

Document 1

Pages 1-43 removed as irrelevant

Attachment D: Key Divisional risks

s 47C

8	Adverse reaction from certain stakeholders to the Government's decision to fund a voyage of the replica in 2020, and also to the overall commemorative program.	Objectives of the voyage and program are not achieved due to dissent and protest generally at some or all the ports that the vessel visit during the proposed voyage.	Significant	Programs are to be focussed on ensuring that voyage and programs tell the story of the voyage from both perspectives and all stakeholders have the opportunity to contribute.	Medium
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s 47C

Pages 45-220 removed as irrelevant

ENCOUNTERS 2020 RISK REGISTER

Identified Risk	Potential Consequence	Likelihood Rating	Consequence Rating	Risk Classification	Risk Mitigation	Responsibility for Managing	Revised Classification	Status Update
0. Strategic. s 47C								
(0.3). Adverse community and media reaction. (incl. Indigenous groups).	<ul style="list-style-type: none"> Loss of support from government, community and key stakeholders Significant reputational damage to museum Loss of sponsorship/funding opportunities 	Likely- (4).	Major. (4).	High (16)	<ul style="list-style-type: none"> Have evidence that museum completely on board with reconciliation and in communication with communities Ensure indigenous consultation Provide indigenous cultural training Accept offer by NZ MCH for the embarkation of cultural advisor Communicate with landing site trusts. – MCH – open communication – for trust to understand situation MCH to advise on likelihood of political demonstrations in region Media ready – developing a clear message line why museum is participating – acceptable to visitors – govt – indigenous communities 	s 22(a) (ii)	Significant	

Pages 222-252 removed as irrelevant

Document 2

Pages 1-16 removed as irrelevant

However, the following day, *The Australian* reported:

“Bill Shorten has blasted Scott Morrison’s decision to allocate \$6.7 million towards a replica of HMS Endeavour, accusing the Prime Minister of spending precious taxpayer funds on satisfying a “bizarre Captain Cook fetish” ... Mr Shorten, when asked if he would maintain the funding, told reporters in Rockhampton: “I’m not going to get caught in some sort of bizarre Captain Cook fetish which Mr Morrison wants me to engage in... “In the nearly six years I’ve been Opposition Leader, I’ve held many town hall meetings, I’ve literally spoken to tens of thousands of Queenslanders – nobody’s told me they want a replica boat to cruise around Australia.”

The museum also issued a media release about the circumnavigation on 22 January 2019 ([Attachment 3](#)) and responded to a small number of media queries. The strategy was to leave clear air for the Government’s announcement. The museum has engaged consultants to prepare the media strategy for the next stage of announcements and crisis communications.

Community consultation regarding HMB Endeavour berthing and anchorage sites

The Government’s media release identified 39 locations expected to be visited by HMB Endeavour on the circumnavigation but also announced that the final itinerary, including the nature of vessel’s visit to each of the proposed locations (anchorage, berth or sail by) and the associated dates, would be announced in the first half of this year following community consultations by the museum.

Consultation has commenced with the following communities/locations: Cooktown Festival Committee, Hopevale (community north of Cooktown) Yuku Baja Muliku Land Trust (Cooktown), Cairns and Yarrabah (community east of Cairns), La Perouse, Sutherland Shire Council, Byron Bay NSW National Parks and Wildlife, Hervey Bay, Gladstone and Newcastle.

In addition, discussions are underway with key national and state based Aboriginal organisations to assist with consultation process:s 47E(d)

To date, post announcement, we are yet to receive any direct feedback that has been hostile towards the Encounters 2020 program.

The overwhelming response from Aboriginal staff members and stakeholders immediately following the Prime Minister’s announcement was to allow some time to pass before initiating further conversation pertaining to the circumnavigation. We are now proceeding very carefully and gradually recommencing discussions with stakeholders and communities as listed above. The process of consultation will be conducted in association with guidance froms 47E(d)

The aim of the consultation process has not changed and is primarily to open a dialogue and explore the Indigenous voice and stories relating to first contact and the impact of Cook's arrival 250 years ago through until the present time.

The generic approach to consultation is as follows:

- Determine key Indigenous stakeholders through local research and national community networks
- Initiate contact through email or phone call
- Arrange best time to visit and coordinate, where possible, with existing local meetings
- Present overview of Encounters 2020 program and voyaging
- Provide an opportunity for the local Indigenous community to raise any concerns and determine if and how they may want to be involved
- Provide an opportunity for the community to outline any plans or activities the community are already happening
- Continue discussions and arrange further visits to community if necessary
- Ensure community outcomes are beneficial and aligned with consultation process
- Ensure consultation mechanisms enable ongoing community support and positive legacy outcomes.

s 47C

Pages 19-28 removed as irrelevant

Identified Risk	Potential Consequence	Likelihood Rating	Consequence Rating	Risk Classification	Risk Mitigation	Responsibility for Managing	Revised Classification	Status Update
0. Strategic								
(0.3) Adverse community and media reaction (incl. Indigenous groups)	<ul style="list-style-type: none"> Loss of support from government, community and key stakeholders Significant reputational damage to museum Loss of sponsorship funding opportunities 	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> Have evidence that museum completely on board with reconciliation and in communication with communities Ensure indigenous consultation Provide indigenous cultural training Accept offer by NZ MCH for the embarkation of cultural advisor. Communicate with landing site trusts – MCH – open communication – for trust to understand situation MCH to advise on likelihood of political demonstrations in region Media ready - developing a clear message line why museum is participating – acceptable to visitors – govt – Indigenous communities 	s 22(a)(ii)	Significant	

s 47C

Pages 30-35 removed as irrelevant

s 47C

5. Program					
(5.1) Potential claims that the Program has not adequately engaged or consulted with Indigenous and non-Indigenous stakeholders	<ul style="list-style-type: none"> delays loss of confidence in the museum and withdrawal from the project. Unlikely to work with the museum on future projects content is perceived as biased and/or incorrectly representing community views damaging the museum's brand and ability to undertake future projects. 	Unlikely (2)	Major (4)	Medium (8)	<p>s 22(a)(ii)</p> <ul style="list-style-type: none"> Maximise engagement of Indigenous staff across the museum Follow museums guide in relationships with Indigenous cultures and people budget allocation for consultation and involvement from Indigenous and non-Indigenous stakeholders <p>Moderate</p>

s 47C

Pages 37-235 removed as irrelevant

Attachment D: Key Divisional risks

KEY DIVISIONAL RISKS

The below table indicates some of the Operations Division key risks, potential impacts and the mitigation strategies or actions planned or taken to reduce them. A risk rating is provided for pre mitigation and for post mitigation action/s.

No.	Risk	Impact	Rating (Pre-mitigation)	Mitigation	Rating (Post-mitigation)
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s 47C

3	Adverse reaction from certain stakeholders to the Government's decision to fund a voyage of the replica in 2020, and also to the overall commemorative program.	Objectives of the voyage and program are not achieved due to dissent and protest generally at some or all the ports that the vessel visit during the proposed voyage.	High	Programs are to be focussed on ensuring that voyage and programs tell the story of the voyage from both perspectives and all stakeholders have the opportunity to contribute. Community consultation in progress.	Medium
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s 47C

Pages 237-252 removed as irrelevant.

Pages 253-254 of Document 2 are exact duplicates of pages 17-18 of Document 2 and have not been provided twice.

Pages 255 -264 removed as irrelevant.

