. FARMC operates according to a charter and terms of reference informed by audit committee guidelines provided from time to time by Queensland Treasury. FARMC meets bimonthly to analyse and review QMN's audit and risk management functions, including work health and safety (WHS) compliance. These matters are then tabled and approved by the Board.

1.2 Detail the contravention

It is alleged that the Board was conducting a business or undertaking, and held a health and safety duty, namely a duty pursuant to section 19(1) of the WHS Act, to ensure, so far as reasonably practicable, the health and safety of workers engaged by it and whose activities in carrying out work were influenced or directed by it while the workers were at work in the business or undertaking, failed to comply with the said duty, and the failure exposed individuals to a risk of serious injury or illness contrary to section 32 of the WHS Act.

Board of the Queensland Museum

Version: 0.13

Date: 17 February 2023

1.3 Detail the events surrounding the contravention

Q Fever is a vaccine-preventable disease caused by the *Coxiella Burnetii* bacterium. It was first recognised in Australia in the 1920s. At the time, because the illness was unknown, patients were diagnosed with 'Query Fever', later abbreviated to Q Fever.

Q Fever spreads from animals to people by bacteria found in the animal's hide, wool, fur, or bodily fluids. Humans can become infected by inhaling the dust from infected animals, or from contact with mucous membranes. It does not spread from person to person.

Q Fever symptoms in humans manifest 14 - 25 days after infection and include sudden high fever, blurred vision, chills, nausea, and general fatigue. Infected animals may not show any sign of illness, and many people infected with Q Fever have no or few symptoms.

Q Fever is a notifiable disease under the *Public Health Act 2005*. The only recognised protection in Australia is to vaccinate those who are likely to come into close contact with infected animals including abattoir workers, farmers, shearers, veterinary professionals, and agricultural staff.

On 16 January 2019, a QMN employee (Employee A), based at Queensland Museum in South Bank, Brisbane was diagnosed with a spinal abscess as a manifestation of Q Fever.

A second employee (Employee B), also based at Queensland Museum in South Bank, Brisbane, was diagnosed with Q Fever on 22 February 2019.

The source and cause of Q Fever within Employees A and B has not been identified, however, taxidermy of native animals and field work associated with collecting specimens are potential causes.

Taxidermy is the art of preserving the skin, fur, feathers, or scales of an animal – primarily vertebrates - for the purpose of display or study.

QMN holds more than 60,000 taxidermy specimens of more than 2,700 unique species. At the time of the alleged contravention new specimens – usually public donations resulting from roadkill, beach wash or window strikes – were prepared onsite at Queensland Museum in South Bank, Brisbane, and, in limited cases, the Museum of Tropical Queensland in Townsville by QMN staff and volunteers trained in taxidermy.

On 16 October 2016, QMN sought and received advice from Workplace Health and Safety Queensland (WHSQ) regarding Q Fever and suggested risk management procedures. This advice was not actioned. Furthermore, QMN misinterpreted sources of Q Fever infection and contamination, and as such, did not consider Q Fever to be a significant risk to QMN staff and volunteers performing taxidermy in the course of their employment with QMN.

An extensive review of QMN Executive and Board Meeting Agenda and Minutes for the period indicates that no formal communication or advice was produced for consideration. There is also no record of the issue being formally communicated to a member of the Executive team highlighting the advice provided by WHSQ at that time. There has been an extensive turnover in the Executive and Board since 2016.

At the time of the alleged contravention, QMN had no specific policy for zoonotic diseases such as Q Fever and no training, immunisation program or Safe Operating Procedures (SOPs) for infection prevention and control of zoonoses.

1.4 Detail the enforcement notices issued that relate to the contravention detailed in term 1.2

☒ Not Applicable

1.5 Detail the injury sustained or illness suffered by worker/s or other/s as a consequence of the contravention detailed in term 1.2

Employee A was diagnosed with a spinal abscess due to Q Fever. They had spinal surgery on 6 February 2019 and returned to work in June 2019. Employee A has subsequently been identified with 20 per cent permanent impairment for physical injury.

Employee B was diagnosed with Q Fever and experienced flu-like symptoms. While sick leave was available, it was not required. Employee B has since made a full recovery.

1.6 Detail the employment status and the workers' compensation or other insurance status regarding the worker/s who sustained injury or suffered illness as detailed in term 1.5

The worker/s detailed is:

- ☒ an employee/s of the entity
- ☐ a self-employed worker/s
- ☐ other
- ☐ not applicable

On 16 January 2019 Employee A submitted a Workers Compensation claim via WorkCover. The quantum of the claim was limited to direct losses such as medical expenses and time away from work. The claim was accepted on 25 January 2019. Employee A lodged a secondary Workers Compensation claim via WorkCover for psychological injury on 11 June 2021. This claim was later denied by WorkCover on the basis that a new injury had not been incurred, and the initial injury is manageable through the primary claim.

1.7 Detail the support provided or proposed by the person to the injured worker/s and/or family or other/s

Date	Description of support
16 January 2019	Employee A advised QMN they had been diagnosed with a spinal abscess as a manifestation of Q Fever, requiring spinal surgery. QMN reported the diagnosis to WHSQ as required for a notifiable injury; offered Employee A counselling via the Employee Assistance Program; assisted Employee A to complete a WorkCover Claim; and engaged with Employee A's treatment providers to determine suitable duties pre- and post-surgery.
25 January 2019	Employee A's WorkCover claim for medical expenses and time away from work accepted.
20 February 2019	Q Fever debriefings with QMN staff and volunteers exposed to taxidermy/ animals and counselling offered via QMN's Employee Assistance Program.
22 February 2019	Employee B diagnosed with Q Fever. QMN reported to WHSQ as required for notifiable injury; offered Employee B counselling via Employee Assistance Program; and granted Employee B sick leave to attend medical appointments as necessary.
February – May 2019	Employee A commenced 3 months leave – compensated via WorkCover – for spinal surgery, rehabilitation, and recovery. QMN maintained regular contact with Employee A during the 3-month leave period to monitor their welfare.

Date	Description of support
May 2019	Suitable Duties Plan (SDP) developed by QMN in consultation with Employee A, CAA ¹ , and Employee A's treatment providers. Case Manager assigned by CAA.
June 2019	Employee A returned to work on a part-time (4 days/ week) basis, in accordance with SDP.
August 2019 – April 2021	Periodic contact/ check in regarding recovery and wellbeing between Employee A, QMN and Case Manager assigned by CAA.
May 2021-current	Weekly welfare check-in sessions with Employee A, WHS and Risk Manager; Head Biodiversity and Geosciences (as senior line-manager to Employee A); and Return to Work Coordinator assigned by CAA.
June 2021	Employee A suffered a relapse in capacity and granted 4 weeks sick leave. QMN offered counselling via the Employee Assistance Program.
July 2021	Employee A returned to work on a part-time (4 days/ week) basis in accordance with SDP.
November 2021	Employee A suffered a relapse in capacity and received a worker capacity certificate reducing workdays from 4 days/ week to 2 days/ week. QMN offered counselling via Employee Assistance Program. SDP revised by QMN in consultation with Employee A, CAA, and Employee A's treatment providers.
November 2021 – April 2022	Employee A returned to work on a part-time (2 days/ week) basis in accordance with revised SDP. SDP to reassessed in April 2022 in consultation with Employee A, CAA, and Employee A's treatment providers.
1 September 2022	Employee A returned to a work schedule of 4 days/ week in accordance with a revised SDP in consultation with Employee A, CAA, and Employee A's treatment providers.

1.8 Detail any current WHSMS implemented and maintained by the person

QMN's has created a Project Team (Risk and Compliance Team) to manage the Enforceable Undertaking and a key initiative within that project is to implement a Work Health and Safety Management System (WHSMS) is underpinned by a implementing an Integrated Management System (refer to 1.8) and the WHS Policy informed by applicable Safety Acts and ISO Standards.

The WHS Policy is reviewed bi-annually and as required by new legislation and best practice by QMN's Risk and Compliance Team, endorsed by FARMC and approved by the Board. The WHS Policy defines the individual responsibilities of officers, Board members, supervisors/ managers, workers, and others.

The WHS Policy applies to all QMN employees, volunteers and those working on site at:

- Queensland Museum in South Bank, Brisbane
- The Workshops Rail Museum in Ipswich
- Cobb and Co Museum in Toowoomba
- Museum of Tropical Queensland in Townsville
- Queensland Museum Collections and Research Centre in Hendra, Brisbane
- as well as any temporary workplaces established from time to time i.e., field trips, flexible working arrangements (together QMN sites).

The WHS Policy is supported by procedures (WHS and Risk Procedures) including, inter alia:

- driver safety

¹ Corporate Administration Agency (CAA) provides QMN with corporate services under a 'Shared Services Provider' model. Fees and terms are agreed under a service level agreement, negotiated annually, and include human resources recruitment, payroll, and consultancy. CAA provided advice and case management support for the affected employees.

- manual handling
- working at heights
- incident reporting/ investigation
- injury management rehabilitation and workers compensation
- use of specific machinery, hand-tools, equipment; purchasing and managing dangerous goods.

WHS and Risk Procedures are developed using a pre-approved template in consultation with the relevant work unit(s) and approved by the Executive Director, Corporate Services and Chief Financial Officer who manages the Risk and Compliance Team. WHS Procedures are reviewed every 3 years/ as needed e.g., after an incident or because of changes to legislation or Standards. All WHS Procedures are available on the intranet. Some may also be published on the QMN website (external).

In accordance with the WHS Policy, site-specific Work Health and Safety Committees (WHS Committees), comprised of representatives from QMN sites are convened at least quarterly to coordinate, communicate and action WHS matters relevant to that QMN site and/ or work undertaken by workers on that QMN site.

Members of site-specific WHS Committees are elected for a period of up to 3 years. At least 1 member of each site-specific WHS Committee holds a WHS Certificate IV. Site-specific WHS Committee members receive comprehensive training, to ensure they are appropriately qualified and supported to fulfil their role.

Training includes:

- a) initial induction conducted by QMN Principal WHS Officer, including discussion of role/ responsibilities of WHS Committee members, review of WHS Policy and WHS Procedures
- b) awareness training via ELMO² (annually)
- c) five-day Health and Safety Representative (HSR) training, conducted by RTO (upon appointment to the WHS Committee, as legislated)
- d) one day HSR Health and Safety Committee training, conducted by RTO (upon appointment to the WHS Committee, non-legislated)
- e) one day HSR refresher training, conducted by RTO (every 3 years, as legislated).

The site-specific WHS Committees are responsible for:

- a) encouraging and maintaining an active interest in WHS on their site and QMN 'at large'
- b) considering measures for training and educating persons at their site about WHS issues
- c) reviewing draft procedures/ policies/ guides in relation to WHS for their site and QMN 'at large' and providing recommendations and feedback
- d) advise QMN staff and volunteers about the formulation, review and distribution of standards, rules, and procedures about WHS at their site
- e) helping in the resolution of issues and corrective actions about WHS at their site
- f) conduct WHS investigations if required.

Following the alleged contravention, an enterprise-level WHS Consultative Committee, formulated under section 75 - 79 of the WHS Act, was established to monitor QMN's practise with the Safety Acts and ensure management participation in WHS matters.

The WHS Consultative Committee members include:

- Executive Director, Corporate Services and Chief Financial Officer (Chair)
- Head, Facilities, and Infrastructure renewal
- Head, Risk and Compliance [as the nominated WHS Adviser (WHS A)]
- 2 x WHS Representatives (WHS R), elected by QMN employees for a term of 3 years.

All QMN Executive Directors are required to attend WHS Consultative Committee meetings as observers.

The WHS Consultative Committee meets at least quarterly to:

- a) provide high level consultation and problem resolution for the issues and feedback raised by the site-specific WHS Consultative Committees
- b) review the circumstances surrounding work incidents, devise and implement recommendations for improvement
- c) monitor and update the site-specific WHS risk registers
- d) contribute to WHS reports required by FARMC/ the Board.

² ELMO is QMN's online learning management system. It includes more than 400 free learning and development programs, available for self-directed learning. QMN also develops and delivers bespoke training i.e., Code of Conduct, Cyber Security, WHS via the ELMO platform.

As part of this undertaking, QMN proposes to implement a fully integrated digital WHSMS that will unify the available, but disparate, elements of the existing WHSMS and provide end-to-end management of WHS and Risk. Digitisation of the current paper-based model will streamline operations and improve useability, reporting and compliance across QMN's decentralised workforce (refer item 3.2.3).

Post the identification of the alleged contravention a comprehensive review was undertaken of QMN's training and induction material to ensure it was contemporary and adequately addressed zoonotic diseases, biological and dangerous goods risks, and hazards. Vaccination (Q Fever Policy and Zoonoses Policy) policy and processes have been updated to ensure that current and past staff and volunteers have undertaken screening and vaccination for Q Fever.

A variety of Safe Operating Procedures (SOPs) were developed including for accessing freezers where animals are stored and for undertaking taxidermy. This was deemed inadequate by QMN, and all activity related to preparation and dissection of animals has ceased and this remains in place. This is supported by ongoing medical surveillance and 6 monthly visits to a medical practitioner for those who may continue to have regular contact with animals provided by members of the public.

