
Shire of Esperance

MUSEUM MANAGEMENT REFERENCE GROUP

MONDAY 31 MAY 2021

MINUTES

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ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

Council is committed to a code of conduct and all decisions are based on an honest assessment of the issue, ethical decision-making and personal integrity. Councillors and staff adhere to the statutory requirements to declare financial, proximity and impartiality interests and once declared follow the legislation as required.

ATTACHMENTS

Please be advised that in order to save printing and paper costs, all attachments referenced in this paper are available in the original Agenda document for this meeting.

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SHIRE OF ESPERANCE

MINUTES

MUSEUM MANAGEMENT REFERENCE GROUP MEETING HELD IN COUNCIL CHAMBERS MEETING ROOM ON 31 MAY 2021 COMMENCING AT 2PM

1. OFFICIAL OPENING

The CEO declared the meeting open at 1:59pm.

2. ATTENDANCE

Members

Cr J O'Donnell	Shire of Esperance (Presiding Member)
Mr B Freeman	Esperance Bay Historical Society (Deputy)
Mr K Young	Esperance Mechanical Restoration Group
Mr D Smallwood	Esperance Family History Society
Mrs J Ford	Museum Volunteer Representative
Mr J Guest	Community Representative

Ex Officio

Ms L Horn	Cultural Officer
Mrs J Arnold	Library and Culture Coordinator
Mrs E Austen	Acting Manager Community Support
Mrs M Ammon	Acting Director External Services
Mr S Burge	Chief Executive Officer

Guests

Mrs P Smallwood	Esperance Family History Society
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3. APOLOGIES & NOTIFICATION OF GRANTED LEAVE OF ABSENCE

Wendy Plunkett	Esperance Bay Historical Society
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4. DEPUTATIONS, PRESENTATIONS, INSPECTIONS, PETITIONS

Nil

5. DECLARATION OF MEMBERS INTERESTS

5.1 Declarations of Financial Interests – Local Government Act Section 5.60a
Nil

5.2 Declarations of Proximity Interests – Local Government Act Section 5.60b
Nil

5.3 Declarations of Impartiality Interests – Admin Regulations Section 34c
Nil

6. CONFIRMATION OF MINUTES

MOVED: J Ford
SECONDED: J Guest

That the Minutes of the Museum Management Reference Group Meeting of the 10 June 2019 be confirmed as a true and correct record.

CARRIED

7. MATTERS REQUIRING A DETERMINATION OF COMMITTEE

Item: 7.1

Appointment of Presiding Member

Author/s	Lynda Horn	Cultural Officer
Authorisator/s	Mel Ammon	Acting Director External Services

File Ref: D21/14926

Applicant

Internal

Executive Summary

To appoint the presiding member for the Museum Management Reference Group.

Recommendation in Brief

That the Chief Executive Officer (or nominee) call for nominations and appoint a presiding member.

Background

This is the first meeting of the Museum Management Reference Group since council elections and the committee is required to choose a presiding member from within its membership.

The Chief Executive Officer (or nominee) will call for nominations for the position of Presiding Member and if there is more than one nomination will conduct a secret ballot to determine the election

Statutory Implications

Local Government Act 1995, Part 5 Division 2, Schedule 2.3 Division 1

Strategic Implications

Strategic Community Plan 2017 - 2027

Community Leadership

Work together to enhance trust participation and community pride

Actively engage and communicate with the community to ensure informed decision-making

Attachments

Nil

RECOMMENDATION AND DECISION

7.1 Appointment Of Presiding Member

The Chief Executive Officer called for nominations for the position of presiding member.

The Chief Executive Officer advised he has received one (1) nomination for the position of Presiding Member as follows:

Cr J O'Donnell

As no further nominations were received, Cr O'Donnell was declared duly elected as Presiding Member.

Cr O'Donnell took the chair.

Mr S Burge left the meeting at 2:02pm and did not return.

8. REPORTS

Item: 8.1

Museum Strategic Plan Status Report

Author/s Lynda Horn Cultural Officer

Authorisator/s Mel Ammon Acting Director External Services

File Ref: D21/14931

Executive Summary

Review of the Esperance Museum Strategic Plan Status Report.

