

# Optias

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## Community Museums Pilot Program

A Review conducted in accordance with Gate 6 of the Gateway Program

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# Community Museums Program

A Review conducted in accordance with Gate 6 of the Gateway Program

# Executive summary

Community museums are a valuable social and economic resource. There are over 700 community museums throughout Victoria, largely supported by volunteers. These organisations are important parts of the social and economic fabric of most cities and towns throughout Victoria, and the collections themselves tell unique stories of Victoria's past. While the value of community museums is without question, they nonetheless experience a number of problems that threaten their capacity to fulfil their social and economic potential. The sustainability of these museums and their impact on the social and cultural life of the town is threatened by:

- the ageing of volunteers and a limited capacity to support and replace them;
- limited skills in the management of a museum with poor economic returns and potential losses of or damage to important collection; and
- limited capacity to preserve and develop stories that reflect local identity and the aspirations of their communities.

The Community Museums Pilot Program was instituted to trial a method of supporting community museums to assist them in achieving sustainable outcomes. The Pilot Program funded a Community Museums Officer ('the broker') in the Central Goldfields region of Victoria to work with community museums and help them to expand their networks, enhance collaboration, improve collection management and to better understand the significance of their collections. An important part of this role was to encourage the engagement of community museums in appropriate demonstration and training programs.

The pilot demonstrated the potential for community museums to shift focus from 'collections' to 'stories' and become an active contributor to a local sense of identity. Demonstration projects employed artists (working in film, photography, visual arts, multimedia and performance) creating new visitor experiences based on local goldfields stories. Thirteen films made on nine stories were uploaded to the Culture Victoria website and received a Commendation in the Victorian Community History Awards.

Community museum staff and volunteers were connected to a range of resources provided by State and Local Government agencies. Training in exhibition and display, collection standards, collections assessment, diversity and copyright was very well-attended. Museum development internships placed volunteers at Museum Victoria, Public Record Office Victoria, Sovereign Hill Gold Museum and Narmbool Environmental Centre.

The broker worked with individual museums to seek funds from a variety of sources, including, Arts Victoria, Adult, Community & Further Education, Heritage Victoria, Department of Planning and Community Development, Aboriginal Affairs Victoria, Local Government and philanthropic trusts. Museums across the Goldfields participated in the State-wide Art Deco regional festival linked to the National Gallery of Victoria's international blockbuster exhibition. Individual museums were assisted in linking to local festivals and events. The pilot project included collaborations with Local Government through the Cities of Ballarat and Greater Bendigo.

The Goldfields community museums clearly showed their role as valuable social amenities that provide education and tourism opportunities, as well as preserving the State's history and heritage. Tourism audits enabled the embedding of 21 local museums into the tourism infrastructure, and improved awareness and skill of museum staff and volunteers.

The significance of collections was assessed and the main themes and stories mapped, as a means of trailing *Victoria's Framework of Historical Themes 2007*. This resulted in a high-level understanding of the public value of these collections and their story-telling potential.

Surveys undertaken during the pilot documented the success of the program. There was an increase in volunteering including new volunteers. The strong take-up of training by museum staff and volunteers resulted in improved collection management practices including more objects catalogued, use of national standards, better storage practices and enhanced interpretation. There were marked increases in the use of a range of new technologies for collection management and interpretation. Tourism linkages and marketing expertise demonstrated significant improvements.

In interviews undertaken as part of the research for this report, it was indicated that success depended very much on having an experienced officer engaging with community museums in the region, and encouraging their participation in the programs offered through the pilot. The broker employed on the pilot won a 2009 Victorian Museums Award for individual achievement.

The pilot resulted in an improvement in the capacities of the community museum management, an increase in volunteerism and a demonstration of the role that community museums play in the management of collections, the development of community stories and in the strengthening of its social fabric.

The findings of this review indicated that community museums make important economic and social contributions to their communities and beyond, however to realise this potential, community museums will need to be more sustainable. The work on increasing volunteers will make an important contribution but more work is required on taking up business management training and linking with local government.

These are significant outcomes for a modest investment, and represent good value for money.

With the knowledge gained through the pilot program, there is an important opportunity to extend it to the other 90% of community museums across Victoria.

# Part 1: The Community Museums Program

## 1.1 The Community Museums Program

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Community museums play an important social and economic role in Victorian communities, however this role is threatened by ageing leadership, falling volunteerism and deficient skills in museum operation and business management. A pilot program was initiated in the Goldfields region (the Community Museums Pilot Program, CMPP) to test a model for supporting the diverse community museum sector. A Community Museums Program Officer 'broker' was employed to work with the community museum sector<sup>1</sup>.

This CMPP commenced in 2007, and a review was published in 2009. The pilot supported many of the museums within the Local Government Areas of Ararat, Ballarat, Central Goldfields, Golden Plains, Greater Bendigo, Hepburn, Loddon, Moorabool, Mount Alexander, Pyrenees and Macedon Ranges (Figure 1). The objectives of the CMPP included:

- attracting new and diverse volunteers and audiences;
- forming new collaborations and partnerships to increase opportunities for learning and growth;
- managing collections and accessing resources, skills and infrastructure necessary to ensure collections are properly maintained; and
- identifying and presenting stories triggered by significant objects and collections.

Governance of the CMPP was through a Steering Committee which includes officers from the following agencies:

- Department of Premier and Cabinet:
  - Arts Victoria
- Department of Planning and Community Development:
  - Heritage Victoria
  - Grampians and Loddon Mallee Local Teams
  - Aboriginal Affairs Victoria
  - Strategic Planning and Research
- Department of Education and Early Childhood Development
  - Adult, Community and Further Education Board
- City of Ballarat
- City of Greater Bendigo.

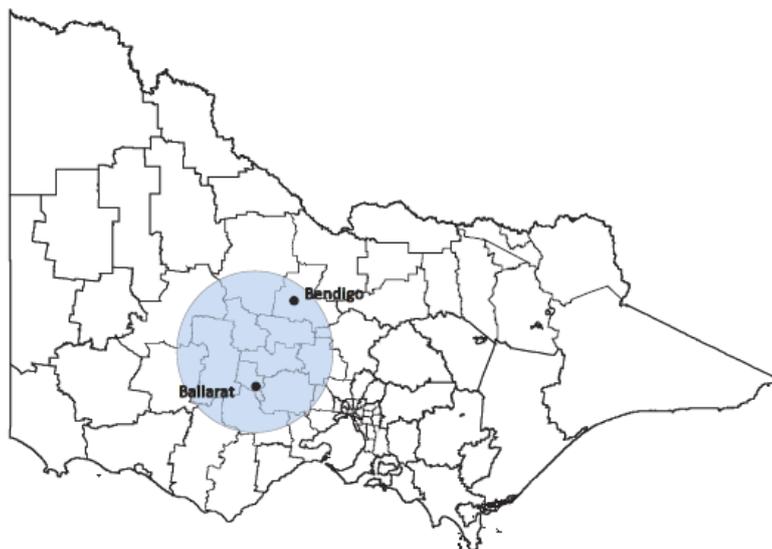
The first review of the CMPP indicated that it had been very successful to that date, and presented a number of demonstration projects and evidence that over 60 Goldfields community museums had received some form of support. The CMPP continued to operate after the first review, and sustained successful outcomes. The program was viewed as a model example for community outreach by a former departmental Secretary, and as a result, there was consideration being given to an extension of the CMPP to the rest of Victoria. Consequently it was decided to conduct this further review.

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<sup>1</sup> Community Museums Pilot Project. Accessed 27/03/2012 from [http://www.arts.vic.gov.au/Research\\_and\\_Resources/Evaluation\\_Projects/Community\\_Museums\\_Pilot\\_Project](http://www.arts.vic.gov.au/Research_and_Resources/Evaluation_Projects/Community_Museums_Pilot_Project)

The pilot was completed in June 2012.

**Figure 1: Region covered by the CMPP**



## 1.2 Conducting the review

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The review was conducted as a part of a process to consider expansion of the Community Museums Project, possibly across the State. The Steering Committee decided that a suitable basis for the review would be to use the Gateway process. A formal gateway process involves 6 stages<sup>2</sup>:

- Gate 1 Strategic Assessment – confirming project outcomes and objectives contribute to the overall strategy of the organisation and effectively interface with Government policies and initiatives.
- Gate 2 Business Case – at completion of the Full Business Case and prior to its submission for funding.
- Gate 3 Readiness for Market – after Expressions of Interest (EOI) are released but before Requests for Proposals (RFP) or Tenders (RFT) are issued to the market.
- Gate 4 Tender Decision - after the preferred contractor has been selected, but prior to contract sign-off.
- Gate 5 Readiness for Service – once the asset or service is ready for delivery.
- Gate 6 Benefits Realisation – typically occurs 12-18 months after project completion and examines whether the benefits as defined in the business case are being delivered.

