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Australian National
Maritime Museum
2019-23
Corporate Plan



Australian Government

Australian National Maritime Museum 2019–23 Corporate Plan

We present the Australian National Maritime Museum 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 2019–20 to 2022–23 reporting periods.



Peter Dexter AM FAICD
Chairman



Kevin Sumption PSM
Director

The museum is a leader in the preservation, promotion and sharing of Australia's maritime heritage. We share our nation's maritime stories with millions of people across Australia and overseas, principally through our focus on exhibitions and public and educational programs.

This plan sets out the museum's four-year priorities to build upon this proud history. It sets out the details of our planned steps to cement our 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 broaden understanding of the role of the oceans, seas and rivers in shaping our lives.

We will 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.

We have ambitious plans to better activate our site and to strengthen our offer in respect of migration, ocean conservation and maritime archaeology and will be seeking additional government, corporate and philanthropic support for these initiatives.

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.

A priority in 2019–20 will be delivering the museum's Encounters 2020 program, which marks the 250th anniversary of James Cook's first Pacific voyage.

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.

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Our vision

'More than a museum': we create encounters and experiences that change people's understanding of Australia.

Our mission

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
- exploring contemporary issues.

Our values

The core values of the museum are:

Optimistic – we maintain a positive outlook as we strive to achieve our priorities

Collaborative – we work together as ‘one museum’ and seek alliances with our colleagues and community

Empathetic – we demonstrate kindness, respect and understanding towards others

Adaptable – we are open to change and embrace new ways of working

National – we take a national perspective

Sustainable – our work practices and ethical approach to the use of scarce resources are sustainable.

We are also committed to the Australian Public Service values. We are:

Impartial – provide advice that is frank, honest, timely and based on the best available evidence

Committed to service – professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the Government

Accountable – open and accountable to the Australian community

Respectful – respect all people, including their rights and heritage

Ethical – demonstrate leadership, are trustworthy, and act with integrity, in all that we do.

Our functions

The functions of the museum are set out under the *Australian National Maritime Museum Act 1990* and listed in Appendix A (page 13).

Our assets

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 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 *Endeavour*, ex-Royal Australian Navy vessels HMAS *Onslow* and HMAS *Vampire* and a number of small historic craft, such as WWII commando vessel MV *Krait* and Vietnamese refugee boat *Tu Do*. 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.

Our profile and reputation – We put our visitors 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

We are situated in a unique waterfront location within a precinct that continues to undergo massive renewal and change. Major business, transport and community developments are bringing new visitors to our neighbourhood and raising expectations for the museum's offerings.

We are committed to taking full advantage of these opportunities by investing in our programs and facilities to create dynamic, engaging experiences for our onsite audiences.

We also recognise that we are operating in a period of wider social, demographic, technical and economic change and are committed to operating as efficiently as possible while using our entrepreneurial culture to create new engagement pathways and revenue opportunities.

Our approach to managing risk, including risk related to the operating environment, is set out in Appendix B (page 14).

Priority 1 Sharing the national maritime story

We will continue to innovate to expand opportunities for communities across the country and the world to engage with Australia's maritime story – past, present and future.

As custodian of the National Maritime Collection we will continue to care for it, maintain its relevance and use new methods to maximise access for audiences and researchers.

We will create an Encounters 2020 program that meaningfully reaches audiences whatever their background and wherever they are located.

