



WESTERN
AUSTRALIAN
MUSEUM

STRATEGIC PLAN 2014-25



WAM WESTERN
AUSTRALIAN
MUSEUM

OUR PLAN 2014-25

MISSION

To inspire and challenge people to explore and share their identity, culture, environment and sense of place, and to contribute to the diversity and creativity of our world.

VISION

To be an excellent and vibrant Museum, valued and used by all Western Australians and admired and visited by the world.

VALUES

We are dedicated to community value which means that we will be:

- **Accountable** — We exist for the benefit of all the people of Western Australia, including those in the regions, and recognise that we operate with integrity, hold ourselves accountable to them and are custodians of their collections.
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- **Inspirational, Inclusive and Accessible** — We will inspire people to explore our world and will advance knowledge through study, research and life-long learning; making sure that our facilities, programs and resources are accessible to all. To ensure our relevance in a fast-changing world, we program for and with a diversity of cultures, stories and ideas.
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- **Enterprising and Excellent** — We will be creative, resourceful, imaginative, innovative, agile and entrepreneurial; we will be commercially astute, embrace change and aspire to excellence in all that we do.
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- **Sustainable** — We will be socially, environmentally, economically and ethically sustainable and will work in partnership with others to maximise public benefit and value for money.
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We recognise Aboriginal and Torres Strait Islander peoples as the first peoples of Australia.

We acknowledge the primary rights of Aboriginal and Torres Strait Islander peoples in their cultural heritage and will work collaboratively to advance understanding between all peoples.

COVER: New Museum Project — an artist's concept of the themed use of new internal space incorporating the blue whale skeleton. (From the Project Definition Plan, 2014.)

ORGANISATIONAL PRIORITIES

1	Sustainability
2	Heart of the community
3	Aboriginal and Torres Strait Islander peoples
4	World leader
5	New Museum Project

ORGANISATIONAL PRIORITIES — WHAT DO THEY MEAN?

1 SUSTAINABILITY

Creating an organisation for the future, ensuring environmental, financial, social and ethical sustainability, and succession planning in our workforce. We will attract, recruit, (re-)train and engage staff with a view to maintaining an agile, motivated workforce equipped to deliver the Museum's Mission.

Sustainability will be demonstrated by:

- (i) Minimising use of materials and methods with negative impacts on the environment; making the best use of energy and other natural resources; minimising waste; demonstrating best practice and confirming this by setting targets and monitoring progress towards them.
- (ii) Building long-term relationships of trust with a wide range of audiences and stakeholders that encourage contributions to environmental, social, cultural and economic vitality and well-being.
- (iii) Responding to changing political, social, environmental and ethical contexts in a way that reflects the Museum's mission.
- (iv) Developing and implementing a forward-facing workforce plan that reflects the needs of a 21st Century Museum.
- (v) Taking full account of sustainable development in policy and practice.
- (vi) Securing and working within available resources through an entrepreneurial approach backed by strong governance and effective financial and asset management.
- (vii) Creating strategic partnerships to achieve maximum impact, not least by recognising the respective strengths of the Museum and its partners.

2 HEART OF THE COMMUNITY

The Museum is an experience involving the hearts and minds of all Western Australians that actively engages them in the creation and sharing of knowledge, ideas and stories.

Being at the heart of the community will be demonstrated by:

- (i) Developing programs and exhibitions that are 'of the people, by the people and for the people'.
- (ii) Implementing innovative community consultation, audience research and community content creation as key to the New Museum development which is acting as a catalyst to define the WA Museum's *modus operandi* for the future.
- (iii) Offering every visitor and user, physical or virtual, a legitimate way, should they choose, to contribute to the Museum, its content and impact; to share ideas and knowledge; to connect with other people; and to feel like an engaged and respected participant.

RIGHT: Opening of the Welcome Walls at the Western Australian Museum — Albany, celebrating migration and diversity in the community.



3

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

We acknowledge the primary rights of Aboriginal and Torres Strait Islander peoples' in their cultural heritage. We will work pro-actively and collaboratively in active partnership with Aboriginal and Torres Strait Islander peoples in all that we do.

