



Strategic Plan 2020-2024

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Organisational Overview

Executive Summary

The Port Macquarie Museum is an independent community museum on the Mid North Coast of New South Wales. The Museum collects, preserves and shares local cultural collections and their stories about Port Macquarie's identity with the local community and tourism visitors from across Australia and around the world.

The Museum is a valued community organisation evidenced by its workforce of some 60 volunteers, who give generously of their experiences, skills and time to operate all aspects of the museum and open it to the public six days each week and at other times by appointment. The Museum's collections are also being made available to the public online through its progressive digitisation projects.

The Museum has a nationally significant collection of objects, archives and photographs. In 2019, Annabella Boswell's papers were inscribed on the UNESCO Australian Memory of the World Register. The Museum has outgrown its current premises which are no longer fit for the purpose of caring for and exhibiting such an important collection of Australia's cultural materials. The current premises do not meet the expectations of cultural visitors or staff and are restricting the Museum's capacity to extend its reach, engage the community, introduce innovative programming and to thrive long into the future.

In 2019 the Museum completed a Master Plan project with the support of the Create NSW Regional Cultural Fund. The resulting Master Plan, Schematic Design and Business Case support the transformation of the Museum into a world class regional museum, cultural destination and community meeting place to meet community and audience expectations and needs into the next century. The Museum transformation plans will ensure that Port Macquarie's important cultural collections are preserved and shared for the benefit of future generations.

This Strategic Plan sets out the goals and strategies we will use to implement and achieve our transformation. It is an ambitious plan that sets out our new directions and captures our vision, aspirations and passion for our community and our people.

Vision

Authentic, inclusive and inspiring – a trusted source of knowledge and a must-see regional NSW cultural destination

Mission

Collect, preserve, interpret and share Port Macquarie and the Hastings region's history and culture. Our guiding values are to: strive, explore, embrace, respect, connect and sustain.

Goals

There are four key goals in our transformation plans. Each has specific and measurable outcomes and timeframes. They require reach and extending our capabilities, yet when achieved will provide enduring social, cultural and economic benefits for our community and people.

1. Develop a regional museum for Port Macquarie – building, planning, capital works
2. Interpret our significant collection and stories – collection and exhibition development
3. Engage audiences, communities and education – audience development
4. Build a sustainable museum – governance, funding, partnerships, people/skills

Strategic/Context Analysis

This plan takes the Port Macquarie Museum from a community museum surviving from the 1960s to a thriving regional museum, cultural facility and meeting place. The plan acknowledges the past and sets out a pathway for the Museum's transformation into a sustainable cultural institution and tourist destination.

History

The Port Macquarie Museum was established by the Port Macquarie Historical Society in 1957. Since 1960 it has been located in its historic Store building and additions at 22 Clarence Street, Port Macquarie. The property was purchased by the Society in 1968. It operates as an incorporated body. The Museum's collections began with a community appeal in the late 1950s and have developed into a nationally significant collection with an emphasis on Port Macquarie and the Hastings region's history and identity.

Port Macquarie, established as a British penal settlement in 1821, is now a popular tourist destination and thriving regional city with growing health and education sectors. Whilst the Museum has developed its collections and practices over time, its physical spaces and poor access have restricted its ability to broaden its programs reach and audience development to keep pace with contemporary audience and stakeholder expectations.

Despite this, the Museum has won numerous museum awards, the most recent, a NSW IMAGinE award, for its leadership of the Our Rivers Our History online exhibition in 2015. It has also won North Coast NSW Regional Tourism Awards for cultural tourism including a Hall of Fame award in 2018.

Internal Situation

Strengths - The Museum owns its land, buildings and significant collections relating to national, state, regional and local identity. It is located in the CBD in a major tourist destination and attracts reasonable visitor numbers over a 6 day per week operation. Operates with a committed core group of experienced and skilled volunteers and provides

training and mentoring support to other museums in the region. Well regarded by peer organisations, the community and visitors. Collection digitisation is progressing well.

Weaknesses – Current building additions not fit for purpose and need replacement to address accessibility, visitor amenities, exhibitions, programs, storage, etc. More skilled volunteers are required. The size and scale of operations places high demands on core volunteers. There is no education space within existing building. Inadequate funds to conserve and maintain heritage Store building. Operational income is insufficient to invest in site improvements. To date, unable to attract program funding and there is no fund raising strategy.

