

Australian National Maritime Museum
Corporate Plan 2024–25



MU SEA UM



Australian Government

Introduction

Commonwealth Lightship 4 (CLS4), *Carpentaria*, was one of four unstaffed lightships built at Cockatoo Island Dockyard in 1917. It was designed by the Stevenson family from Scotland who were internationally renowned lighthouse builders. *Carpentaria* was retired from service in 1985.



The Council of the Australian National Maritime Museum, as the accountable authority, presents the 2024-25 Corporate Plan, which covers the periods of 2024-25 to 2027-28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Corporate Plan is the primary planning document for the museum. It builds on the museum's Strategic Framework 2023-27, and outlines at a high level the key activities the museum will undertake over the course of the financial year and forward estimates period to achieve its purpose.

It reflects the information contained in the 2024-25 Portfolio Budget Statement and the museum's Statement of Intent. The objectives of the Australian Government's National Cultural Policy *Revive: a place for every story, a story for every place* are embedded throughout the plan.

Building on our foundational narrative of 'island nation, maritime stories, national identity', we will continue our focus around four key strategic priorities:

- connect and engage with visitors wherever they are to promote participation and two-way conversation about our shared past, present and futures;
- develop research and educational partnerships, thought leadership and programs to share information and understanding about Australia;
- grow and sustain our revenues and financial support to develop and deliver world-class programs, activities and partnerships;
- improve our site, collection accessibility and operational systems to enhance the experience for visitors and the working environment for employees.

With our unique collection, skilled workforce and commitment to storytelling in its many forms, we play a key role in connecting visitors to the centrality of oceans and waterways to our national story.

John Mullen AM
Chair of the Museum Council

Daryl Karp AM
Director and CEO

Our purpose

The Australian National Maritime Museum informs, challenges and nurtures conversations about this nation shaped by sea. We develop, preserve and present our collection, research and expertise to connect visitors and their own experiences to stories as old as the continent itself – and yet vital to all our futures.

The Australian National Maritime Museum is the keeper of a rich and compelling narrative – the journey of this island nation. We add knowledge, build cohesion and advance sustainability by connecting Australians and all visitors with the unique role our waterways and oceans have played, and continue to play, in our past, present and future.

Located at Darling Harbour in Sydney, on the bamal (lands) and badu (waters) of the Gadigal people of the Eora Nation, we are home to the National Maritime Collection and a distinctive fleet of floating vessels showcasing centuries of maritime endeavour, including a unique and growing collection of First Nations stories artefacts.

The oceans and waterways are the heartbeat of who we are as a nation. Our exhibitions, research activities and educational programs are dedicated to telling the stories that explore this unique relationship from multiple perspectives. We collect and share these stories – about people, objects and events – to promote two-way conversations about Australia’s relationship with our seas and waterways.

We learn from our rich First Nations heritage, draw on the country’s vast maritime history and explore the evolving story of migration to these shores. We chart the role played – and to be played – by the navy, harness the power of ocean science and reflect on the evolving relationship between Australians and the nation’s coasts, seas, harbours, lakes and rivers.

Our strategic commitments

Our Strategic Commitments are outlined in the museum’s Strategic Framework 2023–27.

INSPIRE

We tell stories from multiple perspectives and provoke thought, discussion and action.

INFORM

We research, educate and showcase evidence-based contemporary thinking.

INFLUENCE

We collaborate and build partnerships to advance national and international conversations.

IMPACT

We invest in our people and site to constantly enhance our sustainability and impact.

Our pillars

Australia is an island nation and our experience of the seas, rivers and lakes is at the heart of our national story. The museum’s work is structured around six content pillars or themes. Each pillar explores how we relate to our oceans and waterways. Our six pillars are:

Society and water, encompassing maritime trade, industries and tourism, and sport and leisure on water

Ocean futures, taking in marine science and technologies, marine conservation and sustainability

First Nations, examining the histories, knowledge and cultural experiences of Aboriginal and Torres Strait Islander peoples

Maritime archaeology, including the study of shipwrecks and underwater heritage sites

Migration and cultural diversity, detailing the more recent flows of people to and from Australia, from British colonisation to the successive waves of immigrants adding to our cultural diversity

Australia’s role in the Asia-Pacific region, including Australia’s naval stories, regional engagement and merchant shipping

Our commitment to the National Cultural Policy

The museum continues to be guided by the pillars and principles of the National Cultural Policy: *Revive* in all our activities.