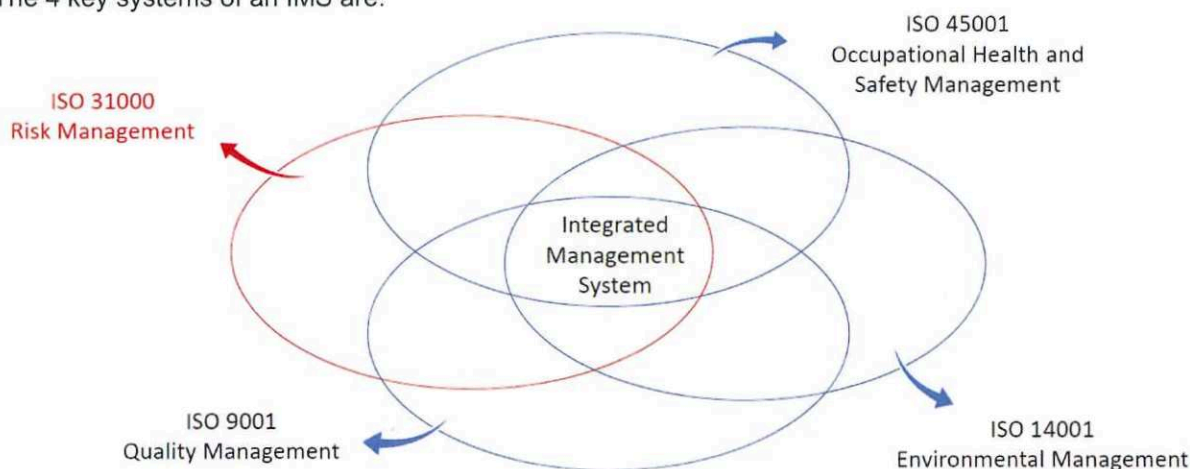
As part of the EU an Assurance Strategy will be developed to monitor, review, take corrective action and to identify where further communication, consultation and education is required where systems, processes and people do not meet legislation, Standards, WHS Policy, procedures and guidance materials. The strategy will apply risk and evidence-based tools to determine high risk tasks, functions, and activities, prioritise our focus and determine timing for compliance monitoring and review. The strategy will rely on both lead and lag indicators to pre-empt potential events and measure outcomes.

BDO has been engaged to assist develop a Risk Management System and associated tools that will be folded into QMN's Integrated Management System based on ISO Standards:

- Safety Management System
- Quality Management System
- Environment Management System
- Risk Management Framework (Assurance Strategy).

These are to be aligned to ISO Standards and adapted to be fit-for-purpose and reflective of our size, capacity, and capability.

The 4 key systems of an IMS are:



1.9 Detail the level of auditing undertaken on the WHSMS referred to in term 1.8, including compliance audits and audit frequency

At the time of the alleged contravention, QMN did not conduct routine audits of its WHSMS. Nominated WHS Officers (WHSO) at each QMN site routinely completed hazard audit inspections of work areas and undertook investigations of serious incident and submitted findings to the site WHS Committee for corrective action. All corrective action reports and investigation outcomes are added to individual CAR registers as well as a Master CAR register.

QMN staff submit injury and near miss reports as issues occurred/ were observed. The WHSO and Supervisor/ Manager were expected to address the corrective action and validate that it had been closed out. WHSOs at each campus provide an immediate WHS and Risk presence to the workforce and are required to address emergent hazard and risks, undertake investigations, and actively monitor corrective actions.

WHS matters, including comparative year-to-date:

- lost time claims received and accepted
- days lost in relation to WorkCover claims
- employee incidents and injury reports
- detailed information on medical expense claims
- training initiatives and completion rates, including non-compliant staff
- policy and procedure updates were, and continue to be, reported quarterly to the Board via FARMC.

As a result of the alleged contravention, in July 2019 Working Armour was engaged to conduct an audit of QMN's WHSMS. The audit was conducted against ISO45001:2018 *Occupational Health and Safety Management Systems*. It included a physical audit of Queensland Museum in South Bank, Brisbane, and a desktop review of the WHS Policy; associated WHS procedures; and audit and reporting mechanisms across QMN. The audit resulted in 18 recommendations, all of which were endorsed by FARMC and approved by the Board.

In April 2021 Work Safety Hub were engaged to assist QMN systematically implement the Working Armour audit recommendations. Progress has been reported regularly to FARMC and the Board.

A third-party audit program of the WHSMS (proposed as part of this undertaking, refer Stage one-three of item 3.2.4) is to be undertaken (refer Stage 5 and 6 of item 3.2.4) to assess and validate the implementation of the WHSMS and the effectiveness of the Assurance Strategy.

Not only have regular expert audits been programmed into the EU, both internal and external audits regimes will be programmed through the Assurance Strategy to assess both WHS and Risk management performance based on lead and lag indicators.

1.10 Detail the consultation undertaken or proposed to be undertaken, in relation to this undertaking

The Board has consulted with the following to address the alleged contravention and develop this undertaking:

- a) The Minister responsible for the *Queensland Museum Act 1970* via Arts Queensland
- b) Biosecurity Queensland (see term 1.11)
- c) Corporate Administration Agency (as defined at term 1.7)
- d) external contractors including WSP Australia Pty Ltd. (see term 1.11), Working Armour (see terms 1.9 and 1.11), Work Safety Hub (see terms 1.9 and 1.11)
- e) Queensland Health (see term 1.11)
- f) QMN staff, volunteers, and contractors, specifically:
 - i. employee A and B
 - ii. the Board, FARMC, Chief Executive Officer (CEO) and Executive Leadership Team (ELT)
 - iii. Head of Biodiversity and Geosciences
 - iv. those impacted by Q Fever and zoonotic diseases, including staff, volunteers, and key stakeholders
 - v. individual members of site-specific WHS Committees (described at term 1.8, above)
 - vi. enterprise-level WHS Consultative Committee (described at term 1.8, above).
- g) WHS Queensland (WHSQ) (as described at term 1.11, below).

QMN will continue to consult with these stakeholders, and others, both internal and external, as the discrete elements of this undertaking are developed and delivered (see terms 3.2 - 3.4). A comprehensive Communication and Engagement Plan will be developed to support the implementation of the EU.

1.11 Detail the rectifications to the workplace or work practices made as a result of the contravention and events detailed in terms 1.2 and 1.3 and the enforcement notices issued as detailed in term 1.4

The rectifications to QMN sites and QMN work practices made because of the alleged contravention and events detailed in terms 1.2 and 1.3 are summarised below. Unless otherwise stated, these rectifications were completed across **all QMN sites**.

DATE	ACTION	VALUE (\$)
16 January 2019	<ul style="list-style-type: none"> Q Fever infection reported to WHSQ. All taxidermy and preparation work ceased. Skinning Room and Wet Laboratory at Queensland Museum in South Bank, Brisbane closed. 	N/A
22 January 2019	<ul style="list-style-type: none"> Representatives from WHSQ visited Queensland Museum in South Bank, Brisbane and gathered initial information regarding the incident and statements from staff and volunteers based at Queensland Museum. 	N/A
22 January 2019	<ul style="list-style-type: none"> Zoonoses Management Policy developed in consultation with Biosecurity Queensland, approved and communicated to QMN staff and volunteers at risk of infection from zoonotic diseases (i.e., Q Fever, rabies, and lyssavirus) because of their employment at QMN. 	N/A
1 February – 7 June 2019	<ul style="list-style-type: none"> QMN staff and volunteers (past and present) at risk of infection from zoonotic diseases Q Fever because of their employment at QMN identified and screened for seropositive antibodies and vaccinated as required. 	9,984
20 February 2019	<ul style="list-style-type: none"> QMN CEO convened a meeting at Queensland Museum in South Bank, Brisbane with QMN staff considered 'at risk' of infection from zoonotic diseases because of their employment at QMN to present information on Q Fever, outline the risk mitigation strategies for Q Fever and other zoonotic diseases, offering counselling services, and answered questions. 	N/A
1 March 2019	<ul style="list-style-type: none"> QMN CEO convened a meeting at Queensland Museum in South Bank, Brisbane for all QMN staff and volunteers and representatives of WH&SQ and Queensland Health to present information on Q Fever, describe the situation, outline the risk mitigation strategies for Q Fever and other zoonotic diseases, offering counselling services, and answered questions. 	N/A
20 May 2019	<ul style="list-style-type: none"> WSP Australia Pty Ltd engaged to conduct a Q Fever 'Risk Review' including provision of advice on Q Fever decontamination management, cleaning regime (including appropriate chemicals), review and advise on SOPs to mitigate infection from zoonotic diseases Q Fever and advise on risk of contamination via heating, ventilation, and air-conditioning systems at Queensland Museum in South Bank, Brisbane. 	5,950
18 June 2019	<ul style="list-style-type: none"> WSP Australia Pty Ltd Q Fever Risk Review completed. 	N/A
22 June 2019	<ul style="list-style-type: none"> WSP Australia Pty Ltd engaged to conduct 'Human Health Risk Assessment' for Q Fever. 	9,000
3 July 2019	Working Armour engaged to conduct a review of QMN's WHS management policies/ processes using <i>ISO45001:2018 Occupational Health and Safety Management Systems</i> .	14,502
10 July 2019	The following documents developed to protect the health, safety, and wellness by minimising the risk of vaccine-preventable	N/A

DATE	ACTION	VALUE (\$)
	<p>disease transmission occurring whilst working or volunteering at sites owned and/ or operated by QMN:</p> <ul style="list-style-type: none"> ▪ Q Fever Management Policy ▪ Zoonoses Management Policy ▪ Vaccination Requirements Procedure - QMN employees identified with an occupational risk are reviewed every 6 months and undergo serological testing with their treating medical practitioner to test for the presence of Q Fever antibodies. If antibodies are not at sufficient levels to neutralise viruses, QMN employees are required to receive an initial or booster vaccine. Medical information is stored within QMN's payroll system and automatic reminders sent to employees for review. ▪ Preparation of Vertebrate Specimens Procedure to identify safety risks and appropriate controls associated with the preparation of specimens for research and/ or display ▪ Accepting animal donations from members of the public Procedure which describes how animals offered to QMN by a member of the public should be handled safely to mitigate risk of infection from zoonotic diseases. ▪ Safe Operating Procedure: Taxidermy and Natural History Specimen Preparation ▪ Safe Operating Procedure: Specimen Preparation – Formalin Fixing. 	
9 August 2019	<ul style="list-style-type: none"> ▪ Q Fever Management Policy and Zoonoses Management Policy updated to include human-to-human transmission. 	N/A
13 August 2019	<ul style="list-style-type: none"> ▪ WSP Australia Pty Ltd completed Human Health Risk Assessment, finding that the risk of infection from zoonotic diseases for occupational QMN activities with controls in place range between 'Negligible' and 'Low', and can be effectively controlled by design/ operating procedures and vaccination. 	N/A
21 August 2019	<ul style="list-style-type: none"> ▪ Training with QMN staff and volunteers at Queensland Museum in South Bank, Brisbane, and Museum of Tropical Queensland in Townsville on new SOPs. 	N/A
26 - 31 August 2019	<ul style="list-style-type: none"> ▪ Deep clean of level 1 Skinning Room and Wet Laboratory; storage facilities and other workspaces at Queensland Museum in South Bank, Brisbane that may have been exposed to Q Fever completed. 	12,140
25 October 2019	<ul style="list-style-type: none"> ▪ Review of QMN's WHS management systems (Working Armour Review and Close-Out Plan) complete. ▪ Actions arising from the Working Armour Review and Close-Out Plan commenced. 	N/A
22 April 2020	<ul style="list-style-type: none"> ▪ QMN WHS Issue Resolution Procedure approved and implemented. 	N/A
20 August 2020	<ul style="list-style-type: none"> ▪ Review of all QMN role descriptions against requirements for high-risk work licenses/ specific qualifications and mandatory training completed. 	N/A
1 October 2020	<ul style="list-style-type: none"> ▪ WHS Consultative Committee established pursuant to the <i>Work Health and Safety Act 2011</i> (ss 75-79) to provide a forum for the consultation of WHS matters that may impact on the operations QMN (see term 1.8 above). 	N/A
10 November – 1 December	<ul style="list-style-type: none"> ▪ Compulsory WHS Awareness Module rolled out to all QMN staff via ELMO. 	N/A

DATE	ACTION	VALUE (\$)
2020		
25 November 2020	<ul style="list-style-type: none"> WHS Policy reviewed, updated, approved by FARMC/ the Board, and implemented across QMN. 	N/A
27 April 2021	Work Safety Hub engaged to deliver outstanding items from the Working Armour Review and Close-Out Plan, including: <ul style="list-style-type: none"> develop a WHS Management System Manual review and revise existing QMN Policies and Procedures WHS Planning and Reporting Processes Emergency Response Plan Legal Compliance Register lead and lag KPIs to measure and audit ongoing performance. 	47,800
1 June 2021	Safety Moments – a short, verbal safety highlight, near miss or other example - introduced at all QMN meetings to elevate awareness of WHS matters.	N/A
1 June – 31 October 2021	WHS audit inspections conducted which assist to determine baseline for ongoing annual audit schedule. The Assurance Strategy will utilise this data to establish a baseline audit regime which will enhance internal audit functions and be validated by periodically by conducting third-party audits.	TBD
7 July 2021	All taxidermy at Museum of Tropical Queensland ceased indefinitely.	N/A
TOTAL		99,376

A consultant (Marshall Butterworth) has been engaged by QMN to audit SOPs and dangerous goods protocols related to the operation of the newly named Biological Specimen Preparation Laboratories. Prior to re-commencement of any Laboratory work QMN will seek guidance from regulators and experts on our systems, processes, and facilities as fit-for-purpose, this may necessitate conducting further audits.