Identified Risk	Potential Consequence	Likelihood Rating	Consequence Rating	Risk Classification	Risk Mitigation	Responsibility for Managing	Revised Classification	Status Update
0. Strategic								

s 47C

(0.3) Adverse community and media reaction (incl. Indigenous groups)	<ul style="list-style-type: none"> Loss of support from government, community and key stakeholders Significant reputational damage to museum Loss of sponsorship funding opportunities 	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> Have evidence that museum completely on board with reconciliation and in communication with communities Ensure indigenous consultation Provide indigenous cultural training Accept offer by NZ MCH for the embarkation of cultural advisor. Communicate with landing site trusts – MCH – open communication – for trust to understand situation MCH to advise on likelihood of political demonstrations in region Media ready - developing a clear message line why museum is participating – acceptable to visitors – govt – Indigenous communities 	s 22(a) (ii)	Significant	
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Pages 266-271 removed as irrelevant

s 47C

5. Program					
(5.1) Potential claims that the Program has not adequately engaged or consulted with Indigenous and non-Indigenous stakeholders	<ul style="list-style-type: none"> delays loss of confidence in the museum and withdrawal from the project. Unlikely to work with the museum on future projects content is perceived as biased and/or incorrectly representing community views damaging the museum's brand and ability to undertake future projects. 	Unlikely (2)	Major (4)	Medium (8)	<p>s 22(a)(ii)</p> <p>• Maximise engagement of Indigenous staff across the museum</p> <p>• Follow museums guide in relationships with Indigenous cultures and people</p> <p>• budget allocation for consultation and involvement from Indigenous and non-Indigenous stakeholders</p> <p>Moderate</p>

s 47C

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Document 3

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1 PROJECT OVERVIEW

1.1 The Vision

The Encounters 2020 Project will enable all Australians to enhance their understanding of the history, context and impact of Cook's 1770 voyage along the east coast of Australia.

This Project will explore national stories of exploration, contact, encounter and transformation, striking a balanced perspective from both 'the shore' and 'the ship'. The program of activities will be developed to provide contemporary perspectives of Cook's voyage, respect for first people's, learning resources, legacy and a renewed sense of national identity.

In its commitment to this vision the museum has already commenced research, evaluating opportunities through connecting with a wide range of stakeholders who have expressed an interest in developing a range of programs, exhibitions, education resources, cultural and community events to mark the occasion.

1.2 Alignment with ANMM Strategic Priorities

Encounters 2020 is being developed and will be delivered in support of the following ANMM strategic (corporate plan) priorities:

- Share the national maritime story across Australia
- Be a must visit museum
- Support and promote Indigenous maritime heritage
- Research, share knowledge and inspire
- Enhance our organisational excellence

Strong demonstrable links across program activity areas provide a rich opportunity to engage widely with a broad cross section of tourists and members the Australian public – well beyond those of the traditional museum visitor profile.

1.3 Project Objectives

The objectives of the Encounters 2020 Project are as follows:

- To create and deliver a unique high profile nationally significant program, voyage and event
- To deliver a program that maximises visitation to programmed activities, exhibitions and outreach, including community participation with the replica HMB Endeavour
- Include content which communicates the perspectives of both Indigenous and non-Indigenous Australians in relation to Cook's voyage along the east coast.
- Engage broadly with the Australian public including Indigenous communities, cultural audiences, and primary and secondary students and teachers.
- ensure teachers are supported with new educational materials/resources on curriculum-linked topics
- strengthened cultural and diplomatic links with New Zealand, New Caledonia and Vanuatu
- extended ANMM national outreach and profile
- strengthened working relationships with the National Library of Australia and the National Museum of Australia, as well as other national, state and regional cultural organisations
- create partnerships and mutually advantageous working relationships with national Indigenous organisations such as 47E(d)

1.4 Desired Outcomes

The following table outlines parameters to assess whether the Encounters 2020 Program will be considered successful:

• Success Criteria	• How will this be measured?
• Positive Indigenous community engagement	<ul style="list-style-type: none"> • Willingness and openness of community to engage with museum • Legacy of project positively supported by community – direct community feedback • Consolidation and integration of museum's Reconciliation Action Plan within project planning
• Positive Australian community and media reaction to overall project	<ul style="list-style-type: none"> • Summative evaluation: surveys and interviews • Evaluation: media reportage and social media feedback • Key messages articulated clearly, concisely and consistently
• Anticipated visitation numbers to the museum and ANMM exhibitions met or exceeded	<ul style="list-style-type: none"> • In excess of 300,000 visitors attend exhibitions • Measured increases in unpaid visitation • Social media feedback and traffic volumes
• Revenue targets met or exceeded	<ul style="list-style-type: none"> • Cash sponsorship in excess of \$ 47C • Contra and in-kind sponsorship in excess of \$ 47C • Voyage berth sales in excess of \$ 47C • Contingency funding measures not required
• Project delivered on time and on budget	<ul style="list-style-type: none"> • Program and voyage schedule successfully delivered in line with approved time lines • Project delivered within budget
• Increased online visitation/engagement to museum website	• Positive movement in online stats (website, social media, mobile downloads and usage)
• Professional and voyage crew safety on voyage	• Risks identified and voyage completed without major incident or injury to any people
• Positive feedback and learning outcomes for educational resources	• Evaluation: surveys and interviews with teachers and students
• Anticipated numbers of public, teachers and students engaged through education and outreach programs met or exceeded	• In excess of 600,000 people engaged

• Success Criteria	• How will this be measured?
<ul style="list-style-type: none"> Over 1 million people engaged via the national creative program 	<ul style="list-style-type: none"> Documentary film shown in prime viewing slot on major national free to air broadcaster On shore and pop up exhibitions reach network of locations beyond voyage locations
<ul style="list-style-type: none"> National media reach 	<ul style="list-style-type: none"> Localised PR and media campaign engagement in all voyage destinations Key moments of the project attract national media and news coverage
<ul style="list-style-type: none"> Replica HMB Endeavour completes voyage 	<ul style="list-style-type: none"> Risks identified and voyage completed without major incident or significant damage to vessel

2 SCOPE AND OPPORTUNITY

2.1 Project Scope

In 2020 the Australian National Maritime Museum (ANMM) will be marking 250 years since Cook's voyage with a series of exhibitions, programs and educational outreach, in addition to voyaging the replica HMB Endeavour.

These exhibitions, programs, outreach and voyaging are collectively captured under the working title, "Encounters 2020" commencing in March 2020 and concluding in April 2021.

The museum recognises that this anniversary is a very culturally sensitive one and that, in the context of contemporary debates around constitutional recognition and representation, this Project represents both challenge and opportunity to advance these debates. It is envisaged that the voyaging will be accompanied by an educational/cultural program that explores the fuller context of the vessel and, most importantly, prioritises the "view from the shore as well as the view from the ship".

The confirmation of a circumnavigation-based approach aims to move beyond a purely East-coast focus to explore national stories of contact, encounter and transformation involving Indigenous, migrant and other communities from Australia and beyond.

