



## AURORA AUSTRALIS FOUNDATION LTD

9 June 2020

To: The Premier's Economic and Social Recovery Advisory Council (PESRAC)

Dear Chair, Mr Challen, and members of the Board,

I write on behalf of, and to introduce you to, the newly incorporated body *Aurora Australis* Foundation Ltd. The Foundation is a not-for-profit public company limited by guarantee. It is currently in the process of being registered as a charity.

We have four passionate Directors on the Board who have either travelled to Antarctica, been involved with training expeditioners or working for the Australian Antarctic Division (AAD):

- Prof Michael Stoddart, Chair, former IMAS Director and founder, Board member and researcher Maritime Museum Tasmania, formerly Chief Scientist AAD.
- Dr Melanie Van Twest, Secretary, initiator of this Project, former Antarctic expeditioner, GP Anaesthetist, and Army Reserve Medical Officer.
- Ms Jane Hollman, strategic Human Resources Executive and Coach, governance, change agent and facilitator, mergers and acquisition

And myself,

- Ms Pip Rice, RN and Clinical Nurse Educator at the Royal Hobart Hospital (where I have trained AAD Lay Surgical Assistants in emergency surgery skills), statewide Project Lead in Infusion Pump Procurement, and Army Reserve Nursing Officer.

The purpose of the Foundation is dedicated to the documentation, dissemination, preservation and promotion of the cultural history and heritage of the Australian Antarctic icebreaker RSV *Aurora Australis*.

You may be aware that *Aurora Australis* has come to the end of its lifetime's work with the Australian Antarctic Division, and will soon be replaced by a new icebreaker currently being built in Europe.

As we understand, PESRAC gathers information from the community on behalf of the State Government, with aim to building a stronger Tasmania recovering from the restrictions of COVID-19. We believe our initiative is in keeping with your Terms of Reference, and the Premier's strategies for the Tasmanian community and economy. Our vision and objective to acquire the RSV *Aurora Australis* icebreaker and preserve her history would create employment and stimulate tourism as described below, and in more depth in our attached Business Plan.

The Foundation would like PESRAC to consider endorsing the following activities of the Foundation:

1. Support the Foundation in its quest to keep *Aurora Australis* in Hobart. Ever since the city's golden maritime age in the 19th century the people of Hobart have readily taken iconic ships to their hearts, from the 19th century clipper *Harriet McGregor*, to the 20th century *Aurora Australis*. The 'Orange Roughy'

is very much part of Hobart's environment with a special place in people's hearts, and the Foundation intends to keep the ship for the people of Hobart, greater Tasmania, and Australia.

2. Support actions by the Foundation to secure a permanent berth for the ship, where it may be accessible by the public.
3. Support the Foundation in developing the ship as a museum acknowledging Australia's world standing in international marine science, and the commitment of the City of Hobart to Australia's rich Antarctic initiatives.
4. Support the Foundation in contributing to the rebuilding of Tasmania's tourism industry by developing a new tourist attraction. You will be aware of the enormous interest in the ship whenever it has been open to public inspection in the past, such as it is at Antarctic Festivals. The public availability of *Aurora Australis* into the future will contribute strongly to the rebuilding of Tasmania's tourism industry.
5. Support the Foundation's view that Hobart's attraction as Australia's Antarctic capital would be significantly boosted by a floating museum dedicated to Antarctic service and Southern Ocean science, areas in which Australia leads the world. The ship will complement Mawson's Huts museum by offering a clear comparison between modern Antarctic endeavour, and the Heroic Age of Antarctic exploration.

We are at the start of a journey which has the potential to excite the people of Hobart as much as it excites the Foundation and much lies ahead to be done to fulfil the Foundation's objectives. I would be delighted to brief you on progress towards the Foundation's objectives at a convenient time, should you wish.

It is the Foundation's hope that PESRAC would support our objectives, work with us and recommend ways to fund the purchase and maintenance of the ship, assisting this vision to be reality for Tasmanians.

I have attached a copy of the Media Release sent out today, 9 June 2020. Although incorporated on 1<sup>st</sup> June 2020, we have already commenced discussions with P&O Maritime who own the ship and they are amenable to selling her to us should we raise funds in the vicinity of her scrap value or US\$1 million, and commit to her purchase by the end of this week! Clearly funds are also required for maintenance, insurances and berthing until we are able to be largely self-sufficient. Given the very short notice all round we would appreciate your recommendations as soon as you are able, and indication whether Government financial support might be available in the immediate term, and longer.

Yours faithfully,



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# Aurora Australis Foundation

## Business Plan

**Prepared:** May 2020

**Revised:** June 2020

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# Business Plan Summary

## The Business

<b>Company name:</b>	AURORA AUSTRALIS FOUNDATION LIMITED
<b>Company structure:</b>	Company limited by guarantee
<b>ABN:</b>	TBA
<b>ACN:</b>	641 366 663
<b>Company location:</b>	Hobart, Australia
<b>Date established:</b>	1 June 2020
<b>Officers:</b>	Prof Michael Stoddart (Chair/President) Dr Melanie Van Twest (Secretary) Ms Jane Hollman Ms Philippa Rice

### Services:

The Aurora Australis Foundation as a not for profit organization is dedicated to the documentation, dissemination, preservation and promotion of the cultural history and heritage of the Australian Antarctic icebreaker *RSV Aurora Australis*.

