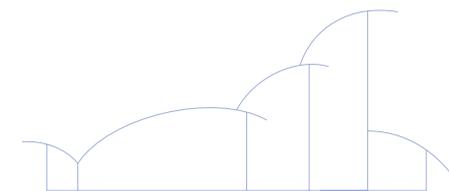
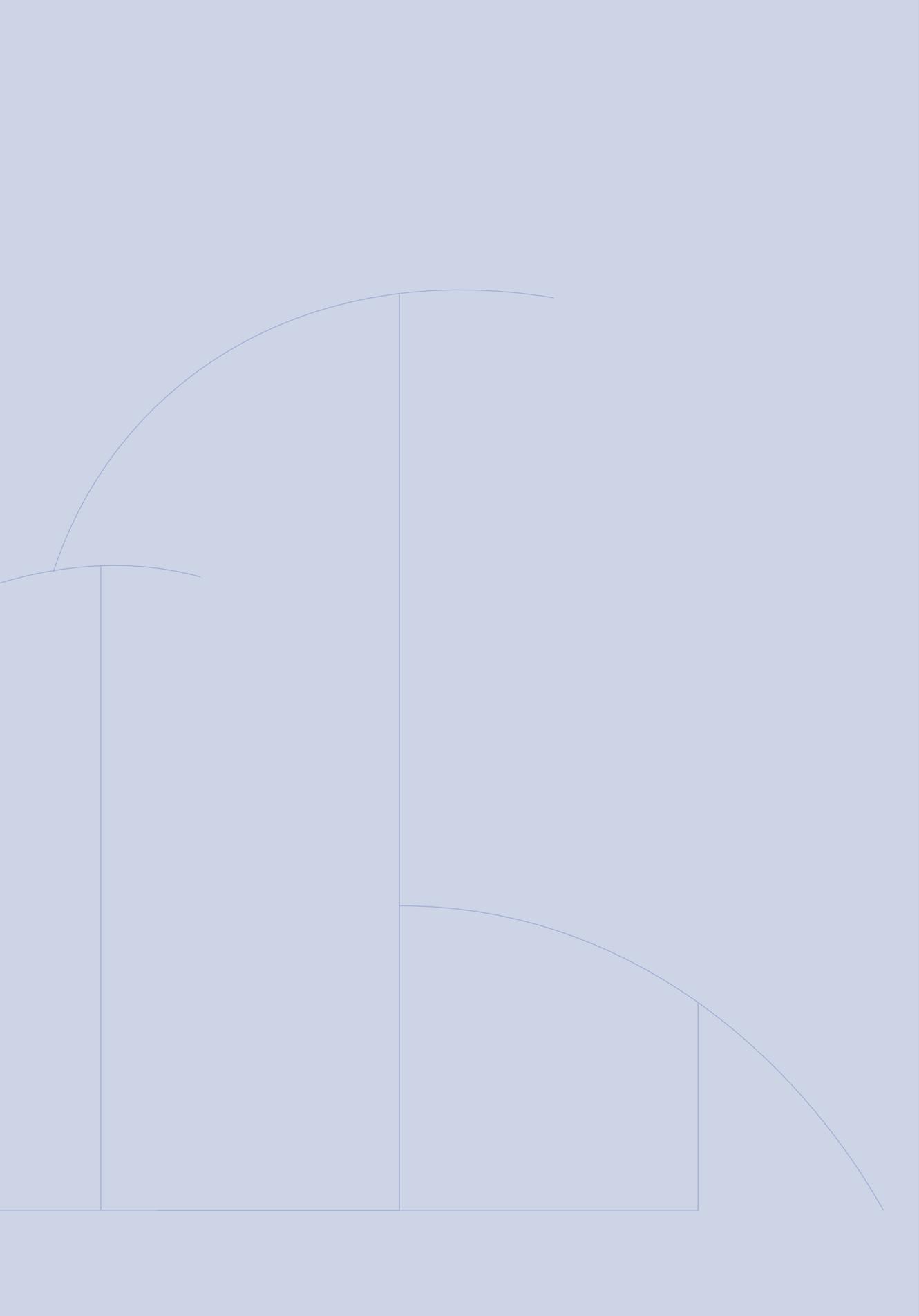


AUSTRALIAN NATIONAL MARITIME MUSEUM CORPORATE PLAN 2018–22



SHAPED BY THE SEA





AUSTRALIAN NATIONAL MARITIME MUSEUM
CORPORATE PLAN **2018–22**



Australian Government





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The Australian National Maritime Museum is a statutory authority established by the *Australian National Maritime Museum Act 1990*, responsible, at the time of publication, to the Minister for the Arts.

Introduction

We present the Australian National Maritime Museum (ANMM) four-year corporate plan as required under paragraph 35(1)(a) of the *Public Governance, Performance and Accountability Act 2013* and section 26 of the *Australian National Maritime Museum Act 1990*. This plan is for the 2018–19 to 2021–22 reporting periods.

Since our establishment in 1991, our museum has been a leader in the preservation, promotion and sharing of Australia’s maritime heritage. Today, we continue to explore the role of the oceans, seas and rivers in shaping our lives and to share our nation’s maritime stories with millions of people across Australia and overseas.

This plan sets out the ANMM’s four-year priorities to build upon this proud history. It is the final in a rolling series that began in 2014 and therefore offers us the chance to both consolidate our achievements and foreshadow the next exciting stage in our development. It will be followed by the 2019–2023 plan in which we intend to set out the details of our planned steps to cement the ANMM’s position as a truly contemporary and engaging 21st century museum.

This plan reflects our ongoing commitment to bringing together new and innovative ways of connecting with our audiences, our partners and the nation. It clearly defines what we will deliver within our resources over the four-year time-frame, and how we will evaluate our success.

We will continue to grow our offerings and patronage at our Sydney site and, through a mix of technology, touring exhibits and partnerships, will increasingly extend our reach far beyond our physical location. Over the next four years this will include continuing to work collaboratively with local and regional communities and partners across Australia and internationally.

The museum will share Australia’s unique and diverse maritime history, from the experiences of small regional communities to those on state and national scale, fostering a greater understanding by all Australians and indeed the world.

We are very grateful for one-off supplementation of \$13.9m over 3 years for various sustainability works under the Australian Government’s Public Sector Modernisation Fund which will enable critical capital works to enhance public safety and access, better meet legislative obligations, preserve and leverage new opportunities for self-generated commercial revenue, maintain collections and to meet ongoing operational costs.

Going forward, the museum requires additional investment in its buildings, galleries, collection and other infrastructure to remain relevant, meet visitor expectations and achieve self-generated revenue targets.

We will also continue to secure our future by growing and diversifying our revenue streams and by operating efficiently.

As the national maritime museum, we will continue to be a trusted resource for the nation, leading research in maritime heritage and archaeology and sharing our knowledge with our peers and educational institutions.