Outcomes

- The museum tours to or has a presence in all States and Territories over the four years of this plan
- The contemporary significance of Australia's relationship with the sea is well understood by our audiences
- Australia's distinctive maritime heritage is highly valued
- We are recognised as a museum of the ocean... and more

Strategies

- Utilise the opportunity created by Encounters 2020 to raise awareness of the breadth of Australia's maritime history and its lasting impact
- Continue commitment to leading and participating in national and international touring exhibitions
- Leverage Australia's unique connection to the sea to engage the community in the museum's work
- Draw on the museum's collections, reputation and skills to promote international cultural engagement and diplomacy
- Research and respond to the needs of our audiences wherever they are located
- Embrace the opportunities provided by technology to engage, grow and diversify our audiences both in person and online
- Support and promote the maritime heritage community through grants and access to expertise

Key Performance Indicator

Key Performance Indicator	*Target
Total visitor engagement (on-site, including programs; Travelling; Online; Education; Encounters 2020)	5.8M
Number of participants, visitors and viewers in the Encounters 2020 program off-site by 2023	5.2M
Number of visitors to travelling exhibitions	1.1M
% of the total collection available online by 2023	70%

*Targets for 2019–20, unless otherwise specified

Priority 2

Compelling experiences

We are renowned as a ‘must visit’ museum because we put audiences at the heart of everything we do and our indoor, outdoor and outreach activities, exhibitions and programs tell the story of our island nation in new and surprising ways.

We put the visitor at the centre of all we do and tailor our offerings to their diverse needs and expectations.

We will take every advantage of our collection, fleet, location, expertise, facilities and technology to provide imaginative, engaging and rewarding experiences for our onsite visitors.

We will strategically improve our assets supported by long-term planning to maximise the impact of our expenditure.

Outcomes

On-site programs and exhibitions are valued by visitors as contemporary, accessible and engaging

The museum is widely recognised as a core contributor to Sydney’s cultural offerings and the preferred cultural destination for international visitors

The museum precinct offers the highest quality services and facilities

Strategies

Develop programs and experiences that convey the maritime story in immersive, surprising, authentic and personalised ways

Work with partners to activate and upgrade the museum precinct to maximise the benefits of its outdoor spaces and water access

Maximise the quality of visitor engagement by progressively upgrading permanent and temporary gallery spaces

Develop an events strategy that increases the museum’s connection to wider precinct activities and festivals, and across the city, and utilises facilities to generate new offerings such as after-hours performances and talks

Conduct regular qualitative visitor and tourism research to inform programming, presentation and engagement strategies

Provide regular opportunities for Sydney residents and visitors to access significant collections through high-quality in-bound exhibitions

Key Performance Indicator

*Target

Percentage of visitors who were satisfied or very satisfied with their visit	90%
Annual number of international visitors (ticketed)	85,000
Number of participants in public participation programs onsite	84,000
Number of major temporary exhibitions onsite	4

*Targets for 2019–20, unless otherwise specified

Priority 3

Supporting reconciliation

We will encourage understanding, appreciation and deep respect for Aboriginal and Torres Strait Islander cultures and heritage, and take action to be a preferred employer and business partner.

Outcomes

- The museum's collection and activities contribute to a greater national and international understanding of and respect for the nation's unique Aboriginal and Torres Strait Islander cultures
- Collaboration and consultation with Aboriginal and Torres Strait Islander peoples ensure community control over story-telling
- Aboriginal and Torres Strait Islander peoples are able to practise their culture and develop their skills through their engagement with the museum

Strategies

- The Reconciliation Action Plan identifies a range of practical actions to engage Aboriginal and Torres Strait Islander people and communities through the museum's programs, collection, training and employment opportunities
- Aboriginal and Torres Strait Islander culture, languages and heritage are represented throughout the museum and in its programs, exhibitions and publications
- Collaborate with Indigenous organisations and communities to protect and promote their cultural heritage and increase Indigenous participation in museum activities
- Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment
- Investigate, develop and provide opportunities for Aboriginal and Torres Strait Islander businesses to supply goods and services to the museum

Key Performance Indicator

*Target

Expenditure on major Indigenous acquisitions	\$80,000
Percentage of staff and volunteers who have completed cultural awareness training	85%
Aboriginal and Torres Strait Islander Advisory Committee satisfaction with progress	80%

*Targets for 2019–20, unless otherwise specified

Priority 4

A trusted voice and custodian

We will draw on our knowledge and collection to be a uniquely relevant and trusted place of discourse and inquiry.

