



## **Ten Year Strategic Plan 2009 - 2018**

**Accepted by the Management Committee  
On 12 March 2009**

## Introduction

This strategic plan establishes the direction and vision for Redland Museum as it continues to develop over the next ten years.

Since its humble beginnings in 1972, Redland Museum has undergone numerous stages of expansion in its collection, displays, programs, facilities, and buildings. To a large extent, each of these expansions was undertaken as a project complete within itself, with limited thought given to, or provision made for, subsequent stages of development.

With this ten year strategic plan, we have undertaken to describe our long-range vision for Redland Museum, and the path for achieving that vision. What this strategic plan describes is the ultimate goal. It will not, and could not, be achieved at once, but it is achievable in numerous smaller stages over a longer timeframe. This timeframe is nominally ten years, but may be shorter, or longer, as resources, volunteer and staff capabilities, community support, and funding develop.

The primary purpose of this strategic plan is to provide clear and unambiguous direction to the Redland Museum's management committee. A second, but equally important function is to facilitate communication with our stakeholders in state and local governments, peak bodies, funds granting organisations, donors, and other community associations. It is important that our stakeholders understand the mission and vision of Redland Museum.

An effective strategic plan must be simple, clear, and achievable. To this end, this plan has only four goals, each of which is described in more detail later in this document. In summary, these goals are:

1. **Collection and Displays.** We will strive to develop an excellent and well-managed collection that is relevant to our community, and displayed in an outstanding way.
2. **Community Involvement.** Through public awareness, audience development, and creative public activity programming we will strive to make Redland Museum a vital and sustainable part of the life of our community
3. **Financial Sustainability.** Over the course of this plan Redland Museum will develop income streams capable of securing financial sustainability for the museum's future.
4. **Buildings and Facilities.** As an alternative to piecemeal development, this plan describes the building development needs over the long term to support, facilitate, and accommodate the other strategic goals.

The document concludes with an overview of the governance and management of Redland Museum, and its role in providing sustainable leadership and guidance in the life of the museum and the execution of this strategic plan.

This strategic plan is a high level document that provides vision and direction, but is not intended to be a detailed implementation plan. In response to this strategic plan, Redland Museum management committee will appoint working sub-committees to develop and execute detailed short-term implementation plans for each of the four goals.

This strategic plan is to be reviewed and revised at least every three years. The supporting short-term implementation plans for each goal are to be reviewed and revised annually as part of the annual budgeting cycle.

Ross Bower  
President  
Redland Museum

12 March 2009

## About Redland Museum

Redland Museum opened to the public in April 1970. It began as a project of the Rotary Club of Cleveland, and in June 1972 was handed over to the Redland community. It is now an incorporated community association, governed by an elected management committee, and staffed primarily by volunteer members. It has grown in multiple stages from the first 216 square metre building, to the current complex of over 1500 square metres.

The original purpose was to house farming implements, horse drawn vehicles and other items of general historical interest that were being lost as the region rapidly changed from an agricultural to a residential community. It has since evolved into a museum of the social history of the Redlands community. The achievements of Redland Museum have been acknowledged with several local and state awards, and it has been acclaimed as “one of the best regional museums in Queensland in terms of exhibit variety and presentation, management, and the visitor experience...overall a model for other museums to emulate” (judge’s comments - Queensland Tourism Awards 2006)

Redland Museum has a collection policy that directs the museum to collect, conserve and display cultural heritage stories and artifacts from the Redlands and adjacent areas. The collection comprises an interesting and diverse range of objects dating from the early nineteenth century, including many items of local and state significance.

As well as an extensive permanent display of historical and heritage artefacts, Redland Museum also presents an annual program of temporary exhibits, lectures, functions, and performances, and hosts local organisations, school groups, and bus tour groups.

## Our Mission

The role of museums in a contemporary society must continually change to meet the changing needs and expectations of that society. In the twenty-first century, museums are evolving to be much more than collections on display. They must become cultural hubs, providing a wide range of heritage related activities and services to the community.

At Redland Museum we recognise that we have responsibilities both to the collection, and to residents and visitors to our community. Our mission reflects these responsibilities, and is:

- *To collect, record and conserve the cultural history of the Redlands.*
- *To operate an excellent museum with outstanding displays and public programs.*
- *To entertain and inform residents and visitors to our community.*

## **Our Values**

In striving to achieve this mission our decisions will be guided by the following principles and beliefs.

- Children are our most important audience. We must pass our heritage to them.
- Heritage is about stories, and stories are about people.
- Our museum belongs to our community. The museum members are caretakers.
- Our policies and activities must be inclusive of all cultural groups.
- We will strive to be relevant to, and engage all segments of our community.
- A visit to the museum should be an interesting, educational, and enjoyable experience.
- Public activity programs are an important means of achieving our mission.
- The strength of our museum is based on an active volunteering program.
- We will conform to the Code of Ethics of ICOM and Museums Australia.
- The museum must be a safe and friendly place for all visitors, members and employees.
- Management of the museum will be to the highest professional standards.

## **Trends for Regional Museums**

Ms. Kylie Winkworth, museum and heritage adviser, and director of the Collection Council of Australia, has provided the following list of key trends for regional museums in Australia. These have been integrated into the development of this strategic plan.

