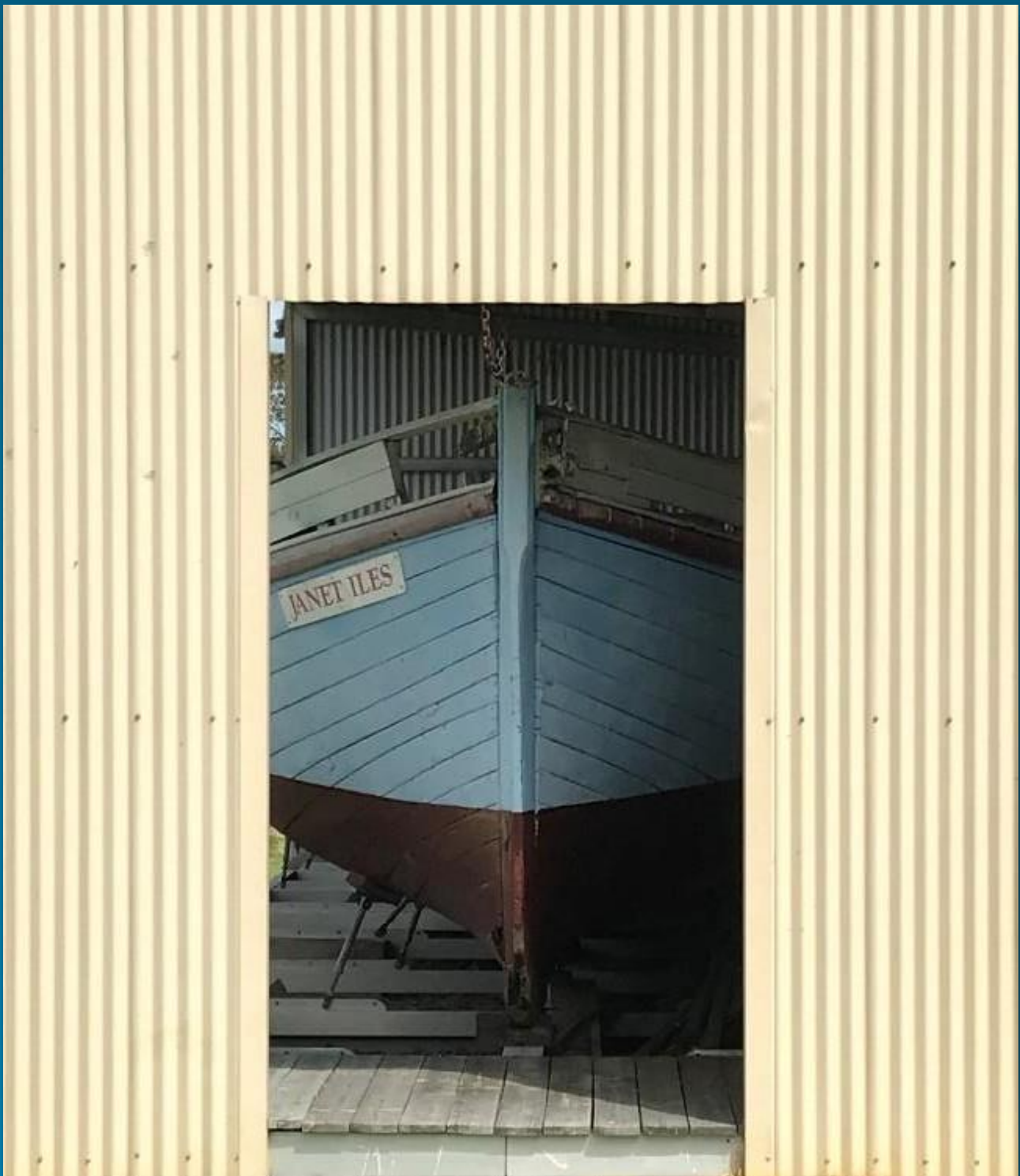


# PORT WELSHPOOL AND DISTRICT MARITIME MUSEUM

Business Plan 2018-2023





The Port Welshpool and District Maritime Museum Business Plan 2018-2023

has been produced by Aspire Connect with funding from  
South Gippsland Shire Council

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Images

Cover: Janet Iles boat 1914 fishing boat. Photo J. White

Inside cover: Port Welshpool and District Maritime Museum 2018. Photo J. White

Port Welshpool and District Maritime Museum

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## Executive Summary

Port Welshpool and District Maritime Museum is an important cultural and tourism asset owned by South Gippsland Shire Council (SGSC) and managed by a Section 86 Special Committee of Management (COM). The Museum House was originally built in around 1881 for a pioneering fishing family and is listed by Heritage Victoria as being of local historic and aesthetic significance to the South Gippsland area.

The Museum Collection includes a range of objects relating to the original Smith family, including clothing, domestic memorabilia, furniture, collections of shells and fish, handmade tools used in the fishing and timber industries, model boats, photographs and diaries, and archive material such as press clippings, maps, and correspondence, some of which have local historic significance but not State significance.

The COM has struggled over the years to get enough members and money to function, with Council supporting it financially on numerous occasions. Over the past 4 years the COM has worked hard to increase the profile of the PWDMM, with the creation of a webpage and by running an annual celebration to raise funds and awareness. This has been moderately successful but there is still an unviable level of visitation, with less than 200 people visiting the Museum each year.

The goals of the COM for the next five years are:

- to increase visitation and income by making the Museum a more attractive place to visit and by raising the profile of the Museum through effective marketing and using networks
- to ensure the Museum House, outbuildings and grounds are maintained in good condition and do not deteriorate over time
- to reorganise the collection into exhibits that will tell specific stories or have themes including stories of the local families, and the history of the area, specifically as it relates to the maritime history and to ensure the exhibits are well labelled, interpreted and displayed in a way that is interesting and engaging to the public
- to make the Museum a welcoming and interesting place for people to visit, and where people can come to conduct research

The COM raises enough money each year to cover their operational expenses and has some savings, whilst SGSC spends over \$25 000 each year on insurance, maintenance and repairs for the Museum.

The target market for the Museum is tourists and people interested in understanding the local and maritime history or undertaking research projects.

The future success of the PWDMM is dependent on:

- securing the integrity of the Museum House, outbuildings and grounds through a comprehensive renovation and maintenance plan including undertaking sub floor and floor rectification works
- reassessing the Museum Collection and capitalising on key themes and stories
- conservation of the Collection and developing engaging interpretive displays that appeal to visitors
- extending the Museum audience and increasing visitation through effective partnerships and implementing a communication and marketing plan to reach target markets, including utilising online channels
- maintaining and growing a vibrant, skilled volunteer COM that can undertake the work required to manage the Museum or investigating alternate management models
- developing sound governance practices and ensuring strong management through improved access to information and technology, and up to date systems and procedures

# Aim and Methodology

The aim of the Port Welshpool And District Maritime Museum Business Plan 2018-2023 is to provide a series of considered actions to develop the Museum during the next 5 years of its operation. The Plan includes the Committee's goals into the future; an assessment of the current situation including running costs, current activities, visitor numbers; an understanding of the target market; a SWOT (Strengths, weaknesses, opportunities and threats) analysis; and an action plan.

The following process was used:

- Initial meeting with SGSC Volunteer Coordinator
- Meeting with Volunteer Coordinator and the Committee at the Museum
- Tour of the Museum House and grounds
- Research – literature review, demographic analysis, operational costs, visitation numbers
- Workshop- develop a vision for the Museum and discuss the future direction of the Museum Collection under a proposed Council Collections Policy
- Meeting with Council key internal stakeholders
- Meeting with Council Officers and Committee to discuss the Collections Policy and the condition of the Museum building, including the building inspection
- Workshop- PESTEL analysis and SWOT analysis
- Research- extended market research
- Workshop- Prioritise actions and create implementation plan
- Review of draft documents by Council
- Submission of the Business Plan to Council



## Acknowledgements

This business plan was developed by the Port Welshpool and District Maritime Museum Committee of Management and consultant Jeanette White of Aspire Connect.