The Endeavour voyage is not being considered the primary Encounters 2020 activity but as an adjunct to the broader program. The outreach support of the voyage is focused on creating opportunities for community perspectives to be shared and given voice, through a broad program consisting of the following projects:

1. A full revision of all HMB *Endeavour* on-board education programs to explicitly include First Peoples' perspectives and greater STEM content. These programs will be made available at all port visits on the voyage. Cultural training for Voyage Crew and volunteers will ensure a universal cultural and historical sensitivity is employed throughout, and will also create a legacy for museum staff and volunteers that persists beyond 2020.
2. Creation of new education based digital engagement platforms
3. Support for local community consultation to enable the collection of Indigenous points of view and the sharing of these viewpoints across multiple communities. The final format is not yet to be defined but could involve a travelling containerised exhibition, a mobile tent embassy or other display and communication platform. A consultation process will be initiated to establish the platform, and it is expected that the final exhibition would grow and evolve over the time of the voyages as local communities contribute their view. It will thus become a historical record of how

- communities on the voyage route perceive the legacy of 1770 and the present and future of the Australian cultural landscape.
4. A Contemporary Art Commission program is in development with the s 47E(d) and initially hosted at the s 47E(d) to explore and document this topic from an East Coast perspective.
 5. a documentary film plus 5-6 10 minute education based interstitials
 6. a range of public engagement projects in Sydney, funded from ANMM budgets, will be delivered and the following are either confirmed or are in development:
 1. s 47C
 2. *East Coast Encounter Exhibition* (ANMM Collection)
 3. s 47C
 4. Upgrade of the Navigators gallery
 5. s 47C

2.2 Research

Audience research undertaken by the ANMM has extended to the wider community and museum visitor focus groups linked with the Site Master Plan Redevelopment. Newspoll Baseline Community Research (Attachment A) commissioned by the ANMM in 2014 highlights both challenges and more significantly opportunities that commemorating the Endeavour and Cook's voyage present.

Findings	Opportunity	Threat
83% were unaware of the forthcoming anniversary	Build public awareness of Australian Maritime and Social History	Activities and programs could have low engagement
91% expected some form of commemoration of Cook's first world voyage in HMB Endeavour	Meet the expectation with a range of engagement activities	Sample group did not include direct consultation with Indigenous Community / No clarity as to what aspects of the enterprise would be commemorated.
51% viewed it as an opportunity to recognise Indigenous Australians as traditional owners of the country	Reconciliation between Indigenous and European communities can be advanced through cultural and commemorative activities across a broad range of communities	Project becomes the focus for protest and activism to raise issues not directly associated to the program
91% expected activities to be in Sydney and extend nationally	Developing national engagement across communities is vital to busting myths associated with the voyage and early European contact (west and east coast voyages)	Sydney (Port Jackson) was not visited by Cook and the Endeavour – not a Sydney story
72% expected HMB Endeavour to be a key part of commemorations	HMB Endeavour is a tangible link to maritime heritage and provides a strong platform for education and public programs	HMB Endeavour is seen by some Indigenous communities as representing suppression and dispossession by Europeans

59% indicated that they would be interested in attending or join commemorations either in their local area or travelling to other centres	Potential for communities to build tourism and visitation activities in and around 2020 programs	
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2.3 Legacy

- In addition to desired outcomes to measure successful delivery of the project, the following are aspirational long term outcomes:
- positive reflection and renewed understanding by Australians on how Cook's voyage changed Australia – opportunity for renewal and reconciliation
- teachers are supported and engaged with new educational materials/resources on curriculum-linked topics
- renewed interest in replica HMB Endeavour with a well maintained, ongoing established sailing program
- ANMM reputation consolidated through national outreach, profile and importance to the cultural landscape in Australia

3 APPROACH

3.1 Overview

Encounters 2020 will be delivered by a Project team specifically engaged to develop and deliver the project, both from a voyaging and a curated programs perspective.

The following broad principles will be followed:

s 47C

3.2 Specific Project Components

The following outlines the approach proposed for specific components of the project:

a. Digital Game – Cook’s Voyage

This game will explore the idea of Cook the Navigator and an Indigenous view of Cook; the view from the ship and the view from the shore. In this game the player takes on the role of the Captain of a ship sent on an expeditionary voyage to the South Pacific Ocean.

The game currency is time and reputation. Cook's first two voyages took three years and his final voyage, two years ending in his death in Hawaii. Reputation is earned by successfully completing the tasks or quests within a reasonable timeframe.

Reputation is enhanced by ensuring the health and wellbeing of those onboard the ship. Players can choose to attempt a quest where each quest has a points rating and a system to rank how well that quest has been completed. These points go to an overall reputation score that can also be impacted by things like starving your crew, running aground etc.

Bonus quests or challenges may be earned. These could include learning Indigenous words and customs, discovering Tasmania is separate from the Australian mainland. As we travel past significant locations, history factoids will pop up linking to the Cook story or the First Nations story.

Players will have the opportunity to anchor at preordained safe harbours. When a player anchors in a safe harbour, they can toggle between a view from the ship and a view from the shore. These frames are important. Ship to shore will show a landscape – perhaps with a column of smoke but no humans evident. Shore to ship will show a First Nations perspective.

Deliverables

- Game uploaded and live by mid 2019

b. Local Community Consultation

The following approach has been determined and is embedded within the Community Consultation Plan. The below outline responds specifically to the need to engage with local Aboriginal and Torres Strait Islander communities. It is acknowledged within this consultation plan, that local councils, community groups and interested local stakeholders will be equally engaged and consulted.

Prior to On Site Meeting

- Research each town for the relevant council member and museum contact.
- Call Museum and council contact in port and ask for Indigenous Advisor or a similar contact.
- Once the appropriate person is found - send information pack outlining:
 - ▲ What the project hopes to achieve for the community
 - ▲ That we seek community engagement in any form (give example)
 - ▲ A timeframe of expected for the visit of HMB Endeavour

- ▲ An estimated time frame of contact and steps to engage community.
- Follow all the contact up with phone call and set up a skype or face-face meeting with the appropriate person.
- Discuss project and determine with contact, the best approach for local consultation.
- The next step may be a meeting with the local contact OR it could be at a larger community group or council meeting. Either meeting should be managed as below.

At The Meeting:

- Provide a full overview of the ANMM Encounters 2020 program clarifying the perspective of "*View From The Shore*". Provide a clear understanding of the 'community positive' aspect to the event. Explain the following events:
 - ▲ Education resources
 - ▲ Digital Platform
 - ▲ Documentary
 - ▲ HMB Endeavour Replica Voyages plan – berth/anchorage/sail by
 - ▲ East Coast Encounters and Defying Empire Exhibitions information
- Provide an opportunity for the community to outline any plans or activities the community are already happening. Raise all concerns and determine if they want to be involved
- Provide examples of what other communities have requested ie:
 - ▲ An open forum for discussion
 - ▲ A smoking ceremony to warn the community of the ship arrival
 - ▲ A welcome to country
 - ▲ A renaming of the port to the indigenous name.

What Do We Leave Community With?

- An outline of how they can communicate back to us on their thoughts – contact details for Indigenous Programs Coordinator
- Possible Design of the installation and options for community inclusion
- Outline of dates for the process and follow up prior to each deadline date.
- What we hope the community will provide us at the visit:
 - ▲ The community response to the visit onshore in whatever form they suggest.
 - ▲ A locked in date for the next meeting/engagement.

c. Voyaging

The primary driver when determining the voyage schedule for the circumnavigation is to maximize visitation. As many Australians' as possible must have an opportunity to engage with this anniversary and with the ship itself.

Given this priority, it is not possible, nor practical, for the ship to undertake a re-enactment of cook's 1770 voyage.

As capital cities are the major population centres, it is deemed appropriate to spend sufficient time berthed in these locations as to maximize visitation from school visits, in addition to the general public. It is anticipated at least 8 days will be allocated to each capital city location.

The only date likely to be commemorated with a direct reference to Cook's voyage, is April 29.