The Aurora Australis Foundation aims to acquire and preserve the *RSV Aurora Australis* itself as a ship museum in Hobart, Australia. Pending acquisition, or if acquisition is not be possible, the Aurora Australis Foundation will create a museum in a suitable building.

The Aurora Australis Foundation will aim to promote and advance the cultural history of the *RSV Aurora Australis* through the following channels:

- Establishing a site where memorabilia and other historical items or artefacts of the *RSV Aurora Australis* may be collected, maintained and displayed for public viewing;
- Organising meetings and providing a site location whereby any person interested in the *RSV Aurora Australis* and its history may associate with other persons with similar interests to their mutual benefit;
- Developing and producing educational material on the history and heritage of the *RSV Aurora Australis* for educating the general public on such;
- Producing, editing, printing, publishing, issuing, selling, circulating and preserving such papers, periodicals, books and other literary matters as are conducive to the purposes of the Aurora Australis Foundation;
- Producing, editing, reproducing, preserving and selling such auditory and visual records as are conducive to the purposes of the Aurora Australis Foundation; and
- Promoting social gatherings and events for the education and entertainment of visitors including school groups.

The Aurora Australis Foundation will fundraise in conjunction with revenue generating strategies such as financial partnerships, sale of services and applications for grants and subsidies.

## The Market

### Target market:

1. Hobart residents and Tasmanian community at large;
2. Domestic and international tourists and visitors;
3. Any person that is interested in naval activities or the Antarctic Program;
4. Maritime training organisations; and
5. The general public, including school groups, to educate the next generation.

### Marketing strategy:

1. The directors of the Aurora Australis Foundation include well-established members of the local and maritime communities, thus lending their networks and reputation to the charity.
2. The Aurora Australis Foundation will work closely with governmental departments and maritime bodies to collect, retain and maintain the cultural heritage of the *RSV Aurora Australis* as well as advertise the Aurora Australis Foundation and its activities.
3. The directors and the Aurora Australis Foundation will hold networking and marketing events.
4. Traditional marketing such as social media advertising, communication with the Antarctic sector and general word of mouth.

## The Future

### Vision statement:

The Aurora Australis Foundation will collect and preserve the cultural heritage and history of the *RSV Aurora Australis* in perpetuity for the enjoyment of Australians and international visitors.

### Goals/objectives:

#### Short Term

1. Establish the Aurora Australis Foundation as a charity.
2. Establish the Aurora Australis Museum.
3. Collect and maintain memorabilia and artefacts relating to the *RSV Aurora Australis*.

#### Medium Term

1. Develop the Aurora Australis Museum with displays, events and activities for admission to the public.
2. Have in place strategic partnerships with the relevant government departments and maritime bodies.
3. Produce and disseminate brochures, recordings and other educational and entertainment material for the *RSV Aurora Australis*.
4. Establish partnerships with training colleges and organisations that wish to use the *RSV Aurora Australis* as a platform for maritime and safety training courses.

#### Long Term

1. Through operations of the Aurora Australis Museum, applications to grants and subsidies and general fundraising ventures, build up capital.
2. Acquisition of the *RSV Aurora Australis*.
3. Establishing a long-term berth and design and construction of critical on-board and on-shore infrastructure.
4. Facilitate use of the *RSV Aurora Australis* as a training venue maritime and safety training courses.

## **Unique Selling Position:**

The *RSV Aurora Australis* has a rich and varied cultural history and has been a part of many substantial missions for the Australian community as part of her role within the Australian Antarctic Program. The ship itself is well-known and popular amongst the maritime community, and the directors of the board include members who are well-known and respected amongst the maritime community with relevant strong networks.

The *RSV Aurora Australis* is the only Australian Antarctic ship that survives to the present day. Her role in scientific research, passenger transport, cargo resupply and rescue missions in the Antarctic for Australian and international Antarctic stations over thirty years gives her a unique connection to Australia's Antarctic history. Thus, the *RSV Aurora Australis* provides a unique avenue for Australians and international visitors to learn about and absorb some of that history.

## **Anticipated Demand**

Strong demand based on feedback and depth of the Australian maritime community.

The lack of a dedicated Australian Antarctic museum means the exhibition and display space is likely to be well patronised by Australian and international visitors wanting to learn more about Australia's Antarctic connections, past and present.

Limited Hobart function and conference venues means new spaces will be welcomed, particularly with such a unique angle as the *Aurora Australis* will provide.

A strong interest has been expressed in the use of the *RSV Aurora Australis* as a venue for maritime and safety training by individuals closely connected to maritime training institutions in and around Hobart.

## **Pricing Strategy**

### Fundraising

1. Donations (public and private)
2. Fundraising events
3. Grants and subsidies (Commonwealth, State and local government)
4. Financial partnerships including with cultural institutions, government and training organisations

### Sale of Services

1. To be based on costs of upkeep and maintenance.
2. To account for future expansion plans and acquisitions.

Pricing in line with comparable institutions (eg the Australian National Maritime Museum) while providing a unique visitor experience will provide significant value to the customer. The Board and CEO will be ultimately responsible for ensuring that customer satisfaction is maintained at a high level to ensure longevity and to meet goals for visitor engagement.

## **Growth Potential**

As indicated in the short-long term goals and objectives above, it can be seen that the Aurora Australis Foundation has large growth potential by tapping into the existing substantial Australian maritime community and into the large tourism sector.

