

JERVIS BAY | MARITIME MUSEUM

STRATEGIC PLAN

2021 - 2024





ACKNOWLEDGEMENT

Jervis Bay Maritime Museum acknowledges the Traditional Custodians and First Peoples of the land on which the Museum is located. We pay our respects to the Aboriginal Elders past, present and emerging who are the knowledge holders and teachers.

VISION

To be an exciting maritime museum and gallery, innovative in everything we do, with high professional standards and inclusive community practices.

MISSION

To collect and share our knowledge of the maritime, natural, cultural and artistic stories of the Jervis Bay area and beyond, enriching the lives and experiences of our community, volunteers, members and staff.

VALUES

TO BE INCLUSIVE, RESPECTFUL AND CARING

To demonstrate and inspire excellence in everything we do.

ABOUT THIS PLAN

This Plan sets out the Themes and Goals that will guide the operations of the Museum over the next five years. Specific Actions to be progressed in each year will be identified in the annual business planning process. Achievements against the Performance Indicators may be affected by events that cannot be foreseen at the time this Plan was formulated. The annual reviews of Board effectiveness will include an assessment of achievements against the Strategic Plan.

A GATHERING PLACE FOR IDEAS AND EXPERIENCES

OUR GOAL

- To be a dynamic and vibrant destination, an activated site (a place you must visit)
- To be connected and visible - to Huskisson, the Shoalhaven and beyond
- To be an organisation that fosters imagination and innovation and reaches out to engage with the voices and stories of our communities

ACTIONS

- Develop creative, lasting partnerships and relationships with stakeholders (community, government, education, tourism, business and other museums and galleries) (Strategic)
- Communicate, promote and increase our presence through signage, social media, marketing and events (Sustainable)
- Undertake planning and pursue grant applications to enable completion of redevelopment of the pond and the grounds, with an objective of including a navigable opening to Currambene Creek and creating a ‘living estuary’
- Plan, develop and commission a stage 3 Masterplan for the site and its buildings (Physical)
- Plan for the development of a café to operate within the Museum grounds
- Collaborate with Shoalhaven City Council (SCC) and local business to investigate and pursue the development of Boardwalk from Huskisson to the Museum along the foreshore of Currambene Creek

KEY PERFORMANCE INDICATORS

- Relevant Key Performance Indicators in SCC management agreement are achieved:
 - Increase in annual visitation numbers
 - Increase in annual event activities and take up of space hire
- A site Masterplan is completed and has broad support from SCC
- Site revitalisation completed by 2025
- Surveys of visitors indicate high levels of satisfaction with the presentation of the buildings, pond and Reserve gardens
- A café is operating by 2025
- A boardwalk linking the Museum and Huskisson has been scoped and evaluated by 2024

FOOTNOTE

- Stage 3 Masterplan
- An updated landscape design
- Evaluation of the need for a new Halloran Archive & Collection building incorporating the latest climate prevention technology and collections management systems
- Multi-use space for 120 people for events and performance and incorporating an Indigenous Interpretation Centre (wet weather venue)
- Extending the Maintenance shed for better storage or other uses
- A link to Huskisson feasibility project, including directional signage from Huskisson
- Grant funds for Living Estuary / Pond opening



CONNECTED
A COMMUNITY HUB
A MEETING PLACE



RESPECT
COLLABORATION
CONNECTION

ABORIGINAL COMMUNITY AND CULTURAL DIVERSITY

OUR GOAL

- To create lasting partnerships with our Aboriginal Community and culturally diverse communities and engaging the wider community in that partnership
- To be a trusted voice
- To bring the voice of Aboriginal and culturally diverse communities to everything we do

ACTIONS

- Complete a Reconciliation Action Plan and embed the recommendations of the Australian Museums and Galleries Australia First Nations Roadmap in our activities
- Consult and have ongoing yarns with the local Aboriginal community and our Culturally and Linguistically diverse communities, and work collaboratively with them on projects, events, exhibitions and activities
- Identify and collaborate with the local Aboriginal community on relevant grant programs that support Aboriginal programs and representation, including a potential Aboriginal Interpretation Officer

