

AUSTRALIAN NATIONAL
MARITIME MUSEUM

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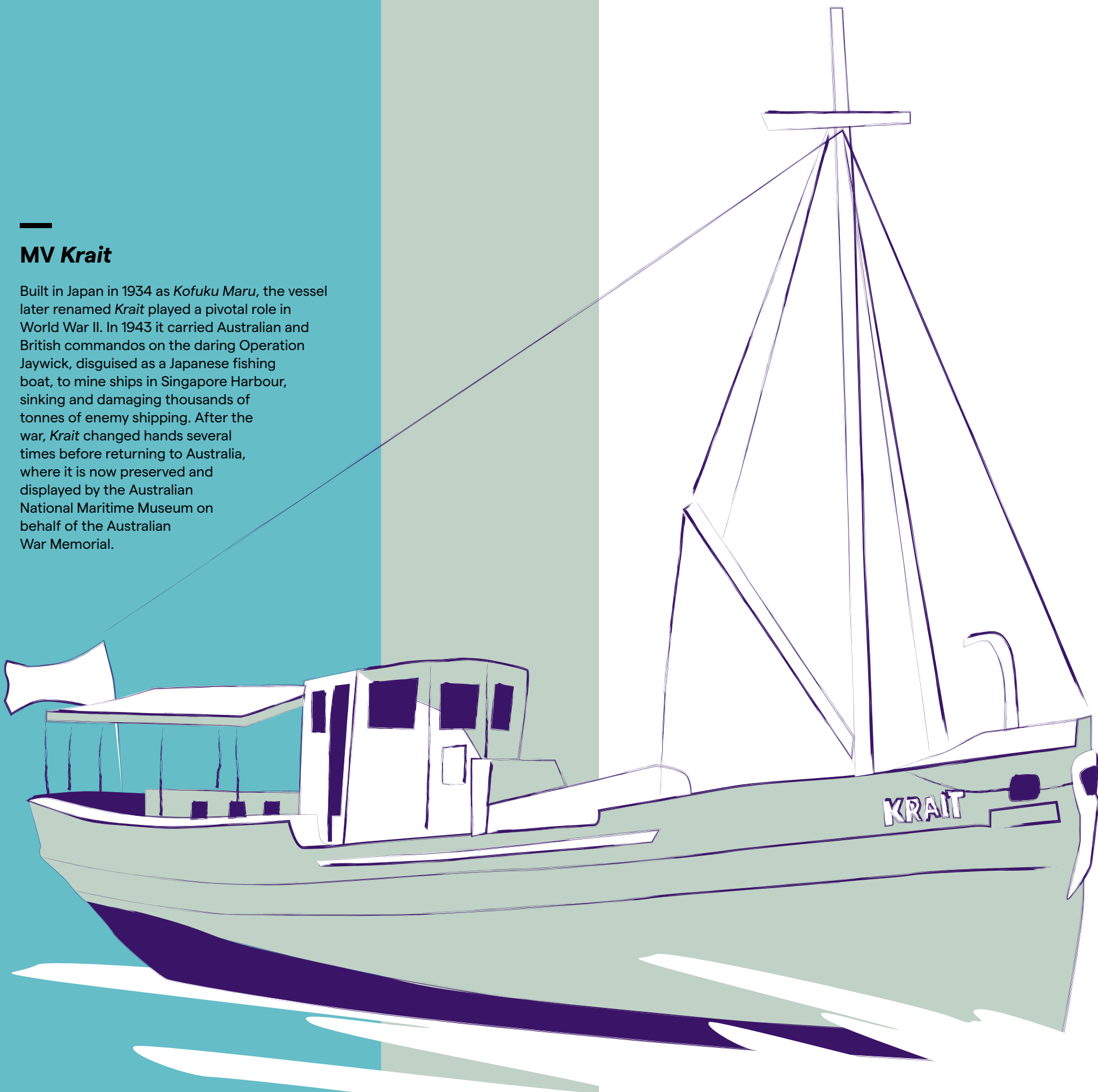
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Corporate Plan
2025-26



Australian Government

MV Krait

Built in Japan in 1934 as *Kofuku Maru*, the vessel later renamed *Krait* played a pivotal role in World War II. In 1943 it carried Australian and British commandos on the daring Operation Jaywick, disguised as a Japanese fishing boat, to mine ships in Singapore Harbour, sinking and damaging thousands of tonnes of enemy shipping. After the war, *Krait* changed hands several times before returning to Australia, where it is now preserved and displayed by the Australian National Maritime Museum on behalf of the Australian War Memorial.



