

MAWSON'S HUTS FOUNDATION

Commonwealth Bay, Antarctica | Replica Museum – Hobart, Tasmania

Mawson's Huts Foundation

2030 Corporate Plan

1st July 2023

Acknowledgment of Country

We acknowledge the Tasmanian Aboriginal people and their enduring custodianship of lutruwita (Tasmania.)

We honour the uninterrupted care, protection and belonging to these islands and its skies and waterways, before the invasion and colonisation of European settlement.

As part of a tourism industry that welcomes visitors to these lands, we acknowledge our responsibility to represent to our visitors Tasmania's deep and complex history, fully, respectfully, and truthfully.

We acknowledge the Aboriginal people who continue to care for this country today.

We pay our respects to their elders, past and present.

We honour their stories, songs, art, and culture, and their aspirations for the future of their people and these lands.

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Mawson's Hut – Cape Denison, 2022. Credit David Killick

Purpose

The Mawson's Huts Foundation Corporate Plan 2024 – 2030 recognises our role as the custodians and champions of Sir Douglas Mawson and his place in pioneering Australia's deep engagement with Antarctica.

The Plan outlines the Foundation's role in the conservation of the Mawson's Huts Historic Site as well as its role in generating inspiration, curiosity and education through visitor experiences and education programs. This purpose ensures the story of Sir Douglas Mawson, his men and their collective ongoing influences are kept alive, and their spirit carried forward for generations to come.

Vision

As the definitive authority on Australian Antarctic heritage, the Mawson's Huts Foundation will connect Australians emotionally and culturally with Australia's Antarctic history and heritage through the stories and achievements of Sir Douglas Mawson and his influence across Antarctic exploration.

Mission

To conserve, protect and maintain the Mawson's Huts complex and engage Australians with Sir Douglas Mawson's story and Australia's rich Antarctic heritage through iconic and inspiring visitor experiences and programs.

Chairman's Message

Dear valued friends of the Mawson's Huts Foundation,

Welcome to the Foundation's 2030 Strategic Plan for the preservation of Mawson's Huts, a Historic Site of immense cultural heritage and scientific significance, and for the Foundation's supporting activities that continue to sustain much of our conservation work in Antarctica. As a not-for-profit organisation committed to safeguarding our shared heritage, we are honoured to present this strategic roadmap that outlines our vision, objectives, and action steps to ensure the long-term conservation and promotion of Mawson's Huts, and the promotion of the achievements of Sir Douglas Mawson and of other leading Australian Antarctic explorers, prior to 1947.

The Mawson's Huts Historic Site, located at Cape Denison, Commonwealth Bay, Antarctica, served as the base for the Australasian Antarctic Expedition led by Sir Douglas Mawson from 1911 to 1914. These huts bear witness to the remarkable feats of Australian exploration, scientific discovery and human endurance during the Heroic Age of Antarctic exploration. They are a testament to the dedication and resilience of the expedition members who braved extreme conditions to expand our understanding of the Antarctic continent and, in doing so, founded Australia's place in Antarctic research and its continued preservation.

However, the passage of time and the harsh Antarctic environment have taken a toll on Mawson's Huts. While they continue to face numerous challenges, including deterioration due to weathering, ice pressure and the impact of tourism, the Foundation's 14 expeditions to Cape Denison - since our organisation's establishment in 1996 - have enabled the protection and preservation of much of this invaluable heritage for current and future generations. This is a remarkable achievement for a small, not-for-profit organisation.

This strategic plan sets forth a comprehensive framework to guide our preservation efforts, with a focus on four key pillars: ongoing conservation of the Mawson's Huts Historic Site, interpretation of the site and the heroic era through our Replica Museum in Hobart, education through experiential, hands-on activities via our Mobile Antarctic Classroom outreach program and strengthening the financial security of the Foundation through more effective and mutually beneficial stakeholder engagement.

By implementing a multifaceted approach that combines scientific expertise, community involvement and sustainable practices, we aim to ensure the longevity and accessibility of Mawson's Huts and their storied history while fostering a deeper appreciation for the historical and scientific legacy they represent nationally and internationally.

We will work diligently towards achieving our goals through strategic visitor engagement programs, key corporate partnerships and collaborations, and with the ongoing support of government bodies and individuals through Foundation memberships, bequests and donations. Our plan outlines a series of specific objectives, such as continuing our implementation of the conservation and maintenance project at Cape Denison, implementation of brand, marketing and communications strategies across the Foundation, developing a Mawson Place Tourism Precinct Master Plan, developing deeper and further reaching educational and outreach programs with schools across Tasmania and expanding the influence and appeal of the Australian Antarctic Festival to the community of Hobart and greater Tasmanian economy.