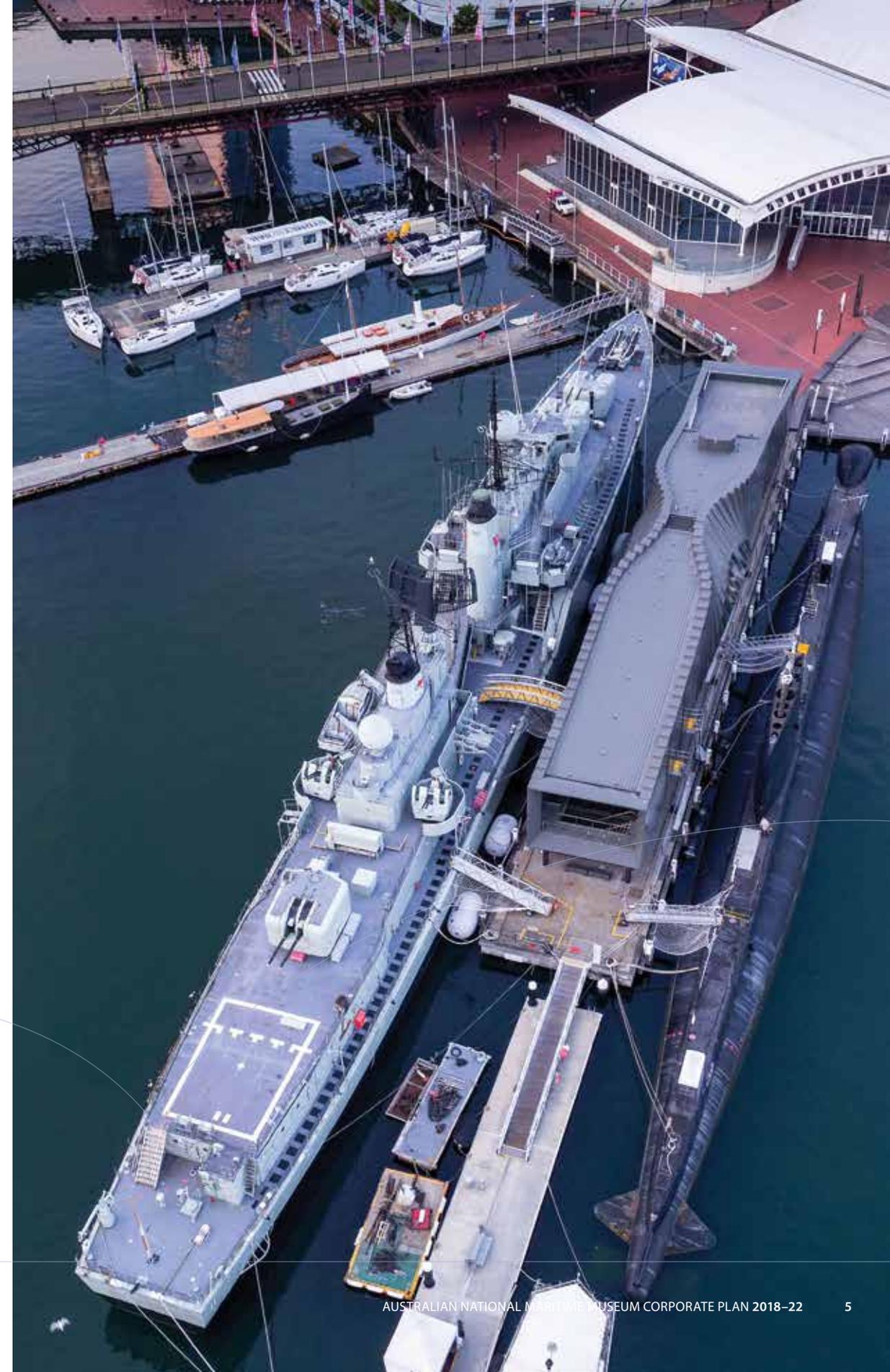
The ANMM Council, executive, staff and volunteers will use this plan to deliver diverse services for the preservation and promotion of Australia’s great maritime history.



Peter Dexter AM FAICD
Chairman



Kevin Sumption PSM
Director



Our vision

To be a world leader in maritime heritage – engaging communities and increasing their appreciation of the importance of the oceans, seas and rivers to our past, present and future.

Our mission

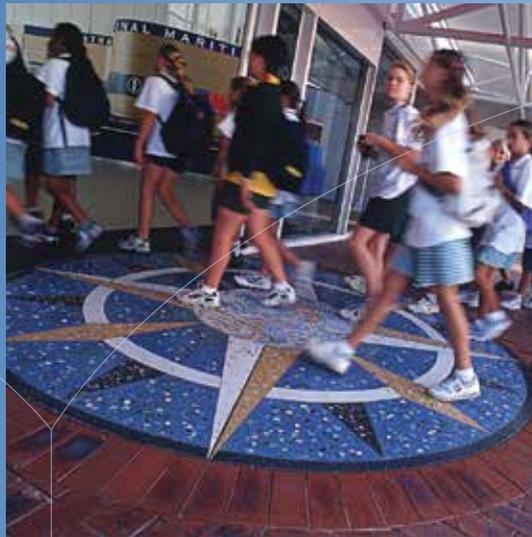
As the national maritime museum, our mission is to lead the promotion and conservation of Australia's maritime heritage and culture through:

Developing and sharing our collections, knowledge and expertise;

Motivating learning through research, educational programs and products;

Supporting community participation to retain our maritime heritage; and

Exploring contemporary issues of public interest and maritime relevance.



Our purpose

Guided by the *Australian National Maritime Museum Act 1990* and Commonwealth Government policies, our purpose is to:

Develop, preserve and showcase collections to expand our knowledge of, and expertise in, maritime heritage and to share it with the Australian public and the world;

Understand our audiences and communities, support their aspirations to express and protect their heritage, and include them in decisions about museum programs;

Partner with communities, educational institutions, other museums and researchers to create and share knowledge about our maritime heritage and our ongoing interaction with the sea and waterways;

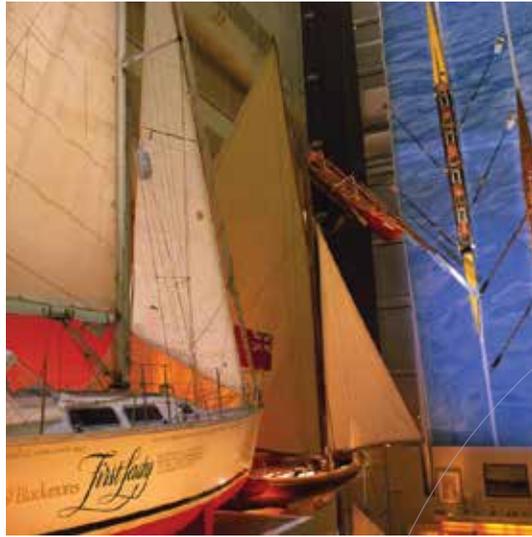
Identify and capitalise on entrepreneurial, media and marketing opportunities to drive a sustainable financial future;

Collaborate with Indigenous communities and organisations to protect and promote their cultural heritage and to increase Indigenous participation in the museum's activities;

Work collaboratively with partners to increase our influence in decision-making, deliver results to communities across the nation, and promote ourselves internationally; and

Implement best-practice governance and continue to meet our budget.