It is unlikely that a community museums program would be regarded as high value high risk, and therefore a gateway program would not be mandated for this investment. Nevertheless it was determined that a review conducted in accordance with the Gate6 Benefits Realisation process would provide a review of the CMPP and could be used to outline some factors that should be taken into consideration in the event of a more expanded program across Victoria. The review was undertaken by interviewing key personnel and stakeholders and by research.

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<sup>2</sup> What are Gateway reviews? Accessed 27/03/2012 from <http://www.gatewayreview.dtf.vic.gov.au/CA256EF40083ACBF/0/AF757AF2BA37ED71CA2579130020E17D?OpenDocument>

## Part 2: Review of Operating Phase

### 2.1 Operations indicated by the Investment Logic Map

The Investment Logic Map provided in Appendix 1 Benefit Management Plan (dated March 2010) defined a number of business changes required to achieve the strategic interventions. These would be expected to constitute the major operations of the Program in stage 2, 2010 - 12.

A key part of the evaluation methodology was interviews with key partners and stakeholders to obtain a qualitative understanding of the program. Interviewees were asked to score from 0 - to 5 (where 0 is poor and 5 is outstanding) the extent to which the CMPP succeeded in implementing the business changes from the Investment Logic Map (Table 1). Good progress was achieved on most of these business changes and the following observations can be made from the interviews:

- The CMPP was particularly successful in the identification of funding opportunities and the provision of training. This will be an ongoing need for community museums and likely to be a major part of any expansion of the CMPP.
- There was little progress on the business change “Build relationships with local government to embed museums in social and economic planning”.
- There was considerable variation between interviewees in assessing progress on the business change “Establish a mentoring program between museums”.

**Table 1: Implementation of business changes**

Business change	Extent to which business change realised (average score out of 5)
Establish a mentoring program between museums	3.20
Build relationships with local government to embed museums in social and economic planning	1.83
Facilitate ongoing collaboration between museums and regional activities/events	3.58
Broker relationships and opportunities between museums and the cultural sector	3.75
Keep museums informed of funding opportunities and encourage training	4.58
Increase access to interpretive infrastructure and expertise	3.58

Further information on the operations phase of the CMPP can be ascertained from the 3 evaluation/progress reports that have been prepared:

- Strengthening Local Communities<sup>3</sup>.
- 2011 Projects Report<sup>4</sup>
- Mid term review of the Heritage Strategy *Victoria's Heritage: Strengthening our communities*<sup>5</sup>

These reports contain a range of different projects and objectives which have not been aligned to the business changes outlined in the Investment Logic Map. This alignment is examined in Table 2 so that progress described in these reports can be connected back to the Investment Logic Map. In the case of the Strengthening Local Communities report, the objectives are those identified on page 8 of the report. In the case of this report, many of the outcomes were presented in the form of case studies and the relevance of the findings across the community museum sector was unconfirmed. Where relevant, these are noted in the outcome column.

**Table 2: Relationship between ILM and evaluation reports**

Investment Logic Map Business change	Strengthening Local Communities	2011 Projects Report	Outcome or output
Establish a mentoring program between museums	Forming new collaborations and partnerships to increase opportunities for learning and growth	Museum Development Project	Museum internship program implemented linking museums and developing professional networks; 23 community volunteers were placed with 6 host organisations including Museum Victoria, Public Record Office Victoria, Sovereign Hill Gold Museum and Narmbool Environmental Centre.

<sup>3</sup> Accessed 21/07/2013 from [http://www.arts.vic.gov.au/Research\\_and\\_Resources/Evaluation\\_Reports/Strengthening\\_Local\\_Communities](http://www.arts.vic.gov.au/Research_and_Resources/Evaluation_Reports/Strengthening_Local_Communities)

<sup>4</sup> Watson, J. (2011): 2011 Projects Report. Community Museums Program

<sup>5</sup> Accessed 21/07/2013 from <http://www.dpcd.vic.gov.au/heritage/publications-and-research/reports>

Investment Logic Map Business change	Strengthening Local Communities	2011 Projects Report	Outcome or output
Build relationships with local government to embed museums in social and economic planning	Forming new collaborations and partnerships to increase opportunities for learning and growth	Community museum tourism audit	<p>Local government collaboration and involvement included: representation of the Cities of Ballarat and Bendigo on the steering committee; volunteer management and development plan for the Ballarat Mechanics Institute with the City of Ballarat; and collaboration in an exhibition with the Bendigo Art Gallery.</p> <p>Tourisms audits of 21 organisations were undertaken seeking to embed community museums into the tourism infrastructure, and to improve awareness and skill of museum staff and volunteers.</p>
Facilitate ongoing collaboration between museums and regional activities/events	Forming new collaborations and partnerships to increase opportunities for learning and growth	No equivalent	<p>Local community museums were linked to the State-wide Art Deco 2008 regional festival accompanying the National Gallery of Victoria's international art exhibition Art Deco: 1910-1939.</p> <p>Kyneton Museum interpretation demonstration project launch tied to the annual Daffodil Festival.</p> <p>Castlemaine Art Gallery &amp; Historical Museum collaboration in documentary film production for the Centenary of Women's Suffrage.</p>

Investment Logic Map Business change	Strengthening Local Communities	2011 Projects Report	Outcome or output
Broker relationships and opportunities between museums and the cultural sector	Identifying and presenting stories triggered by significant objects and collections.	Artist/Curator and Museum Program  Regional Thematic Study	<p>Six demonstration projects employing 7 artists (working in film, photography, visual arts, multimedia and performance) were undertaken creating new visitor experiences based on local of goldfields stories.</p> <p>13 films made on 9 stories have been uploaded to the Culture Victoria site and received a Commendation in the Victorian Community History Awards.</p> <p>Photographic exhibition on Goldfields museum volunteers, "Object, Faces, Places", toured to Sovereign Hill Gold Museum, Arts Victoria foyer and Public Record Office Victoria.</p> <p>Local museums contributed to "Snapshots and Stories" exhibition at the Bendigo Art Gallery.</p> <p>Museum development internships placed community volunteers at Museum Victoria (Immigration Museum), Public Record Office Victoria and Narnbool Environmental Centre.</p> <p>Indigenous collection at Langi Morgala Museum (Ararat) featured as best practice in Aboriginal Affairs Victoria cultural collections training video.</p> <p>Thematic environmental history of the region undertaken, and main themes of collections identified and mapped to <i>Victoria's Framework of Historic Themes</i></p>

Investment Logic Map Business change	Strengthening Local Communities	2011 Projects Report	Outcome or output
Keep museums informed of funding opportunities and encourage training	Attracting new and diverse volunteers and audiences	Baseline Data Collection & Tourism Audit  Volunteer Training Project & Museum Development Project	Needs of the sector identified Broker worked with individual museums to seek funds from a variety of sources, including, Arts Victoria, Adult, Community & Further Education, Heritage Victoria, Department of Planning and Community Development, Aboriginal Affairs Victoria, Local Government and philanthropic trusts.  Extensive activity in fostering collaboration, supporting volunteering, locating and leveraging resources, advocating back to government.  Extensive training provided on a wide range of subjects relevant to museum operations including exhibition and display training, national standards, education and lifelong learning, diversity and copyright. Total attendance of over 525 people from more than 90 organisations.  Volunteer recruitment, engagement and succession planning training provided.

Investment Logic Map Business change	Strengthening Local Communities	2011 Projects Report	Outcome or output
Increase access to interpretive infrastructure and expertise	Managing collections and accessing resources, skills and infrastructure needed to ensure collections are properly maintained	Museum Development Project	Extensive training provided on a wide range of subjects relevant to museum operations including exhibition and display training, national standards, collections assessment and copyright.
		Artists & Museums Project	Six demonstration projects employing 7 artists (working in film, photography, visual arts, multimedia and performance) were undertaken creating new visitor experiences based on local goldfields stories.  13 films made on 9 stories have been uploaded to the Culture Victoria site and received a Commendation in the Victorian Community History Awards.

Considerable work has been undertaken within most of the activities that were identified in the Investment Logic Map and in the progress reports. The main area that was not undertaken in a substantive way was brokering relationships with local government. Members of the Steering Committee reported that more is required within the Goldfields region itself, and that the pilot demonstrated that the services provided were of great benefits to the community museum sector and made an important contribution to realising the objectives of the Investment Logic Map.