Introduction

The Council of the Australian National Maritime Museum (ANMM), as the accountable authority, presents the 2025-26 Corporate Plan, which covers the periods of 2025-26 to 2028-29, 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 2025-26 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 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.

The Hon Hieu Van Le AC
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 those vital to all our futures. We share the rich and compelling narratives of this island nation, adding knowledge, building cohesion and promoting hope and sustainability by connecting Australians, and all visitors, with the unique role our waterways and oceans play, in shaping our past, present and future.

Located at Darling Harbour in Sydney, on the bamal (lands) and badu (waters) of the Gadigal, 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 objects.

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 2023–2027.

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

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:

FIRST NATIONS

Examining the histories, knowledges and cultural experiences of Aboriginal and Torres Strait Islander peoples;

OCEAN FUTURES

Taking in marine science and technologies, marine conservation and sustainability;

MARITIME ARCHAEOLOGY

Including the study of shipwrecks and underwater heritage sites;

SOCIETY AND WATER

Encompassing maritime trade, industries and tourism, and sport and leisure on water;

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 INDO-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.



Smoking ceremony with Uncle Les McLeod at NAIDOC Week Open Day, July 2025
AUSTRALIAN NATIONAL MARITIME MUSEUM

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 oral histories of important stories to ensure they are recorded for future generations.

Our operating environment

Our visitors are at the heart of everything we do. The museum delivers an array of activities, exhibitions and programs on-site, via digital experiences, and through travelling programs. We offer multiple ways for individuals, families and communities to engage with stories of our 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. We are responding to times of unprecedented uncertainty and change with resilience, agility and hope.

National leadership

As the National Maritime Museum, we occupy a unique place – providing local, national and international leadership and support to the approximately 40 state, regional and volunteer maritime museums in Australia, and over 120 members of the International Congress of Maritime Museums.

We will maximise the impact of the Maritime Museums of Australia Project Support Scheme (MMAPSS) grants, provide mentorships and training opportunities, and utilise our leadership role in the International Congress of Maritime Museums to host the 2026 ICMM International Conference in Sydney. We continue our leadership of the Australian Maritime Museums Council and share our expertise with Pacific Island museums through the Oceania Maritime Museum Administrators training course.

Cost of living pressures

Cost of living pressures are expected to continue influencing consumer behaviour across Sydney and Australia throughout 2025–26, with significant implications for discretionary spending. This will add an extra layer of competition for the discretionary dollar. The museum will continue to explore partnerships that support those impacted by rising costs of living pressures including targeted free entry days, lower cost family memberships, and single exhibition tickets.

Trust, misinformation and disinformation

The continued rise of misinformation and disinformation has been identified as a significant global risk, with the 2025 World Economic Forum in Davos highlighting it as one of the most urgent challenges facing institutions, businesses, and democracies today.¹ The proliferation of false or manipulated content amplified by AI technologies, social media platforms and malicious actors, poses risks and opportunities at time where the 2025 Edelman Trust Barometer shows Australia has fallen from Neutral to Distrusting,² with one in three seeing hostile activism as a legitimate vehicle for response.³

Retaining public trust is core to our identity and a critical element of our future role. Museums remain uniquely trusted, and we remain committed to advancing a trusted relationship between the museum and our audiences and stakeholders and ensuring that everything we do is based on sound evidence, research, and our enduring commitment to truth-telling.

1 World Economic Forum Annual Meeting 2025 | World Economic Forum
2 2025 Edelman Trust Barometer Australia Report.pdf
3 2025 TRUST - TOP 10 - DIGITAL 1 0.pdf



School holidays, April 2025 AUSTRALIAN NATIONAL MARITIME MUSEUM

Social cohesion

Social cohesion is being challenged around the world. The 2024 Mapping Social Cohesion Report highlights that while Australia’s social cohesion remains stable, it is under pressure due to financial stress and declining trust in institutions. Museums, as accessible and inclusive cultural spaces, can play a pivotal role in strengthening social cohesion by fostering community engagement, promoting cultural understanding, and providing educational opportunities. Research by the OECD (2022) highlights the growing recognition of cultural institutions as key actors in promoting social inclusion and resilience.⁴ Museums help build connected, informed, and resilient societies. Our National Cultural Policy – Revive acknowledges the importance of a place for every story to communicate shared identities and a sense of belonging to place and each other.⁵

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. Our ambitious project to re-imagine our aged permanent galleries over the next four years around the theme of *Journeys that shaped the nation* will refresh our galleries and extend our free offering. Our annual schedule of free weekends will encourage visitation among families and communities who may otherwise be excluded based on cost. We will continue to grow our unique experiences in other forms of access, such as online, social media, travelling exhibitions and our education programs.

