

Follow your curiosity

STRATEGIC PLAN 2022-26





Acknowledgement of Country

In keeping with the spirit of reconciliation, Queensland Museum Network acknowledges the First Peoples, the Traditional Owners of the lands where we live and work. We recognise their continuing connection to land, water and community.

We pay respect to Elders – past and present – and acknowledge the important role Aboriginal Peoples and Torres Strait Islanders continue to play as part of the Queensland Museum Network community.



• Artwork by Casey Coolwell



Professor Margaret Sheil AO



Your guide through the *Queensland Museum Network Strategic Plan 2022–26* is *Litoria xanthomera*—the Orange-thighed frog. This species of frog grows to a length of 60mm and lives in the wet tropics of northern Queensland.

From the Chair

It is my great pleasure to present the Queensland Museum Network (QMN) Strategic Plan 2022–26.

The culmination of considerable consultation and aspirational thought, this plan crystallises our purpose, focusses our strengths and provides a blueprint for success.

A cherished and much-loved institution, QMN offers a unique platform to enrich Queensland's cultural future and deliver on the five pillars of *Creative Together 2020–2030: A 10-Year Roadmap for arts, culture and creativity in Queensland*. Our world-class research expertise translates to real-world outcomes for critical issues like climate change and contributes to Queensland's growing reputation as a knowledge economy.

In 2022–26 QMN will celebrate vibrant living First Nations cultures, champion biodiversity, shine a spotlight on our priceless collections, reach diverse audiences, harness new and emerging technologies and deliver museum services to all Queenslanders, no matter where they live.

Our priorities are courageous, inspiring and exciting. Like anything new, there will be challenges but also great reward. Most importantly, this Strategic Plan will position QMN for continued evolution through to Brisbane 2032 as we present ourselves on the international stage.

I commend this Strategic Plan in the hope that it will encourage us all to follow our curiosity.

A handwritten signature in black ink, reading 'M Sheil'.

Professor Margaret Sheil AO
Chair, Board of the Queensland Museum

Foreword

Over the past 160 years QMN has grown alongside Queensland, touching the hearts and minds of many.

During this time, we have evolved as an organisation, driven by cultural, social, economic and environmental changes.

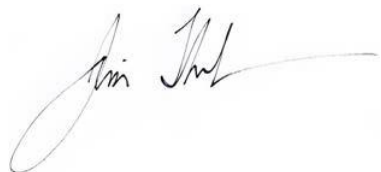
Most recently, COVID-19 has reshaped the way we live, work and interact with each other. Rapid changes in digital technology and a greater push for commercial sustainability necessitate new ways of operating.

Globally, there is a clarion call towards greater equality, cultural awareness and acknowledgement of community diversity. Natural disasters highlight the increasing urgency we have in preserving our ecosystems for future generations, and a renewed sense of consciousness as we acknowledge our impacts on climate and the environment.

As a trusted place for celebration, truth telling, critical reflection and debate, QMN plays a central role in the cultural, social and intellectual development of all Queenslanders.

Over the next five years, QMN will shine a spotlight on stories that matter. We will craft and share new, inspirational programming for diverse and disparate communities to learn and connect with important issues about each other, about Queensland and about the world around us.

My hope is that this Strategic Plan inspires us all to be curious. To explore and cherish Queensland's natural, cultural and geological heritage and in doing so, foster a collective sense of belonging and respect for the unique cultures, environments and communities of this great state.



Dr Jim Thompson PSM
Chief Executive Officer
Queensland Museum Network

Dr Jim Thompson in
SparkLab, Sciencentre at
Queensland Museum, South Bank.



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QMN holds approximately 3.9 million insects, including 38,000 type specimens from habitats throughout Queensland, with comparative material from adjacent Indo-Pacific regions, such as New Caledonia.



The story so far

In 1859, a group of curious individuals formed the Queensland Philosophical Society. Three years later, in 1862, they opened their first public display in the Windmill on Brisbane's Wickham Terrace, and thus, QMN was born.

Today, QMN is the keeping place for 15.2 million cultural objects, natural history specimens and geological treasures. Every year, we expand our holdings through field expeditions, contemporary collecting and trusted research. Together, our collections and research play a critical role in documenting our past to better understand our future.

A celebrated cultural and scientific leader with a powerful brand, QMN reaches beyond the constraints of geography to connect with communities through a dynamic, state-wide network that includes four public sites, one collection and research centre, two branch museums and major events such as World Science Festival.

QMN's education loans program – one of the largest in the world – services community groups, schools and other educational institutions across Queensland. Our virtual museum online and best-selling popular publications engage diverse and broad audiences, while our museums and cultural heritage development program provides best practice professional support for arts, cultural and collecting institutions and Indigenous Keeping Places across the state.