In developing the *Museum Biological Specimen Preparation and Small Museums WHS and Risk Tool Kits* (see item 3.3.1) the processes and systems described will have further peer review by state and national institutions and bodies. Feedback will be incorporated prior to publication.

SECTION 2: GENERAL TERMS

The person acknowledges and commits to the general terms set forth in the sub-terms below.

2.1 Acknowledgement that the regulator alleges a contravention occurred as detailed in term 1.2

The Board acknowledges that the regulator alleges a contravention by the Board as detailed in term 1.2 above.

2.2 Statement of regret that the contravention occurred and the reasons the person considers this undertaking is a more appropriate response to the contravention than a court-imposed sanction

The Board deeply regrets that QMN employees were diagnosed with Q Fever and accepts that QMN's past WHSMS, WHS Policy, systems and processes were inadequate to mitigate the risk associated with the spread of zoonotic diseases. By implementing the rectifications described at term 1.11, the Board is confident that the risk of future infection at QMN sites is minimised.

The Board is committed to protecting the health, safety and welfare of all workers, contractors, volunteers, and visitors. The rectifications completed to date, as well as those proposed in this undertaking will improve awareness of zoonotic diseases, and elevate the importance of WHS matters across QMN, the museum industry and the wider community, resulting in real and lasting cultural change that would not be achieved from a court-imposed sanction.

2.3 Statement of commitment that the behaviour, activities, and other factors which caused or led to the contravention has ceased and will not reoccur

This alleged contravention is a serious, high-risk matter. The Board, as evidenced by term 1.11 (above), has taken decisive action to reduce immediate risk, assess the situation and develop informed, long-term policies and procedures to mitigate future infection to the extent reasonably practicable.

QMN has mitigated the potential for infection from zoonotic diseases and is committed to ensuring that the processes and systems that have been implemented are not only proactive in addressing emergent risks but are continuously evaluated to ensure they remain contemporary, fit-for-purpose and best practice. QMN will continue to review and update policy, procedures and processes related to zoonotic diseases and ensure that consultation, training, education of at-risk staff and volunteers is maintained. Automated training reminders are provided to at risk staff as well as for compulsory training requirements for all QMN staff.

To date we have had no further incidents involving infection from zoonotic diseases and our systems continue to alert at risk persons of the requirement to comply with the requirement to have 6 monthly assessments from a medical practitioner. QMN covers all medical expenses related to this testing to ensure that staff complete the testing requirement. This is validated through receipt and payment of testing invoices. Our records (QMN Q Fever Screening and Vaccination Program register) indicate that all staff are at present compliant with the requirement.

2.4 Acknowledgment of the guidelines published by the regulator for the acceptance of an undertaking

I have read and understood:

Guidelines for the acceptance of an enforceable undertaking

Version: 1

Dated: 22 November 2017

2.5 Acknowledgement that this undertaking may be published and publicised

2.5.1 The Board acknowledges that the undertaking may be published on the OIR's website and referenced in OIR material.

2.5.2 The Board acknowledges that the undertaking may be publicised in newspapers.

2.6 Statement of the person's ability to comply with the terms of this undertaking and meet the projected costs of the activities

2.6.1 The Board has the financial ability to comply with the terms of this undertaking and have provided evidence by way of a signed statement with this undertaking to support this declaration.

2.6.2 In the event of loss or withdrawal of a required industry specific license, impending liquidation or sale of the entity, The Board will advise OIR of the relevant circumstances and its capacity to comply with the outstanding terms of this undertaking.

2.7 Statement regarding person's relationship with any corporations, officers, employees, contractors, proposed beneficiaries of donations or scholarship or other recipient of financial benefit contained in this undertaking

In accordance with the *Queensland Museum Act 1970*, *Public Sector Ethics Act 1994*, and *Code of Conduct for the Queensland Public Service* all QMN staff (be they permanent, temporary, full-time, part-time, or casual), volunteers, student contractors, consultants or anyone who works in any other capacity for QMN, has an obligation to disclose any interest that conflicts or may conflict with the performance of their official duties.

As such, all conflicts of interest (actual, potential, and perceived) related to this undertaking will be identified and declared in accordance with QMN's existing policies and procedures.

2.8 Statement regarding Intellectual Property Licence

- 2.8.1 Subject to paragraph 2.8.2 below, the Board grants OIR a permanent, irrevocable, royalty-free, world-wide, non-exclusive licence to use, reproduce, publish, distribute, electronically transmit, electronically distribute, adapt, and modify any materials developed because of this undertaking and in respect of which the Board owns the intellectual property rights.
- 2.8.2 This license granted by the Board under paragraph 2.8 does not extend to granting a license to use third party proprietary material that may be required to use the material developed by the Board because of this undertaking.

2.9 Acknowledgement that the person may be required to provide a statutory declaration

OIR has requested a statutory declaration outlining details of any prior convictions, subject to any local legal constraints such as spent conviction legislation, or findings of guilt under the Safety Acts.

☐ YES

☒ NO

The statutory declaration is attached (if applicable)

☐ YES

☐ NO

2.10 Statement of commitment from the person to participate constructively in all compliance monitoring activities for this undertaking

- 2.10.1 It is acknowledged that responsibility for demonstrating compliance with this undertaking rests with the person.
- 2.10.2 Evidence to demonstrate compliance with the terms will be provided to OIR by the due date for each term.
- 2.10.3 The evidence provided to demonstrate compliance with this undertaking will be retained by the person until advised by the regulator, that this undertaking has been completely discharged.
- 2.10.4 It is acknowledged that any failure to meet the due date for an enforceable term will result in the matter being escalated and may lead to enforcement action.
- 2.10.5 It is acknowledged that OIR may undertake other compliance monitoring activities to verify the evidence and compliance with an enforceable term, and cooperation will be provided to OIR.
- 2.10.6 It is acknowledged that OIR may initiate additional compliance monitoring activities, such as inspections, as considered necessary at OIR's expense.
- 2.10.7 It is acknowledged that details of all seminars, workshops and training conducted by a non-registered training provider must be notified to OIR, by email, at least one week prior. Notification should include time, date, location, and the trainer/facilitator.

2.11 A commitment by the person to perform activities that will ensure the ongoing effective management of risks to health and safety in the future conduct of its business or undertaking

The Board will commit the resources necessary to ensure the success of this undertaking and the effective management of risks to health and safety now and beyond this undertaking.

QMN acknowledges this will require ongoing consultation, engagement, and collaboration at the Board, Executive and officer level with experts and institutions involved in disease management, both public and private, at the state, national and international level to manage the complex nature of zoonotic and biological hazards.

QMN will seek to not only actively engage with experts throughout the lifecycle of the project, but it has proposed several initiatives to actively seek peer review and feedback at the state, national and international level as well as to disseminate and share lessons learned that will extend beyond the project.

This includes development and implementation of a WHSMS (proposed as part of this undertaking, refer Stage 1 to 3 of item 3.2.4) to consistently address risks to WHS and address risk across QMN. The WHSMS will be continually reviewed and matured to ensure best practice as part of this undertaking (refer Stage 5 and 6 of item 3.2.4). As an immediate risk mitigation and to raise the profile of WHS within QMN all team meetings must have a WHS standing item, is now included in position descriptions, induction, and personal performance planning.

The Board will create a new Risk and Compliance Team (3 full-time positions, a 200% increase on current, QMN employees dedicated to WHS and Risk matters). This team will implement the integrated WHSMS, overhaul QMN's WHS Policy and Procedures (as necessary) and implement WHS processes (see term 3.2.3). Introducing an Assurance Strategy that enables QMN to monitor, review and assess our performance as well as identify areas requiring improvement.

The Head of Risk and Compliance Team report the Executive Director Corporate Services/ CFO. A temporary Head of Risk and Compliance will project manage this undertaking (see term 3.2.3). The Head is provided support and direction by the Enforceable Undertaking Project Board (EU Project Board) comprised of representatives from ELT and Senior Managers. The Principle WHS Officer is a permanent position within the Risk and Compliance Team. The EU Project Board reports to the CEO and FARMC who report to the QMN Board.

At the completion of the EU and the associated project work, QMN will assess the ongoing benefits and costs of maintaining the resources within the Risk and Compliance function. This will consider the maturity of the function, the systems implemented and how they support the organisation through automation and the demands placed on BAU activity of other QMN staff.

Governance of QMN WHS matters will remain the responsibility of the Board, via FARMC. The ELT will continue to demonstrate an ongoing commitment to safety through participation in the EU Project Board and WHS Consultative Committee.

Following is a brief description of the Roles and Responsibilities in delivering the undertaking:

QMN Board will have responsibility for determining that the project provides maximum value to the staff, stakeholders, the Minister, and community by ensuring they have effective oversight of the project's deliverables and budget.

FARMC will provide oversight of the financial reporting process, the audit process, the company's system of internal controls and compliance with laws and regulations on behalf of the Board.

The Chief Executive Officer has responsibility for ensuring that the project has developed on operational plan and championing the project within the organisation and to the Board.

The EU Project Board will provide:

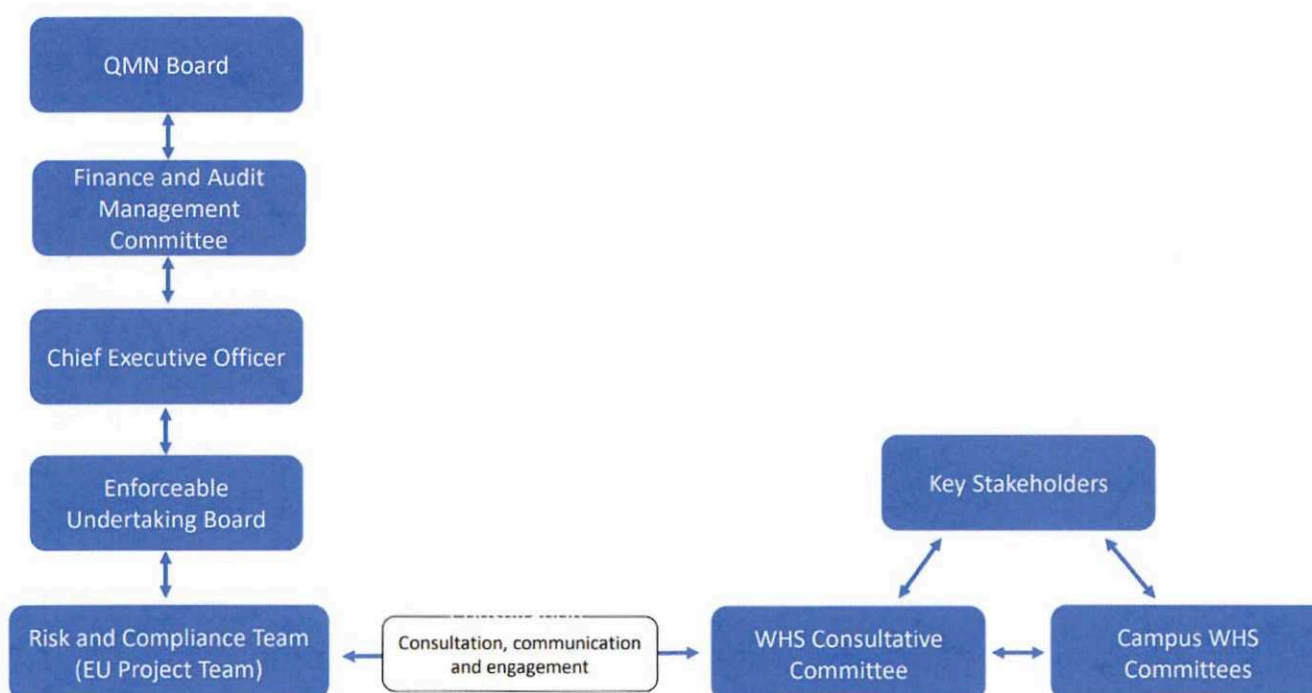
- a) executive, strategic oversight of project progress
- b) strategic direction to the project

- c) guidance on project business issues within the organisation, government, and industry
- d) strategies to address potential threats to the project's success and identify and assess opportunities
- e) approve or reject changes to the project timelines and budget
- f) direction to the project and PM
- g) visible and sustained support for the project and PM
- h) active support and promotion of the project and its objectives throughout QMN.

The Head of Risk and Compliance (Project Manager) is responsible for the delivery of the operational plan and will ensure the delivery of tasks and activities to quality, time, and budget.

The WHS Consultative Committee and Campus WHS Committee's will provide a conduit to consult, engage and communicate on the delivery of the project tasks and activities. This will include peer review of changes to policy, procedures and processes and activity promote and ensure these are effectively implemented and complied with.