The impact of the COVID-19 pandemic in early 2020 will no doubt have serious and negative effects on the local and international tourism market. However as public health restrictions begin to ease, new attractions will have an opportunity to take advantage of a swelling demand for interesting and unique tourist destinations.

# The Business

## Business details

The primary function of the Aurora Australis Foundation and its associated Museum is to collect and preserve the cultural heritage and history of the Antarctic icebreaker *RSV Aurora Australis* in perpetuity on behalf of the people of Australia and for the enjoyment of the Australian people and international visitors.

If the opportunity arises, the Aurora Australis Foundation will acquire the ship itself to augment this function and increase the value to the Australian people who will be able to visit and experience being on board this unique vessel.

Through the use of artefacts, publications and memorabilia related to the *Aurora Australis* for display and exhibition, the Aurora Australis Foundation will provide a focus to inform the Australian public and international visitors on subjects including:

- Developments in Australian Antarctic science and scientific endeavour from the earliest days of Antarctic exploration
- The experience of being an Antarctic mariner and expeditioner
- The history of Australian Antarctic shipping
- The history and development of the Australian National Antarctic Research Expedition (ANARE) and the Australian Antarctic Division (AAD)
- Current and future developments in Australian Antarctic exploration and science

The proposed museum establishment will also function as a commercial venue for rotating exhibitions and events, as well as maintaining a café and dining facility operating during opening hours, along with a shop for sale of merchandise.

The Aurora Australis Foundation will maintain a website which will provide information for potential visitors, a means of contacting the organisation and a portal for volunteers, subscriptions and donations. The website will eventually also include e-commerce and a member's area.

## Registration details

<b>Business name:</b>	Aurora Australis Foundation (AAF)
<b>Trading name(s):</b>	Aurora Australis Foundation (AAF)
<b>Date registered:</b>	1 June 2020
<b>Location(s) registered:</b>	Hobart, Australia
<b>Business structure:</b>	Not-for-profit company with DRG (tax deductible) status
<b>ABN:</b>	TBA
<b>ACN:</b>	641 366 663
<b>GST:</b>	Registered for GST
<b>Domain names:</b>	<a href="http://www.aurora-australis.org.au">www.aurora-australis.org.au</a>
<b>Licences &amp; permits:</b>	TBA



# Aurora Australis Foundation: Business premises

## **The Aurora Australis Museum**

The Aurora Australis Museum will be the initial establishment of the Aurora Australis Foundation and will be the centre point from which the Aurora Australis Foundation will launch its activities and services.

The museum will be where *RSV Aurora Australis* artefacts and memorabilia will be collected and displayed. The museum will therefore need to be designed and constructed with an exhibition format and public attendance orientation. Much like any other museum, there will need to be an entry and POS system.

There will also need to be ample security and protection with respect to the memorabilia and artefacts. Proper protective casing and directed pathways, including clearly delineated boundaries, will be put in place so as to preserve the memorabilia and artefacts.

The Aurora Australis Foundation, as part of its income generation strategies, will operate a gift shop. Additionally, in order to generate awareness for the museum and for general marketing and advertising purposes, the Aurora Australis Foundation will seek to reproduce and/or develop and disseminate publications regarding the *RSV Aurora Australis*, to be based on donated and acquired memorabilia and artefacts or to be created anew. To these extents, the Aurora Australis Foundation will seek to ensure that it will have the intellectual property rights to create such reproductions and make and distribute such publications.

Ideally, the museum will also have capacity with which to hold functions and events for additional income streams. Such function areas may also double as a special exhibition space, for example to accommodate partnership displays or to hold special events.

As identified in the long-term goals of the Aurora Australis Foundation, the Aurora Australis Foundation will seek to acquire the actual *RSV Aurora Australis* once it officially retires as an icebreaker ship. This will open up a new avenue of operations and services and further add to the authenticity of the museum, as well as assist with the Aurora Australis Foundation's primary objectives of preserving the cultural history of the *RSV Aurora Australis* by physically preserving the ship itself.

## **The Aurora Australis Ship**

The Aurora Australis, as a large ship with a significant amount of deck, cabin and hold space, will provide most of her own capacity for the functions of the business described above.

As the centrepiece of the organisation, securing acquisition of the ship through a Memorandum of Understanding (MoU) with the current owners, P&O Maritime Australia, will be an early focus of the AAF.

Funds and time will be required to adapt some of the existing on-board infrastructure to business functions eg converting hold (cargo) space to exhibition and function space. These requirements will be detailed in a later strategy and planning document if and when the ship is acquired by the AAF.

Strong interest in using the ship as a venue for maritime training courses, particularly in safety (search and rescue) and medical/first-aid training, has been expressed by existing maritime training institutions. This represents a potentially valuable source of revenue as well as providing scope for ongoing support to the Australian community.

## The Location

The permanent location of the Aurora Australis Museum is yet to be determined. A number of potential sites have been identified for discussion with the Tasmanian ports authority (TasPorts), the Tasmanian State Government and the Hobart City Council.