What is our purpose?

We celebrate the cultural, social and natural heritage of Queensland.

We are a social anchor: an iconic, trusted place for reflection, truth telling and debate, celebration and fun.

We discover, preserve, research and share unique stories of Queensland and the world around us.

We exist to bring people together through enriching experiences that invite inquiry and satisfy our innate curiosity as human beings.

How do we do this?

We share Queensland's story.

Stories entertain us. They remind, excite and caution us. Stories help us make sense of the world. They teach, guide and inspire us to imagine ... more.

At QMN, we collect, preserve and share the stories we know – stories about Queensland's cultural and natural heritage. Through research and engagement, we discover new stories, and bring them to Queensland in genuine partnership with local, national and international communities.

All our stories, be they owned or borrowed, old or new, are brought to life with real artefacts, specimens and evidence-based research.

What is our aspiration?

To be a world class museum network: where everyone is welcome to discover Queensland and share authentic, inspiring stories.

Queensland is big. Our cultures, environments and perspectives are diverse. We are always learning and searching for answers.

QMN will break down barriers of distance, language, disability, ethnicity and gender to inspire curiosity through stories that matter to Queensland ... and the world.

In doing so, we will connect communities, foster a society inspired by knowledge and equipped to make informed decisions to create a positive legacy for future generations.

Dr Chris Burwell, Senior Scientist – Entomology regales students with interesting insect facts in the *Wild State* exhibition at Queensland Museum, South Bank.



Strategic pillars

The following strategic pillars reinforce everything we do:

1. **A collection like no other:** We will manage, preserve and grow our collections as the best example of Queensland's story—past, present and future.
2. **Knowledge becomes wisdom:** We will increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research influencing real-world outcomes.
3. **Experiences and engagement:** We will embrace diverse audiences with reimagined, participatory experiences that stimulate lifelong learning, foster social connection and provoke change.
4. **160 years young:** We will be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.
5. **Our people:** Underpinning everything, as our fifth strategic pillar, and the beating heart of QMN, are our people. We will create a safe, equitable workplace that represents Queensland's communities, embodies our values and strives for excellence.



Our priorities

In delivering this Strategic Plan, QMN will focus on six priorities:

- 1. Customs, Cultures and Country:** We will celebrate the vibrant living cultures of Aboriginal, Torres Strait Islander and Pacific Indigenous peoples. We will acknowledge past injustices, tell hidden histories and embed First Nations voices as a vital, continuing thread in our organisational fabric.
- 2. The archive is alive and well:** We will shine a spotlight on Queensland's priceless collections, keep them safe, and bring back of house to front of house to demonstrate the importance of our natural, cultural and geological treasures.
- 3. Biodiversity champion:** We will preserve Queensland's unique biodiversity by applying research and knowledge to achieve real outcomes in medicine, wildlife and threatened species management; environment and reef protection; biosecurity; and ecosystem resilience.
- 4. Digital evolution:** We will harness new and emerging technologies to expand our reach, personalise experiences, deepen our impact and be more efficient and flexible in the way we work.
- 5. Captivated audiences:** We will strike a balance between expert knowledge and compelling outcomes to truly connect with diverse audiences in ways that inspire awe and wonder.
- 6. A museum without borders:** We will break down barriers and deliver authentic experiences, contemporary research and best-practice museological services to all Queenslanders, no matter where they live.

Year four students explore the *Fossils, Minerals and Rocks* learning resources developed by QMN's education loans service.





Our values

In pursuing our vision, QMN is committed to the following guiding values:

- **Integrity:** We will maintain our reputation as a valued and iconic institution known for knowledge, scholarship and scientific rigour by acting responsibly, reliably, accountably and honestly.
- **Contemporary:** We are agile and responsive, and our offerings keep pace with social, cultural, environmental and technological evolution.
- **Respect:** We treat others fairly, listen, foster collaboration and promote safety, wellbeing and sustainability in everything we do.
- **Optimism:** We keep an open mind, face challenges head-on, try new ideas and new techniques in partnership with others to do our job better.
- **Commercially savvy:** We understand our business, pursue opportunities and invest where it counts.

What are we good at?

QMN will develop our strategic advantage by harnessing our:

- **Reputation:** Our standing as a cultural and scientific icon, backed by 160 years of excellence.
- **Collection:** Our natural, cultural and digital holdings are the best material examples of Queensland's continuing story.
- **Experiences:** Our authentic exhibitions, events and programs bring people together to celebrate Queensland and our place in the world.
- **Reach:** Our extensive portfolio of built and digital assets allows us to service the 1,734,157km² of Queensland ... and beyond.
- **Partners:** Our job is too big to do alone. We actively collaborate with a diverse range of partners across community, industry, academia and government to extend shared priorities of reach and impact.