● **First Nations first** – Recognising and respecting the crucial place of First Nations stories at the centre of Australia’s arts and culture.

● **A place for every story** – Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.

● **Centrality of the artist** – Supporting the artist as worker and celebrating artists as creators.

● **Strong cultural infrastructure** – Providing support across the spectrum of institutions which sustain our arts, culture and heritage.

● **Engaging the audience** – Making sure our stories connect with people at home and abroad.

Aligned with *Revive*, First Nations narratives and perspectives are integrated into everything we do. We will continue to collaborate with and commission First Nations artists for our exhibitions, programs and digital content. A key priority is collecting important sea stories as key elders age, ensuring they are recorded for future generations.

Students visiting *Shaped by the Sea* with a Deadly Ed educator. AUSTRALIAN NATIONAL MARITIME MUSEUM



Our operating environment

Our visitors are at the heart of everything we do. The museum delivers an array of activities, exhibitions and programs onsite and via digital experiences and travelling programs. We offer multiple ways for individuals, families and communities to engage with this nation shaped by sea. Our unique collection, skilled workforce and commitment to storytelling in many forms ensure we play a key role as a cultural and tourist destination.



HMAS *Onslow* served in the Royal Australian Navy from 1969 to 1999 and was one of six Oberon class submarines that formed the Australian Submarine Squadron. *Onslow* worked on patrols in the Pacific and Indian oceans during the Cold War years and beyond.

A competitive market

The museum faces increasing competition for visitors in the Sydney, NSW and Australian markets. We are heavily reliant on ticket sales, with a limited and dated free offering, and competing with upgraded and free state museums. Cost-of-living increases continue to affect our visitors' discretionary spend, at a time when exhibition costs are increasing. We will actively seek partnerships within the creative and cultural sector that enable us to deliver world-class experiences and explore new approaches that expand the reach and impact of our visitation. The closure of the Powerhouse Museum's Ultimo site provides opportunities to engage with more visitors as well as possible co-productions and partnerships.

Pymont redevelopment

In its immediate neighbourhood of Sydney's Darling Harbour, the museum is surrounded by \$15b of redevelopment. This includes the complete reimagining of the Harbourside Shopping Centre site, the development of the Sydney Fish Market and the new Sydney Metro station at Pymont. We are committed to working with our neighbours to ensure we remain an appealing and vital part of Darling Harbour and the museum precinct. These changes are having an immediate and short-term impact on our visitation, but will provide us with greater opportunity in the future.

Funding, revenue and philanthropy

The museum faces significant challenges in the forward years, with a fleet, harbour walls, wharves and building that are all aging, within a precinct of increasing contemporary developments,

In its immediate neighbourhood of Sydney's Darling Harbour, the museum is surrounded by \$15b of redevelopment

at a time when exhibition and site costs are increasing. The museum greatly appreciates the ongoing government support and the funding commitment made in the 2023-24 budget. This funding has allowed us to do urgent and critical works on our ageing infrastructure, including repairs to our buildings, pontoons, wharves and boardwalk, as well as essential improvements in safety and compliance. The ongoing uplift, particularly the additional indexed \$5.1m from 2027, will go some way to alleviating the pressures that the museum faces.

While own-source revenue has always been a strength for the museum, the redevelopment of the boardwalk will have a negative impact on our revenue-generating capacity for the first six months of this plan. We continue to be heavily reliant on self-generated revenue, and are focusing on opportunities to grow this self-generated revenue further. In response to cost-of-living pressure, we are actively working to keep our entry fees below the rate of inflation. We will continue to monitor visitation and our pricing structure closely and adapt as required. We will provide unique opportunities for the whole of the museum experience to be free, including fee-free days.

The market for corporate sponsorship and philanthropy is highly competitive, and many of the older museums have

established partnerships with key philanthropists. Research by Creative Partnerships Australia (CPA) revealed an 11 per cent drop-off in private sector support for arts and culture during the pandemic period, but notes a potential growth in cash donations and cash sponsorships over coming few years. CPA cites an increasing acceptance within the sector to seek private sector funding – and a growing understanding within organisations of the need to increase fund raising skills and capacities.

