



Sharing Tasmania's stories
to enrich our future

TMAG Strategic Plan

2016-2021

Connecting,
exploring, inspiring,
educating



TASMANIAN		
MUSEUM	&	
ART	GALLERY	





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TMAG Strategic Plan 2016–2021

connecting, exploring, inspiring, educating

The Tasmanian Museum and Art Gallery (TMAG) has stood proudly on Hobart's waterfront for more than 150 years. Generations of Tasmanians, their friends and visitors, have come to our museum, passed through our doors, listened to the stories of our island state – from prehistory to the present day.

Over the past five years TMAG has undergone a dramatic physical transformation – buildings revitalised, spaces created and facilities improved – giving us the opportunity to welcome more people and tell more Tasmanian stories than ever before.

This plan sets out the focus for the next five years, a further transformation that will position TMAG to face the future with confidence and ensure Tasmania's stories continue to be preserved, shared, and enjoyed.

The Tasmanian economy has changed and so must TMAG.

The tourism and cultural industries are increasingly becoming the drivers of growth in our state, and TMAG is perfectly positioned to play a more significant role in both these areas.

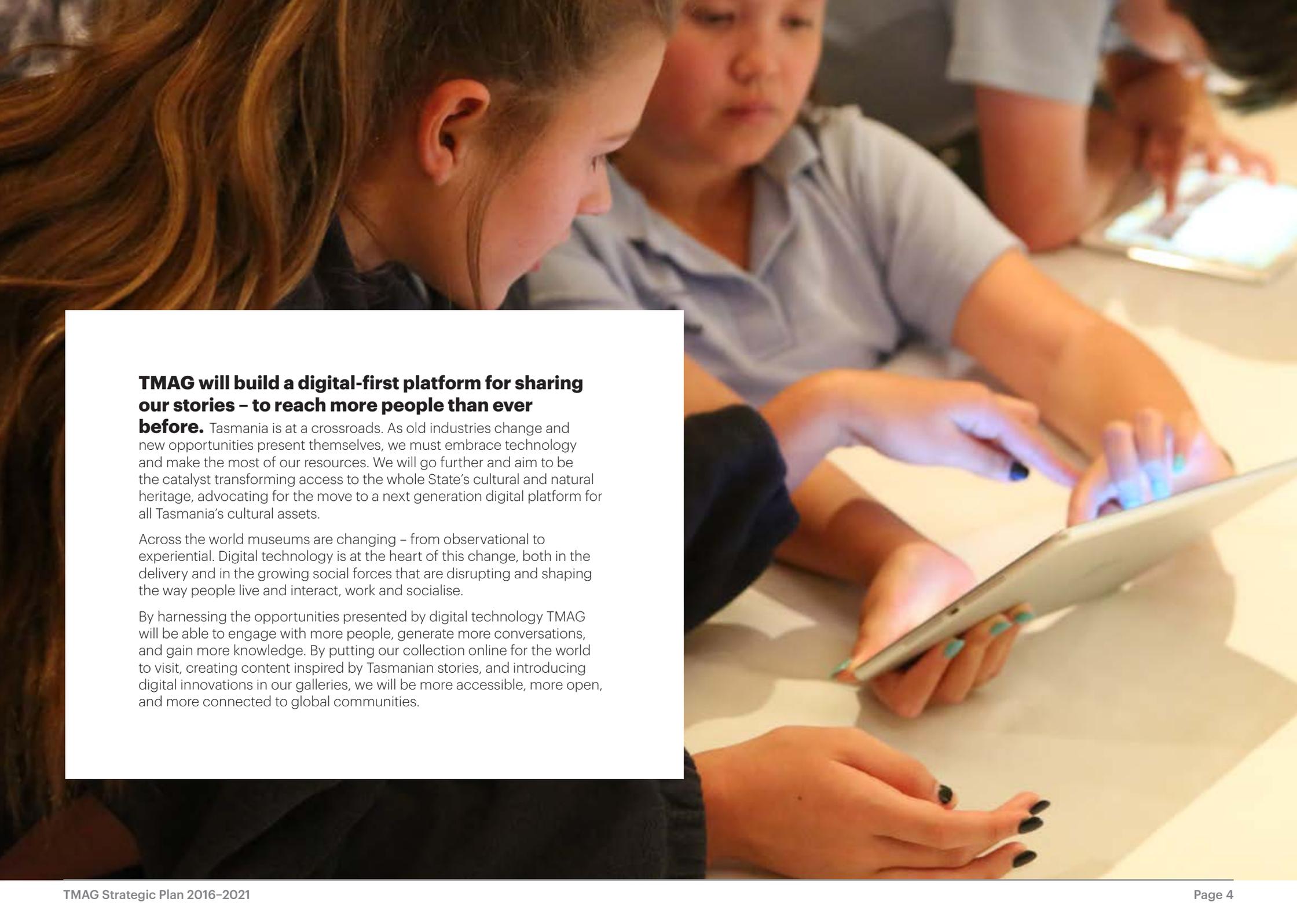
Hobart is becoming synonymous with culture, heritage and creativity. Increasing numbers of interstate and overseas visitors want to experience our unique historical, cultural and creative mix.



