

Australian National  
Maritime Museum  
Corporate Plan  
2023–2026

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# MU SEA UM



Australian Government



# Introduction

The Council of the Australian National Maritime Museum, as the accountable authority, presents the 2023–24 Corporate Plan, which covers the periods of 2023–24 to 2026–27 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 new 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 2023–24 Portfolio Budget Statement, and the objectives of the Australian Government’s National Cultural Policy – *Revive: a place for every story, a story for every place*.

We are focused 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.

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

We look forward to presenting results for the year in the annual performance statement in our Annual Report.



**John Mullen AM**  
Chair of museum Council



**Daryl Karp AM**  
Director and CEO

## Purpose

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

Situated at Darling Harbour in Sydney, on the *banal* (lands) and *badu* (waters) of the Gadigal People of the Eora Nation, we are home to the National Maritime Collection, which includes a distinctive fleet of floating vessels showcasing five centuries of maritime endeavour, and a unique and growing collection of First Nations stories and 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.



Artists with different backgrounds and experiences come together for the New Beginnings festival. Image Settlement Services International

Cover: The transom of *Akarana* reflected in the waters of Darling Harbour. Image Marince Kojdanovski



# Operating environment

The museum is operating in a challenging and ever-changing social, economic and political environment. Our overall direction is guided by the government's National Cultural Policy, *Revive: A place for every story, a story for every place*.

Situated in a centrally located waterfront location in Sydney's Darling Harbour, the museum is well-placed to deliver an array of activities, exhibitions and programs on-site and via digital experiences and travelling programs. We offer multiple ways for individuals, families and communities to engage with this nation shaped by sea. Six key themes – First Nations, maritime history, migration, ocean science, the navy and lifestyle – inform what we do.

The museum is embracing the many challenges our visitors and employees face with renewed vigour and confidence. Our unique collection, skilled workforce and commitment to storytelling in many forms enable us to play a key role in the revitalisation of cultural and tourist destinations. We will inform, inspire and influence conversation, debate and knowledge-transfer.

## The National Cultural Policy

The Australian Government's National Cultural Policy for the next five years, *Revive – A place for every story, a story for every place*, was released in January 2023. It is structured around five pillars: First Nations First; A Place for Every Story; Centrality of the Artist; Strong Cultural Infrastructure; and Engaging the Audience.

We will consistently review our activities and planning to ensure the museum is aligned with these pillars. The museum's strategic framework and corporate plan are centred around the need to engage with First Nations peoples, tell stories from multiple perspectives and focus on the centrality of the audience.

The audience is the heart of everything we do. We value our position as part of the nation's cultural infrastructure and celebrate the primacy of the artistic and cultural workers at the heart of the museum's activities.

We understand that culture evolves and the approaches of yesterday may not be fit for purpose today. As authors Christos Tsiolkas and Clare Wright state in the National Cultural Policy, culture is 'constantly being created in the here and now. Culture is dynamic. Culture is a force'.

## A competitive market

Over the period of the plan, the museum expects to face increased competition for visitors in the Sydney, NSW and Australian markets. We are heavily reliant on ticket sales, often competing with free state museums. Cost of living increases are affecting discretionary spending, 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.

We will continue to advance plans to improve the museum's offerings, both physical and virtual, and work towards improving our galleries, waterfront and commercial spaces. We will continue to monitor visitation and our pricing structure closely and adapt as required.

## Plymouth 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 ongoing uncertainty regarding the Powerhouse Museum.

We are committed to working with our neighbours to ensure we remain an appealing and vital part of Darling Harbour and the museum precinct.



Projections across the museum's rooftop and HMAS Vampire during Vivid Sydney 2023. Image Artists in Motion



## Post-COVID visitation

The museum offers a safe space for visitors with a sprawling campus and many outdoors areas.

While our local and interstate numbers are returning to pre-COVID figures, international tourism is slower to recover. Traditionally, a third of our visitors have been international. A key success story has been the focus on cultural tours, and we will continue to rebuild this avenue for visitation.

Among the pandemic's legacy is a reported rise in social isolation and loneliness. This will remain at the forefront of the museum's thinking as it seeks to evolve its outreach and engagement strategy.

We are increasing efforts to attract families and children, with bespoke programming that maximises the whole site. We seek the participation of visitors in building stories and experiences – and to engage them in conversation about the issues and questions our programs, collection and exhibitions may provoke.

## Corporate sponsorship and philanthropy

The market for corporate sponsorship and philanthropy is highly competitive, and many of the older museums have established partnerships with key philanthropists. Art galleries and museums continue to be a preferred pathway for philanthropy. 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 the 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 fundraising skills and capacities.

The museum is well positioned, with both a Foundation and a US Friends of the museum Foundation providing Deductible Gift Recipient/tax deductibility status. Developing a giving/bequest strategy is a critical part of this plan. 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.