Enforceable Undertaking Governance Model

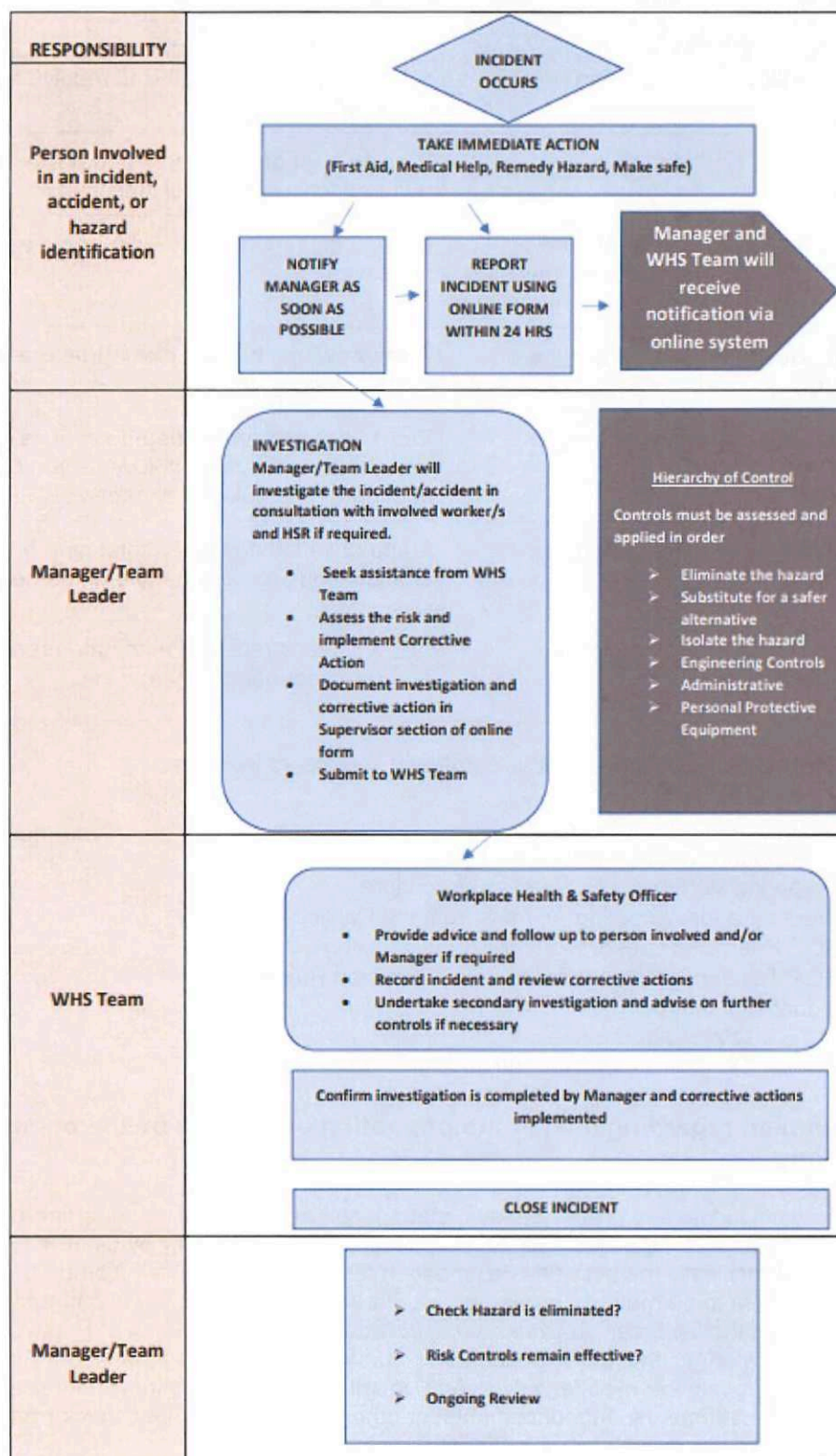


QMN would also like to note that it will contribute significant business as usual funds to this undertaking. This will have impacts across the organisation for other programs as we will forgo initiatives in other areas. QMN and the Board feel this is important in accepting our role in not mitigating the alleged incident and is a clear demonstration of our contrition for the harm caused.

Costs Attributed to BAU	Amount
Refurbishment of QMS Wet Laboratory	\$500,000
Other Campus Laboratory Equipment Upgrades	\$300,000
EU Salary and Oncosts	\$616,000
Total BAU Contribution	\$1,416,000

Below is the process used to raise WHS issues:

Queensland Museum Incident Reporting Process



Refer to Appendix 1 for the Old and New Organisational Charts.

Below is QMN's new employee induction framework:

Resource	User	Purpose/ Details
QMN Induction ELMO course	Managers, any staff performing inductions	To be used for all inductions to ensure compliance activities are met and all staff receive a consistent message.
Manager checklist	Managers	Provide a list of mandatory and optional activities that are required for a successful induction.
WHS Induction Kit	Managers, new employees, any staff performing inductions	Provide guidance on the WHS requirements for a new employee.
New employee checklist	New employee	Gives new employee a clear structure with identified checkpoints.
Personal welcomes	New employee	From CEO and appropriate Executive Director. Personal touch that reinforces employee's vertical alignment, while encouraging employee engagement.
Evaluation survey	New employee	To be completed at end of first month. Provides feedback on induction process. Early engagement measure.
Automated training reminder	All employees	All employees received automated reminders to complete programmed mandatory training.

Specific training and induction for at risk staff and volunteers includes:

- Zoonoses Policy
- Q Fever Management Policy
- Vaccination Requirements Procedure
- Preparing Vertebrate Specimens Procedure
- Procedure for Accepting Animals from the Public
- SOP Specimen Preparation for Formalin Fixing
- SOP Taxidermy and natural History Specimen Preparation
- Induction into:
 - QMN Laboratories
 - Q Fever Screening and vaccination program.

2.12 A commitment regarding linking the promotion of benefits by the person to this undertaking

Any publicity, including any press releases, statements, announcements, or other method of distributing information for advertising or promotional purposes, generated directly by QMN in association with this undertaking, specifically the activities described at terms 3.1-3.4 will be accompanied by written acknowledgement to be mutually agreed by the Parties i.e., "This activity is offered/ available in accordance with the Enforceable Undertaking between Queensland Museum Network and OIR." The regulator acknowledges that the Minister administering the *Queensland Museum Act 1970*, at the time of this undertaking being the Minister for the Arts, maintains absolute editorial and distribution rights for all press releases, statements, announcements, or other method of distributing information for advertising or promotional purposes made by and for QMN.

SECTION 3: ENFORCEABLE TERMS

The person acknowledges all activities set forth in the enforceable terms below must be auditable and include a date for completion and a minimum cost for each activity.

The person commits to performing the activities below diligently, competently and by the respective completion date.

3.1 A commitment by the person to disseminate information about this undertaking to workers, and other relevant parties

QMN commits to disseminating information about this undertaking to QMN staff and volunteers, contractors, and key stakeholders associated with QMN sites for the duration of the undertaking as follows:

- a) Circulating copies of this undertaking and delivering formal presentations about the activities and associated benefits proposed therein to the ELT and all QMN Staff within 3 months of the date of acceptance of this undertaking.
- b) Publishing a dedicated page on the QMN website (external), and QMN intranet (internal) describing the terms of this undertaking to be published as soon as this undertaking is accepted and then updated at least quarterly to include progress to date for the duration of this undertaking.
- c) Including WHS in the QMN Strategic Plan 2022-26 to be published on the QMN website (external) and QMN intranet (internal) 1 July 2022- 30 June 2026.
- d) Including this undertaking as a priority in QMN Operational Plans for 2022-23, 2023-24 and 2024-25 and 2025-26, published on the QMN intranet (internal) 1 July 2022, 1 July 2023, 1 July 2024, and 1 July 2025 respectively.
- e) Reporting progress on this undertaking in the QMN Annual Report 2022-23, 2023-24 and 2024-25, tabled in Parliament and published on the QMN website (external) and disseminated to all QMN staff in September/October 2022, 2023, 2024 and 2025 respectively (exact dates dependent upon sitting dates of Queensland Parliament).
- f) Including this undertaking as a standing agenda item at meetings of FARMC and the Board (bi-monthly) and WHS Consultative Committee (quarterly) from acceptance and for the duration of this undertaking.
- g) Including this undertaking in procurement documentation (i.e., Invitation to Offer), industry publications, peer-reviewed journals (as relevant) and any publicity associated with the activities described in terms 3.1-3.4 issued from time to time for the duration of this undertaking and in accordance with term 2.12.

QMN will report/ provide evidence of deliverables described in this term 3.1 via bimonthly meetings of the EU Project Board, the minutes of which will be tabled at subsequent FARMC meetings for noting, to OIR within 1 month of each EU Project Board meeting, for the duration of this undertaking (see term 3.2.3(c) below).

3.2 Activities to be undertaken to promote the objects of the Safety Acts that will deliver benefits for workers/others

One of the 18 recommendations identified by Working Armour as part of the WHSMS audit conducted over a 4-month period (July – October 2019) (see also term 1.11), was minor rectifications of the Skinning Room and Wet Laboratory at Queensland Museum in South Bank, Brisbane to ensure its operations continued in accordance with WHS Acts.

In the process of actioning these minor rectifications, QMN identified that it was not a fit-for-purpose facility and that a full refurbishment of the Skinning Room and Wet Laboratory to a state-of-the-art facility was required, as a long-term goal, later deemed relevant to this undertaking.

Queensland Museum in South Bank, Brisbane is part of the Queensland Cultural Precinct. QMN leases the Queensland Museum in South Bank, Brisbane from Arts Queensland. Any building works must be conducted with approval of Arts Queensland in accordance with the Queensland Cultural Precinct Conservation Management Plan.

In developing this undertaking, QMN consulted with Arts Queensland regarding refurbishment and upgrade of the Skinning Room and Wet Laboratory at Queensland Museum in South Bank, Brisbane. Arts Queensland subsequently agreed to fund the works from their maintenance budget. This funding would not have been provided had QMN not initiated the project with Arts Queensland.

It is QMN's intention that no taxidermy activity will occur without a full suite of Safe Operating Procedures and an Operating Manual for these activities having been developed and approved. These activities have not occurred since 19 January 2019. This includes seeking any government and private certification of the facilities and processes being deemed as fit-for-purpose. QMN will engage with Biosecurity Queensland to seek to peer review of materials and provide an opportunity to inspect the Biological Specimen Preparation Laboratories.

Biological Specimen Preparation Laboratory facilities have been built to modern construction and building methods, specifications, and Standards. The QM Biological Specimen Preparation Laboratory is classified as a BSL-2 (Biosafety Laboratory level P2) which is suited to working with pathogenic factors that reveal moderate or potential hazards to humans, animals, plants, or the environment, will not cause serious harm to healthy adults, animals, and the environment, and have effective prevention and treatment measures.

The QM Biological Specimen Preparation Laboratory was certified for occupancy by the Mackenzie Group who issued a Certificate of Occupancy on the 15 September 2022. Despite this certification QMN continues to enforce the closure of the Biological Specimen Preparation Laboratory until we independently assessed the SOP's and Operating Manual.

The Hendra Biological Specimen Preparation Laboratory has been classified as a Zone 1 Rated Flammable Liquids Store constructed to meet the following standards:

- AS/NZS 1170 Earthquake actions in Australia
- AS 1657 Fixed platforms, walkways, stairways, and ladders
- AS/NZS 2293 Emergency escape lighting and exit signs
- National Construction Code 2019 (BCA)
- QLD Work Health and Safety Act 2011
- AS 1670.1:2018 Fire detection, warning control and intercom systems system design, installation, and commissioning
- AS/NZS 3000:2018 Electrical wiring rules
- AS/NZS 3008 Electrical Installations selection of cables – Cables for Alternating Voltages up to and Including 0.6/1 kV typical Australian Conditions
- AS/NZS 3010 2017 Electrical Installation – Generating Sets
- AS/NZS 1680 – All relevant parts including Interior Lighting Standards
- AS 2293:2018 Emergency Escape Lighting and Exit Signs for Buildings – System Design Operation and Maintenance
- AS/NZS 61439.1 Low Voltage Switchgear and control assemblies
- AS/NZS 1158 – All Relevant sections Lighting of Roads and External Spaces
- AS 1940-2004 The storage and handling of flammable and combustible liquids
- AS/NZS 3080 Telecommunications Installations – Generic cabling for commercial buildings AS/NZS 3084 Telecommunications Installations – Telecommunications pathways and spaces for commercial buildings
- AS/CA S009:2013 Installation requirements for customer cabling (wiring rules)
- AS/NZS 60079 series Explosive atmospheres

QBuild issued a Certificate of Practical Completion for the Biological Specimen Preparation Laboratory on 2 August 2021. The Hendra Biological Specimen Preparation Laboratory was certified for occupancy by the Mackenzie Group and issued a Certificate of Occupancy on the 12 August 2022. QMN are at present reviewing and independently assessing the SOP's and Operating Manual.

QMN commits to delivering the activities described in the table below as part of this undertaking. Refurbishment and upgrade of the Biological Specimen Preparation Laboratory at Queensland Museum in South Bank, Brisbane (see term 3.2.1) is a vital component of our commitment to workers, and industry (see term 3.3), regardless of who is funding this component of this undertaking.