The intention is for the ship to be berthed in Kamay/Botany Bay on this day.

d. East Coast Encounters exhibition

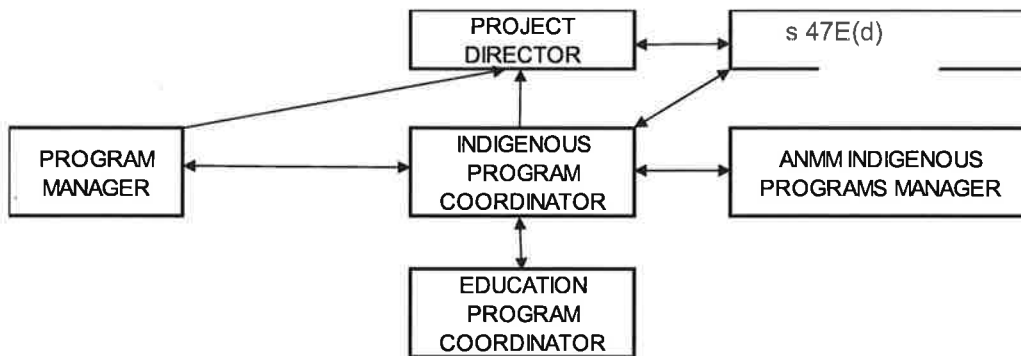
Content and Design Direction

Quote: s 22(1)(a)(ii)

"The principles of the original exhibition were to empower the community and the artists to explore this topic rather than to present a corporate museum/curatorial voice. This central principle should be retained. We need to be comfortable with a level of "edginess" in the

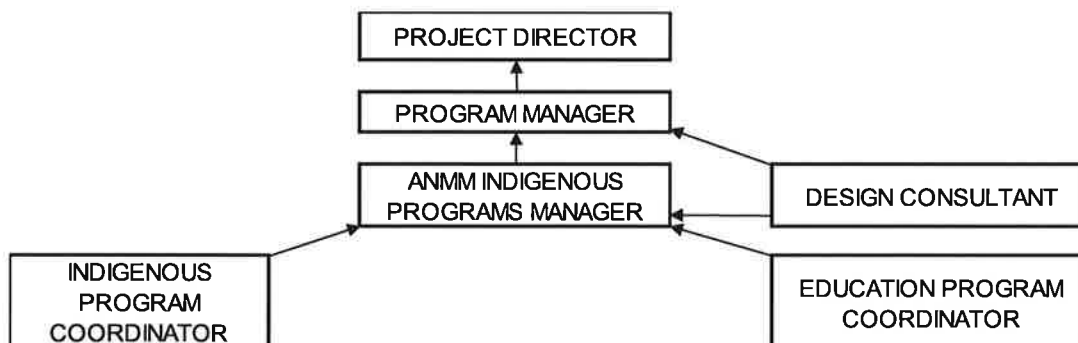
Pages 9-15 removed as irrelevant

Community Consultation



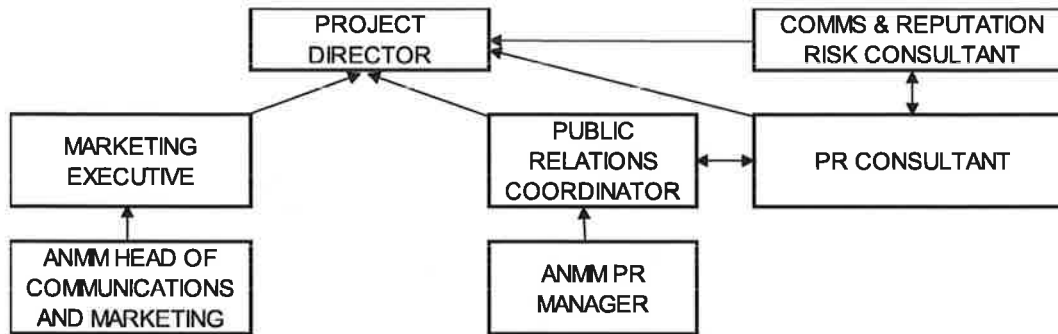
- s 47E(d) are a significant partner for Encounters 2020 and they will advise and be advised on all Indigenous community consultation. They will also be invited to the Encounters 2020 Working Group meetings as a key external stakeholder.
- The ANMM Indigenous Programs Manager offers guidance and support to the Coordinator and ensures smooth integration with ANMM's overarching policies and procedures for engagement with Indigenous communities.
- The Indigenous Program Coordinator will work closely with the Education Program Coordinator to ensure community consultation is implemented efficiently and appropriately.
- Program Manager maintains overview of education program development and delivery and its integration with On Shore activations.

On Shore Installation and Exhibition



- ANMM Indigenous Programs Manager allocated to Encounters 2020 on a part time basis to curate the On Shore exhibition
- Program Manager is responsible for development and delivery of all aspects on the On Shore installation.
- Community consultation undertaken by Indigenous Program Coordinator and Education Program Coordinator will feed into curatorial vision and direct localised output.
- Design Consultant externally engaged under contract to work with ANMM Indigenous Programs Manager and Program Manager to deliver visual direction and aesthetic for the On Shore installation.

Marketing and Public Relations



- External PR Consultant to deliver PR Strategy working from input from Comms & Reputation Risk Strategy, for implementation by Public Relations Coordinator.
- External PR Consultant at call to manage and advise ANMM on major public relations issues as, if and when they arise.
- Comms and Reputation Risk Management strategy to be delivered by external consultant agency to address potential political, media and societal risks of the Encounters 2020 project.
- The Marketing Executive will keep the ANMM Head of Communications and Marketing informed of content development and proposed delivery, to ensure smooth integration with ANMM marketing priorities. ANMM Head of Communications and Marketing will provide guidance and support to the Marketing Executive to assist with integration and direction.
- The PR Coordinator will keep the ANMM PR Manager informed of proposed media and publicity related activities, to ensure smooth integration with ANMM marketing and publicity priorities. ANMM PR Manager will provide guidance and support to the PR Coordinator to assist with integration and direction.

4.4 Staff Roles & Responsibilities

s 47C

pages 18-36 removed as irrelevant

ATTACHMENT D - Risk Management Table

Identified Risk	Potential Consequence	Likelihood Rating	Consequence Rating	Risk Classification	Risk Mitigation	Responsibility for Managing	Revised Classification	Status Update
0. Strategic								
(0.3) Adverse community and media reaction (incl. Indigenous groups)	<ul style="list-style-type: none"> Loss of support from government, community and key stakeholders Significant reputational damage to museum Loss of sponsorship funding opportunities 	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> Have evidence that museum completely on board with reconciliation and in communication with communities Ensure indigenous consultation Provide indigenous cultural training Accept offer by NZ MCH for the embarkation of cultural advisor. Communicate with landing site trusts – MCH – open communication – for trust to understand situation MCH to advise on likelihood of political demonstrations in region Media ready - developing a clear message line why museum is participating – acceptable to visitors – govt – Indigenous communities 	s 22(a)(ii)	Significant	

s 47C

pages 38-42 removed as irrelevant

5. Program					
(5.1) Potential claims that the Program has not adequately engaged or consulted with Indigenous and non-Indigenous stakeholders	<ul style="list-style-type: none"> delays loss of confidence in the museum and withdrawal from the project. Unlikely to work with the museum on future projects content is perceived as biased and/or incorrectly representing community views damaging the museum's brand and ability to undertake future projects. 	Unlikely (2)	Major (4)	Medium (8)	<ul style="list-style-type: none"> Maximise engagement of Indigenous staff across the museum Follow museums guide in relationships with Indigenous cultures and people budget allocation for consultation and involvement from Indigenous and non-Indigenous stakeholders

s 22(a)(ii)

Moderate

pages 44-59 removed as irrelevant

Document 4

Crisis Management and Risks

Any public programme or campaign is not without risk, but we are confident that the risks involved with this programme can be managed and or mitigated to give the best chance of success.

It is recommended that all crisis management activities be actioned by the campaign strategy group on a daily basis, via the morning teleconference, once Encounters 2020 is live.