External Situation

Opportunities – Develop Port Macquarie’s cultural precinct, more experiential exhibitions and interpretation, collaborations with other cultural, education and health partners and stakeholders, regional tourism initiatives, site development and museum transformation, audience diversification and development, philanthropic and commercial partnerships, cultural economy plan and destination management plan initiatives , Port Macquarie’s bicentenary (2021), partnerships as a hub or satellite of major State or National cultural institution

Threats/Challenges - Low visitation and engagement from local community, low community awareness of the significance and value of the collection, Heritage landscape undervalued, tourism planning not focused on heritage and history, museum standard and performance benchmarks are rising, limited and competing funds for arts and culture from all levels of government, capital investment in independent museums not well supported, more competition from other museum groups in region, climate change.

PESTLE Analysis – **Political** cycle does not support longer term investment in arts and culture facilities, and economic, social and cultural value of arts and culture not well recognised. The **economic** environment is one of increasing competition for government investment, philanthropic investment and sponsorships. Sustainable business cases for government investment in regional areas are more difficult to build. Few evidence-based sustainable operating models exist for independent museums. **Social** value of arts and culture needs long term evidence based studies. First Nations engagement needs to be a real priority with appropriate resourcing. **Technological** advancement requires a high level of investment in innovation and invention. Few **legal** impediments exist currently but new models of governance with associated legal requirements may be necessary to support future investment, fund raising and operating initiatives. The **environment** needs to be incorporated into all future plans. Community expectations around sustainability need to be incorporated into future plans, as does the history of our environment and landscape into future collection, interpretation and exhibition development.

Markets

Our current markets are people of all ages and backgrounds including individuals, community groups, tourists including cultural tourists, school students, teachers, education sector, academics, researchers, businesses, other community museums, partners including Arts and Health Australia, Forestry Corporation NSW, Arts Mid North Coast, Government including Port Macquarie –Hastings Council and the NSW Government in particular, and other stakeholders.

Our organisation provides a visitor experience to tourism visitors, history and heritage advice, presentations, exhibitions, information and interpretation to the wider community and stakeholders both within our museum and online, as well as lectures and talks, news articles and research. We provide education services such as school tours and talks to schools and other education providers both onsite and online through our digitised collections. We provide and support regional training and mentoring programs to other community museums in our region and beyond.

Our current operating model, based on museum entry fees as our major source of income, excludes many members of our community from engaging with us and from participating in our programs. We have begun to address this through our First Sunday Free initiative. Tertiary students and millennials are not yet well engaged although there are plans to work more cooperatively with local education providers and students. People with a disability of any form are also not well engaged due to our building constraints.

We are the leading museum in the Port Macquarie region, and the largest museum on the east coast of NSW between Newcastle and the Queensland border.

Organisational Programming

Goal 1: Build a Regional Museum

Strategy	Who	Time Frame
1.1 Complete Master Planning Project, Business Case and RCF Grant acquittal	PMM, Create NSW	2020
1.2 Identify key stakeholders and implement public and stakeholder engagement and communication strategy	PMM, Key stakeholders	2020 ongoing
1.3 Document and develop exhibition and design briefs, public art briefs, quotes for mentors, relocation planning etc. and associated budgets	PMM, Key consultants	2020
1.4 Review and update project business case	PMM	2020
1.4. Secure funding for detailed, planning, design and approvals stage	PMM, Key investment partners, Government, supporters, sponsors	2020-2021
1.5 Detailed planning, approvals and design (subject to funding)	Government, other key investment partners	2021-2022
1.6 Tenders, contracts, construction, fit out, bump in, bump out, exhibition design, temporary relocation (subject to funding)	PMM, construction and project partners	2022-2024
1.7 Commission and install exhibitions		2024-2025
1.8 Open new Regional Museum		2025-2026

Outcome	KPI	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Data Source
Complete Master Plan project	RCF Grant fully acquitted	100%	-	-	-	-	Annual Report
Engagement / communication strategy implemented	Newsletter subscribers Media coverage/events	0 5	100 10	200 10	400 20	1000 20	Mail analytics Media records
Stage 2 preparation	Budget and details completed	100%					