We want TMAG to be a hub of Tasmanian community life, where you feel you belong.

Whether it's a student on a school excursion, a family looking to spend a morning together, a tourist coming face-to-face with the legendary Tasmanian Tiger or a local meeting up with friends in the museum café – TMAG is a place for everyone to connect with culture and with each other.

To expand our community involvement, TMAG will reach out to new partners and strengthen our relationships with our existing supporters. This will enable us to create exciting and innovative projects together – from major exhibitions and online learning programs to ground-breaking research and entertaining festivals.



TMAG will build a digital-first platform for sharing our stories – to reach more people than ever before. Tasmania is at a crossroads. As old industries change and new opportunities present themselves, we must embrace technology and make the most of our resources. We will go further and aim to be the catalyst transforming access to the whole State’s cultural and natural heritage, advocating for the move to a next generation digital platform for all Tasmania’s cultural assets.

Across the world museums are changing – from observational to experiential. Digital technology is at the heart of this change, both in the delivery and in the growing social forces that are disrupting and shaping the way people live and interact, work and socialise.

By harnessing the opportunities presented by digital technology TMAG will be able to engage with more people, generate more conversations, and gain more knowledge. By putting our collection online for the world to visit, creating content inspired by Tasmanian stories, and introducing digital innovations in our galleries, we will be more accessible, more open, and more connected to global communities.



TMAG will continue to build and care for a strong State Collection with a focus on contemporary collecting.

We will continue to steward the State Collection, the repository of Tasmania's history and stories. We will also continue to build on it by focusing on contemporary collecting, so that we are able to tell our State's stories for generations to come.

TMAG will build capacity to be a dynamic, nimble and innovative organisation that is responsive to our visitor's needs.

The way in which our visitors interact with us has evolved significantly and will continue to change. To delight and inspire our users now and in the future we must have the capacity to be nimble, experimental, and entrepreneurial, and we must transition away from any lingering inward-looking or "one size fits all" approach.

TMAG's governance framework will be modernised to reflect contemporary best practice requirements, and to provide greater flexibility and accountability for our Board of Trustees.



It is an exciting time to be in Tasmania,
and it's an exciting time to be at TMAG.
We hope you will join us as we dive
head-first into our next chapter.

The Tasmanian Museum and Art Gallery is:

- A museum of history, of science, a herbarium and an art gallery
- Custodian of Tasmania's State Collection
- Staffed by around 70 staff and 100 passionate long-term volunteers
- Supported by over 1,000 Foundation, Friends and TMAGgots supporters

In 2014–15 TMAG's reach included:

- 368,500 visits across its six sites, including 21,000 student visits
- 65,000 online visits
- 39 scholarly publications
- Engagement across the state and beyond through our programs, partnerships, touring projects, loans, virtual visits and research.

TMAG manages six locations:

- Museum and Art Gallery, Davey Street Hobart
- Collections and Research facility, Rosny
- Tasmanian Herbarium (botanical collections and research), University of Tasmania Sandy Bay Campus
- Markree House Museum and Garden, Battery Point
- Narryna Heritage Museum, Battery Point
- Collection and Conservation facility, Moonah

TMAG also has collections at:

- West Coast Heritage Centre, Zeehan
- Australasian Golf Museum, Bothwell

TMAG also made more than 1600 loans in 2014-15 to institutions intrastate, interstate and internationally.