If urgent issues arise, a campaign strategy group teleconference can be organised at any time to facilitate cohesive action.

Some of the key scenarios to consider that will underpin the risk management approach include:

- Bi-partisan support for the program is withdrawn during the voyage (assumption is that bi-partisan support for "truth-telling" will be achieved).
- The goals of the program are not clearly understood.
- Aboriginal and Torres Strait Islander people do not participate in "truth-telling" activities and some people boycott the voyage, protesting at each stop.
- The vessel sinks, is damaged or suffers other significant logistical problems.
- All or some of the above lead to government withdrawing tacit support for the program.

Key scenarios and questions that will arguably be raised by Aboriginal and Torres Strait Islander people and organisations include:

s 47C

- What meaningful input have Aboriginal and Torres Strait Islander people had into this program? Who was engaged?

s 47C

It is recommended that the ANMM consider their approach to the above scenarios and questions. Some are detailed in the risk matrix below, whereas others will be informed by the "narrative document", public relations plan, Collins Gartrell's briefing note for ANMM CEO and the engagement strategies for key stakeholders.

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Document 5

pages 1-2 removed as irrelevant

s 47C

47E(d)

Community consultation

In addition to the consultation with Cooktown and the Town of Seventeen Seventy discussed above, consultation has commenced with the following communities/locations:

La Perouse, Sydney Metro, Sutherland Shire Council, Byron Bay NSW National Parks and Wildlife, Eden, Hobart, Gladstone, Brisbane and Newcastle.

In addition, discussions are underway with key national and state based Aboriginal organisations to assist with the consultation process: 47E(d)

To date, post announcement, we are yet to receive any direct feedback that has been hostile towards the Encounters 2020 program.

The overwhelming response from Aboriginal staff members and stakeholders immediately following the Prime Minister's announcement was to allow some time to pass before initiating further conversation pertaining to the circumnavigation. We are now proceeding very carefully and gradually recommencing discussions with stakeholders and communities as listed above. The process of consultation will be conducted in association with guidance from key stakeholders including 47E(d)

The aim of the consultation process has not changed and is primarily to open a dialogue and explore the Indigenous voice and stories relating to first contact and the impact of Cook's arrival 250 years ago through until the present time.

The generic approach to consultation is as follows:

- Determine key Indigenous stakeholders through local research and national community networks
- Initiate contact through email or phone call
- Arrange best time to visit and coordinate, where possible, with existing local meetings

- Present overview of Encounters 2020 program and voyaging
- Provide an opportunity for the local Indigenous community to raise any concerns and determine if and how they may want to be involved
- Provide an opportunity for the community to outline any plans or activities the community already have planned
- Continue discussions and arrange further visits to community if necessary
- Ensure community outcomes are beneficial and aligned with consultation process
- Ensure consultation mechanisms enable ongoing community support and positive legacy outcomes.

s 47C

pages 5-20 removed as irrelevant

Identified Risk	Potential Consequence	Likelihood Rating	Consequence Rating	Risk Classification	Risk Mitigation	Responsibility for Managing	Revised Classification	Status Update
0. Strategic								

(0.3) Adverse community and media reaction (incl. Indigenous groups)	<ul style="list-style-type: none"> Loss of support from government, community and key stakeholders Significant reputational damage to museum Loss of sponsorship funding opportunities 	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> Have evidence that museum completely on board with reconciliation and in communication with communities Ensure indigenous consultation Provide indigenous cultural training Accept offer by NZ MCH for the embarkation of cultural advisor. Communicate with landing site trusts – MCH – open communication – for trust to understand situation MCH to advise on likelihood of political demonstrations in region Media ready - developing a clear message line why museum is participating – acceptable to visitors – govt – Indigenous communities 	s 22(a) (ii)	Significant	
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pages 22-27 removed as irrelevant

s 47C

5. Program					
(5.1) Potential claims that the Program has not adequately engaged or consulted with Indigenous and non-Indigenous stakeholders	<ul style="list-style-type: none"> delays loss of confidence in the museum and withdrawal from the project. Unlikely to work with the museum on future projects content is perceived as biased and/or incorrectly representing community views damaging the museum's brand and ability to undertake future projects. 	Unlikely (2)	Major (4)	Medium (8)	<ul style="list-style-type: none"> Maximise engagement of Indigenous staff across the museum Follow museums guide in relationships with Indigenous cultures and people budget allocation for consultation and involvement from Indigenous and non-Indigenous stakeholders
					s 22 (a) (ii)
					Moderate

s 47C

pages 22-27 removed as irrelevant

s 47C

5. Program		Unlikely (2)	Major (4)	Medium (8)	s 22 (a) (ii)	Moderate
(5.1) Potential claims that the Program has not adequately engaged or consulted with Indigenous and non-Indigenous stakeholders	<ul style="list-style-type: none"> delays loss of confidence in the museum and withdrawal from the project. Unlikely to work with the museum on future projects content is perceived as biased and/or incorrectly representing community views damaging the museum's brand and ability to undertake future projects. 				<ul style="list-style-type: none"> Maximise engagement of Indigenous staff across the museum Follow museums guide in relationships with Indigenous cultures and people budget allocation for consultation and involvement from Indigenous and non-Indigenous stakeholders 	

s 47C

pages 29-30 removed as irrelevant

Document 6

Reputational risk

The Museum's longstanding plan has been to use the voyage to contribute to the reconciliation agenda. We will maintain the reconciliation focus given the Government's media release of 22 January referred to the aspiration to understand Cook's legacy for "exploration, science and reconciliation", as well as presenting "both the view from the ship and the view from the shore of Cook's historic voyage".

The vessel is a problematic symbol for some Aboriginal and Torres Strait Islander peoples, and this is amplified in the context of the 250th anniversary. There is a risk that the Museum's past good work with these communities will be overshadowed by the voyage and there is potential for protest which could polarise people. If the Museum is able to successfully facilitate respectful conversation and truth-telling it will be a major achievement but if it cannot there is a risk of deep hurt and undermining of our good relations with community.

We are seeking to mitigate the reputational risks with Aboriginal and Torres Strait Islander peoples through relationships and ongoing consultation with communities and giving voice to Indigenous people through our programs. It is also desirable to engage with Indigenous political leaders and Uluru Statement leaders on our objectives to facilitate conversation and truth telling.

Truth telling – as part of reconciliation is THE key to avoiding a divisive moment in contemporary Australian history. More positively, it is the key to unlocking the potential of the Encounters 2020

to be a catalyst for a more nuanced understanding of Australian history and better relations between the first Australians and the general population.

The Museum will soon commission a security risk assessment focused on the major ports. This should be finalised by the September meeting.

Document 7



COMMUNICATIONS STRATEGY 1.0

Australian National
Maritime Museum:
Encounters 2020



June 2019

Introduction

Background

This document will set out a strategic framework for how the ANMM communicates with the public and stakeholders as it prepares for the HMB Endeavour's circumnavigation voyage (Encounters 2020).

This Communications Strategy should support the ANMM's wider Business Planning.

- Our **strategic communications objectives**: A clear set of objectives allows us to refer to our fundamental communications goals when making decisions about how to communicate.
- Our **audiences**: Clearly identifying our main audiences and their drivers – both public audiences and stakeholders – will ensure communications efforts are focused and targeted at those individuals and organisations we believe affect our ability to reach our communications objectives.
- Our **narrative and core messaging**: The narrative should guide the story we tell publicly and agreed messages are useful to guide our work across external communications channels.
- Our **voice**: As a guide to writing, our voice is the style and approach we take, although this will vary across platforms.
- Our **channels and tools**: We need to reach our audience where they are – and this should guide the channels we use to communicate such as free media, email, social media, facilitated online forums and in-person public encounters.