Dr Tom Bridge, Senior Scientist
– Corals and Dr Peter Cowman,
Senior Scientist – Biosystematics
in the coral collection at Museum
of Tropical Queensland, Townsville

Strategic Plan 2022–26

1. A collection like no other

We will manage, preserve and grow our collections as the best example of Queensland's story – past, present and future

Objectives

- 1.1 Enhance collection development through a relevant, responsible and sustainable approach.
- 1.2 Future-proof Queensland's collection by investing in best-practice collection care, management and storage solutions.
- 1.3 Bring Queensland's collections to life, enhance research outcomes and visitor experiences through advanced digital technology.
- 1.4 Support Queensland's distributed collections and diverse heritage cared for by local, national and international communities.

Measures of success

- Collection significance.
- Proportion of collection stored to international benchmarks (m² and number).
- Number of collection items available and accessed online.
- Engagement with arts, cultural and collecting institutions and Indigenous Keeping Places across the state.

Ms Imelda Miller, Curator – Torres Strait Islander and Pacific Indigenous Studies in the anthropology collection at Queensland Museum, South Bank.



Outcome: A record of Queensland's continuing story – past, present and future – preserved in perpetuity, valued and accessible to all.

**A collection
like no
other**



Our people



2. Knowledge becomes wisdom

We will increase visibility, understanding and appreciation of Queensland's natural, cultural and geological heritage through evidence-based research contributing to real-world outcomes.

Objectives

- 2.1 Focus research on QMN collection strengths and outcomes aligned with state, national and international priorities.
- 2.2 Build research capacity through partnerships and collaboration with universities, centres of excellence, funding bodies and industry partners.
- 2.3 Demonstrate thought leadership by taking an active role in public discourse.
- 2.4 Increase our impact by sharing knowledge with professional, public and school audiences across new and varied platforms.

Measures of success

- Proportion of research projects linked to current state and national priorities.
- Growth in partnerships and competitive research grants sought and received.
- Number of peer-reviewed research papers in high impact journals, expert consultancies, conference papers and staff recognised.
- Number of professional and public inquiries, media stories and school engagements.

Dr Jessica Worthington Wilmer,
Geneticist, in the Molecular Identities
Laboratory at Queensland Museum,
South Bank.



Outcome: QMN's authoritative knowledge is applied to critical issues including social justice, climate change, biodiversity loss and conservation.

**Knowledge
becomes
wisdom**

Our people

3. Experiences and engagement

We will embrace diverse audiences with reimagined, participatory experiences and programs that stimulate lifelong learning, foster social connection and provoke change.

Objectives

- 3.1 Integrate Aboriginal and Torres Strait Islander culture, language, knowledge and history in everything we do and affirm our role as Queensland's lead agency for repatriation.
- 3.2 Engage with diverse communities and audiences: identify who they are and listen to what they want.
- 3.3 Create exciting, accessible, audience-led experiences and programming that showcase Queensland's collection and research.
- 3.4 Deliver must-see exhibitions and major events that inspire curiosity and drive tourism and commercial outcomes.

Measures of success

- Number of First Nations engagement initiatives.
- Increased experiences underpinned by Queensland's collection and research strengths.
- Audience reach, satisfaction and impact.
- Visitor growth (onsite and online).

Toowoomba school students participate in World Science Festival Queensland events at Cobb+Co Museum.



Outcome: QMN is a cherished part of the social fabric: a place that offers authentic connections, captivating experiences and plays an active role in the community.

Experiences and engagement

Our people



4. 160 years young

We will be a visionary, entrepreneurial museum network that delivers triple-bottom-line benefits – people, profit and planet – across the state, and beyond.

Objectives

- 4.1 Grow commercial partnerships, philanthropic capability and an entrepreneurial culture to increase own-source revenue to sustain operations and seed new initiatives.
- 4.2 Ensure we have the right built and digital infrastructure to deliver our vision sustainably.
- 4.3 Be a cultural and scientific leader, and the premier provider of museological services in Queensland.
- 4.4 Words to deeds: a lived performance framework that balances qualitative and quantitative measures and guides data-driven decision making.

Measures of success

- Own-source revenue as a percentage of total revenue.
- Realised infrastructure renewal projects across the state.
- Professional memberships and committee appointments.
- Economic and social impacts (i.e. audience satisfaction and engagement).