- Emphasis on interpretation and thematic exhibitions based on a storyline, rather than just displaying objects.
- Emphasis on people stories, not just objects, and use of new technologies to tell stories.
- Temporary and traveling exhibitions to attract return visitors.
- Community access space to show collections owned by local families, collectors and community groups.
- Emphasis on well planned public programs to develop new audiences.
- Recognition that museums are social places for conversations between friends, families and the community.
- Importance of interactivity in museums, learning by experience and doing, not just looking.
- The web is now a central part of how museums work, providing access to collections, marketing the museum and the town, and new ways of communicating with audiences.
- Activity rooms and play spaces specifically designed for young children.
- Fewer objects on display, but more access to collections through the Internet.
- Increasing standards of practice in collection management, research, documentation, and conservation.

## Goal 1. Collection and Displays

The development and display of a collection is the foundation of a successful museum. High priority must be placed on continuing to acquire, research, document, conserve and display the artefacts and stories of all aspects of the cultural heritage of our community. To complement this, Redland Museum must continue to develop professional capabilities in collection management, conservation, information technology, display design, and interpretation.

Activities necessary to achieve this goal, and the planned timeframes for each are:

To develop an excellent collection:

	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Revise the collection policy to be more inclusive, in particular of indigenous cultures, and non-European community groups.			
Engage a qualified collection curator as soon as adequate financial resources are available			
Improve the training of all collection management and conservation volunteers.			
Implement a program to develop the collection of contemporary and recent heritage, i.e., since the 1970's to the present.			
Implement a program of significance assessment and documentation.			
Actively identify and de-accession elements of the collection of low heritage significance.			
Establish an annual budget for the acquisition of significant items for the collection			
Provide an adequate work area and resources for the collection management team			
Provide adequate and secure storage areas for the bulk of the collection awaiting conservation and display.			

An active conservation program:

	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Revise and publish the conservation policy and procedures			
Implement an active conservation project program as a means of engaging and retaining volunteers.			
Involve school groups and the public in conservation projects as a means of community engagement			
Perform conservation projects on the display floor to generate public interest in active heritage conservation.			
Develop heritage trades and skills as a complimentary and integral part of conservation projects.			
Provide adequate workspaces, tools, and resources for conservation work.			

To develop outstanding displays:

	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Continue to progressively upgrade and improve all displays with a focus on displays interpreted to tell heritage stories.			
Strive to ensure that displays have elements of relevance and interest to all ages and social groups			
Implement the use of multi-media technology and other devices to interactively engage the audience in the displays.			
Develop and install a permanent "Stories of the Redlands" display of approximately 80 sq m.			
Develop and Install a permanent "Redlands Agriculture and Industry" display of approximately 300 sq m.			
Wherever possible install working machinery displays capable of demonstrating the equipment running in a typical setting.			
Expand the space available for the display of military heritage from 20 sq m to approx 60 sq m.			
Provide space for a children's heritage discovery zone and display area.			
Make space available on the display floor for the adequate display of the extensive heritage textile and garment collection.			
Allocate 15% of the display area to temporary exhibitions, including displays of the work and collections of community groups and individuals.			

To achieve electronic accessibility:

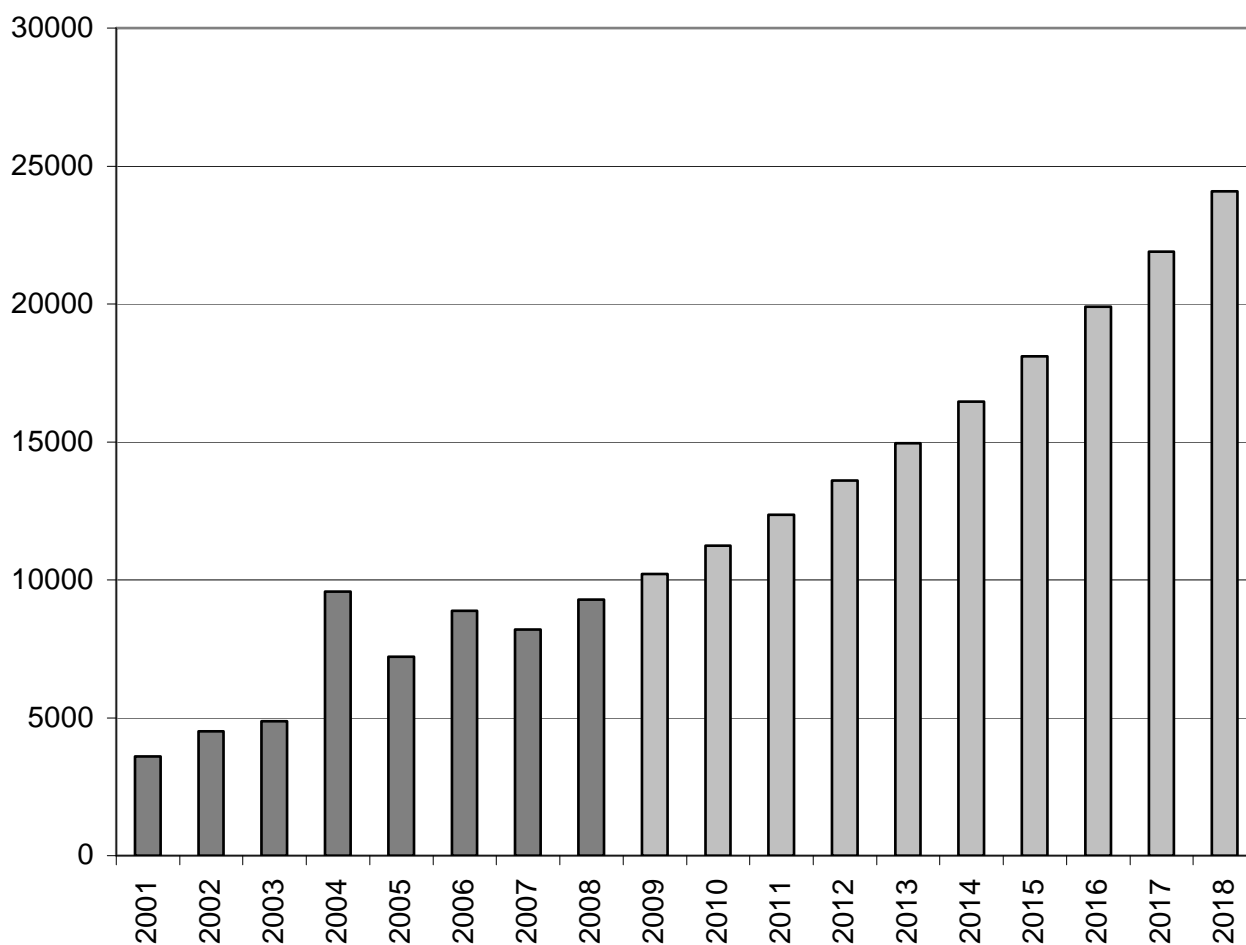
	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Upgrade the electronic collection database to include digital photographs of collection objects, and capability for future Internet accessibility.			
Add significance assessment statements and supporting documentation to the collection database.			
Make the collection database accessible to visitors via computers in the museum.			
Extend the collection database accessibility to the Internet			
Develop Internet presentation of exhibitions and displays, including retained histories of past exhibitions.			

## Goal 2. Community Involvement

As a community association, the strength and success of the museum is in direct proportion to the level of community involvement in the activities of the museum. With this goal we will build greater community involvement through increased visitor attendance, greater membership opportunities, a more comprehensive volunteering program, active partnerships with schools and other community groups, and more public activity programs.

The only true measure of the success of this plan will be the widespread acceptance of the museum and its activities as an integral part of the social and cultural fabric of our community, as evidenced by the degree of attendance and involvement by both residents and visitors. To this end, each goal of this plan has the underlying objective of developing the museum's relevance, interest and appeal to all, and to encourage the widest possible spectrum of participation throughout our community. We have therefore set the following realistic attendance goals, which represent an average annual growth of 10%.

