

Australian National  
Maritime Museum

Strategic Plan  
2012–2015

# ANMM 12→15



AUSTRALIAN  
NATIONAL MARITIME  
MUSEUM





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Maritime Museum

Strategic Plan  
2012–2015



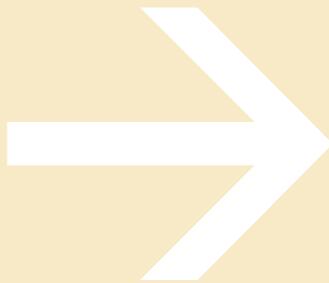
The museum's replica of James Cook's HM Bark *Endeavour* circumnavigated Australia in 2011–12: sailing 13,300 nautical miles; filling 706 paid berths; visited by 75,720 people in 15 ports, including 18,446 school students; assisted by 816 volunteer guides and shipkeepers. ANMM staff photograph



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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 Hon Simon Crean MP,  
Minister for Regional Australia, Regional Development  
and Local Government, and Minister for the Arts.



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## Introduction

The Australian National Maritime Museum (ANMM) is a Commonwealth statutory authority within the Regional Australia, Local Government, Arts and Sport portfolio. The museum was established by the *Australian National Maritime Museum Act 1990* and operates at Darling Harbour, Sydney, NSW.

The Act requires us to develop successive three-year strategic plans as key guiding documents for the museum, as well as annual operating plans to detail both the programs that will give effect to the strategic plan, and the resources allocated to them.

This plan was developed by the ANMM Council in consultation with the director and executive. Museum staff have also had opportunities to contribute and we are grateful for their input.

This plan anticipates the release of a new national cultural policy. It recognises ongoing global economic instability. It contemplates the potential impact and implications of other developments in our Darling Harbour precinct, current and imminent. It acknowledges the need to increase revenues from non-government sources.

The plan has been prepared at a milestone in the museum's development. Last year we celebrated the 20th anniversary of our opening to the public. Much has been accomplished over that time. We have built our reputation. We have expanded the National Maritime Collection. We have increased the number of visitors through our doors, and many, many more people interact with us through our outreach programs and digital services. We have the largest volunteer workforce of any cultural institution in Australia and we have strong membership support.

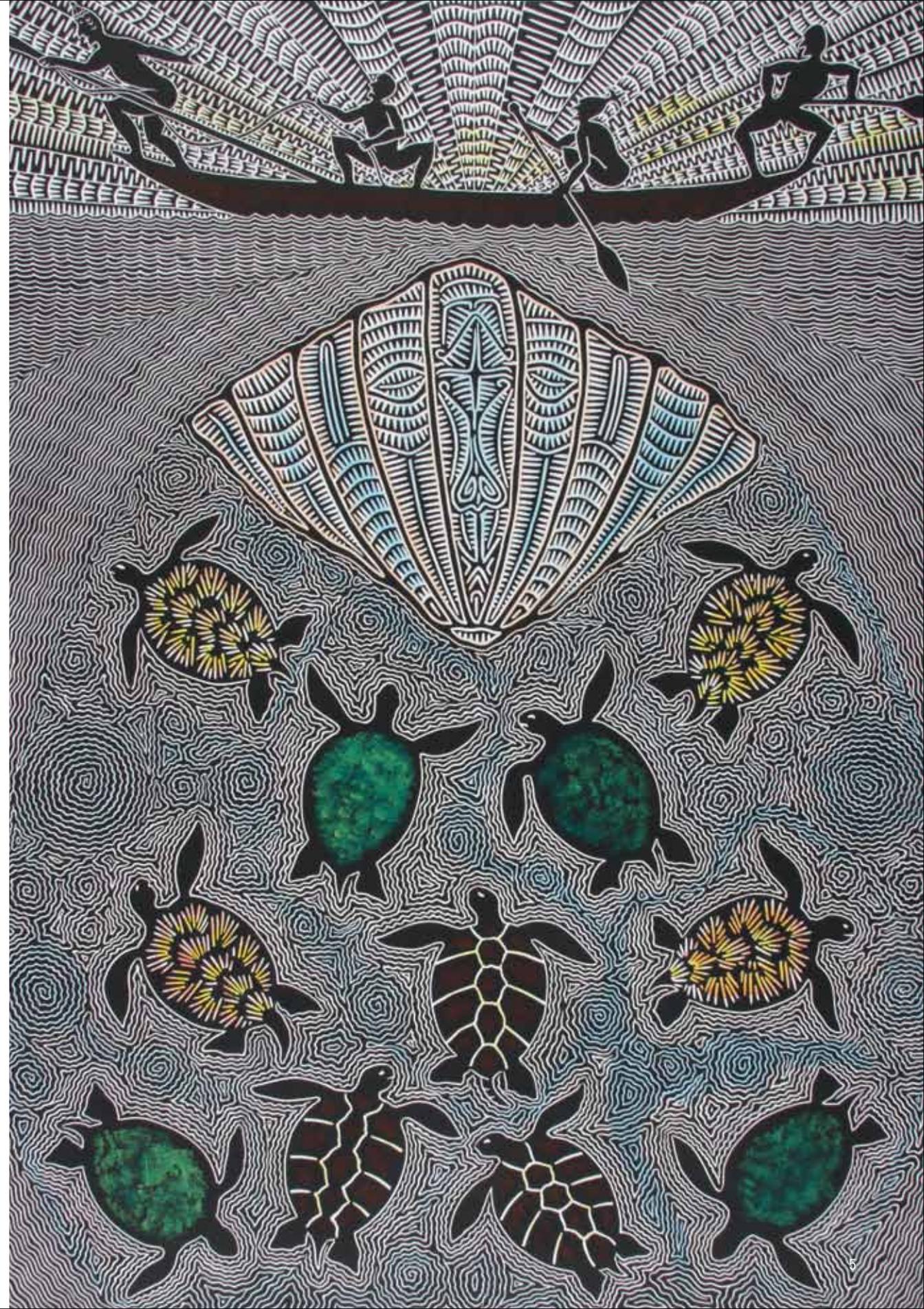
Despite this impressive record we are far from complacent. While our vision, mission and values remain the same as those of our 2009–2012 plan, we have realigned our key focus areas and determined new strategic objectives designed to ensure the viability of the museum for the next 20 years and beyond. This 2012–2015 plan is the foundation on which the ANMM's future will be built.