Background

The role of the Museum Management Reference Group as outlined in the Terms of Reference is as follows:

“Stakeholders of the Museum are vital in providing advice, knowledge and assistance with projects within the Esperance Museum. This reference group will work with Shire staff to achieve goals and strategies identified in the Esperance Museum Strategic Plan 2017-2023”

A status report providing an update on the work towards the goals and strategies identified in the Museum Strategic Plan has been provided for the group to review.

Attachments

A. Status Report - Museum Strategic Plan 2017-2023

Museum Strategic Plan Status Report

A status report providing an update on the work towards the goals and strategies identified in the Museum Strategic Plan was provided for the group to review. Below are the discussion points and actions for follow up:

- D Smallwood and B Freeman requested a copy of the Museum collection policy. L Horn will provided a copy to all Reference Group members.
- J Ford asked for a follow up on the RSL records to review if an MOU is required.
- J Guest asked if there was an update on the EBHS MOU. M Ammon advised that due to staff shortages and having to act in other roles there has been a delay, however, there will be further communication with EBHS in the near future.
- B Freeman enquired about 1.3a and the discussions with the Visitor Centre colocation. M Ammon advised that since those discussions in 2018 the James Street Cultural Precinct Planning has evolved and the current community consultation around the whole cultural precinct will help guide the pathway forward.
- B Freeman asked how a curator fits in with the Museum. J Arnold advised that the curator position is a volunteer position and we have been trying to attract a volunteer into the position for some time. The role of the curator requires a dedicated volunteer with a specific skill set or willingness to learn. L Horn will follow up with EVRC to ensure the role is active on the Volunteer website.
- J Ford enquired about the interpretation plan progress. J Arnold advised that we are waiting on the draft report to be provided by the consultant. Once the draft has been reviewed it is anticipated that we will have a final document by the end of June.
- B Freeman requested improvements on the marketing of the Museum. J Ford asked B Freeman if there were any suggestions towards this. None were provided at this time. L Horn will work with the Shire's Media and Communications department towards improvements.
- D Smallwood advised that the Esperance Family History Society (EFHS) would like to work more closely with the Museum to provide more accessible Family History of local people. L Horn will follow up with EFHS and work collaboratively towards an outcome.
- D Smallwood asked if the Museum collects documents from organisations in town that are no longer operating and how they can be accessed. L Horn advised that the Museum Archives is a community resource and anyone can make an appointment to access the records at no cost. J Ford advised, as a Museum volunteer she is able to assist with providing guidance on what records should be kept and how they should be delivered to the Museum. It is also ideal that a 'volunteer' from the organisation assists in this process.



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Responsibility Key (RK): VA (Volunteer Archivist), VO (Volunteer Object Officer), SMA (Shire of Esperance Museum Administration), SAM (Shire of Esperance Asset Management Department).

Timeframe Key (TK): ST (Short Term 2017-2019), MT (Medium Term 2019-2021), LT (Long Term 2021-2023)

Goal 1: Apply best practice in management, operations and customer service

Strategy: 1.1 Improve and align governance, management systems, policies, plans and reporting

Rationale: A clearer direction for the future will assist in succession planning and volunteer stability. Transparent work practices are needed to improve workflow and support volunteer work. Succession of capable volunteers to fill key roles must continue to be achieved to ensure that the Museum remains an active, dynamic and rewarding organisation that attracts experienced volunteers.

Action	RK	TK	Update/Notes
a) Review and update Museum policies and governing documents.	SMA	ST	<p>June 2018 Identification of policies that need to be reviewed/completed:</p> <ul style="list-style-type: none"> • Museum Collection Policy – adopted by council Sept 2017 • Conservation Policy • Exhibition Policy • Interpretation • Loans • Education • Volunteers <p>Review of Museum Management Committee undertaken and New Museum Management Reference Group established.</p>
b) Review and update Museum management practices and workflow.	SMA	ST	<p>June 2018 Identification of practices and workflows that need to be reviewed/completed:</p> <ul style="list-style-type: none"> • Donation • Accession