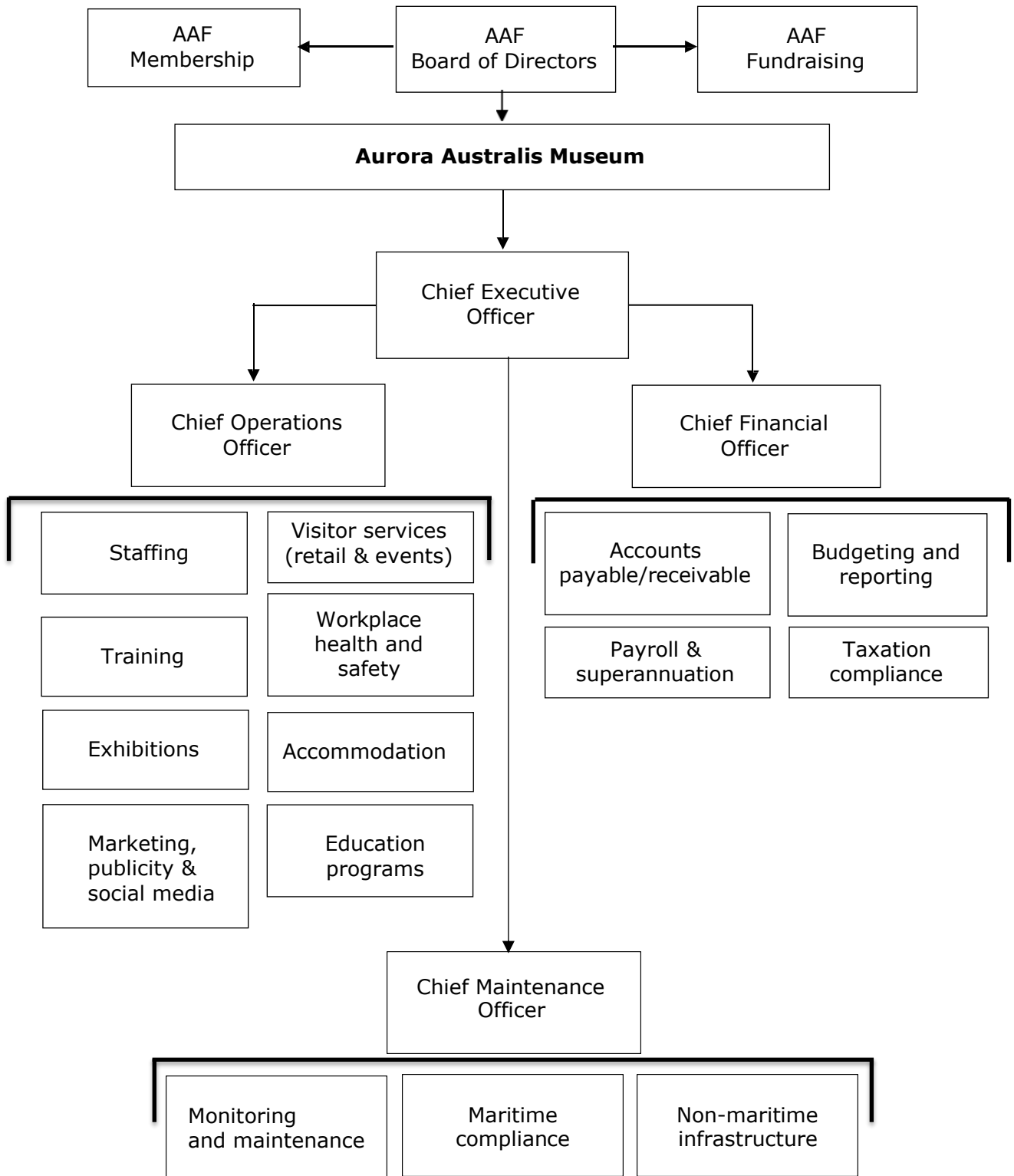
Ideally this location will include the following features:

- on the Hobart waterfront or in the lower end of the Derwent Estuary, close to other popular Hobart visitor destinations like Constitution Dock, the Mawson's Huts Replica Museum and Salamanca Market
- sufficient space for shore-based ancillary buildings, parking and public walkways
- relatively simple access from the Hobart city centre by foot, road and/or water via commercial or public transport to permit easy visitor access
- facilities for power and water supply, appropriate waste disposal etc.

A prime factor for consideration of the location is to strategically place the museum to best utilize the planned acquisition of the *RSV Aurora Australis*. This will allow a seamless transition for the visitors between the museum and the ship itself and will aid in the organisation of events and tours.

If and when ownership of the ship is secured, in order to fulfil the required business functions the ship will require a permanent berth. This will permit the development of necessary visitor infrastructure such as gangways, disability access and parking as well as logistic infrastructure including power, water supply, waste management and delivery access. It will also permit the establishment of infrastructure required to facilitate training courses in maritime safety to be held on board and in the water surrounding the ship.

# Aurora Australis Foundation: Organisation chart



## Aurora Australis Foundation: Management

As a charitable foundation, the Aurora Australis Foundation (AAF) will be run by a Board of Directors in accordance with Australian charity law, as managed by the Australian Charities and Not-for-profits Commission (ACNC).

The Board of Directors will also be responsible for managing the fundraising and membership arms of the AAF.

The Aurora Australis Museum (AAM) will be headed by a CEO with executive oversight of departments for museum operations, finances and maintenance. The CEO will liaise with the Board of Directors to ensure accurate and timely passage of advice and information on the AAM's activities and plans.

The CEO's responsibilities will also include business strategy, research and development and organisational governance, in conjunction with the board, including the maintenance of appropriate insurances for the organisation, its infrastructure and its personnel.

A regular reporting schedule between the CEO and Board will be devised to ensure appropriate flow of information and timely planning in both directions.

The museum will have three major Departments: Operations, Financial and Maintenance.