Peter Dexter  
Chairman



Kevin Sumption  
Director





#### Our vision

To explore and manage maritime heritage in ways that enlighten, inspire and delight people everywhere.

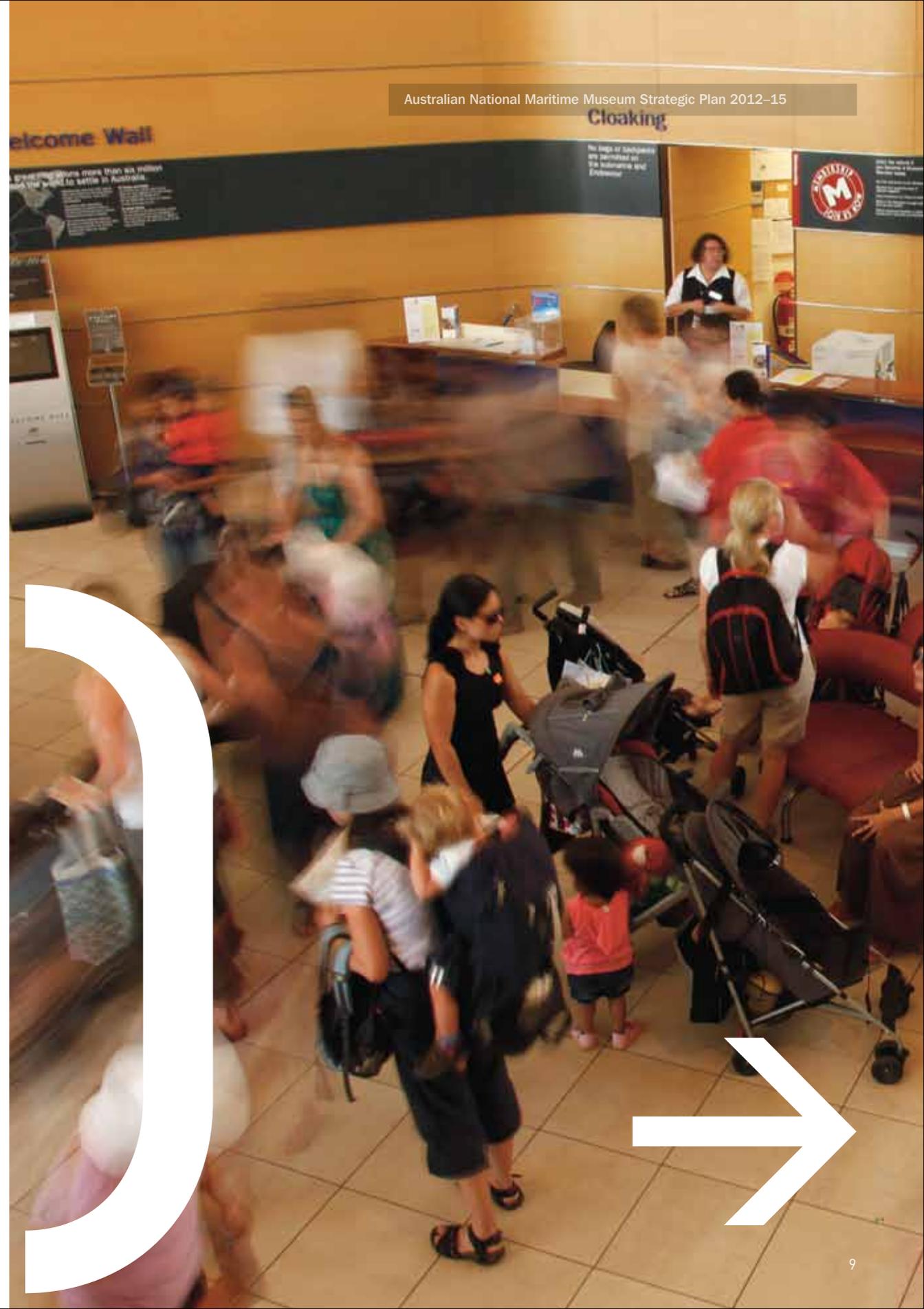
#### Our mission

To promote a broad interpretation of maritime heritage and culture; to preserve it and to bring it to life by