Activities		Minimum Cost	Timeframe
3.2.1	<p>BIOLOGICAL SPECIMEN PREPARATION LABORATORIES</p> <p>a) Refurbish and upgrade Biological Specimen Preparation Laboratory at Queensland Museum in South Bank, Brisbane as a state-of-the-art facility. Project to be coordinated by QMN Facilities and Infrastructure Team, Arts Queensland (building owner) and external suppliers, as relevant.</p> <p>b) QMN to establish SOPs and induction processes for external parties accessing the Biological Specimen Preparation Laboratory at Queensland Museum in South Bank, Brisbane</p> <p>c) QMN to facilitate free of charge access to the Biological Specimen Preparation Laboratory at Queensland Museum in South Bank, Brisbane for assessment, assignment, research and other professional or industry-related purposes.</p> <p>d) Scope of Laboratory Activities to be developed to identify all tasks and functions to be performed in laboratories throughout QMN.</p> <p>e) Q Fever Risk Audit to be complete prior to commissioning the Biological Specimen Preparation Laboratories.</p> <p>f) Independent audit of QMN Biological Specimen Preparation Laboratories SOPs and dangerous goods protocols.</p> <p>g) Biological Specimen Preparation Laboratory Equipment</p> <p>H) Laboratory Training x 6 Staff</p>	<p>Valued at \$500,000, however, no costs attributed to this undertaking as refurbishment will be funded by Arts Queensland (as building owner).</p> <p>Project coordination by QMN Facilities and Infrastructure Team will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU</p> <p>\$8,000 WSP Australia Pty Ltd</p> <p>\$22,000 Marshall Butterworth</p> <p>\$146,000 Purchase of specialist Laboratory Equipment.</p> <p>\$27,000 Certificate III in Laboratory Skills Laboratory Professional Development Training.</p>	<p>Refurbishment completed 30 September 2022.</p> <p>Project status will be reported regularly to OIR via EU Project Board minutes (see term 3.2.3).</p> <p>QMN will invite OIR to inspect the refurbished facility.</p> <p>SOPs and induction processes will be finalised and provided to OIR within 6 months of refurbishment completion/ prior to public access.</p> <p>QMN will report use of Biological Specimen Preparation Laboratories regularly to OIR via EU Project Board minutes (see term 3.2.3(c)) for the term of the undertaking.</p> <p>December 2023</p> <p>June 2023</p> <p>December 2024</p> <p>December 2024</p>

Board of the Queensland Museum
Version: 0.13
Date: 17 February 2023

Activities	Minimum Cost	Timeframe
<p>I) As a result of the Q Fever incident QMN undertook reviews of all laboratories and found substantial challenges with extraction, exhaust, and HVAC equipment.</p> <p>BENEFITS OF BIOLOGICAL SPECIMEN PREPARATION LABORATORIES</p> <ul style="list-style-type: none"> Staff: QMN staff have access to a state-of-the-art facility compliant with the WHS Acts to conduct taxidermy. Staff: demonstrates QMN's best-practice commitment to WHS. Industry: educates taxidermists about WHS processes and outcomes with the aim of being thought leaders and driving safety behaviours that positively value such processes and outcomes. Community: confidence that the institution is protecting their health, safety, and wellbeing as well as Queensland's natural history when visiting QMN sites. 	<p>Valued at \$300,000, however, no costs attributed to this undertaking as refurbishment will be funded through BAU.</p>	<p>A program of works has been commenced to refurbish all these laboratories. They all remain closed to taxidermy activity.</p>
<p>3.2.2 SURVEY</p> <p>a) Initial survey: A <i>WHS Leadership and Culture Survey</i>. The intent of the survey is to understand QMN staff, volunteers, Board, contractors, and key stakeholders' perception of QMN's safety culture. This will enable QMN to measure outcomes associated with implementing a WHSMS.</p> <p>QMN will have a clear understanding of concerns as well as the confidence in current systems and processes as well as actively engaging with stakeholders on the objectives and outcomes of the undertaking.</p> <p>It will be the first step of a comprehensive communication and stakeholder engagement plan for the undertaking.</p>	<p>\$20,000</p> <p>BDO engaged.</p> <p>Internal BAU to be utilised for creating and developing collateral.</p>	<p>To be conducted within 6 months of acceptance of this undertaking/ or as soon as available from OIR.</p> <p>QMN will share survey results with staff, stakeholders and OIR via the EU Project Board minutes (see term 3.2.3) within 6 months of the survey being conducted.</p> <p>Survey results will inform priorities for WHSMS (see term 3.2.4, Stage 1).</p> <p>Future reviews will also be supplemented with Working for Queensland Survey results.</p>

Activities		Minimum Cost	Timeframe
	<p>b) Follow-up survey: repeat the <i>WHS Leadership and Culture Survey</i>.</p> <p>BENEFITS OF SURVEY</p> <ul style="list-style-type: none"> • Determines baseline attitudes and commitments of QMN staff and stakeholders to WHS matters so that QMN can measure culture change. • Identifies priority areas for ongoing improvement in WHS systems, processes, and culture. • Raises awareness of WHS and Risk as a responsibility of everyone. • Demonstrates QMN's unwavering commitment to WHS. 	<p>\$20,000</p> <p>BDO engaged.</p>	<p>The follow-up survey will be conducted within 18-months of the initial survey.</p> <p>Results will be compared to with the baseline data and shared with staff, stakeholders and OIR (via EU Project Board minutes, see term 3.2.3(c)) within 6 months of being conducted.</p> <p>Survey results will inform priorities for continuous improvement of WHSMS (see term 3.2.4, Stage 5).</p> <p>The Corporate Administration Authority also undertakes periodic audits of QMN safety management systems.</p>
3.2.3	<p>STAFFING and GOVERNANCE</p> <p>a) Recruit PM: recruit, engage and train a temporary (3 year) PM (AO8) to coordinate delivery of the undertaking.</p> <p>Estimated total costs \$625K over 3 years (\$203K in 2022-23; \$208K in 2023-24 and \$214K in 2024-25). See also term 2.11</p> <p>b) Establish a new Risk and Compliance Team: recruit, engage and train suitably qualified employees to form a dedicated, and appropriately resourced QMN Risk and Compliance Team to build WHS capability and assist the PM to acquit deliverables proposed by this undertaking.</p> <p>Risk and Compliance Team will comprise:</p> <ul style="list-style-type: none"> • Principal WHS Officer (AO7 – Permanent), realignment of existing WHS and Risk Manager position. <p>Estimated total costs will be \$574K over 3 years (\$186K in 2021-22; \$192K in</p>	<p>\$437,500</p> <p>Valued at \$625,000 (including oncosts and overheads) over 3 years, only 70% will be attributed to the undertaking in consideration of contributions to BAU that the undertaking will make to improving the risk and safety profile of QMN.</p> <p>Total investment of \$1.43M (including oncosts and overheads) over 3 years, which includes \$853K in 2 new positions (Head Risk and Compliance, Senior WHS Officer).</p> <p>No costs attributed to this undertaking – commitment will be met from BAU.</p> <p>The implementation of the Risk and Compliance Team will add considerable value to the undertaking by developing assurance systems to validate and measure implementation of the undertaking. These assurance systems and processes will have consequential impacts on QMN Risk and WHS BAU assurance systems and processes through</p>	<p>Recruitment completed.</p> <p>QMN will provide OIR with position description and employment contract including salary details on commencement of the undertaking.</p> <p>QMN will provide OIR evidence of PM salary, including oncosts and overheads, annually for the duration of this undertaking.</p> <p>QMN will provide OIR with position descriptions and employment contracts for new Risk and Compliance Team on commencement of the undertaking.</p> <p>Principle and Senior WHS Officer engaged February 2023.</p>

Activities	Minimum Cost	Timeframe
<p>2022-23, \$196K in 2023-24).</p> <ul style="list-style-type: none"> • Senior WHS Officer (AO5 - Contract), new position. Estimated total costs will be \$455K over 3 years (\$148K in 2022-23; \$151K in 2023-24; \$156K in 2024-25). • WHS Officer (AO4 – Contract) new position. Estimated total costs will be \$398K over 3 years (\$129K in 2022-23; \$132K in 2023-24 and \$137K in 2024-25). <p>c) Convene the EU Project Board underpinned by PRINCE2 methodology and comprised of representatives from ELT and Senior Managers to govern activities described in this undertaking including:</p> <ul style="list-style-type: none"> • executive, strategic oversight of project progress • strategic direction to the project • guidance on project business issues within the organisation, government, and industry • strategies to address potential threats to the project's success and identify and assess opportunities • approve or reject changes to the project timelines and budget • direction to the project and PM • visible and sustained support for the project and PM • active support and promotion of the project and its objectives throughout QMN. <p>d) Safety Standard Desktop Audit to be conducted to validate the status of QMNs WHS systems and processes.</p> <p>BENEFITS OF STAFFING and GOVERNANCE</p> <ul style="list-style-type: none"> • Demonstrated commitment to elevating WHS, Risk and Compliance through a dedicated and qualified team coordinating WHS/ Risk checks, assessments, developing and 	<p>improving staff awareness and competency in managing Risk and WHS.</p> <p>No costs attributed – commitment will be met from BAU.</p> <p>\$5,500</p> <p>WHS auditor (Work Safety Hub), 5 days @ \$1,100/day.</p>	<p>EU Project Board to convene within 1 month of acceptance of this undertaking.</p> <p>EU Project Board to meet at least bimonthly for the duration of this undertaking.</p> <p>Progress reports and action minutes from the EU Project Board to be tabled at subsequent FARMC meetings (bimonthly) for noting for the duration of this undertaking.</p> <p>QMN will provide OIR with action minutes, including attendance records, of EU Project Board meetings within 1 month of each meeting, for the duration of this undertaking.</p> <p>December 2023. Audit report(s) will be provided to OIR and endorsed by FARMC and approved by the Board within 1 month of completion.</p>

Activities		Minimum Cost	Timeframe
	<p>delivering training, initiate and close-out audits, mitigating risk by improving safety.</p> <ul style="list-style-type: none"> • Build organisational capacity and ensure sustainability arising from this undertaking • A PM will ensure the undertaking is delivered on time and budget and allow the Risk and Compliance Team to deliver the EU tasks without the additional pressure of governance and reporting. • Executive assurance that this undertaking is being appropriately managed. 		
3.2.4	<p>WHSMS</p> <p>Stage 1 (Scope): The new Risk and Compliance Team will develop a project scope for a fully integrated, WHSMS that will:</p> <ol style="list-style-type: none"> centralised, searchable database of legislation, policies, procedures, risk management templates, tip sheets etc. record, track and report incidents, accidents, injuries, and near misses identify, analyse, monitor, and mitigate existing and potential risks and hazards automated scheduling, tracking and management audits, reviews, and compliance matters. 	<p>No costs attributed – commitment will be met from BAU.</p>	<p>Within 6 months of acceptance of this undertaking QMN will provide OIR with the WHSMS project scope via EU Project Board minutes (see term 3.2.3(c)).</p>
	<p>Stage 2 (Tender and procure): PM with support from external contractors, CAA, QMN Risk and Compliance Team, EU Project Board and WHS Consultative Committees will:</p> <ol style="list-style-type: none"> develop invitation to offer ("ITO") assess responses procure a cloud based WHSMS procure third-party consultant(s) (as required) to customise WHSMS, train and roll-out WHSMS across all QMN sites. <p>Stage 3 (Customisation): PM with support from external contractors, QMN Risk and Compliance Team and WHS Consultative Committees will:</p> <ol style="list-style-type: none"> customise and optimise WHSMS 	<p>\$93,500</p> <p>WHSMS \$55,000</p> <p>Licensing \$15,000 per annum/ 3 years</p> <p>WHSMS consultant, 20 days @ \$1,100/ day</p> <p>Costs included in Stage 2 (above)</p>	<p>Within 3 months of Stage 2, QMN will provide OIR with the ITO, procurement assessment and contract(s) negotiated with successful offerors via EU Project Board minutes (see term 3.2.3(c)).</p> <p>Within 12 months of Stage 3, QMN will publish WHSMS induction manual and training materials on QMN intranet.</p>

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<p>b) develop an WHSMS induction manual for employees</p> <p>c) develop case studies, tip-sheets, instructional videos or similar for frequently asked questions and self-guided learning.</p> <p>Stage 4 (Training): PM with support from external contractors, QMN Risk and Compliance Team and WHS Consultative Committees will:</p> <p>a) roll out new WHSMS</p> <p>b) deliver compulsory WHSMS training to all QMN staff across all QMN sites</p> <p>c) include WHSMS training as a mandatory requirement in new employee and induction processes.</p>	<p>\$22,000</p> <p>Training consultant, 20 days @ \$1,100/ day</p>	<p>QMN will provide OIR with the WHSMS induction manual and training material and evidence of their publication within 1 month of completion via EU Project Board minutes (see term 3.2.3(c)).</p> <p>Within 12 months of Stage 3, PM will provide EU Project Board with training schedule for endorsement.</p> <p>Training schedule will be provided to OIR within 1 month of endorsement via EU Project Board minutes (see term 3.2.3(c)).</p> <p>Training will be delivered over a 6-month period from commencement of the WHSMS.</p> <p>QMN will provide OIR with a summary report, outlining topic, training type, date, duration, attendances/attendance rate on a bi-monthly basis via EU Project Board minutes (see term 3.2.3(c)) for the duration of this undertaking.</p>
<p>Stage 5 (Continuous Improvement): QMN Risk and Compliance Team, supported by HR will:</p> <p>a) conduct annual WHS training with all QMN staff and volunteers (as required) across all QMN sites owned and operated by QMN</p> <p>b) update WHSMS in accordance with feedback/insights/trends from WHS Committees and annual survey (see term 3.2.1, above) and annual audit findings (see Stage 6, below).</p>	<p>No costs attributed – commitment will be met from BAU.</p>	<p>Continuous improvement will be conducted annually, from completion of Stage 4, for the duration of this undertaking.</p> <p>QMN will provide OIR with a quarterly summary report, outlining topic, training type, date, duration, attendances/ attendance rate on a bi-monthly basis via EU Project Board minutes (see term 3.2.3(c)) from commencement of Stage 5 for the duration of this undertaking.</p>
<p>Stage 6 (Audit): FARMC will:</p> <p>a) Develop an Assurance Strategy, inclusive of an annual audit schedule, for WHS and Risk to ensure compliance with <i>ISO45001:2018 Occupational Health and Safety Management Systems</i> to identify areas for improvement</p> <p>b) audit schedule will include an annual certified audit of QMN completed over a 3-year period to ensure that all sites have been audited by the completion of this undertaking. Audit recommendations are to be implemented</p>	<p>\$33,000</p> <p>WHS auditor, 10 days @ \$1,100/ day per annum, for 3 years. BDO to be engaged to assist develop.</p> <p>\$28,000</p> <p>BDO has been engaged to assist develop appropriate risk profiling and systems to inform the development of the Assurance Strategy and Audit regime.</p>	<p>The annual WHSMS Audit schedule will be endorsed by FARMC and approved by the Board annually, from completion of Stage 4.</p> <p>The annual WHSMS audit schedule will be provided to OIR within 1 month of Board approval.</p> <p>WHSMS certified audit report(s) will be provided to OIR and endorsed by FARMC and approved by the Board within 1 month of completion.</p>

