

MUSEUM OF BRISBANE

STRATEGIC PLAN 2025-28



MOB
MUSEUM OF BRISBANE



ACKNOWLEDGEMENT OF COUNTRY

Museum of Brisbane acknowledges and respectfully embraces the histories, traditions and stories of all Aboriginal and Torres Strait Island People. We honour the Traditional groups of Brisbane and neighbouring nations of the Greater Brisbane Region.

We strive to create and foster an inclusive journey towards reconciliation through our exhibitions, public programs and community engagement initiatives.

Dylan Bolger, *Leaf SZN (detail)* 2025. Photo: Joe Ruckli.



LORD MAYOR'S MESSAGE

Brisbane is Australia's lifestyle capital and it's wonderful to see our city continuing to attract global attention as one of the best places in the world to live and visit.

But what truly sets Brisbane apart isn't just our strong economy or our enviable way of life. It's our creativity, our stories and the connections between people that give this city its character.

The Museum of Brisbane sits right at the centre of our cultural scene. As a free museum for the people, it celebrates our art, our social history and the contemporary voices that reflect who we are today. Through outstanding exhibitions, welcoming spaces and engaging programs, it captures the spirit of our community.

This Strategic Plan sets out a clear and confident path for the Museum's next chapter.

As our city grows and we look ahead to the opportunities of the coming decade, including the 2032 Olympic and Paralympic Games, Museum of Brisbane will play an important role in sharing Brisbane's story with the world.

We are proud to have been the Founding and Major Supporter of the Museum since the beginning and to have seen it grow from strength to strength.

I want to thank the Board, leadership and staff for their vision and commitment to seeing the Museum thrive.



We're also grateful to the artists, partners, donors, volunteers and community members whose support makes this work possible.

Together, we can ensure the Museum of Brisbane remains a place where we honour our past, celebrate our present and shape a confident and creative future for our city.

Adrian Schrinner
Lord Mayor of Brisbane



WELCOME

It is with great excitement that we welcome you to our new Strategic Plan, a roadmap that will guide Museum of Brisbane into the next chapter of its story.

As we celebrate the many achievements of the past twenty years, we have our sights firmly set on the opportunities ahead and the impact we can have for the community, the city, and the state.

Over the next four years, Museum of Brisbane will continue to celebrate the city's art and social history, inspiring creativity, encouraging new perspectives, and bringing the community together to create meaning and connection. Our priorities over the coming years: *expanding our home, reaching more people, deepening engagement, strengthening our Collection, and being future ready*, will enable us to deliver experiences that matter and inspire a deeper understanding of ourselves and the world around us.

Our commitment to centring local voices while participating in global conversations will be a cornerstone of our work. In doing so, we will continue to contribute to Brisbane City Council's Vision for a vibrant and creative city, and embrace the opportunities presented by the Brisbane 2032 Olympic and Paralympic Games.

By deepening our relationships with audiences, partners, and supporters, we will create enduring value for the city and help build a sustainable, inclusive, and vibrant community for generations to come. Together, we will shape a future where the Museum of Brisbane is a catalyst for cultural exchange, creativity, and connection.



Thank you to Founding and Major Supporter, Brisbane City Council, for its unwavering support and to our Corporate and Philanthropic community for your belief in our Vision.

We invite you to join us on this journey by participating, supporting and championing the ambitions outlined in this plan.

Zoe Graham
CEO/Director

Thank you to those who contributed to the development of this Strategic Plan through conversation and consultation.



School holidays program at MoB. Photo: Claudia Baxter.

OUR VISION

Where the world meets Brisbane.

PURPOSE

Museum of Brisbane is at the heart of our city, cherished by locals and a must-visit destination for visitors to Brisbane. Through uniquely Brisbane exhibitions and enriching creative experiences, we celebrate the city's stories, its art and social history. Our program inspires creativity, encourages new perspectives, and brings the community together to create meaning and connection.

We are more than just a museum; we are a place for the people, a portal to our past, and a mirror to contemporary life. Through art and ideas, creativity and conversations, we're a welcoming place for all, woven into the fabric of Brisbane and proudly shared with the world.

Together, we shine a light on Brisbane—uncovering its unique history, revelling in the bold and brilliant art of today, and sharing the passion of its people.

OUR VALUES

We make a difference.

We strive to create positive impact in all that we do.

We take care.

Our relationships with each other are respectful and reciprocal.

We are collaborative.