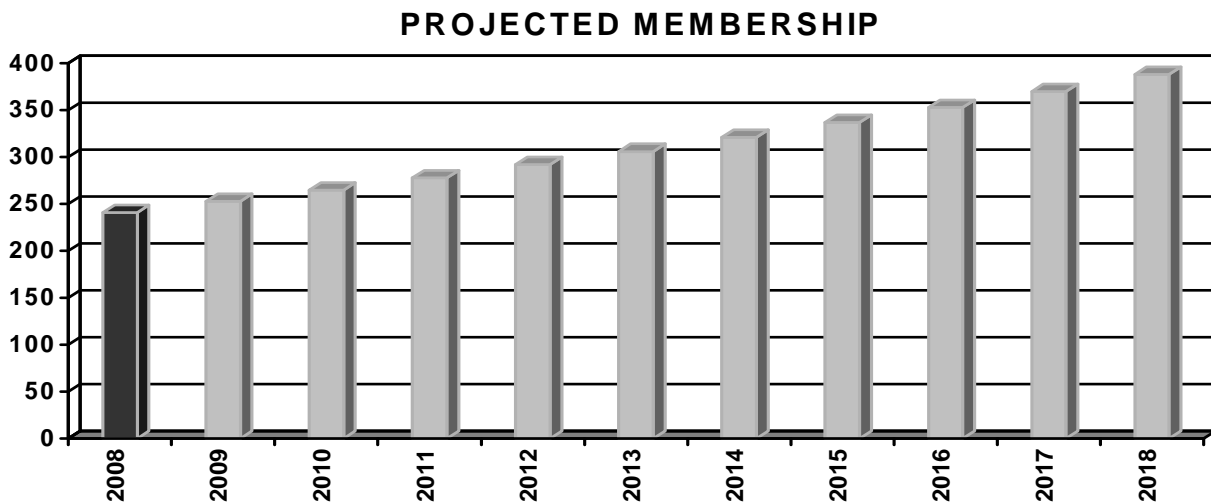
### VISITOR ATTENDANCE GOALS





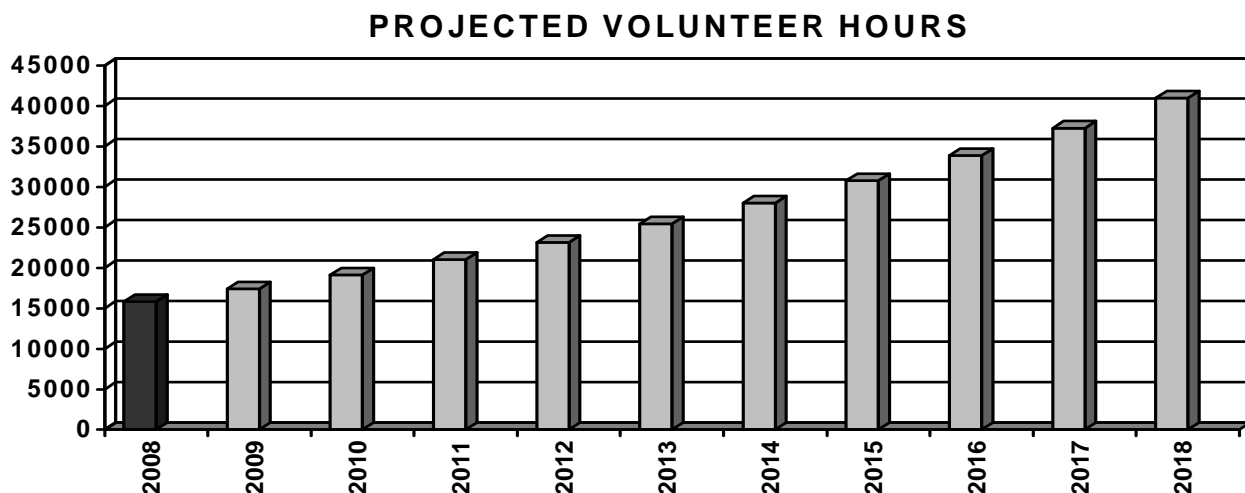
## Membership

As a community association, the museum is as strong as its membership base. Redland Museum is fortunate to have a current membership of over 240. Members enjoy free admission to the museum and a variety of museum activities during the year, and full voting rights on the management of the museum. We actively promote membership, and this plan is based on the realistic projection that membership will continue to grow by about 5% per year.



## Volunteering

A high priority is given to the volunteering program as a way we serve the community by providing an interesting, rewarding and friendly place for people of all ages to be actively involved, and in return to share their time and skills. There are currently about 80 active volunteers with a wide range of skills. This plan is based on the projection that the number of hours volunteered will continue to increase by about 10% per year, and that most positions on the management team and staff of the museum can continue to be filled by active volunteers.



## Partnerships with Schools

The museum can contribute much towards the education and social development of our community's children, and at the same time encourage and mentor a generation of young people to be confident museum-goers and future community volunteers. Actions needed to achieve this goal are:

	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Develop a partnership with each of our primary and secondary schools			
Work with schools to develop a range of educational programs to suit school curricula.			
Develop lending kits of selected artefacts to support school activities.			
Work with schools to help make museum visits easier to organise and manage.			
Change our constitution to recognise a new category of 'student volunteer'.			
Organize and manage our conservation, restoration and display projects so that school students can actively participate as student volunteers.			
Develop a partnership with TAFE so that students may undertake supervised projects within the museum for TAFE credit.			

## Partnerships with Community Groups

A museum does not exist in isolation. As a community resource our value will be enhanced by partnerships and collaboration with other museums, galleries, libraries, archives and community organizations. Actions needed to achieve this goal are:

	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Maintain membership and participation in peak bodies, especially Collections Australia Network, Museums Australia, and Museum and Gallery Services Queensland.			
Promote active collaboration with like-minded organisations within the Redlands, including libraries, galleries, museums, heritage groups, U3A and the Donald Simpson Centre.			
Develop partnerships with other regional museums in South East Queensland to exchange information and resources, and to loan artefacts, displays and temporary exhibitions.			
Provide information, advice and assistance to individuals, businesses and community groups on the preservation of our community cultural heritage.			
Actively identify, promote and advocate for the protection of significant heritage objects and places within our community.			
Develop special interest groups within the museum organisation for groups whose activities fall within the scope of the mission of the museum.			

## Public Activity Program

The sustainability and relevance of the museum to the community will depend to a considerable extent on the development of an effective public activity program. Most members of the community will visit the museum once to view the displays, but may return often to participate in an interesting activity program. Public activity programs are also potential income generators, and will contribute to the long-term financial sustainability of the museum. Actions needed to achieve this goal are:

	Short Term (2009-11)	Medium Term (2012-14)	Long term (2015-18)
Expand on the success of the current monthly lecture series.			
Build on the success of the Australia Day bush play by increasing the audience capacity, and holding additional performances through the year.			
Develop the potential of hosting a variety of public functions each year to attract a diverse range of new visitors to the museum.			
Utilize the museum facilities to host community groups, such as Rotary, Apex, Chamber of Commerce, etc.			
Develop and offer programs of classes, seminars and workshops on heritage topics, crafts and skills.			
Maximize the potential of public activity programs in the museum and adjacent showground, as a means of generating revenue for the museum.			
Integrate the museum with major showground activities, especially the Spring Festival.			