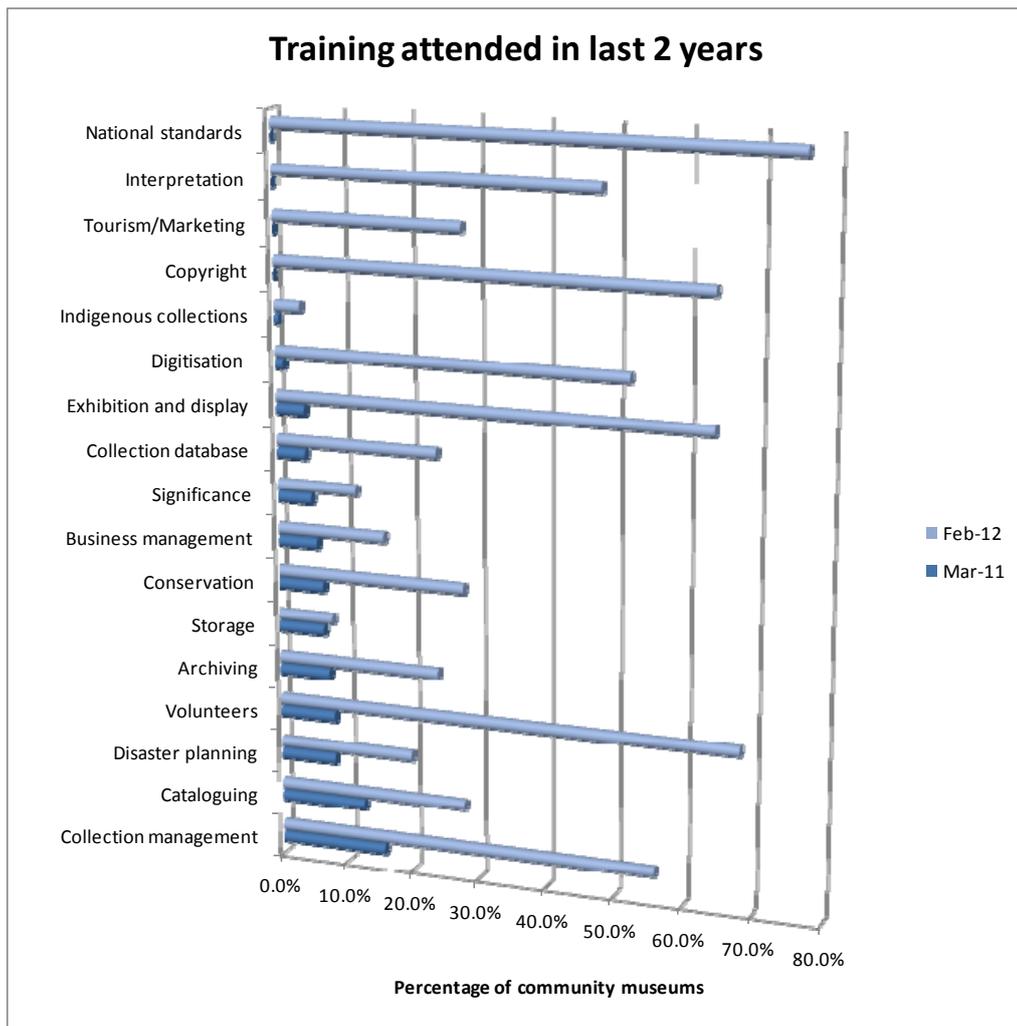
As with any program, the focus of activities of the CMPP appeared to change during its course and some areas do not appear to have received the attention that would be indicated by the Investment Logic Map. Changes to the Investment Logic Map were documented in the minutes of the Steering Committee.

## 2.1 Performance of the CMPP

Surveys were conducted to determine the how the CMPP was performing. These surveys have had a remarkably high response rate of around 70%. This demonstrates stakeholder investment in the project and provide clear evidence of the impact of the CMPP and guidance for its future development<sup>6</sup>. As a result of meeting client needs, take-up of training services improved substantially during the CMPP (Figure 2) and this has resulted in improvements in the safety and care of the region's collections (Table 3) and in volunteer development, marketing and promotion and collection management (Table 4).

<sup>6</sup> Watson, J. (undated): Knowing where we are, so we know which way to go (presented to the National Museums Conference October 2012)

**Figure 2: Training attended in last 2 years**



**Table 3: Collection management improvements by community museums**

Item	2011 Survey %	2012 Survey %	Variance %
Cataloguing rate	8 <sup>7</sup>	12	51%
Museum grade storage rate	10	15	46%

<sup>7</sup> Calculated as the sum (cataloguing or museum grade storage rate \* number of community museums at that level of take up)

**Table 4: Operational improvements by community museums**

Item	2011 Survey #	2012 Survey #	Variance %
<b>Average volunteer number per organisation</b>			
Total volunteers	31	40	24%
Active volunteers	23	30	28%
New volunteers in last 12 months	6	7	23%
Item	2011 Survey %	2012 Survey %	Variance %
<b>Affiliation with tourism organisations</b>			
Local tourist association	42	52	24%
Tourism Victoria	13	23	80%
<b>Marketing activities</b>			
Own website	62	70	12%
Link to local government website	33	52	57%
Tourism Victoria website	18	30	71%
Local information centre	67	100	50%
Surrounding information centres	31	52	58%
Local government visitor guide	33	44	31%
Tourism Victoria local guide	18	35	96%
Newsletter	67	78	17%
Brochure	67	87	30%
<b>Use of interpretation technologies</b>			
Computer	80	100	25%
Own website	60	70	17%
Audio sound-scape	15	30	100%
Touch screen	5	10	100%
<b>National standards</b>			
Using national standards	36	56	57%
Not familiar with national standards	42	16	-62%

The CMPP clearly achieved substantial improvements in the operations of community museums in the goldfields region. The services provided were very highly regarded by the clients and form a sound basis for expanding the CMPP across Victoria.

The interviews indicated that the key to the success of the CMPP was having a person on the ground, visiting and encouraging community museum personnel to participate in the programs, and providing support, development, brokering and facilitation. This person needs to be able to work effectively within government, and with volunteer groups.

Local government engagement is considered to be an important element in the future of the CMPP. Across Victoria, local government is diverse and could require considerable resources to engage effectively. An alternative possibility could be to work through the Municipal Association of Victoria to achieve this purpose.

## Part 3: Business case and benefits management

### 3.1 The business case and community museum definition

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No business case was prepared for the CMPP so it is defined by Appendix 1 Benefit Management Plan and incorporated Investment Logic Map, and by a letter and memorandum from Heritage Victoria. Given the limited scale of the pilot, a business case is not mandated. Nevertheless the absence of such a document leaves uncertainty regarding:

- the continuing relevance to the policies and priorities of the agencies involved;
- the veracity of the problem statements in the Investment Logic Map; and
- the social and economic significance of the sector and the benefits sought.

Evidence supporting the above items would assist in considering the further development of the CMPP and in assessing the value of the benefits sought in relation to the costs of the CMPP. Some evidence is therefore provided in this section.

Before the benefits of community museums can be assessed, it is necessary to define community museums. This is also required to develop appropriate policy instruments. There is a wide variety of collecting organisations across Victoria. An important aspect of the CMPP is the protection, sustainability and accessibility of important parts of Victoria's heritage. Identification of those groups of organisations in which the collections may be at risk could be based on size, nature of the collections or a variety of other parameters. Indeed, there are different definitions used by members of the Steering Group.

This difference in definition does not appear to have had an impact on the CMPP. Expanding the CMPP across the State, however, will expose the CMPP to a wider diversity of organisations. To ensure that resources are targeted to those organisations that can have the greatest impact in delivering the outcomes sought, it will become more important to have an agreed definition. The following criteria could be considered as a basis for defining collecting organisations for targeting through a community museums program.

- The collection should be owned or controlled by the community. This would exclude organisations funded by government (such as Museum Victoria, University collections and possibly collections held by large private schools) or privately sponsored.
- The collection should be relevant to some aspect of Victoria's heritage. Thus a collection of Japanese robots<sup>8</sup> would not be relevant but a collection of Australian tractors<sup>9</sup> might.
- The collection should be publicly accessible.

Although mentioned in some interviews, size has not been used in this review as a criterion to define community museums although it is a possible defining factor. Organisations such as Sovereign Hill, Walhalla Museum and the Bendigo Dragon Museum started small and grew as a result of community support. The development of such

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<sup>8</sup> Accessed 27/03/2012 from <http://www.abc.net.au/tv/collectors/segments/s3308841.htm>

<sup>9</sup> Accessed 27/03/2012 from <http://www.abc.net.au/tv/collectors/segments/s3324876.htm>

organisations is likely to have important lessons for other museums, and they are thus included within the definition of community museums for the purposes of this review.

### 3.2 Continuing relevance of the CMPP to the agencies involved

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The State Government agencies involved in the CMPP have been:

- Arts Victoria
- Department of Planning and Community Development (Heritage Victoria, Community Development and Aboriginal Affairs)
- Department of Education and Early Childhood Development (through Adult, Community and Further Education)

In a Statement of Strategic Intent (Creating the Future: Towards 2020)<sup>10</sup>, Arts Victoria outlined its central role in realising the value of Victoria's arts and cultural activity. Art galleries and museums are viewed as components of Victoria's cultural activity<sup>11</sup>. Thus community museums are relevant policy targets for Arts Victoria.

The Department of Planning and Community Development was responsible for a number of policies and programs in community development<sup>12</sup> and heritage<sup>13</sup>. In both of these areas community museums were an important component. Of particular relevance was the Department's publication "Indicators of community strength: a framework and evidence"<sup>14</sup>. This has many similarities to the social capital discussion presented below, and to which community museums and the CMPP can make an important contribution. Community museums were, therefore, relevant policy targets for the Department of Planning and Community Development.