⁴ OECD (2022). Culture and the Creative Economy in the COVID-19 Recovery: The role of cultural participation in promoting social cohesion. <https://www.oecd.org>
⁵ National Cultural Policy, Revive: A place for every story, a story for every place, 2023, p 38

Pymont redevelopment

In its immediate neighbourhood of Sydney’s Darling Harbour, the museum is surrounded by \$15B of redevelopment. This includes the complete re-imagining of the Harbourside Shopping Centre site, the development of the Sydney Fish Market and the new Sydney Metro station at Pymont. There is further significant development planned around Darling Harbour foreshore, including Cockle Bay, King Street Wharf, and the surrounding hotels. These changes have had an impact on our ‘drop in’ visitation, which will likely continue for the next two years.

We are responding to the changes around us and considering the opportunities that these changes present to ensure the museum precinct remains an appealing and vital part of Darling Harbour. We are exploring partnerships with state and federal governments, and working with our neighbours to develop a practical way forward that re-imagines our site within our developing neighbourhood, and as a key destination for Sydney and Australia.

Aging infrastructure

The museum greatly appreciated the funding package provided by the government in 2023, which has gone some way to meet some of our aging infrastructure challenges. Recent discoveries of concrete cancer on South and North Wharf, and the broader dilapidation of pylons under Wharf 7, require attention. We will continue to work with the Australian government to address these issues.

Funding, revenue and philanthropy

Own source revenue has traditionally been a strength for the museum, providing 40% of our operating budget, drawn from a mix of sources, including entry fees, leasing, venue hire, food and beverage retail, philanthropy and special exhibitions, all of which have been impacted by the current economic environment.

We continue to be heavily reliant on self-generated revenue and will focus on opportunities to grow this revenue even further. We provide unique opportunities for the whole of the museum experience to be free, including fee-free days. An increasing focus will need to be placed on third-party revenue and philanthropy to meet ongoing needs.

The museum will use its Foundation to support its ambitions for collection growth and gallery renewal with a focused program for philanthropy and fundraising on key discrete projects, including the renewal of our Action Stations pavilion, and key elements of the Journeys project, including the conservation of the ‘Barangaroo boat’ and the interpretation of the *Tj’Do*. 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, and the provision of free days.

Barangaroo Boat in situ. Image courtesy of Casey & Lowe for Sydney Metro, 2018.



Visitors enjoy the *Ultimate Depth – A Journey to the Bottom of the Sea* exhibition AUSTRALIAN NATIONAL MARITIME MUSEUM



The attention economy

We acknowledge the attraction and value of digital technologies, with our visitor expectations shifting towards experiential and participatory experiences. However, there is a feeling that individuals are increasingly experiencing distractions and information overload. We also note the potential link to mental health issues and 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 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 our day-to-day operations and mid- to long-term plans, especially the redevelopment of the wharf and piers. High temperatures also impact our ability to offer experiences on board our vessels.

We are reducing our own impact on the environment with the implementation of a sustainability plan. With our commitment to ocean science and sustainability, we work to educate our visitors and workforce about issues and actions as articulated by the United Nations’ Intergovernmental Panel on Climate Change.