### Goal 3. Financial Sustainability

Redland Museum currently receives generous financial support from Redland City Council, and we anticipate this support will continue at about the same level through the term of this plan. However we see it as a strategic imperative that Redland Museum develops the capacity to generate sufficient income to guarantee the future financial sustainability of the museum.

The following table provides an overview of the financial sustainability plan for the museum over the next ten years. Quantities are in thousands of dollars at 2008 values. Explanations of major items follow after the table.

	2008 Actual	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Annual Expenses</b>											
Operating expenses	163	167	168	212	216	220	235	240	247	253	273
Minor capital	9	15	15	15	15	15	15	15	15	15	15
Display projects	0	15	15	15	15	15	15	15	15	15	15
Total annual expenses	172	197	198	242	246	250	265	270	277	283	303
<b>Annual Income</b>											
RCC operating funding	164	164	164	164	164	164	164	164	164	164	164
Income from operations	58	65	73	81	91	102	114	128	144	161	180
Minor grants	12	15	15	15	15	15	15	15	15	15	15
Total annual income	234	244	252	260	270	281	293	307	323	340	359
Surplus from operations	62	47	54	18	24	31	28	37	46	57	56
<b>Major Capital</b>											
Phase 1		50	350	200							
Phase 2						100					
Phase 3								100			
Phase 4										150	150
Total major capital	0	50	350	200	0	100	0	100	0	150	150
<b>Funding of Major Capital</b>											
C/f from previous year	151	263	460	314	232	256	238	266	303	349	456
Surplus from operations	62	47	54	18	24	31	28	37	46	57	56
Major gifts	50	200		100		50		50		50	
Major grants	0		150					50		150	
Total funds available	263	510	664	432	256	338	266	403	349	606	512
Carry forward	263	460	314	232	256	238	266	303	349	456	362

#### Operating Expenses

Operating expenses will increase as the size of the museum grows and the attendance increases. The plan extrapolates for the current actual operating expenditure rate with the realistic assumption that 20% of operating expenditure is fixed, 20% is proportional to visitor attendance, and 60% is proportional to building floor area. As most of the current

operating expenditure goes to employee costs, the plan should allow a third (equivalent) employee, i.e. a collection curator, to be employed about 2014.

### **Minor Capital**

The expenditure on minor capital, i.e. equipment and furniture, is unpredictable, but should continue at the current average rate of about \$15,000 per year.

### **Display Projects**

Likewise, the expenditure on larger display projects is also unpredictable, but the plan of an average of \$15,000 per year will fund a major project such as the “Stories of the Redlands” every two to three years.

### **Total Annual Operating Expenses**

Total annual operating expenses are planned to increase from the 2008 actual of \$163,000 to a 2018 forecast of \$303,000. This represents a compound annual growth of about 6%.

### **Redland City Council Operating Funding**

The museum will not be seeking an increase in the level of operating funding provided by RCC, but is anticipating this funding will continue at the current level, adjusted annually for the CPI.

### **Income from Operations**

The challenge established in this plan is for the museum to increase income from operations from the 2008 level of \$58,000 to the planned 2018 level of \$180,000, an average compound growth of 12%. This is realistically achievable both through an increase in admissions as attendance grows, and by public activity programmes and showground events planned as a means of generating income.

### **Minor Grants**

Minor grants for small projects, training, and equipment purchases are sought continually, and are expected to be ongoing at the average rate of about \$15,000 per year.

### **Surplus from Operations**

The plan provides for an annual surplus from operations of from \$30,000 to \$50,000 per year, which, as it accumulates, will be available for major capital projects.

## Major Capital Projects

Major capital projects, i.e. building projects, will be conducted in phases as outlined in Goal 4, at the estimated cost as follows:

Phase 1	\$600,000
Phase 2	\$100,000
Phase 3	\$100,000
Phase 4	\$400,000

## Funding of Major Capital Projects

Major capital building projects will be funded by the accumulated surplus from annual operations, plus major cash gifts, and major grants from State Government sources such as the Jupiters Casino Community Benefit Fund. Although it is not possible to plan these sources precisely, based on past experience the amounts and timing shown in this plan are considered realistic and achievable. We anticipate that support from Redland City Council will be provided indirectly in the form of ground works and infrastructure works already forming part of the Council's showground redevelopment plan.

## Goal 4. Building Development

The achievement of Goals 1, 2 and 3 are not possible within the constraints of the current museum building. Significant additional building space is needed to:

- Provide for the expansion and improvement of displays so Redland Museum will be seen as a high value, quality visit destination.
- Provide adequate areas for collection management and conservation, in a way that these can be incorporated into displays and activity programs.
- Provide areas and facilities for public activity programs necessary to engage the community and to generate sustainable income.