Jeanette would like to acknowledge the time, effort and commitment shown by the Committee of Management to developing this plan, including President Frances Grylls, Secretary Janet Taylor, Treasurer Ellen Ellis, Rodney Grylls, Wendy Lapiainin, Murray Rendell and Greg Gordon.

Jeanette would particularly like to acknowledge the contribution of committee member, Rocco Maruzza who passed away this year. His contribution to the Committee over several years, and his enthusiasm for the business planning process are highly valued and he is sadly missed.

The plan was funded by South Gippsland Shire Council and supported by the Community Strengthening Team, particularly Dana Hughes and the Building Team.



# Background

## Mission

Port Welshpool and District Maritime Museum exists to promote awareness and understanding of the industrial and natural maritime history of the Port Welshpool area of South Gippsland from 1881 to the early years of the 21st century, through the collection, preservation and communication of relevant material.<sup>1</sup>

## Goals

The goals of the Port Welshpool Committee of Management over the next 5 years are:

- to maintain a strong, active Committee that provides good management of the PWDMM
- to ensure the Museum House, outbuildings and grounds are in good condition and do not deteriorate over time
- to reorganise the collection into exhibits that will tell specific stories or have themes including stories of the local families, and the history of the area, specifically as it relates to the maritime history
- to ensure the exhibits are well labelled, interpreted and displayed in a way that is interesting and engaging to the public
- to make the Museum a welcoming and interesting place for people to visit, and where people can come to conduct research
- to increase visitation and income by making the Museum a more attractive place to visit and by raising the profile of the Museum through effective marketing and utilising networks.

## Purpose

The purpose of the Port Welshpool and District Maritime Museum is:

- Collection, acquisition and conservation of significant historic items relevant to its themes
- Conduct Research- by request from people exploring local family history, historic boats, older houses in the town, and maritime history
- Education- through the interpretation and exhibition of the Collection in the Museum house and grounds<sup>2</sup>

## Organisational History

Port Welshpool and District Maritime Museum (PWDMM) is in the township of Port Welshpool, a scenic coastal town located between the dairying community of Toora and historic Port Albert in South Gippsland, around 200km from Melbourne. The Strzelecki Ranges are to the north of town, while Wilsons Promontory is around an hour away by road.

Port Welshpool is a popular place for commercial and recreational fishers and is a popular holiday destination for families. It has a caravan park, hotel and general store.

Located at the north-eastern margin of Corner Inlet, Port Welshpool initially relied almost exclusively on the ocean's marine life for its prosperity. An anchorage, apparently established offshore near Snake Island, was used by whalers as early as the 1830s. The region was explored in the 1840s by the Gippsland Company, whose interest was stimulated by Count Paul Strzelecki's explorations of Gippsland.<sup>3</sup>

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<sup>1</sup> Draft SGSC PWDMM Collections Policy 2018

<sup>2</sup> Developed by the Committee of Management and not yet approved by Council

<sup>3</sup> [www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au)

The Museum is housed in one of the original fishermen's homes of Port Welshpool. The house and grounds of the Museum were originally built for the Smith family, with William Bruce McGuire (WBM) and Elizabeth Smith's children born and raised in this house. One of their sons, Percy Arnot (Arnie) Smith, continued to live there and brought up his daughter Janet in the same house.

The PWDMM Collection originated as a Smith family personal collection built up over many years largely from the travels and activities of WBM Smith and his sons Richie and Arnie. It showcases the history of the district including maritime artefacts, a shell collection and history of the founding families of the area. The contents largely comprise of marine and fishing items collected by WBM Smith and his sons, but also include many domestic items such as furniture, clothing and personal memorabilia belonging to various family members. It is also the site of the *Janet Iles*, a fishing boat built in 1914 for the Smith family.

Arnie Smith donated his home and contents to the Shire of South Gippsland (SSG) in 1975 to be preserved as a permanent tourist attraction for visitors. There has recently been some conjecture as to whether the house was donated or purchased by the Shire, as a record search shows that \$22 500 was paid to Arnie Smith on 9 Sept 1976 for this property and another piece of land in Port Welshpool.

Arnie moved out of his home some years prior to 1975 but had been unofficially opening the house as a museum.

The SSG appointed a Committee of Management (COM) in 1976 and the Museum was officially opened on 2 December 1977. SGSC took ownership of the Museum 17 years later in 1994, as a result of Council amalgamations.

In 1980, the Museum COM became a Section 86 Special Committee of Management, a formal arrangement requiring specific reporting, procedures and accountabilities.

## Target market

The Museum attracts a diverse range of visitors and has the potential to target a wider audience including:

- Tourists
  - recreational Vehicle (RV) and caravan tourism including so called "Grey Nomads"
  - day trippers passing through on road trips or people staying at Long Jetty Caravan Park, and doing boat tours
  - bike riders (tourists and locals who use the Great Southern Rail Trail)
- Historians, authors and people researching family history
- People interested in maritime history
- Locals and new residents curious about local history
- Groups
  - schools
  - service groups and
  - aged care/elderly citizens groups looking for an experience
- Families who come from the surrounding region to use the boat ramp

## Legal Structure and Ownership

The PWDMM House Museum, outbuildings and land, and the Museum Collection are owned by South Gippsland Shire Council (SGSC) and are managed by the Section 86 Special Committee of Management (COM). The activities of the COM are governed by the "South Gippsland Shire Council Instrument of Delegation- Port Welshpool and District Maritime Museum Special Committee 2018." The Museum Collection is governed by the "Port Welshpool and District Maritime Museum Collection Policy 2018".

## Management

The COM currently has 8 active members including 3 office bearers, a President, Secretary and Treasurer. The Committee meets monthly and provides minutes and financial reports to SGSC. They conduct an Annual General Meeting in September each year and provide an annual report to SGSC. An assistant Treasurer was appointed at the 2018 AGM to provide succession and support to the current Treasurer. The



COM enjoys the support of a small number of volunteers who help with specific tasks. In 2018, the COM began a partnership with Corrections Victoria to have people on community services orders do painting and other tasks at the Museum.

The COM is supported by SGSC Community Strengthening Team, primarily the Volunteer Coordinator and Community Strengthening Manager, and is part of a network of Section 86 Committees of SGSC.

The Committee is a member of Museum Galleries of Australia and Association of Boat Organisations Inc.

## Activities

The Museum is opened weekends 12.30-4.30pm from September until end of May and entry fees are \$4 adult, \$3 pensioner, \$2 student or child and \$7 family. The Museum also opens by appointment for group or special interest visitors at other times and accepts research enquiries all year.

It is opened for the Sea Days festival in January and provides refreshments. Members hold stalls at various times at the Museum and the Ferry Terminal building to raise funds. In August this year, a successful afternoon was held with historian Mike McCarthy speaking about the history of the area, focusing on the tramways. This event was well attended and raised funds for the Museum. The COM plans to hold more events like this.

## Locations and Facilities

The Museum House, located on the corner of Townsend and Turnbull Streets Port Welshpool, is one of the original fishermen's homes of Port Welshpool. It is credited with being the first solid and permanent house built in Port Welshpool.

It was originally built for the Smith family in the 1880's. Some sources indicate this to be as early as 1881 although it may have been as late as 1891. It was built by Jack Avery of Port Albert and, in a fortunate piece of synchronicity, the Avery building firm were also very involved in early boat building in the Pt Albert and Welshpool districts. The House is listed by Heritage Victoria as being of local and aesthetic significance to the South Gippsland area.

The main building comprises a timber framed building with corrugated iron pitched roof, timber weatherboard cladding, internal timber lining, timber floors and brick chimney with fireplaces in two of the main rooms. Windows and doors are timber of the period. A building extension comprises a reception area, a store and a toilet.

A caretaker's cottage was built adjacent to the house in 1980 and is of similar construction to the extension but with some cement sheet weatherboards. The caretaker's cottage has recently been repainted inside and the COM has plans to utilise this space for offices, workspace and potentially an extra exhibition space, depending on its suitability.

There are several open outdoor sheds containing parts of the Collection, including a large collection of fishing related items and the 1914 fishing boat, the *Janet Iles*.