Our values

Leadership	We are a national leader in museum practice and we will demonstrate this leadership by collaborating with a broad range of stakeholders, undertaking research into maritime issues, and developing our staff and volunteers.
Learning and innovation	We will use creative ways to research, manage and share our collections with audiences, communities and educational institutions, and we will inspire learning through our programs and innovative interactions.
Commitment to service	We will put our visitors at the centre of everything we do. We will provide interactive, educational and rewarding visitor experiences and we will be an accessible and welcoming place to visit.
Entrepreneurship and financial sustainability	We will work astutely and pragmatically to manage our assets. We will engage in innovative entrepreneurial and fundraising approaches to increase our financial strength to enable us to deliver high-quality services to the public.
Respect and equity	We will demonstrate respect for all people, their rights and their heritage through our community relationships, programs and partnerships.
Accountability	We are a Commonwealth Government institution and we are the custodians of the National Maritime Collection on behalf of all Australians. We will be accountable to them through our service, the way we conduct our business, and through sustainable use of our resources.





Our assets

Our staff	Our staff are creative, entrepreneurial and collaborative. They are dedicated to the museum, our functions and our audiences. We have a great range of expertise, including specialist curators and conservators, educators, maritime archaeologists, fundraisers and communication professionals.
Our volunteers	Our volunteers are the museum's best ambassadors and they play vital roles as tour guides, educators, model-makers, conservators and administration assistants. We have over 500 active volunteers at our Sydney site and an additional 1,500 volunteers located across Australia. Our volunteers conduct tours and contribute close to 60,000 volunteer-hours per year.
Our collections	We are leaders in the conservation, interpretation and display of maritime collections, adhering to best practices at all times. We are custodians of over 140,000 documented objects and artefacts, which represent the breadth of Australia's maritime heritage. We strive to make these available to all Australians through programs, exhibitions and digital services.
Our vessels	We manage, display and interpret our unique fleet of floating vessels including the iconic replica of James Cook's HMB <i>Endeavour</i> , ex-Royal Australian Navy vessels HMAS <i>Onslow</i> and HMAS <i>Vampire</i> and a number of small historic craft including WWII commando vessel MV <i>Krait</i> and Vietnamese refugee boat <i>Tu Do</i> . We dedicate a significant proportion of our resources to conserve our vessels and we use them to provide wide-ranging educational and cultural experiences.
Our site, buildings and facilities	Our architecturally distinctive building and unique location in Sydney's Darling Harbour include exhibition galleries, restaurant, retail and function spaces, play areas and wharves. We manage our buildings, facilities and ICT systems efficiently to enable access to, and enjoyment of, our collections and fleet.
Our knowledge, skills and experience	We maintain professional expertise in heritage conservation, research, maritime archaeology, curation and collections management, community engagement, government and business relations. We also hold rich library collections which we share with the public.
Our profile and reputation	We put our visitors, communities, business partners and the public at the centre of everything we do. Over the next four years we will focus on activities that continue to raise the profile and reputation of the museum among national and international audiences, peers and decision-makers.



Our environment

In planning for the future, we recognise a number of challenges and opportunities that can affect our environment and our work.

Over the past four years we were impacted by major redevelopment in Sydney's Darling Harbour precinct, where the museum is located. Now that the first phase of work is largely completed, we are focused on how to take advantage of the activity emerging from Barangaroo and the new International Convention Centre. Those projects have brought thousands of new workers and visitors to our precinct every day and have expanded the local night-time economy. The museum is well advanced in ensuring that we connect with this new community and take best advantage of our unique harbour front location. As part of this, we will be commencing a further revitalisation of our facilities. We recognise that this may cause some disruption to our visitors, but will work in a manner that minimises any negative impacts.

We have already seen a significant growth in the size and diversity of our audiences at Darling Harbour, for our touring exhibitions and online. However, we will not be complacent. We know that community expectations continue to change and we need to adapt and innovate to maintain our high levels of visitor satisfaction.

We are committed to using technology, drawing on the expertise of our staff and utilising our outstanding collection to bring the maritime story to Australia and the world in new and engaging ways.

Some changes will occur quickly, others will take time to plan and implement. We will make sound decisions to optimise our strengths and resources, manage risks and to transform challenges into opportunities.

We are committed to being a trusted site of dialogue, engaging in contemporary issues of relevance and increasing visitation to our museum through educational and inspiring exhibitions and programs.

We will connect to our audiences by enhancing their understanding of Australia's history, heritage and contemporary issues, with particular focus on the following themes:

The role of the oceans in Australia's economic wellbeing, trade and resource exploration;

Maritime heritage and culture in Australia's regional areas;

The history, contemporary significance and future of the Royal Australian Navy;

The ongoing role of the museum in Indigenous reconciliation;

The significance of immigration in shaping a contemporary and culturally diverse Australia;

The health of oceans and its broader environmental implications;

Australia's relations with significant partners in the Asia-Pacific region; and

The museum's role in representing Australia's heritage and culture internationally.

Our priorities

Priority 1 Share the national maritime story across Australia

Priority 2 A world-class, compelling museum precinct

Priority 3 Must-visit exhibitions, attractions, programs and events

Priority 4 Support and promote Indigenous maritime heritage

Priority 5 Research, share knowledge and inspire

Priority 6 Forge a strong financial future

Priority 7 Enhance our organisational excellence





Priority 1

Share the national maritime story across Australia

As the national maritime museum, we have a unique responsibility to share the nation's maritime stories with communities across the country, as well as internationally. These stories include the diverse and distinct maritime histories of communities across Australia's states and territories.

We recognise that the ways in which audiences engage with museums are changing as people increasingly become more active participants in shaping their cultural experiences, using the latest digital technology to engage with museum programs at the venue and online.

Example 1

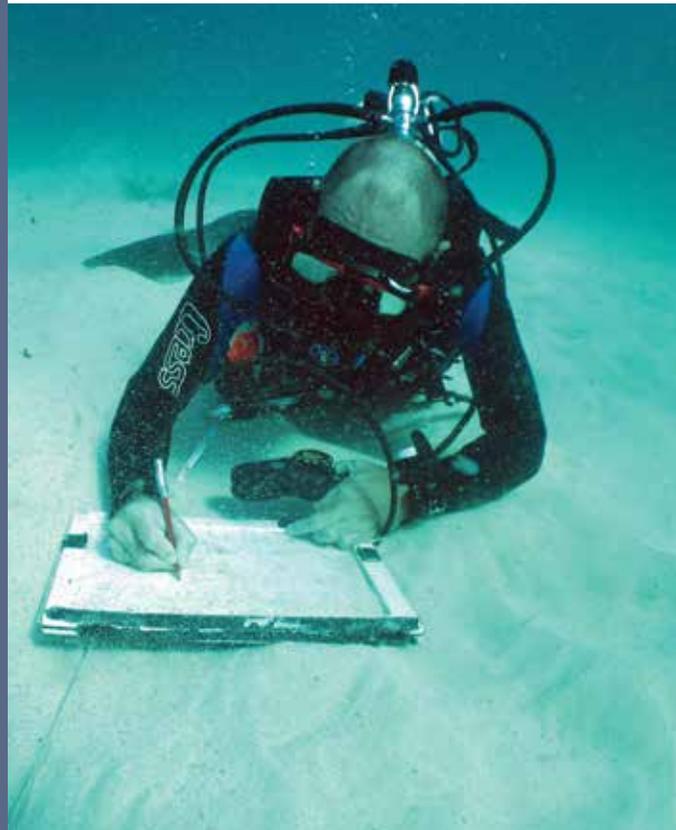
Supporting regional and community heritage programs

MMAPSS grants and internships for regional and community organisations

The Maritime Museums of Australia Project Support Scheme (MMAPSS) is one of the museum's most significant outreach programs. Jointly funded by the museum and the Commonwealth Government, MMAPSS provides grants and in-kind support to non-profit organisations, such as regional and remote museums and historical societies, for projects that conserve and display Australia's maritime heritage.