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<p>across all sites, based on an assessment of their applicability to QMN business, functions, and risk profile</p> <p>c) QMN Risk and Compliance Team will procure and engage external contractor(s) and/ or industry experts (as appropriate) to conduct the annual audit.</p> <p>BENEFITS OF WHSMS</p> <ul style="list-style-type: none"> • Embed a Just Safety Culture within QMN that places health, wellbeing, and safety as our first priority through the mitigation of risk. • Increased regulatory compliance and improved health and safety performance by addressing weaknesses in current, fragmented systems. • Improved staff relations, morale, and confidence by educating and empowering employees to take responsibility for WHS and Risk matters within their sphere of control. • Maximise productivity and wellbeing of all employees by reducing downtime, labour turnover and absenteeism related to accidents and incidents. • Minimise negative effects on turnover and profitability, such as lost time and high workers' compensation costs and the potential for prosecution. • Improved business efficiencies and decision-making through accurate, consistent, and timely reporting. • Encourage better relationships with contractors. Allows data-driven decision-making and risk mitigation strategies reducing the risk of injury to workers and the public. 	<p>This will include risk identification and training with the Board, Executives and Senior Managers.</p> <p>The Risk and Compliance Team to develop tools and resources to cascade risk management throughout QMN.</p>	<p>May 2023 WHS/ Risk Roles, Responsibilities and Due Diligence Training for Board and Executives.</p> <p>Audit findings will be actioned in accordance with terms 3.8 - 3.10, and status reported to FARMC, Board and OIR via EU Project Board minutes (see term 3.2.3(c)) for duration of this undertaking</p>
Total estimated cost of benefits for workers/ others		\$862,500

3.3 Activities to be undertaken to promote the objects of the Safety Acts that will deliver benefits for industry.

QMN commits to delivering the activities described in the table below, noting that the Biological Specimen Preparation Laboratories (described at term 3.2.1, above) will also benefit industry and the community.

Activities	Minimum Cost	Timeframe
<p>3.3.1</p> <p>MUSEUM BIOLOGICAL SPECIMEN PREPARATION TOOL KIT</p> <p>a) QMN's Risk and Compliance Team to collaborate with OIR and taxidermy professionals across Australia to develop a practical, best-practice <i>Museum Biological Specimen Preparation Tool Kit</i>.</p> <p>b) QMN's Marketing team will promote and disseminate the <i>Museum Biological Specimen Preparation Tool Kit</i>, free-of-charge via QMN website and affiliate sites (i.e., Council of Australasian Museum Directors (CAMD), Museums and Gallery Services Queensland (M&GSQ), International Council of Museums (ICOM) Australia and Australian Museum and Gallery Association (AMaGA). Any promotional strategy will acknowledge OIR/this undertaking in accordance with term 2.1.12.</p> <p>c) <i>Museum Biological Specimen Preparation Tool Kit</i> will be updated and refined annually by QMN's Risk and Compliance Team in collaboration with key stakeholders and taxidermy professionals across Australia in accordance with industry feedback, legislation, and industry-related issues.</p> <p>d) QMN's Collection Management personnel will submit/ present conference papers focused on the <i>Museum Biological Specimen Preparation Tool Kit</i> at industry conferences. All conference papers will acknowledge OIR/this undertaking in accordance with term</p>	<p>\$11,000</p> <p>WHS/ taxidermy consultants, 10 days @ \$1,100/day</p> <p>\$11,000</p> <p>PR/ Graphic Design consultants, 10 days @ \$1,100/day</p> <p>No costs attributed – commitment will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU.</p>	<p>QMN will develop a first draft within 6 months of acceptance of this undertaking and disseminate to partners nationally for feedback and consultation.</p> <p>Partner feedback will be incorporated, and the Tool Kit socialised within 12 months of acceptance of this undertaking.</p> <p>QMN will develop and implement a dedicated national communication and engagement strategy to release the Tool Kit publicly within 3 months of finalisation.</p> <p>QMN will provide the communication and engagement strategy to OIR for review and to approval its release at least 1 month prior to publication.</p> <p>QMN will report results (media stories, downloads etc.) for the <i>Museum Biological Specimen Preparation Tool Kit</i> annually to OIR from publication for the duration of this undertaking via EU Project Board minutes (see term 3.2.3(c)).</p> <p>QMN and partners will review <i>Museum Biological Specimen Preparation Tool Kit</i> annually from publication and report any changes to OIR via EU Project Board minutes (see term 3.2.3(c)) for duration of this undertaking.</p> <p>Results of this deliverable are contingent upon acceptance of third parties (conference organising committees). If submissions are accepted, QMN will report results (media stories, downloads, conference presentations etc.) at least annually to OIR from public release for the duration of this undertaking.</p>

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Activities		Minimum Cost	Timeframe
2.1.12.	<p>e) QMN CEO (or delegate) to submit/ present conference papers/ articles nationally/ internationally to share as a Case Study the outcomes of the EU.</p> <p>f) On the acceptance of the Enforceable Undertaking the CEO will formally write to the Council of Australasian Museum Directors and International Council of Museums to table the <i>Museum Biological Specimen Preparation Tool Kit</i> and <i>Small Museums WHS Tool Kit</i> as Agenda items for discussion for future meetings.</p> <p>BENEFITS OF MUSEUM BIOLOGICAL SPECIMEN PREPARATION TOOL KIT</p> <ul style="list-style-type: none"> • Raises awareness of zoonotic diseases nationally. • Educates taxidermists about WHS processes and outcomes with the aim of being a thought leader and shaping behaviours that positively value such processes and outcomes. • Demonstrates QMN's best-practice commitment to WHS and Risk Management. 	<p>No costs attributed – commitment will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU.</p>	<p>This deliverable is contingent upon acceptance these institutions but will be within 12 months of acceptance of this undertaking.</p> <p>No costs attributed – commitment will be met from BAU. This will be undertaken within 12 months of acceptance of this undertaking.</p>
3.3.2	<p>SMALL MUSEUM WHS and RISK TOOL KIT</p> <p>a) QMN's Risk and Compliance Team will collaborate with OIR, Museums and Galleries Queensland and collecting institutions nationally to develop a practical <i>Small Museum WHS and Risk Tool Kit</i> for small museums and collecting institutions.</p> <p>b) QMN's Marketing personnel will promote and disseminate the <i>Small Museum WHS and Risk Tool Kit</i> directly to 300+ community-based museums across the state as well as via affiliate organisations i.e., CAMD, M&GSQ, ICOM Australia and AMaGA. The communication and engagement strategy will</p>	<p>WHS/ PR/ Graphic Design consultants, 10 days @ \$1,100/ day</p> <p>\$11,000</p> <p>Graphic Design consultants, 10 days @ \$1,100/ day</p> <p>\$11,000</p>	<p>QMN will develop a first draft of the <i>Small Museum WHS and Risk Tool Kit</i> within 12 months of acceptance of this undertaking and disseminate to partners nationally for feedback and consultation.</p> <p>Partner feedback will be incorporated, and the <i>Small Museum WHS and Risk Tool Kit</i> finalised within 18 months of acceptance of this undertaking.</p> <p>QMN will develop and implement a dedicated national communication and engagement strategy to release the <i>Small Museum WHS and Risk Tool Kit</i> publicly within 3 months of its' finalisation.</p> <p>QMN will provide the draft communication and engagement strategy to OIR for review and approval</p>

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Activities	Minimum Cost	Timeframe
acknowledge OIR/ this undertaking in accordance with term 2.1.12.		at least 1 month prior to public release via EU Project Board minutes (see term 3.2.3(c)).
c) <i>Small Museum WHS and Risk Tool Kit</i> will be updated and refined annually by QMN's Risk and Compliance Team in collaboration with OIR and collecting institutions across Queensland in accordance with industry feedback, legislation, and industry-related issues.	No costs attributed – commitment will be met from BAU.	QMN will report results (media stories, downloads etc.) for <i>Small Museum WHS and Risk Tool Kit</i> annually to OIR from publication for the duration of this undertaking via EU Project Board minutes (see term 3.2.3(c)).
d) QMN's Museum Development Officers (MDOs) will deliver free-of-charge workshops based on content in the <i>Small Museum WHS and Risk Tool Kit</i> to 300+ community-based museums across the state.	\$11,000 Allocation for venue hire and catering for workshops and accommodation for MDOs, 2 workshops @ \$5,500 each. Costs above allocation to be met from BAU	QMN will develop and deliver at least 2 WHS and Risk workshops per annum during the period of this undertaking. QMN will report attendance to OIR within 1 month of each workshop via EU Project Board minutes (see term 3.2.3(c)).
e) QMN will promote the WHS and Risk workshops directly to community-based museums across the state as well as via affiliate organisations i.e., CAMD, M&GSQ, ICOM Australia and AMaGA. A communication and engagement strategy will acknowledge OIR /this undertaking in accordance with term 2.1.12.	No costs attributed – commitment will be met from BAU.	QMN will promote the WHS and Risk workshops at least 4 weeks prior to delivery. QMN will report results for WHS workshops (attendances, media stories etc.) to OIR within 1 month of delivery via EU Project Board minutes (see term 3.2.3(c)).
f) QMN's MDOs will submit/ present conference papers focused on the <i>Small Museums WHS and Risk Tool Kit</i> and associated workshops to the annual ICOM Australia, AMaGA and Museum Next Conferences. All conference papers will acknowledge OIR/ this undertaking in accordance with term 2.1.12.	No costs attributed – commitment will be met from BAU.	Results of this deliverable are contingent upon acceptance of third parties (conference organising committees). If submissions are accepted, QMN will report results (media stories, downloads, conference presentations etc.) annually to OIR from publication for the duration of this undertaking via EU Project Board minutes (see term 3.2.3).
g) The CEO to table the <i>Small Museum WHS</i>	No costs attributed – commitment will be met from	This deliverable is contingent upon acceptance these

Activities	Minimum Cost	Timeframe
<p><i>and Risk Tool Kit</i> at the AMaGA and International Council of Museums.</p> <p>BENEFITS OF SMALL MUSEUM WHS AND RISK TOOL KIT</p> <ul style="list-style-type: none"> • Raises awareness of WHS and Risk across the museums industry, particularly small museums run by volunteers/ those with limited museum experience. • Educates small museum operators on WHS and Risk processes and outcomes with the aim of being a thought leader and shaping behaviours that positively value such processes and outcomes. <p>Demonstrates QMN's best-practice commitment to WHS and Risk.</p>	BAU.	institutions but within 1 month of a first draft being completed.
Total estimated cost of benefits for the industry		\$55,000

3.4 Activities to be undertaken to promote the objects of the Safety Acts that will deliver benefits for community

QMN commits to delivering the activities described in the table below.

Activities	Minimum Cost	Timeframe
<p>3.4.1</p> <p>INDUSTRY PLACEMENTS</p> <p>QMN's Risk and Compliance Team, supported by People and Culture team, will pursue partnerships with universities to develop an internship/ industry placement program for tertiary students studying Work Health and Safety Science (or a related discipline) for an appropriate WHS project to be identified by the parties.</p> <p>a) Develop terms of engagement, risk assessment, placement agreement(s) as required to formalise the arrangements.</p> <p>b) Liaise with universities to determine suitable candidates.</p> <p>c) Deliver internship/ industry placement program.</p> <p>d) Audit program, survey participants and use results to inform continuous improvement.</p> <p>BENEFITS OF INDUSTRY PLACEMENTS</p> <ul style="list-style-type: none"> Provides real-world opportunities for students. Allows QMN to keep abreast of WHS industry best practice at a tertiary level. Provides mentoring opportunities for QMN staff across QMN. 	<p>No costs attributed – commitment will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU. Noting that any costs associated with per diems, travel allowance and accommodation for the program will be met by BAU.</p> <p>No costs attributed – commitment will be met from BAU.</p>	<p>QMN will advise OIR of participating universities within 6 months of acceptance of this undertaking.</p> <p>Internship/ industry placement program to be developed within 12 months of acceptance of this undertaking. The confirmed internship/ industry placement program outline within 1 month of finalisation, via the EU Project Board minutes (see term 3.2.2(c)).</p> <p>Applications for the internship/ industry placement program will commence at a time mutually agreed to coincide with the academic calendar. A list of students who complete the program will be provided to OIR annually from commencement of the internship/ industry placement program.</p> <p>Program status will be reported regularly to the EU Project Board, and in turn FARMC, the Board and OIR via the EU Project Board minutes (see term 3.2.2(c)).</p> <p>QMN will audit program and survey participants annually and report any changes to OIR via EU Project Board minutes (see term 3.2.3(c)).</p>