Our impact

At TMAG we will:

- Welcome and connect our diverse visitors
- Inspire visitors to Tasmania by making TMAG a “must-see” destination that is a highlight of their trip
- Improve TMAG’s online presence to encourage engagement
- Share the collections and encourage exploration

- Build a State Collection that represents Tasmania’s story which grows to reflect contemporary history, culture and research
- Care for the collection on behalf of current and future generations
- Bring the collection to life through research

- Involve the community in choosing, creating and sharing the stories TMAG tells
- Help TMAG’s users become our strongest advocates
- Build a thriving community of volunteers
- Help partners, funders and communities choose TMAG because it meets their needs

- Diversify the revenue base to become more self-reliant
- Develop a knowledgeable, passionate workforce with the capacity to innovate
- Provide efficient and effective infrastructure
- Establish an effective governance framework

To deliver four strategic outcomes:

1

A welcoming physical and virtual destination

2

Strong collections that tell Tasmania’s story

3

An involved community

4

Transformational use of resources

That together ensure we deliver this impact:

TMAG enriches, inspires and educates local and global communities by connecting them with Tasmania’s unique journey and place in the world.

Strategic Outcome 1

A welcoming physical and virtual destination

Become a cultural hub so our visitors can be inspired by Tasmania's unique journey, and local communities can know and use this wonderful resource on their own terms.

The initiatives we will undertake to achieve this outcome are:

Welcome and connect our diverse visitors

- Ensure everyone is personally welcomed; that the visitor experience includes encounters with staff and volunteers, and opportunities to take and share images
- Ensure children and families always feel welcome, because they are a priority audience to grow as the next generation of museum visitors
- Ensure TMAG is fully accessible to all visitors with disabilities
- Create improved directional signage within TMAG so visitors can easily find where they want to go
- Increase opening at times that suit TMAG visitors, such as during the summer tourist season, during festivals and late night openings
- Seek feedback from our visitors and use it to improve the TMAG experience.



Inspire visitors to Tasmania by making TMAG a 'must-see' destination that is a highlight of their trip

- Energise and activate TMAG's 'visitor welcome' to its city site to promote and herald TMAG as the heart of Hobart's cultural precinct
- Ensure information is available in multiple languages, particularly for growing audiences such as Chinese speakers
- Create a premium visitor experience to include highlights and significant treasures, and the chance to access previously unused areas, such as the rooftop to understand the history, heritage and growth of Tasmania's capital city
- Activate TMAG through a vibrant program of exhibitions, events and activities so there is something new to see year-round, including significant participation in major festivals
- Ensure the key Tasmanian stories are told and well-represented in public programs: Aboriginal heritage and resilience; the convict era and colonial past; the heritage and history of Tasmania; Antarctica and the Southern Ocean; the unique biological and geological diversity; and artistic and contemporary expression.
- Enhance the interpretation of the heritage and location of the TMAG site to tell the story of Aboriginal history and its culture, and the birthplace of colonial Hobart
- Provide an outstanding food and beverage service which adds to the visitor experience, and is a significant gathering place for locals.



Improve TMAG's online presence to encourage engagement, make it easier for visitors to plan their visit, and access museum content anywhere

- Promote the highlights and scope of the collection online, including how it tells Tasmania's unique stories
- Enhance information to make it easier for visitors to plan their visit
- Create online enhancements such as dynamic exhibition content, participatory programs, and opportunities to meet with TMAG staff and specialists
- Enhance the virtual tours program and build state-wide engagement for schools and communities
- Deliver access to the State Collection online 24/7 through improved digital asset management capability and a new Collections Management System (CMS).