Humble beginnings. The first housing for the fledgling Queensland Museum was a large room in the Windmill on Wickham Terrace, one of only two surviving buildings from Brisbane's penal settlement.



160
years
young

Outcome: A world-class organisation resourced to live our values, achieve our vision and play a lead role in the museum profession.

Our people

5. Our people

We will create a safe, equitable workforce that represents Queensland's communities, embodies our values and strives for excellence.

Objectives

- 5.1 Attract and develop a diverse, innovative workforce valued for individual skills and experience.
- 5.2 Adopt a dynamic organisational structure with the agility to deliver core business and capitalise on opportunities.
- 5.3 Sustain strong leadership and governance, ethical decision-making and appropriate risk management.
- 5.4 Build a resilient culture that embeds workplace health and safety practices in everything we do.

Measures of success

- Employer of choice evidenced by staff satisfaction and retention.
- Workforce diversity.
- Reduction in work health and safety matters.



Sianga Mollel,
front of House Visitor
Experience Officer at
Queensland Museum.

Outcome: A high-performing, multidisciplinary workforce that achieves great things in a supportive culture that encourages safety, innovation and collaboration.



All aboard for big, loud
fun at The Workshops
Rail Museum, Ipswich.



What's driving the sector?

Museums are a vital part of our creative and cultural landscape, offering authentic experiences underpinned by scientific rigour. In a world awash with data, 24/7 access to information, news on demand, social media and abundant virtual interaction, real experiences and meaningful connections are becoming increasingly sought after.

Authority and authenticity matter. The role of the modern museum is to democratise collections and research, listen to public discourse, take a stand on critical issues, showcase multiple perspectives and encourage debate.

To do this, museums must define audience needs and augment traditional, bricks-and-mortar programs with experiences that are personalised and available anywhere, anytime.

Most importantly, museums must offer safe places to gather, socialise and have fun, in turn influencing cultural tourism and urban development.

Like any organisation operating in modern society, QMN is vulnerable to social, economic, political, environmental and technological issues, including:

- Unpredictable impact of natural disasters, global pandemics, cyber security threats and other uncontrollable events on service delivery, systems integrity, visitation and visitor confidence.
- Meeting the diverse and evolving needs of audiences from across the state, and those travelling to Queensland.
- Competing for scarce resources in an economic environment emerging from COVID-19.
- Delivering dynamic, relevant research and experiences accessible to a diverse, contemporary audience within funding constraints.
- Balancing ageing building infrastructure with legislative requirements to care, conserve, showcase and grow our collections.
- Attracting and retaining talent in a highly competitive, national and international market.

QMN will manage risk and respond to industry trends by:

- Making informed, agile decisions underpinned by our vision, values and priorities.
- Listening to our stakeholders and leveraging our competitive advantage to deliver audience-driven experiences and safe places to meet and gather.
- Increasing reach and impact through innovative digital delivery models.
- Collaborating with local, state and international industry counterparts to bring world-class museum services to Queensland.
- Demonstrating common sense and good judgement, taking a balanced, pragmatic approach to risk management and investment.
- Engaging and collaborating with partners – new and old – to broaden capacity, extend influence and deliver best-practice outcomes.



Operating environment

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

The Board is accountable to the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts, The Department of Communities, Housing and the Digital Economy, via Arts Queensland, provides the Board advice on key issues and governance matters.

Our operations are supported by recurrent appropriation from the Queensland Government as well as own-source revenue from commercial operations, competitive research grants, sponsorship and philanthropy. QMN can (and does) apply for funding through the standard budgetary processes. Limited-life grants support new initiatives, organisational reform, transformation and continuous improvement.

QMN adopts an agile, pragmatic approach to financial management, adjusting planned activities and staffing requirements, and actively pursuing commercial and philanthropic opportunities to increase own-source revenue, offset risk and achieve a balanced budget.

Queensland Government funding allocated for operations over the next three years is \$34 million (2021–22); \$30 million (2022–23) and \$27.8 million (2023–24).



Contribution to community

As a social anchor, QMN exists to strengthen cultural and social connections, and equip communities with the knowledge to make informed decisions.

In doing so, QMN contributes to:

- a strong and sustainable **arts and cultural sector** by maintaining our standing as Queensland's lead agency for museological services and implementing initiatives identified in *Creative Together 2020–2030: A 10 Year Roadmap for arts, culture and creativity in Queensland*.
- reframing relationships with Aboriginal and Torres Strait Islander peoples by advancing a **Path to Treaty** and authentically including the voices, histories and perspectives of Queensland's Indigenous peoples in everything we do.
- advocacy for **scientific and environmental issues** by discovering, documenting and preserving Queensland's natural species diversity; leading research into critical ecosystems such as the Great Barrier Reef and raising awareness of climate change and biodiversity impacts.
- increasing **tourism outcomes** by creating and touring home-grown content and attracting and delivering major events that generate economic impact and raise Queensland's profile as a knowledge economy.
- **community cohesion and inclusivity** by providing safe and trusted places and spaces for reflection, truth-telling, debate and celebration of brave new ideas.