We will be a preferred partner and undertake dedicated exploration and research to ensure our exhibition, public and learning programs are deep, authentic and widely shared in public, media and educational forums.

The collection will be managed to best practice standards and made available for a multiplicity of educational and research purposes to promote inquiry and understanding of the maritime heritage and contemporary issues.

Outcomes

The museum is recognised as a trusted source of information and place of dialogue on maritime issues of contemporary social and environmental significance

The National Maritime Collection is conserved and utilised for community benefit

The museum's research programs support the collection and exhibitions, and contribute to international scholarship

The museum is a preferred source of information and visitation for Australian schools and educators

Strategies

Promote the concept of maritime heritage as being concerned equally with explorations of the past, present and future

Engage in storytelling and dialogue that challenges and inspires the community to consider contemporary issues, including migration and the health of the oceans

Institute programs, reports and other forms of engagement that cement the museum's reputation as a trusted source of information and knowledge

Establish formal linkages with educational and cultural institutions locally, nationally and internationally to create and share knowledge and programming opportunities and protect Australian maritime heritage wherever it is located

Directly link relevant educational programs and resources to the school curriculum

Key Performance Indicator

*Target

Key Performance Indicator	*Target
Number of students participating in school programs	172,000
Percentage of teachers reporting overall positive experience	90%
Number of partnerships with educational and research institutions in place	10
Percentage of partners satisfied/very satisfied	80%

*Targets for 2019–20, unless otherwise specified

Priority 5

A strong financial future

We will build on our success and achieve long-term sustainability, including by expanding our audiences, philanthropy, programs and partnerships and by diversifying our income sources.

Outcomes

Highly profitable business and commercial activities and partnerships

Strong alternative revenue sources

Strategies

Review and develop a new hospitality and retail strategy, including asset improvement plans, to increase the yield from venue hire and retail sales

Strategically renegotiate commercial leases as they become available to secure an appropriate balance between income generation and synergies with the museum's core purpose

Further develop the museum's philanthropy and sponsorship strategies to support onsite, online and touring programs, collection development and other museum purposes

Review and develop a new international tourist strategy that builds on current successes

Key Performance Indicator

*Target

% of total income that is self-generated (excluding Encounters 2020 revenue)

53%

*Targets for 2019–20, unless otherwise specified

Priority 6

People first

Our staff and volunteers are our greatest assets.

We will continue to be a sought-after place to work by promoting excellence in all we do and supporting our people with development opportunities and effective systems and processes.

We recognise the vital role that our volunteers play in meeting the needs of our visitors.

We will commit to increasing the diversity and cultural awareness of our staff and volunteers through effective recruitment and training initiatives.

We will build our capabilities in emerging areas such as the use of technology and audience engagement.

Outcomes

A collaborative, high-functioning and fit-for-purpose workforce that is supported by a positive workforce culture

The museum's staff and volunteers are highly skilled and able to implement the museum's goals

The museum's staff and volunteers reflect the wider community and are well equipped to understand and meet the needs of visitors

Strategies

Support staff development opportunities through investment in training, multi-disciplinary project teams and cross-branch secondments

Increase efficiency of support systems through investment in a CRM and data warehouse

Engage, train, support and recognise our volunteers

Demonstrate the museum's commitment to its future direction and values in its leadership, recruitment and staff retention actions

Implement good practice governance throughout our administration, systems, policies, procedures and operations

Key Performance Indicator

*Target

Priority measures in the APSC State of the Service survey

APS average

*Targets for 2019–20, unless otherwise specified

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

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
- information technology
- human resources
- assets
- financial management
- workplace health and safety.

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. The museum needs to position its strategies to take advantage of the long-term opportunities the regeneration will bring.

Workplace health and safety

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

Asset loss and damage

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

Technology

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

Image on page 4 courtesy Julia Sumerling, SilentWorld Foundation.

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