Share the collections and encourage exploration

- Create digital spaces in each gallery, linked to our website and Collection Management System, with additional information about the collection on display
- Refresh key galleries by developing a program of improvements and upgrades for major Tasmanian stories
- Make the entire collection accessible for research by partnering with the Galleries, Libraries, Archives and Museums (GLAM) sector to build internationally recognised portals
- Network the state's major collections and those of smaller organisations to create a user-friendly interface linked to personalised visitor experience, beginning with tourism journeys
- Develop an information/resource centre that includes representative collection items in open storage/display, a reference library and tools for enquiry to facilitate community research and foster collective ownership of the collection
- Conduct community open days of Collection and Research facilities to enable pre-booked groups to view and get involved in various aspects of collection care, including cataloguing, conservation, digitisation and storage.

Strategic Outcome 2

Strong collections that tell Tasmania's story

Build and care for a strong collection that represents our unique environment, culture and heritage; that tells Tasmania's stories; that grows to reflect our contemporary identity; and is brought to life by the knowledge generated and shared by our visitors, experts and community.

The initiatives we will undertake to achieve this outcome are:

Build a State Collection that represents Tasmania's story, which grows to reflect contemporary history, culture and research

- Collect representative items of Tasmanian significance in indigenous cultures, science, visual arts and history that strengthen the State Collection, with a particular focus on the present. The collection tells Tasmania's story through specialist and multidisciplinary research that inspires engaging public programs
- Ensure strong representation of Tasmanian Aboriginal cultural material across time periods, including a focus on the present, working in close partnership with communities across Tasmania and as advised by the TMAG Aboriginal Advisory Council (TAAC).
- Revise collection policies to ensure the focussed and strategic development of the State Collection, including collecting priorities within each discipline area, and de-accession priorities
- Consult widely with the Tasmanian community to inform our acquisition decisions and build a strong and relevant collection. This will include working with targeted community groups to engage them in collection and exhibition development.



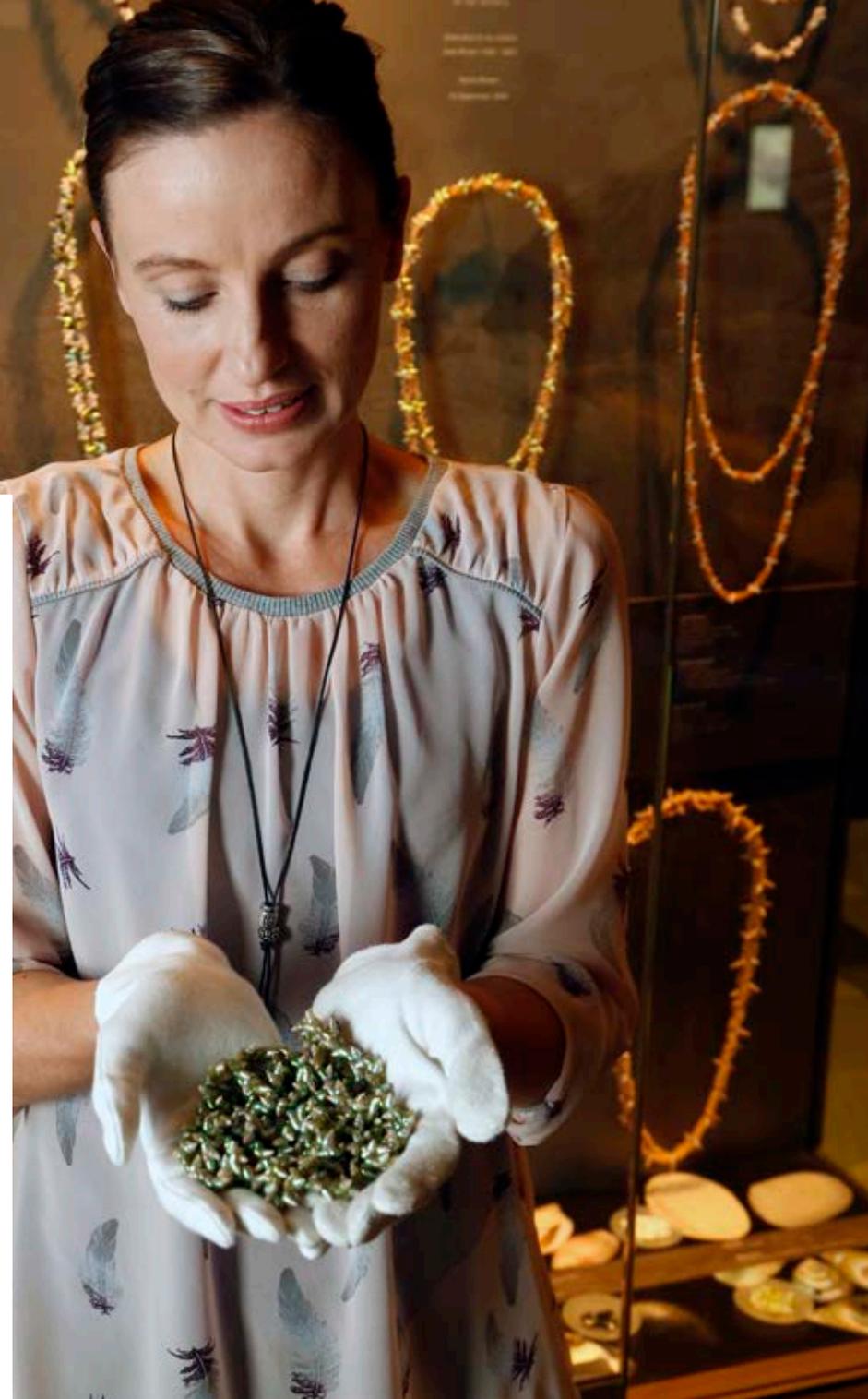
Care for the collection on behalf of current and future generations