Various grants and donations from community groups have improved the once dilapidated Museum house building, which was overgrown with ivy and had considerable damage. More recently, termite damage was detected in the building and South Gippsland Shire implemented pest control measures.

In September 2018, SGSC commissioned a detailed building assessment to determine the structural soundness of the roof, walls and floors and assess the accessibility of the buildings.

The assessment, undertaken by John Kirk Architect recommends

- remove the entire floor after first carefully removing the coverings, skirting boards and architraves
- excavate footings and partially fill with concrete
- install new steel joists to support the walls followed by bearers (Duragal floor framing system) supported by posts set on the concrete footings. Fill with concrete
- apply termite treatment
- coating the entire steelwork with the manufacturers recommended paint, due to the coastal location
- replace existing flooring with a cement sheet floor product
- reinstate floor coverings, skirting boards and architraves

The report states “The undamaged, salvaged flooring and rocks may be retained for reuse elsewhere, although the timbers may prove difficult to recover without damage. The rotted external timbers could also be replaced at this time and the building repainted throughout. Some external painting will most likely be required.”

The architect also recommended altering the adjoining caretaker’s cottage to provide an all-persons access with a toilet, kitchen facilities and a meeting area.<sup>4</sup>

The approximate costs are expected to be available in early 2019.

## The Collection

The focus of the Collection was originally on the Smith family but has since come to include the more general history of the Port Welshpool district, largely because of donations since the Museum was established in 1976.

The collection includes a range of objects including clothing, domestic memorabilia, furniture and other items, collections of shells and fish, football club memorabilia, handmade tools used in the fishing and timber industries, model boats, photographs and diaries, archive material such as press clippings, maps, correspondence, etc. The collection contains approximately 1,000 objects and memorabilia, 900 photographs, 1000 sheets of music, sixty maps and countless documents, newspaper cuttings and other paper items.<sup>5</sup> The boat “Janet Iles”, built in 1914 for the Smith family, is an important part of the collection on display in the grounds and she is listed on the Australian Register of historic vessels with the Australian National Maritime Museum. Work is currently underway to complete the cataloguing of the Collection.

A significance assessment was undertaken in 2011 by an historian accredited by the Professional Historians’ Association (Victoria) funded by a Victorian Heritage Grant Program. The assessment found that part of the Collection had considerable local historic significance for its “continual association with two generations of a leading fishing family in the local area.”

The reports states “This association can be found in the Smith diaries, the *Janet Iles* boat which has had no owners other than the Smith family, the large collection of fishing equipment and memorabilia, and the shell and fish collection. There is also a considerable historic significance of the objects that relate to the domestic and social activities of the Smith family during the late 19th and first half of the 20th century. In both cases the significance does not extend beyond the local level.”

“The Smith diaries if transcribed and digitized may provide a valuable source of information about the conditions of the local Bass Strait waters and fishing industry during the early years of the 20th century. Some components of the shell collection are apparently considered to be quite rare and may be of interest

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<sup>4</sup> 2018 John Kirk Architect Port Welshpool Maritime Museum Design Report

<sup>5</sup> Significance Assessment Port Welshpool Maritime Museum. Heritage Council of Victoria 2011

to marine life researchers. The collection is representative of local history collection with a specific focus, that of the local maritime history. It contains many objects that can also be found in maritime collections across the state of Victoria and in other parts of Australia.

This collection holds considerable capacity to interpret the local maritime history in its many facets (fishing, recreation, sea rescue etc.) and to interpret the life of 19th and 20th century Australians living and working in the fishing industry.”

## Collection Significance

The conclusion of the 2011 “Significance Assessment for Port Welshpool and District Maritime Museum” was as follows:

*“The collection held by the Port Welshpool Maritime Museum, including the house museum, the war memorial, and the grounds; and objects contained within the house, the grounds, in the open and closed shed on the grounds, that pertain to the history of the Smith family and the local fishing and maritime industry from approximately the 1880s to the mid-20th century. This time period equates to the residency at the Smith family in the house and to their involvement in the maritime and fishing industry in several ways. The extent does not include the caretaker’s cottage, the open and closed sheds and any objects that do not relate to the fishing industry.”*<sup>6</sup>

## Situation Analysis

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### What is a Museum?

The Museums Australia Constitution (2002) defines a ‘museum’ as

“An institution with the following characteristics:

A museum helps people understand the world by using objects and ideas to interpret the past and present and explore the future.

A museum preserves and researches collections and makes objects and information accessible in actual and virtual environments.

Museums are established in the public interest as permanent, not-for-profit organisations that contribute long-term value to communities.”

The International Council of Museums (ICOM) Code of Ethics [2013] describes a museum as:

“A non-profit making permanent institution in the service of society and of its development, open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, the tangible and intangible evidence of people and their environment.”<sup>7</sup>

### Maritime Museums in Australia

There are currently 34 Maritime Museums listed by Maritime Museums Australia. In Gippsland this includes the Port Welshpool and District Maritime Museum, Gippsland Regional Maritime Museum (Port Albert) and Paynesville Maritime Museum.

The **Gippsland Regional Maritime Museum** in Port Albert was established in 1976 and is open from 10am to 4pm daily from September to May and on weekends and school holidays June to August. It is housed in the historic Bank of Victoria building (1862) and explores the colourful past of Port Albert and Gippsland's rich maritime history, 1841 to the present. The museum features a display of shipwrecks of the Gippsland coastline as well as the early days of Gippsland gold discovery. The museum holds maritime artefacts and boat building tools. There is also a collection of shells and maritime navigation equipment from the 18th century to the modern day. One of the latest displays celebrates 40 years of Bass Strait Oil and Gas

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<sup>6</sup> Significance Assessment Port Welshpool Maritime Museum. Heritage Council of Victoria 2011

<sup>7</sup> Source: Museums Australia, What Is a Museum [http://www.museumsaustralia.org.au/site/about\\_museums.php](http://www.museumsaustralia.org.au/site/about_museums.php)

exploitation with current information on the Esso Mobil \$3 billion Kipper Tuna Turrum project. The Museum attracts over 4000 visitors each year from around Australia and 15 other countries including bus and school groups and touring motorists.

**Paynesville Maritime Museum** was established 2014 and is located at Gilsenan Reserve, Paynesville the site of the monthly Paynesville Market.

Paynesville Maritime Museum is dedicated to researching, recording and retelling the maritime heritage of the village and surrounding area of Paynesville on the Gippsland Lakes in Victoria.

It is open on the second Sunday each month (market day) from 8.30am to 12.30pm and regularly gets 40-50 visitors on the day. Entry is by donation.

## Regional significance of Port Welshpool

Port Welshpool plays an important role in the region, as it is the only natural deep-sea port east of Western Port Bay. It is sheltered from most weather by Wilson's Promontory, Big Snake and Little Snake Islands. The Port is well-known for its productive fishing grounds and as a base for the local fishing fleet, as well as wildlife cruises. Demand for boating has been particularly strong in the Gippsland region where boat registrations increased by approximately 25%, representing an additional 3,360 boats, between 2003 and 2012. These boat registration growth rates are approximately twice that experienced across the State, highlighting the ongoing strength of the Gippsland and Corner Inlet recreational boating markets. Between 2011 and 2031, the forecast demand is approximately 285 new boat registrations a year for the Gippsland region (assuming the 2011 ratio of 15 persons for every registered boat in Gippsland remains constant).

At a municipal level, Port Welshpool is the primary boating and fishing facility for the various townships within Council's municipal area. SGSC has an interest in ensuring its ongoing use and enhancement especially within the context of other work being undertaken by Council as part of the Corner Inlet Tourism Development Project. (see below)<sup>8</sup>

## Port Welshpool Demographics

The 2016 Census reports a population of 209 people in Port Welshpool, with a median age of 61 years. The town has a higher than average number of people aged over 65 and a higher percentage of people on a low income than surrounding districts.