One such project supported through MMAPSS was the enhancing the Rottnest Island content of the 'Shipwrecks WA' website and smart phone app. Funds were awarded to the Maritime Archaeology Association of Western Australia for research and 3D recording of anchors on Rottnest Island and detailed 3D mapping of shipwrecks around the island. Funds also supported processing of underwater data and 3D training workshops to design, build and install signs and for website and app content work.

Over the next four years, we will keep working with government, industry and communities to expand the program and increase opportunities for more community groups and programs to receive support.



We will employ best practice community research to inform every aspect of our programming and nationwide engagement. Our ongoing support of regional maritime projects and our collaboration with community stakeholders around Australia will ensure public pride and ownership in the museum.

Strategies to achieve outcomes

Outcome A Best practice community research and audience development	Research the needs, interests and aspirations of domestic and international audiences.
	Use our audience and community research to implement appropriate programs and services. This includes development of a targeted plan for weekday visitors to our site.
Outcome B Strong regional outreach through museum programs and exhibitions	Use digital products to extend and deepen off-site and online visitor experiences.
	Continuously improve our online presence to ensure it is engaging, and enables widespread use by schoolchildren and people in regional areas.
	Strengthen our collaboration with regional and remote museums, institutions and communities through travelling exhibitions and events.
	Develop and implement strong communication and promotion strategies to raise our profile in regional areas.
Outcome C Strong support of maritime community initiatives across Australia	Administer grants, funding and in-kind support for projects that preserve and promote Australian maritime heritage.
	Collaborate with governments and industry to strengthen the Maritime Museums of Australia Project Support Scheme (MMAPSS).
	Create new opportunities for internship programs in maritime heritage for communities across Australia.
Outcome D Significant regional audience and community participation in museum programs	Create opportunities for communities to engage in decision-making about our programs and activities.
	Collaborate with the culturally diverse communities of Australia to showcase their heritage and cultural interests and to enhance international cultural connections.
	Strengthen the museum's membership program to create new opportunities for current and new members.

We will measure our success by:

Key performance indicator	Target
Total number of annual off-site visits to the organisation	836,758
% of the total collection available to the public online by 2022	72%
Total number of annual online visits	751,951



Priority 2

A world-class, compelling museum precinct

Located within the changing urban, tourist and entertainment precinct of Sydney's Darling Harbour, we are a formidable part of the cultural and entertainment experiences of people in the city.

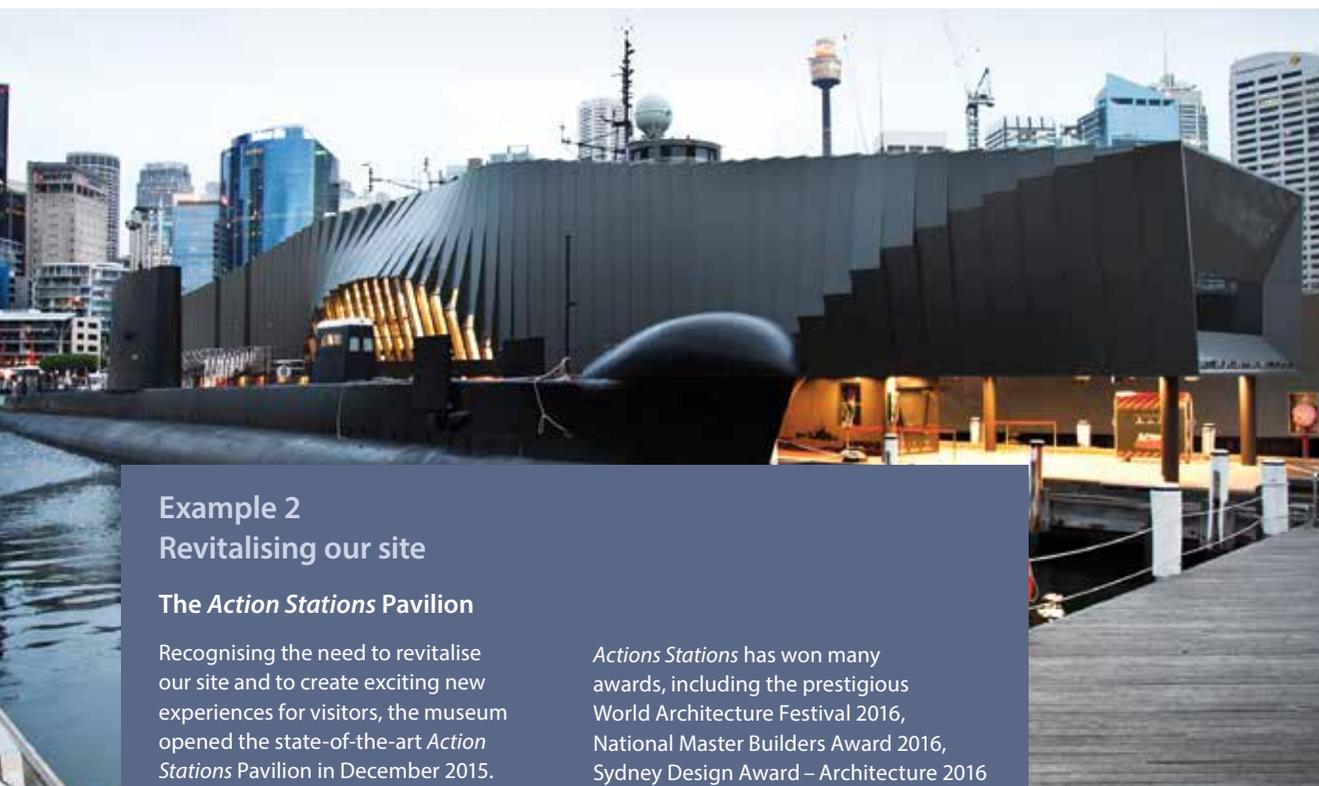
We will work with NSW Government agencies, the City of Sydney, businesses and local partners to ensure the museum's building and precinct is a compelling, world-class attraction offering opportunities for discovery, discussion, entertainment and relaxation.



We will enhance the display and interpretation of our heritage fleet and work with our partners to progress the creation of a Maritime Heritage Precinct on our site.

We will explore further opportunities for interactive visitor engagement across all our offerings.

We will develop a venue utilisation strategy and progressively implement long-term plans for the optimisation of our site, including the harbour frontage and renewal of our core galleries to improve the visitor experience and enhance our sustainability.



Example 2

Revitalising our site

The *Action Stations* Pavilion

Recognising the need to revitalise our site and to create exciting new experiences for visitors, the museum opened the state-of-the-art *Action Stations* Pavilion in December 2015. With the pavilion the museum marked the centenary of World War 1 and commemorated the compelling history of the Royal Australian Navy (RAN).