QMN is also committed to Queensland's COVID-19 Economic Recovery Plan **Unite and Recover**:

- **Safeguarding our health** by prioritising people over profit and adopting COVID-safe practices across our operations.
- **Backing small business** by buying local and creating capacity in regional and non-metropolitan areas.
- **Making it for Queensland** by equipping communities with the skills and knowledge to manage and care for Queensland's diverse heritage.
- **Building Queensland** by investing in a long-term infrastructure plan to maintain, capitalise and future-proof the collection and our built and digital assets.
- **Growing our regions** by offering vibrant regional museums, state-wide programming and services that provide lasting economic and tourism legacies.
- **Investing in skills** by championing evidence-based research and encouraging lifelong learning that will empower Queenslanders to make informed decisions.

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

Visitors enjoy *Island Futures: What lies ahead for Zenadth Kes?* exhibition at Queensland Museum, South Bank.



About Us

- **Our Collection**
- **Queensland Museum**
- **Collections and Research Centre**
- **The Workshops Rail Museum**
- **Cobb+Co Museum**
- **Museum of Tropical Queensland**

Our Collection

QMN holds more than 15 million items valued at \$583 million in trust for Queensland. **Biodiversity material** provides a record of Queensland life on earth, extant and extinct, large and small. **Cultural and historical material** includes manufactured objects of artistic, historic or archaeological interest to Queensland.

Every year, the collection expands through donations and bequests, commissions, purchasing and exchange with other institutions, fieldwork and legislated custodianship.

The value of the collection lies not so much in the objects and specimens themselves, but in the stories they represent.

Our biodiversity collections are an authoritative source of information on the characteristics, genetics, life-history, ecological functions, distributions, relationships, evolution and variability of Queensland's natural heritage.

Our cultural and historical collections are evidence of lived experience and reflect who we are as a society. They chronicle the evolution of power, beliefs, values, culture, industrial and technological innovation of Queensland, and its place in the world.

It is only through ongoing, critical research into the collections that we can make meaning, and in doing so everyday objects and specimens become tangible markers of Queensland's ever-evolving story.

Together, our collections and research, accumulated and augmented over the past 160 years, promote inquiry and contribute to the knowledge economy through real-world applications.

Collection highlights

- **16,400 holotypes** – the name-bearing 'type' specimen designated by the original describer as the first original example of a species.
- Australia's **first named dinosaur** *Rhoetosaurus brownei*, discovered in 1924 near Roma and **most complete dinosaur** skeleton the Richmond Pliosaur, named for the town where it was discovered.
- **23,445 artefacts** of Aboriginal and Torres Strait Islander material culture including traditional rainforest shields, spear throwers and ceremonial items, photographs and contemporary ceramics.
- More than **100,000** fish, reef-building corals, molluscs and sponges from the **Great Barrier Reef**.
- **225 hand-coloured photographs** by pioneering geologist and photographer Richard Daintree of the north Queensland goldfields circa 1868–70.
- A mummified specimen of the **Night Parrot** *Pezoporus occidentalis*, a chance find providing tangible evidence that this enigmatic species is not extinct.
- A **complete set** of *The Birds of Australia* (1840–48). Written by John Gould and published in seven volumes, this was first comprehensive survey of the birds of Australia. Only **250** were ever printed.
- 18th century Pacific cultural items – some of the earliest in the world – collected by crew of the ill-fated **HMS Pandora**, which ran aground on the outer Great Barrier Reef in 1791 and lay, undiscovered on the edge of the Coral Sea for 186 years.
- Aircraft, navigational equipment, clothing, uniforms and memorabilia from **pioneering aviators** Charles Kingsford Smith, Bert Hinkler, Charles Ulm and Loes Bonney.
- **Mephisto** the sole surviving WWI A7V Sturmpanzerwagen German military tank in the world which came to Australia in 1919 from the battlefields in France.
- More than **160 items** including fragments of weapons, writing equipment and navigational tools abandoned in Birdsville by ill-fated explorers **Burke and Wills**.
- More than **100 papyrus fragments** from a 3,000-year-old ancient Egyptian funerary scroll. Remaining sections are held by British Museum, Boston Museum of Fine Arts, Metropolitan Museum of Art and others. It is suggested that QMN procured the scroll – and other Egyptian objects – in the 1890s from Cambridge University in exchange for examples of Australian mammals, birds and lungfish.