We recognise the importance of involving diverse stakeholders in our preservation and education efforts, including local communities, scientists, historians, tourists and policymakers. By fostering collaboration and creating platforms for dialogue and engagement, we can ensure that the management and conservation of the Mawson's Huts site and the legacy of Sir Douglas Mawson and other significant Australian Antarctic expeditions are guided by a shared understanding of their cultural, historical and scientific value.

As we embark on this journey to continue to protect and celebrate Sir Douglas Mawson and his remarkable impact on the Australian consciousness, we invite you to join us in our mission.

Together, we can uphold the legacy of exploration, scientific discovery and cultural heritage these remarkable Australians embody. By safeguarding Mawson's Huts and of the stories they personify, we honour the past and inspire a future where the wonders of Antarctica continue to captivate, enlighten and inspire generations to come.

Thank you for your unwavering commitment. We are excited to embark on this transformative journey with you.

Warmest regards,

Greg Holland

Chairman, Mawson's Huts Foundation

Strategic Focus

The board's vision for the Mawson Huts Foundation is to deliver on the stated aspirations through purposeful and determined action to meet the expectations, needs and functions within the following identified key stakeholders and entities:



Foundation Goals

The following goals have been set through 2024 to 2030:

Goal (clustered by FY and not in order of priority)	F23 Actual	F25	F27	F30
Increase Mawson's Huts Foundation operating surplus from \$166,000 to \$210,000	\$166,777	\$180,000	\$200,000	\$210,000
Increase sponsorship and donor funding from \$77,000 to \$110,000	\$77,000	\$82,000	\$90,000	\$110,000
Increase <i>averaged</i> grant funds (#impacted by COVID) from \$75,000 to \$695,000	\$75,000#	\$245,000	\$470,000	\$695,000
Increase Museum profit from \$159,000 to \$195,000	\$159,000	\$170,000	\$180,000	\$195,000
Increase festival attendance from 34,000 to 45,500 people	34,000	37,500	42,000	45,500
Increase / Maintain schools visited from 1800 to 2600 students	1,800	2,000	2,300	2,600
Volunteer and Employee satisfaction (median NFP Benchmark for engagement) https://www.cultureamp.com/science/insights/nonprofit-australia	70%	73%	75%	78%

Corporate Strategy

The Foundation will activate the 2030 Corporate Plan through 4 corporate strategies:

1. Deliver conservation work on the Mawson's Huts historic site complex at Cape Denison and other heritage sites and artifacts associated with Sir Douglas Mawson, as the Australian Antarctic Division's (AAD) preferred project partner.
2. Position the Mawson Huts Foundation as the lead authority and guardian of the Sir Douglas Mawson story, and in doing so evoke curiosity and inspire discovery of Sir Douglas's influence across Australia's Antarctic program from the heroic era of Antarctic exploration, through to the founding of ANARE expeditions in 1947.
3. Support the Foundation to achieve its goals through the development and management of iconic Antarctic visitor experiences in Southern Tasmania.
4. Position the Mawson's Huts Foundation in a place to effect maximum outcomes and influence through strengthening its financial security and governance processes.

Strategy and Activation Plan

The following matrix details the Foundation's 4 key strategies and actions with **Short Term (1-2 years)**, **Medium (3-4 years)** or **Long Term (5-6 year)** activation horizons:

Corporate Strategies	Action	Action Term	Priority
1. Deliver conservation work on the Mawson's Huts historic site complex at Cape Denison and other heritage sites and artifacts associated with Sir Douglas Mawson, as the Australian Antarctic Division's (AAD) preferred project partner.	1.1 Develop a Mawson's Huts Protection and Maintenance Works Plan for 2024-2030 in consultation with the Australian Antarctic Division.	SHORT	HIGH
	1.2 Mawson's Huts Foundation to prepare a proposal and secure a preferred / exclusive agreement with AAD to carry out Mawson's Hut conservation expeditions and works until 2030.	SHORT	HIGH
	1.3 Organise and undertake a minimum of two conservation expeditions to Cape Denison as deemed necessary through specialist advice, and in conjunction with the Australian Antarctic Division.	MEDIUM	HIGH - MEDIUM
2. Position the Mawson Huts Foundation as the lead authority and guardian of the Sir Douglas Mawson story, and in doing so evoke curiosity and inspire	2.1 Secure partnerships with key institutions and influencers that empower the communication capability of the Mawson's Huts Foundation.	MEDIUM	HIGH - MEDIUM
	2.2 Support and advance the outcomes and actions identified within the Tasmanian Antarctic Gateway Strategy 2022–2027 that align with the strategies contained and defined within the Foundation's 2030 Corporate Plan.	SHORT	HIGH