- developing and managing the National Maritime Collection through research, acquisition, conservation, and interpretation
- exhibiting the National Maritime Collection and other historical material in our care
- presenting maritime heritage information through public and educational programs, events, the internet and publications
- expanding our sponsorship, marketing and other commercial revenue sources



<b>Our values</b>
As an organisation and as individuals we remain committed to:
→ honesty, integrity and ethical practice
→ innovation, application and achievement
→ flexibility, engagement and creativity
→ exemplary service standards
<b>Our key focus areas</b>
Our audiences
Our collections
Our profile and reputation
Our site and galleries
Our resources



## Our plan's cornerstones

Revitalising our Darling Harbour site – which is central to this plan – is a long-term objective and will also be carried forward in the 2015–2018 plan. By 2015 it is envisaged that the re-invention of our permanent galleries, public programs and digital outreach activities will be well underway.

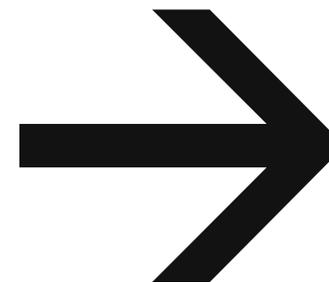
The process of revitalising the museum's wharves, pontoons and historic fleet will also have commenced and in order to begin these processes a strong foundation of planning, consultation, fundraising and building support will be vital.

The cornerstones of this plan are:
→ Developing a 10-year master plan for permanent and temporary exhibitions
→ Investigating alternative options for a major temporary exhibitions space and a review of the current site architectural master plan
→ Developing interpretation plans for our vessels, particularly the <i>Endeavour</i> replica, ex-RAN submarine <i>Onslow</i> and destroyer <i>Vampire</i> , as well as our wharves and pontoons
→ Developing a new communications strategy
→ Developing and implementing new sponsorship and corporate-development strategies
→ Developing and Implementing a digital outreach strategy inclusive of anticipated national cultural policy priorities

## Our strategic objectives

The order of these objectives does not necessarily indicate their importance. All are fundamental to achieving our vision. A table of objectives, their strategic actions, and the key performance indicators we will use to assess our progress towards them, is found at Appendix A. A table showing how they relate to our key focus areas and to broader government priorities is found at Appendix B. Our operational plans will outline in greater detail how we propose to give effect to this strategic plan, and will also include specific targets for key performance indicators.

The strategic objectives of this plan are:
1 Be a must-visit museum
2 Rejuvenate our museum and our site
3 Extend our reach and outreach
4 Be acknowledged as the nation's leading authority on maritime heritage and affairs both within Australia and abroad
5 Realise the potential of our investment in new ICT infrastructure and systems
6 Increase our revenues from non-government sources
7 Invest in and develop our people



**Be a must-visit museum**

**1**

Other objectives address the need for us to extend our outreach, both virtual and otherwise, but this objective is about the need for us to develop and expand audiences to our site.

Our museum needs to be known and seen as more than just an iconic building on the shore of Darling Harbour, housing the National Maritime Collection and other maritime heritage material.

It needs to be known and seen as a place that Sydneysiders as well as regional, national and international travellers, must visit.

In many ways successful pursuit of our other objectives will contribute to this one, but there are specific actions we will take.

Recognising the need to ensure that we always have something worth seeing, we will begin to re-invigorate our core galleries and exhibitions.

Recognising the need for us to better understand all our audiences, we will develop a new communications strategy encompassing extensive visitor evaluation and brand-awareness studies.

Recognising the limitations of our current major temporary exhibition space, we will investigate alternative options and review the current site architectural master plan.

Recognising the need to devote everything we can towards a better visitor experience, we will review the existing uses of all museum spaces, both indoor and outdoor, including facilities and resources that are currently devoted to education.

Recognising the need to ensure repeat visitation by diverse audiences, we will continue to stage engaging and exciting temporary exhibitions, public programs, festivals and events.

Recognising the success of The Welcome Wall and its potential to attract visitation from culturally diverse communities, we will improve its physical and online presentation.





Rejuvenate our museum and our site

Recent site works have opened up new program and event possibilities and we want to capitalise on them. We also want to do everything we can with our older infrastructure including the museum proper and our wharves and pontoons.

Recognising that the museum's layout is 20 years old, we will develop a 10-year master plan for permanent and temporary exhibitions and consult widely to develop all the exhibitions' master narratives.

Recognising the need to address Australia's present maritime realities and anticipate likely future directions, we will consider changed and changing trade relationships and strategic alliances.

Recognising the need to justify and obtain support for proposed major works projects, we will develop appropriate business cases and funding models.



Recognising the widespread interest and program potential in our floating fleet, we will develop interpretation plans for all vessels and particularly for the *Endeavour* replica, submarine *Onslow* and destroyer *Vampire*.

Recognising the significance and the visitor appeal of *Onslow* and *Vampire* as well as our core *Navy* exhibition, we will build more collaborative ties with the Royal Australian Navy (RAN).

