

- + Powerhouse Museum
- + Sydney Observatory
- + Powerhouse Discovery Centre
- + NSW Migration Heritage Centre



THE MUSEUM OF APPLIED ARTS AND SCIENCES
STRATEGIC PLAN 2009–2012



phm

STATEMENT OF PURPOSE

To discover and be inspired by human ingenuity

We conceive exhibitions and programs around the primary theme of 'human ingenuity'

We base our exhibitions and programs on the ideas and technologies that have changed our world, and the stories of the people who create and inspire them. The Museum's unique collection informs these experiences.

VISION

From its foundation in 1879, the Museum of Applied Arts and Sciences exhibited and interpreted the wonders of the Industrial Age.

As a twenty first century museum we will reinterpret the Museum of Applied Arts and Sciences to engage with contemporary technologies to showcase Australian innovation in the creative industries, developments in science and ecologically sustainable technologies. These will be interpreted alongside the Museum's rich collection, which contains the diverse narratives of our moveable heritage.

VALUES

We will –

- Be an 'open' Museum – open to rich engagement, to new conversations about the collection and transparent in how we work and make decisions
- Offer visitors diverse ways to interact with the museum
- Present programs and exhibitions that reflect the spirit of the times and explore new ways to engage with audiences that may challenge, involve experimentation or generate controversy
- Support new kinds of learning and knowledge creation inside and outside the Museum
- Develop a comprehensive customer service ethos throughout the Museum
- Promote an internal culture of dialogue, experimentation, transparency and individual accountability

ALIGNMENT WITH GOVERNMENT PRIORITIES

The Museum's priorities for the next three years will align with State Government priorities, outlined in the *State Plan*.

The primary priority is E8, *to increase visits to and participation in the arts and cultural activities by 2016*

However a number of other Priorities align with those of the Museum. These include:

- R4 Increase participation and integration in community activities
- S4 Increasing levels of attainment for all students
- S8 Increasing customer satisfaction with Government services
- F6 Increased proportion of children with skills for life and learning at school entry
- P1 Increase business investment
- P4 More people participating in education and training throughout their lives
- P7 Better access to training in rural and regional NSW to support local economies
- E1/E2 Securing our supply of water and energy; and practical environmental solutions
- E3/E4 Air and biodiversity

STRATEGIC FRAMEWORK

The Planning and Reporting Cycle

The Strategic Plan forms part of a suite of planning and reporting activities. The Plan provides a set of objectives and a framework for achieving them over the next three years, and provides the working tool and basis for:

- Development of the annual Museum Budget;
- Annual performance reports to Staff, Executive and Board of Trustees;
- The Annual Report;
- Development of Business (operational) Plans for individual Departments; and,
- Other performance reports to Government.

Dr Dawn Casey PSM FAHA
Director

27 August 2009

STRATEGY 1: To deliver programs which explore creativity, technology and the sciences in ways which stimulate learning and innovation

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
<p>A A co-ordinated program of experiences which focus on three strands</p>	<p>Innovative and relevant experiences that excite curiosity and learning in:</p> <ul style="list-style-type: none"> • Creative Industries Programs to promote, support and develop the creative economy • Traditional and heritage skills Programs that engage the 'the maker community' and showcase their skills • Science Programs that illustrate the practices of current scientific research <p>A renewal program for long term galleries</p> <p>A program to update temporary exhibition content during the life of the exhibition</p>	<p>Annual programs:</p> <p>Powerhouse Museum 1 major temporary exhibition 1 travelling (inwards) temporary exhibition 2 minor exhibitions 2 annual festivals 2 major public programs</p> <p>Regional NSW 1 travelling exhibition (outwards) 60 organisations engaged</p> <p>Sydney Observatory 3 major public programs</p> <p>Powerhouse Discovery Centre 10 Open days 2 major public programs 2 programs for regional museum workers</p> <p>NSW Migration Heritage Centre 7 collaborative projects</p> <p>Experiences rated as Very Good or above by 90% visitors % change in visitor ratings over time</p> <p>15% annual object turnover by gallery</p> <p>10% of temporary exhibition content changed over display period</p>