- Identify future collection storage requirements, guided by the TMAG Strategic Asset Management Plan, and make improvements, including capacity for future growth
- Undertake a preservation needs assessment and set out a five year plan for conservation on a collection and display priority basis
- Implement a TMAG-wide Collection Management System to transform how we record, audit, access and care for the collection
- Progressively digitise objects for website publication starting with priority areas of Colonial and Contemporary Art and Tasmanian history
- Develop a group of highly-skilled staff and volunteers to support digitisation of the collections



Bring the collection to life through research

- Be recognised for the high-quality research on our collection by communicating it to a broad audience through professional journals, conference papers, online publications and public programs
- Increase knowledge about the collection by developing strong research partnerships with relevant stakeholders and organisations.



Strategic Outcome 3

An involved community

An involved community who help to choose, create and share the stories TMAG tells, and become our strongest advocates.

The initiatives we will undertake to achieve this outcome are:

The community is involved in choosing, creating and sharing the stories that TMAG tells, and how those stories are told

- Provide opportunities for visitors to tell and share their own stories in our projects, including oral histories
- Invite participation, co-creation and exchanges of ideas with and for our users, including focus groups, consultation and user testing with our communities
- Strengthen the TMAG Aboriginal Advisory Council and our relationships with Tasmanian Aboriginal communities
- Use advisory and reference panels to build connections with key audiences such as teachers and children, and new audiences such as migrants to Tasmania
- Improving reach by being active in all parts of the state with community events, educational initiatives, collecting and taking part in festivals, which build awareness of TMAG and its role.



TMAG's users become our strongest advocates

- Aim to exceed expectations, delivering high-quality experiences that encourage long-term relationships
- Encourage our visitors to use social media channels to share their experience, review TMAG and talk with us
- Provide regular updates and news to our users to keep in touch with us through social media and e-newsletters so they know what's happening, and make it easy to get the conversation started.

Build a thriving and mutually-beneficial community of volunteers

- Create projects that act as a magnet to build participation in the life of TMAG and key projects
- Encourage those already active as our Friends, supporters and TMAGots to communicate and advocate our role.



Partners, funders and communities choose TMAG because it meets their needs

- Help partners connect to our visitors at our sites, and through our staff, programs, collections and research, to amplify their engagement and impact
- Build a compelling program for life-long learning in partnership with Tasmania's leading educational, research and cultural institutions
- Be welcoming, inclusive, social and meaningful for our partners
- Partner with educational, cultural and volunteer communities to share knowledge and leverage resources.



Strategic Outcome 4

Transformational use of resources to be a dynamic sustainable organisation

We need to take more control of our own destiny by having a higher proportion of external revenue and more certainty over funding. We must invest, grow and use our resources to become a modern, contemporary museum and art gallery that is a nimble, adaptive organisation with enabling systems, processes and governance.