The ten-year projection is that the following additional building and facilities spaces are necessary:

Function	Additional Area Required (sq m)
<b>Display of the Collection</b>	
Farming, fishing and early industries	120
Boatbuilding	40
Logging and milling	30
Textile collection	30
Military history	40
Recent history and contemporary collections	50
Temporary and community exhibitions	50
Children's history discovery zone	80
Sub-total	440
<b>Collection Management</b>	
Collection management work room	60
Collection storage	100
Reference, computers and digital imaging	20
Sub-total	180
<b>Conservation</b>	
Conservation work room	40
Conservation projects as part of displays	30
Sub-total	70
<b>Community Engagement</b>	
Meetings, lectures, concerts etc	120
Training / special interest group work room	40
Craft classes and school activity programs	30
Sub-total	190
<b>Other facilities</b>	
New entrance from showground	30
Gift store and coffee shop	30
Public male, female, disabled and family toilets	30
Outdoor performance / activity area	outdoors
Outdoor courtyard and display area	outdoors
Sub-total	90
<b>TOTAL</b>	970

An architectural concept for the proposed long term building development is attached as Annex A. This development comprises a 780 sq m addition to the existing museum building, plus a detached storage facility of 152 sq m. In total, this represents an increase in museum building floor area of 65%, from 1500 sq m to 2470 sq m.

The building development should be implemented in phases over the ten-year span of this plan. Projected phases are (see Annex A for details):

- Phase1. Addition of two galleries, in total 624 sq m for display and activity programs at an estimated cost of \$600,000.
- Phase2. Construction of a storage facility of 152 sq m for collection management and conservation at an estimated cost of \$100,000.
- Phase 3. Conversion of the current storage space into display and public activity space at an estimated cost of \$100,000.
- Phase 4. Addition of 160 sq m of children's display area, public toilets, new entrance, gift and coffee shop, plus outdoor courtyard and performance area at an estimated cost of \$400,000.

## Governance and Management

As an incorporated association, Redland Museum is governed by a management committee elected annually by the members. The management committee comprises a president, vice-president, secretary, treasurer, immediate past-president, and four ordinary committee members.

General meetings of the membership are held monthly. Management committee meetings are also held monthly. In addition, operations meetings are held weekly to deal with routine and maintenance issues.

The museum does not formally have a CEO or director. The president of the management committee fills this role.

Succession of capable volunteers to fill the leadership positions on the management committee is essential. This must continue to be achieved by ensuring that Redland Museum remains an active, dynamic and rewarding organisation that attracts experienced volunteers from business and the professions.

Two (equivalent) paid staff members are employed, a full-time operations manager who supervises the daily operation of the museum, and an administrative assistant position that is job-shared by two part time employees. Succession planning within such a small organisation is not practical, but the large pool of highly qualified potential candidates within our community guarantees continuity.

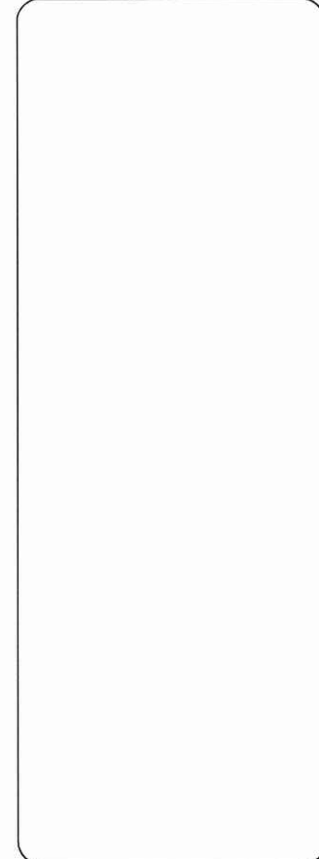
Employment of additional staff, in particular a qualified collection curator, is planned, but will timing depend on future funding availability.



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No	DATE	AMENDMENTS
A	17-02-09	GENERAL