Following the completion of the pilot, management of the Local Teams was transferred to Regional Development Victoria. Regional Development Victoria is the Victorian Government's lead agency in developing rural and regional Victoria with a focus on investment attraction, job creation, exports, creating stronger economies, communities and infrastructure to create a strong and growing regional and rural Victoria. The objectives of the CMPP clearly align with the policy objectives of Regional Development Victoria.

The Adult, Community and Further Education (ACFE) Board is a statutory authority under the Education and Training Reform Act 2006. Its role is to plan and promote adult learning, allocate resources, develop policies, and advise the Minister for Higher Education and Skills on matters related to adult education in Victoria. Community museums are an important resource as are libraries and galleries. Community museums are not of direct relevance to the Department of Education and Early Childhood Development although they are potentially an important resource for ACFE programs.

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<sup>10</sup> Accessed 29/03/2012 from [http://www.arts.vic.gov.au/About\\_Us/People\\_and\\_Structure/Policy\\_and\\_Programs/Statement\\_of\\_Strategic\\_Intent](http://www.arts.vic.gov.au/About_Us/People_and_Structure/Policy_and_Programs/Statement_of_Strategic_Intent)

<sup>11</sup> Accessed 29/03/2012 from [http://www.arts.vic.gov.au/Research\\_and\\_Resources/Cultural\\_Data/Snapshots/Galleries\\_and\\_Museums](http://www.arts.vic.gov.au/Research_and_Resources/Cultural_Data/Snapshots/Galleries_and_Museums)

<sup>12</sup> Accessed 29/03/2012 from <http://www.dpcd.vic.gov.au/communitydevelopment/about/about>

<sup>13</sup> Accessed 29/03/2012 from <http://www.dpcd.vic.gov.au/heritage>

<sup>14</sup> Accessed 29/03/2012 from [http://www.dpcd.vic.gov.au/\\_\\_data/assets/pdf\\_file/0016/30643/Indicators\\_of\\_Community\\_Strength\\_framework\\_and\\_evidence.pdf](http://www.dpcd.vic.gov.au/__data/assets/pdf_file/0016/30643/Indicators_of_Community_Strength_framework_and_evidence.pdf)

### 3.3 The value of community museums

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There are around 17.5 million items of social and cultural heritage items held in Victoria. There are approximately 740 collecting organisations throughout the State with around 1.5 million items<sup>15</sup>. Museum Victoria holds 16 million items<sup>16</sup>. A number of approaches can be used to value this heritage<sup>17</sup>:

- value derived from individual perceptions — perceptions may relate to:
  - direct use value — the physical assets that embody historic heritage (e.g. the houses, public buildings, etc) have a ‘use value’ like any other physical asset;
  - indirect use value — heritage places generate broader social benefits such as a sense of identity, facilitate social interaction, create a positive aesthetic, etc; and
  - non-use values — which may comprise:
    - option values — a person may value an option to visit a place although they may have no immediate plans to do so;
    - existence values — people would feel a quantitative loss if the asset were destroyed;
    - other non-use values, such as the value generated by the chance to bequeath a heritage place to future generations, as part of a shared cultural legacy.
- value derived from social interaction — a second approach to the valuation of heritage places is that derived from social interaction. That is, this approach seeks to identify the extent to which heritage places enhance social capital and community;
- the intrinsic value of heritage — the worth of heritage may exist independently of any evaluation by the public.

In this report the concern is with the economic and social value of these assets, and the consequences of possible loss or damage of them. Therefore consideration will not be given to intrinsic values of heritage.

A survey of 2,024 Australians indicated that Australians value their heritage (Table 5). Whilst the study was concerned primarily with built heritage, it is reasonable to consider that these views would be expressed about documentary or physical heritage artefacts.

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<sup>15</sup> Hallett, M. (2003): Key issues for Victoria’s community museums (unpublished)

<sup>16</sup> Museum Victoria Collections. Accessed 27/03/2012 from <http://museumvictoria.com.au/about/mv-blog/categories/collections/>

<sup>17</sup> Allen Consulting Group (2005): Valuing the priceless: The value of historic heritage in Australia. Accessed 27/03/2012 from <http://www.dpcd.vic.gov.au/heritage/publications-and-research/reports>

**Table 5: Community views and perceptions of heritage-related values<sup>17</sup>**

Value type	Statement	'Strongly Agree' and 'Agree'	'Strongly Disagree' and 'Disagree'	Neither agree nor disagree
Direct use value	Looking after heritage is important in creating jobs and boosting the economy	56.1%	11.0%	32.9%
Indirect use value	My life is richer for having the opportunity to visit or see heritage	78.7%	4.6%	16.8%
Option value	It is important to protect heritage places even though I may never visit them	93.4%	1.5%	5.0%
Existence value	Heritage is part of Australia's identity	92.3%	5.3%	2.3%
	The historic houses in my area are an important part of the area's character and identity	80.2%	5.2%	14.5%
Other non-use values	It is important to educate children about heritage	96.9%	0.3%	2.8%

### 3.3.1 Economic impacts of community museums

Victoria's heritage contained in community museums also has measurable economic impacts. Two areas, as examples, considered below, are tourism and publishing. Other activities in which community museums have economic impacts are film / TV locations and the growing genealogy 'industry'.

#### Tourism

As part of this review a survey of some of the larger community museums in Victoria indicates that there would be more than 1 million day visits each year. A phone survey of some smaller museums around Victoria indicates that the total number of day visits days each year is likely to be between 500,000 and 2 million or beyond. The revenue generated by these organisations is a very important part of the economy of many parts of Victoria, and is likely to exceed \$50 million each year across the State.

#### Publishing

A number of important Victorian authors use community museums extensively as a historical resource. Kerry Greenwood (authored more than 50 books sold worldwide) states that most of her books are totally dependent on community museum resources.

More than 400,000 of her books have been sold world-wide, generating more than \$10 million in sales. The television program spin out from her Phryne Fisher series is likely to generate more than \$15 million in sales<sup>18</sup>.

Other authors who use these resources include Carolyn Morwood, Kim Westwood and Lucy Sussex. The sales from these authors has not been determined but it is reasonable to conclude that books and TV productions depending on resources from community museums could exceed \$30 million over the last decade.

### 3.3.2 Social impacts of community museums

The social significance of community museums was considered within the social capital framework developed by the Australian Bureau of Statistics<sup>19</sup>. In this framework, the ABS adopts the definition used by the OECD, namely:

*Social capital comprises networks, together with shared norms, values and understandings which facilitate cooperation within or among groups.*

There has been growing appreciation of the importance of social and environmental as well as economic considerations in pursuing national prosperity and wellbeing. Social capital provides some of the important social indicators for understanding outcomes across economic, social and environmental domains. Social capital is considered an important focus of policy development by Australian and overseas jurisdictions and agencies, including the World Bank.

Figure 3 presents a model of social capital as developed by the Australian Bureau of Statistics. In this model, social capital is characterised by the networks within communities that represent resources available to members of the community for improving their prosperity and wellbeing. These networks have four characteristics that can be compared and contrasted to ascertain the impact of programs designed to improve prosperity and wellbeing:

- Network quality – measures the strength and resilience of networks;
- Network structure – scope, breadth and density of networks provide more people with opportunities to engage with other members of the community;
- Network transactions – the scope, range and scale of networks indicates the extent to which they provide value to communities.
- Network types – three types have been identified and a strongly networked community would have examples of all three;

These networks exist on an environment of values and institutions that either support and strengthen networks, or damage and weaken them. Within a single jurisdiction, such as Australia, these underlying structures would be common and would not represent a differentiating factor between different communities.

This model can be used to assess the potential impact of the community museums project on social capital. A preliminary assessment of some social capital values of community museums, and the impact of the CMPP is presented in Table 6.