Through immersive cinematic experiences within the building, visitors are offered virtual experiences, putting them 'on board' the museum's HMAS *Vampire* and HMAS *Onslow* while at sea and performing the dramatic functions for which they were built.

Actions Stations has won many awards, including the prestigious World Architecture Festival 2016, National Master Builders Award 2016, Sydney Design Award – Architecture 2016 and the Museums and Galleries NSW Imagine Award 2016.

The museum's warships are highly valued by visitors and since the *Action Stations* Pavilion opened an average of 200,000 people had direct access to them and many more have had the opportunity to engage with them from the shore.

Strategies to achieve outcomes

Outcome A

Rejuvenated site, wharves, exhibition spaces and galleries

Provide vibrant and welcoming spaces for interactive play, socialising, educational and recreation activities.

Improve our visitor facilities and amenities to ensure that they are accessible, comfortable and safe.

Collaborate with local stakeholders, precinct partners, governments and business to provide services in line with the revitalised Darling Harbour precinct.

Progress work on the renewal of the museum's core galleries and the Welcome Wall

Secure support for the Maritime and Migration Heritage Precinct Project.

Outcome B

Strategic asset management supports business objectives

Upgrade the Ben Lexcen Terrace and Harbourside Observatory.

Reduce maintenance costs by implementing innovative paint solutions for HMAS *Onslow* and HMAS *Vampire*.

Maintain back of house infrastructure to support safe and efficient operations, access for people with disability and business continuity.

Outcome C

Highest quality of visitor facilities and services

Provide the highest standards of customer service and user experience in everything we do.

We will measure our success by:

Key performance indicator	Target
Total number annual on-site visitors to the organisation	837,911
Percentage of visitors who were satisfied or very satisfied with their visit	90%



Priority 3 Must-visit exhibitions, attractions, programs and events

We will continue to be an exhibition-focused national cultural institution offering visitors free access to high quality permanent exhibits from the National Maritime Collection. We will continue to grow the National Maritime Collection to help us to tell the story of Australia through the maritime lens. We aspire to be the preferred cultural experience of international visitors to Sydney.

Strategies to achieve outcomes

Outcome A Dynamic and engaging programs and events

- Attract high quality in-bound exhibitions to the museum.
- Increase our participation in key local, national and international festivals.
- Play a significant role in the national commemoration of the 250th anniversary of Cook's voyage in 2020.
- Deliver inspiring exhibitions and programs and digital products that increase access to our collections.
- Display, interpret, promote and use all vessels in the fleet in ways that educate, delight and engage visitors.
- Enhance our telling of Australia's migration story, including reviewing the approach to the museum's Welcome Wall.

Outcome B Cultural tourism

- Understand and respond to the needs of our international visitors.
- Promote the museum in priority foreign markets.

We will measure our success by:

Key performance indicator	Target
Number of paid onsite visitors annually	226,339
Number of unpaid onsite visitors annually	611,572
Number of people participating in public programs annually	39,000
Number of major exhibitions delivered annually	4
Percentage of ticketed international visitors on-site	34%

Example 3 Outstanding exhibitions

Always a reason to visit the museum

Our exhibitions, programs and attractions are ever-changing and reflect the broad diversity of the Australian maritime story and the museum's collection areas.

We will continue to invest in the creation of major new immersive, family-friendly exhibitions over the summer period and our winter season will feature critically acclaimed exhibitions aimed at knowledge seekers. We will also offer a diversity of public programs for audiences of all ages and interests to complement our major exhibitions.

We will also continue to offer a diverse range of smaller exhibitions and programs inside and outside the museum. This will include rooftop projections and the development of new displays and content for use on board our vessels and waterfront.

We will strive to make our exhibitions, attractions and programs immersive, surprising and engaging to delight and inspire our visitors.

We will also continue to provide a diverse mix of high quality, critically acclaimed, 'must-visit' temporary exhibitions, attractions and programs to surprise, delight and challenge our visitors.

We will expand our involvement in festivals and try new ways of leveraging our assets to increase visitation to our site.

Our recent major exhibition, *Escape from Pompeii – the untold Roman rescue*, had strong visitor appeal, attractive programming and a good school curriculum alignment, attracting 90,905 visitors to the museum.





Priority 4

Support and promote Indigenous maritime heritage

Aboriginal and Torres Strait Islander (ATSI) cultures are central to Australian history.

As the custodian of a significant collection of Indigenous objects and artefacts, we play a pivotal role in ensuring greater national and international understanding of and respect for our unique Indigenous cultures. This includes increasing the community's understanding that this is a living, resilient and diverse culture.

We recognise that continued protection and promotion of traditional and contemporary ATSI cultural expressions are crucial for the wellbeing of ATSI peoples, as well as for achieving reconciliation.

Through our programs, exhibitions and employment opportunities we will continue to engage with and support Aboriginal and Torres Strait Islander peoples to practise their culture and share their knowledge within and outside their communities.

We will embed Indigenous knowledge, recognition and representation across all the museum's activities.

Over the next four years, the ANMM will continue to strengthen our Indigenous programs and support Indigenous people to maintain their traditional culture.

Strategies to achieve outcomes

Outcome A
Reflect ATSI culture and heritage in museum exhibitions, programs and activities

Create and enhance pathways for participation of ATSI communities and groups in our programs.

Recognise and reflect ATSI culture, heritage and languages through our programs, exhibitions and publications.
Become a signatory to the Indigenous Art Code.
Ensure all museum staff and volunteers are culturally aware.

Outcome B
Support educational, training and cultural initiatives for Indigenous people

Create employment, training and volunteer opportunities for Indigenous people at the museum.

Build partnerships with governments, community and industry across Australia to support Indigenous cultural, educational and training programs.

We will measure our success by:

Key performance indicator	Target
Number of Indigenous programs supported by the museum	5
Expenditure on major Indigenous acquisitions	\$80k
% of staff and volunteers who have completed cultural awareness training	85%

Example 4

Supporting Indigenous culture revitalisation projects

Indigenous students learn to build traditional canoes

The museum's nawi bark canoe-building outreach program introduces Indigenous school students to traditional canoe building techniques. The ANMM nawi program focuses on empowering Indigenous youth and fostering community ties through collaborative bark canoe-building workshops.

Workshops are held to source bark from local areas, make models and ultimately create a full-sized canoe that is launched on water within the local community.

Working with museum staff and local leaders the students set their own agenda and create their own pathways for personal and cultural growth, finding new connections with their local community and their cultural heritage.





Priority 5 Research, share knowledge and inspire

We are committed to research excellence and innovative approaches to knowledge creation that make a significant difference in maritime heritage and museum sectors, and that result in professional and public recognition of our work.

We interpret and care for our collection through research and collaboration. We make our knowledge accessible to as many people as possible through our exhibitions, educational programs, publications and outreach.

We will continue to build upon our knowledge and expertise, particularly in the digital and research areas, to create programs and exhibitions that are meaningful, relevant, inclusive and inspiring.