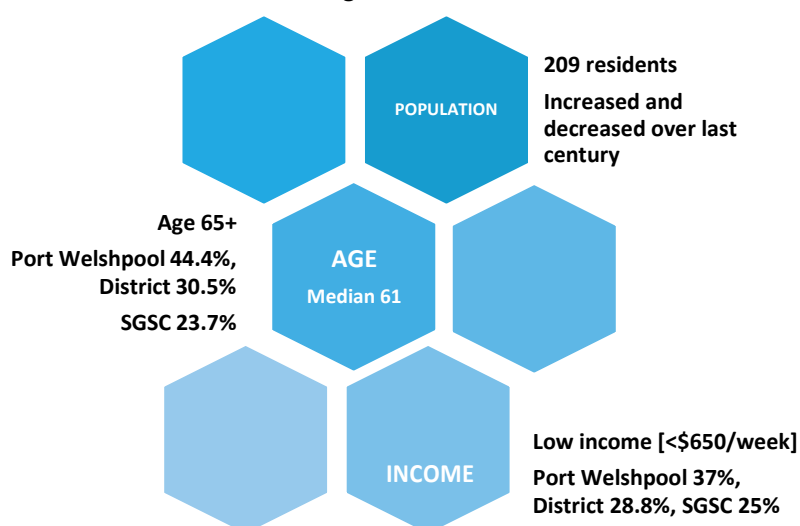


Figure 1: Demographics Port Welshpool Census 2016 <sup>9</sup>

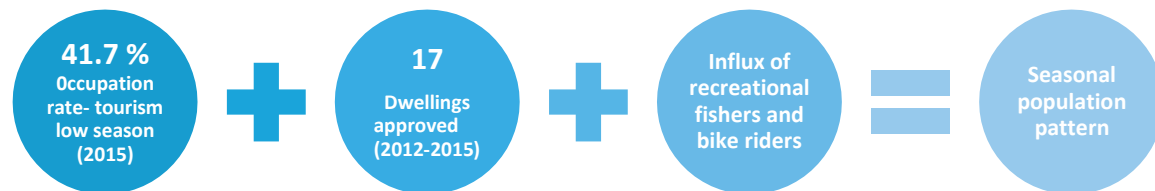
<sup>8</sup> Background Report Port Welshpool Marine Precinct Plan South Gippsland Shire Council June 2017

<sup>9</sup> South Gippsland Shire website "Spotlight on Port Welshpool" 2018

## Seasonal Population and Tourism

Port Welshpool demonstrates a distinctive seasonal population pattern.

In 2015, it was estimated that only 86 of the 206 dwellings within Port Welshpool were occupied during the off-peak tourism season, representing a 41.7 percent occupation rate.<sup>10</sup>



Boating, yachting, fishing and kayaking are highly popular during Summer. Yachts visit from Tasmania, stay 3-4 days and then go to Port Phillip. These people rely on food, water, fuel, overnight accommodation and other necessities. Itinerant vessels also dock at Port Welshpool, seeking fuel and water, which are particularly important for small vessels travelling to Wilson's Promontory. Importantly, recreation boating for small to medium sized boats has increased considerable within the catchment.<sup>11</sup>

It would be reasonable to conclude that a seasonal population pattern in a small rural town would result in a smaller pool of people available to volunteer in the local community, compared to a more permanent population.



<sup>10</sup> Seasonal Population Impacts in Coastal Towns, South Gippsland Shire Council 2015

<sup>11</sup> Background Report Port Welshpool Marine Precinct Plan South Gippsland Shire Council June 2017

## Municipal Significance of Port Welshpool & District Maritime Museum

South Gippsland Shire Council Plan 2017-2012



### Strategic Objective 1

#### **Strengthen Economic Growth and Prosperity**

Economic Development and Tourism Strategy 2018-2020

Port Welshpool and District Maritime Museum is noted as one of nine key tourism assets in South Gippsland. The Strategy notes that:

“Tourism is one of South Gippsland’s emerging sectors. With approximately 1 million visitors to the region annually, including people on business and seeing their family and friends. The region offers world recognized nature based attractions including beaches, rain forest and spectacular mountain ranges.

Tourism contributes over \$100 million to the local economy and supplies approximately 600 direct jobs which will increase as the sector further develops

Council is committed to actively marketing and promoting South Gippsland as a destination of choice by: ..... Developing nature based, historical, and cultural heritage sites. .”<sup>12</sup>



### Strategic Objective 2

#### **Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes**

Arts, Culture, Creative Industries Strategy 2017

#### THEME 6: PLACES AND PEOPLE

##### “Develop a Unique Identity

- Revitalise main streets of towns through public art, cultural activities & events
- Identify the unique heritage, cultural & creative facilities and activities in each town
- Consider identifying locations / towns as peak areas for particular art forms or activities
- Consider developing unique historic visual narratives for a number of different towns”<sup>13</sup>

PWDMM provides a unique historic narrative into the life and times of Port Welshpool and surrounding district, specifically the maritime, social and industrial history of the area. There is potential to link the Museum with other waterfront activities and the Long Jetty via heritage related signage and other cross promotions.

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### The Corner Inlet Tourism Development Project

As a strategic initiative for attracting tourism to the Corner Inlet area, SGSC is delivering 5 key projects:

- Extension of the Great Southern Rail Trail (now completed to Welshpool);
- Redevelopment of the Port Welshpool Long Jetty (due for 2019 completion);
- Port Welshpool Marina Development (in planning stages);
- Toora Boat Ramp Improvements Channel Dredging; and
- Agnes Falls Redevelopment

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<sup>12</sup> South Gippsland Shire Council Economic Development and Tourism Strategy 2018-2022

<sup>13</sup> South Gippsland Shire Council Arts, Culture, Creative Industries Strategy 2017-2021



Together, the 5 projects aim to leverage “the strength and proximity to Wilsons Promontory National Park and the location of Corner Inlet to popular tourist routes” (South Gippsland Shire Council 2015).

These projects collectively increase the attraction of Corner Inlet as tourism destination and stop over, significantly increasing the potential for economic benefit for the township of Port Welshpool and the Shire. Council has allocated up to \$2.1 million for the 5 projects.<sup>14</sup>

## SGSC Port Welshpool Marine Precinct Plan Oct 2017 (Draft)

The draft Port Welshpool Marine Precinct Plan 2017 outlines the following vision for the town:

“The Port Welshpool Marine Precinct will be a recreational anchor for the South Gippsland and Port Welshpool communities, drawing visitors and maritime enthusiasts from across the region and beyond. Together with the Long Jetty redevelopment and the wider Corner Inlet Tourism Development Project, and the proximity to Wilson’s Promontory, the Precinct will help create an enviable collection of tourism and recreational opportunities. These opportunities will collectively appeal to visitors and encourage them to choose Port Welshpool and Corner Inlet as a destination. The PWDMM is an asset to the town, adding value to the other marine related activities in the area. As the Long Jetty Caravan Park becomes more popular with visitors, it is expected that campers will be looking for a variety of local activities, especially during the peak tourist seasons.”<sup>15</sup>

## Museum Visitors

### Visitors 2015-2018

Visitor numbers fluctuate throughout the year, with most visitors attending between September and April. The Museum is currently open by appointment only during the Winter months. Higher visitor numbers correspond with events at the Museum.

	2015	2016	2017	2018
JAN	17	36	18	31
FEB	8	12	17	0
MAR	13	10	20	16
APR	45	4	75	20
MAY	6	3	7	n/a
JUNE	7	6	0	0
JULY	2	9	0	0
AUG	5	7	0	0
SEPT	4	14	20	7
OCT	22	12	14	12
NOV	6	16	14	n/a
DEC	4	3	2	
<b>Yearly Totals.</b>	<b>139</b>	<b>132</b>	<b>187</b>	<b>86</b>

\*Figures provided by the COM. Research enquiries have not been well documented so are difficult to quantify.

Visitor numbers have remained unviab with the SGSC and COM keen to see an increase as a result of the implementation of this Business Plan.

<sup>14</sup> Background Report Port Welshpool Marine Precinct Plan South Gippsland Shire Council June 2017

<sup>15</sup> SGSC Draft Port Welshpool Marine Precinct Plan Oct 2017

### Potential visitors

Attracting tourists is an ongoing challenge for small rural communities. A list of possible visitor types is included in the section Organisational History- Target Market.