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<sup>18</sup> Interview with Deb Cox of Every Cloud Productions

<sup>19</sup> ABS Reference 1378.0 (2004): Measuring Social Capital: An Australian Framework and Indicators

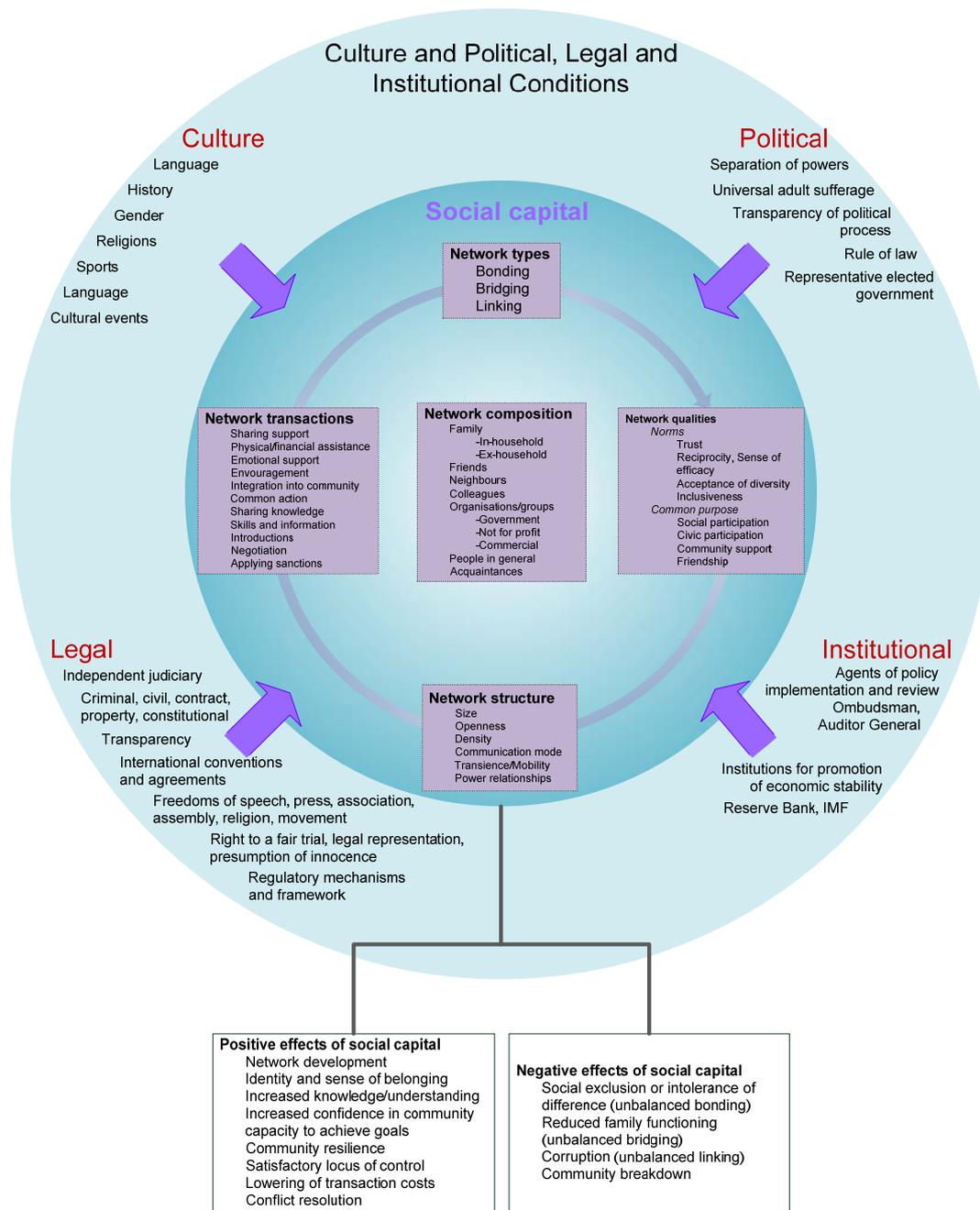


Figure 3: Social Capital, Culture and Political, Legal and Institutional conditions <sup>20</sup>

<sup>20</sup>

ABS (2004): Measuring social capital. Ref 1378.0

**Table 6: Community museums - social capital**

Social capital indicator	Community museums inherent social capital	Impact of CMPP
Network qualities	Maintenance of heritage engenders trust within the community	Improved trust within the community through more professional management.
	Museums often present other cultures enhancing acceptance of diversity	Improved presentation leading to greater acceptance of various groups including refugees and immigrants.
	Social and economic participation enhanced through volunteerism	Improved management leading to increased volunteerism
	Friendships form through participation in community museum operations	More opportunities to develop friendships through networking of community museums
Network structure	Community museums are mostly localised networks within town	Expanded networks by connecting museums from different locations
	Community museums increase network density through common interests	Through greater knowledge provided network density increases
Network transactions	Transactions more limited to location of community museum	With more extended networks with shared interest there is greater potential for physical, financial and emotional support and assistance.
	Opportunity for skills development, information sharing and negotiations limited	Training to enhance skill levels, information and opportunities to negotiate provided.
Network types	Good bonding within organisations but lack of bridging and linking networks	Bridging to other museums and linking to higher level museum capabilities enhances social capital

Community museums make important contributions to the communities within which they are located. It is also likely that a program of support for these museums would substantially enhance that social capital. Indeed it is likely that social capital development is one of the most important values of community museums, and that the evolution of the CMPP should target this value in particular.

### 3.3.3 Problems of community museums

Community museums face a number of problems that threaten their capacity to make a sustainable contribution to the social and economic fabric of their communities. These

problems are listed in Investment Logic Map (Appendix 1 Benefit Management Plan) and the evidence for the problem statements is presented below.

Problem 1: Continued damage to historical collections threatens significant heritage	
<b>Broken:</b> continued damage to historical collections	<b>Consequence:</b> threatens significant heritage
Museum collections are constantly subject to damage from a variety of sources and require museum standard management in order that they be protected. <sup>21</sup>	Most community museums in the Goldfields region do not use museum grade storage (Table 3) threatening damage related losses to significant heritage.
Recent disasters such as fires and floods threaten historical collections.	Organisations have reported damage to their collections from recent fires and floods and it is reasonable to assume that there were many other non-reported losses. Examples include: <ul style="list-style-type: none"> <li>• Marysville Historical Society<sup>22</sup></li> <li>• Damage to track of Daylesford Spa Country Railway<sup>23</sup></li> <li>• Flood damage to Charlton Golden Grains Museum<sup>24</sup></li> </ul>

Problem 2: Poor quality interpretation harms visitor experiences	
<b>Broken:</b> poor quality interpretation	<b>Consequence:</b> harms visitor experiences
Low participation at training sessions on Interpretation (0%) and Exhibition and Display (4.4%) (Figure 2) indicates low level of capability in these areas at the commencement of the CMPP. This has improved significantly.	The tourism audit <sup>25</sup> did not find any evidence of harm to visitor experience. It is quite likely that poor quality interpretation did not convey the stories of the collection adequately but this would not have been identified in the tourism audit that was conducted.

<sup>21</sup> Harn, S. P. (undated): On guard: Protecting collections from deterioration. Accessed 27/03/2012 from <http://www.harn.ufl.edu/pubs/On%20Guard.pdf>

<sup>22</sup> Accessed 28/03/2012 from <http://marysville.vic.au/history>

<sup>23</sup> Accessed 28/03/2012 from <http://www.dscr.com.au/newsDetail.php?id=1&year=2010>

<sup>24</sup> Accessed 28/03/2012 from [http://www.history.org.au/Newsletter\\_33#Article\\_4](http://www.history.org.au/Newsletter_33#Article_4)

<sup>25</sup> Watson, J (2012): Interpretation of Tourism Audit and Baseline Date Survey (unpublished)

Problem 3: Diminishing connection to our past and place detracts from a sense of local identity

**Broken:** diminishing connection to our past and place

**Consequence:** detracts from a sense of local identity

No evidence has been found of diminishing connections to past and place. The following is a theoretical basis for the concept.

No evidence has been found that the diminishing connection to our past and place results in a detraction from a sense of local identity. Such a finding would require a survey to be undertaken which has not been done.

Migration within and to Victoria has caused dramatic changes in Victoria’s demography and diminishes connections to places of origin and residence (Figure 4).

Large numbers of people in Victoria now do not have a direct connection to the place in which they currently reside or to its history.

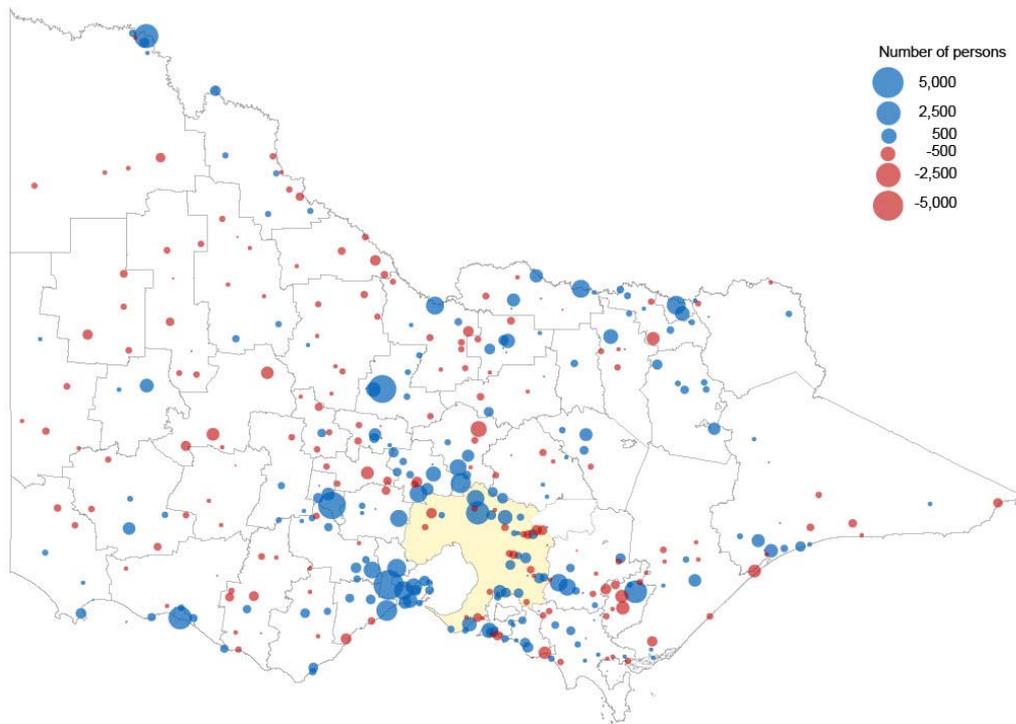
Losing or moving away from such collections diminishes connection to past and place.