The initiatives we will undertake to achieve this outcome are:

Diversify the revenue base to generate income and become more self-reliant

- Expand and strengthen our financial base by growing earned revenue
- Provide fiscal stability through ongoing fund and endowment development, annual fundraising campaigns, bequests and other philanthropic opportunities
- Develop partnerships that increase opportunities for revenue streams
- Invest in skills development for staff so they can support membership, raise revenue and find alternative funding sources for the museum.

Develop a knowledgeable, committed and passionate workforce with the capacity to innovate and deliver high-quality outcomes

- Uphold a culture of excellence and innovation
- Equip each employee, volunteer, Trustee and stakeholder with tools to represent and promote the TMAG brand and message
- Nurture and strengthen an internal culture of agility and innovation among existing management, staff and volunteers



- Evolve the museum culture to be characterised by trust, open communication, effective collaboration, mutual respect and personal accountability
- Implement the necessary staffing model to support the delivery of the strategic plan.

Provide efficient and effective infrastructure

- Make TMAG an ideal cultural venue to host private and corporate events through development of catering and event facilities
- Implement technical infrastructure to support our digital transformation
- Review and build the case for enhanced facilities to meet international exhibition standards, increase program space, and enhance financial sustainability so that TMAG is the heart of the developing cultural precinct in Hobart
- Improve the organisation's current facilities by delivering leading edge practical services and developing a capital replacement program to make our assets highly cost effective, and enhance our brand.



Establish an effective governance framework for TMAG's Trustees, management and stakeholders

- Reform the organisation's governance and evolve the roles, responsibilities and expertise of the Trustees
- Empower stakeholders (including Trustees, volunteers and partners) with information and responsibilities that foster a collaborative culture and strong sense of ownership
- Ensure communication of priorities and shared information is consistently delivered to all stakeholders in a manner which enables the museum to be recognised as a leader
- Ensure appropriate fiduciary responsibility.



Measuring our impact

TMAG is a tourist destination, a collecting institution, a community hub, a focus for volunteering, an information source and much more. No single metric can capture the breadth and depth of what we do, and the impact we have.

We will set baselines for our performance and then measure and communicate our progress with the Plan to our key stakeholders.

Each year in our annual business plan we will agree a set of actions that will contribute to the four strategic outcomes, and create performance targets for how they will each be measured.

Throughout the year we will gather information, both qualitative and quantitative to track our progress, and present this in our Annual Report.

Tracking our performance keeps us on target to deliver our impact of enriching, inspiring and educating local and global communities by connecting them with Tasmania's unique journey and place in the world.





TMAG – the story so far

The Tasmanian Museum and Art Gallery (TMAG) was the second museum to be founded in Australia, and has its origins in the collections of Australia's oldest scientific society, the Royal Society of Tasmania, established in 1843. The first permanent home of the museum opened on the corner of Argyle and Macquarie streets in 1863 and the museum gradually expanded from this corner to occupy the entire city block.

The TMAG precinct is one of Australia's most historically significant sites. The area has played an important part in Tasmanian Aboriginal life for tens of thousands of years and falls within the traditional lands of the *muwinina* people. It was also the site chosen for the first permanent settlement by the British settlers in 1804.

Included in the precinct is Tasmania's oldest surviving public building, the 1808-10 Commissariat Store; the Private Secretary's Cottage, built prior to 1815 and originally adjacent to old Government House; and Tasmania's first federal building, the 1902 Custom House.

At TMAG we care for the State Collection of Tasmania: around one million objects as diverse as fossils and fine art. The collection represents the essence of Tasmania's history, art, geological and biological diversity. It has been inspiring a sense of awe and wonder in visitors for generations. It is a vital record of what it means to be Tasmanian, and a key reference to understand our place within the global community.

Our collection is our main point of difference and is the basis for research and enquiry, public programs and exhibitions. The Collection is used to assist and encourage people to ask questions, engage critically, and explore new ideas.

The State Collection belongs to the people of Tasmania. As custodian, TMAG ensures that the community feels a sense of attachment and ownership, resulting in an invested and supportive community.

For more information on TMAG's story and the stories contained within the treasures in our collection, visit www.tmag.tas.gov.au

