

STATEMENT OF PURPOSE

The National Pioneer Women's Hall of Fame aims to

- celebrate the pioneering women of Australia, particularly of Central Australia, as well as the achievements of Australian women who were first in their field, in a well-presented museum atmosphere.
- establish a museum recording the history of the Old Gaol.

OBJECTIVES

The objectives of the National Pioneer Women's Hall of Fame are:

- 1) to establish a public museum for the purpose of recognising and honouring pioneering women who contributed to the development of Australia, which will be open and accessible to all members of the public during usual and reasonable business hours
- 2) to assemble, exhibit and preserve a collection of pioneering women's artefacts, photographs and memorabilia
- 3) to develop a research library of pioneering women's literature, historical records and personal manuscripts
- 4) to promote knowledge and understanding by the Australian community of the special contribution of women
- 5) to foster research into the role played by pioneering women in Australia
- 6) to establish museum displays depicting aspects of the history of the Old Alice Springs Gaol
- 7) to research and collect recollections of prison life from former staff and inmates
- 8) to promote the use of the Old Gaol premises by other entities to enhance the attraction of the complex and to generate income
- 9) to develop relationships and assist other organisations with similar aims
- 10) to have a safe and accessible complex for all visitors.



ALIGNMENT WITH GOVERNMENT PRIORITIES

The Museum's priorities also align with the Territory Government's *Policy Framework for Territory Women*, which has identified as priority areas:

- the implementation of programs that recognise and reward the contribution of women to the Northern Territory;
- the increased use of positive and empowering images and stories about women; and
- the increased opportunities for positive role models to influence young women.



STRATEGY 1: To enhance the NPWHF's recognition and prestige as one of only two women's museums in Australia (Objectives 1, 4, 5 and 9)

Priorities	Goals	Performance Measures
<p>A. Strengthen the Museum's position and prestige through the exhibitions developed, hosted and displayed</p>	<p>Upgrade existing national exhibition <i>Ordinary Women, Extraordinary Lives: First in their Field</i> or develop a new exhibition with a national focus</p> <p>Form a strategic partnership with another institution (eg Deakin University) and develop collaboratively a new exhibition</p> <p>Review our name, and whether it best fits our mission, vision and values</p> <p>Secure ongoing funding for the curator position</p> <p>Develop professional recognition through:</p> <ul style="list-style-type: none"> • Exploring the possibilities for promoting the museum in the museum sector (eg, publications and research) • Presenting at the Museums Australia annual conference 	<p>2018: Identify exhibition strategies and funding sources/opportunities 2019: Exhibition development</p> <p>2019: Identify potential collaborators 2020: Develop a joint project</p> <p>2018 and 2019: Actions to complement business plan strategy</p> <p>2018-19: Secure funding or partial funding for the curator that is not tied to a project</p> <p>2018: Present at the national Museums Galleries Australia conference and explore publication possibilities</p>

B. A compelling destination and experience for all	Broaden the profile of Museum visitation to better reflect the diversity of the Australian community	2018: Conduct a visitor survey and identify gaps in visitor profiles 2019: Identify ways to broaden the museum audience and diversity of visitors 2020: Implement actions to increase museum visitors/diversity
	Dissolve boundaries between exhibitions, publications and web content	2018: Review and update the NPWHF webpage 2019: Publish a new exhibition catalogue 2020: Review and update the NPWHF webpage
	Develop a modest programme for guest exhibitions	2018-20: Host two temporary exhibitions annually

STRATEGY 2: To develop the museum's role and relationships in the local community

Priorities	Goals	Performance Measures
A. The museum to reflect the diversity of the local community in the stories it tells, the exhibitions it develop and the work it does	Identify who the groups are in the local community that the museum has yet to reach and form a relationship with Continue to research the possibility of developing an exhibition with local Arrernte/Aboriginal people	2018: Research the Alice Springs community demographic and community groups and leader 2019: Prioritise who we want to approach and ways of engaging with various groups. Enact community outreach. 2018: Identify a possible collaborative project and funding opportunities. 2019-2020: Ongoing development
B. Conceive and deliver programs in partnership with education and community groups	Community and education groups to participate as "co-producers" in the development of exhibitions and programmes	2018-2020: One partnership annually with a local community organisation, and an educational organisation