KEY PERFORMANCE INDICATORS

- Reconciliation Action Plan completed in 2021
- Annual reports on outcomes of Reconciliation Plan from 2022

OUR EXHIBITION EXPERIENCES

OUR GOAL

- To inspire our diverse audiences with exciting exhibition experiences that engage them in life-long learning
- To be a creative hub where people collaborate, connect and engage with our collections - the Halloran Collection and Jervis Bay Collection and our maritime collection of vessels.
- To explore contemporary links with our collections across diverse subjects, art, science, our environment

ACTIONS

- Develop a 3-5 year exhibitions program using our collections and those from other organisations
- Develop school holiday programs that use the exhibitions for inspiration
- Encourage thematic links to science and art
- Promote, raise the profile and utilise our permanent Collections in exhibitions
- Develop and promote a Halloran Art Prize which uses objects from the Halloran Collection as the primary inspiration.
- Engage with education sector and families to create activities and programs as part of our exhibitions program

KEY PERFORMANCE INDICATORS

- Increased year on year visitation* and access to our Collections for Research (measured)
- At least one travelling exhibition is developed over the life of this plan
- Annual statistics and analysis of temporary exhibitions, events and activities, including for utilisation of the permanent collections
- Annual statistics and analysis of educational activities and programs conducted by the Museum
- Halloran Art Prize established by 2024 and substantial take up by local artistic community

*Due to Covid it is impossible to make statistical predictions related to visitation and programming. Operations can be affected by lock-downs and the inability for the population to travel freely.



INSPIRING
CREATIVE
ENGAGING



OUR RICH AND DIVERSE COLLECTION

OUR GOAL

- To be recognised for excellence in collection management care and practice
- To be recognised for the excellence and significance of our collections; the Jervis Bay and Basin Collection, Halloran Collection and Archive and Fleet Restoration Vessels.
- To use the collections for research, exhibitions and public programs

ACTIONS

- Manage, conserve and promote the Halloran Collection in a manner that gives full recognition to the significance of the Collection:
 - Complete the remediation of the Collection (Stage 3 and 4);
 - Develop a full Collection Management Plan for the Collection
 - Develop relationships to other institutions with Halloran holdings and explore research areas that help to interpret and share the Archive and Halloran Collections (SLNSW and SU)
 - Undertake initiatives to improve community understanding of the Collection
- Develop a full Collection Management Plan for the Bay and Basin Collection and for the working Fleet Vessels

- Improve access to all the collections for research; continue the digitisation process and make the collections available for learning and creative expression.
- Install new eHive software and updated website to enable our collections to be searchable
- Create opportunities, programs and experiences that enrich people's lives/experiences and understanding of the local area using our collections (Halloran Art Prize is developed)
- Integrate fleet restoration and working vessels into operations for events, programs and interpretations
- Promote, communicate and share the collections in exhibitions to tell the stories of the Jervis Bay area, its environment, history and people

KEY PERFORMANCE INDICATORS

- Stage 3 Remediation Program is completed
- Collection Management Plans are completed and in place for Halloran Collection, Halloran family business archive, Lady Denman ferry (updated), Bay and Basin Collections and Fleet Restoration Vessels
- Initial research access, digitisation, eHive and website projects completed by 2025
- Completion of a Collection 2030 Masterplan encompassing environmental and physical security of the collection and accessibility, new buildings, collection storage
- Events calendar includes fleet restoration and working vessel categories from 2022

A SUSTAINABLE FUTURE

OUR GOAL

- To invest in our people and our culture to build a sustainable future
- To create a vibrant and dynamic workplace that engenders trust, collaboration and a happy work environment
- To ensure our volunteers, staff and Board Members feel acknowledged for their contribution to the Museum and its operations
- To ensure our members, donors and benefactors are engaged and committed to the Museum and provide value to its core function