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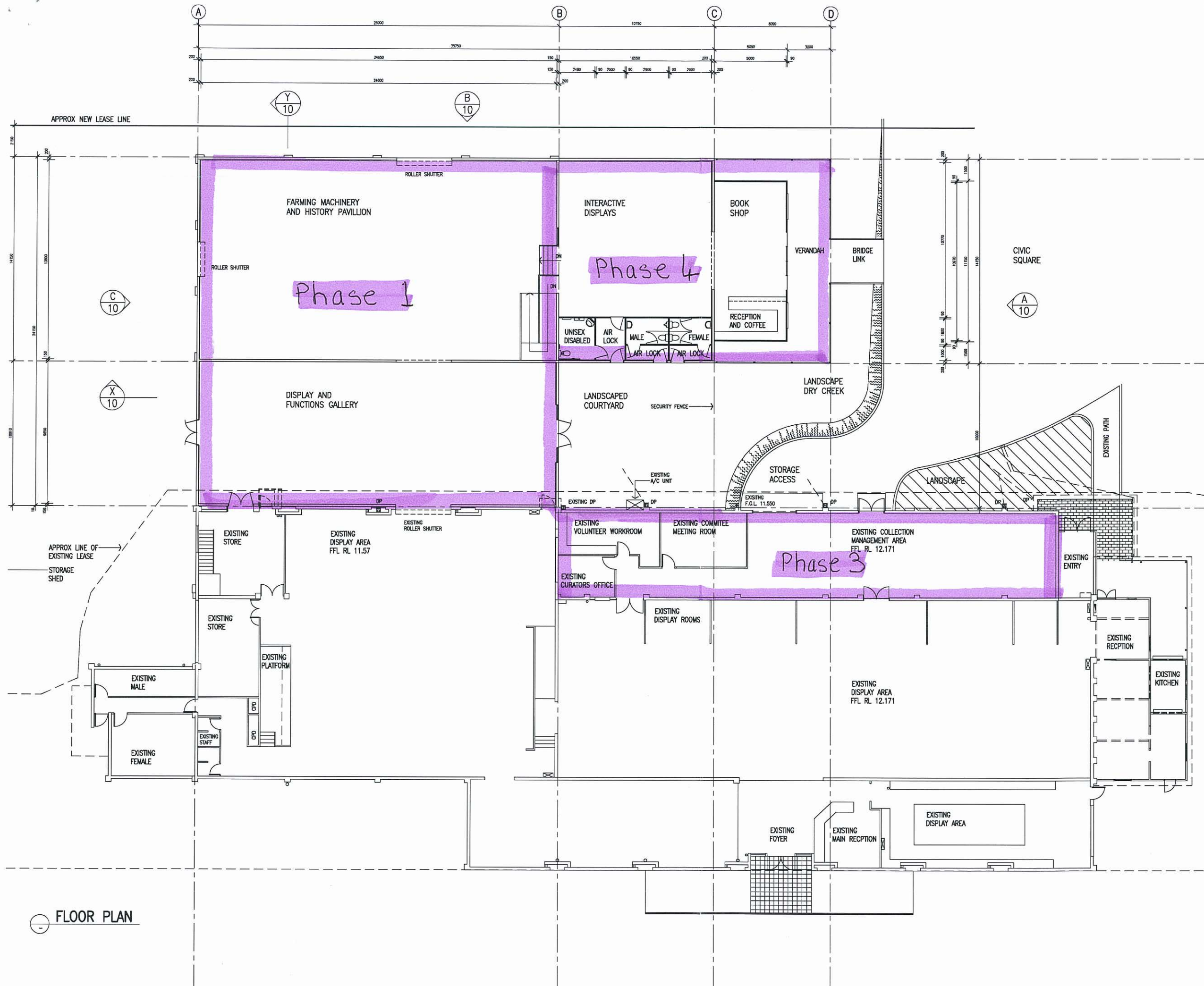
project:  
PROPOSED EXTENSIONS  
REDLAND MUSEUM

location:  
SMITH STREET  
CLEVELAND

client:  
REDLAND MUSEUM  
INCORPORATED

sheet title:  
FLOOR PLAN

DATE: 21-1-09	SCALE:
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	AMEND. A