STRATEGY 3: To develop the Museum's collection and recognise its significance (Objective 2)		
Priorities	Goals	Performance Measures
A. Collections are managed and preserved for the enjoyment and education of current and future generations	<p>Continue to accession the Museum's collection</p> <p>Display the Aviatrix Tapestry using conservationally sound methods</p> <p>Develop a disaster management plan</p>	<p>2018-2020: Continue accessioning the collection</p> <p>2019: Secure grant monies and develop a programme for the sound conservation of the Aviatrix Tapestry</p> <p>2018: Create a disaster management plan</p>
B. Revisit the Museum's collection policy and identify gaps, which will inform a collection strategy	Develop a collection strategy which would include if, what, why, when and where	<p>2018: Assess collection and identify gaps. Develop collection strategy.</p> <p>2019-2020: Deaccession parts of the collection. Begin targeted collecting in line with the collection strategy</p>
C. Exhibitions reflect the Museum's collection so that objects in the exhibitions are directly linked to the stories being told	Exhibitions are developed with a greater awareness of being drawn from the Museum's collection, so that objects in exhibitions are linked in greater detail to women/people and gaol history	2018-2020: Exhibitions reflect the goal

STRATEGY 4: To research and promote the stories of the Old Alice Springs Gaol (Objectives 6 and 7)

Priorities	Goals	Performance Measures
D. Continue to implement the themes from the Old Gaol Conceptual Framework	That interpretation of the Old Alice Springs Gaol be developed. Initially, we will focus on oral histories so that the voices and stories of both former inmates and prison officers can be heard, but we will also draw on other forms of storytelling	2019: Develop gaol exhibition priorities and source funding 2020: Create and open a new gaol exhibition

STRATEGY 5: Develop our distinctive brand – Increase our visibility and amplify how we set our self apart by focusing on our uniqueness to create a distinctive visitor offer.

Priorities	Goals	Performance Measures
A. Develop clear messaging that builds a strong brand for the museum and is used consistently.	Develop a strong, accurate and inspiring mission, vision and values for the museum. Review our name, and whether it best fits our mission, vision and values, and assess options for a name change.	2018: Based off NPWHF’s current objectives and goals, develop a mission, vision and values. 2018-2019: Follow the process to have a name change, and if successful, update signs and marketing collateral to match our name and key messages. 2019-2020: Use of vision, mission and values in organisational messaging – grant applications, publications, annual report.
B. Improve communications and marketing.	Organise a marketing sub-committee to guide marketing decisions and strategies based of market research. With better market research into our	2018: Set up a marketing sub-committee. 2018-2020: Hold at minimum four marketing sub-committee meetings a year. 2018-2020: Develop a realistic and achievable marketing plan each



	<p>visitors, and visitors to Alice springs, create an annual marketing and communications plan with specific target groups that align with our audience development goals.</p> <p>Increased digital marketing presence.</p>	<p>year – based off our business plan and strategic plan – that targets specific audiences and contains KPIs.</p> <p>2018-2020: Grow Facebook followers by 150 people each year. 2018-2020: Grow Instagram followers by 100 people each year. 2018-2020: Send out at least six e-newsletters each year. 2018: Improve NPWHF’s Trip Advisor Alice Springs ranking to 13 (currently 16). 2018-2020: Attract at minimum 50 Trip Advisor reviews each year. 2018-2020: Build a strong e-mail database with 500 supporters.</p>
<p>C. Continue and grow new programmes and partnerships that expand our relationships in the tourism sector, and increases our marketing penetration and therefore visitor numbers.</p>	<p>Continue and grow our Amazing Alice partnership.</p> <p>Continue and grow our Tourism Central Australia partnership.</p> <p>Apply for Brolga and TCA awards where applicable.</p>	<p>2018: Successfully acquire new Amazing Alice members. 2018-2020: Attend a caravanning show each year as part of Amazing Alice.</p> <p>2018-2020: Attend TCA Walkabout and general events. 2018-2020: Hold a familiarisation for the Visitor Information Centre staff and volunteers after major new exhibitions or works.</p> <p>2018: Review the Brolga Award and TCA Award criteria, and assess in what areas we need to work on. 2020: Successful application for a Brolga Award or TCA Award (if it is applicable for us to put in an application for that year).</p>
<p>D. Enhance public and media relations to reach the entire NT</p>	<p>Be a key resource for media on research and cultural issues.</p> <p>Develop a media plan for the year to actively seek media coverage. Continue media sponsorship partnerships.</p>	<p>2018: Develop a media database for local, state and national media.</p> <p>2018-2020: Achieve media coverage for Seniors Week and Volunteer week, as well as for exhibition launches and NPWHF’s events. 2018-2020: Continue sponsorship with 8CCC and Southern Cross TV.</p>