Recognising the significant stories that are there to be told, and the potential of the spaces themselves, we will also develop interpretation plans for our wharves, pontoons and lease precinct.

Recognising the importance of tourism to the museum, we will implement marketing strategies for the various domestic and international (including Asian) tourist markets.

Our strategic objectives

Priority

Extend our reach and outreach

3

This objective is about ensuring that the museum is embraced, and its programs are utilised, by people everywhere, whether or not they have ever come through our doors at Darling Harbour.

This represents a significant challenge, but we aim to provide a wide range of interactive, meaningful, educative, exciting and engaging experiences.

Recognising the potential of new technologies, we will develop and implement a digital outreach strategy inclusive of anticipated national cultural policy priorities and national learning initiatives.

Recognising the need for the collection to be available to those unable to visit it physically, we will maintain our digitisation program and exploit the potential of eMuseum.

Recognising the significance of the contribution made by regional maritime museums and others with maritime heritage material in their care, we will provide new support infrastructure to expand the Maritime Museums of Australia Project Support Scheme (MMAPSS) and will continue to assist the Australian Maritime Museums Council.

Recognising the need to engage specialist interest groups, we will introduce a citizen-science program.

Recognising her iconic status and importance to the nation, we will develop a five-year voyaging plan for the replica of HMB *Endeavour* that complements her interpretation plan.

Recognising their substantial contribution to this strategic objective, we will enhance existing initiatives such as our travelling exhibition program and the Australian Register of Historic Vessels (ARHV).

Recognising the need to provide physical as well as virtual teaching experiences, we will continue planning and developing mobile-learning infrastructure for schools.

Recognising the significance of Indigenous maritime heritage and culture we will increase the national and international exposure of our Indigenous artefacts; particularly the Saltwater Collection.





**Be acknowledged as the nation's leading authority on maritime heritage and affairs, both within Australia and abroad**

**4**

We need to strengthen our entitlement to this national leadership role and broaden awareness of it.

In many ways successful pursuit of our other objectives will contribute to this one, but there are specific actions we will take.

Recognising the need to further capitalise on scholarship undertaken in conjunction with other institutions, we will conduct a feasibility study on the establishment of on-site centres of research excellence.

Recognising the need to ensure our involvement with high-quality and worthy projects, we will enter more collaborative ventures with research, educational and cultural institutions, nationally and internationally.

Recognising the significance of the National Maritime Collection to this objective, we will continue to build it and make it more accessible.



Recognising the need for us to exhibit and build our scholarship, we will continue to develop a publishing and conference program contextualising the collection, and participate in national and international forums.

Recognising the need for our educational initiatives to have a higher profile, we will convene new youth and learning advisory panels and liaise closely with the Department of Education, Employment and Workplace Relations (DEEWR).

Recognising the need for the collection to be both diverse and relevant, we will develop a forward acquisitions plan to supplement the 10-year exhibitions master plan.

**Realise the potential from our investment in new information, communications and technology (ICT) infrastructure and systems**

**5**

This objective impacts on everyone within the museum and potentially everyone outside it. We intend to maximise the returns from our significant investments, those already made and still to be made, in new ICT infrastructure and systems.

Recognising the need for means to suit our desired ends, we will review the customer relationship management (CRM), collections information management system (CIMS) and financial management system (FMS) software, and develop plans to fully exploit them.