Port Albert's Gippsland Regional Maritime Museum has faced similar challenges to PWDMM over the years. It currently attracts over 4000 visitors per year from 15 countries, including bus tours, school groups and touring motorists. It has successfully captured the "Grey Nomad" market by targeted advertising through established magazines and networks. They also work with tour bus companies to encourage visitation. It is open daily during the warmer months then on weekends and on public holidays during Winter. In 2018, 8 volunteers committee members each work 2 shifts per week to keep the Museum doors open.



Nearby Agnes Falls Scenic Reserve in Hazel Park, South Gippsland, is another successful tourist attraction. Agnes Falls is the longest single span waterfall in Victoria and is a similar distance off the South Gippsland Highway to Port Welshpool and can be accessed from Welshpool or Toora.

Agnes Falls has become a popular tourist destination over the past few years due to improved facilities and amenities and a determined effort to improve public awareness of the attraction through social media marketing and networking events.



In January 2018, the Friends of Agnes Falls measured 5729 visitors or an average 187 per day. In February there were 94 people per day. During Easter, on Good Friday, 45 cars were recorded entering the Reserve during a one-hour period. On Easter Saturday 48 cars were recorded during one two-hour period.<sup>16</sup>

Despite the obvious differences between Agnes Falls and the PWDMM, these positive visitor numbers demonstrate that people are prepared to drive a reasonable distance off the South Gippsland Highway to visit a tourist attraction. (Distance Welshpool to Agnes Falls Scenic Reserve is 8.8km, and from Welshpool to Port Welshpool 5.8km; Toora to Agnes Falls 16km, Toora to Port Welshpool 19km). There is potential for visitors to include a trip to Port Welshpool if there are enough interesting activities and sights in the town. Given that increased visitation to Port Welshpool is expected once the Long Jetty is reopened, it is reasonable to think that visitation to PWDMM would increase also, provided the Museum represents an attractive tourism product, that is well publicised.



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<sup>16</sup> [www.facebook.com/FriendsOfAgnesFalls](http://www.facebook.com/FriendsOfAgnesFalls)

## Financial status 2018

### Committee of Management Financial Report

The COM has worked hard in the last few years to increase the income stream to the Museum. Income is derived from visitor fees and donations, book and produce sales, fundraising events and stalls at local events, including at the Port Welshpool Ferry Terminal building. The COM runs events include public events with guest speakers at the Museum. These events serve both as a fundraising opportunity, but also a way to raise the profile of the Museum.

The PWDMM made a financial loss of \$536.45 in the 2017/2018 financial year. This was partly due to the purchase of a new lawn mower and line trimmer which was jointly funded by a SGSC grant and PWDMM funds. Without those purchases there would have been a more neutral financial position.

The Committee currently has around \$5000 in reserved funds, which is held in a local bank.

Financial summary FY 2017/2018		
<b>INCOME \$</b>		
Admissions and donations	1 020	
Book and produce sales	279	
Market stalls	372	
Sale of mower	100	
SGSC community grants	2 500.00	
<b>TOTAL</b>	<b>4 271.00</b>	
<b>EXPENSES \$</b>		
Office and administration		645.06
Maintenance		382.11
Utilities (electricity/water)		702.28
<b>SUBTOTAL</b>		<b>1 729.45</b>
Purchase of mower and line trimmer		3078
<b>TOTAL EXPENSES</b>		<b>4 807.45</b>
<b>Income minus Expenses</b>		<b>\$-536.45</b>

\* Figures provided by the Committee of Management

The Museum is run on a low-cost basis with no dedicated telephone or internet access, a low-cost website and marketing materials, and volunteer labour.

### South Gippsland Shire Council Contribution

As the owner of the Museum House and Collection, SGSC provides financial support to PWDMM by providing comprehensive insurance, undertaking repairs and maintenance (as per the maintenance schedule) and some gardening services.

Training relevant to Museum volunteers is offered to committee members and paid for by Council. Council officers, most commonly the Volunteer Coordinator spend many hours provide advice and support on governance and management issues to the Committee. The value of this contribution was not available at the time of writing and so have been omitted and would be a significant cost to Council.

SGSC input FY 2017/2018	
Insurance	12 596
Repairs and Maintenance	4 184
Consultant (business planning)	5 000
Training and Meetings	250
Parks and Gardens- provide seeds, soil, remove stump	2 500
Council Officer time (not available)	n/a
<b>Total Expenses</b>	<b>\$24 530</b>

\*Information provided by SGSC Volunteer Coordinator

### Resources: People, Systems and Assets

The PWDMM is managed by a small volunteer committee of eight people, who have multiple skills and are passionate about the Museum. They draw on volunteers from the community when available and have utilised people from the “Work for the Dole” scheme and other government schemes in the past. In 2018, the COM began a partnership with Corrections Victoria to have people on community services orders help with painting and other tasks at the Museum.

The computer used by the COM is 10 years old and has Microsoft Word and PhotoShop programs installed. Not all members of the COM utilise the internet and phone messaging services. Resources are provided by the SGSC Volunteer Coordinator to all Section 86 Committees, which helps them with reporting and managing volunteers. Financial reports are produced in hand written form by the Treasurer and currently GST reporting is not undertaken although it is required.

It is difficult for the COM to recruit new volunteers and there is a large amount of work required compared to the size and time availability of the committee members.

The most valuable assets are the COM, the Museum House and land and the Collection. The House requires significant investment to preserve and maintain it, and all assets are adequately insured by SGSC.



# SWOT Analysis

Each member of the COM was given a SWOT analysis template to complete in their own time as an individual exercise. This enabled each person to reflect on the achievements and challenges of the Museum and on their individual and Committee achievements and challenges.

During a workshop in September 2018, a comprehensive SWOT analysis was undertaken as a facilitated group exercise and the results are outlined in their entirety below.

## STRENGTHS

<p><b>Committee, governance and management</b></p> <p>Committee qualities– perseverance, committed friendly, helpful, willing to work together, want to improve, knowledgeable.</p> <p>Willing to participate in business planning process and asked for it</p> <p>Finances have improved in five years (about \$5000 in bank)</p> <p>Old computer with Photoshop and Word which is backed up regularly by Greg Gordon</p> <p>Capacity to hold events (e.g. <i>Janet Iles</i> event)– provides publicity, donations, extra volunteers</p> <p>Participate in Seadays festival</p> <p>Visitation – steady, consistent, research. Needs increasing</p> <p>Bendigo Bank – banking</p> <p><b>Museum house and Collection</b></p> <p>The existence of the museum house building and collection.</p> <p>History of the home – first home in Welshpool</p> <p>Important historic building- combination of house/ shop/ saloon. Is heritage listed</p> <p>Veranda – connection to street front</p> <p>Combination of historic house and collection is both the Smith family and a community collection</p> <p>Grounds – attractive, plenty of room</p> <p>Potential to utilise the flat for the museum, office or displays or work area</p> <p>Location – Central, rail trail, connecting to the history of tramway, Long Jetty</p> <p>Street Library – connects the museum to the community, useful noticeboard</p>	<p>Collection – diversity, hand-built tool collection, 1913 shell collection, extensive photo collection (old, diverse and tells a story),</p> <p>Museum holds the complete history of the Long Jetty</p> <p>Janet Iles boat, historic and family diaries</p> <p>Ability to have an education function i.e. to tell a story, provide knowledge, volunteers, items</p> <p>A place for information and research on local maritime history</p> <p><b>Community Engagement</b></p> <p>Community supported, connection and ownership</p> <p>Connection to Foster Historic Society – Toora Family History Group, Coal Creek, Jan Dash Leongatha Citizens Advice Bureau, Yarram Historic Society, Cheryl Glowery, Michael Glover (historians)</p> <p>Connection, partnership with South Gippsland Shire Council and support from Dana and Ned</p> <p><b>Publicity and promotions</b></p> <p>Museum can be found by the website, Internet</p> <p>Museum does open regularly and caters for bookings</p> <p>Publicity/website brochure, articles in the rural transaction centre – Good relationship with the newspaper in Foster- The Mirror- supportive provides free promotion</p>
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## WEAKNESSES