The museum will use its Foundation and its US Friends of the Museum Foundation, both providing Deductible Gift Recipient /tax deductibility status. The museum will continue to proactively seek financial support from corporate sponsors and donors aligned to the museum's mission, values and activities, including the possibility of underwriting our research positions. An increasing focus will need to be placed on third-party revenue and philanthropy to meet ongoing needs.

New technologies

We acknowledge the attraction and value of digital technologies. We also note the potential link to mental health issues and a sense of isolation among some people. We will concentrate on using digital pathways to create site-specific experiences, and to extend our reach and influence across the country, the Asia-Pacific region and the world. We need to urgently upgrade and invest in capabilities and infrastructure, building a solid base from which to leverage value from our existing collection.

The museum sees longer-term potential in the rise of generative artificial intelligence (AI) and its possible impact on work. We also see challenges with AI's impact on trust and the centrality of fact-based thinking.

We are engaging with and monitoring this issue, noting that it might be a way of bringing the museum to wider attention but also being aware of its potential to create and spread misinformation and disinformation about our collection and related issues.

Questions of trust

The crisis in trust continues, and Australia is not immune. As the Edelman Trust Barometer for 2024 notes, 'rapid innovation offers the promise of a new era of prosperity, but instead risks exacerbating trust issues, leading to further societal instability and political polarisation'. The Barometer, a global survey, identifies a growing weakness in the social fabric, where scientists – still highly trusted – are on a par with 'people like me'. Museums retain a uniquely trusted position in society, and we remain committed to advancing a trusted relationship between the museum and its audiences and stakeholders and ensuring that everything we do is based on sound evidence, research and our enduring commitment to truth-seeking. We take heart from research conducted by IPSOS for the Council of Australian Museum Directors in late 2021, which found museums were considered the third most trusted sector after libraries and Medicare. We note that museums were considered highly credible sources of information and experienced public educators.

Our aim is that our visitors will receive a message of hope, adaptation and resilience

National identity

The museum takes a deep and abiding interest in issues of national identity and the full implications of our guiding ethos – that Australia is an island nation shaped by sea. Over the period of this plan, the many maritime stories that underpin these powerful and lasting ideas will be brought to life for the museum’s audiences – onsite, travelling and online – in a series of activations that draw on our expertise, knowledge and collections. They will include the telling of the Vietnamese migrant vessel *Tu Do* and its journey from post-war Vietnam to our shores; an extensive project centred on the Barangaroo Boat, thought to be Australia’s oldest existing colonial boat; and the ongoing exploration of First Nations culture and experiences and their insights into living with and on Sea Country. These examples are indicative of the role the museum plays in defining and refining national identity, telling stories about and for all Australians and sharing those stories across the nation, region and world.

Climate change and climate resilience

With many on-water assets and its Darling Harbour location, the museum is acutely aware of the risks posed to its collection and site by the impacts of climate change. We will continue to monitor and model the potential impact of rising sea levels on its day-to-day operations and its mid- to long-term plans, especially the redevelopment of the wharf and piers. High temperatures also affect our ability to offer experiences on board our vessels.

We are reducing our own impact on the environment and, with our commitment to ocean science and sustainability, will work to educate our visitors and workforce about related issues and actions as articulated by the United Nations’ Intergovernmental Panel on Climate Change. Our aim is that our visitors will receive a message of hope, adaptation and resilience.

Government expectations

The museum embraces the National Cultural Policy *Revive* and acknowledges the important role the museum plays in achieving the policy outcomes. This corporate plan reflects the aims of *Revive* and takes account of current expectations relating to sector leadership and collaboration, promoting diversity, sustainability, reconciliation and inclusion; fostering appreciation and understanding of First Nations arts, culture and knowledge systems; supporting and promoting artists and ensuring they are remunerated appropriately; providing opportunities for all Australians to access arts and culture; and enriching arts and culture education.

Four key priorities



The Australian National Maritime Museum has a vital role in helping Australians engage with past, present and future events, issues and challenges. As a trusted voice, we seek to inspire, inform and influence individuals, communities and nations, especially partners in the Asia-Pacific region. We seek to be inclusive and responsive to the needs of visitors, employees and other stakeholders.