Goal 2: Interpret our significant collection and stories

Strategy	Who	Time Frame
2.1 Continue to develop our collection through strategic acquisitions to address collection gaps (Subject to sourcing and funding)	PMM	2020-2024
2.2 Continue to fully accession objects into the collection, particularly backlog from manual catalogues (subject to resources)	PMM	2020- 2024
2.3 Continue to research and write Statements of Significance for significant items in the collection (subject to resources)	PMM	2020-2024
2.4 Complete Costume Collection Significance Assessment and identify other potential collections for significance assessments	PMM, Consultant	2020
2.5 Implement recommendations of Costume Collection Significance Assessment (subject to funding)	PMM, CHG Program	2023-2025
2.6 Make objects, photographs and archives more accessible by digitising and placing them online using eHive	PMM	2020-2024

Outcome	KPI	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Data Source
Improved objects collection management	% of objects catalogued to CMS (eHive)	7% of 20,000 objects	10%	11%	13%	15%	CMS (eHive)
Improved access to collection – online	No of items or % of archive groups digitised and accessible on eHive	1600 Objects 70% Archives 20% Photos	2000 75% 25%	2500 80% 30%	3000 85% 35%	3500 90% 40%	eHive online catalogue
Improved access to collection – onsite (subject to building program)	No of new or updated exhibitions developed and installed	2 per year	2	2	2	2	Annual report/ Work plan
Improved collection documentation	No of objects with published significance statements	180	220	250	300	350	eHive online catalogue

Goal 3: Engage audiences, communities and education

Strategy	Who	Time Frame
3.1 Increase visitor engagement with Museum experiences and collections.	PMM	2020-2025
3.2 Develop and deliver innovative programs and experiences	PMM, Cultural partners including PMHC, Arts MNC, AMaGA MNC	2020- 2025
3.3 Develop education curriculum based programs for onsite and online delivery	PMM, Education partners	2020-2025
3.4 Conduct audience research (subject to funding)	PMM, Consultant	2021-2023
3.5 Develop 'Place of Memories' programs for seniors (subject to funding)	PMM, Consultants	2020-2023
3.6 Improve First Nations engagement using Indigenous Roadmap as a guide	PMM, others	2020-2023

Outcome	KPI	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Data Source
Increased audiences on site and online	Museum Visitor Numbers	10,000	11000	12000	13000	14000	Financial records/Visitor Statistics/ eHive visits/ Google Analytics/ etc.
	Online visits to eHive	TBA	TBA	TBA	TBA	TBA	
	Social Media Followers	1600	2000	2400	2800	3200	
Increased school engagement	School student visitors	800	900	1000	1000	1000	✓
Public programs that support engagement with collections	No of programs offered	3 per year	3	3	3	3	Annual report/Work Plan
Statement of Reflection and RAP developed	Regular meet ups / Advisory committee established	1 per year	3 per year S of R	4 per year	4 per year	4 per year RAP	Annual report

Goal 4: Build a sustainable museum

Strategy	Who	Time Frame
4.1 Maintain and develop museum networks across region	PMM, HMHG, AMaGA MNC, Arts MNC	2020 ongoing
4.2 Develop new revenue streams, both for capital investments (building and collections) and operational innovation/programming	PMM, Key partnerships	2020- 2025
4.3 Establish and build a 'Friends' (working title) supporters membership program	PMM	2020-2025
4.4 Transition to a skills based board of management model (subject to workforce funding)	PMM	2023-2025
4.5 Develop a Diversity Policy	PMM	2020-2021
4.6 Explore governance options for the new regional museum	PMM	2022-2025
4.7 Offer regional training for museum workforce in collections management, etc.	PMM, AMaGA MNC, AMNC	2020 ongoing

Outcome	KPI	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Data Source
Convene HMHG meetings	No of meetings held per year	4	4	4	4	4	Annual report
Host and arrange AMaGA regional training events	No of training projects offered (subject to funding)	1	1	1	1	1	Annual report
Develop and implement Revenue Raising Strategy	Strategy completed % increase of own operating funds raised	30 June	10%	20%	20%	30%	Annual report/Work Plan Financial report
Seek and appoint Board mentor from State or National Museum	Mentor appointed	31 Dec	Ongoing				Annual report

Board skills needs analysis conducted	Analysis complete	50% complete	100%				Annual report
Diversity Policy	Completed	-	31 Dec				Annual report

Notes:

PMM – Port Macquarie Museum, HMMHG – Hastings Museums and Heritage Group, AMaGA MNC – Australian Museums and Galleries Association Mid North Coast Chapter, PMHC – Port Macquarie Hastings Council , OEH – Office of Environment and Heritage, AMNC – Arts Mid North Coast,

Organisational Governance and Financial Viability

Financial Plan (Budget)

The Port Macquarie Museum is currently dependent on museum admission fees to fund its operations and programs, including asset management and maintenance of its heritage premises. The Balance Sheet reflects Net Assets of \$1.3M. The Museum's collection has not yet been valued. The Museum has budgeted to operate at a break even position for 2020 to 2024. A fund raising strategy, currently in development, is expected, over time, to bring some private sector revenue to the museum for collection management, exhibitions and programming activities. Whilst it is a goal to seek Government operating funds towards public programs, Government revenue has not been included in the projections.

Financial Projections

Operating Income	2020	2021	2022	2023	2024
Museum admissions/programs	32,000	35,000	35,000	35,000	35,000
Private sector support (donations, sponsorship etc.)	2,500	5,000	10,000	20,000	40,000
Other (Interest/ Memberships)	3,000	3,000	5,000	5,000	6,000
Government Grants	-	-	-	-	-
Total	37,500	43,000	50,000	60,000	81,000

Operating Expenditure	2020	2021	2022	2023	2024
Museum operations	17,300	18,000	18,000	18,000	18,000
Facility/assets management	17,200	20,000	25,000	30,000	30,000
Collection Mgt/ Exhibitions/Programs	3,000	3,000	4,000	8,000	28,000
Fund Raising	-	2,000	3,000	4,000	5,000
Total	37,500	43,000	50,000	60,000	81,000

Governance Framework

As an incorporated, not for profit, organisation, the Museum is managed by the voluntary Committee of Management of the Port Macquarie Historical Society Inc. elected annually by the members of the organisation. Committee members are all retired and contribute a broad range of experience and skills. All of them also contribute to the organisation as volunteers in a range of roles.

The Management Committee meets monthly to monitor overall performance against this and other plans, including financial performance. A number of sub-committees also meet regularly to develop and implement specific actions, including projects and policy development and review. The Museum operates with a number of specific policies including collections, volunteers, code of conduct, delegations, etc. These are regularly reviewed.

The Museum does not currently have a diversity policy. This will be developed in 2020-21.

Workforce Plan

The Museum is staffed entirely by volunteers. It has operated with around 60 volunteers at any given time for the past decade, and this number is expected to be maintained for the term of this plan. Each volunteer brings their own unique skills and experience, and in some cases, qualifications to the Museum. Where necessary, these are supplemented with training and development opportunities, including on the job training and orientation.

The Museum's volunteer workforce is however ageing, and recruitment of skilled volunteers in the local community is highly competitive.

In recent years, volunteer recruitment has focused on bringing specific skills into the Museum. Key staff members are an archivist and curator, both of whom effectively work full time. This is not sustainable. In the longer term it is recognised that the Port Macquarie Regional Museum, given its size and scope, will need paid staff. This is one of the ultimate goals of this plan.

Risk Management Plan

Key Risk	Mitigation	Risk rating after mitigation		
		Consequence	Likelihood	Rank
Financial – not attracting level of investment to undertake transformation project	Avoid. Develop strong business case backed by strong community support	Will impact museum’s future sustainability and continuity	Moderate	Major
Financial – not attracting private investment and new revenue streams	Avoid. Develop strong revenue raising strategy with realistic timelines	Will impact transformation and operating timelines	Moderate	Moderate
Management /Governance - Unstable or unplanned team changes and/or lack of suitable skills and experience	Avoid. Seek organisational mentors and team members with relevant skills, experience and commitment	May restrict strategic plan goals and timelines	Moderate	Moderate
Audiences - Poor community engagement and support	Avoid. Develop and implement community engagement strategy, provide key stakeholders with regular communications	Will impact museum’s future sustainability and continuity	Unlikely	Major
Collections/Audiences/ Workforce – Operational Disruption	Avoid and accept. Review resources and impact on operations and workers. Develop strong internal and external communication strategies.	Will impact and restrict museum’s operations and programs for a period of time. May have financial impact.	Unlikely	Moderate – Major