Queensland Museum

South Brisbane | Opened 1986

QMN's very first home was the Windmill on Brisbane's Wickham Terrace. Over the past 160 years, Queensland Museum (QM) - our flagship site - has occupied six locations across the city. In 1986, QM opened at its current site at South Bank, in the heart of the Cultural Precinct.

QM's four feature galleries tell the story of Queensland's natural and cultural heritage. These permanent galleries are complemented by an annual calendar of home-grown displays, national and international travelling exhibitions, public programs and events including the annual World Science Festival Brisbane.

Behind the scenes, QM houses a significant portion of the collection including Aboriginal, Torres Strait Islander and Pacific Indigenous cultures; objects that represent our growing community, innovations and developments that have helped drive our society and a remarkable biodiversity collection of terrestrial and marine fauna.

Highlights

- Ignite your imagination and investigate science, technology, engineering and maths in *SparkLab*, Sciencentre.
- Get your burning questions about Queensland's natural and cultural heritage answered in the *Discovery Centre*.
- Learn about Queensland's unique animals and habitats in *Wild State*.
- Meet Queensland's long-lost inhabitants, including dinosaurs and megafauna in *Lost Creatures*.
- Trace the impact of WWI in Queensland in the *Anzac Legacy Gallery*.

Audiences

- 46% male, 54% female
- 46% families with school aged children
- 55% Brisbane, 18% intrastate, 15% international, 12% interstate

Key partnerships

- Joint appointments and research collaborations with Griffith University, QUT and The University of Queensland and many national and international universities and institutes.
- Tourism and Events Queensland and Brisbane Economic Development Agency invest in major programming and events and provide marketing and promotional support.

Priorities 2022–26

- Enhance First Nations footprint
- Grow partnerships and philanthropy
- Renew audience experiences
- Optimise available space



Queensland Museum is located in Brisbane's Cultural Precinct: a beautiful riverside stretch along Brisbane's South Bank, adjacent to the Brisbane CBD.

Collections and Research Centre, Hendra

Hendra, Brisbane | Opened 2002

The Collections and Research Centre (CRC), known colloquially as Hendra – the suburb where it is located – houses Queensland's geosciences collection.

CRC, Hendra is also the repository for the archaeology collections, large-scale history, transport and technology artefacts and biological specimens and the metropolitan hub of QMN's education loans service, which services hundreds of thousands of schools and community groups across the state.

In 2019, the Queensland Government invested \$16.2 million to expand and refurbish CRC, Hendra as a premier research and biodiversity collection storage facility. This development will ensure QMN remains at the forefront of scientific research and the collection is maintained to the highest possible standard.

Highlights

- The most comprehensive of collection of minerals, plant and animal fossils in Australia.
- Moving goods – wheels, wings and water – including horse-drawn carriages, piston engines, model boats and aeroplanes.
- A state-of-the art wet storage facility for spirit-preserved biological specimens.



About Brisbane

- Australia's third-largest city, Brisbane is located on the eastern seaboard, in the south east corner of Queensland on the traditional lands of the Jagera and Turrbal people.
- The City of Brisbane and surrounding Logan, Moreton Bay and Redland Local Government Areas have a combined population of 2.5 million people with a median age of 35 years.
- As the capital city of Queensland, Brisbane is a major hub for research and innovation, as well as health and social assistance, professional services, retail trade, education and training.
- Known as Australia's global city, Brisbane is on the move. Forthcoming developments include \$690 million in major infrastructure projects for Brisbane 2032 Olympic and Paralympic Games; \$6.8 billion Cross River Rail project; \$175 million New Performing Arts Venue at the Queensland Performing Arts Centre; and \$65 million Defence Cooperative Research Centre for Trusted Autonomous Systems in Queensland.

The Queensland Museum Collections and Research Centre, Hendra is home to QMN scientists specialising in paleontology, marine biology and terrestrial biodiversity, and secure storage for larger collection items.

Priorities 2022–26

- **Progress staged renewal of the site**
- **Improve collection care, management and storage**
- **Research Centre excellence**

The Workshops Rail Museum

Ipswich | Opened 2002

The Workshops Rail Museum (TWRM), a multiple Queensland and Australian Tourism Award winner, is located in the regional city of Ipswich, the birthplace of rail in Queensland.

This heritage site includes hands-on exhibits chronicling 150 years of rail history alongside industrial machinery and beautifully restored treasures. TWRM offers an engaging calendar of public programs, and is a popular venue for weddings and community events.