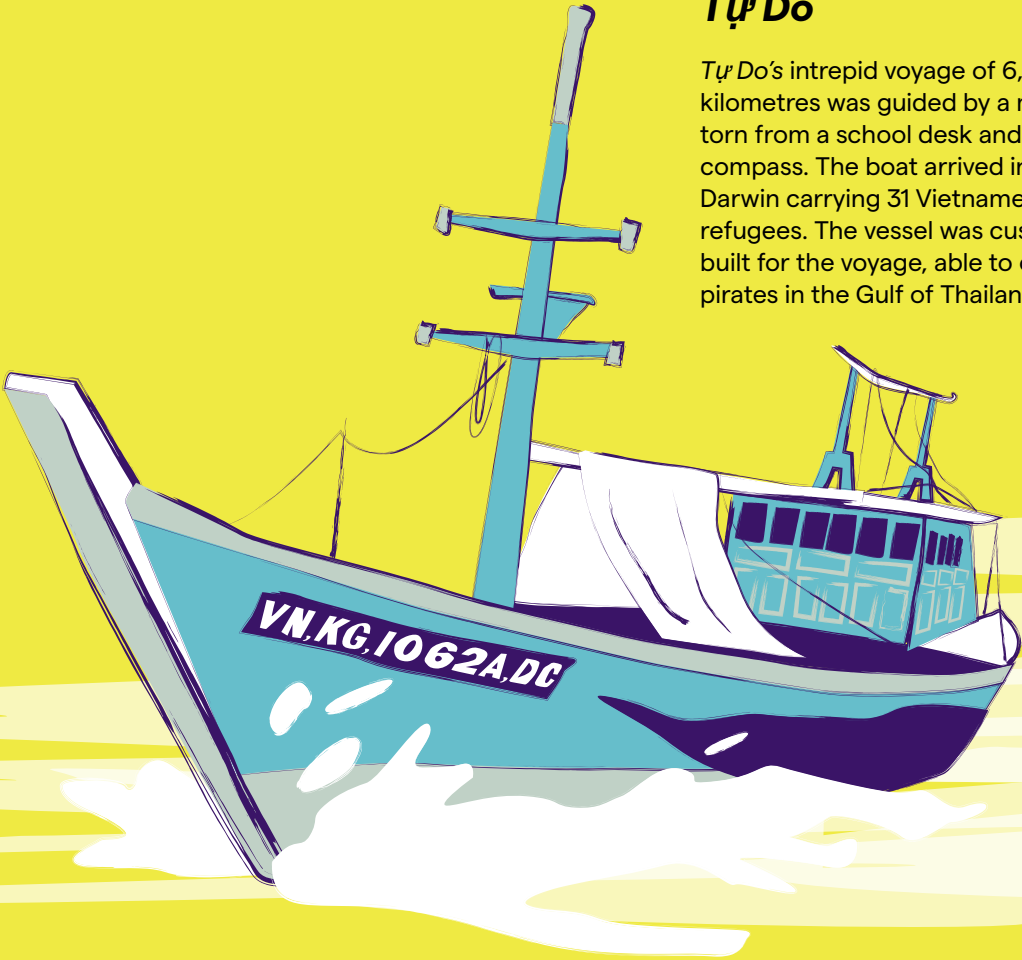
Government expectations

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 Indo-Pacific region. We seek to be inclusive and responsive to the needs of visitors, employees and other stakeholders.

The museum has four key priorities:



Tu Do

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.

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. We inspire hope.

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 and operational systems
to enhance the experience for visitors and the working environment for employees.

INSPIRE

Priority 1

Connect and engage with visitors wherever they are. Promote participation and two-way conversations about our shared past, present and potential futures. We inspire hope.

Place our visitors at the heart of all we do – so visitors leave aware, engaged and motivated to act on what they have learned.

- First Nations and diverse voices are integrated into everything we do.
- Connect our outside, inside and virtual experiences – ensuring a cohesive and connected visitor experience.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Permanent galleries and site (unpaid visitors)	650,000	700,000	-	-
Special exhibitions and fleet (paid visitors)	250,000	280,000	-	-
Travelling exhibitions and activities	1,300,000	1,300,000	-	-
Education programs (onsite, offsite programs and online courses)	410,000	410,000	-	-
Visitors attending public programs	90,000	100,000	-	-
Visitors attending events and functions	15,000	15,000	-	-
Digital experiences (visits to website)	1,400,000	1,500,000	-	-
Social media engagement*	25,000,000	25,000,000	-	-

* ANMM will use the Meta measurement of social media engagement which defines engagement as the total number of views, likes, shares, comments, retweets, click throughs, etc. on all social media posts.

Share the stories of our island nation shaped by sea.