The Communications Strategy is designed to be strategic, but it also sets out a clear set of specific, measurable and achievable actions – steps which can be taken to help us achieve our strategic objectives. These are laid out in recommendations throughout the document and summarised at the end in a Traffic Light Report.

Operating environment

As noted in the earlier version of this communications strategy, Encounters 2020 is occurring in a complex political, cultural and social environment with numerous potential pitfalls in terms of communications.

Initial announcement

The voyage was announced by the Morrison government on 22 January 2019 and received mixed coverage. The mainstream media coverage was largely positive or neutral, presenting fact-based stories describing the project's purpose, route and funding. There was also positive coverage in many of the local regional papers from ports which the Endeavour will visit. The Prime Minister's initial misspeak describing the voyage as a "re-enactment" prompted scorn (given that Cook did not circumnavigate the continent) and further coverage which was, although negative, removed by a degree from the voyage and the ANMM itself.

The announcement also provoked some criticism, particularly online from indigenous activists and supporters – many of whom questioned the public funding and argued it should be diverted to indigenous policy initiatives. This reaction highlights the continuing discussion around marking colonial achievements and whether such commemorations should occur and/or receive public funding in light of arguably more pressing modern-day policy issues.

Starts and stalls in the reconciliation process

Encounters 2020 occurs in the context of a broad movement for reconciliation, with the current stage best described as "slow burn". There are continuing moves for constitutional recognition of indigenous Australians and while the Coalition government has committed to a referendum on this issue, there is no timeframe in place. Minister for Indigenous Australians Ken Wyatt (who has indigenous heritage) has urged a cautious approach based on gently educating the public so that when a referendum does occur it is assured of success. There are also mixed views within the Government on how reconciliation should occur, constitutional recognition and the proposal for a new indigenous representative body.

Meanwhile there is an ongoing focus on other tangible issues like indigenous suicide rates (particularly among Aboriginal youth), incarceration rates and prison treatment, native title, health outcomes, welfare measures and education.

As the initial announcement confirmed, there is a vocal group of indigenous advocates for constitutional recognition and other causes, many of whom are hostile to the Endeavour voyage. This group is primarily active online and concentrated along the eastern seaboard but potentially poses a risk to Endeavour's voyage through physical protests as well as negative public discourse.

A difficult conversation

In Australia, as in many countries around the world, there are ongoing debates about how to acknowledge and frame our colonial past while repairing the hurts that chapter caused and recognising the history and culture of indigenous inhabitants. Encounters 2020 is an opportunity for the ANMM to internationally demonstrate its leadership on this issue, and for Australia to show we are a mature nation able to deal with our past.

Truth-telling is a key part of this and fits neatly with the ANMM's role as a museum to educate Australians on fact-based history. Other national cultural institutions share the ANMM's perspective, and we have support from s 47E(d) and other organisations with a deep understanding of this complex issue. There is a strong appetite for truth-telling in Aboriginal and Torres Strait Islander communities, and acceptance of this by the major organisations who support the Uluru Statement from the Heart.

Endeavour's circumnavigation offers an opportunity to reach into the lives of millions of Australians around the coast, educating them on the facts of our history and the importance of truth-telling through localised engagement. The ANMM is widely respected for its role as guardian of our maritime history, with a high degree of trust from the community in its work and its independence. Its staff are educated, sensitive and committed to presenting a balanced perspective of history. The Endeavour replica is similarly well regarded as a national nautical icon, and its crew respected for the skill and mastery they hold.

Historical interest

The ongoing investigation into whether a wreck at Newport, Rhode Island is the original Endeavour has reinvigorated interest in the ship and its voyages. Further updates from this study are likely during the replica's voyage, and there may also be developments in the argument about where and how the Endeavour remains (if confirmed) should be kept.

The 250th anniversary of Cook's voyage has rekindled interest and a plethora of Cook-related projects around the country, risking crossover and confusion among the public. There is also a serious risk that insensitivity and inappropriate 'celebrating' in some anniversary commemorations will inflame tensions with indigenous Australians, creating a more hostile environment for Endeavour.

s 47C

Communications Objectives

The Museum sees Endeavour 2020 as holding enormous potential to make a positive contribution to the ongoing process of reconciliation through truth telling. We see every PR and communications opportunity as a chance to educate hundreds of thousands of people in the community and support the engagement between white and Indigenous Australians about our history, including the importance of the Endeavour voyage for the development of science and navigation.

If we achieve these objectives, the ANMM will be in a better position to achieve its business goals.

Communications Objective 1:

Maximise positive coverage about the initiative to encourage investment and interest to support the financial sustainability of Endeavour 2020.

Communications Objective 2:

Make a positive contribution to the broader reconciliation effort by using the anniversary as an opportunity for truth-telling and to present an evidence-based view of our history.

Operationalising our Objectives

The objectives should be used to guide decision-making about how we communicate; with whom; and using which communications channels and tools. Operationally, that means that if one, or neither, of the communications objectives is achieved through a proposed communications approach (e.g. whether to accept a media interview request) then the proposal would be rejected. Conversely, if a communications approach is proposed which contributes to achievement of both objectives, then the proposal should be accepted, subject to available resources.

– Recommendation:

1. That ANMM adopt the Communications Strategy Objectives.
2. That all major communications decisions be tested against these Objectives.

Audience analysis

There are two types of audiences – public and stakeholders. The distinction is important for this strategy.

Stakeholders are those groups or people of influence which are affected by your organization and affect your organization directly. The travelling nature of Encounters 2020 means there is a geographically broad set of stakeholders which the ANMM is engaging with – government, local communities, indigenous groups, media and institutions/organisations in the same field.

Public audiences are segments based on demographics, or those with a particular set of interests.

Public audience

Our public audience matters primarily to the extent that speaking to a public audience helps influence decision makers and opinion leaders, protect and support the ANMM's reputation and build towards our broader goal of assisting the reconciliation journey.

We communicate with the public to create awareness, educate, build support and engagement and respectfully counter criticism.

Defining our key public segments

Indigenous Australians: Although the ANMM should communicate directly with local indigenous groups as stakeholders in the voyage, this is an important broader segment of our public engagement. Many of those not directly engaged as stakeholders will see the voyage as marking or celebrating a painful moment in their history. The Orima research found 52 per cent of indigenous participants agreed commemoration of the Endeavour's voyage posed a high risk of dividing the nation, while 46 per cent saw no benefit to marking the anniversary. However significant proportions also believed the anniversary was a valuable opportunity to learn about both sides of history, and an opportunity for building respect and understanding on the path of reconciliation.

Schools/teachers/parents: The anniversary represents a key learning experience for students of history, science and art. The research confirms a generally poor community understanding of the historical facts around Endeavour and Cook, providing a clear opportunity for a fact-based narrative which provides a balanced perspective.

Local communities: Both those that are on the itinerary and those that aren't. For Endeavour's ports/anchorages, we want to maximise engagement and support. For those that aren't, educate and inform.

Broader public: This is a genuine opportunity for the ANMM to engage with the wider community to lift its profile nationally and educate about our maritime history.

Stakeholder audience

Commonwealth Government: major investor in the initiative. The voyage also holds personal interest for the Prime Minister (who holds the seat of Cook). How government figures frame the voyage will have a large influence in shaping the public conversation.



Indigenous bodies and leaders: Strategic partnerships are needed with both national indigenous bodies and local groups to minimise risk around the initiative being seen as a “celebration” and to meet our objective of contributing positively towards reconciliation through truth-telling.