Teamwork and collective success are highly valued.

We are creative.

Curiosity and innovation are at the heart of our approach.

We are purposeful.

Our work and relationships are of the highest standard.



Artist in Residence, Trent Dalton during the *Write your heart out* pop-up event in King George Square. Photo: Katie Bennett.



Artist in Residence, Hiromi Tango. Photo: Joe Ruckli.

PRINCIPLES OF COMMITMENT

Champions for Brisbane

We proudly contribute to the vibrancy and prosperity of our city.

Inclusion

We are enriched by the diversity of our team and the communities we collaborate with.

First Peoples

We recognise and respect the enduring contributions of Aboriginal and Torres Strait Island People.

Sustainable

We play an active role in creating positive social, economic and environmental outcomes for Brisbane.

STRATEGIC GOALS FOR 2025-28

- Deepen engagement with communities
- Reach more people than ever before
- Expand our home
- Strengthen our Collection
- Be future ready



Learn Assist group participating in a tour of the Museum. Photo: Katie Bennett.

DEEPEN ENGAGEMENT WITH COMMUNITIES

We embrace the diversity of our city and collaborate with communities to create experiences that matter.

Priority Objectives

- Local artists and audiences connect and collaborate in new and expanded ways.
- Diverse communities co-design exhibitions and creative experiences with us, exploring the rich tapestry of our city's past and present.
- Through our innovative Learn program, young people are supported to deepen their sense of belonging and identity.

Key Initiatives

- Launch an ambitious new city-wide visual arts exhibition series, connecting artists with communities and driving sector-wide collaboration.
- Present a dedicated First Nations exhibition in collaboration with First Nations artists, creatives, and community leaders.
- Establish dedicated engagement programs to address social isolation and wellbeing issues for Seniors and Teens.



Finger Knitting Throwdown with artist Annika Strand. Photo: MoB.

REACH MORE PEOPLE THAN EVER BEFORE

MoB is loved by locals and a must-visit tourism destination.

Priority Objectives

- Local audiences increasingly recognise and engage with MoB as a cultural hub.
- MoB is celebrated as a must-visit destination for visitors to Brisbane.
- New and diverse audiences are engaged through tailored research-informed program offerings.
- MoB strengthens Brisbane's cultural profile on a national and global stage ahead of 2032.

Key Initiatives

- Take the Museum to the people through 'MoB on the Move' – delivering high quality museum-inspired experiences in communities across Greater Brisbane.
- Deliver new cultural tourism experiences for visiting audiences that explore our city's rich history and its vibrant contemporary stories.
- Create innovative platforms for audience engagement through expanded collaborations with city-wide creative partners.



EXPAND OUR HOME

MoB is a vibrant and welcoming cultural destination for everyone.

Priority Objectives

- Visitors enjoy a seamless, inclusive, and accessible experience online and in the Museum.
- Dedicated new exhibition and creative engagement spaces enrich our offering for audiences.
- We have a clear roadmap for expansion in readiness for *Brisbane 2032* and beyond.

Key Initiatives

- Unveil new spaces for creativity and connection in City Hall.
- Launch a permanent Creative Space in the Museum to encourage hands-on participation for children and families.
- Explore digital technologies to support online and in-person engagement with the Museum's exhibitions, Collection, and creative experiences.



STRENGTHEN OUR COLLECTION

Our Collection is preserved for the future and shared more widely.

Objectives

- Our Collection continues to grow through a targeted acquisition program.
- Audiences engage with our Collection through innovative programming and digitisation initiatives.
- Research projects enhance our knowledge of our Collection.

Key Initiatives

- Establish the 'Sharing our Collection' program to expand engagement and access to the Museum of Brisbane Collection, City of Brisbane Collection, and Easton Pearson Archive.
- Establish a dedicated acquisition fund supported through philanthropy.
- Publish research-based content through MoB channels and external resources to increase visibility and access to our Collection.



BE FUTURE READY

MoB is thriving and ready to meet the opportunities and challenges of the future.

Objectives

- Our people embody our values and flourish in their roles.
- Increased self-generated revenue contributes to our financial sustainability and growth.
- Audience research and program evaluations drive growth and impact.
- We contribute to a vibrant and sustainable creative sector.

Key Initiatives

- Expand MoB Shop's physical and online presence, supporting more local artists and makers.
- Grow and strengthen private sector support through our Giving Community and Corporate Partnerships.
- Expand pathways for emerging creative industry professionals through internship and work-placement opportunities.