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			<ul style="list-style-type: none"> • De-accession • MOSAIC data entry <p>June 2019 Work has commenced on the accession workflow process. Areas of improvement have been identified. Work will continue over the coming months to ensure that the workflow process and identified training is undertaken.</p> <p>May 2021 Have continually identified workflow practices. A number of Work Instructions have been reviewed and re-drafted. This is an ongoing item.</p>
c) Develop MOU's with partnering organisations.	SMA	ST	<p>June 2018 MOU Esperance Family History Society – Completed in November 2017 MOU Esperance Bay Historical Society – Draft with Shire Management for review.</p>
d) Develop a succession plan to maintain operational and key volunteer roles.	SMA	ST	<p>November 2018 Review of Volunteer Position Descriptions and Museum Hierarchy completed.</p> <p>June 2019 Roll out of Volunteer Position descriptions has commenced.</p> <p>May 2021 A catch-up with all Volunteers at the beginning of 2020 provided valuable in preparing forward planning. Unfortunately impacts of COVID and low staffing levels has delayed progression. This is an ongoing item.</p>
e) Implement and coordinate a sustainable Museum volunteer program.	SMA	ST	<p>June 2018 Working with the Shire HR department reviewing Volunteer Management Policy and Management Practice. Once completed these guiding documents will help form the basis of a volunteer program across the Shire and into</p>



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			<p>each department. The Museum volunteer program will be built up through this process.</p> <p>June 2019 Volunteer recruitment over the past 6 months has been successful under the improvements with working with HR.</p> <p>May 2021 Unfortunately impacts of COVID and low staffing levels has delayed progression. This is an ongoing item.</p>
f) Maintain memberships and subscriptions to relevant professional organisations.	SMA	ST	<p>June 2018 Identification of relevant organisations will be conducted in this financial year.</p> <p>June 2019 Membership to AMaGA this year</p> <p>May 2021 Continued membership with AMaGA has proven valuable.</p>

Strategy: 1.2 Support and empower volunteers

Rationale: Volunteers are the workforce behind the Museum and provide essential support for key activities such as accessioning, archives, research and front of house duties. A high priority is given to the volunteering program by providing an interesting, rewarding and friendly place for people of all ages to be actively involved and, in return, to share their time and skills.

Action	RK	TK	Update/Notes
a) Provide induction and training to ensure volunteers have the necessary skills, including an annual refresher course and professional development opportunities.	SMA	ST	<p>June 2018 Currently all new volunteers are undertaking building induction with SMA member and on the ground training with existing volunteers supervised by SMA. Through the development of the Shire's Volunteer Management program, Museum Management Practices and Work Instructions and supervision from SMA this action will continue to develop.</p> <p>Identified training includes:</p>



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			<ul style="list-style-type: none"> Mosaic Database – SMA attended Training on MOSAIC Database in Oct 2017. SMA to produce training guides for volunteers. Archives – Basic Principles (provenance, original order, transcripts with originals etc). <p>June 2019 Two training sessions have been made available to volunteers in the past 6 months. One workshop on digitisation and a second on copyright.</p>
b) Develop volunteer guides for the displays and collection items.	SMA, VA, VO	MT	

Strategy: 1.3 Explore potential revenue raising opportunities and develop a sustainable operating model.

Rationale: The Museum is funded through the Shire of Esperance annual operational budget. However, a strategic imperative is that the Museum operations develop the capacity to support the future sustainability of the Museum.

Action	RK	TK	Update/Notes
a) Explore opportunities for partnering with other Shire services and facilities.	SMA	MT	<p>June 2018 Established working relationship with the Library which has enabled community and children's events being held at the Museum.</p> <p>November 2018 Discussions with Visitor Centre committee regarding possible colocation commenced.</p> <p>June 2019 Discussion with Council and Visitor Centre committee regarding the Cultural Precinct undertaken. Planning with Library for future activities in the coming 12 months commenced.</p> <p>May 2021 Continued partnership with Library Services team through the delivery of children services programs and school holiday activities. Cultural Precinct consultation undertaken in September 2020.</p>



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b) Explore grant funding opportunities to improve displays, enhance programs and boost overall visitor experience.	SMA	MT	June 2018 Linked to work in 2.2 (d). Support and funding for an Interpretation plan has been submitted to Council and grant funding will be sourced to compliment this.
c) Develop ways to boost visitor numbers.	SMA	MT	June 2018 Linked to work being undertaken in 3.1

Goal 2: Provide unique facilities, exhibits and interpretation

Strategy: 2.1 Improve collection management and address backlog

Rationale: High priority must be placed on continuing to research, document, conserve and display the artefacts and stories of all aspects of the cultural heritage of our community. To complement this, the Museum must continue to develop professional capabilities in collection management, conservation, information technology, display design and interpretation.