The Operations Department will be responsible for management of staffing, visitor services (including retail outlet, catering and events), permanent and temporary exhibitions. It will also manage staff and volunteer training and workplace health and safety. Marketing, Publicity and Social Media will also form part of the Operations Department.

The Financial Department will be responsible for management of accounts receivable and payable, payroll and superannuation, taxation compliance and maintain oversight of the annual budget with regular reports to the CEO and Board.

The Maintenance Department will be responsible for the management of fixed and built infrastructure including all shore-based buildings, the ship itself if and when appropriate, access points and any transportation used in association with the museum (eg shuttle buses, ferry vessels).

It will also ensure that appropriate compliance for the ship and its infrastructure is maintained in accordance with Australian Maritime law and the local port authority. These responsibilities will be in effect in the long-term when acquisition of the *RSV Aurora Australis* materialises. In the interim, the Maintenance Department will be responsible for the care of the museum, including all internal and external fixtures and services.

## Key personnel

### Required staff

<b>Job Title</b>	<b>Quantity</b>	<b>Expected staff turnover</b>	<b>Skills necessary</b>	<b>Date required</b>
Fundraising manager	1	3 to 5 years	Experience in fundraising and donor recruitment in the charity sector.	June 2020
Membership manager	1	2 to 3 years	Good administration and communication skills	July 2020
Chief Executive Officer	1	5 to 10 years	Relevant experience and qualifications as a CEO, preferably in the not-for-profit and charity sector	September 2020
Chief Operations Officer	1	5 to 10 years	Good administration and communication skills; experience at personnel management of a complex workforce	September 2020
Chief Financial Officer	1	5 to 10 years	Relevant experience and qualifications at financial and budget management, preferably in the not-for-profit and charity sector	September 2020
Chief Maintenance Officer	1	5 to 10 years	Relevant experience in the maritime industry and familiarity with the structure and certification of maritime vessels.	September 2020 or within 60 days of acquisition of the ship
Office heads: Operations	2 - 3	3 to 5 years	Relevant experience in the areas of: <ul style="list-style-type: none"> <li>• staff and volunteer recruitment</li> <li>• retail and visitor services</li> <li>• catering</li> <li>• events management</li> <li>• accommodation management</li> <li>• staff training</li> <li>• exhibition planning and installation</li> <li>• workplace health and safety</li> </ul>	November 2020 to January 2021

<b>Job Title</b>	<b>Quantity</b>	<b>Expected staff turnover</b>	<b>Skills necessary</b>	<b>Date required</b>
Finance managers	1	3 to 5 years	Relevant experience in accounts management, budgeting and reporting, payroll and Australian tax law	November 2020 to January 2021
Maintenance managers	1	3 to 5 years	Relevant experience in monitoring, planned maintenance and repairs for maritime vessels, land-based buildings, road vehicles and other fixed infrastructure where necessary; understanding of compliance and governance requirements	November 2020 to January 2021
Administrative staff	TBA	2-3 years	Relevant administrative skills to support the various departments and their functions	November 2020 to January 2021
Museum staff and volunteers	TBA	2-3 years	Appropriate communications skills to deal with members of the public	January 2021
Retail staff	TBA	2-3 years	Appropriate skills and qualifications	January 2021
Catering staff	TBA	2-3 years	Appropriate skills and qualifications	January 2021
Events staff	TBA	2-3 years	Appropriate skills and qualifications	January 2021

### **Recruitment options**

Recruitment will be undertaken from within Hobart, Tasmania and Australia in order of preference in order to provide local employment.

A blend of traditional (newspapers, agencies, employment websites) and innovative (social media) methods will be used to advertise positions available.

### **Training programs**

A series of in-house training programs will be devised which take into account the specialised and particular nature of the AAM, especially if and when the ship museum comes into being, as well as addressing the particular skillset that the training aims to provide.

### **Skill retention strategies**

Regular skill maintenance and retraining will be provided to ensure staff continue to meet the organisation's expectations and compliance requirements.

## Innovation

The AAF will undertake research and development by liaison with, and when appropriate visits to, other maritime, Antarctic and heritage visitor attractions to discuss their strategies, plans and operations.

The Board of Directors and the CEO will be responsible for devising and maintaining a strategy for innovation and development based on information such as regular visitor surveys and public feedback.

If the *RSV Aurora Australis* is successfully acquired, the Board of Directors and CEO will also work regularly upon programs to expand income-generating uses for the ship, including for example:

- use in maritime training in ship-board fire-fighting, search and rescue, crane operations, catering, helicopter operations, medical and first-aid etc;
- as a venue for functions such as conferences, weddings, parties, media launches, corporate events and training courses;
- as a location for film and photography; and
- inclusion in local arts and cultural festivals.

A report on research, innovation and development will form part of the Annual Report and presentation to AAF staff and members.

## Insurance

Insurances will be provided in accordance with mandated state and federal legislative requirements, including:

- workers' compensation
- public liability
- ship, building and infrastructure insurance

The management of insurances and the progress of any claims will be overseen by the CEO and Board to ensure that the organisation's mandated responsibilities, and the care and wellbeing of the museum and its staff and facilities, are dealt with in a timely and appropriate manner.

# The Market

## Industry Analysis

Hobart is known as Australia's Antarctic Hub and has a strong association with the Antarctic 'industry'. Australia's Commonwealth government agency for Antarctic research, the Australian Antarctic Division (AAD), is located in Kingston, a southern suburb of Hobart. The city's commercial wharf functions as the home port for the *RSV Aurora Australis* as it will for her replacement, the *RSV Nuyina*, and forms a logistic base for Australian and international ships travelling to or from Antarctica.