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
<p>B Conceive and deliver programs in partnership with community and industry groups</p>	<p>Community and industry groups to participate as 'co producers' in the development and delivery of programs</p> <p>Residency studios at the Powerhouse and Discovery Centre sustain a program of creators in residence, aligned to the creative industries</p> <p>Programs which explore the process, the experience and the cultural influences of traditional crafts</p>	<p>One partnership annually with local community and one partnership annually with an education /learning community</p> <p>Deliver 3 annual programs and offer 2 residencies per annum at PHM and PDC</p> <p>Programs rated 'successful' by industry sector and target audience</p>
<p>C Deliver programs agile in presentation and execution, and responsive to current local and international issues</p>	<p>Programs which are delivered quickly and explore new and innovative approaches to content delivery</p> <p>Programs and events which are aligned with festivals, milestones and anniversaries</p>	<p>Two annual programs developed in response to current issues</p> <p>Four annual programs delivered and rated as 'adding value' to festivals, milestones or anniversaries</p>
<p>D Dissolve boundaries between exhibitions, programs publications and web content</p>	<p>Projects that enable self directed discovery and learning through access to content across multiple mediums</p> <p>Content delivery opportunities (exhibition, program, publication, online) determined at project development phase</p>	<p>10% annual increase in the number of visitors who extend their engagement beyond one content strand</p> <p>Each project to deliver content in at least two media, with a focus on emerging and experimental delivery</p>
<p>E Enable new interactions for visitors within our spaces and online</p>	<p>Create a series of physical spaces for social interaction, visitor participation and informal learning</p> <p>Programs which allow the visitor to shape their own experience and which add unexpected value</p> <p>Online and mobile programs which open the Museum to new conversations with audiences</p>	<p>2 new social spaces developed by July 2011. Each to incorporate free wi fi.</p> <p>All major temporary exhibitions to include a social interaction experience.</p> <p>10% annual increase in the number of interactions generated by new on line and mobile programs</p>

STRATEGY 2: To strengthen the collection and make it more open for present and future generations

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
A Review the Collection Development Policy	<p>A focus on acquisitions in priority areas consistent with the Museum's exhibitions and programs priorities, and with the Collection Development Policy</p> <p>Relationships with individuals who hold significant collections of relevance to the Museum</p> <p>Collections maintained in optimal conditions for their long term preservation</p>	<p>By June 2010 complete Review, with focus on agreed priorities for 2011 and 2012.</p> <p>Over three year cycle, minimum 15% of acquisitions annually sourced from significant collections</p> <p>Review PDC storage practice (by 2010), Harwood storage practice (by 2011) 70% of review recommendations implemented in 2011-12</p>

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
B Increase the level of collection information accessible through open access for non-commercial use and re-use	<p>Document the collection including descriptive, production, historical and significance information, and high resolution images</p> <p>Rights for content acquired or developed to maximise its accessibility</p> <p>Exhibitions and collection content and research made available online to maximise its accessibility.</p> <p>Technologies and partnerships continuously enhanced to maintain leadership in collection access at the Powerhouse Museum, Sydney Observatory and the Powerhouse Discovery Centre, and remote from the Museum</p>	<p>Document and digitise the existing collection at the rate of 1,500 objects per year.</p> <p>Implement an Open Access Licensing policy of images and other content commercial fees and waiving of charges by June 2010. 5,000 new images to be added to this initiative per year. 100% of education resources included in Licensing policy</p> <p>95% of new acquisitions to have fully documented copyright with maximum possible rights assigned Minimum 10% increase in collection objects available on line per year</p> <p>Develop 2 additional relevant technology or content partners per year</p> <p>At least 50% of video material in the Museum's galleries is also available for viewing online by June 2011</p> <p>Grow online audiences by 10% per year</p>
C Collections are managed and preserved for the enjoyment and education of current and future generations	<p>Review collections, transport, storage, and inward and outward loan practices</p> <p>Manage the collection to promote physical access</p> <p>Pursue an open design style for exhibitions, while recognising responsibilities for care of collection objects</p>	<p>Review recommendations implemented by Dec 2009 (loans) Dec 2010 (storage) Dec 2011 (transport)</p> <p>5% increase in behind the scenes tour each year</p> <p>No irreparable loss or damage to inward and outwards loans and to the Museum's collection</p>

STRATEGY 3: To enhance the Museum's reach, recognition and prestige

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
A Clarify the Museum's identity as a place to discover and be inspired by humankind's ingenuity	<p>Brand review and identification of core audiences</p> <p>Identification of core audiences to clarify the Museum's identity as a place to discover technologies that change the way we live and the people who created them</p> <p>Further establish the Museum's role as a recognised centre for learning excellence.</p>	<p>A brand (and sub brand) management plan by mid 2011 (addresses strategy, positioning, brand values, brand audit and implementation plan)</p> <p>Perception of Museum measured against core audiences. 70% customer satisfaction sustained for all core audiences as a place of learning and inspiration</p> <p>Endorsed provider of Continuing Professional Development by June 2010 (Institute of Teachers)</p> <p>Teacher Fellowship Program established by January 2010</p>
B Audience/customer focus throughout all areas of the organisation with an 'above and beyond' customer ethos	The International Customer Service Standard, or equivalent, applied across the Museum sites and operations.	<p>Quantitative and qualitative customer service evaluation undertaken annually, consistent with the International standard.</p> <p>10% annual improvement in all measures, based on 2009 benchmark</p>
C A compelling destination and experience for all of the community	The profile of Museum visitation broadened to better reflect the diversity of the community	<p>1% increase per year of visitors from culturally and linguistically diverse background</p> <p>1% increase per year in visitors over 65</p>