Activities	Minimum Cost	Timeframe
<p>3.4.3</p> <p>EDUCATIONAL RESOURCE</p> <p>a) QMN's Public Engagement Team to collaborate with OIR, Biosecurity Queensland, Queensland Health, and partner universities (see 3.4.1) to develop a free, educational resource profiling zoonotic disease found in domestic and non-domestic animals.</p> <p>h) QMN will promote and disseminate the educational resource, free-of-charge, to schools, community groups nationally through QMN's Educational Loans program and teacher databases. A communication and engagement strategy will acknowledge OIR/this undertaking in accordance with term 2.1.12.</p> <p>b) Educational resource will be updated and refined annually in accordance with industry feedback, legislation, and other industry-related issues.</p> <p>BENEFITS OF EDUCATIONAL RESOURCE</p> <ul style="list-style-type: none"> Increases public awareness of zoonotic diseases. Educates the public about zoonotic diseases, their causes, and ways to reduce risk of infection. Create learning resource for public institutions. 	<p>\$22,000</p> <p>Graphic Design consultants, 10 days @ \$1,100/ day and \$11,000 allocation for printing and production</p> <p>No costs attributed – commitment will be met from BAU.</p> <p>No costs attributed – commitment will be met from BAU.</p>	<p>QMN will develop educational resource within 18 months of acceptance of this undertaking</p> <p>QMN will promote the educational resource when published, and then on an ongoing basis as part of QMN's suite of learning programs.</p> <p>QMN and partners will review educational resource annually from publication for the duration of this undertaking and report any changes to OIR via EU Project Board minutes (see term 3.2.3(c)).</p>
<p>Total estimated cost of benefits for community</p>		<p>\$22,000</p>

3.5 Agreement to pay the OIR's recoverable costs

3.5.1 The Board agrees to pay OIR's costs associated with this undertaking, as itemised below, and it is acknowledged that payment is due 30 days after receipt of the OIR invoice:

Recoverable costs	Amount
Administrative costs	\$3,814
Legal costs	\$1,500
Compliance monitoring costs	\$3,410
Publication costs	\$2,000
Total of OIR recoverable costs	\$10,724

3.6 Minimum spend

3.6.1 The Board acknowledges the minimum spend for this undertaking will comprise of the:

Estimated total value of	Minimum spend
Benefits to workers/ others	\$862,500
Benefits to industry	\$55,000
Benefits to community	\$22,000
OIR recoverable costs	\$10,724
Estimated total minimum spend for the undertaking	\$950,224

3.6.2 The Board agrees to spend any residual amount arising from the total minimum spend value not being met. Agreement on how to spend this residual will be sought from the regulator.

3.7 A commitment to maintain an WHSMS

3.7.1 The Board acknowledges there is no full WHSMS in place.

3.7.2 The Board commits to ensuring that an WHSMS acceptable to the regulator that satisfies the principles of ISO45001:2018 *Occupational Health and Safety Management Systems* will be implemented within 15 months of the acceptance of this undertaking.

3.8 A commitment to ensure the WHSMS is audited by third party auditors

3.8.1 In accordance with Stage 6 of term 3.2.4, the Board commits to ensuring at least 3 certified third-party audits of the WHSMS will be undertaken: the first 12-months after implementation the second 24 months after implementation and the third 36 months after implementation.

3.9 A commitment to provide a copy of each finalised WHSMS audit report to OIR

3.9.1 It is acknowledged that audit reports received from the auditor will be sent to OIR within 30 days of the audit along with written confirmation that the report has not been altered from the copy provided to the person by the auditor.

3.9.2 It is acknowledged that within 30 days of receipt of the auditor's written report, OIR will be advised of the intended actions for addressing each of the report's recommendations.

3.10 A commitment to implement the recommendations from third party audits

- 3.10.1 The Board commits to ensuring the recommendations resulting from the first WHSMS audit, as detailed in 3.9.2 will be fully implemented and recorded as actioned by the auditor within the second WHSMS audit report, unless OIR grants an exemption due to the actions being unreasonable.
- 3.10.2 The Board commits to ensuring the recommendations resulting from the second WHSMS audit, as detailed in 3.9.2 will be fully implemented and recorded as actioned by the auditor within the third WHSMS audit report, unless OIR grants an exemption due to the actions being unreasonable.
- 3.10.3 The Board commits to ensuring the recommendations resulting from the third audit report, as detailed in 3.9.2 will be fully implemented within 6 months of receiving the third WHSMS report, unless OIR grants an exemption due to the actions being unreasonable.
- 3.10.1 The Board commits to providing a detailed action plan or statutory declaration by an authorised officer of The Board confirming recommendations arising from the third audit have been fully implemented, unless OIR grants an exemption due to the actions being unreasonable.

SECTION 4: EXECUTION

This undertaking is given by the person on the date it is accepted by the regulator as set forth in section 5 below.

SIGNED by the person



Dr Jim Thompson

on the 20 day of FEBRUARY, 2023

before me:




Signature of Witness



Name of Witness in full

SECTION 5: ACCEPTANCE

This undertaking is accepted by the regulator on the 01 day of June, 2023


Signature of regulator

Megan Barry

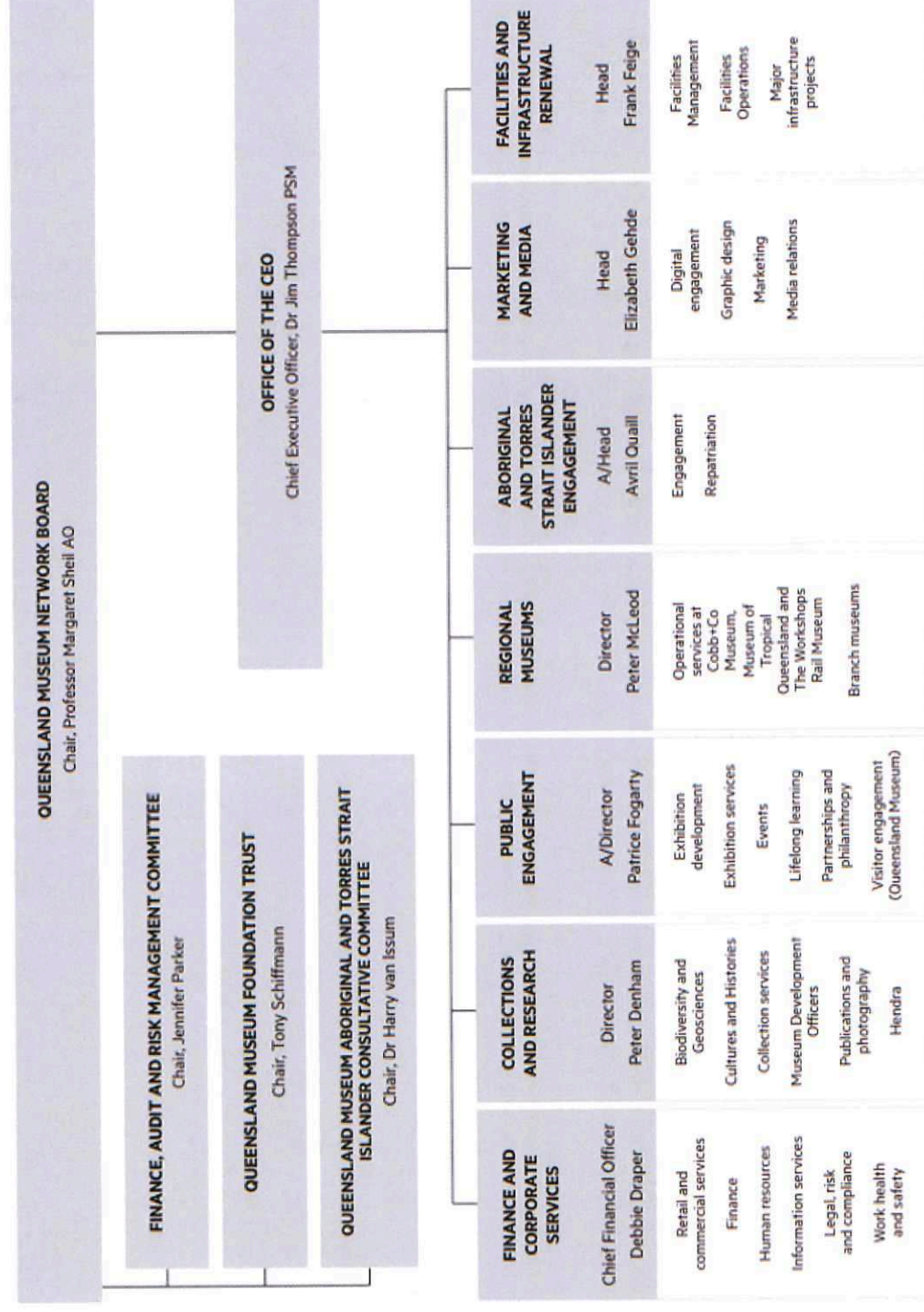
Name of regulator

Appointed by the Governor in Council as regulator under Schedule 2, Part 1 of the WHS Act, Schedule 2 of the *Electrical Safety Act 2002* and section 32 of the *Safety in Recreational Water Activities Act 2011*.

APPENDIX 1

QMN Functional Structure

Organisational chart as at 30 June 2021



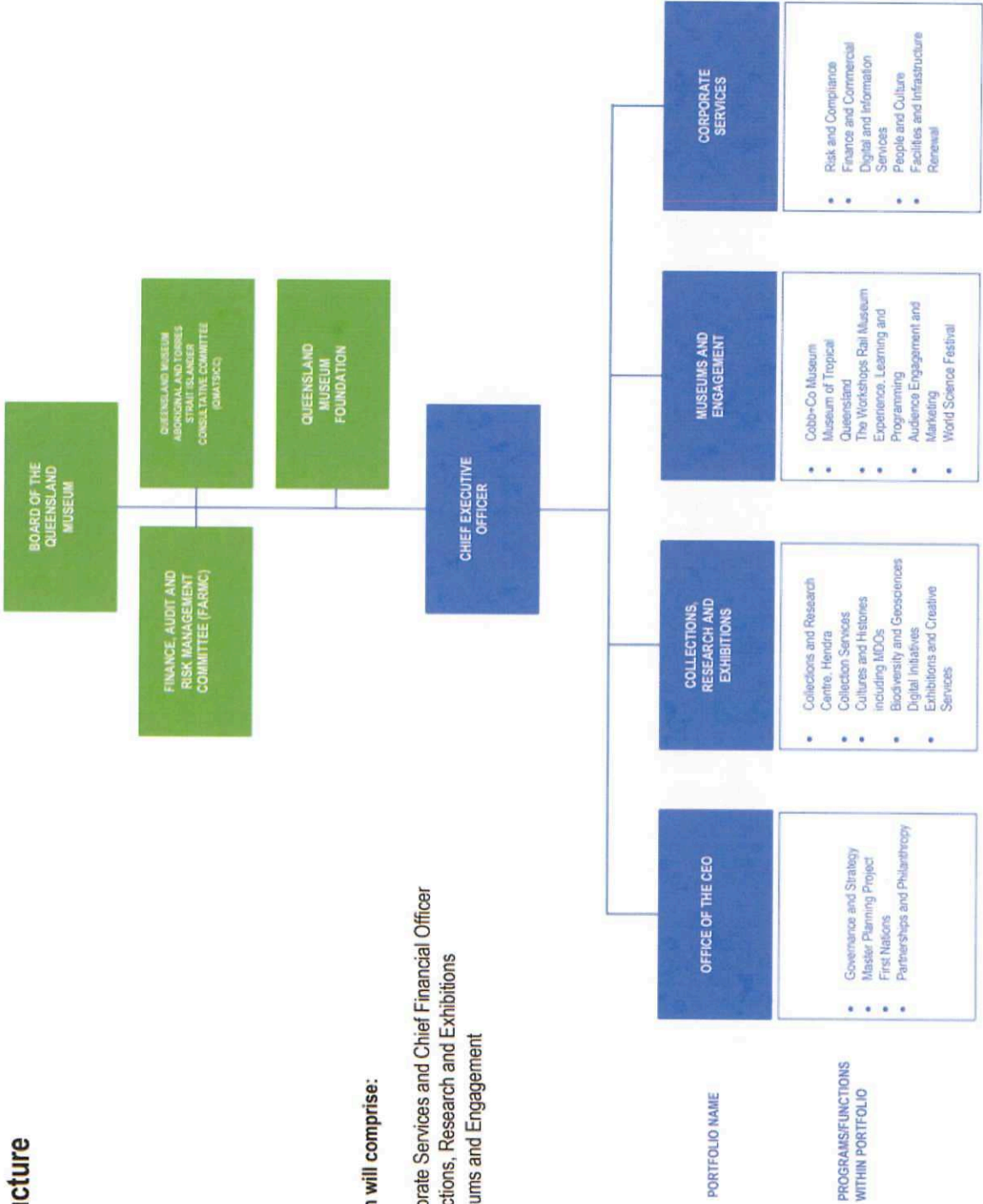
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Chart A Queensland Museum Network Portfolio Level Structure Final 23 May 2022

- Executive Leadership Team will comprise:
- Chief Executive Officer
 - Executive Director, Corporate Services and Chief Financial Officer
 - Executive Director, Collections, Research and Exhibitions
 - Executive Director, Museums and Engagement
 - Director, First Nations



Work Health and Safety Act 2011

Part 11 Enforceable Undertakings

REASONS FOR DECISION

Event Number	266795
Entity	Board of the Queensland Museum
ABN	91 552 611 802
Entity Address	Corner Grey and Melbourne Streets, South Brisbane Qld, 4101
Location of alleged contravention	Corner Grey and Melbourne Streets, South Brisbane Qld, 4101
Date of alleged contravention	Between 1 June 2015 and 22 February 2019

1 History of the application

- 1.1 The undertaking given by the Board of the Queensland Museum (BQM) relates to an alleged contravention of the *Work Health and Safety Act 2011* between 1 June 2015 and 22 February 2019 where workers were exposed to the risk of contracting Q Fever and two workers contracted Q Fever.
- 1.2 The BQM is a statutory body that governs the Queensland Museum Network (QMN). The BQM's existence, functions and powers are set out in Part 2 of the *Queensland Museums Act 1970*.
- 1.3 Some of the work and research conducted by the QMN includes Taxidermy which is the art of preserving the skin, fur, feathers, or scales of an animal - primarily vertebrates - for the purpose of display or study.
- 1.4 At the time of the alleged contravention new specimens - usually public donations resulting from roadkill, beach wash or window strikes were prepared onsite at the Queensland Museum in South Bank, and in limited cases, at the Museum of Tropical Queensland in Townsville by QMN staff and volunteers trained in taxidermy.
- 1.5 Q Fever is a vaccine-preventable disease caused by the *Coxiella Burnetii* bacterium and is a notifiable disease under the *Public Health Act 2005*. The only recognised protection in Australia is to vaccinate those who are likely to come into close contact with infected animals including abattoir workers, farmers, shearers, veterinary professionals, and agricultural staff.
- 1.6 Q Fever spreads from animals to people by bacteria found in the animal's hide, wool, fur, or bodily fluids. Humans can become infected by inhaling the dust from infected animals, or from contact with mucous membranes. It does not spread from person to person.
- 1.7 Q Fever symptoms in humans manifest 14–25 days after infection and may include sudden high fever, blurred vision, chills, nausea, and general fatigue. Infected animals may not show any sign of illness, and many people infected with Q Fever have no or few symptoms.

