

STRATEGIC PLAN 2020-2024



SparkLab | Queensland Museum

INTRODUCTION

The 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 1.2 million specimens and objects that document and tell Queensland's unique story.

VISION

To be a valued and trusted museum network that creates authentic and compelling experiences.

PURPOSE

Connect real objects and contemporary research with communities and tell stories that inspire, enrich and empower.

CONTRIBUTION TO THE COMMUNITY

QMN is committed to contributing to the Queensland Government objectives for the community, *Our Future State: Advancing Queensland's Priorities*.

QMN has a significant role in **Protecting the Great Barrier Reef** by maintaining a physical record of reef species diversity as a key focus of the collection; leading and partnering in critical research about the reef to identify changes to reef diversity and contribute to reef preservation; and using knowledge and information to advocate for a healthy and sustainable reef.

As a network of museums across Queensland, QMN contributes to **Creating jobs in a strong economy** by stimulating and creating growth in the education, research, tourism, hospitality and leisure industries; and by employing creative and talented people who contribute to the growth and development of QMN.

With a commitment to education, QMN contributes to **Give all our children a great start** by telling stories that connect individuals and communities to their past and deliver life long learning experiences for all generations. This will involve delivering targeted and unique learning experiences for early childhood.

In delivering this plan QMN will respect, protect and promote human rights in our decision making and actions.

STRATEGIC OPPORTUNITIES

- Diversified partnerships and collaborations with industry, universities, local government and others is essential to the future growth and diversity of QMN.
- Be a leader in digital innovation through adoption of new technology to enable improved access to collections, enhanced delivery of compelling experiences, establishment of new audiences and increased reach.
- Be recognised as a centre of excellence in science, technology, engineering and mathematics (STEM) learning.
- Enhance our partnerships with Queensland's Aboriginal and Torres Strait Islander communities and promote and affirm an understanding and awareness of Indigenous cultures.
- Be a leading organisation for Queensland in developing and promoting solutions to climate change through research, public programs and advocacy.

STRATEGIC RISKS

- The COVID-19 Pandemic has caused disruption to service delivery and has created challenges in achieving the strategic objectives in this plan.
- QMN must manage the increased expectation to resource and deliver a broad and dynamic suite of public programs and experiences to remain accessible to visitors and generate revenue.
- Resourcing and maintaining a core of scientific and cultural expertise is essential to ensure QMN is capable of addressing issues critical to understanding and protecting Queensland's natural and cultural environments.
- The capacity to engage partners is critical to support the ongoing development of museum activities and services.
- The growth of the irreplaceable State Collection is leading to increased conservation, management and storage requirements placing at risk the ability to maintain the collection at an international standard.

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

2020-21 \$31,289,000

2021-22 \$27,785,000

2022-23 \$28,307,000

*Includes specific projects but excludes equity transfer

OBJECTIVES

COLLECTIONS

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

RESEARCH

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

ENGAGEMENT AND LEARNING

Deliver compelling and relevant experiences that maximise engagement and learning.

SUSTAINABILITY

Create a sustainable and evolving business 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.

STRATEGIES

- Add value to the State Collection through the acquisition of objects of significance and relevance to Queensland's natural and cultural heritage.
- Maintain and improve storage capacity across QMN state-wide.
- Continue to build a strong and 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.

- 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.
- Focus QMN research towards addressing State and National priorities.

- Showcase Queensland's rich and diverse natural and cultural content through dynamic programming, exhibitions, displays and events.
- Deliver an annual world-class science festival in Brisbane and regional areas.
- Plan and scope 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 *Sciencentre* exhibitions.
- Develop organisational capability in early learning activities and scope a new Children's Gallery for 0-5 year olds.

- 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.
- Develop a program of infrastructure renewal at all network locations.
- Integrate new digital technology to enable greater reach and online access to collections and data.
- Develop and implement a long term strategic plan for all QMN sites.

- Acknowledge and respect our First Peoples through partnerships and implementation of the QMN *Reflect* Reconciliation Action Plan (RAP).
- 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.

PERFORMANCE INDICATORS

Percentage of QMN collection items stored to international benchmark standards.

Percentage of QMN State Collection available online.

Percentage of Local Governments receiving QMN museum support services.

Number of peer-reviewed papers.

Percentage of museum exhibitions and experiences using QMN collections and evidence-based research.

Number of national and international research grants received.

Number of university and industry research collaborations.

Number of visits to QMN onsite, off site and online.

Audience satisfaction with museum experiences.

Annual formal educational visits across QMN.

Number of users of QMN educational loan kits.

Number of people participating in public programs and events on and off site (including World Science Festival Brisbane)

Percentage of self-generated revenue to total revenue.

Number of formal partnerships with external organisations.

Infrastructure renewal projects delivered on time and budget.

Number of volunteers across QMN.

Positive increase in workforce diversity targets.

Positive increase in staff satisfaction identified in Working for Queensland Survey.

Percentage of QMN *Reflect* Reconciliation Action Plan (RAP) 'Actions' completed.