The Australian-built replica of HM Bark *Endeavour* is one of the world’s most accurate maritime replica vessels. It has circumnavigated Australia three times as well as sailing to Europe, the United States and many overseas ports.

The museum has four key priorities:

Priority 1

Connect and engage with visitors wherever they are to promote participation and two-way conversation about our shared past, present and potential futures.

Priority 2

Develop research and educational partnerships, thought leadership and programs to share information and understanding about Australia.

Priority 3

Grow and sustain our revenues and financial support to develop and deliver world-class programs, activities and partnerships.

Priority 4

Improve our site, collection accessibility and operational systems to enhance the experience for visitors and the working environment for employees.

PRIORITY
1

Connect and engage with visitors wherever they are to promote participation and two-way conversation about our shared past, present and potential futures.

Outcomes

- Our site is a must-visit destination of Darling Harbour and Sydney.
- Our visitors leave aware, engaged and motivated to act on what they have learned.
- We embrace and maximise current, emerging and future story-telling techniques.
- We are a sought-after resource to promote ideas and challenge thinking.

Activities

- First Nations and diverse voices are integrated into everything we do.
- Develop participatory storytelling approaches and partnerships to encourage visitors to engage with us on their terms.
- Foster our national outreach and infrastructure programs across all platforms.
- Develop our audience strategy that connects with our visitors at every level.

Key performance indicators

PERFORMANCE MEASURES	2024-25	2025-26	2026-27	2027-28
Total visitor engagement	5,700,000	5,700,000	*	*
Permanent galleries and site (unpaid visitors)	1,000,000	1,000,000	*	*
Special exhibitions and fleet (paid visitors)	500,000	500,000	*	*
Travelling exhibitions and activities	1,100,000	1,100,000	*	*
Education programs (onsite and offsite programs and online courses)	400,000	400,000	*	*
Visitors attending public programs	80,000	80,000	*	*
Visitors attending events and functions	15,000	15,000	*	*
Digital experiences (visits to website)	1,200,000	1,250,000	*	*
Social media engagement	1,500,000	1,600,000	*	*
Percentage of collection available online	73%	73%	73%	73%

PRIORITY
2

Develop research and educational partnerships, thought leadership and programs to share information and understanding about Australia.

Outcomes

- We are renowned for the quality and impact of our research, collections and content.
- We collaborate strategically and are partners of choice with key institutions to deliver impactful results.
- Our work encourages communities to appreciate their relationship with oceans and waterways.
- We are a trusted centre of expertise for media, educational institutions and the public.

Activities

- Activate our new collection development strategy and policy.
- Showcase evidence-based, contemporary thinking from a range of perspectives.
- Create learning experiences and opportunities for every Australian student.
- Be part of research programs that build understanding of our six content pillars.
- Host the International Congress of Maritime Museums (ICMM) in 2026.

Key performance indicators

PERFORMANCE MEASURES	2024-25	2025-26	2026-27	2027-28
Percentage of teachers reporting overall positive experience	95%	95%	95%	95%
Percentage of teachers reporting relevance to curriculum	95%	95%	95%	95%
Number of Australian Research Council (ARC) funded research projects	3	3	3	3
Number of research partnerships with other organisations	2	3	3	3
Number of venues hosting our touring exhibitions	21	21	21	21

PRIORITY
3

Grow and sustain our revenues and financial support to develop and deliver world-class programs, activities and partnerships.

Outcomes

- We increasingly generate funding from multiple sources.
- We develop long-term funding partnerships.
- Our programs and activations drive increased membership and invite return visitation.

Activities

- Investigate and grow revenue opportunities, including commercial spaces, partnerships, travelling exhibitions and consultancies.
- Review structures and operations to enhance cost control and efficiency.
- Develop a philanthropy and donations strategy and framework that aligns with the strategic framework.

Key performance indicators

PERFORMANCE MEASURES	2024-25	2025-26	2026-27	2027-28
Actual own-source revenue	Own-source revenue > 30% of budget	Own-source revenue > 30% of budget	Own-source revenue > 30% of budget	Own-source revenue > 30% of budget
Implement a philanthropy and donations strategy	Stage 1 delivered	Stage 2 implementation	Stage 2 delivered	Review strategy
Growth in corporate partnerships and sponsorships	>5% increase	>5% increase	>5% increase	>5% increase
Growth in the members program and family passes sold	Develop a growth strategy for family members after end of NSW creative kids voucher	>5% increase on 2024-25	>5% increase on 2025-26	>5% increase on 2026-27

PRIORITY
4

Improve our site, collection accessibility and operational systems to enhance the experience for visitors and the working environment for employees.