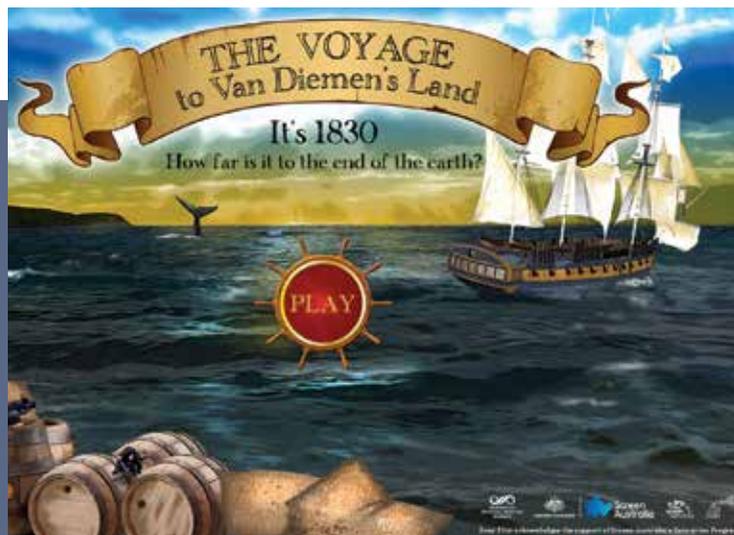
Example 5 Sharing our knowledge with school children

A new paradigm for learning

Engaging and educating young Australians about maritime history and heritage is central to our role as a museum.

Following on an increasing interest in the use of digital games to teach, motivate and engage 21st century learners, the museum has developed a new educational game, *The Voyage*.

The Voyage takes the user on a 19th-century journey from London to Van Diemen's Land where players, as the ship's Surgeon Superintendent, are rewarded for the number of healthy convicts they deliver to the fledgling British colony. The game is based on detailed historical data, utilising documented ship paths, convict and medical records and diaries. In addition to teaching important historical facts, the game provides opportunities for choice, pathway creation and collaboration.



The game is used in education programs at the museum's physical site (also home to two historic tall ships from within the era of the game), the website, via a mobile device or a multi-touch table and in the classroom.

The Voyage Game has been incredibly popular. Last year there were 116,934 visits to the website with an average dwell time of more than 19 minutes. The game won an Australian Teachers of Media award for best educational game and was highly commended in the Museums and Galleries NSW IMAGinE Awards.

Over the next four years we will continue to augment and broaden classroom learning with creative educational tools and experiences. We will inspire inquiry, independent thinking and appreciation of Australian maritime heritage among Australian school children.

Strategies to achieve outcomes

Outcome A

Research projects that underpin the museum's purpose, programs and services

Deliver a research program that supports our ongoing role as the national centre for maritime history.

Maintain our expertise, resources and strong public interest in archaeology to support the Maritime Archaeology Research Centre as a leading facility for national and international research and partnerships.

Collaborate with international partners to reveal, conserve and protect Australian maritime heritage outside our borders.

Outcome B

Best practice in collection care and management

Embrace technologies that unlock the National Maritime Collection and reach out to audiences worldwide.

Implement acquisition procedures in line with the museum's new master narratives structure.

Maintain our collection development policies and procedures in line with national and international best practice guidelines.

Outcome C

Knowledge sharing and education

Build partnerships with educational institutions, government and business to increase student access to the museum.

Develop and distribute educational resources to support the national curriculum.

Collaborate with tertiary institutions and develop accredited online courses in maritime archaeology, museology and learning.

Share our knowledge through publications and public programs.

We will measure our success by:

Key performance indicator	Target
Number of students participating in school programs annually	75,000
Number of program packages available online annually	25
% of teachers reporting overall positive experience	90%
Number of formal partnerships with educational and research institutions in place	10



Priority 6 Forge a strong financial future

Our vision and goals for the future are bold and ambitious. The long-term success of the museum will depend not only on deploying our creative talent and managing our resources efficiently, but also on effective engagement in entrepreneurial and commercial practices to secure sustainable revenue sources for the museum. We will create meaningful partnerships with supporters and stakeholders to realise our aspirations for growth and exemplary service.

We have been successfully growing the museum's self-generated income and will continue to focus on this through a mix of commercial, philanthropic and other strategies.

Strategies to achieve outcomes

Outcome A
Highly profitable business and commercial activities and partnerships

Capitalise on our location, vessels, collection, buildings, and retail and hospitality outlets to achieve a strong financial return.

Collaborate with industry, government and media partners to promote the museum.

Increase awareness of our products and services in local, national and international markets.

Outcome B
Strong alternative revenue sources

Continue development of an active ANM Foundation and philanthropic funding to support museum projects, exhibitions and the development of our collection.

Employ effective sponsorship strategies to ensure funding of our programs and exhibitions.

Explore external funding opportunities through grants and other revenue sources to support museum activities.

Commence implementation of a brand of the museum.

We will measure our success by:

Key performance indicator	Target
Annual self-generated (including revenue achieved through alternative sources, including sponsorship, grants and philanthropic support)	\$15.4m
% of total income that is self-generated annually	43%
Number of museum members	14,430
Number of formal partnerships with government and industry stakeholders within Australia and internationally	30

Example 6 Working with our partners

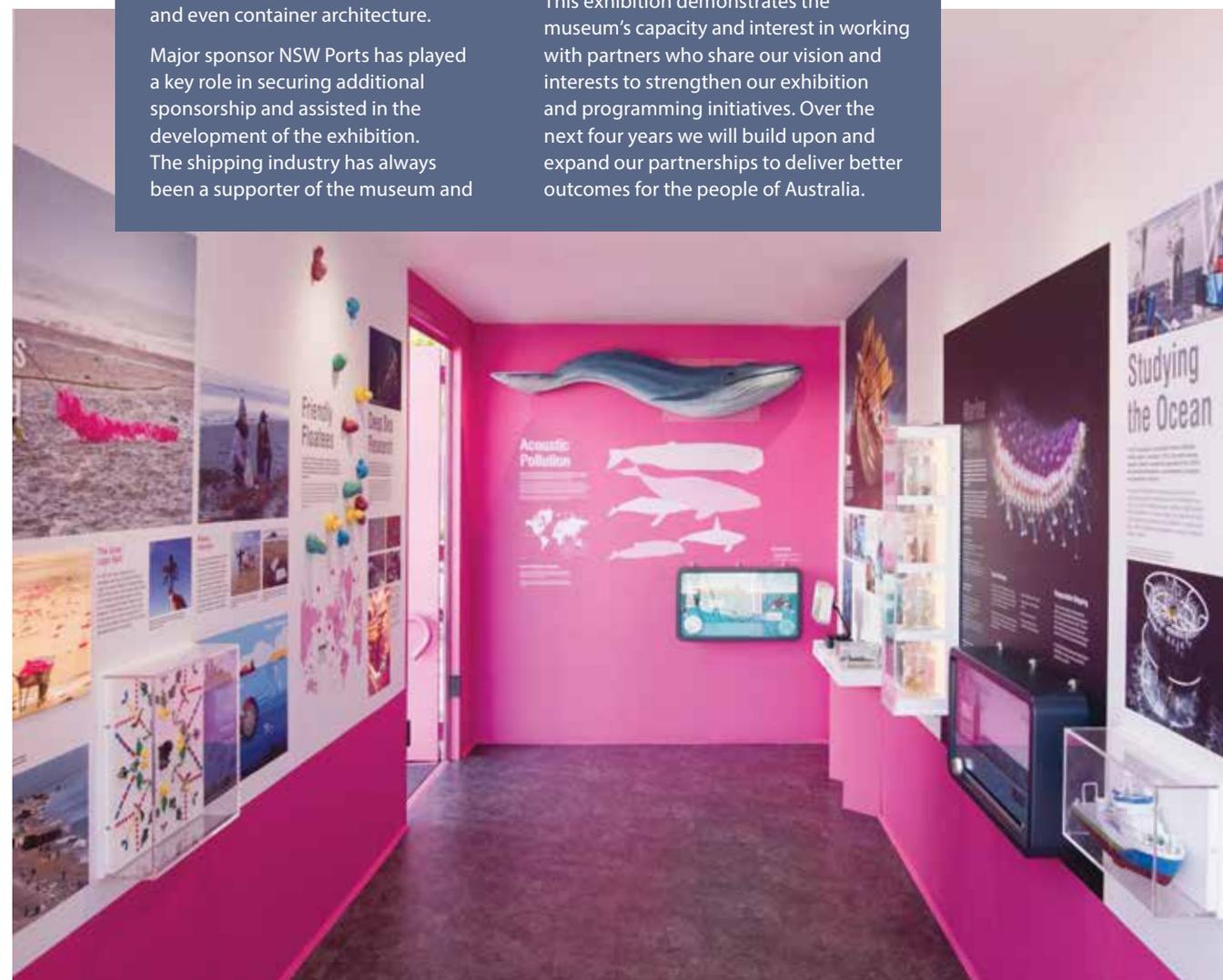
ANMM partnerships deliver *Container – the box that changed the world* exhibition