STRATEGY 6: Increase visitor attendance – Achieve greater resilience and underpin our long-term future by increasing visitor attendance and growing advocates of the museum. The strategy’s aim will be to create a life-long relationship with our visitors.

Priorities	Goals	Performance Measures
A. Develop better strategies and efforts in approaching target visitor markets.	<p>Improve our visibility in the following groups:</p> <ul style="list-style-type: none"> • charter companies • locals • education • Grey Nomads • People under 45 	<p>2018: Successfully connect with charter companies. 2019-2020: Receive chartered tours at the museum.</p> <p>2018-2020: Increase local visitor numbers each year by 10%. 2018-2020: Hold a community open day for locals each year. 2018-2020: Continue to assess benefits of the Local Card for attracting revisits from locals.</p> <p>2019: Target educational tour companies. 2019-2020: Increase educational tours each year by 10%.</p> <p>2018-2020: Increase numbers of people under 45 visiting the museum each year by 10% (measured in years of annual survey).</p>
B. Improve our understanding of who is visiting the museum, and their visitor experience.	<p>Conduct market and visitor research.</p>	<p>2018 & 2020: Conduct a visitor survey, and evaluate based off previous surveys.</p> <p>2018 & 2020: Conduct market research into who is visiting Central Australia, and trends to pay attention to compared to our current visitor demographics.</p>
C. Develop a visitor centred approach to ensure that every visitor has a consistently good experience.	<p>Through staff and volunteer induction and training, we will invest in providing consistently excellent customer service.</p> <p>Identify opportunities for customer</p>	<p>2018-2020: Conduct annual volunteer refreshers for shop volunteers, including practice customer scenarios and develop customer service standards.</p> <p>2018-2020: Secure funding for customer service training for</p>



	<p>service training.</p> <p>Complete a visitor journey mapping exercise to review what we need to fix to improve the visitor experience.</p>	<p>volunteers and staff.</p> <p>2020: Conduct a visitor journey mapping exercise, and use to assess priorities to consider for the next strategic plan.</p>
<p>D. Maximise the effectiveness of NPWHF as a gathering place for the community.</p>	<p>Specifically market NPWHF as a venue options for community and corporate events.</p>	<p>2018: Five events held at the Gaol. 2019: Seven events held at the Gaol. 2020: Nine events held at the Gaol.</p>

STRATEGY 7: Grow and diversify our income – Strengthen the Museum’s financial base and long-term sustainability by achieving a healthy and balanced mix of funding sources, utilising government, philanthropic and commercial revenue to achieve our goals.

Priorities	Goals	Performance Measures
<p>A. Explore funding options to ensure more stability in the curator’s position</p>	<p>Identify and approach philanthropic funding bodies to fund the curator position for multiple years.</p> <p>Look at avenues to increase NPWHF funding of the curator, even if just between grant funded projects.</p>	<p>2018: Research funding options, and secure funding or partial funding for the curator that is not tied to a project.</p>
<p>B. Develop new fundraising programmes</p>	<p>Diversity fundraising streams.</p>	<p>2018: Bequest messaging is placed on our website, and in e-newsletter.</p> <p>2018: Create a regular giving campaign, and have option on website and in e-newsletter to donate monthly.</p> <p>2018-2020: Successfully approach major donors to fund needs identified as funding priorities for each year.</p>