<p><b>Committee, governance and management</b></p> <p>Low visitation to the museum</p> <p>Low income</p> <p>Currently not recording and analysing inquiries for research and visitor numbers sufficiently and accurately</p> <p>Aging committee</p> <p>Lack of succession for the committee</p> <p>Size of committee too small, and no one to do the work- Volunteer burn out possible</p> <p>Committee members are spread thin as they have other commitments and are time poor.</p> <p>Long distance members must travel.</p> <p>Not all the committee are online (using email) or use mobile phone which leads to breakdown in communication</p> <p>Janet (Secretary) uses private email address for emailing etc. and uses her own computer. Minutes of the meetings are kept on her computer only.</p> <p>Lack of adequate computer- currently 10 years old and has no USB drive</p> <p>There appears to be a committee within the committee with actions taken outside of meetings and sometimes changed after meetings or in between meetings leading to discontented committee members</p> <p>There is no formal induction for volunteers, some volunteers had no idea what they should be doing when they started</p> <p>Worried that museum standards currently may not be being met</p> <p>No budget, no injury register, finances need to be financial year, currently not accounting for GST</p> <p>Fear of failure – not operating the museum properly</p> <p>Skills/capacity gaps of the committee –</p> <ul style="list-style-type: none"> <li>– care of all items, conserving items in collection, and knowing who to contact for help</li> <li>– website development</li> <li>– using computers and computer programs</li> </ul> <p><b>Publicity and promotions</b></p> <p>Publicity inadequate</p> <p>People don't know about the museum</p> <p>Website and brochure not to current standards</p>	<p>Lack of a computer at the museum means time spent by volunteers in the museum is not being used efficiently</p> <p>Minutes of meetings and other information being kept on committee members' personal computers</p> <p>No Internet access in the museum</p> <p>No dedicated email addresses</p> <p>No domain name for the website</p> <p>No onsite telephone or dedicated telephone number for the museum. (Using personal phones)- means that there can be breakdown in communication with visitors</p> <p><b>Museum House and grounds</b></p> <p>Building – termites and termite damage with major work possibly being needed, "building could blow away in the wind", is old and deteriorating, not enough maintenance done, not attractive or inviting from the outside</p> <p>Lack of a storage area, lack of area generally so can't change displays or appropriately display what's there</p> <p>Storage room and the shed too cluttered and unsafe</p> <p>The flat is underutilised, security inadequate</p> <p>Climate control for the house and flat inadequate</p> <p>Lack of money for major restorations and repairs</p> <p>Financial constraints</p> <p><b>Collection</b></p> <p>Displays needs improving including signage of collection</p> <p>Conservation/insects in displays</p> <p>Exhibition too static, Interpretation inadequate</p> <p>Needs re-organizing into themes</p> <p>Cataloguing of the Collection is not up-to-date and is of variable standards</p> <p>Deterioration of outdoor items</p> <p><b>Community Engagement</b></p> <p>Lack of support from locals with volunteering as it is taking for granted that they are doing a good job therefore people don't need to help</p> <p>Not exploring the links they do have very well</p> <p>Section 86 committee a hinderance – people think the Shire should be doing everything so don't want to help</p>
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## OPPORTUNITIES

<p><b>Committee, governance and management</b></p> <p><b>Museum House and Collection</b> If the building needs to be emptied (to do rectification works to subfloor) could be a great opportunity to re-organize the Collection, if collection needs to be removed to do the works. Would welcome this.</p> <p>Expand the administration and display areas utilising the flat</p> <p>Investigate opportunity to get funding for a new or enhanced building, State funding for historic buildings (example Omeo Historic Precinct- Victorian Living Heritage Grants)</p> <p>Exchange items with other museums</p> <p>Enhance visitor experience</p> <p>Provide children's activities within the museum</p>	<p><b>Community Engagement/publicity and promotion</b> Long Jetty re-development to finish in March 2019 Capture visitors during the opening of the Long Jetty and in an ongoing way- signage needed to refer people to the museum Work in with Long Jetty Caravan Park for referral of tourists Capitalize on visiting families who are going fishing History displays/boards being installed at the Long Jetty by Gippsland Ports using information provided by PWDMM- could include reference to PWDMM</p> <p>Tourists coming off the rail trail Currently an increased interest in personal history Connect with tourism officer to understand the tourism market Network with other museums and historical societies</p> <p>Bus groups, tours, public lectures</p>
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## THREATS

<p>Insufficient resources to enact the plan- available resources of people, money and space</p> <p>Fear of being taken over by South Gippsland Shire Council</p> <p>Fear of being pigeonholed into something that doesn't fit (referring to new Collections Policy)</p> <p>Loss of identity of Collection if the Collection must be changed too much</p> <p>Burden of paperwork/requirements</p>	<p>Building needs lots of money spent on the subfloor and who is going to pay and how long is it going to take?</p> <p>Downturn in the economy so people won't visit (current entry fee Adult \$4, Family \$7, child \$2)</p> <p>Storm damage/inundation/climate change</p> <p>Security- Arson/theft/damage – no risk management plan</p>
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An Action Plan was developed in consultation with the COM, based on key themes from the SWOT, to build on the identified strengths, capitalising on opportunities, whilst addressing weaknesses and mitigating against risks.

## Action Plan 2018-2021

### Objective One: Governance and Management

Develop sound governance practices and ensure strong management through improved access to information and technology, and up to date systems and procedures

KEY ACTIONS	TIMEFRAME	RESPONSIBILITY
The Committee understands its role and responsibilities as a Special Committee of Council, including Financial Management, Property Information, Insurance, Risk Management, Emergency Management, Occupational Health and Safety, and Health and Food Requirements using the 'SGSC Section 86 Information Kit 2016' as a guiding document	Ongoing	COM
An AGM is held annually, and all annual reporting requirements are met	Ongoing	COM
Review and update all record keeping systems including for visitor numbers and research enquiries, income, expenses and GST reporting, document management, Collection catalogue, asset register, volunteer register, and other requirements outlined in SGSC Section 86 Information Kit 2016	Ongoing	COM
The Committee manages the House Museum and Collection in accordance with its Delegated Authority and the Collections Policy 2018 to ensure sustainability of the Museum	Ongoing	COM
Committee conducts all meetings and makes decisions according to best practice to enable full participation of all committee members and build accountability and trust.	Ongoing	COM
Ensure volunteers in the Museum understand key weekly tasks, by utilising a check list of housekeeping and collection management duties to be completed on each shift where possible, resulting in a fairer workload for each volunteer.	Nov 2019	COM
Ensure adequate volunteer induction including understanding roles and responsibilities under the Section 86 delegation, to protect the health and safety of volunteers and provide a positive volunteering experience, by developing a Museum Worker Handbook and developing procedures to support new volunteers	Nov 2019	COM
Purchase new computer and software to enable all Museum records to be consolidated into one place with cloud-based record keeping or back up. Investigate and budget for internet access for volunteers onsite, and obtain a dedicated email address	April 2019	COM SGSC
Develop a budget to ensure future financial commitments can be met.	Annual	COM
Consider alternate models of management and governance to enable the Committee to concentrate on managing the Museum House and Collection with SGSC responsible for marketing, publicity and administration of the Museum. For example, the Committee could convert to a "Friends of Port Welshpool and District Maritime Museum" group.	Ongoing	COM SGSC
Develop Committee succession plan to provide new opportunities for volunteerism and alleviate volunteer burnout. Embed volunteer attraction into all activities.	Ongoing	COM
Attain registration in the Museum Accreditation Program	Dec 2021	COM SGSC

## Objective Two: Museum House and Grounds

Preserve and enhance the Museum House, outbuildings and grounds through a comprehensive renovation and maintenance plan