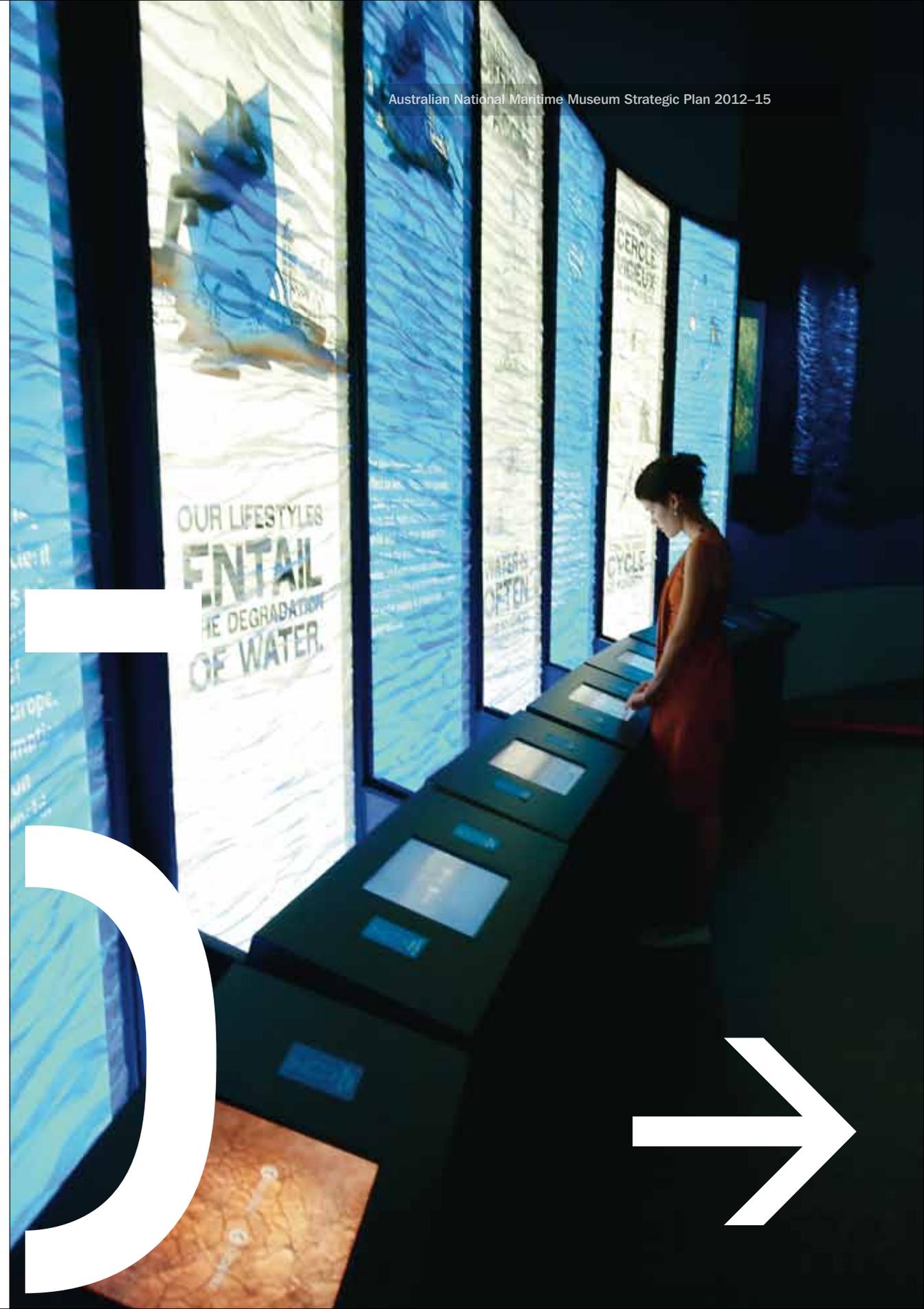
Recognising the importance of our two largest supporter groups, we will provide digital services to Members and extend those already offered to volunteers.

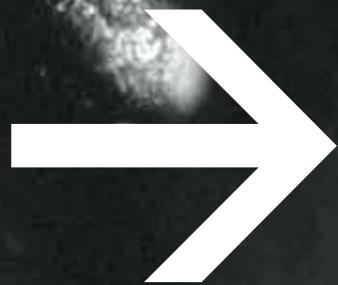
Recognising the widespread professional and educational interest in maritime archaeology, we will initiate webcasts of our projects.

Recognising the need for staff to be well-equipped for their roles, we will provide them with easy-to-use, integrated applications that encourage collaboration and increase efficiency and effectiveness.

Recognising the potential of our new infrastructure and systems, we will ensure the effective use of online capabilities for both knowledge dissemination and marketing.

Recognising the social media phenomenon, we will use it both to develop new audiences and promote the museum's exhibitions and services.





Our strategic objectives

Priority

Increase our revenues from non-government sources

6

Our ability to give full effect to this strategic plan is dependent on the achievement of this objective.

Recognising the need to deliver value for money in the very competitive quest for financial support, we will develop and implement new sponsorship and corporate development strategies and plans.

Recognising the need to maximise the profitability of other existing revenue-raising activities, we will review their resourcing and returns.

Recognising the need to increase philanthropic support and benefaction, we will assess the benefits of activating the Australian National Maritime Foundation Limited and the American Friends of the ANMM Incorporated.



Recognising the need for us to make all the funding at our disposal go further, we will continue to review our systems and processes to pursue further economies and efficiencies.

Invest in and develop our people

7

This objective acknowledges that it is our people – be they staff, volunteers or contracted personnel – who will ultimately give effect to this plan and determine our success or failure.

Recognising this responsibility, we will ensure they have access to the resources, facilities and equipment that they need; and in the case of staff at least, will provide wide-ranging training and career development opportunities.

Recognising the magnitude of the site, exhibition and program redevelopment ahead of us, we will ensure that we have access to the necessary project-management skills and processes.

Recognising the need to assist staff to realise their true potential, we will better utilise our performance management program toward this end.

Recognising the efforts and the potential of our magnificent body of volunteers, we will review their utilisation both on-site and off.



Recognising that happy and collegiate workplaces are efficient and effective workplaces, we will foster a vibrant working environment that encourages collaboration and innovation.

Recognising the need to provide a healthy and safe workplace, we will adhere to our new workplace health and safety guidelines, reviewing and updating all supporting documentation as necessary.

Recognising the need for all our people to consider environmental issues as integral to our operations, we will review our environmental management system (EMS) and update plans to minimise energy and other resource consumption, better manage our waste streams and reduce our carbon footprint.