Child exploring MoB Shop. Photo: MoB.



Children playing in the Creative Space at MoB. Photo: Joe Ruckli.

MUSEUM VISITOR

"Keep doing what you're doing. I loved the craft for both adults and kids, so fun. Thank you for making a welcoming space to celebrate Brisbane."



Artist in Residence, Hiromi Tango, with Warunghu, Aunty Raelene Baker, First Nations Cultural Governance Advisor. Photo: MoB.

HIROMI TANGO, ARTIST IN RESIDENCE 2024-25

"This residency has provided us with love, kindness and support...The sense of connection and belonging has meant a lot for me as a Japanese migrant residing in Australia...Thank you."

DYLAN BOLGER, ARTIST IN RESIDENCE 2025

"For me, taking the opportunity to live, breath and work like an artist for two months and really pushing myself in ways I haven't before was special."



Dylan Bolger in residence at Museum of Brisbane. Photo: Joe Ruckli.

TAMROOKUM STATE SCHOOL

"The Learn Assist program is treasured by our school. The cost of hiring a bus is becoming less and less cost effective. Being able to access the Learn Assist program and visiting the centre of Brisbane to visit City Hall is invaluable."



Learn Program Excursion. Copyright: Simon Woods.



New Light: Photography Now + Then exhibition. Photo: Katie Bennett.

MUSEUM VISITOR

"Beautiful space and exhibitions. Well curated. Such a welcoming and peaceful environment."



Jane Grealy (left) at An Evening with Pamela Eatson and Lydia Pearson. Photo: Katie Bennett.

JANE GREALY MUSEUM DONOR

"I admire MoB's initiatives to share their knowledge and collections with the greater Brisbane community. MoB is as unique as the Brisbane community it reflects."

STRATEGIC ALIGNMENT

Our Strategic Plan is designed to contribute to a range of cultural, social, and economic goals as outlined in key policy documents including:

- Brisbane City Council's *Brisbane Vision 2031* and *Creative Brisbane Creative Economy Strategy*
- Arts Queensland's *Creative Together 2020-2030*
- Creative Australia's *National Cultural Policy, Revive*
- 2032 Olympics & Paralympics *Legacy Strategy, Elevate 2042*



TRACKING OUR PROGRESS

Our progress will be measured and evaluated against each strategic goal through qualitative and quantitative outcomes. Measures include:

- Visitation and participation figures
- New and repeat visitation
- Marketing reach and conversion online and onsite
- Diversity of audiences, artists, and creative collaborators.
- Audience satisfaction and sentiment
- Wellbeing outcomes
- Self-generated revenue
- Employee satisfaction and engagement.





School holidays program at MoB. Photo: Claudia Baxter.

SUSTAINABLE GROWTH

Museum of Brisbane is a subsidiary of Brisbane City Council and is generously supported by Council as our Founding and Major Supporter.

Our valued Corporate and Philanthropic partners enable us to expand the scale and reach of our exhibitions, and deliver inspiring creative experiences for everyone.

The Museum's financial strategy for 2025-2028 emphasises growth and diversification of self-generated income and private sector support, underpinned by strong reserves to safeguard the future of the Museum.

Museum of Brisbane Pty Ltd is a Not for Profit and Company Limited by Shares. The Museum of Brisbane Trust has deductible gift recipient (DGR) status.

GOVERNANCE AND MANAGEMENT

MUSEUM OF BRISBANE BOARD

Ian Klug AM, Chair
Leanne Coddington (to Dec 2025)
Rachel Crowley (from Feb 2026)
Andrew Gutteridge (to Dec 2025)
Natasha Hood
Shaun Munday (from Feb 2026)

PATRON

Sallyanne Atkinson AO

FIRST NATIONS CULTURAL GOVERNANCE ADVISOR

Warunghu, Aunty Raelene Baker

MUSEUM OF BRISBANE EXECUTIVE TEAM

CEO/DIRECTOR
Zoe Graham

CFO AND COMPANY SECRETARY
Kerryn Prentice

DIRECTOR, CURATORIAL AND
COLLECTIONS
Christine Clark

DIRECTOR, ENGAGEMENT
Sarah Harvey

DIRECTOR, EXHIBITION MANAGEMENT
AND STRATEGIC PROJECTS
Naomi Takeifanga

BE PART OF
OUR FUTURE.
GET IN TOUCH.

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