KEY ACTIONS	TIMEFRAME	RESPONSIBILITY
In consultation with SGSC, develop an annual works program for maintenance, cleaning and care of the House and Grounds, considering the “Maintenance Schedule for Section 86 2018” document so that the Committee and Council can plan and budget for the works, to ensure the building and grounds are well maintained	Current and ongoing	COM
Undertake comprehensive building inspection to determine extent of pest and age-related damage to enable rectification works to be undertaken and to ensure viability of the Museum House in the long term	Current	SGSC
Review building report with SGSC and work with SGSC to investigate options for the funding required to undertake the works	Dec 2018	COM SGSC
Work with SGSC to investigate potential future use of the Caretaker Flat for offices, storage and work space to enable volunteers to work in a safer environment and in a more efficient way	June 2019	COM SGSC
Liaise with SGSC to improve security on the site where needed and ensure the Collection and Museum House and Grounds, volunteers and visitors are adequately insured.	Dec 2020	COM
Work with SGSC to develop a plan should the Museum House need to be vacated to undertake rectification works, to enable the safe storage of the Collection and plan for the reinstating of the Collection in a new format.	Dec 2020 or sooner	COM SGSC
Investigate options for improved climate control in the indoor areas that house the Collection, to ensure the Collection is cared for and maintained in the long term.	Dec 2021	COM SGSC

### Objective Three: Collections Management

Develop models of practice that ensure Collection conservation, foster skills, increase community understanding, enhance audience access and enrich visitor cultural experience through innovative exhibition and program development.

KEY ACTIONS	TIMEFRAME	RESPONSIBILITY
Provide feedback on the Collections Policy which aims to provide guidance relevant to the PWDMM Collection and ensure that acquisition and disposal of Collection items meet significance criteria through their relevance to the planned themes of the site.	Current	COM
Ensure the Collections Catalogue is up to date so that SGSC can adequately insure the Collection (March 2019 deadline)	Current March 2019	COM
Review the newspaper and photo collections including access, collection etc and improve access including digitisation or other display options	Current	COM
Develop proposed key themes for the Collection in preparation for working with a curator	Dec 2019	COM
Add local oral histories to the Collection through interviewing people and capturing their stories- seek assistance e.g. local author/historians	Dec 2019	COM
Implement the Collections Policy including developing operational procedures for the item registrations, donations, external loans, de-accessioning etc, including establishing a Collection Subcommittee to liaise with the SGSC Curator to assess potential donated items	Dec 2019	COM SGSC
Work with a curator to identify key significant themes and develop a display or exhibitions plan for the Museum House and outbuildings, to maximise available space, and capitalise on the unique maritime and local stories.	June 2020	COM
Develop new displays with improved signage and labelling with an area for visiting or alternating exhibitions	June 2020	COM
Audit the Collection in line with the Collections Policy to ensure only items of relevance and significance are retained and displayed, to the enhance enjoyment of, and learning about, the permanent Collections	June 2020	COM
Develop a school education program unique to PWDMM and considering the space and resources, and utilising Coal Creek's expertise and established network of schools	June 2021	COM
Develop a Conservation Management Plan for the permanent Collections which is based on the Museum National Standards and includes preventative conservation strategies and an appropriate and stable environment for its Collections, including the prevention of insect damage	June 2021	COM
Review the Smith family diary collection and improve access through digitisation	June 2021	COM

## Objective Four: Marketing and Building Audiences

Extend the Museum audience and increase visitation through effective partnerships and marketing

KEY ACTIONS	TIMEFRAME	RESPONSIBILITY
Continue to participate in Sea Days Festival and hold events at the Museum to raise local profile, encourage volunteerism at the Museum and raise awareness of the importance of the Committee's role	Current	COM
Continue to foster and develop links with local historians, local Museum committees, and curators and registrars from regional, state and national collections, to share best practice, to provide research on PWDMM Collections, and to loan works from the permanent collections where appropriate.	Current and ongoing	COM
Work with the Long Jetty Caravan Park to ensure visitors are referred to other town attractions including the Museum	Ongoing	COM SGSC
Liaise with SGSC and Gippsland Ports to capitalise on increased tourism because of the opening of the Long Jetty in 2019, including involvement in the opening ceremony, improved waterside and street signage directing people to the Museum	March 2019	COM SGSC
Review current online presence including the Trip Advisor listing to ensure an accurate and positive Museum brand is maintained	Dec 2019 and ongoing	COM
Review current brand and develop a new brand and new promotional materials including a professionally printed DL flier for use in tourist info centres, other Museums and other tourist sites.	Dec 2019	COM
Modernise website including securing a dedicated URL for the website, to enable the PWDMM to be easily found online and be a source of information and inspiration for potential visitors	Dec 2019	COM
Liaise with SGSC and neighbouring museums including Port Albert Maritime Museum to better understand tourism markets and identify audience strengths/ gaps and attitudes.	Dec 2019	COM SGSC
Engage with tourism operators locally e.g. Wildlife tour operators, rail trail committee to encourage referrals to the Museum	Dec 2019	COM
Develop and implement a Marketing Plan including branding, to allow for promotion within the local community and State-wide, exploring target markets and a using a diverse communications mix, including building on the positive relationships with local media	June 2020	COM

## Projected Budget 2018-2020 (Committee of Management)

BUDGET 2018-2021	2018/2019	2019/2020	2020/2021
<b>INCOME</b>	\$	\$	\$
Admissions (a)	720	1700	2700
Donations	300	300	300
Book and produce sales	280	280	280
Market stalls	370	370	370
<b>TOTAL</b>	<b>1670</b>	<b>2650</b>	<b>3650</b>
<b>EXPENSES</b>			
Office and administration	700	700	700
Internet and phone (b)	660	660	660
Maintenance	500	550	600
Utilities (electricity/water)	700	800	900
Develop website	1500		
New branding and flier	1400		
Printing flier (c)	150	150	150
Website hosting and domain name (d)	150	155	160
<b>TOTAL EXPENSES</b>	<b>3860</b>	<b>3015</b>	<b>3170</b>
<b>Income minus Expenses</b>	<b>\$-4089</b>	<b>\$-365</b>	<b>\$2781</b>

(a) Projected Visitors FY 18/19 180 adults, FY 19/20 340 adults (\$5 admission), FY 20/21 1000 adults

(b) Aussie Broadband. Unlimited NBN fixed wireless service broadband and landline

(c) Vistaprint 1000 double sided colour DL flyers for \$150

(d) Based on Ventra IP website hosting



## Appendix 1 Implementation Plan 2018-2021

Note: Actions are listed in order of priority (as determined by the COM) under the categories “Current, Ongoing, and Years 1, 2 and 3)

### CURRENT

ACTIONS	TIMEFRAME	RESPONSIBILITY
Develop a budget to ensure future financial commitments can be met	Current and	COM/Jeanette
In consultation with SGSC, develop an annual works program for maintenance, cleaning and care of the House and Grounds, considering the “Maintenance Schedule for Section 86 2018” document so that the Committee and Council can plan and budget for the works, to ensure the building and grounds are well maintained	Current and ongoing	COM
Undertake comprehensive building inspection to determine extent of pest and age-related damage to enable rectification works to be undertaken and to ensure viability of the Museum House in the long term	Current	SGSC
Review building report with SGSC and work with SGSC to investigate options for the funding required to undertake the works	Dec 2018	COM SGSC
Work with SGSC to investigate potential future use of the Caretaker Flat for offices, storage and work space to enable volunteers to work in a safer environment and in a more efficient way	June 2019	COM SGSC
Work with SGSC to develop a plan should the Museum House need to be vacated to undertake rectification works, to enable the safe storage of the Collection and plan for the reinstating of the Collection in a new format.	Dec 2020 or sooner	COM SGSC
Provide feedback on the Collections Policy which aims to provide guidance relevant to the PWDMM Collection and ensure that acquisition and disposal of Collection items meet significance criteria through their relevance to the planned themes of the site.	Current	COM
Ensure the Collections Catalogue is up to date so that SGSC can adequately insure the Collection	March 2019 deadline	COM
Liaise with SGSC and Gippsland Ports to capitalise on increased tourism because of the opening of the Long Jetty in 2019, including involvement in the opening ceremony, improved waterside and street signage directing people to the Museum	March 2019	COM SGSC
Review the newspaper and photo collections including access, collection etc and improve access including digitisation or other display options	Current	COM/ Greg
Continue to participate in Sea Days Festival and hold events at the Museum to raise local profile, encourage volunteerism at the Museum and raise awareness of the importance of the Committee’s role	Current	COM
Continue to foster and develop links with local historians, local Museum committees, and curators and registrars from regional, state and national collections, to share best practice, to provide research on PWDMM Collections, and to loan works from the permanent collections where appropriate.	Current and ongoing	COM