In addition to our regular programming, we will:

Performance Measures	2025/26	2026/27	2027/28	2028/29
Develop and begin implementing our phased <i>Journeys</i> permanent galleries renewal	Tone and voice refined and 10 stories aligning with our six pillars developed	Ongoing development of stories and permanent gallery renewal (subject to funding)		
Open conservation and display of the ‘Barangaroo boat’ (as part of <i>Journeys</i>)	Phase 1	Phase 1 complete open for public access		
Redevelop our Action Stations pavilion	Planning	Complete and open to public		
Make our collection available online, to tell collection stories to our visitors everywhere	75% of the collection available online	75% of the collection available online	77% of the collection available online	80% of the collection available online

Revive pillars 1, 2 and 5

INFORM

Priority 2

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

Create learning experiences and opportunities for every Australian student.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Embed and expand new learning centre	Learning centre and digital learning HQ embedded with 5% YOY growth	Ongoing planned improvements. Grow onsite and digital learning reach and impact by 5%		
Deliver engaging curriculum-aligned onsite and online education programs	95% of teachers reporting overall positive experience and 5% YOY schools growth	96% of teachers reporting overall positive experience. 5% YOY schools growth	97% of teachers reporting overall positive experience and growth	98% of teachers reporting overall positive experience and growth

Provide leadership and foster collaboration within the national and international maritime museum sector.

- to be a trusted centre of expertise and encourage communities to appreciate their relationship with oceans and waterways.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Host the International Congress of Maritime Museums	Planning	Host event		
Provide support and expertise to maritime museums and heritage organisations across all Australia through delivery of outreach programs (MMA PSS, AMMC, ARHV)	Ongoing programs	Ongoing programs	Ongoing programs	Ongoing programs
Collaborate with First Nations Communities and creative workers to deliver impactful programs	Ongoing programs	Ongoing programs	Ongoing programs	Ongoing programs

Be part of research programs that build understanding of our six content pillars and our collection.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Refining Ocean Futures as a cross-divisional hub for sharing and communicating ocean knowledge.	Extend Big Blue Ideas and ocean science in Science Week	Ongoing activity	Ongoing activity	Ongoing activity
Strategically partner with key institutions to foster research and understanding	Five research partnerships	Six research partnerships	Six research partnerships	Six research partnerships

Revive pillars 1, 3 and 5

INFLUENCE

Priority 3

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

Investigate and grow revenue opportunities, including commercial spaces, partnerships, travelling exhibitions and consultancies.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Maintain or increase 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
Sustain and grow our members program	>5% increase on 2024/25	>5% increase on 2025/26	>5% increase on 2026/27	>5% increase on 2027/28
Deliver a vibrant and commercial successful touring exhibition program	20 venues hosting our touring exhibitions	20 venues hosting our touring exhibitions	20 venues hosting our touring exhibitions	20 venues hosting our touring exhibitions