Container, an exciting new exhibition housed entirely in six 20-foot shipping containers at the museum, lifts the lid on the history and impact of containerisation and how the humble shipping container has revolutionised the way we live. Visitors literally 'step inside the box' to learn about shipping, ports, cargo, the impact of containerisation on the ocean, the origins of everyday objects and even container architecture.

Major sponsor NSW Ports has played a key role in securing additional sponsorship and assisted in the development of the exhibition. The shipping industry has always been a supporter of the museum and

this exhibition provided an avenue for the museum to partner back. Sponsors are ACFS Port Logistics, Maritime Container Services, DP World Australia and Smit Lamnalco. Supporters are Transport for NSW and Shipping Australia. The containers were supplied by Royal Wolf and the Precinct Partner is Property NSW.

This exhibition demonstrates the museum's capacity and interest in working with partners who share our vision and interests to strengthen our exhibition and programming initiatives. Over the next four years we will build upon and expand our partnerships to deliver better outcomes for the people of Australia.





Priority 7 Enhance our organisational excellence

Maximising opportunities and delivering the best possible outcomes require a creative, efficient and progressive organisation. We will recruit, develop and empower our people to support our corporate goals and embrace innovation. We will be a preferred employer in the museum sector and more widely.

We will implement our legal and regulatory obligations and manage our financial resources and assets to ensure our organisation maintains its strength and sustainability.



Example 7 Building a strong workforce capability

ANMM Learning Management System

ANMM has various strategies to enable ongoing training and development of staff and volunteers. The museum's Learning Management System (LMS) offers comprehensive automated learning packages that staff can complete on the job, according to their individual learning and development plans.

The LMS has significant benefits for staff and the museum. Staff gain valuable skills in areas that are relevant to their roles and their team's performance, expanding their future professional opportunities.

The museum benefits from the highly cost-effective and flexible way of training, developing and supporting its staff.

The LMS is expected to deliver further improvements in customer service, better work safety practices and productivity improvements. The system enables the museum to identify the new or enhanced skills required within our workforce to meet the objectives of this corporate plan and to deliver suitable learning packages in timely and user-friendly ways.

Strategies to achieve outcomes

Outcome A

Skilled, engaged and inspired people and collaborative culture

Develop a strategic workforce plan to ensure recruitment and training are aligned to the museum's corporate priorities and directions.

Develop a volunteer plan that supports a sustainable volunteer program linked to the museum's future directions and audiences.

Develop a programmatic approach to enhancing the skills of staff and volunteers and that supports them to identify with, and successfully contribute to, the goals of the organisation.

Attract, develop and retain people with the skills and capabilities to build a culture of innovation.

Strengthen our volunteer program to draw upon the diversity of interests, expertise and cultures of our audiences.

Outcome B

Effective governance and business systems and practices

Strengthen our systems and processes to ensure compliance, accountability, transparency and probity across all business activities.

Enhance our evaluation and performance management systems.

Integrate technology systems and processes to enhance business planning.

Outcome C

Highest standards of safety for our staff, volunteers, visitors and collaborators

Develop and maintain best practice workplace health and safety, training and hazard identification processes across the museum.

Continue to integrate health and safety accountabilities into management processes.

We will measure our success by:

Key performance indicator	Target
Museum staff satisfaction in the APSC State of the Service survey	>APS average
Adverse audit findings	<2 minor matters



Risk management

The museum uses robust systems and tools to identify, monitor and manage risks. These include regular internal and external risk assessment audits and implementation of the ANMM Risk Management Plan which assist the museum to address and manage risk across all areas of the museum, including:

- Governance and management
- External relations and communications
- Operations
- IT
- Human Resources
- Assets
- Financial management

The museum has identified a number of key risks that may impact the implementation of individual strategies, priorities and projects within its Corporate Plan. These risks are described below.

Purpose

Ensuring that the museum clearly defines, and lives by, its mission statement.

Stakeholder Value and Relevance

Building strong public and stakeholder endorsement of the national value and benefit of the museum.

Government relations

Ensuring support from, and effective communication with, the Minister and Government.

Communication

Effectively communicating the value of the Museum to key stakeholders (public, government and media).

Funding

Optimising all funding sources (Government, self-generating, corporate and philanthropic) and adapting the museum's funding profile to ensure financial sustainability.

Museum Revitalisation

Ensuring that the long term revitalisation plan is delivered in a way that achieves expected benefits.

Darling Harbour Regeneration

Regeneration activities in Darling Harbour have a short term significant adverse impact on visitor numbers and the museum's ability to generate commercial revenue from venue hire. Museum needs to position its strategies to take advantage of the long-term opportunities the regeneration will bring.