Highlights

- Visit the historical epicentre of Queensland's rail industry: a place where generations of master craftspeople have been honing their trades since 1845.
- Learn how rail shaped the development of Queensland, connecting bush to the city and city to the bush.
- See the largest model railway of Queensland with more than 90m² of miniature scenes from across the state.
- Meet Thomas the Tank Engine and friends at the bi-annual *Day out with Thomas* event.

Audiences

- 45% male, 55% female
- 52% families with school aged children
- 55% intrastate, 26% local, 12% interstate, 7% international

Key partnerships

- Queensland Rail owns and operates the neighbouring grounds.
- Ipswich City Council hosts major community events onsite.

Priorities 2022–26

- **Reimagine the site through a master planning process in consultation with community**
- **Enhance community partnerships and commercial opportunities**
- **Improve collection care, management and storage**

About Ipswich

- Ipswich is centrally located in south east Queensland, 40km east of Brisbane, on the traditional lands of the Jagera, Yuggera and Ugarapul people.
- The Ipswich City Local Government Area has a population of 210,000 people, with a median age of 32 years.
- Home of the Amberley RAAF base, major industries include health care and social assistance, manufacturing, retail trade and defence.
- With 8,000 hectares of industrial zoned land located across the LGA, Ipswich is poised for significant population and industry growth.
- Forthcoming developments include the \$250 million Nicholas Street precinct, offering new retail, entertainment and dining in the heart of Ipswich; a new \$7 million Manufacturing and Robotics Centre at the Ipswich TAFE campus at Bundamba; \$82 million in rail upgrades for East Ipswich and Springfield stations.



The Workshops Rail Museum is a site steeped in history. The very first train to run in Queensland steamed from here to Bigges Camp (Grandchester) on 31 July 1865.



Cobb+Co Museum

Toowoomba | Opened 1987

Cobb+Co Museum (C+C) is home to the National Carriage Collection of nearly 50 horse-drawn vehicles. Named in honour of Australia's largest coaching company *Cobb & Co.*, the museum explores how horse-drawn vehicles shaped Queensland's social history.

A much-loved local icon, C+C is grounded in community and showcases the best of the Darling Downs region through a diverse schedule of co-created exhibitions and events. C+C offers a hands-on workshop program allowing visitors to experience heritage trades from the purpose-built, on-site National Carriage Factory.

Highlights

- See Australia's finest collection of horse-drawn vehicles – wagons, carts, buggies, drays, sulkies, carriages and gigs – that pay tribute to the era of the horse.
- Celebrate stories and culture of Traditional Owners of the Toowoomba region in the *Binangar Centre*.
- Take part in hands-on workshops in heritage trades reminiscent of *Cobb & Co.* in a fully operational, purpose-built National Carriage Factory.

Audiences

- 40% male, 60% female
- 33% families with school aged children
- 55% local, 22% intrastate, 18% interstate, 5% international

Key partnerships

- Toowoomba Regional Council is a valued long-term partner, collaborating on major events, and subsidising admissions for locals.
- Southern Queensland Institute of TAFE owns and operates the neighbouring grounds.

Priorities 2022–26

- **Museum expansion and gallery renewal**
- **Improve collection care, management and storage**
- **Enhance community partnerships and commercial opportunities**

About Toowoomba

- Toowoomba is located in the Darling Downs region of southern Queensland, 125km west of Brisbane, on the traditional lands of the Jagera, Giabal and the Jarowair people.
- The Toowoomba Local Government Area is home to 170,000 residents, with a median age 38 years.
- Renowned for the annual Carnival of Flowers, Toowoomba is connected to major road, rail and air transport corridors and is the service gateway to south western Queensland.
- Major industries include manufacturing, agriculture, education and health.
- Forthcoming developments include the new Wellcamp Toowoomba Airport quarantine facility; the \$9 million Highfields Library project and the Federal Government's \$14.5 billion Inland Rail project, 1,700km freight rail line connecting Victoria, NSW and Queensland via Toowoomba.



Cobb+Co Museum, opened in the floriculture building of the old Toowoomba Showgrounds in 1987 to house the W.R.F (Bill) Bolton collection of horse-drawn vehicles.



Museum of Tropical Queensland

Townsville | Opened 1987

The Museum of Tropical Queensland (MTQ) is the northernmost site of QMN. Feature galleries celebrating the cultures, customs and environments unique to Queensland's northern tropics are complemented by a range of temporary and touring exhibitions and a vibrant program of events.