Outcomes

- Our site assists and enhances our ambition to promote understanding, visitor participation and collaboration.
- The systems we deploy enable us to be and do our best at all levels.
- Our staff feel supported and valued by the systems we use and as members of the museum community.
- Our site and organisation are sustainable.

Activities

- Develop new spaces, galleries and opportunities that are accessible and engage all visitors.
- Develop a gallery masterplan to tell of journeys and migration stories.
- Develop a 10-year Fleet strategy.
- Improve signage, wayfinding and visitor amenities to make visiting the site more accessible, inclusive and enjoyable.
- Continuously review and upgrade our systems in a planned and cost-effective way.
- Develop metrics to measure success of our new website and digital strategy.

Key performance indicators

PERFORMANCE MEASURES	2024-25	2025-26	2026-27	2027-28
Visitors responding in a positive way to a visit to the museum	90%	90%	90%	90%
Percentage of collection available to the public	74%	74%	75%	75%
In the top 10% of APS employers in three years (by 2027)	Improve standing by 15%	Improve standing by 25%	Improve standing by 25%	Achieved
Meet planned milestones for systems upgrade	New website operational New finance system operational	Meet agreed project milestones	Meet agreed project milestones	Meet agreed project milestones
Increased staff satisfaction on employee surveys	Year-on-year increase from 2022-23 staff satisfaction pulse surveys	Year-on-year increase in key segments of previous year's survey	Year-on-year increase in key segments of previous year's survey	Year-on-year increase in key segments of previous year's survey
Develop a Sustainability Action Plan				To be completed
New Reconciliation Action Plan	'Stretch RAP' target to be completed			
New Diversity and Inclusion Policy				To be completed

Capabilities



Our core capabilities serve our capacities to share stories and inspire two-way dialogue with our visitors.

These capabilities include our employee and volunteer workforce, our collections and archives, Fleet, museum and precinct assets.

Our information technology systems enhance our workforce and workplaces and our capacities to reach audiences wherever they are.

Tu Do's intrepid voyage of 6,000 kilometres was guided by a map torn from a school desk and a compass. The boat arrived in Darwin carrying 31 Vietnamese refugees. The vessel was custom built for the voyage, able to outpace pirates in the Gulf of Thailand.

Employees

Our employees are creative and dedicated to the museum, its functions, purpose and audiences. As befits our purpose and priorities, we employ specialist curators and conservators, collection managers, educators, maritime archaeologists, digital developers and a range of staff dedicated to communication, external relations, visitor experience and operational support.

Our workforce strategy will focus on engaging, inspiring and supporting our people and developing leadership, digital, knowledge and relationship capabilities aligned to the Australian Public Service (APS) Integrated Leadership Framework. We will seek to improve the site and our staff amenities and systems.

Our employees are creative and dedicated to the museum, its functions, purpose and audiences

We will align our resources, structures and operations to support the delivery of our strategic priorities while remaining within our budget-mandated average staffing levels. We will develop a plan for staff attraction, retention, support and succession to mitigate the challenges of the current competitive employment market.

In 2024-25, the Australian National Maritime Museum will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024-25 focus on reduced outsourcing of work relating to the management of the National Maritime Collection, with an expected reduction of \$325,260 in 2024-25 in outsourcing expenditure.

Volunteers

Our volunteers are the museum's best ambassadors, and they play vital roles as tour guides, educators, model-makers, conservators and administration assistants.

We are custodians of over 162,000 objects in the National Maritime Collection

They also contribute to the museum’s publications and oral history gathering. We have over 300 active volunteers at our Sydney site and additional volunteers located across Australia. Our volunteers conduct tours and contribute close to 50,000 hours per year.

Our volunteer strategy will support the engagement, retention and acknowledgement of volunteers and support volunteering activities across all aspects of Australian maritime heritage and culture.