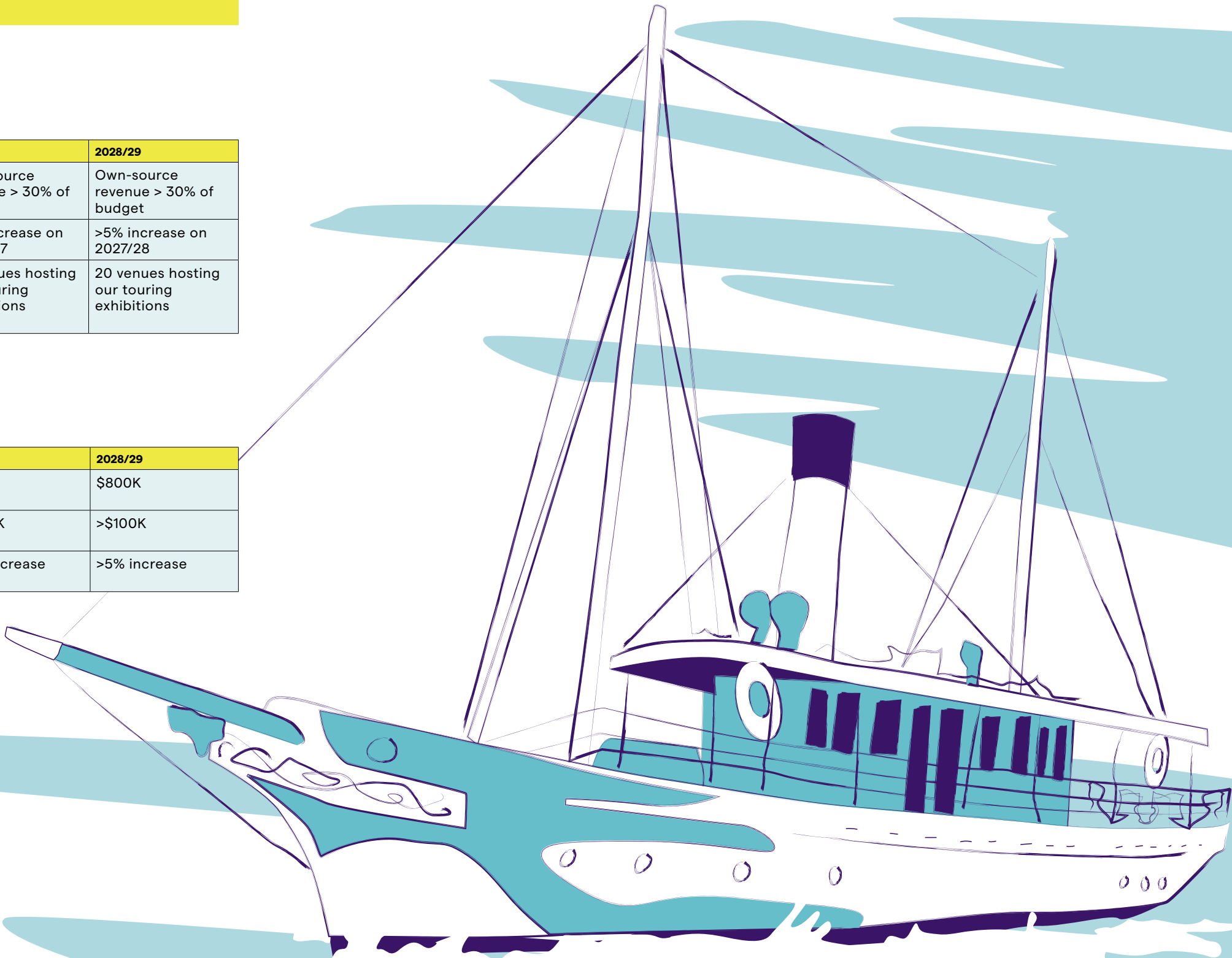
Develop a philanthropy and donations strategy and framework that aligns with the strategic framework.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Undertake two major targeted fundraising campaigns	\$650K	\$1M	\$1M	\$800K
Grow fundraising, donations and bequests	>\$100K	>\$100K	>\$100K	>\$100K
Grow our corporate partnerships and sponsorships	>5% increase	>5% increase	>5% increase	>5% increase

Revive pillars 4 and 5

SY Ena

Built in 1900, the luxury steam yacht *Ena* served as HMAS *Sleuth* during WWI, hunting for German raiders. It later transported apples and was used for fishing before sinking in 1981. Salvaged and restored, it was donated to the museum in 2017.



IMPACT

Priority 4

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

Develop new site, galleries and opportunities that are sustainable and accessible and engage all visitors.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Staged site master planning: Phase 1 – Boardwalk and critical works, establish Council subcommittee – complete	Phase 2 Define problems and opportunities. Bring all government stakeholders together	Phase 3 Identify and analyse options	Phase 3 continue	Phase 4 Potential business case development
Develop a sustainability Action Plan.	Develop plan	Implementation	Ongoing implementation	Ongoing implementation
Review and update our Strategic Asset Management Plan	Plan updated	Implementation	Continue implementation	Continue implementation
Ensure that repairs of aging site infrastructure are undertaken as funding allows	Repairs to Wharf 7 piers, North Wharf and South Wharf (subject to funding)	Ongoing maintenance	Ongoing maintenance	Ongoing maintenance

Ensure the National Maritime Collection and our heritage fleet are managed and maintained to ensure they are preserved and accessible to all.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Develop a 10-year Fleet strategy that includes the maintenance of vessels	Develop strategy	Implementation	Implementation	Implementation

Continuously develop and implement a program of digital transformation to upgrade our processes and systems in a planned and cost-effective way.