As such, Hobart has the strongest association with the Australian Antarctic Program of any Australian city. It is the obvious location for a museum designed around a former Antarctic resupply ship which also aims to educate visitors about Australians in Antarctica.

In over eight years since the opening of the Museum of Old and New Art (MONA), Hobart has gone from strength to strength as a tourism destination for both domestic and international visitors. Many of these visitors are interested in learning more about Australia's Antarctic connections.

The Aurora Australis Foundation and the Aurora Australis Museum would capitalise on this interest.

## Customer Base

### Customer analysis

It is anticipated that the Aurora Australis Museum would appeal to a very broad range of customers:

1. Hobart residents, many of whom have a strong emotional connection to the *Aurora Australis*, and who may wish to exploit the ship's availability for events and as a café and restaurant venue for themselves and their visitors.
2. School groups visiting Hobart utilising the museum's educational resources.
3. Family groups who wish to visit the museum.
4. Adult and retiree travellers interested in Antarctic history.
5. International and interstate travellers that may wish to experience an icebreaker ship.
6. Groups or corporations that are keen for event/function spaces, due to the limited number of function spaces available in Hobart.
7. Training organisations that are attracted to using the *RSV Aurora Australis* as a venue for realistic maritime training courses and scenarios.
8. Artists and creative projects looking for an unusual and iconic venue.

There would likely be a large cross-section of people doing one or more of visiting the museum, visiting the café or restaurant and (when available) staying in on-board accommodation. The aim would be to ensure a positive and enjoyable visitor experience, no matter how long or short the time spent on board.



## Risk management

<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Strategy</b>
Unexpected resignation or leave of a staff member	Likely	Moderate	Promotion of a positive and supportive workplace culture for maximum retention; redundancy and overlap in some staff roles; flexible administrative processes; responsive and adaptive management.
Low visitor numbers and/or revenue	Likely	High	Careful monitoring of visitor numbers and revenue received; careful management of and adherence to budget; flexible administrative processes; responsive and adaptive management; diversity of experiences to capture wider market; culture of welcoming innovation and ideas from staff to identify problems early and improve services.
Poor feedback and/or negative media attention	Unlikely	High	Careful monitoring of visitor satisfaction; staff communications training; institutional policies on staff behaviour, public interactions and actions to be taken on adverse events; dedicated media representative.
COVID-19 related economic downturn	Likely	Moderate	<p>The Aurora Australis Foundation is aiming for an establishment and operational status by end of 2020 to early 2021, which, pursuant to current governmental advice, will be after the pandemic.</p> <p>In the interim, the Aurora Australis Foundation will seek to apply for government seed-funding to develop the museum concept and business planning including liaison with state and national government and civilian organisations.</p> <p>It seems inevitable that the AAM will launch into a recession. Though this does not preclude the development of this venture, it will be necessary to ensure that it is carefully designed for maximum effect from minimum funding; that financial operations are tightly controlled; and that the CEO and Board are kept well informed on all aspects of the organisation's functioning to ensure it remains financially thrifty and viable.</p>

## S.W.O.T. analysis

<b>Strengths</b>	<b>Weaknesses</b>
<p>A well-known ship with a high public profile and huge public affection and interest</p> <p>Already a very familiar and welcome presence on the Hobart waterfront</p> <p>Unique selling point for events, accommodation and tours</p> <p>Likely to garner considerable government interest and support if public support can be harnessed</p> <p>Sought-after venue for conduct of realistic maritime training courses</p>	<p>Susceptible to tourism levels</p> <p>May not be attractive to younger travellers</p> <p>Likely to launch into a post-pandemic recession</p>
<b>Opportunities</b>	<b>Threats</b>
<p>Partnership with the Maritime Museum of Tasmania on a forthcoming exhibition on Antarctic Shipping – originally planned for July 2020 onwards, new dates to be advised.</p> <p>Take part in the next Australian Antarctic Festival (date TBA).</p> <p>Partnership with the Australian Antarctic Division to devise and exhibit displays on Australian Antarctic shipping and operations.</p> <p>Partnership with the Antarctic Science Foundation to devise and exhibit displays on the history of Australian Antarctic science.</p> <p>Partnership with Offshore and Specialist Ships Australia (OSSA) to educate on the role and function of icebreaker ships.</p> <p>Partnership with Tourism Tasmania</p> <p>Links with other tourism ships working out of Hobart, local sailing clubs and Hobart Regatta</p> <p>Partnership with maritime training institutions for conduct of courses in marine safety, medicine and first aid.</p>	<p>Inability to secure ownership or control of the Aurora Australis</p> <p>Lack of government or council or port authority support</p> <p>Inability to secure a permanent berth and/or wharf access</p> <p>Lack of funding</p>

## Competitors

Other visitor attractions in Hobart in the Antarctic field and/or museum field include:

- Museum of Old and New Art (MONA)
- Mawson's Huts Replica Museum
- Tasmanian Museum and Art Gallery (TMAG)
- Maritime Museum of Tasmania (MMT)

While these are very popular with Hobart residents, Australian and international visitors, none of them are direct competitors with the attraction that the Aurora Australis Museum could potentially offer.

MONA offers a unique arts-related visitor, accommodation and dining experience but does not have a connection to Australia's Antarctic history.