BELOW: Kaarla Kaatijin performances featuring actors Trevor Ryan and Ian Wilkes (below) were held at the Western Australian Museum — Perth, as the result of collaboration between the Museum and the Yirra Yaakin Theatre Company. (Image courtesy Ashley de Prazer.)

**Working pro-actively and collaboratively in active partnership with Aboriginal and Torres Strait Islander peoples will be demonstrated by:**

- (i) Living our core value of recognising the primary rights of Aboriginal and Torres Strait Islander peoples in their cultural heritage. This means: discussing and negotiating content; respecting a diversity of viewpoints and perspectives; considering issues of context and interpretation; reflecting the nature of contested histories; selecting appropriate media and messages; and being sensitive to cultural conventions; respecting issues of secret, sacred restricted stories and objects; above all, being sensitive and inclusive in defining the stories and ideas that will be shared, and how they will be shared and presented.
- (ii) Building on existing, and brokering new, relationships with Aboriginal communities, to ensure meaningful development of content and appropriate interpretive approaches. Programs will be developed through continuous engagement, so that the Museum is a place where communities share their stories and culture in ways that are powerful and relevant.
- (iii) Working with Aboriginal and Torres Strait Islander peoples and representatives from across the Museum to review our Reconciliation Action Plan. The Reconciliation Action Plan is the framework from which the Museum commits and contributes to promoting respect and understanding between Aboriginal and non-Aboriginal peoples. The Plan is also the platform for creating opportunities for employment for Aboriginal and Torres Strait Islander people.

4 WORLD LEADER

Expanding our international reputation for collections, research, public engagement and creativity. Promoting our leadership role locally, nationally and internationally.

Being a world leader is demonstrated:

- (i) **locally through** — innovative interpretation strategies, surprising collection connections, novel research, creative commissioning, inspiring programming, wide stakeholder and partner involvement, and strong networks between all Western Australian Museum sites generating content that inspires and delights.
- (ii) **nationally through** — working with collaborative models on attracting national partners and being selected as a partner of choice.
- (iii) **internationally through** — working with collaborative models on attracting international partners and being selected as a partner of choice.
- (iv) **generally through** creating a New Museum that is welcoming, inclusive, accessible and inspiring — a physical and virtual place for all people to explore and share their stories.

5 NEW MUSEUM PROJECT

The development of the New Museum is the key organisational priority for the next three years. We will ensure that its development achieves the Mission, promotes the Museum's unique selling points and delivers benefits to the State through the creation of jobs, delivery of tourism revenues and contributes to the growth of the Western Australian economy.

Recognising the New Museum Project as the key organisational priority will be demonstrated by:

- (i) Using the Project as an important opportunity to support and promote organisational transformation and a catalyst for change.
- (ii) Ensuring there continues to be organisation-wide commitment to supporting delivery of the Project's milestones and outcomes.
- (iii) Promoting the engagement and sense of ownership of the whole organisation in the delivery of the New Museum through continuous communication and creating opportunities for consultation and involvement in Project delivery.
- (iv) Integrating the results of the New Museum Project team into all areas of the Museum's practice.

BELOW: 'WA Faces' online portrait project.



STRATEGIC AIMS

	LEARNING & GROWTH	FINANCIAL	PROCESSES	CUSTOMER
1	Become an organisation that looks out, reaches out and welcomes in, by understanding, developing and including its users.	Develop a sustainable operating model.	Live the brand and develop effective communication processes across and beyond the Museum.	Focus on customers.
2	Develops strategic partnerships for mutual benefit.	Create an entrepreneurial culture that values and practices commercial positivity.	Focus on outcomes and aim for excellence not compliance.	Provide excellent experiences to all users.
3	Acknowledges (and learns from) Aboriginal cultural practice and knowledge systems.	Build a case for support and become an attractive proposition for financial support through the Foundation.	Continue strong governance of the Museum and the Foundation.	Foster community ownership.
4	Values innovation, creativity and entrepreneurship in all that it does and develops its people to espouse these values.			