Collection management

We are custodians of over 162,000 objects in the National Maritime Collection, which represent the breadth of Australia’s maritime heritage. We strive to make these available to all Australians through programs, exhibitions, publications and digital pathways.

We are leaders in the conservation, interpretation and display of maritime collections, always adhering to best practices. We will enhance the National Maritime Collection with the implementation of our new collection development policy, framework and strategy.

Infrastructure

Our architecturally distinctive building and unique waterfront location in Sydney’s Darling Harbour include exhibition galleries, berthage for our own and visiting historic vessels, outdoor exhibits, restaurant, retail and function spaces, play areas and wharves. We manage our buildings and facilities to enable access to, and enjoyment of, our collections and fleet and to support our corporate priorities and responsibilities.

Commercial activities

Our strategic asset management plan and activation strategy will guide our waterfront and building renewal and maintenance. We will manage, maintain and strategically improve the museum’s buildings, galleries and exhibition spaces, outdoor precinct and wharf assets to support our corporate priorities and responsibilities. The boardwalk redevelopment is anticipated to revitalise and activate our precinct.

Fleet of historic vessels

The museum owns, operates and exhibits the largest collection of in-water historic and replica vessels in the southern hemisphere. They range from the largest museum item in Australia, HMAS *Vampire*, to the open-deck coutha fishing boat *Thistle*.

Active sailing vessels include the replicas *Endeavour* and *Duyfken*, along with historic yachts *Akarana* and *Kathleen Gillett*. The museum is also responsible for an extensive collection of small craft. In addition, museum staff care for the iconic World War II commando boat MV *Krait* on behalf of the Australian War Memorial.

Fleet vessels and associated collections illustrate a diverse range of themes of national and international interest and import. These include First Nations’ interaction with waterways and the sea, voyages of discovery, the defence of Australia and leisure or commercial activities, such as fishing and yachting. We use these assets to provide wide-ranging educational and cultural experiences.

Our Fleet utilisation and management strategy supports the delivery of our corporate priorities, including preservation of traditional vessels, retention and sharing of traditional maritime skills and national community outreach. We do this in partnership with fellow maritime museums across the nation and internationally.

Technology

The museum will continue its Digital Transformation Program to enhance operational effectiveness and provide a better visitor experience. This includes a more stable and secure ICT infrastructure

environment, new finance and customer relationship management systems, a new website and an improved digital asset management platform. These investments will support the delivery of the museum’s strategic priorities.

Collaboration and co-operation

Working collaboratively with our many partners expands our capabilities and reach, increases community involvement and support and maximises our success. Strong co-operative relationships and successful collaboration underpin our key activities.

The museum will continue to take account of and be responsive to government priorities and expectations, including working with the government to understand priorities and contributing to the implementation of the National Cultural Policy *Revive: A place for every story, a story for every place*.

The museum will continue to work closely with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, reflecting its responsibility for arts and culture policy and programs nationally.

The museum is also represented on sector peak bodies, including the Council of Australasian Museum Directors, which operates to provide sector leadership and to enhance and promote the collecting institutions, and the International Congress of Maritime Museums.

The museum’s statutory functions explicitly include co-operation with other institutions to exhibit the National Maritime Collection. There are long-established co-operative relationships with national and international museums and galleries, the Department of Foreign Affairs and Trade and foreign embassies and consulates through cultural diplomacy and the hosting and sharing of travelling exhibitions.

Through our membership of the Australian Maritime Museums Council, Museums and Galleries NSW and the Migration and Multicultural Museums Alliance, we have a strong connection with regional museums and relationships that can strengthen our national presence.



Visitors explore HMAS *Onslow*. AUSTRALIAN NATIONAL MARITIME MUSEUM

Fleet vessels and associated collections illustrate a diverse range of themes of national and international interest and import

The museum remains strongly committed to reviewing and implementing its Reconciliation Action Plan in consultation with Reconciliation Australia to further develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. We are deeply committed to integrating the stories of First Nations people into our activities and plans.

The museum will continue to develop partnerships with other cultural institutions, both public and private and in Australia and overseas, as well as universities and foundations.

The museum greatly appreciates the substantial contributions of sponsors, partners and supporters. We will continue to nurture our relationships and partnerships with the corporate and government sectors as well as our individual donors and members.