Health and Safety

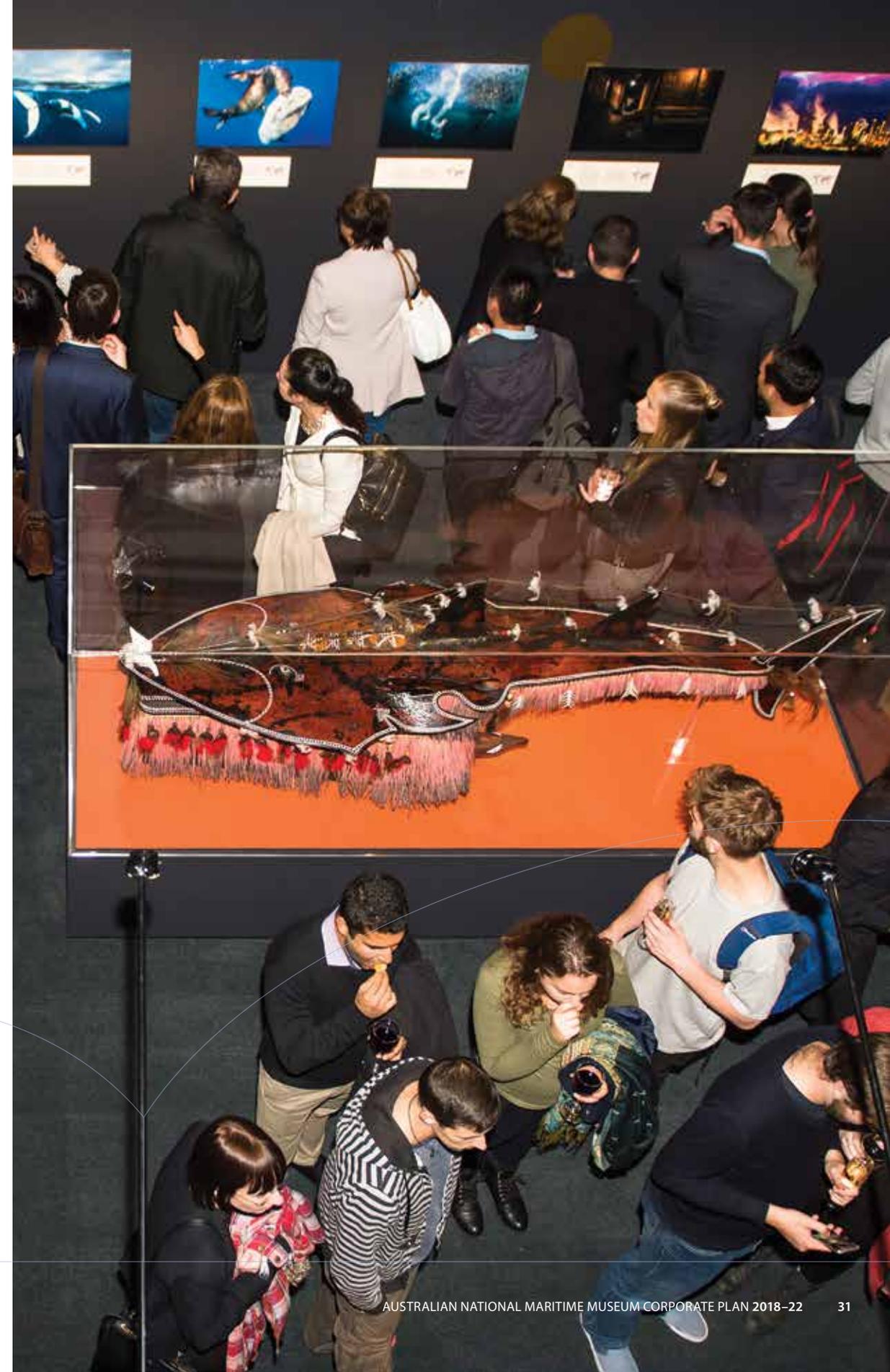
Ensuring the safety of staff, volunteers and thousands of visitors.

Asset Loss and Damage

Major disasters that may lead to damage the museum's buildings and fleet.

Technology

Efficiently utilising and/or leveraging technology to support the museum's purpose, activities and visitor experience.



Appendix A

Our functions under the ANMM Act 1990

Under the *Australian National Maritime Museum Act 1990*, the functions of the museum are:

-
- (a) to exhibit, or to make available for exhibition by others, in Australia or elsewhere, material included in the national maritime collection or maritime historical material that is otherwise in the possession of the Museum;
-
- (b) to cooperate with other institutions (whether public or private) in the exhibiting, or in the making available for exhibition, of such material;
-
- (c) to develop, preserve and maintain the national maritime collection in accordance with section 9;
-
- (d) to disseminate information relating to Australian maritime history and information relating to the Museum and its functions;
-
- (e) to conduct, arrange for and assist research into matters relating to Australian maritime history; and
-
- (f) to develop sponsorship, marketing and other commercial activities relating to the Museum's functions.
-

Appendix B

Image captions and credits

All photographs Andrew Frolows/ANMM unless otherwise stated.

- Front cover: *Container – the box that changed the world* exhibition at the museum
- 2 At sea aboard HMB *Endeavour* replica. ANMM photographer
- 5 Aerial view of *Action Stations*, HMAS *Vampire* and HMAS *Onslow*
- 6 The museum's education programs attract thousands of school students each year
- 7 Cape Bowling Green Lighthouse on the museum's foreshore
- 8 Steam Yacht *Ena*
- 9 (top) Young visitors explore HMAS *Vampire*
- 10 (top) Kay Cottee's yacht *Blackmore's First Lady*, in which she circumnavigated the world in 1988, is on permanent display at the museum
- (bottom) Primary-school students learn about botany, navigation and physics aboard *Endeavour* during Science Week
- 12 HMB *Endeavour* replica in dry dock at the Captain Cook Graving Dock in Sydney
- 13 Detail from a mural by David Henry Souter of a sunny day at Bondi Beach in 1934. Courtesy Bondi Beach Surf Life Saving Club
- 15 *Whale Season* rooftop projection, part of *Vivid Sydney* in 2014
- 16 (top) Harvesting yellow stringybark near Ulladulla to make tied-bark canoes. Photograph David Payne/ANMM
- (bottom) Shannon Reid recording underwater, Rottneest Island project. Photograph courtesy MAAWA
- 18 (top) Welcome Wall unveiling ceremony
- (bottom) *Action Stations* Pavilion and HMAS *Onslow*
- 19 Ben Lexcen Terrace being used for a major commercial event in 2016
- 20 Launch of the museum's major summer exhibition
- 21 Our winter exhibition *Escape from Pompeii – the untold Roman rescue* contributed to record-breaking attendance figures this year.
- 22 Charles (Chikka) Madden and the NSW Public Schools Aboriginal Dance Company perform at the opening ceremony for Corroboree Sydney in 2013. Photograph courtesy Jamie Williams
- 23 Bark canoe-making workshop at the museum. Photograph Beau James/ANMM
- 24 (top) A primary-school student aboard *Endeavour* examines Sydney Harbour water for microscopic life during Science Week
- (bottom) *The Voyage*, the museum's new interactive history game. Image courtesy Roar Film
- 26 (top) The Ben Lexcen Terrace, on the museum's waterfront, is one of eight venues available for hire. ANMM photographer
- 27 Inside one of the containers from *Container – the box that changed the world*
- 28 (top) Maritime Archaeology Manager Kieran Hosty helping to conserve the anchor of HMS *Sirius*. Photograph Rebecca Dallwitz
- (bottom) Museum conservation volunteers Victor Chiang, Geoff Tonkin and Jack McBurney jointly received the Australian Institute for the Conservation of Cultural Material Volunteers Award in late 2013. Photograph Caroline Whitley/ANMM
- 30 *Wildlife Photographer of the Year* exhibition
- 31 *Wildlife Photographer of the Year* exhibition opening 2017, *Kaygasiw Usul* by artist Alick Tipoti, funds donation by Sid Faithfull and Christine Sadler program supporting Contemporary Indigenous Maritime Heritage in Far North Queensland and the Torres Strait Islands through the ANMM Foundation. Courtesy Time Out, photograph by Cassandra Hannagan
- Back cover: *Container – the box that changed the world* exhibition at the museum

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