Local councils/tourism authorities: Important in helping drive visitor numbers and receptions in ports.

s 47E(d)

Museum supporters: There are highly engaged supporters of the Museum, with a variety of views about colonialism.

s 47E(d)

Relevant community organisations: The original Endeavour’s contribution to exploration, navigation, science, botany and art makes our voyage interesting for a wide range of groups, eg sailing/boat clubs, historical societies, astronomy clubs, botanical gardens. These groups (particularly yachties) are a potential source of financial support through ticket sales.

Effective engagement with stakeholders is critical to maximise positive coverage and minimise negativity towards Endeavour.

Regular structured engagement with stakeholders is guided by the detailed stakeholder analysis and mapping.

Stakeholder Engagement Actions

s 47C



– **Recommendations:**

3. That ANMM adopt the Stakeholder Engagement Strategies as outlined above, in accordance with stakeholder workshop recommendations from Collins Gartrell
4. That ANMM develop a list of local stakeholders in Endeavour's ports/anchorages, including indigenous groups/leaders/influencers, state and federal MPs, local government representatives and tourism bodies, to execute these engagement strategies.

Messaging & Narrative

Narrative

On 25 August 1768, a 39-year old lieutenant named James Cook set sail from Plymouth with a 90-strong team of scientists, botanists, sailors and marines aboard the *HMS Endeavour*.

Their primary mission from the Royal Academy and the Admiralty was to observe the transit of Venus across the sun, but Cook held further orders to continue southwards, exploring, mapping and observing whatever his ship could find.

The 250th anniversary of Cook's landing in Australia presents a unique opportunity to commemorate this historic voyage, its enduring legacy for science, navigation and art, and how it changed the course of history for better and for worse.

The Australian National Maritime Museum will join other national cultural institutions to mark this anniversary through Encounters 2020, an array of events and exhibitions occurring in Sydney and around the country as the replica *HMB Endeavour* circumnavigates Australia.

From humble beginnings as the son of a farm labourer, Cook's talents for surveying and navigation saw him rise within the Navy and become a household name inextricably linked to exploration and early colonisation of the southern lands.

Encounters 2020 recognises the qualities of Cook which made him a successful captain but tells a much greater tale than the story of one man.

We explore perspectives of that fateful voyage from the ship and from the shore, where First Australians who had watched over this land for thousands of years watched the tall ship arrive.

From the moment Cook's crew landed at Botany Bay, history unfolded in a way that would bring sorrow and death to many indigenous people. We consequently acknowledge that this anniversary will raise difficult and painful issues for many indigenous Australians.

Encounters 2020 aims to provide a platform and safe space for all Australians to reflect, question and commemorate Cook's arrival.

Endeavour's circumnavigation offers an opportunity for truth-telling, education and engagement between indigenous and white Australians as our country progresses on the pathway of reconciliation.

The ANMM launches Encounters 2020 with deep respect and gratitude for the indigenous leaders and groups who have shared their history, culture and perspective with us to ensure our *Endeavour* sails forth on a new mission: one of respect, truth-telling and positive engagement for a better life together.

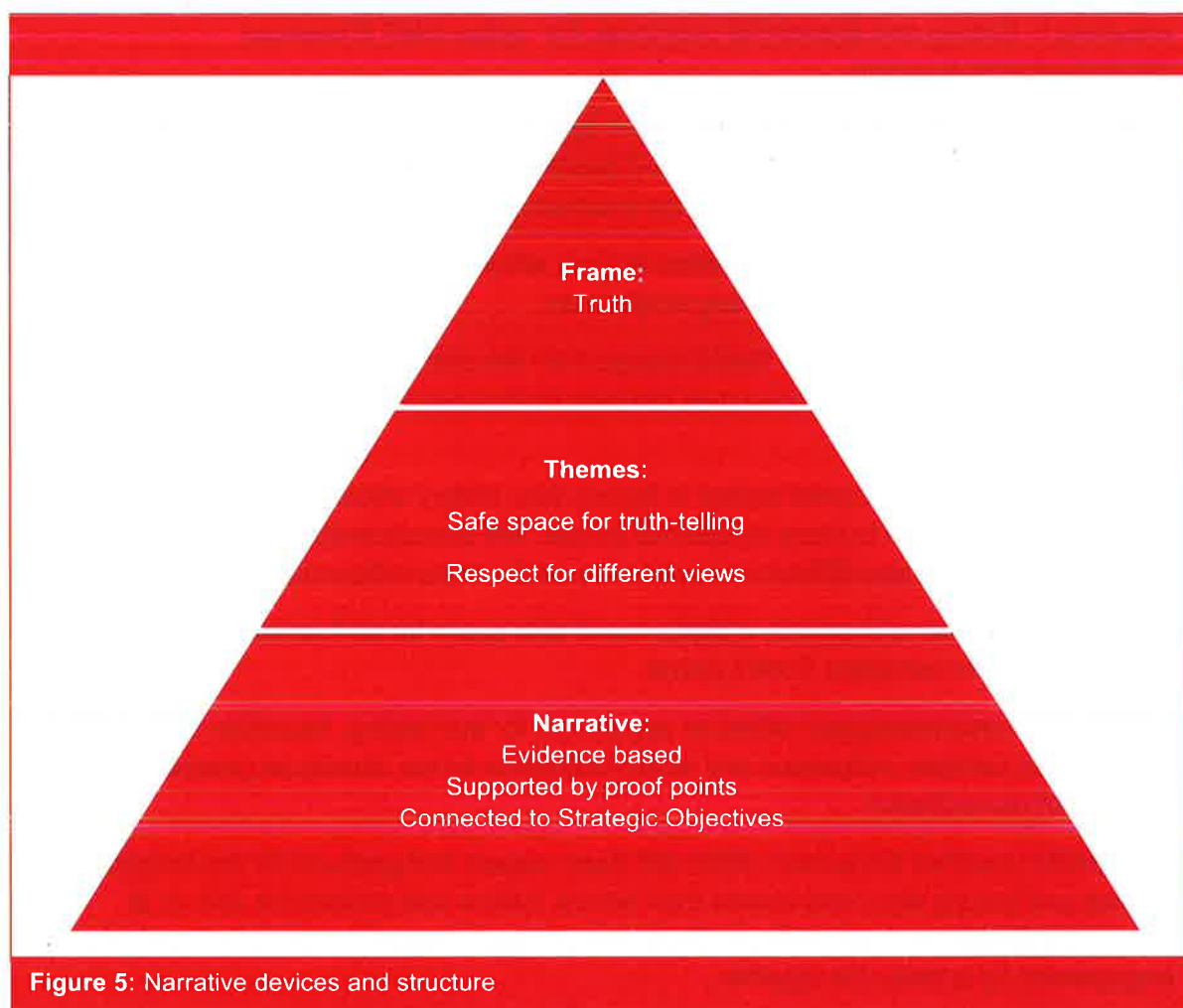
Framing

In communications, framing is about distilling a narrative down to its essentials or identifying the story within the story that runs like a thread through the narrative. A simple

frame which captures the story is fundamental to effective communications.

Several framing options were considered, but this communications strategy recommends TRUTH.

- **HEALING** – A Healing frame risks overstating our role in the reconciliation process, losing the story of Cook and the Endeavour. Reconciliation also provokes mixed reaction among indigenous communities.
- **RESPECT** – While the debate should be respectful, we think this frame will not connect with indigenous community partners as strongly as truth-telling.
- **TRUTH** – A Truth frame aligns with the ANMM's broader evidence-based approach to history, relying on what we know, meaning different views are respected but not all views are equal. Creating a safe space for truth-telling also enables a genuine relationship with indigenous community groups, on terms which they will see as genuine.