- 1.8 On 16 October 2016, the QMN sought and received advice from Workplace Health and Safety Queensland (WHSQ) regarding Q Fever and suggested risk management procedures. This advice was not actioned. Furthermore, QMN misinterpreted sources of Q Fever infection and contamination, and as such, did not consider Q Fever to be a significant risk to QMN staff and volunteers performing taxidermy in the course of their employment with QMN.
- 1.9 On 16 January 2019, a QMN employee, based at Queensland Museum in South Bank was diagnosed with a spinal abscess as a manifestation of Q Fever. A second employee based at the same museum was also diagnosed with Q Fever on 22 February 2019 and experienced flu like symptoms as a result.
- 1.10 At the time of the alleged contravention, QMN had no specific policy for zoonotic diseases such as Q Fever and no training, immunisation program or Safe Operating Procedures (SOPs) for infection prevention and control of zoonoses.
- 1.11 Following notification of the above incidents and investigations by Workplace Health and Safety Queensland (WHSQ), prosecution action was commenced by the Work Health and Safety Prosecutor (by complaint and summons) against the BQM, for failing to comply, so far as reasonably practicable, with their health and safety duties under section 19(1), contrary to section 32 of the WHS Act.
- 1.12 On 5 March 2021, the BQM notified the Office of Industrial Relations (OIR) Enforceable Undertakings (EU) Unit of their intention to give a WHS undertaking (undertaking) for this matter.
- 1.13 On 11 August 2022 and 13 March 2023, an Evaluation Panel (panel) evaluated the BQM's initial undertaking and subsequent revised undertaking including all supporting documentation.
- 1.14 Initially, the panel were not willing to recommend acceptance of the undertaking. The panel provided the BQM with written feedback and advised they were willing to re-evaluate a revised undertaking if it appropriately addressed the feedback.
- 1.15 On 21 February 2022, the BQM submitted a revised undertaking and updated supporting documents.
- 1.16 On 13 April 2023, following a return evaluation, the panel unanimously recommended the revised undertaking be considered for acceptance as an EU.

2 Legislation and Policy

- 2.1. It is alleged that the BQM failed to comply with section 32 of the WHS Act.
- 2.2. Pursuant to section 216 (1) of the WHS Act the WHS regulator may accept a written undertaking given by a person in connection with a matter relating to a contravention or alleged contravention by the person of the WHS Act.
- 2.3. The Deputy Director-General (DDG), OIR has been appointed as the WHS regulator by the Governor in Council under Schedule 2, Part 1 of the WHS Act.
- 2.4. OIR provided the BQM with the relevant publications outlining information regarding the OIR EU Program and the WHS regulator's expectations for giving an undertaking.

- 2.5. Pursuant to section 216(4) of the WHS Act, the WHS regulator must issue, and publish on the WHS regulator's website, general guidelines in relation to the acceptance of WHS undertakings under the WHS Act.
- 2.6. Section 217(1) of the WHS Act provides that the WHS regulator must give the person/s seeking to give an undertaking written notice of the decision to accept or reject the undertaking and the reasons for the decision.

3 Material and evidence considered by the WHS regulator

- 3.1. In making a decision regarding this matter, the WHS regulator has considered the following documents:
 - 3.1.1. *Work Health and Safety Act 2011, [Part 11; section 3]*.
 - 3.1.2. *Guidelines for the acceptance of an enforceable undertaking* - dated November 2017.
 - 3.1.3. Revised WHS undertaking dated 21 February 2023.
 - 3.1.4. Complaint and Summons - BQM dated 17 December 2020.
 - 3.1.5. Statements of Facts – BQM.
 - 3.1.6. OIR's Statement of compliance history – BQM – dated 17 July 2021.
 - 3.1.7. Workers Compensation History – BQM – dated 26 July 2021.
 - 3.1.8. Financial Capability Letter – BQM – dated 28 February 2022.
 - 3.1.9. Injured worker letter and response dated 19 July 2021 and 10 September 2021.
 - 3.1.10. Injured worker letter and response dated 14 July 2021 and 13 July 2022.
 - 3.1.11. Supporting documentation provided by BQM – various dates.
 - 3.1.12. EU Unit Chronology Statement – BQM – dated 18 April 2023.
 - 3.1.13. Initial Evaluation Panel feedback – BQM – dated 14 October 2022.
 - 3.1.14. Return Evaluation Panel Assessment – BQM – dated 13 March 2023.

4 Findings on material questions of fact

- 4.1. I regard the *Guidelines for the acceptance of an enforceable undertaking* dated November 2017, contains considerations which are relevant and appropriate to my decision.
- 4.2. I find the undertaking given by the BQM satisfies the formal requirements of the WHS Act and the policy requirements discussed above with respect to the operation of Part 11 of the WHS Act as they have been published.
- 4.3. I find the factual background to the alleged contravention is as set out in section 1 of the undertaking given by the BQM.
- 4.4. I find that the procedural history relating to the undertaking is set out in paragraph 1 above.

- 4.5. I find the objective gravity of the alleged contravention by the BQM is 'medium/high'.
- 4.6. I find the quantum of the undertaking and the respective financial commitments of the BQM are proportionate to the objective gravity of the alleged contravention by the BQM and account for the benefits that would accrue to them through avoiding prosecution.
- 4.7. I find that the BQM have acknowledged the alleged contravention and shown regret regarding the occurrence and the consequences of the alleged contravention.
- 4.8. I find that the BQM, who have a health and safety duty under the WHS Act, failed to comply, so far as reasonably practicable, with that duty contrary to section 32 of the WHS Act.
- 4.9. I acknowledge the assurance given by the BQM that the behaviour that led to the alleged contravention has ceased and the commitment to ensuring the ongoing effective management of risks to health and safety in the future.
- 4.10. I find the undertaking commits the BQM to a standard that is higher than the recognised compliance for the activity and to activities over and beyond recognised compliance levels.
- 4.11. I find the undertaking would constitute tangible benefits for workers, industry and the community as BQM are committing to:
- 4.11.1. Disseminating information about the undertaking to all QMN staff and volunteers, contractors, and key stakeholders associated with QMN sites for the duration of the undertaking. The QMN will also report/provide evidence of dissemination via bi-monthly meetings to the QMN EU Project Board with minutes from these meetings tabled and noted at all subsequent meetings of the Finance and Audit Risk Management Committee (FARMC), a sub-committee to the BQM.
 - 4.11.2. Refurbishing and upgrading the Biological Specimen Preparation Laboratory (BSPL) at the Queensland Museum in South Bank. This project will be funded by Arts Queensland (building owner) and co-ordinated by QMN Facilities and Infrastructure Team, Arts Queensland and external suppliers where relevant.
 - 4.11.3. Ensuring the BSPL and other laboratories in the QMN are beyond compliance and in addition to the refurbishing and upgrade, QMN will also undertake the following:
 - 4.11.3.1. Establishing standard operating procedures (SOPs) and induction process for external parties that will have access to the BSPL.
 - 4.11.3.2. Facilitating, free of charge access, to the BSPL for assessment, assignment, research and other professional or industry related purposes.
 - 4.11.3.3. Developing a Scope of Laboratory Activities to identify all task and functions to be performed in all laboratories through the QMN.

- 4.11.3.4. Engaging a specialist technical and strategic consultant, to conduct a Q Fever Risk Audit that will be completed prior to commissioning the BSPL.
- 4.11.3.5. Engaging a specialist WHS consultant to conduct an independent audit of the BSPLs SOPs and dangerous goods protocol.
- 4.11.3.6. Purchasing BSPL specialist and fit for purpose equipment.
- 4.11.3.7. Training six QMN laboratory staff members in Certificate III Laboratory Skills Laboratory Professional Development Training.
- 4.11.3.8. Refurbishing and upgrading the extraction, exhaust and heating, ventilation and air conditioning (HVAC) equipment in all QMN laboratories.

- 4.11.4. Engaging a specialist advisory consultant to assist QMN in implementing an initial and follow up WHS Leadership and Culture Survey, available through the OIR website, to all staff. OIR's Industry Strategy and Programs Unit will provide limited assistance to QMN in facilitating access to the survey and supporting OIR resources.
- 4.11.5. Recruiting, engaging and training:
 - 4.11.5.1. A Project Manager to co-ordinate and assist QMN in the delivery of all aspects of the undertaking.
 - 4.11.5.2. suitably qualified employees to form a dedicated and appropriately resources QMN Risk and Compliance team.
- 4.11.6. Convening an EU Project Board comprised of representatives from the Executive Leadership Team and senior managers to govern activities described in the undertaking.
- 4.11.7. Engaging a specialist WHS management consultant, to provide an interim third-party desktop audit report that will assess and validate the status of QMN's current WHS systems prior to the new Work Health and Safety Management System (WHSMS) being purchased and implemented.
- 4.11.8. Tendering, purchasing, implementing and undergoing third party auditing of a new WHSMS, also referred to as an Occupational Health and Safety Management System (OHSMS). In addition to this an assurance strategy will be developed and training provided on the WHSMS to all staff and during inductions for new staff.
- 4.11.9. Collaborating with OIR, taxidermy professionals across Australia and collecting institutes across Queensland, QMN will develop, promote, and annually update a:
 - 4.11.9.1. best practise Museum Biological Specimen Preparation Tool Kit. QMN will provide this kit free of charge via QMN's website and affiliate sites in accordance with industry feedback, legislation and industry related issues. In addition, the CEO, QMN will formally write to Council of Museum Directors and International Council of Museums (ICOM) to table the kit as an agenda item and present the outcomes in future meetings; and
 - 4.11.9.2. a practical Small Museum WHS Toolkit. QMN will also conduct workshops on the toolkit to community museums across Queensland and disseminate the toolkit directly to 300 plus community-based museums across the state as well as via affiliate organisations. In addition to this, QMN Museum Development Officers will submit/present conference papers focussed on the tool kit and associated workshops to the annual ICOM Australia, Australia and Australian Museum and Gallery Association and Museum Next Conferences.

4.11.10. Pursuing partnerships with, and liaising with universities, QMN's Risk and Compliance Team, supported by People and Culture team, will develop an internship/ industry placement program for tertiary students studying WHS Science (or a related discipline) for an appropriate WHS project to be identified by the parties. Additionally, the program will be audited and a survey conducted with participants to inform continuous improvement of this program.

4.11.11. Collaborating with OIR, two nominated organisations and partnered universities, QMN will develop, promote, update and refine annually, a free educational resource profiling zoonotic disease found in domestic and non-domestic animals. This resource will then be disseminated to schools and community groups nationally through QMN's Educational Loans Program and teacher databases.

4.11.12. Agreeing to pay \$10,724 for OIR's recoverable costs.

4.12. I acknowledge that panel members have recommended acceptance of the undertaking as an appropriate enforcement outcome in the circumstances of this case.

5 Decision

5.1 In making my decision, I have considered and had regard to the evidence and other material referred to in paragraph 3 above, and to the facts I have found referred to in paragraph 4 above.

5.2 Because the proposed undertaking given by the BQM meets the formal requirements of the WHS Act and policy requirements, my discretion whether to accept the undertaking under section 216(1) of the WHS Act is enlivened.

5.3 Based on the evidence, findings and having regard to the objects of the WHS Act, I have carefully considered this matter and am of the opinion that the undertaking given by the BQM is an appropriate enforcement option in regard to this case.

5.4 I have concluded that an EU is the preferred enforcement option, rather than continuing with the prosecution, due to the opportunity to provide lasting organisational change within the BQM and the implementation of monitored and targeted health and safety improvements that will deliver benefits to workers, industry and the community, which may not be achieved by prosecution.

5.5 Under section 216(1) of the WHS Act, it is my decision to accept this undertaking as an EU.



Megan Barry
Acting Deputy Director-General
Office of Industrial Relations
01 / 06 / 2023