Collections and people associated with community museums are important elements of community and place reinforced through social practices, memories and local narratives that provide a sense of belonging<sup>26</sup>.

Community museums are a valuable social and economic resource. They experience a number of problems that threaten their sustainability and capacity to fulfil their social and economic potential. The CMPP was instituted to address these problems. It is not certain that all of the problem statements in the Investment Logic Map clearly capture all of the problems facing the sector. Indeed some interviews suggested that additional problem statements may be required. It is therefore recommended that as part of any expansion of the CMPP, the Investment Logic Map should be revisited.

<sup>26</sup> Harrington, J. T. (2004): ‘Being here’: heritage, belonging and place making: a study of community and identity formation at Avebury (England), Magnetic Island (Australia) and Ayutthaya (Thailand). PhD thesis accessed 2/04/2012 from <http://eprints.jcu.edu.au/71/>

**Figure 4: Population change (excluding Melbourne) 2001-2006<sup>27</sup>**



### 3.4 The Benefits of the CMPP

Section 2.1 and the Strengthening Local Communities Report<sup>1</sup> both indicate that the CMPP has performed well. It has provided numerous services that are highly regarded by clients. Assessing the benefits of the CMPP requires an assessment of performance against key performance indicators (KPIs) that were specified in the Benefit Management Plan (Appendix 1 Benefit Management Plan). An assessment of the achievement of KPIs is presented in Table 7.

There were 6 KPIs defined for the CMPP. Of these a baseline and targets were set for only 1 KPI. In most cases, however, the CMPP's achievements would have exceeded the targets that are likely to have been set. It appears likely that once the Benefit Management Plan workshop was completed, it was not revisited for the purpose of setting the baseline and targets for the KPIs, nor for monitoring performance.

As was the case with the operations of the CMPP, it is likely that there was evolutionary change in the targets without updating the Benefit Management Plan.

<sup>27</sup>

Accessed 28/03/2012 from [http://www.dpcd.vic.gov.au/\\_\\_data/assets/pdf\\_file/0018/31833/settlement\\_pattern.pdf](http://www.dpcd.vic.gov.au/__data/assets/pdf_file/0018/31833/settlement_pattern.pdf)

**Table 7: Achievement of KPIs**

Benefit	KPI	Status
Local collections are more accessible for current and future generations	Increase in museums working toward museum standard storage, handling and conservation practices	In discussions with the project manager it appeared that this KPI had an incorrect baseline. Community museums working towards national standards rose from 24 to 38 and those undertaking museum training was 7 and is now 32. Clearly this KPI has definitely been achieved and exceeded.
	Increase the use of new tools for recording, preserving and communicating collections	Baseline and target values were never established for this KPI. Community museums using new tools has increased from 18 to 24 and those undertaking interpretive training has risen from 0 to 31. It is extremely likely that these results would have exceeded any targets that may have been set.
The Goldfields become a more desirable tourism and education destination	Increase in museum involvement in events and festivals	Baseline and targets were not set for this KPI. There was evidence of community museum involvement in heritage weekends at Ballarat, Bendigo and Ararat; in the Central Highlands History Week; local festival in Kyneton; and involvement in the statewide Art Deco Festival by many museums.
	Increase in museum offerings as tourism products and attractions	Baseline and targets were not set for this KPI. Also no evidence was provided on progress against this KPI.
Improved community pride and sense of belonging	Increase the number of new local volunteers and supporters	Baseline and targets were not set for this KPI. Volunteer numbers have substantially increased as shown in Table 4. It is likely that these results would have exceeded any targets that might have been set for this KPI.
	Increase the diversity of volunteers involved in museums	Baseline and targets were not set for this KPI. Also there is no information on progress against it.

Table 7 indicates that there was good achievement against at least some KPIs. Some interviews suggested alternative KPIs and targets might be desirable. Section 3.3.2 outlines some impacts of community museums on social capital. KPIs that reflect social capital gains may be highly relevant to some agencies.

In any expansion of the CMPP the benefits, KPIs, baselines and targets need to be reviewed. Undertaking the preparation of a new Benefit Management Plan will be required for this purpose.

### 3.5 CMPP governance

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A Steering Committee has been the core element of CMPP governance over the course of the program. The Steering Committee had regular meetings with the project manager and the meetings were minuted. The Steering Committee provided important guidance and support for the project manager.

From the above discussions, there are 3 observations that can be made in relation to the activities of the Steering Committee:

- The membership of the committee may need consideration in any expansion of the CMPP. It was noted that linkages with local government were under developed so it may be desirable to enhance the involvement of local government on the Steering Committee. The existing local government membership reflected the focus of the project on the Goldfields region. One possibility could be to approach the Municipal Association of Victoria to explore their involvement in the project. This could enhance the engagement of the program with local councils.
- Over the period of the CMPP the operations and KPIs underwent some modifications from those identified in the Investment Logic Map. These changes do not appear to have been documented in the form of modifications to the Investment Logic Map, the KPIs or the measures.
- In any expansion of the CMPP further consideration should be given to the placement of the brokers for the program. The options include:
  - State Government
  - Local Government or Municipal Association of Victoria
  - Museums Australia (Victoria)
  - Major local contributors

## Part 4: Plans for ongoing improvements in value for money

### 4.1 Value for money

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The Department of Treasury and Finance aims to achieve value for money on a whole-of-life and long-term sustainable basis. To maximise the likelihood of securing value for money, investments within the Victorian Government should be based on:

- Investment Lifecycle Guidelines<sup>28</sup>
- Investment Management Standard<sup>29</sup>
- Gateway Reviews<sup>30</sup>
- Investment Evaluation Policy and Guidelines<sup>31</sup>

Investments require business case support ensuring:

- strategic options for demand reductions, productivity improvements and supply increases are adequately considered<sup>32</sup>;
- that the 16 questions of the investment decision-makers checklist are addressed<sup>33</sup>; and
- investments are subjected to a triple bottom line assessment<sup>31</sup>.

The assessment of economic and social impacts undertaken in section 3.3 indicates that community museums in Victoria are important socially and economically and that the CMPP has realised some important benefits. The pilot provides information that can form the basis of a sound business case which should form the basis of any expansion of the CMPP.

A Mid Term Review of Victoria's Heritage Strategy prepared by SGS Economics & Planning for Heritage Victoria<sup>34</sup> quantified the benefits and costs of Community Collections Training, a joint initiative of Heritage Victoria and Museums Australia (Victoria) to support the capacity of community museums to care for their collections.

Much of the training delivered under the CMPP was supported through this initiative. This Mid Term Review indicated a significant return on the Government's investment for this training initiative.

Benefits included more effectively conserved and stored heritage assets, up-skilling of heritage management and increased participation in networks creating social capital. The

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<sup>28</sup> Accessed 29/03/2012 from [http://www.lifecycleguidance.dtf.vic.gov.au/section.php?section\\_ID=1](http://www.lifecycleguidance.dtf.vic.gov.au/section.php?section_ID=1)

<sup>29</sup> Accessed 29/03/2012 from <http://www.dtf.vic.gov.au/investmentmanagement>

<sup>30</sup> Accessed 29/03/2012 from <http://www.gatewayreview.dtf.vic.gov.au/>

<sup>31</sup> Accessed 29/03/2012 from [http://www.partnerships.vic.gov.au/CA25708500035EB6/WebObj/InvestmentValuationPolicy/\\$File/InvestmentValuationPolicy.pdf](http://www.partnerships.vic.gov.au/CA25708500035EB6/WebObj/InvestmentValuationPolicy/$File/InvestmentValuationPolicy.pdf)

<sup>32</sup> Accessed 29/03/2012 from [http://www.lifecycleguidance.dtf.vic.gov.au/subsection.php?section\\_ID=1&subsection\\_ID=6](http://www.lifecycleguidance.dtf.vic.gov.au/subsection.php?section_ID=1&subsection_ID=6)

<sup>33</sup> Accessed 29/03/2012 from [http://www.lifecycleguidance.dtf.vic.gov.au/section.php?section\\_ID=1](http://www.lifecycleguidance.dtf.vic.gov.au/section.php?section_ID=1)

<sup>34</sup> Accessed 21/07/2013 from <http://www.dpcd.vic.gov.au/heritage/publications-and-research/reports>

value of the total benefits were estimated to be \$640,696 compared to the total cost of the program of \$90,000. The benefit cost ratio was 7.1 to 1.