## ONGOING

ACTIONS	TIMEFRAME	RESPONSIBILITY
The Committee understands its role and responsibilities as a Special Committee of Council, including Financial Management, Property Information, Insurance, Risk Management, Emergency Management, Occupational Health and Safety, and Health and Food Requirements using the 'SGSC Section 86 Information Kit 2016' as a guiding document	Ongoing	COM
An AGM is held annually, and all annual reporting requirements are met	Ongoing	COM
Review and update all record keeping systems including for visitor numbers and research enquiries, income, expenses and GST reporting, document management, Collection catalogue, asset register, volunteer register, and other requirements outlined in SGSC Section 86 Information Kit 2016	Ongoing	COM
The Committee manages the House Museum and Collection in accordance with its Delegated Authority and the Collections Policy 2018 to ensure sustainability of the Museum	Ongoing	COM
Committee conducts all meetings and makes decisions according to best practice to enable full participation of all committee members and build accountability and trust.	Ongoing	COM
Develop Committee succession plan to provide new opportunities for volunteerism and alleviate volunteer burnout. Embed volunteer attraction into all activities.	Ongoing	COM
Work with the Long Jetty Caravan Park to ensure visitors are referred to other town attractions including the Museum	Ongoing	COM SGSC

## YEAR ONE (2018-2019)

ACTIONS	TIMEFRAME	RESPONSIBILITY
Ensure volunteers in the Museum understand key weekly tasks, by utilising a check list of housekeeping and collection management duties to be completed on each shift where possible, resulting in a fairer workload for each volunteer.	Nov 2019	COM
Ensure adequate volunteer induction including understanding roles and responsibilities under the Section 86 delegation, to protect the health and safety of volunteers and provide a positive volunteering experience, by developing a Museum Worker Handbook and developing procedures to support new volunteers	Nov 2019	COM
Purchase new computer and software to enable all Museum records to be consolidated into one place with cloud-based record keeping or back up. Investigate and budget for internet access for volunteers onsite, and obtain a dedicated email address	April 2019	COM SGSC
Consider alternate models of management and governance to enable the Committee to concentrate on managing the Museum House and Collection with SGSC responsible for marketing, publicity and administration of the Museum. For example, the Committee could convert to a "Friends of Port Welshpool and District Maritime Museum" group.	Ongoing	COM SGSC
Develop proposed key themes for the Collection in preparation for working with a curator	Dec 2019	COM

Add local oral histories to the Collection through interviewing people and capturing their stories (Seek assistance e.g. local author/historians)	Dec 2019	COM
Implement the Collections Policy including developing operational procedures for the item registrations, donations, external loans, de-accessioning etc, including establishing a Collection Subcommittee to liaise with the SGSC Curator to assess potential donated items	Dec 2019	COM SGSC
Review current online presence including the Trip Advisor listing to ensure an accurate and positive Museum brand is maintained	Dec 2019 ongoing	COM
Review current brand and develop a new brand and new promotional materials including a professionally printed DL flier for use in tourist info centres, other Museums and other tourist sites.	Dec 2019	COM
Modernise website design including securing a dedicated URL for the website, to enable the PWDMM to be easily found online and be a source of information and inspiration for potential visitors	Dec 2019	COM
Liaise with SGSC and neighbouring museums including Port Albert Maritime Museum to better understand tourism markets and identify audience strengths/ gaps and attitudes.	Dec 2019	COM SGSC
Engage with tourism operators locally e.g. Wildlife tour operators, rail trail committee to encourage referrals to the Museum	Dec 2019	COM

## YEAR TWO (2019-2020)

ACTIONS	TIMEFRAME	RESPONSIBILITY
Work with a curator to identify key significant themes and develop a display or exhibitions plan for the Museum House and outbuildings, to maximise available space, and capitalise on the unique maritime and local stories.	June 2020	COM
Develop new displays with improved signage and labelling with an area for visiting or alternating exhibitions	June 2020	COM
Audit the Collection in line with the Collections Policy to ensure only items of relevance and significance are retained and displayed, to the enhance enjoyment of, and learning about, the permanent Collections	June 2020	COM
Develop and implement a Marketing Plan including branding, to allow for promotion within the local community and State-wide, exploring target markets and a using a diverse communications mix, including building on the positive relationships with local media	June 2020	COM
Liaise with SGSC to improve security on the site where needed and ensure the Collection and Museum House and Grounds, volunteers and visitors are adequately insured.	Dec 2020	COM

## YEAR THREE (2020-2021)

ACTIONS	TIMEFRAME	RESPONSIBILITY
Attain registration in the Museum Accreditation Program	Dec 2021	COM SGSC
Investigate options for improved climate control in the indoor areas that house the Collection, to ensure the Collection is cared for and maintained in the long term.	Dec 2021	COM SGSC
Develop a school education program unique to PWDMM and considering the space and resources, and utilising Coal Creek's expertise and established network of schools	June 2021	COM
Develop a Conservation Management Plan for the permanent Collections which is based on the Museum National Standards and includes preventative conservation strategies and an appropriate and stable environment for its Collections, including the prevention of insect damage	June 2021	COM
Review the Smith family diary collection and improve access through digitisation	June 2021	COM

Addendum PORT WELSHPOOL & DISTRICT MARITIME MUSEUM. Committee  
Comments for edit (13/03/19)

**Executive Summary, Page 4....** First paragraph stating “some of which have local historic significance but not state significance”.

The committee has struggled over the years to get enough members and money to function, with council supporting it financially on numerous occasions.

Not true the committees have done a sterling job as volunteers over the last 40 plus years along with caretakers. This comment does not paint a true positive picture

This has been moderately successful. Look at our bank balance. Council support has been grants that are open to all community groups.

**Aim and Methodology, Page 5.....** The last paragraph is in question as quoted, “Coal Creek Community Park and Museum. The mention of Coal Creek in this text we question as we as a committee have not had direct support, maybe Jeanette did initially for the purpose of the business plan. .” Spelling of Lipianin, please correct. Page 5.

**Background, Page 7 .....** Arnie moved out of his home some years prior to 1976 “but had been unofficially opening the house as a Museum.”

Not true the house was never opened as a museum until the Shire of Sth Gippsland took possession of the property and developed it as a museum.

SGSC took ownership of the museum 17yrs later as a result of Council amalgamation.

Is this a necessary comment, maybe a footnote to say; with the amalgamation of the shire in 1994, and a name change the Shire of South Gippsland became the South Gippsland Shire Council; would be more appropriate. This has nothing to do with the success of the museum or its position.

**Page 9.....** The collection. The last paragraph on page 9 contradicts the comment on page 4... “but not state significance.....” Correctly, page 9 tells of how important the collection is to state.

**Page 12.....** The comment quoted in the last paragraph “in a small rural town”. Should this not read a seaside port?

**Financial Status, Page 16.....** Simple mistake, but two payments of \$100 each were made. Financial Summary ....Sale of mower should read \$200.

**Page 18.....** Names under community engagement. Names mistakenly spelt; Cheryl Glowery not Glowry as printed. Michael McCarthy not Glover as printed as historians.

**SWOT Analysis, page 19.....** Weaknesses. Sadly the W is missing.

The quote “there seems to be a committee within a committee.....there seems to be discontented committee members.” Not true, everyone on this committee volunteers collectively to the best of their time available and their ability.

Shouldn't this document be putting forward a true positive account of a very valuable asset to the community, volunteers.

Regards,

Janet Taylor, Museum Secretary.



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Image: Port Welshpool & District Maritime Museum Special Committee of Management members discuss the Business Plan and prioritise actions. Planning workshop, Welshpool Hall October 2018. Photo J White