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
D The Museum provides reason and opportunity for regular repeat visitation	<p>Loyalty strategies to build audiences with identified target groups:</p> <p>Local community Families Culturally active adults Creative industry community Members Education UCEP partners (ABC UTS, TAFE) Donors</p>	<p>Core Museum visitation sustained at 250,000 for 2009-10 and increases 5% annually in subsequent years</p> <p>Maintain overall repeat visitation of 57% for 2009-10 and increase by 5% annually</p> <p>5% increase to Membership retention rate</p>
E Build a culture of museological excellence and research	<p>Research program aligned to collection, exhibition and program priorities</p> <p>Internal and external strategies to communicate knowledge and research</p> <p>Relationships with industry and partner organisations for research</p> <p>Implement a publishing strategy</p>	<p>Research policy developed March 2010</p> <p>Peer review of collection and research strategy indicating at least 70% positive feedback</p> <p>Publish a minimum 15 peer reviewed and popular articles annually. Present 5 scholarly papers each year at conferences</p> <p>Participate in 2 external research projects with relevant research institutions each year. Maintain 3 long term partnerships in priority areas</p> <p>One research publication each year</p>

STRATEGY 4: To grow our workplace culture, staff skills and practices

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
A Achieve a sustainable workplace - PEOPLE	Attract, retain and grow our capabilities	Succession planning process developed and implemented by Dec 2010
	Enable opportunities for experimentation and cross-organisational collaboration	Trial a "10% plan" in content development areas where one day per fortnight is available for staff to collaboratively undertake their own creative projects
	Implement innovative knowledge management and sharing practices	All staff who present, travel or work offsite to present their work at All Staff Meetings. Staff to present their "10%" creative projects at All Staff Meeting in rotation
	Integrated staff planning and recognition framework	60% of respondents to Staff Climate survey rate framework of benefit, increasing 5% by 2011
	Improve employee diversity	Employment profile aligned to population profile
	A culture of continuous improvement	Staff innovation encouragement/reward strategy developed and implemented by June 2010
	A culture of health, safety, welfare and accountability	Staff climate survey completed by Dec 2009. 20% overall improvement in Survey results by June 2011.
B Achieve a sustainable workplace - FINANCE	Balanced financial management	Balanced budgets achieved over the period
	Grow self-generated revenue, whilst preserving the integrity of our 'core business'	Self generated income contributes over 30% of the Museum's operating revenue
	Grow philanthropic revenue	Revenue retained at 2009 levels for 2009-10, increase 5% pa in subsequent years.
	Staff accountability in budget/finance/business management	100% of managers and staff achieving department and project targets, supported by project management training initiatives.

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
C Achieve a sustainable workplace - RESOURCES	Environmentally sustainable workplace publicly demonstrated by –	Achieve NSW Government sustainability goals and reporting requirements by June 2010
	Exhibition and program development Major works programs IT Resource management Commercial operations Improved business processes and outcomes	Reduce paper use by 20% by June 2011 Complete cogeneration feasibility study by Dec 2009 and implement recommendations Continue consolidation of virtual servers Phase out the use of plastic bags by December 2009 Include design products that embody a reuse, recycle, remade philosophy in the retail outlet by June 2010 Create a public website that displays our sustainability plan in operation by December 2010
D Enhance volunteer and internship capacity in identified priority areas	Target volunteer recruitment to key programs and areas of growth	Volunteer and intern recruitment strategy developed and implemented by June 2010
	Enhance alignment of the Museum's collection and scholarship with relevant tertiary level courses	1 tertiary partnership (2009), 2 partnerships (2010), 6 partnerships (2011-12)

Strategy 5: To be a collaborative and connected institution

PRIORITIES	GOALS 2009-12	PERFORMANCE MEASURES
A Program partnerships in key areas	<p>Establish program partnerships in the key areas of:</p> <ul style="list-style-type: none"> • Education + curriculum • Creative Industry partnerships (with CIIC at UTS, Board of Studies and Dept of Industry and Investment) promote the development of the NSW creative economy • Government • Ultimo precinct (business/resident/cultural) • Key target audiences such as under 30's <p>• Multicultural and regional communities through NSW Migration Heritage Centre and Regional Services</p> <p>External partner presentations at each All Staff Meeting in rotation</p>	<p>Retain 65% of strategically aligned partnerships</p> <p>At least 2 new partnerships per sector each year</p> <p>NSW and national curricula and frameworks integrated into at least 50% of Museum experiences by December 2010</p> <p>12 programs delivered to Connected Classrooms each year</p> <p>20 significant collaborations with regional and Western Sydney organisations each year</p> <p>5 external partner presentations at Museum and online for staff and visitors</p>
B Consultation frameworks for key visitor and interest communities	<p>Advisory panels developed within identified groups:</p> <ul style="list-style-type: none"> - Education - Members - Under 30s - Children <p>Community/industry members on project teams from research/concept phase</p> <p>Utilise visitor comment mechanisms that are both solicited and unsolicited</p>	<p>Advisory panel framework developed by Dec 2009, implemented 2010</p> <p>2 external engagements to individual programs/project teams each year from 2010</p> <p>% of feedback rates the Museum experience as 'good' increases 5% each year</p>