The CMPP has provided substantial benefits across the goldfields region at the cost to the Victorian Government of only one project manager and some program funds. For a region encompassing more than 90 community museums, it is unlikely that this level of resourcing could be reduced. Similar regions across Victoria would also require such a resource. It is possible to enhance value for money by harnessing other resources within the community. The CMPP already does this through the improving volunteer management within community museums. Engaging with local council has not received a similar level of emphasis to date and local councils are one community resource that could add substantially to the CMPP. This could be explored through the Municipal Association of Victoria.

## 4.2 Benchmarking the CMPP

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Benchmarking requires the identification of a business quantity of relevance to the success of the business, and the quantitative comparison of the dimensions of that quantity with other divisions or other companies providing equivalent products or services. Other organisations concerned with the community museum sector include:

- History Trust of South Australia
- Museums and Galleries New South Wales
- Museums and Galleries Queensland
- Western Australian Museum
- Museums Australia (Victoria)

The CMPP provided a Community Museums Program Officer whose main activities in delivering the business changes were to:

- make personal contact with community museums through meetings, site visits and training;
- provide telephone based business and collection assistance;
- professionalise collections management practices;
- act as a conduit between community museums, other community organisations, peak bodies, and State and local governments;
- seek opportunities to leverage investment from other sources, eg. grants, philanthropic funds etc;
- encourage professional and social networking; and
- communicate throughout the sector.

As an example a comparison will be made of the funding per beneficiary community museum between Queensland and Victoria. Funding for community museums in Queensland is provided through the Museum Resource Centre Network, a partnership between the Queensland Museum, Arts Queensland and local councils. Brokers, called Museum Development Officers, provide very similar services to the Goldfields Program Officer. Arts Queensland has provided the data relating to the Network in the following table. The assessment in Table 8 indicates that the Victorian program provides “equivalent” services at a cost which is favourable compared to the Queensland program.

**Table 8: Benchmarking costs per beneficiary**

State	Providers	Government Support	Year of support	Number of community museum beneficiaries	Funding per beneficiary
QLD	Museum Resource Centre Network	\$600,000 <sup>35</sup>	2009-10	400+	\$1,500
Vic	Goldfields Community Museum Program	\$120,000	2011-12	93	\$1,290

The History Trust of South Australia provides advice and assistance to community museums through the Community History Program and the South Australian History Fund. The Trust provided data on the staffing level and cost of their program which produced a figure of \$920 per beneficiary. With 1.5 staff servicing 350 community museums, it is clear that the South Australian program is not providing a level of services to those museums which is comparable to the Victorian Goldfields or the Queensland programs.

### Related projects

As outlined in section 4.2, Museums Australia (Victoria) provides closely related services to the community museums of Victoria. Museums Australia (Victoria) strongly supports the CMPP and has been provided some support. Other organisations such as Public Record Office of Victoria, the Royal Historical Society of Victoria and Heritage Victoria also provide complementary support and resources to the community museums sector.

All of the above organisations believe that there is a strong argument for expanding the CMPP across other regions of Victoria. Evidence has been presented to show that although the CMPP was targeted at the Goldfields region, more than 20% of community museums that participated in training sessions came from other regions of Victoria.

The CMPP Manager was involved in all aspects of the program including both technical museum activities, business development and community development. This is a wide scope of capacities to expect in a single individual. Indeed interviews indicated that the focus of the program changed with a change in project manager as a result of different capacities and interests. In any expansion of the program across Victoria, consideration could be given to a coordination role for the expanded community museum program to maximise the value obtained from the diverse skills of a network of project managers.

<sup>35</sup> \$480,000 from AQ directly + \$120,000 from RADF SLA

## Part 5: Plans for ongoing improvements in performance and innovation

### 5.1 Program improvement and innovation

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The various activities undertaken through the CMPP have been very favourably received by community museums. The main issue is what spectrum of activities should be considered in an expansion of the CMPP across Victoria. This will require a revision of the Investment Logic Map which will be much better informed by having conducted the pilot. Based on the findings from the CMPP more focus and innovation is probably required on:

- developing partnerships with local government (supporting sustainability);
- increasing attendance at business management (supporting sustainability), significance and storage training programs; and
- leveraging existing programs to enhance support for community museums.

One avenue for leveraging existing programs is to more effectively access the wide range of grant programs that exist to support heritage and community work. More professional grant applications would increase the likelihood of success. The following list (not comprehensive) provides a few such grant programs:

- Museums Australia (Victoria) Exhibition Services Grants;
- Public Record Office of Victoria community programs
- Commonwealth heritage funding programs including<sup>36</sup>:
  - Your community heritage
  - Indigenous Heritage Program
  - Historic Shipwrecks Program
  - Community Heritage Grants
- Commonwealth Community Grants<sup>37</sup>
- Victorian Government community support grants<sup>38</sup>
- Commonwealth Digital Hubs program

Such opportunities could be identified during a strategic options workshop conducted within the framework of an Investment Logic Map. The experience and data that has been gained during the CMPP will greatly assist the planning activity.

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<sup>36</sup> Accessed 1/04/2012 from <http://www.environment.gov.au/heritage/programs/index.html>

<sup>37</sup> Accessed 1/04/2012 from <http://grantslink.gov.au/grant/community-grants>

<sup>38</sup> Accessed 1/04/2012 from <http://grantslink.gov.au/grant/community-support-grants>

## 5.2 Continuous improvement

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According to some sources around 15% of volunteers in the goldfields region do not have internet access. Despite this fact, the CMPP made very effective use of online surveys and this should continue and expand. It is likely that the demonstration of value in use of the internet would be an important factor in increasing uptake.

Given the distances between different community museums across Victoria, establishing a community of interest will require innovative use of the internet. Social networking, blogs and other uses of the internet by community museums could also increase. In addition to the development of a community of interest these tools will provide better opportunities to monitor progress in a state wide program.

## Part 6: Review of organisational learning and maturity targets

### 6.1 Information and experience sharing

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The CMPP was governed by a Steering Committee with the composition outlined in section 1.1. This committee had broad representation from 5 different agencies and local government, presenting ample opportunities for lessons learnt in this program to be shared with other parts of government.

The email-based surveys have a very high response rate indicating that they are valid samples of the population of community museums involved in the CMPP. This effectively captures the data which is then reported to the Steering Committee. The Program Manager has also engaged in a number of different forums to share the understanding gained as a result of the program.

In the broader expansion of the program, it may be worth considering the involvement of the Municipal Association of Victoria. Participation by this organisation should facilitate greater involvement by local government and improved sharing of information.

## Part 7: Readiness for the future: Plans for future service provision

### 7.1 Ongoing need for service

---

The CMPP clearly illustrated the importance of improving skills in the community museum sector, and that the managers and volunteers in the sector avidly take up professional development opportunities. There is a need to continue the program because:

- thus far it has been a pilot in one region of Victoria; and
- the ongoing need for support will grow with staff turnover and collection growth and increasing community interest in the collections.

For each community museum it is possible to envisage that their involvement may have three phases:

1. Underpinning their ongoing sustainability through training and increased volunteerism.
2. Enhancing financial viability through better business management, marketing, grant application skill development and greater participation by local government.
3. Reaching a maturity that envisages a strong role in developing regional identity and provides for succession, connection and mutual support

Different community museums would be at different stages in this process presenting a significant project management challenge. It requires ongoing involvement from State Government in providing governance, local government to maximise opportunities and museum experts (such as Museum Australia (Victoria) ) to improve collection management standards.

# Appendices

## Appendix 1 Benefit Management Plan

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### **Community Museums** **Department of Planning and Community Development Benefit Management Plan**

**The proposed investment is expected to deliver the following benefits:**

**BENEFIT 1: Local collections are more accessible for current and future generations**

- Increase in museums working toward museum standard storage, handling and conservation practices
- Increase the use of new tools for recording, preserving and communicating collections

**BENEFIT 2: The Goldfields become a more desirable tourism and education destination**

- Increase in museum involvement in events and festivals
- Increase in museum offerings as tourism products and attractions