discovery of Sir Douglas's influence across Australia's Antarctic program from the heroic era of Antarctic exploration, through to the founding of ANARE expeditions in 1947.	2.3 Prepare a 2024 – 2030 Brand Strategy and Activation Plan.	SHORT	HIGH
	2.4 Prepare annual Marketing Strategy and Activation Plans.	SHORT	HIGH
	2.5 Develop reciprocal partnerships with tourist operators in Tasmania, forming a network of engaged and proactive ambassadors for the Mawson's Huts Foundation and its visitor experiences.	SHORT	HIGH - MEDIUM
	2.6 Expand the geographical reach of the Mobile Antarctic Classroom school's education and outreach program (including the AI platform) across Southeastern Australia.	LONG	HIGH
3. Support the Foundation to achieve its goals through the development and management of iconic Antarctic visitor experiences in Southern Tasmania.	3.1 Develop Australia's leading Antarctic Visitor Experiences Precinct on the Mawson's Place, Hobart city site.	MEDIUM	HIGH
	3.2 Revitalise the Replica Museum as Hobart's leading Antarctic visitor experience.	SHORT	HIGH
	3.3 Design and develop a range of unique, small group, personal visitor experiences that engage expeditioners and the stories of Sir Douglas Mawson, with visitors.	SHORT	MEDIUM
	3.4 Expand the Antarctic Festival to grow attendance and include a stronger focus on Antarctic heritage, the work of the Foundation, the achievements of Sir Douglas Mawson and other early, pre-ANARE Australian expeditioners to Antarctica.	SHORT-MEDIUM	MEDIUM

	3.5 Form partnerships with key stakeholders to champion projects advanced by the Foundation and/or where these are mutually beneficial.	SHORT-MEDIUM	HIGH
4. Position the Mawson's Huts Foundation in a place to effect maximum outcomes and influence through strengthening its financial security and governance processes.	4.1 Initiate a Staff and Volunteer Attraction and Retention Program.	SHORT-MEDIUM	HIGH
	4.2 Increase the story telling skills and interpretative techniques of Replica Museum and volunteer staff in the presenting of Australia's Antarctic story.	SHORT	MEDIUM
	4.3 Strengthen core funding and promotional reach by securing a small number of 'anchor sponsors'	SHORT-MEDIUM	HIGH
	4.4 Drive income generation through a re-focus of the Foundation Membership program and the benefits and rewards it provides.	MEDIUM	MEDIUM - LOW
	4.5 Devise and conduct in collaboration with Foundation anchor sponsors and supporters, regular fundraising events such as raffles, social and special interest events and programs.	SHORT	HIGH



Main Hut Interior – Mawson's Huts Replica, Hobart. Credit Tourism Australia

Supporting Programs

In addition to the 4 Corporate Strategies, the Foundation will deliver the following supporting programs:

Visitor

The Visitor Engagement Program is facilitated through the development and management of iconic Antarctic visitor experiences and attractions across Tasmania. These visitor experiences reveal meanings and relationships using original objects through firsthand experience, illustrative media, festivals, and events to provoke an empathetic philanthropic response to support the conservation of Australian Antarctic heritage through the Mawson's Huts Foundation.

This Plan outlines an ambitious vision to strengthen both The Replica Museum and Australian Antarctic Festival and move towards the realisation of transforming the Mawson's Place site into an Antarctic Precinct through an enhanced visitor experience, centred on the heroic age – linked closely to online and other communication strategies.

Partnerships

The Partnership Program recognises the role of partnerships in achieving the goals set within this Plan. The Foundation holds essential partnerships that facilitate conservation works at Cape Denison and in Hobart, empower and expand the reach of communication, support funding programs and enhance the success of visitor experiences.

- A partnership objective is to establish the Foundation as the preferred partner for Antarctic conservation works at Cape Denison (as per above) for the Australian Antarctic Division.