<p>C. Commitment to multi-year, long term planning and evaluation</p>	<p>Through an updated business plan, identify our long-term funding priorities and expenses.</p>	<p>2018-2020: Annual review of entry fees, tour fees, venue hire and membership fees.</p> <p>2018: Update business plan, including a list of funding priorities.</p> <p>2019-2020: Successfully applied for funding of these priorities.</p>
<p>D. Grow our membership base</p>	<p>Evaluate the membership programme through an in-depth review, and develop a plan for growth and retention.</p> <p>Focus on expanding corporate memberships.</p>	<p>2018: Review, and potentially revamp, our membership programme to increase engagement with members (including Life Members).</p> <p>2018: Benchmark our membership programme against other regional museums.</p> <p>2018-2020: Increase membership each year by 10%.</p>
<p>E. Continue to grow and develop the shop as a major retail option for both visitors and locals.</p>	<p>Better targeted marketing of the shop to locals.</p> <p>Strengthen relationship with the Correctional Centre to continue their retail sales, and therefore our overall growth.</p>	<p>2018-2020: Annual review of our shop policy to ensure it still meets our needs.</p> <p>2018-2020: Track visits to the shop from locals (who are just visiting the shop), and increase this each year by 15%.</p> <p>2019: Re-sign the retail lease with ASCC.</p> <p>2018-2020: Increased shop sales of 10% each year.</p>
<p>F. Develop a targeted grants programme that matches our strategic priorities and goals.</p>	<p>Assess each grant application off strategic goals.</p> <p>Be aware of upcoming grants and closing dates.</p> <p>Submit high quality grant applications.</p>	<p>2018: Maintain a grants spreadsheet with priorities and closing dates of grants.</p> <p>2018-2020: At beginning of each year, develop a list of funding priorities based off strategic plan and business plan to seek funding for through grants for the year.</p> <p>2018-2020: Five successful grant applications per year (if relevant grants are available).</p>

<p>G. Grow revenue from venue hire of NPWHF.</p>	<p>Develop proper cost structure and contracts for venue hire.</p> <p>Develop partnerships with local event managers, businesses and tourism operators to increase awareness of NPWHF as a potential venue.</p>	<p>2018-2020: Conduct annual reviews of venue hire fees, processes and suitability/appeal of gaol as a unique, quality local venue.</p> <p>2018: Hold a familiarisation for event managers and local businesses.</p>
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STRATEGY 8: Support leadership and development – Grow the museum’s workplace culture, staff skills and practices, and attract, support and retain skilled and responsive employees, volunteers and committee members, and recognise their major contribution to the future growth of NPWHF.

Priorities	Goals	Performance Measures
<p>A. Support and empower employees to perform their duties with clear expectations and defined responsibilities, and evaluate employees against our strategic plan outcomes, core values and work plans and metrics.</p>	<p>Develop a consistent and thorough orientation, probation and review processes for all staff.</p>	<p>2018: Develop orientation documentation and processes for all new staff.</p> <p>2018-2020: Managers and/or President complete yearly reviews of staff performance.</p> <p>2018-2020: At the start of each year, staff members create an annual work plan based of strategic plan/business plan.</p>
<p>B. Attract high quality staff, and build on the skills of current staff.</p>	<p>Build greater opportunities for professional development and training, including actively seeking funding for training.</p> <p>Develop a training plan for staff and volunteers who are interested in the curatorial aspects of the museum. Facilitate those staff and volunteers to undertake skill development in</p>	<p>2018: Identify skill gaps in curatorial aspects of the Museum. Develop a training plan. Identify funding sources.</p> <p>2018-2020: Provide one curatorial training opportunity each year (in addition to MA conference attendance)</p> <p>2019: Attendance at Museums Australia Conference. 2018 & 2020: Attendance at Museums Shops Conference.</p> <p>2018-2020: Provide one curatorial training opportunity each year (in addition to MA conference attendance)</p>