Risk oversight and management

The museum accepts that risk is inherent in the operations we undertake to achieve our strategic priorities. It is committed to embedding risk management into all aspects of its business. The museum's risk oversight and management system includes regular internal and external risk assessments and audits spanning all areas of the museum, including:

- governance and management;
- operations;
- technology and cybersecurity;
- human resources;
- assets;
- financial management;
- workplace health and safety.

The museum's Risk Management Policy and Framework ensures implementation of risk management practices across the organisation. It outlines our overall approach to risk and its management. Strategic and operational risks are reviewed by the museum's Executive and the museum Council's Audit Finance and Risk Committee, including regular review of the Enterprise Risk Register. Risk plans and registers are developed at business unit and project level.

Key risks that may affect the implementation of corporate priorities, initiatives and further capability development are as follows:

Financial risks – the risk the museum is unable to meet budget and financial targets because of changes in the operating environment, increased competition, precinct redevelopment or reduced government, sponsorship and/

Subsidiaries

The Australian National Maritime Museum Foundation is a company limited by guarantee and is controlled by the Council of the Australian National Maritime Museum.

The Foundation's objectives are:

a) to create a capital fund, through gifts, bequests and fundraising activities, for the purposes of:

- (i) acquiring major additional items or collections of items to develop the National Maritime Collection;
- (ii) conserving the National Maritime Collection;
- (iii) other activities which enhance the National Maritime Collection;

(b) to receive gifts and bequests for specific activities relating to the National Maritime Collection and the museum;

(c) to support the National Maritime Collection and the museum generally.

Foundation operations generate revenue to directly support the further development and management of National Maritime Collection and the museum's financial sustainability.

The museum is focused on ensuring safety for visitors and staff. It monitors and mitigates all onsite, vessel and waterfront safety and security risks



Young visitors enjoying kids' activities. AUSTRALIAN NATIONAL MARITIME MUSEUM

or philanthropic funding. The museum will respond by continuing to adapt and optimise business models and operations to generate revenue, control costs and deliver savings.

Workplace health and safety risks – the risk of serious injury, illness or loss of life of visitors, employees or volunteers. The museum is focused on ensuring safety for visitors and staff. It monitors and mitigates all onsite, vessel and waterfront safety and security risks. It will respond to and adapt operations in line with any public health advice.

Cultural heritage asset loss and damage risks – the risk that major disasters lead to damage to the museum's collections, vessels or buildings and it is unable to operate. Crisis, emergency response, security and business continuity plans are tested. Collection storage facilities are monitored to ensure they remain fit for purpose and removal of selected vessels from on-water storage is implemented as needed.

Reputational risks – the risk of damage to the museum's reputation that unintentionally or deliberately influences perceptions of the museum's contributions, value to Australian society and strategic direction. Operational planning will enable prioritisation and resource allocation to support phased delivery of the

corporate plan, taking account of financial performance and related risks, ensuring the reputation of the museum is sustained.

Technology risks – the risk that ICT infrastructure and services are inadequate to support visitor operations, philanthropy, and public administration – or that it is subjected to a breach of its security arrangements and 'hacked'. Continued investment in infrastructure and services will support operations and business continuity and mitigate against external threats such as hacking or the misuse of the museum's name, collection and facilities by other emerging technologies, such as generative AI.

People risks – the risk that the museum is unable to attract and retain the people required to implement its corporate plan and strategic priorities. Increased competition for talent and reduced staff availability due to current low unemployment rates and staff looking for optimal flexible working arrangements and salaries present a challenge for the museum. Development and implementation of a plan for staff attraction, retention and succession will mitigate this risk. We are committed to enhancing the diversity of our workforce at all levels.

Climate risks – the risk that the museum's site on Sydney's Darling Harbour is compromised by rising sea levels, rising temperature and/or other impacts of climate change that may adversely affect its collection or visitor experience, especially its on-water assets, and plans to redevelop its wharf and piers.

Front cover

HMAS Vampire (II) is the last example of a gun ship built in Australia, serving from 1959 to 1986, during the often-tense Cold War years.

This page

Kathleen Gillett is a gaff-rigged ketch built for Sydney marine artist Jack Earl to sail around the world. A founder of the Sydney–Hobart yacht race, Earl sailed *Kathleen Gillett* in the first race in 1945.

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