

BOARD OF THE QUEENSLAND MUSEUM

STRATEGIC PLAN

2019–2023

INTRODUCTION

Queensland Museum is an iconic and vibrant network of museums that inspire generations to discover and celebrate our unique natural and cultural heritage. At our heart is an extraordinary collection of more than 1.2 million specimens and objects that document and tell Queensland's story.

This Strategic Plan 2019-2023 outlines the priorities for the Queensland Museum Network (QMN) over the next four years.

VISION

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

PURPOSE

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

OBJECTIVES

COLLECTIONS

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

ENGAGEMENT AND LEARNING

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

RESEARCH

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

SUSTAINABILITY

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

PEOPLE

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

Contribution to the Queensland Governments objectives for the Community- *Our Future State: Advancing Queensland's Priorities*

Protect the Great Barrier Reef.

By maintaining a physical record of reef species diversity as a key element of collection.

Keep Queenslanders Healthy.

By using objects from the collection to tell stories that connect individuals and communities to their past and provide guidance for the future.

Create jobs in a strong economy.

By stimulating and creating growth in the tourism, education, hospitality and leisure industries.

Give all our children a great start.

By delivering learning experiences for early childhood and delivering life-long learning experiences for all generations.

Protect the Great Barrier Reef.

Through advocacy of knowledge and information about the health and sustainability of the reef.

Protect the Great Barrier Reef.

By leading innovative research about the reef and identifying changes to reef diversity.

Create jobs in a strong economy.

By ensuring the Queensland Museum remains a valued, progressive and developing organisation well into the future.

Being a responsible government.

By achieving financial sustainability through the establishment of partners and commercial activity and environmental sustainability through best practice management of infrastructure.

Create jobs in a strong economy.

Through employment of creative and talented people who will contribute to growth and development of the Museum into the future.

Queensland Government funding allocated for the operations* of Queensland Museum Network over the next three years is:

2019-20 (\$'000) \$32,918

2020-21 (\$'000) \$31,165

2021-22 (\$'000) \$27,646

*Includes specific projects but excludes equity transfer

STRATEGIC RISKS

- The ongoing capacity to maintain a broad and dynamic program and deliver state-wide exhibitions, events, experiences and learning programs at low cost may impact on key measures of visitation and earned revenue. While confident that the proposed program of exhibitions and events is achievable the Museum will actively pursue partnerships, sponsorships, self generated revenue sources, grants and donations.
- The capacity to maintain a core of scientific and technical expertise capable of addressing issues critical to the sustainability of Queensland's cultural and natural environments may impact on the ability to achieve research findings and delivery of new knowledge.
- The capacity to resource effective learning and development strategies and opportunities which are focussed on building capability and improving workplace culture.
- The ongoing growth of the collection leads to increased requirements for conservation, management and storage requirements for Queensland's extraordinary collection, this may

impact on the capacity of QM to maintain high standards of care in perpetuity. Resources for best practice care are allocated on an annual basis and from time to time additional funding is sought for infrastructure. The long term growth of the collection and its management will also form part of future planning.

STRATEGIC OPPORTUNITIES

- To embrace the digital revolution and new technology to enable improved access to collections, establishment of new audiences and increased reach. This will be realised through the development of a new digital and technology strategy and the formation of new partnerships with industry academia and community.
- To respectfully showcase Queensland's unique Aboriginal and Torres Strait Islander cultures to the world.
- Increased partnerships and collaborations with industry, universities, local government and others is essential to the future growth and diversity of QMN. QMN will achieve this through a community focused approach and by participation in multidisciplinary teams with partners.
- Be recognised as a centre of excellence in STEM learning through the SparkLab facility, World Science Festival Brisbane and Future Makers partnership. Achieved by the delivery of innovative and best practice learning activities in STEM.



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STRATEGIES

<ul style="list-style-type: none"> • Add value to the State Collection through the acquisition of objects of significance and relevance to Queensland's cultural and natural heritage. • Maintain and improve storage capacity across QMN state-wide. • Continue to build a strong repatriation program that ensures an ongoing partnership with Aboriginal and Torres Strait Islander communities. • Support Queensland communities to care for their collections through QMN's State-wide Museum Development Officer (MDO) program. • Ensure long-term preservation and care of QMN collections. • Ensure our audiences have access to QMN collections wherever they are in the world. 	<ul style="list-style-type: none"> • Showcase Queensland's rich and diverse cultural and natural content through dynamic programming, exhibitions, displays and events. • Deliver an annual world-class science festival in Brisbane and regional areas. • Plan scope and fundraise for the establishment of a new Aboriginal and Torres Strait Islander gallery and renewal of permanent galleries at regional campuses. • Continue strengthening STEM engagement across QMN through Sparklab and regional Sciencecentre exhibitions. • Develop organisational capability in early learning activities (0-5 years). 	<ul style="list-style-type: none"> • Collaborate and partner with universities, centres of excellence, funding bodies and industry partners to augment research capacity. • Undertake new and ongoing research on the Collection. • Seek peer-reviewed research outcomes. • Ensure QMN research is made available to the widest possible audience. 	<ul style="list-style-type: none"> • Develop business focused entrepreneurial strategies which improve productivity, foster innovation and maximise self-generated revenue. • Develop partnerships across government, academia, arts organisations and industry that deliver shared value and impact. • Continue to co-invest with key partners to deliver fit-for-purpose infrastructure. • Ensure significant systems and services have a life cycle/asset management plan in place. • Integrate digital technology to enable online access to collections and data. • Develop and complete a long term masterplan with a 15 year horizon. 	<ul style="list-style-type: none"> • Acknowledge and respect our First Peoples through partnerships and implementation of the QMN Reflect Reconciliation Action Plan. • Attract and develop a highly motivated, innovative and diverse workforce. • Celebrate the contributions of the museum staff and volunteers. • Develop QMN's organisational culture to enhance employee engagement, productivity and safety.
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PERFORMANCE INDICATORS

<p>Percentage of QMN collection items stored to international benchmark standards.</p> <p>Percentage of QMN State collections available online.</p> <p>Percentage of Local Governments receiving QMN services through state-wide MDO program.</p>	<p>Number of visits to QMN onsite, off site, online, educational loans and travelling exhibitions.</p> <p>Audience satisfaction.</p> <p>Number of formal education visitors.</p> <p>Number of users of QMN loan kits.</p> <p>Number of people participating in public programs on and off site.</p> <p>Number of visitors attending World Science Festival Brisbane.</p>	<p>Number of peer-reviewed papers.</p> <p>Percentage of museum exhibitions and experiences using QMN collections and evidence-based research.</p> <p>Number of national and international research grants sought and received.</p>	<p>Percentage of self-generated revenue to total revenue.</p> <p>Number of partnerships.</p>	<p>Number of volunteers.</p> <p>Positive increase in workforce diversity targets.</p> <p>Positive increase in staff satisfaction identified in Working for Queensland Survey.</p> <p>Percentage of Reflect Reconciliation Action Plan 'Actions' completed.</p>
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