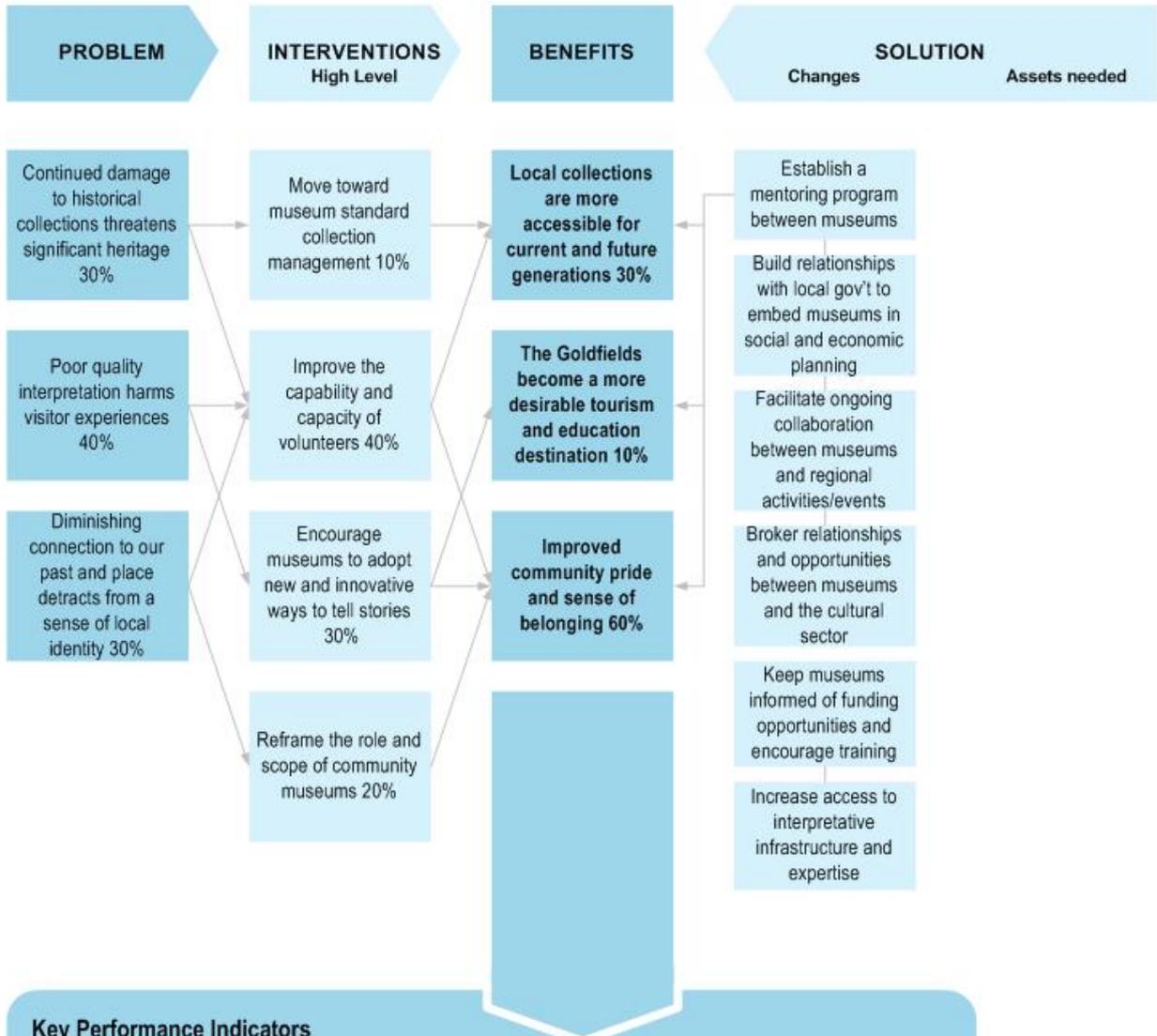
**BENEFIT 3: Improved community pride and sense of belonging**

- Increase the number of new local volunteers and supporters
- Increase the diversity of volunteers involved in museums

#

# Community Museums

## Department of Planning and Community Development Benefit Management Plan



**Key Performance Indicators**

**Local collections are more accessible for current and future generations**  
 KPI 1: Increase in museums working toward museum standard storage, handling and conservation practices.  
 KPI 2: Increase the use of new tools for recording, preserving and communicating collections.

**The Goldfields become a more desirable tourism and education destination**  
 KPI 1: Increase in museum involvement in events and festivals  
 KPI 2: Increase in museum offerings as tourism products and attractions

**Improved community pride and sense of belonging**  
 KPI 1: Increase in number of new local volunteers and supporters  
 KPI 2: Increase the diversity of volunteers involved in museums

Template  
Version 3.5

Version 5.0  
Original ILM Workshop 10/02/2010

Facilitator Jeremy Smart  
Investor Peter Rademaker

Last Modified 18/03/2010  
By Jeremy Smart

**Community Museums**  
**Department of Planning and Community Development Benefit Management Plan**

**LOCAL COLLECTIONS ARE MORE ACCESSIBLE FOR CURRENT AND FUTURE GENERATIONS 30%**

<b>KEY PERFORMANCE INDICATORS</b>	
<b>KPI 1</b>	<b>KPI 2</b>
Increase in museums working toward museum standard storage, handling and conservation practices	Increase the use of new tools for recording, preserving and communicating collections
<b>Measure</b>	<b>Measure</b>
1. Number of museums	1. Number of new tools used 2. Number of museums using at least one tool
<b>Baseline value</b>	<b>Baseline value</b>
1. 3	1. Available June 2010
<b>Target value for measure/s</b>	<b>Target value for measure/s</b>
1. 10	1. Available June 2010
<b>Date targets will be met</b>	<b>Date targets will be met</b>
December 2011	December 2011

<b>RESPONSIBILITIES</b>	
<b>Who is responsible for meeting KPI?</b>	<b>Who is responsible for meeting KPI?</b>
Peter Rademaker Community Engagement Manager Grampians Team DPCD	Peter Rademaker Community Engagement Manager Grampians Team DPCD
<b>Who is responsible for reporting?</b>	<b>Who is responsible for reporting?</b>
Karlie Hawking Community Museums Project Officer Grampians Team DPCD	Karlie Hawking Community Museums Project Officer Grampians Team DPCD

<b>REPORTING SCHEDULE</b>	
<b>Frequency of reporting</b>	<b>Frequency of reporting</b>
Biannual	Biannual
<b>Source of measurement data</b>	<b>Source of measurement data</b>
Management Reports	Management Reports
<b>Starting date for reporting</b>	<b>Starting date for reporting</b>
June 2010	June 2010
<b>Date targets will be met</b>	<b>Date targets will be met</b>
December 2011	December 2011

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**Community Museums**  
**Department of Planning and Community Development Benefit Management Plan**

**THE GOLDFIELDS BECOME A MORE DESIRABLE TOURISM AND EDUCATION DESTINATION 10%**

<b>KEY PERFORMANCE INDICATORS</b>	
<b>KPI 1</b>	<b>KPI 2</b>
Increase in museum involvement in events and festivals	Increase in museum offerings as tourism products and attractions
<b>Measure</b>	<b>Measure</b>
1. Percentage of museums actively involved in events and festivals	1. Number of new stories, exhibitions and interpretive projects undertaken by museums 2. Percentage of regional and local products referring to museums
<b>Baseline value</b>	<b>Baseline value</b>
1. Available June 2010	1. Available December 2010 2. Available December 2010
<b>Target value for measure/s</b>	<b>Target value for measure/s</b>
1. Available June 2010	1. Available December 2010 2. Available December 2010
<b>Date targets will be met</b>	<b>Date targets will be met</b>
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<b>REPORTING SCHEDULE</b>	
<b>Frequency of reporting</b>	<b>Frequency of reporting</b>
Biannual	Biannual
<b>Source of measurement data</b>	<b>Source of measurement data</b>
Management Reports	Management Reports
<b>Starting date for reporting</b>	<b>Starting date for reporting</b>
June 2010	December 2010
<b>Date targets will be met</b>	<b>Date targets will be met</b>
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**Community Museums**  
**Department of Planning and Community Development Benefit Management Plan**

**IMPROVED COMMUNITY PRIDE AND SENSE OF BELONGING 60%**

<b>KEY PERFORMANCE INDICATORS</b>	
<b>KPI 1</b>	<b>KPI 2</b>
Increase the number of new local volunteers and supporters	Increase the diversity of volunteers involved in museums
<b>Measure</b>	<b>Measure</b>
1. Number of new volunteers and supporters	1. % diversity of age groups 2. % diversity of gender 3. % diversity of ethnic groups
<b>Baseline value</b>	<b>Baseline value</b>
1. Available June 2010	1. Available June 2010 2. Available June 2010 3. Available June 2010
<b>Target value for measure/s</b>	<b>Target value for measure/s</b>
1. Available June 2010	1. Available June 2010 2. Available June 2010 3. Available June 2010
<b>Date targets will be met</b>	<b>Date targets will be met</b>
December 2011	December 2011

<b>RESPONSIBILITIES</b>	
<b>Who is responsible for meeting KPI?</b>	<b>Who is responsible for meeting KPI?</b>
Peter Rademaker Community Engagement Manager Grampians Team DPCD	Peter Rademaker Community Engagement Manager Grampians Team DPCD
<b>Who is responsible for reporting?</b>	<b>Who is responsible for reporting?</b>
Karlie Hawking Community Museums Project Officer Grampians Team DPCD	Karlie Hawking Community Museums Project Officer Grampians Team DPCD

<b>REPORTING SCHEDULE</b>	
<b>Frequency of reporting</b>	<b>Frequency of reporting</b>
Biannual	Biannual
<b>Source of measurement data</b>	<b>Source of measurement data</b>
Management Reports	Management Reports
<b>Starting date for reporting</b>	<b>Starting date for reporting</b>
June 2010	June 2010
<b>Date targets will be met</b>	<b>Date targets will be met</b>
December 2011	December 2011

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