Performance Measures	2025/26	2026/27	2027/28	2028/29
Improve cyber resilience capability	Continue cyber security program	Continue cyber security program	Continue cyber security program	Continue cyber security program
Develop information management and AI frameworks	Develop Frameworks	Ongoing staged implementation	Ongoing staged implementation	Ongoing staged implementation
Develop a digital content strategy and continuously improve our new website	Develop strategy	Ongoing implementation	Ongoing implementation	Ongoing implementation

Continue to build cultural change, developing the museum as a great place to work and fostering a strong staff culture

Performance Measures	2025/26	2026/27	2027/28	2028/29
Continue to improve APS Census results to be in the top 50% of APS employers	Improve standing by 15% on previous year	Improve standing by 15% on previous year	Improve standing by 10% on previous year	Achieved
Increased staff satisfaction on employee pulse surveys	YOY increase from 2024–25 staff satisfaction pulse surveys	YOY increase in key segments of previous year’s survey	YOY increase in key segments of previous year’s survey	YOY increase in key segments of previous year’s survey
Develop a Diversity and Inclusion Policy and Plan	Develop policy	Develop plan	Ongoing Implementation	Ongoing implementation
Continue implementation of the Disability Inclusion Action Plan 2024–2027	Ongoing programs	Ongoing programs	Review and update	Ongoing programs

Revive pillars 2, 4 and 5

2024 Summer launch AUSTRALIAN NATIONAL MARITIME MUSEUM



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, workplaces and our capacities to reach audiences wherever they are.

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 develop the capability of our workforce and ensure staff have the right skills through targeted learning and development training programs. We will continue to implement strategies to ensure that we are a diverse, sustainable, inclusive and culturally safe place for all our staff and stakeholders.

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.

The museum is committed to reducing inappropriate outsourcing and prioritises direct employment, in line with the APS Strategic Commissioning Framework. In 2025-26, the museum will continue to implement the principles of the framework, focusing on reducing outsourcing of core work relating to the management of the National Maritime Collection and our fleet, with staffing and expenditure reduction targets currently under development.

Volunteers

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



Visitors enjoy HMAS Vampire (II) AUSTRALIAN NATIONAL MARITIME MUSEUM

Collection management

We are custodians of over 162,000 objects in the National Maritime Collection, which represent the breadth of Australia’s maritime heritage, across our six pillars. 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 continued 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 commercial activities.

Our strategic asset management plan (SAMP) 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.

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 (II), 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, the museum cares for the iconic World War II commando vessel Krait on behalf of the Australian War Memorial.

Fleet vessels and associated collections illustrate a diverse range of themes, including 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.

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, continued upgrades of finance, human resources and customer relationship management systems, improved website and an improved digital asset management platform. We will develop and implement a new information management framework to enhance information governance and practice across the museum.



School Holidays, October 2024 AUSTRALIAN NATIONAL MARITIME MUSEUM

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.

The museum will continue to work closely with the Department of Infrastructure, Transport, Regional Development, Communications, Sport 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 International Congress of Maritime Museums and the Council of Australasian Museum Directors, which operates to provide sector leadership and to enhance and promote the collecting institutions.

The museum’s statutory functions explicitly include cooperation with other institutions to exhibit the National Maritime Collection. There are long-established cooperative 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.

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 all 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.

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.