MTQ is the hub of QMN's maritime heritage program and custodian of more than 9,000 archaeological objects recovered from HMS *Pandora*, other notable wrecks and the Langley Diving Collection. Behind the scenes, MTQ houses significant collections of marine invertebrates, including the largest research collection of reef building corals of the Great Barrier Reef and Staghorn corals of the world as well as objects significant to the Aboriginal and Torres Strait Islander peoples of northern Queensland.

Highlights

- Explore the story of the ill-fated HMS *Pandora*: one of the most important shipwrecks in Australian waters.
- Celebrate the beauty, majesty and scientific significance of the Great Barrier Reef.
- Learn about the natural and cultural diversity of north Queensland from the time of the dinosaurs to present day.

Audiences

- 46% male, 54% female
- 61% families with school aged children
- 73% local, 12% interstate, 11% intrastate, 4% international

Key partnerships

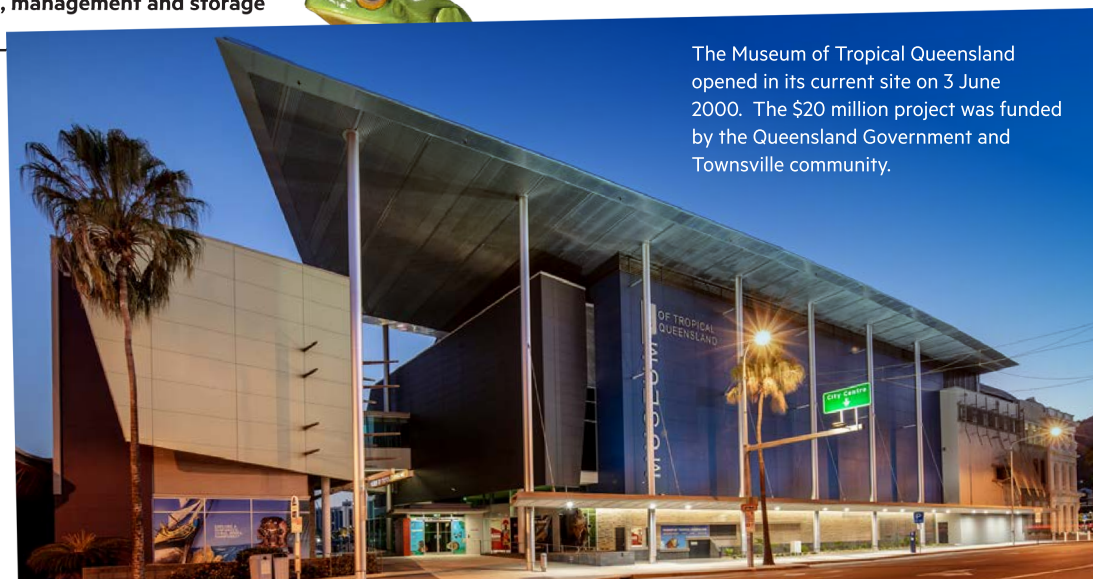
- Hinchinbrook, Charters Towers and Burdekin Regional Councils subsidise admissions for locals.
- Collaboration with Townsville City Council and Townsville Ports Corporation on the proposed redevelopment of the Ross Creek Boardwalk (directly behind MTQ).
- Joint research appointments with James Cook University and collaborations with Great Barrier Reef Marine Park Authority and Australian Institute of Marine Science.

Priorities 2022–26

- **Grow community, precinct and research partnerships**
- **Research Centre of excellence**
- **Gallery renewal**
- **Collection care, management and storage**

About Townsville

- Located on the Coral Sea, 350km south of Cairns and 1,300km north of Brisbane on the traditional lands of the Bindal and Wulgurukaba people, Townsville is the central hub for business, investment and tourism in north Queensland.
- The City of Townsville and surrounding Charters Towers, Burdekin, Palm Island and Hinchinbrook Local Government Areas, have a combined population of 238,813 people with a median age of 36 years.
- One of Australia's largest military centres, Townsville is home to RAAF Base Townsville and Lavarack Barracks. Major industries include agriculture, defence and health.
- Forthcoming developments include The Hive, a \$450 million 'place making' project, directly opposite MTQ, that will be the commercial office of the Federal Government's Great Barrier Reef Marine Park Authority; and the \$80 million Reef HQ Aquarium, next door to MTQ.





QUEENSLAND
MUSEUM
NETWORK



Queensland
Government

Queensland Museum Network Strategic Plan 2022–26

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Corner Grey and Melbourne Streets,
South Brisbane, Queensland, Australia 4101

PO Box 3300, South Brisbane,
Queensland, Australia 4101

Telephone: 07 3153 3000

Email: discovery@qm.qld.gov.au

Website: qm.qld.gov.au