Appendix A – Strategic objectives and actions summary

Strategic priority	
<b>1</b>	<b>Be a must-visit museum</b>
<b>Actions to achieve this priority</b>	
1	Develop a new communications strategy encompassing extensive visitor evaluation and brand-awareness studies
2	Re-invigorate our core galleries and exhibitions
3	Investigate alternative options for a major temporary exhibitions space and review the current site architectural master plan
4	Review the existing uses of all museum spaces, indoor and outdoor, including the facilities and resources devoted to educational initiatives
5	Stage engaging and exciting temporary exhibitions, public programs, festivals and events
6	Improve The Welcome Wall's physical and online presentation
<b>Related key performance indicators</b>	
Site visitor (including schools) numbers and demographics; visitor satisfaction levels; collection display data	

Strategic priority	
<b>2</b>	<b>Rejuvenate our museum and our site</b>
<b>Actions to achieve this priority</b>	
1	Develop a 10-year master plan for permanent and temporary exhibitions and consult widely in the development of exhibition master narratives
2	Ensure that we consider changed and changing trade relationships and strategic alliances
3	Develop appropriate business cases and funding models to justify and obtain support for proposed major-works projects
4	Develop interpretation plans for all vessels in the floating fleet, particularly <i>Endeavour</i> , <i>Onslow</i> and <i>Vampire</i>
5	Build more collaborative ties with the Royal Australian Navy (RAN)
6	Develop interpretation plans for our wharves, pontoons and lease precinct
7	Implement marketing strategies appropriate to various domestic and international, including Asian, tourism markets
<b>Related key performance indicators</b>	
Site visitor (including schools) numbers and demographics; visitor satisfaction levels; financial data	

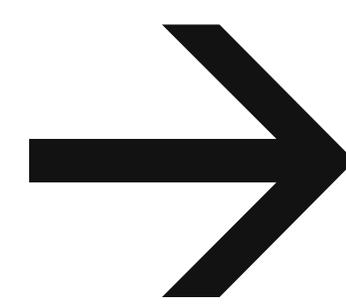
Strategic priority	
<b>3</b>	<b>Extend our reach and outreach</b>
<b>Actions to achieve this priority</b>	
1	Develop and implement a digital outreach strategy inclusive of anticipated national cultural policy priorities and national learning objectives
2	Maintain the digitisation program and exploit the potential of eMuseum
3	Provide new support infrastructure to expand the Maritime Museums of Australia Project Support Scheme (MMA PSS) and continue to assist the Australian Maritime Museums Council
4	Introduce a citizen-science program
5	Develop and implement a five-year voyaging plan for the replica of HMB <i>Endeavour</i> that complements her interpretation plan
6	Enhance existing initiatives such as our travelling exhibition program and the Australian Register of Historic Vessels (ARHV)
7	Continue planning and developing mobile-learning infrastructure for schools
8	Increase the national and international exposure of our Indigenous artefacts, particularly the Saltwater Collection
<b>Related key performance indicators</b>	
Off-site (including schools) visitor numbers and demographics; visitor satisfaction levels; website access/usage data; collection accessibility and display data; financial data including that related to grants and initiatives; numbers of visits to schools	

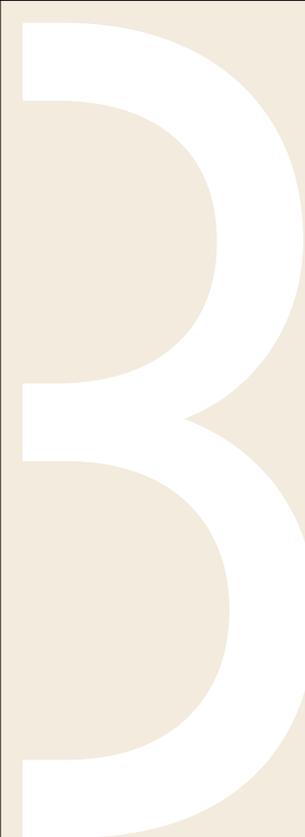
Strategic priority	
<b>4</b>	<b>Be acknowledged as the nation's leading authority on maritime heritage and affairs, both within Australia and abroad</b>
<b>Actions to achieve this priority</b>	
1	Conduct a feasibility study on the establishment of on-site centres of research excellence
2	Enter more collaborative ventures with research, educational and cultural institutions, nationally and internationally
3	Build the National Maritime Collection and make it more accessible
4	Continue to develop a publishing and conference program that promotes scholarship contextualising the collection, and participate in national and international forums
5	Convene new youth and learning advisory panels and liaise closely with DEEWR
6	Develop a forward acquisitions plan to supplement the 10-year exhibitions master plan
<b>Related key performance indicators</b>	
Numbers of initiatives strengthening international ties; numbers of collaborative ventures with other research, educational and cultural institutions; numbers of advice requests, forum participations and scholarly partnerships; collection management data	

Strategic priority	
<b>5</b>	<b>Realise the potential from our investment in new ICT infrastructure and systems</b>
<b>Actions to achieve this priority</b>	
1	Review the CRM, CIMS and FMS and develop plans to fully exploit them
2	Provide digital services to Members and extend those already available to volunteers
3	Initiate webcasts of our maritime archaeology projects
4	Provide staff with easy-to-use, integrated applications that encourage collaboration and increase efficiency and effectiveness
5	Use online capabilities both for knowledge dissemination and marketing
6	Use social media to both develop new audiences and promote the museum's exhibitions and services
<b>Related key performance indicators</b>	
Website access/usage data; user demographics; collection accessibility data	