Voice

If the Narrative is a guide for what we say, our voice is a guide to how we say it.

Tone

Our tone is always respectful, recognising the sensitivities and symbolism around Cook and the Endeavour.

Our language will vary depending on the audience – ranging from schoolchildren to indigenous groups to yachties and hard-core history buffs.

We do not speak in a celebratory tone, but in a reflective and balanced manner based on facts and seeking to educate.

How we talk about ourselves

As a cultural institution, the ANMM is the national leader in preserving, researching and sharing Australia's maritime history.

We aim to educate and share knowledge of history by advancing evidence-based discussions of the past.

Through Encounters 2020 we are creating a platform for truth-telling and education, seizing the opportunity to educate millions of Australians and support engagement between white and indigenous Australians about our history.

Endeavour's circumnavigation commemorates Cook's voyage "from the ship and from the shore", acknowledging past and current hurts, as well as Cook's achievement.

We do not claim to be leaders on the reconciliation journey, but simply aim to contribute by creating a "safe space" for difficult conversations about our past, present and future.

We are always working with indigenous partners, consulting and collaborating in a meaningful dialogue.

How we talk about others

We hold great respect for indigenous communities and organisations, even when they are attacking us. We are empathetic, not defensive.

We recognise Cook is a divisive figure, but show respect for his achievements as a sailor, recognising also the personal hardships endured by Endeavour's crew and their perspective.

We recognise and appreciate the Commonwealth as a significant sponsor, but remain an independent cultural institution working to educate the broader community.

– Recommendations:

5. Media training/refresher for public spokespeople
 6. Reminder of media protocols for all internal stakeholders and staff
-

Channels & Tools

Our channels and tools are the nuts and bolts of communications – the mechanics that bring your narrative and voice to life.

- **Communications channels** are the mediums we work through to deliver a message – such as Facebook, Twitter, YouTube, email/EDM (electronic direct mail) and the traditional media. We have also included websites under 'channels' here, although with the increasing role of Google and Facebook in driving traffic to websites and the decrease in direct visitation, it could equally sit under tools.
- **Communications tools** are the things we use to package the message which gets sent. This might include video, infographics, hard copy bulletins/updates, webinars, live streaming and so on. We have also included data collection and databases under tools, as they are a key asset in ensuring effective and efficient use of channels.

s 47E(d)

Although many indigenous Australians consume news through mainstream news outlets, it is important to organise briefings for indigenous media and other mainstream media with strong interest/influence in reconciliation and indigenous affairs as part of ANMM's pre-launch preparation (as outlined in the Stakeholder Engagement Strategies) as these outlets

and journalists will be influential in shaping the public response to Encounters 2020, particularly through social media.

Other national media are best targeted for major milestones in the voyage (launch, half-way point, significant ports/events/dates, end): s 47E(d)

In the major cities, newspaper coverage should be augmented with media opportunities for TV and radio. In the regions, local ABC radio offers an effective supplementary way to reach the local audience. Capital city media should also be alerted when the Endeavour sails into their state (opportunity for a preview story).

Regional papers play an important role in their communities even if published on a weekly basis, with most now maintaining an up-to-date website and/or Facebook page, and should be targeted for parts of the voyage outside the major capital cities. A summary of local media outlets along the voyage route is outlined below.

Local media

s 47E(d)



Month	Milestone	Key media opportunities	Notes on tactics to execute
Jul '19	Re-launch the initiative	Interview with indigenous partners, Indigenous Board member, big effort to totally flip perception of the voyage	s 47E(d), s 47C
s 47E(d), s 47C			









Summary of recommendations & Traffic light report

Communications Plan Actions	Strategic purpose	Status R Y G	Who responsible
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s 47C

4	Develop a list of local stakeholders in Endeavour's ports/anchorages, including indigenous groups/leaders/influencers, state and federal MPs, local government representatives and tourism bodies.	As above	
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s 47C

8	Organise briefings for indigenous media and other mainstream media with strong interest/influence in reconciliation and indigenous affairs (Stakeholder Engagement Strategy)	To inform on our truth-telling goals and build relationships for voyage	
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s 47C

Document 8

s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: Thursday, 11 July 2019 12:30 PM
To: s 22(1)(a)(ii)
Subject: FW: FOI statement_ABC 2020
Attachments: FOI statement_ABC 2020.docx

From: s 22(1)(a)(ii)
Sent: Wednesday, 5 June 2019 4:22 PM
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii)
Subject: FOI statement_ABC 2020

Hi s 22(1)(a)(ii)

Draft statement is attached, however, I would be happy to receive feedback on it before finalisation. I'm about to go into another meeting but can look at later tonight.

Thanks
s 22(1)(a)(ii)

1. Sea worthiness of the HMB Endeavour replica

For background, below is the relevant portion of the FOI request:

"...information, including analysis and/or briefings and/or advice about (i) possible problems and/or issues relating to sea worthiness and/or safety and/or personnel associated with the Endeavour replica circumnavigating Australia arising from the Federal Government's decision to provide \$6.7 million for such a journey."

STATEMENT:

The *HMB Endeavour* replica is seaworthy and safe. Endeavour was last docked in April 2019 and was reviewed against relevant standards by an Australian Maritime Safety Authority (AMSA) certified surveyor.

Endeavour has an AMSA Certificate of Survey USL 2A and USL 1D. USL 2A means Seagoing Non-Passenger Vessel for use in all operational areas up to and including Unlimited Operations and SSL 1D means Sheltered Water Passenger Vessel for operations in Partially Smooth and Smooth Waters only.

As required by the vessel's survey certificate, Endeavour has lifesaving appliances for at least 56 persons. Endeavour is always manned for voyaging with persons holding qualifications acceptable to AMSA. The vessel has a documented safety management plan that meets the requirements of the *National Standard for Commercial Vessels Part E – Operations*.

Given the nature of the sailing experience, the Museum requires fee-paying crew to be 18 years or over; physically fit and able; able to swim or confident to tread water and to also meet the medical criteria of the voyage. Applicants for the voyage must have their Medical Clearance Form completed by a registered doctor.

The vessel is covered by the Australian National Maritime Museum's insurance arrangements with Comcover. Museum staff and paid crew are also covered by Comcover. Members of the public who work as fee-paying crew are required to have their own insurance.

2. Indigenous Consultation/protest

For background, below is the relevant portion of the FOI request:

"I am also interested in information, including advice and or/media strategies and/or emails about interaction and/or communications with Aboriginal people relating to the voyage and/or possible protests and/or other action by Aboriginal people in relation to the voyage."

STATEMENT:

The Australian National Maritime Museum has had numerous conversations over several years with a wide range of individuals and organisations about using Endeavour to mark the 250th anniversary of Cook's first Pacific voyage. This has included consultation with Aboriginal people.

The Museum is progressing the Encounters 2020 project in partnership with Reconciliation Australia. The partnership was only possible because of the Museum's very strong track

record of working with Aboriginal and Torres Strait Islander peoples as set out in its Reconciliation Action Plan.

Consultation with communities will be ongoing throughout the life of the project. At this point, the Museum has contacted all Indigenous community peak bodies that have carriage over the areas wherein the ports are located. Follow-up consultation is occurring through Local Council contacts and through regional offices of the Department of Prime Minister and Cabinet's Indigenous Affairs Portfolio to reach specific individuals or interested Indigenous stakeholder organisations.

The Museum has prioritised development of a strategic plan for further consultation and local engagement. We are also in discussions with specialists in cultural awareness training, Indigenous research and evaluation.