	<p>curatorial aspects of the museum, in the areas of video-making, oral history editing, archives research, object conservation and website management</p> <p>Develop clear and comprehensive position descriptions.</p> <p>Encourage diversity in hiring practices.</p>	<p>2018: Review and update position descriptions.</p> <p>2018-2020: When hiring for new staff, advertise in a wide variety of places, and include in job descriptions our commitment to improving diversity.</p>
C. Strengthen our IT, Finance, and HR functions and systems to be strategic enablers for the museum and staff.	<p>Review our current IT, finance and HR processes and infrastructure.</p>	<p>2018: Review what IT, finance and HR processes need to be updated, and create an action plan for this.</p> <p>2019-2020: Put into plan any IT, finance and HR process updates.</p>
D. Volunteers are valued, welcomed and integral to our experience	<p>Review and improve NPWHF's volunteer programme.</p> <p>Advertise for and recruit volunteers with specific skills to match the specific projects being undertaken.</p> <p>Provide appropriate induction and training to ensure volunteers have the skills to perform their role well, including an annual refresher course.</p> <p>Acknowledge volunteers for their contribution to NPWHF.</p> <p>Explore ways to diversify volunteer</p>	<p>2018: Review NPWHF's volunteer programme and recruitment strategy against the National Volunteer Standards.</p> <p>2019-2020: Implement changes to NPWHF's volunteer programme, if needed, to fully meet the National Volunteer Standards.</p> <p>2018: Develop position description for each different volunteer role (guides, curatorial assistants etc.)</p> <p>2018-2020: Hold annual refreshers for volunteers in customer service and general areas such as OHS, shop policies etc. and develop customer service standards.</p> <p>2018-2020: Each year (as appropriate), apply for Volunteer Awards and NT Government Volunteer Grant.</p> <p>2018-2020: Hold a volunteer thank you event each year.</p> <p>2018: When reviewing our volunteer programme, specifically look at</p>

	base.	how to be more appealing and inclusive of people from diverse backgrounds (LGBTI, CALD etc.) 2019: If volunteer numbers allow it, trial having an additional volunteer in the main museum building to answer visitor questions during the peak tourist season.
E. Ensure we have high quality committee members: involved with the community, provide/seek support, offer experience and intellectual resources, and represent local, regional and state wide leadership.	Strategically approach new committee members. Conduct professional development for board members around areas such as finance, governance, and museums.	2018: Develop a matrix to strategically choose committee members. 2018-2020: Organise two training sessions per year for the committee.

STRATEGY 9: Align physical facilities with future aspirations – Better understand our building maintenance requirements, and make our buildings and grounds safer, more accessible, environmentally friendly and visually appealing.

Priorities	Goals	Performance Measures
A. Understand the ongoing and future building and grounds needs of NPWHF	Identify short-term (3-5 years) and long term (5+ years) maintenance and building needs with associated cost estimates.	2019: Complete a master plan detailing the immediate buildings needs as well as long-term plans.
B. Ensure that volunteers, staff, and contractors are all working in a safe environment, and that visitors are in safe environment.	Improved health and safety tools, training and hazard identification processes. Ensure that health and safety accountabilities are integrated into management responsibilities.	2018: Develop an OHS checklist, and conduct ‘walk throughs’ every two months to check OHS requirements. 2018: Incorporate OHS into staff orientations. 2018-2020: Successfully meet all OHS requirements. 2018-2020: Business Manager to attend OHS training as needed. 2018-2020: Committee Members receive training/are made aware of



		risk and OHS requirements at the start of each year.
C. Improve the visible aesthetics of NPWHF	<p>Upgrade the car park to address flooding issues, and to have a proper road base and car parks.</p> <p>Improve external and internal signs.</p> <p>Better incorporate the history of the gaol, and what is missing, into the exterior aesthetics.</p>	<p>2018: Secure funding to upgrade the car park, 2019: Update signs and for an art installation.</p>
D. Improve NPWHF's physical accessibility	<p>Make buildings wheelchair accessible with appropriate ramps and handrails.</p> <p>Make all new exhibitions, and capital works, more accessible to all visitors.</p>	<p>2018-2019: Secure funding for ramps into the clinic and women's cell block.</p> <p>2018-2020: If we receive funding for a car park upgrade, include plan for disability parking and access.</p> <p>2018: Review best practices in making exhibitions accessible to all.</p> <p>2019-2020: Incorporate accessibility considerations into grant applications for new exhibitions and capital works.</p>
E. Reduce our impact on the environment by undertaking projects such as the introduction of an energy performance contract.	<p>Design exhibitions and events to use fewer materials and ensure their reuse.</p> <p>Develop a sustainability strategy to reduce our impact on the environment, and communicate this to the public and our members.</p>	<p>2018: Research environmental options for office and exhibitions.</p> <p>2019: Start tracking use of utilities, waste and resources.</p> <p>2019: Create policies and standards around use of utilities and resources.</p>