Strategic priority	
<b>6</b>	<b>Increase our revenues from non-government sources</b>
<b>Actions to achieve this priority</b>	
1	Develop and implement new sponsorship and corporate development strategies and plans
2	Review the resourcing of, and returns from, our existing revenue-raising activities
3	Assess the benefits of activating the Australian National Maritime Foundation and the American Friends of the ANMM
4	Review our systems and processes to pursue further economies and efficiencies
<b>Related key performance indicators</b>	
Financial data; numbers of commercial partnerships; value of in-kind support	

Strategic priority	
<b>7</b>	<b>Invest in and develop our people</b>
<b>Actions to achieve this priority</b>	
1	Provide the resources, facilities and equipment needed, and provide wide-ranging training and career development opportunities for staff
2	Facilitate access to necessary project-management skills and processes
3	Better utilise the performance management program to assist staff to realise their true potential
4	Review the utilisation of volunteers both on-site and beyond
5	Foster a vibrant working environment that encourages collaboration and innovation
6	Adhere to our new workplace health and safety guidelines, reviewing and updating all supporting documentation as required
7	Review our environmental management system (EMS) and related targets, update plans to minimise energy and other resource consumption, better manage our waste streams and reduce our carbon footprint
<b>Related key performance indicators</b>	
Financial data including training expenditure; staff turnover rates; volunteer numbers and contribution data; task and project specific data; accident and incident data	





**Appendix B – Our strategic objectives linked to our key focus areas and government policy priorities**

Strategic objectives	Key focus areas				
	Audience	Collections	Profile	Site	Resources
1 Be a must-visit museum	•	•	•	•	•
2 Rejuvenate our museum and our site	•	•	•	•	•
3 Extend our reach and outreach	•	•	•		
4 Be acknowledged as the nation's leading authority on maritime heritage and affairs both within Australia and abroad		•	•		
5 Realise the potential of our investment in new ICT infrastructure and systems	•	•	•		•
6 Increase our revenues from non-government sources			•	•	•
7 Invest in and develop our people	•	•	•		•

Access	Relevance	Education	Vibrancy	Leadership
•	•	•	•	•
•				•
•	•	•		•
•	•	•		•
•	•	•	•	•
			•	•
		•	•	•



## Images captions and credits

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Engraving of *Banksia serrata* (Plate 285 of *Banks' Florilegium*) toured Australia in a travelling ANMM exhibition *Joseph Banks and the flora of the Australian east coast*. Gift from Dr Eric and Mrs Margaret Schiller © Natural History Museum London

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*Mudhaw Warul* (Sheltered Turtles Behind the Reef) by Billy Missi, 2007, hand-coloured linocut. Reproduced courtesy of the artist

page 6

Visitor to the *Navy* exhibition tries a 1944 US Navy type-2 attack periscope with a view into the ANZ Gallery upstairs. A Frolows/ANMM photograph

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A MMAPSS grant from the museum funded a south-coast NSW bark canoe making workshop: Gordon Campbell and Jonathan Hill front; Paul Carriage, David Payne, Tom Butler, James Andy and Cameron Nye at rear. ANMM staff photograph

page 8

The 1:3 scale test-tank model of the famous Ben Lexcen-designed 12-Metre yacht *Australia II*, winner of the 1983 America's Cup. Gift from America's Cup Defence 1987 Limited. A Frolows/ANMM photograph

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Visitors in the museum's entry foyer on The World's Biggest Playgroup Day. A Frolows/ANMM photograph

page 12

Members in The Terrace function room enjoying the museum's 20th birthday celebrations. J Mellefont/ANMM photograph

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Year 4 visitors from St Mary's Primary School, Rydalmere, learning about James Cook and handling a piece of *Endeavour* ballast raised from Endeavour Reef, North Queensland. A Frolows/ANMM photograph

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The refurbished Ben Lexcen Terrace, completed in 2011 as part of major works to the museum's eastern façade. Rasha photography

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HMAS *Vampire* moored, photograph produced by Isabel in a digital photography workshop for children organised by museum visitor program staff.

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A MMAPSS grant from the museum helped this Huskisson, NSW, community maritime museum to preserve and present its locally built Sydney Harbour ferry. Courtesy Lady Denman Heritage Complex

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Voyage crewmember Alison Boyes goes aloft during the *Endeavour* replica's 2011–12 circumnavigation. ANMM staff photograph

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*Sydney Transport Montage*, 1948, by Reginald Grahame Fizzle (1891–1964), oil painting on board, ANMM Collection.