- Our partnership with Hobart City Council and TasPorts will deliver a greater awareness of Hobart as the world's best Antarctic gateway with heritage and the port's historic capability utilised as significant points of difference within the Antarctic sector and broader community.
- Building closer relationships with the tourism sector will expand the local and walk-up awareness of the replica experience and enable cross-promotion of unique experiential opportunities for guests.
- As the present-day managers of Macquarie Island, Tasmanian Parks and Wildlife Service will be approached to establish a relationship similar to that with the AAD, but with a clear focus on the historical fabric and relics of Mawson's Expedition and the establishment of his base there in 1911.
- The Foundation's partnership with the University of Tasmania will be focussed on, but not limited to, emerging technologies in interpretation, visitor data collection, identifying visitation trends and its analysis to better aid and support marketing and visitor satisfaction outcomes.
- The French Polar Institute (Institut Polaire Français) are essential to maintaining efficient access to the Mawson's Huts Complex at Cape Denison and a proactive approach will be taken to strengthen and advance this relationship through the Tasmanian Antarctic Advocate.

Other broader non-sector partnerships will include charitable trusts and other non-government organisations identified as aligning with the goals and objectives of the Mawson's Huts Foundation, other Antarctic collections and museum agencies, tourism industry peak bodies and select local and national operators, corporate sponsors and State and Federal Government agencies.

These core relationships and partnerships will not only underpin the core functions of the Foundation, but foster advocates to share the Foundation's purpose and its visitor experiences.

Community

The Community Program recognises the importance of the Foundation's relationship and engagement with Tasmania's community as Foundation advocates.

The Foundation will provide an essential community service across a wide variety of settings and circumstances across all its touchpoints to forge an emotional and intellectual connection to the story of Sir Douglas Mawson and his expedition, highlighting the enduring influence it maintains over Australia's contemporary Antarctic presence and leadership.

Community also plays a critical role as advocates for the Foundation, and to achieve this relationship they must be engaged as part of the Foundation's vision and mission. In addition to the Volunteers initiative, the Foundation will design a program for the engagement of community members that might include activities and promotions to recognise the support and the ongoing role local community contributes to the Foundation's work.

At the heart of this emotional and intellectual connection with community will be the intrinsic appreciation of Hobart as being one of the five "Antarctic gateway cities" on the Southern Ocean rim, and as such possessing a unique character and sense of place created and maintained through its relationship to the Antarctic and Southern Ocean through science, conservation, and ongoing exploration.

Foundation

The Foundation Program is focused on shaping an agile and stable operating infrastructure to maximise the Foundation's ability to seize opportunities, care for and reward its volunteers and employees, and deliver meaningful and purposeful outcomes. It will do this with speed

and effectiveness, through competent governance, a skilled board of management and a dedicated workforce. It will uphold the values of integrity and accountability in providing Foundation supporters with any information they may need to be assured that donated funds are being appropriately utilised against the conservation of Australian Antarctic heritage projects, in the most efficient manner possible.

People

The People Program recognises that leadership, organisational capability, and a positive workplace are intrinsically linked.

The Foundation's people program, for both paid and volunteer staff, will reward a positive culture of embracing capacity building through supporting staff to access professional development opportunities, in-house training and through engaging with opportunities to be up-skilled on-the-job - assisted through peer mentorship and an articulated performance framework, across all Mawson's Huts Foundation Business Units. Volunteers will be encouraged and supported to diversify their skill sets based on their personal interests, to best benefit the organisation and their personal growth across the range of Mawson's Huts Foundation business activities.

Priority Projects

The above strategy and actions matrix has identified 9 key projects for the Mawson's Huts Foundation:

1. Mawson's Huts Conservation and Maintenance Project
2. Brand Development Project
3. Marketing and Communications Strategy Project
4. Mawson Place Tourism Precinct Master Plan Project
5. Museum Revitalisation Project

6. Australian Antarctic Festival Project
7. Employee and Volunteer Attraction and Retention Project
8. Education and Outreach Enhancement Project
9. Partnership and Ambassadors Project

Select Reference List

Australian Antarctic Division - https://www.antarctica.gov.au/about-antarctica/history/cultural-heritage/mawsons-huts-cape-denison/https://www.antarctica.gov.au/site/assets/files/49371/mawsonshut_low.pdf

Tasmanian Antarctic Gateway Strategy 2022-2027 - <https://www.antarctic.tas.gov.au/strategy>

Institut Polaire Français - <https://institut-polaire.fr/en/polar-institute/status/>

Tasmanian Antarctic Festival - <https://www.mawsons-huts.org.au/antarctic-festival/>

Culture Amp – Non-Profits Australia, January 2023 - <https://www.cultureamp.com/science/insights/nonprofit-australia>



Main Hut Interior – Mawson's Huts, Cape Denison. Credit David Killick