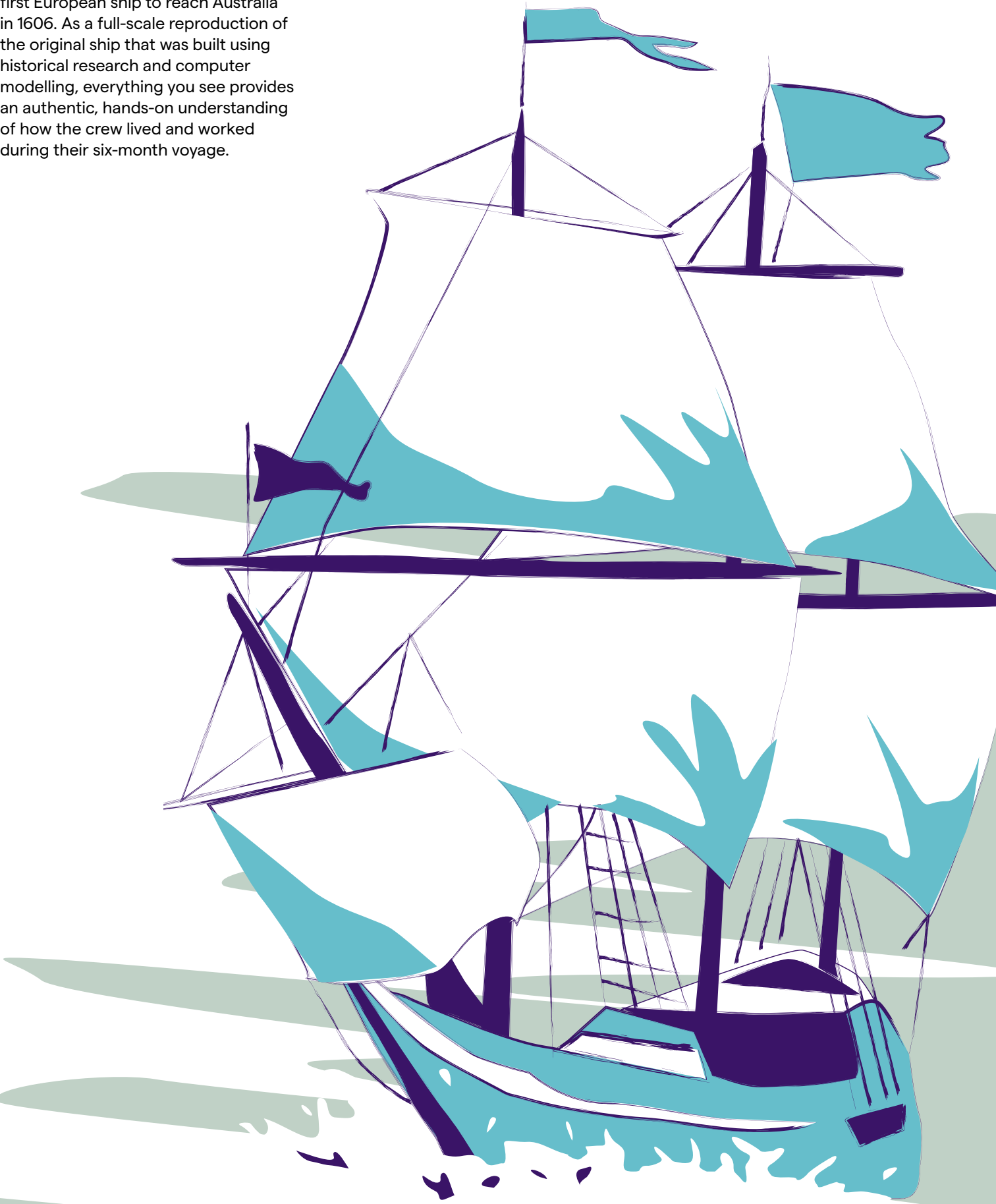
The Foundation’s objectives are:

- to create a capital fund, through gifts, bequests and fund-raising activities, for the purposes of:
 - acquiring major additional items or collections of items to develop the National Maritime Collection
 - conserving the National Maritime Collection;
 - other activities which enhance the National Maritime Collection
- to receive gifts and bequests for specific activities relating to the National Maritime Collection and the Museum
- 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.

Duyfken

Duyfken is a stunning replica of the first European ship to reach Australia in 1606. As a full-scale reproduction of the original ship that was built using historical research and computer modelling, everything you see provides an authentic, hands-on understanding of how the crew lived and worked during their six-month voyage.



Risk oversight & 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 impact the implementation of corporate priorities, initiatives and further capability development are as follows:

Aging infrastructure – Our wharves, pontoons and buildings need constant repair and maintenance and maintaining our aging infrastructure presents ongoing challenges. Recent discoveries of concrete cancer on South and North Wharf, and the broader dilapidation of pylons under Wharf 7, require attention.

Financial risks – the risk that 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/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 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 which 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 to support operations and business continuity and to 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 which may adversely affect its collection or visitor experience, especially its on-water assets, and plans to redevelop its wharf and piers.



NAIDOC Week Open Day, July 2025 AUSTRALIAN NATIONAL MARITIME MUSEUM

Akarana

Built in Auckland in 1888, the racing yacht *Akarana* symbolises the Australia – New Zealand sailing rivalry. After winning a Sydney regatta, it was rebuilt in New Zealand and given to Australia, before being restored by the museum in 1997.

Cover:

Cape Bowling Green Lighthouse

Originally from Cape Bowling Green in Townsville, this ironclad lighthouse was built between 1873–1874 to protect ships from the treacherous coastline. Regularly maintained throughout its service until 1987, it now stands as a historic structure, housing a replica of its original lens.