The Mawson's Huts Replica Museum is the only other Antarctica-themed attraction in Hobart. It is a relatively small attraction which is very well presented and popular but does not provide any capacity for accommodation, catering or events. Its Antarctic heritage is based on the "Heroic Age" of Antarctic exploration, from the late 19<sup>th</sup> to the early 20<sup>th</sup> centuries. There is no overlap with the period of Antarctic exploration and research represented by the Aurora Australis, ie mid-20<sup>th</sup> century to the present day.

TMAG and the MMT both have limited displays on Australians in Antarctica though these tend to focus on the "Heroic Age". Having said that, the Maritime Museum of Tasmania is planning a forthcoming exhibition on Antarctic shipping, and has expressed an interest in working in partnership with the AAM to enhance the scope of this presentation to include the *RSV Aurora Australis*. In view of the COVID-19 pandemic, the MMT has postponed this exhibition to 2021.

With regard to the AAM as a potential function space, there are a number of venues for conferences, functions and events around the Hobart area including the Hotel Grand Chancellor, the Wrest Point Casino in Sandy Bay, Blundstone Arena in Bellerive and the C2 facility as well as smaller historic hotels and bars such as the Customs House Hotel.

Personal communication from the City of Hobart has advised there are a limited amount of quality conference and event venues in Hobart, and more are always sought. The Aurora Australis's capacity to provide plenary hall, meeting space, catering and accommodation in a unique atmosphere will likely make it an attractive addition to the Hobart events and conference market.

Despite the likely forthcoming economic recession, there will still be a need for these facilities to encourage tourism and conference traffic to Hobart and its environs, and to provide critical stimulus to the Hobart and Tasmanian economies.

## Advertising & sales

### Branding

The Aurora Australis Foundation recognises the need for a recognisable and identifiable brand to promote its activities to the general public and international visitors. Aurora Australis Foundation identifies the following steps are to be taken in cementing the charity's brand:

1. Building brand identity through the creation of logos; presence in the relevant media streams;
2. Developing a strategic brand blueprint and brand recognition through consistent messaging and communication with the maritime and local community;
3. Association and use of branding in all Aurora Australis Foundation activities, publications and disseminations, such as events, members meetings and published materials.

The Aurora Australis Foundation has prepared a visual design of the proposed logo, which is shown below.



## Marketing

The Aurora Australis Foundation proposes to market itself via multiple media and marketing streams. There are three key marketing strategies that the Aurora Australis Foundation identifies as being relevant to its business plan:

1. Media Marketing
  - a. Creation of a website and directing traffic to it through avenues such as search engine optimization and affiliate links;
  - b. Traditional advertising in the form of brochures, pamphlets and magazines; and
  - c. Affiliation marketing through online media channels such as maritime community groups and associations.
2. Digital Marketing
  - a. Creation of a LinkedIn company page and association with key persons of interest;
  - b. Social media marketing through the creation of Twitter, Facebook and Instagram groups to generate awareness and traffic; and
  - c. Joining established groups and events such as the Australian Antarctic Festival for further advertising opportunities.
3. Community Marketing
  - a. Develop key relationships within the maritime community to generate awareness; and
  - b. Develop key relationships with tourism points of contact to generate publicity to visitors and international travellers, such as:
    - i. Hobart Airport,
    - ii. Spirit of Tasmania ferry, and
    - iii. Tourism Tasmania.

In addition to the above strategies, the Aurora Australis Foundation will utilize the networks of its directors, who are highly connected and well regarded within the maritime and other communities, to further advertise and promote itself.

<https://www.facebook.com/Aurora-Australis-Foundation-107375344270204/>

<https://twitter.com/AuAustralis>

<https://www.instagram.com/auroraaustralisfoundation/>

<https://www.linkedin.com/company/aurora-australis-foundation/?viewAsMember=true>

## Timeline and Key Stages

<b>Milestone</b>	<b>Date of expected completion</b>	<b>Person(s) responsible</b>
Establish the AAF as a legal entity; website; apply for charity and DGR status	June 2020	Melanie Van Twest and other directors
Secure a Memorandum of Understanding (MOU) with P&O Maritime for eventual disposal of the Aurora Australis to the AAF	June 2020	Directors (all) with support from ship broker
Begin negotiations with the Commonwealth Government, Tasmanian State Government, City of Hobart and Tasmanian Port Authority regarding funding and a permanent berth	June 2020	Directors (all)
Media launch of the AAF	June 2020 <b>(underway)</b>	Directors (all)
Fundraising launch of the AAF	June 2020	Directors (all)
Coordinate a MOU with the Australian Antarctic Division for co-operation for media and events regarding the Aurora Australis	June 2020	Michael Stoddart and other directors
Applications for grants and subsidies; discussions with key persons and organisations for strategic partnerships	June 2020 ongoing	Philippa Rice and other directors
Secure site space and administrative support	September 2020	Directors (all)
Development of Aurora Australis Museum (land-based exhibition space)	September to December 2020	Directors (all)
Identifying and obtaining key staff and volunteers for operation of the Aurora Australis Museum	October 2020 to February 2021	Directors (all)
Opening of the Aurora Australis Museum	March 2021	Directors (all)

# The Finances

## Key objectives & financial review

### Financial objectives

1. Generate maximum revenue from intrinsic activities
2. Ensure optimal use of resources
3. Utilise volunteer labour force where available without exploitation
4. Divert a minimum of 5% of total revenue into contingency funding