Action	RK	TK	Update/Notes
a) Review collection management practices and identify areas of improvement to streamline processes.	SMA, VA, VO	ST	June 2018 Review of all work practices as outlined in 1.1(b) will contribute towards this action.
b) Implement a backlog project to address outstanding items for accessioning and database clean-up.	SMA, VA, VO	ST	June 2018 Identification of backlog items is continuing. Each item is being documented so that we will have one file of all items that need to be completed. From this the items will be prioritised, project plans or work instructions will be developed. November 2018 This work is ongoing June 2019 Progress on this item has been made with the stocktake completed, more than 2/3 of the database checking undertaken and clean-up of outstanding items in the object room almost completed.



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			<p>May 2021 Impacts by COVID and the Object storage room renovation saw the processing of backlog of items delayed. However, the new layout of the Object Store room has proven beneficial and will make workflows easier.</p>
c) Develop and implement a digitisation standard for collection management.	SMA, VA, VO	MT	
d) Review storage systems to identify future needs and short term solutions to ensure preservation of artefacts.	SMA, VA, VO	ST	<p>June 2018 Rearrangement and renovation of work areas in the Archives are has been undertaken and increased shelving. Currently the Accession workroom is undergoing rearrangement and renovation of work areas.</p> <p>November 2018 The Accession room has undergone a workspace renovation. The review and clean-up of the storage area has commenced. Identified that better storage in this room is required for longer term use.</p> <p>June 2019 Identified better storage solution for the Object room (formally Accession room). Purchasing brown built metal shelving and new layout of shelving will help with longer term storage. In addition, boxing items in conservation boxes to allow for stacking will also assist in storage.</p> <p>Building Services has identified that the floor in this room requires replacement. This will be a major focus in the first 6 months of the new financial year.</p> <p>May 2021 Object Storage room renovations completed in April 2020. The room has been redesigned and use of new shelving layout and boxing protocols is working well.</p>



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e) Up skill volunteers into archive and accession roles to broaden the base available to undertake roles.	SMA, VA, VO	MT	
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Strategy: 2.2 Develop a long term vision and plan for displays and interpretation

Rationale: The development and display of a collection is the foundation of a successful museum. To remain relevant with cultural experiences it is important to look for new, meaningful and exciting ways to engage with audiences. Display designs that incorporate interactive and engaging elements will enhance the visitor experience.

Action	RK	TK	Update/Notes
a) Review current displays and create specific display plans with a focus on permanent and temporary displays, interpretation, relevance and interest for all ages and social groups.	SMA, VA, VO	MT	<p>June 2018 The Skylab anniversary is in 2019 and a refresh of the current Skylab exhibit will be undertaken as part of the celebration planning. Support and funding for an Interpretation Plan has been submitted to Council. This works in hand with Action (d).</p> <p>November 2018 Skylab 40th Anniversary plan is well underway.</p> <p>June 2019 Refresh of the Skylab Cabinet undertaken.</p>
b) Work with indigenous and culturally and linguistically diverse communities to broaden displays and interpretation.	SMA, VA, VO	MT	
c) Review the Significance Assessment within 3 years.	SMA, VA, VO	MT	
d) Develop a Museum Interpretation Plan within 4 years.	SMA, VA, VO	LT	<p>June 2018 Support and funding for this plan has been submitted to Council.</p> <p>November 2018 Interpretation plan quotes received and report for management provided in September. Additional grant funding currently being sourced for project.</p>



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			<p>June 2019 Pursuing to lodge a grant funding application in the next few months for this project.</p> <p>May 2021 Grant funding received for an Interpretation Plan. Consultant commenced project in November 2020 and due for completion in June 2021</p>
e) Develop and implement a Conservation Plan within 5 years.	SMA, VA, VO	LT	

Strategy: 2.3 Develop a long term plan for facility maintenance and improvements

Rationale: Plan to ensure that there is depth and stability in moving forward contributing towards long term financial planning.