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Inspecting newly acquired record of Nicolas Baudin's 1800–04 expedition to Australia, the five-volume *Voyage de Découvertes aux Terres Australes*. A Frolows/ANMM photograph

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Investigating new ways to interact with exhibits. J Mellefont/ANMM photograph

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Installation for a temporary exhibition *AQUA: A Journey into the World of Water*, created by Guy Laliberté, founder of Cirque du Soleil®. Photograph courtesy of ONE DROP

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Polynesian artefacts collected during Cook's second circumnavigation (1772–75), acquired with assistance of funding from the Australian Government's National Cultural Heritage Account. A Frolows/ANMM photograph

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*Self Portrait with Shark* by David Potts, 1957–58, silver gelatin print 1994. ANMM Collection

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Rebecca McCloskey at a digital photography workshop organised by museum visitor program staff. M Campbell/ANMM photograph

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ANMM maritime archaeologist with a bronze gudgeon (rudder hinge), probably from *Cato* wrecked 1803, during the 2009 ANMM expedition to the Great Barrier Reef with partner Silentworld Foundation. Photographer Xanthe Rivett

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1912 multi-stepped hydroplane *Nautilus II*, a rare, recently acquired survivor of the very earliest days of power boat racing in Australia. A Frolows/ANMM photograph

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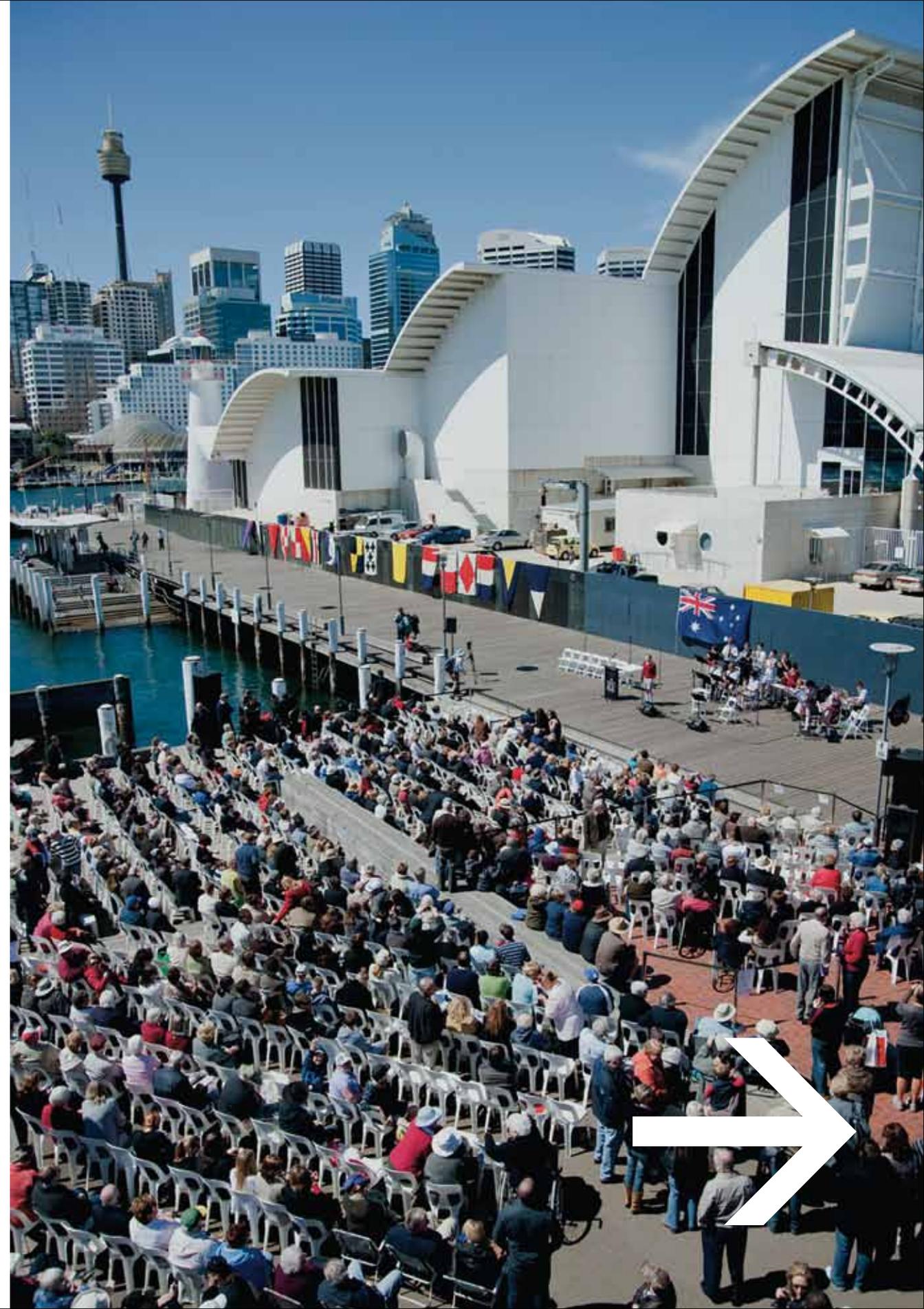
Visiting schoolchildren during the *Endeavour* replica's stopover in Darwin, August 2011, part of its 2011–12 circumnavigation. A Adam/ANMM photograph

opposite

Families and friends attend the twice-yearly unveiling of new names on The Welcome Wall, the museum's tribute to the nation's millions of migrants. A Frolows/ANMM photograph

front cover

Jeremy Austen photograph



**Australian National Maritime Museum**

Open daily except Christmas Day

9.30 am to 5 pm (6 pm in January)

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