OBJECTIVES

LEARNING AND GROWTH

STRATEGIC AIMS	OBJECTIVES	MEASURES
Become an organisation that looks out, reaches out and welcomes in, by understanding, developing and including its users.	1 Increase/improve access to collections for diverse audiences.	Number of diverse audience participation as a % of visitation.
	2 Create pathways for sharing knowledge with diverse audiences.	Number of research projects made accessible through learning programs, online exhibitions and non-academic publications.
	3 Implement the regional strategy.	Number of user interactions from regional WA.
Develops strategic partnerships for mutual benefit.	1 Develop and nurture strategic partnerships.	Number of strategic partnerships in place.
	2 Develop Aboriginal Traineeships.	Number of trainees that successfully complete the traineeship and are placed in employment following traineeship.
Acknowledges (and learns from) Aboriginal cultural practice and knowledge systems.	1 Develop opportunities for sustainable longer term employment and training opportunities.	Number of Aboriginal staff employed and the spread of levels Aboriginal staff are appointed to.
	2 Identify projects and programs where Aboriginal knowledge and culture can be embedded and shared with users.	Number of projects or programs which include Aboriginal culture.
Values innovation, creativity and entrepreneurship in all that it does and develops its people to espouse these values.	1 Grow a culture that promotes the vision, values and priorities of the Museum.	Annual staff perception evaluation.
	2 Develop a highly skilled and flexible workforce.	% of gross salary budget expended on training. Number of training days per staff member. Number of breaches of public sector code of conduct.

FINANCIAL

STRATEGIC AIMS	OBJECTIVES	MEASURES
Develop a sustainable operating model.	1 Maximise financial sustainability by operating within means but maximising those means.	Budget outturn. Amount of self-funded income generated.
	2 Maximising access to government streams of funding, eg. Federal, State and Institutions.	Amount of grant income generated. % of income generated outside of recurrent funding.
	3 Become economically sustainable.	Balance sheet results. Size of reserves.
Create an entrepreneurial culture that values and practices commercial positivity.	1 Maximise commercial returns and seek new revenue streams.	Gross self-funded income generated. Number of new commercial activities.
Build a case for support and become an attractive proposition for financial support through the WA Museum Foundation	1 Build a case for support for the Museum.	Foundation performance.
	2 Promote and develop role of the Museum Foundation.	Foundation performance.
	3 Create and develop an endowment fund through the Foundation.	Value of endowment fund.

PROCESSES

STRATEGIC AIMS	OBJECTIVES	MEASURES
Live the brand and develop effective communication processes across and beyond the Museum.	1 Establish WAM brand with stakeholders.	Brand recognition with external stakeholders. Visitor 360° perceptions.
	2 Develop staff and stakeholder ownership of the brand.	Success of implementation of brand values.
	3 Effectively communicate and promote the Museum's achievements and goals.	Number of positive press and PR stories. Number of awards attained.
Focus on outcomes and aim for excellence not compliance.	1 Establish meaningful planning and evaluation mechanisms.	Application/use of planning and evaluation tools and templates.
	2 Ensure processes focus on excellent outcomes.	Number of efficiency improvements, through the streamlining systems and processes.
Continue strong governance of the Museum and the Foundation.	1 Ensure strong governance through establishing clear roles and responsibilities.	Annually assess Board, Foundation and Advisory Committee performance and implement improvements. Implement OAG recommendations from Governance Performance Evaluation.
	2 Clarify relationship between Trustees and Government in light of machinery of government changes and the New Museum Project.	Effectiveness of relationship between Trustees and Government.
	3 Revise Museum enabling legislation to provide contemporary context.	Number of legislation changes implemented.

CUSTOMER

STRATEGIC AIMS	OBJECTIVES	MEASURES
Focus on customers.	1 Ensure customer focus is everyone's responsibility.	Quality of mystery shopper results.
	2 Deliver customer first training/development to all staff.	Number of staff trained and inducted.
Provide excellent experiences to all users.	1 Ensure user feedback analysis and improvement is in place.	Number of actions in place from feedback.
	2 Ensure quality experiences for all users.	Quality of Museum visitor experience. Quality of mystery shopper results. Visitor 360° perceptions.
Foster community ownership.	1 Engage communities' hearts and minds.	Visitor 360° perceptions.
	2 Create opportunities for people to co-curate product across Western Australia.	Number of programs co-curated.
	3 Create new content with communities.	Number of communities engaged for developing content.