Action	RK	TK	Update/Notes
a) Review the current facility and identify short and long term maintenance requirements.	SAM	ST	<p>June 2018 Review of existing IT facilities, identification of resources needed and submit requests as identified. 'IT' connection to the Shire, phone system and updated computers have been installed. IT department will include Museum IT maintenance requirements in their long term planning. Building Services have identified short term maintenance requirements and included in annual works schedule. Will be undertaking a long term review this coming year. Working with Asset Management to update the fire evacuation plans. Working with the Shire OHS officer to complete Risk Management and Emergency Response Plan. Upgrade and installation of a First Aid box.</p> <p>June 2019 Building Services have identified short term maintenance requirements for the next 12 months for inclusion in annual works schedule.</p>



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			<p>New emergency Evacuation plans completed and installed. Evacuation drill to be scheduled. Upgraded first aid box installed in kitchen.</p> <p>May 2021 Building Services have identified structural issues with building and have incorporated a long term plan for maintenance. Updated Evacuation Plans installed.</p>
b) Explore future potential for growth/inclusion of the facility within the cultural precinct.	SMA, SAM	MT	<p>May 2021 Cultural Precinct consultation undertaken in September 2020</p>

Goal 3: Connect, engage and inspire our community

Strategy: 3.1 A marketing and communications plan to improve the Museum brand

Rationale: Developing a stronger identity and brand awareness of the Museum, highlighting its unique identity and ensuring a more visible and relevant role in the community to increase visitation.

Action	RK	TK	Update/Notes
a) Develop and implement a marketing and communications plan.	SMA	ST	<p>June 2018 A branding report has been provided to Management for review which includes the review of signage. Working with the Shire Executive Services team to put together a plan.</p> <p>June 2019 New external signage has been put in place. Executive Services continues to assist with marketing and communications.</p> <p>May 2021 The Media department continue to assist with promotional services.</p>



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b) Review and update promotional material.	SMA	ST	<p>June 2018 Working with the Executive Service team in the production of new brochures for the Museum. One brochure is designed for distribution via tourist/accommodation/vendor locations and a second more detailed brochure available at the Museum to enhance the visitor experience.</p> <p>November 2018 Brochures have been created and distributed.</p> <p>June 2019 New brochures have been working very well.</p>
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Strategy: 3.2 Connect with the public through improved programs, events and special activities

Rationale: Most members of the community will visit the museum once to view the displays. By offering exciting, fun experiences we have the opportunity to attract a broader audience who may not typically identify as a museum visitor and potentially may return to participate in an interesting activity program. Public activity programs are also potential income generators and will contribute to the long-term financial sustainability of the museum.

Action	RK	TK	Update/Notes
a) Develop a targeted program for community participation including a focus on young people.	SMA, VA, VO	MT	
b) Develop and offer programs, seminars, workshops and assistance to the community on heritage, preservation and conservation topics.	SMA, VA, VO	MT	
c) Utilise the Museum facilities to host community group activities and events.	SMA	ST	<p>June 2018 Utilisation of the Museum for activities has commenced through the working relationship with the Esperance Library. Development will continue.</p> <p>June 2019 Museum will be utilised for community activities during the Skylab 40th Anniversary Community Program.</p> <p>May 2021</p>



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			The Museum has been used as a venue for several activities and events including Women's Leadership group, school holiday activities and business after hours events.
d) Develop partnerships with local stakeholders, including education providers and other collecting organisations.	SMA, VA, VO	MT	

Strategy: 3.3 Improve access to the Collection for the community and visitors

Rationale: Providing better access to the Collection will increase the community's understanding of the Collection significance and therefore the community value. This will ultimately lead to the Collection's long term preservation and improved storage.

Action	RK	TK	Update/Notes
a) Research and implement digital access to the Collection through an online platform.	SMA	LT	
b) Research and develop the use of multi-media technology and other devices to interactively engage the audience in the displays.	SMA	LT	

9. FINANCIAL REPORTS

Nil

10. NEW BUSINESS OF AN URGENT NATURE

Nil

11. CLOSURE

The Presiding Member declared the meeting closed at 3.02pm.

These Minutes were confirmed at a meeting held on _____

Signed _____

Presiding Member at the meeting at which the Minutes were confirmed.

Dated _____