ACTIONS

- Develop engagement strategies to revitalise our Membership and volunteer base (talks, openings, events)
- Provide bi-annual program of volunteer social gatherings
- Ensure budget and business planning processes align staff resources to the activity and operations
- Engage a Volunteer Co-ordinator to oversee rostering, inductions and WHS
- Develop inhouse training and other opportunities for our volunteers and staff
- Promote staff professional development through internships or other programs

KEY PERFORMANCE INDICATORS

- Membership base and volunteer engagement remain at least stable (Mgt Agreement)
- Analysis of turnover of staff and long-serving volunteers
- Increasing levels of staff attendance and participation in professional development opportunities
- Volunteer Co-ordinator engaged by 2022
- Annual analysis of inhouse training and development opportunities



OUR PEOPLE
OUR CULTURE



AN ENVIRONMENTALLY
AND TECHNOLOGICALLY
SUSTAINABLE ORGANISATION

A SUSTAINABLE FUTURE

OUR GOAL

- To embed environmental strategies into our culture and operational activities
- To care for the site to safeguard its eco-systems and be sensitive to its history
- To ensure technological resilience into the future

ACTIONS

- Integrate sustainability into all activities at the Museum to reduce carbon footprint; increase resilience
- Develop a living estuary and landscape architecture plan for the site as an integral element of the redevelopment of the pond
- Develop a site interpretive and signage strategy that incorporates Aboriginal and environment knowledge
- Conduct environmental activities, including site tours, to promote learning and education about the natural environment
- Apply for grants to achieve program outcomes (signage / Pond opening / living estuary)
- Engage in reduced carbon foot-print initiatives, including measures to switch to renewable energy, save electricity, and reduce consumption of fossil fuels.
- Establish and meet indicators of carbon performance
- Establish a priority document for climate change actions and their risk evaluation

KEY PERFORMANCE INDICATORS

- Site signage strategy is completed and installed by 2025.
- A living estuary and landscaping project is designed and implemented as part of site revitalization by 2025
- Program of environmental activities established by 2023
- Indicators of carbon performance established by 2022 and are met for remainder of Strategic Plan
- Completion of climate change risk evaluation by 2023

A SUSTAINABLE FUTURE

OUR GOAL

- To be a stable, trusted, strong and financially resilient organisation that values its people, operations and opportunities
- To be agile and innovative in our operations with a commitment to the future growth and operation of the Museum
- To have a Board and governance structure that functions effectively and responds flexibly to changing operational and financial conditions
- To realise the opportunities provided through revitalised infrastructure – increased visitation and participation

ACTIONS

- Initiate an annual review of operations of the Board to consider its effectiveness, and to report on implementation of this Strategic Plan
- Promote existing (venue hire), and investigate new revenue streams (café/multi-use performance space) and ensure continued growth of existing revenue streams
- Evaluate and closely monitor financial risk against issues such as the Pandemic and prepare strategies to mitigate those risks which can jeopardise the organisation
- Secure grant funds to sustain existing finances while building and developing the operational capacity of the Museum
- Ensure alignment of financial resources to activity and operations through budget and annual business planning processes
- Develop a philanthropy and sponsorship action plan

KEY PERFORMANCE INDICATORS

- All performance indicators (patronage, utilisation, financial and people) and reporting requirements of the SCC management agreement are met in each year of the Strategic Plan
- Annual audit and reporting requirements are met in all years of the Strategic Plan
- Annual review of Board effectiveness commences at end of 2021-22 and reports on:
 - compliance with requirements of SCC management agreement
 - responses to changes in operational and financial environment;
 - significance and frequency of unresolved issues; and
 - whether the Strategic Plan is being delivered effectively
- Philanthropy and sponsorship action plan finalised by the end of 2021



A RESILIENT ORGANISATION