### Visitor fee income calculation\*

Adult:	\$22
Child/concession:	\$12

Average daily take: 60% adult, 40% concession = \$1800.00 based on 100 visitors/day  
Annual visitor fee income based on 364 opening days per year: \$655,200.00

### Gift shop income calculation

100 visitors/day @ average spend \$3 per person = \$300.00/day = \$108,900.00 annually

### Café/catering income calculation

100 visitors/day @ average spend \$3 per person = \$300.00/day = \$108,900.00 annually

### Functions/venue hire income calculation

1 function venues @ 25% occupancy x \$2000 average hire cost = \$181,500.00

### Establishment costs

Seed-funding of \$3 million (\$1 million for establishment, \$2 million for ship purchase, berth and maintenance) from the Commonwealth Government has been sought as stimulus spending for the Hobart economy.

Should these funds be unavailable, a more modest budget will be devised and plans amended to suit. Funding will be sought by public subscription and donation.

<b>DETAILED COST BREAKDOWN</b>	
Establishing Charity	\$9,000.00
Museum site establishment	\$100,000.00
Museum site rental (Annual)	\$250,000.00
Museum equipment costs	\$50,000.00
Marketing and advertising costs (Annual)	\$20,000.00
Utilities and services (Annual)	\$30,000.00
Administrative Costs (Annual)	\$10,000.00
Hosting events and participation in events (Annual)	\$50,000.00
Employee wage costs (Annual)	\$500,000.00
Contingency Fund (Annual)	\$100,000.00
<b>TOTAL</b>	<b>\$999,000.00</b>

## Balance Sheet forecast to March 2023\*

<b>Income (Over 24 Month Period)</b>	
Visitor Fees	\$1,310,400.00
Gift Shop Income	\$217,800.00
Café Income	\$217,800.00
Function Venue Hire Income	\$363,000.00
Sub-total	\$2,109,000.00
<b>Expenses (Over 36 Month Period)</b>	
Establishing Charity	\$9,000.00
Museum site establishment	\$100,000.00
Museum site rental	\$500,000.00
Museum equipment costs	\$50,000.00
Marketing and advertising costs	\$40,000.00
Utilities and services	\$60,000.00
Administrative Costs	\$20,000.00
Hosting events and participation in events	\$100,000.00
Employee wage and training costs	\$1,000,000.00
Contingency Fund	\$200,000.00
<b>Total Expenses over 24 Month Operating Period</b>	<b>\$2,079,000.00</b>
<b>Total Funds Remaining over 24 Month Operating Period</b>	<b>\$30,000.00</b>

These estimates are heavily weighted to the first six to twelve months of operations ie establishment and launch of the AAM, based on an opening month of March 2021.

Income does not include potential fees for use of the *RSV Aurora Australis* as a maritime training facility, for accommodation or for special events.

Several of the expenses above represent one-off expenditure of funds eg establishing the charity as a legal entity, establishing the site and purchase of display equipment and other museum infrastructure.

Efficiencies created during establishment should allow operating and administrative costs to be reduced in the second and subsequent years of operation.

\*Visitor fees and following cost breakdown is with respect to establishing and opening the Aurora Australis Museum in a suitable building and is informed by data from the Australian National Maritime Museum Annual Report 2017-18. Should the *RSV Aurora Australis* be acquired, a new visitor fee structure and set of operating costs would need to be devised.





## **AURORA AUSTRALIS FOUNDATION LTD**

### **MEDIA RELEASE**

**9 June 2020**

The iconic Australian ice-breaker RSV *Aurora Australis* will not be going to the scrapyard at the end of June, if a group of Antarctic enthusiasts have their way. The Aurora Australis Foundation, spear-headed by Dr Melanie Van Twest, announced today that they will submit a proposal to ship owners P&O Maritime to keep the ship in Tasmania as a floating Antarctic museum. The 95-metre Class 1A icebreaker has had a long and illustrious career carrying thousands of scientists and expeditioners South and re-supplying Australia's three continental stations in Antarctica, and Macquarie and Heard Islands in the sub-Antarctic.

'The ship is a legend', said Dr Van Twest. 'Australian built and operated, she has been in service for 30 years and deserves better than the breaker's yard.'

Plans exist to operate the vessel as an educational and cultural attraction. The Aurora Australis Museum would be dedicated to Australian Antarctic history and the science of the Antarctic and the Southern Ocean. The ship can also be a maritime training facility, a function centre, accommodation and a conference venue.

'We will have many challenges to meet to bring the ship up to standard for public access and we are preparing a business case to provide for the costs involved, but that will take time. There's an enormous amount of support for keeping the ship here in Australia and in Hobart. We will find a way to save the *Aurora Australis*.'

As the disruption of the global pandemic continues to undermine the local and national economy, this project promises to bring much-needed stimulus to Hobart and Tasmania with diverse employment and a tourism boost.

People who want to support the campaign can log on to Facebook, Twitter, LinkedIn or Instagram to record a 'like' and recruit friends to help grow the push to keep the *Aurora Australis* in Australia.

<https://www.facebook.com/Aurora-Australis-Foundation-107375344270204/>

<https://twitter.com/AuAustralis>

<https://www.instagram.com/auroraaustralisfoundation/>

<https://www.linkedin.com/company/aurora-australis-foundation/?viewAsMember=true>

[www.aurora-australis.org.au](http://www.aurora-australis.org.au)

More information:

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