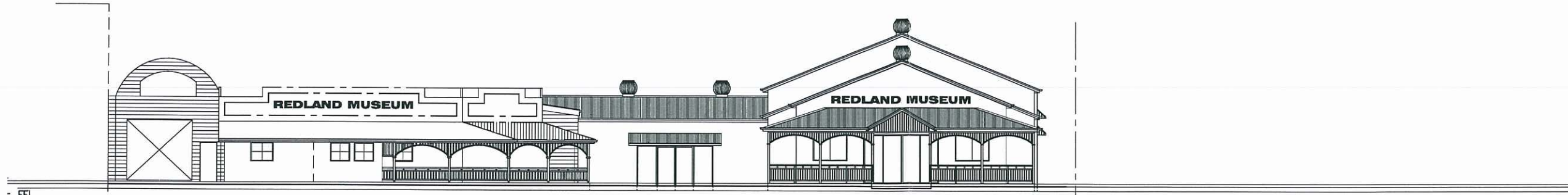


FLOOR PLAN

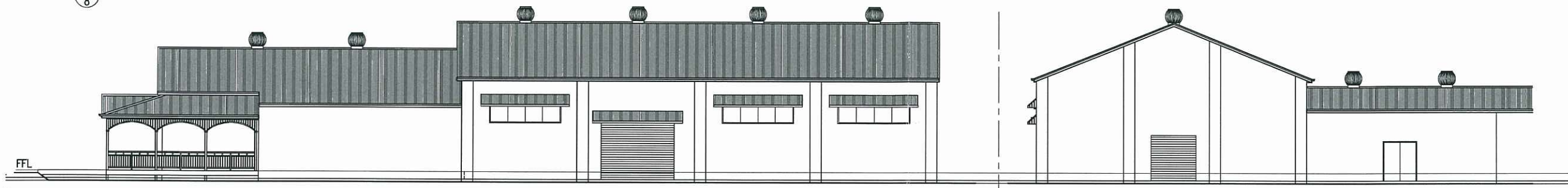
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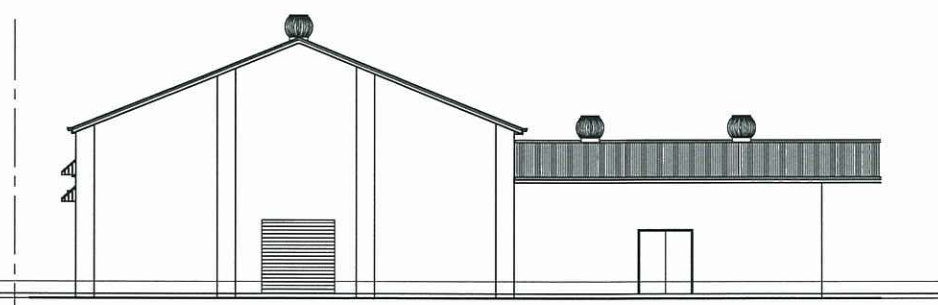
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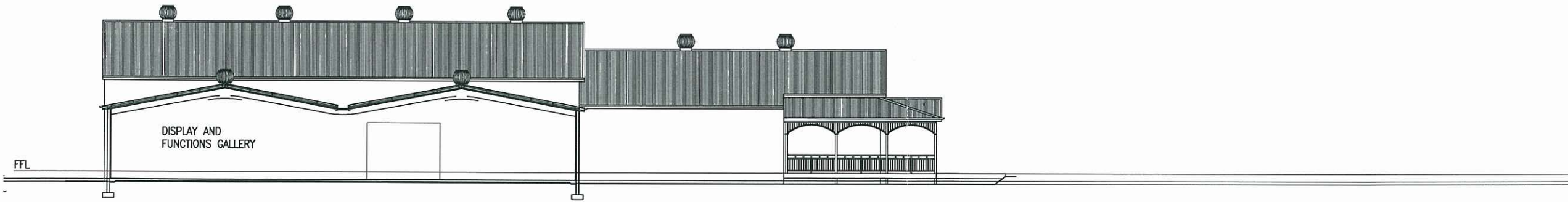
8 ELEVATION A



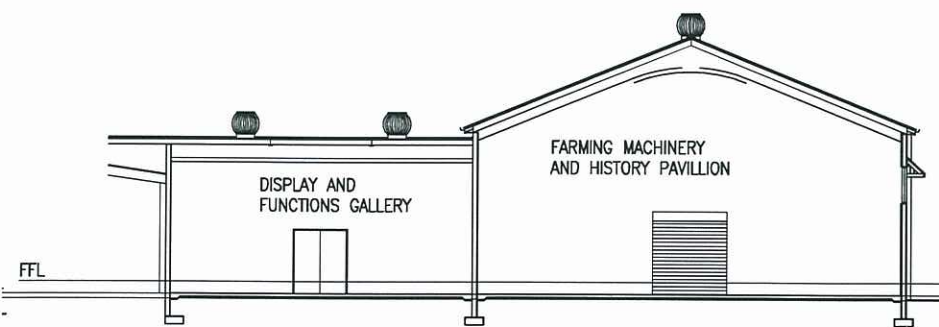
8 ELEVATION B



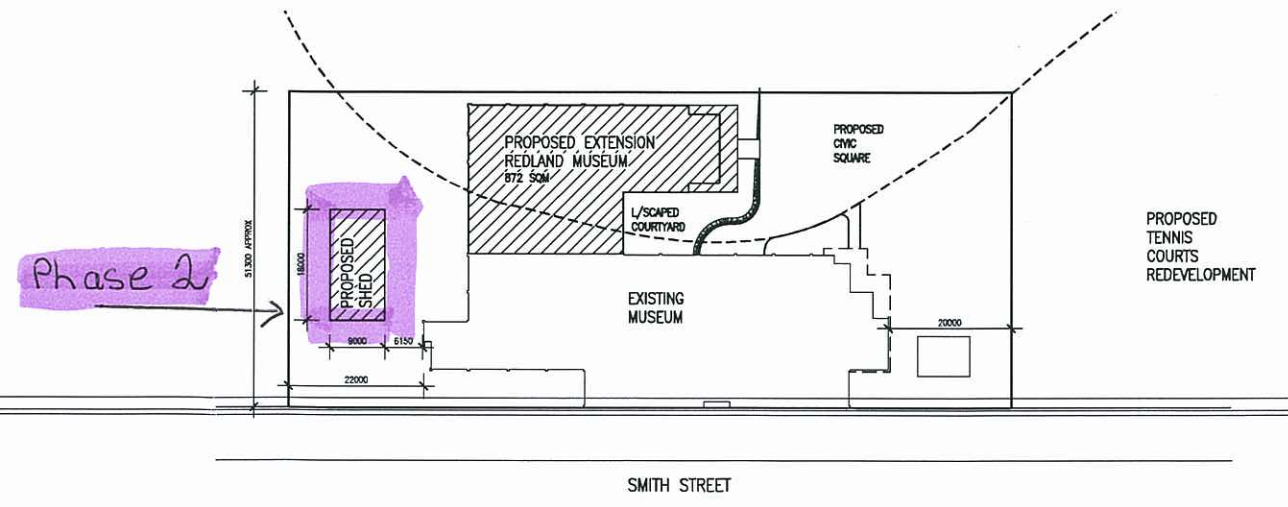
8 ELEVATION C



8 SECTION X



8 SECTION Y



8 SITE PLAN

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PROPOSED EXTENSIONS  
REDLAND MUSEUM

location:  
SMITH STREET  
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client:  
REDLAND MUSEUM  
INCORPORATED

sheet title:  
ELEVATIONS AND SITE PLAN

DATE	SCALE
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