## New technologies

While we acknowledge the attraction and value of digital technologies, we appreciate the risk that the insular nature of this experience is adding to the sense of isolation among some people. We will therefore concentrate on using digital pathways to create site-specific experiences, and to extend our reach and influence across the country, region and world. We urgently need to upgrade and invest in capabilities and infrastructure, building a solid base from which to leverage value from our existing collection.

The museum sees an immediate challenge, and longer term potential, in the rise of generative artificial intelligence (AI) and its possible impact on work, leisure and the centrality of fact-based thinking. We are cognisant that the technology and the policy responses to it are evolving. It is extremely difficult to predict the extent of AI's impact on cultural institutions.

We will engage with and monitor 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 mis- and dis-information about our collection and related issues.

We are concerned that generative AI – with its instant and seemingly authentic capacity to interact with humans – will worsen the existing trust gap between audiences and institutions and exacerbate attempts to build bridges between communities and competing interests.

## Questions of trust

The crisis in trust continues, particularly and unexpectedly in Australia. As the Edelman Trust Barometer for 2023 reports, 'a lack of faith in societal institutions triggered by economic anxiety, mass-class divide and a failure of leadership has brought us to where we are today – deeply and dangerously polarized.'

The Barometer, a global survey, identifies a growing weakness in the social fabric. 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.

## First Nations and the Voice to Parliament

The museum's extensive collection of and commitment to First Nations' experiences will be especially pertinent as Australians prepare to vote in the national 'Voice' referendum late in 2023. Our collection and activities hold multiple insights into the historic and ongoing interaction between Indigenous and non-Indigenous communities. We will include First Nations perspectives in all exhibitions, ensuring a range of views and experiences are included in telling stories.

## Climate change

With many on-water assets and its Darling Harbour location, the museum is acutely aware of the risks posed to our 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 our mid- to long-term plans, especially the redevelopment of our wharf and piers.

We are moving to reduce our own impact on the environment and, given 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.



NAIDOC Week opening event at the museum, 2 August 2023. Image ANMM



# Strategic commitments

The museum has four strategic commitments



*Brickwrecks – sunken ships in Lego® bricks has been popular with family audiences. Image Yaya Stempler/Sydney Festival*

## 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.

# Key priorities

The museum has 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.



*Guykuda Munungurr, Gawutj (grey sweetlip). National Maritime Collection*

## 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 and promote participation and two-way conversation about our shared past, present and potential futures.

# 1

### 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 story-telling approaches and partnerships to encourage visitors to engage with us on their terms.

Foster our national outreach and infrastructure programs across all platforms.

### Key Performance Indicators

| Performance measures  | Targets           |           |         |         |
|---|-------------------|-----------|---------|---------|
|   | 2023–24           | 2024–25   | 2025–26 | 2026–27 |
| Total visitor engagement  | 4,254,750         | *         | *       |         |
| Permanent galleries and site (unpaid visitors)                      | 750,000           | *         | *       | *       |
| Special exhibitions and fleet (paid visitors)                       | 300,000           | *         | *       | *       |
| Travelling exhibitions and activities                               | 810,000           | *         | *       | *       |
| Education programs (onsite and offsite programs and online courses) | 350,000           | *         | *       | *       |
| Visitors attending public programs                                  | 50,000            | *         | *       | *       |
| Visitors attending events and functions                             | 19,000            | *         | *       | *       |
| Digital experiences (visits to website)                             | 1,200,000         | 1,350,000 | *       | *       |
|   | +10% year on year |           |         |         |
| Social media engagement   | 825,000           | 950,000   | *       | *       |
| Percentage of collection available online                           | 73%               | 73%       | 73%     | 73%     |
| Number of venues hosting our touring exhibitions.                   | 17                | 25        | 25      | 25      |

\*Target to be confirmed in 2024–25 as a result of current volatile operating environment

## Priority 2

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

# 2

### 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

Implement a 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 Australia's maritime heritage.

Work towards becoming a key collaborative learning centre for ocean science and sustainability.

Add to cultural understanding by drawing on our collections, research, archives and networks.

### Key Performance Indicators

| Performance measures   | Targets   |         |         |         |
|--|-----------|---------|---------|---------|
|  | 2023–24   | 2024–25 | 2025–26 | 2026–27 |
| Percentage of teachers reporting overall positive experience   | 95%       | 95%     | 95%     | 95%     |
| Percentage of teachers reporting relevance to curriculum       | 95%       | 95%     | 95%     | 95%     |
| Implement new collection policy and strategy                   | Completed |         |         |         |
| Number of Australian Research Council funded research projects | 4         | 4       | 5       | 6       |
| Number of research partnerships with other organisations       | 3         | 4       | 4       | 4       |

## Priority 3

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

# 3

### 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

Develop a detailed plan linking increased funding with improved outcomes.

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 that aligns with the strategic framework.

### Key Performance Indicators

| Performance measures                                 | Targets                |                         |                         |                         |
|--|------------------------|-------------------------|-------------------------|-------------------------|
|  | 2023–24                | 2024–25                 | 2025–26                 | 2026–27                 |
| Actual own source revenue                            | >30% of budget         | >30% of budget          | >30% of budget          | >30% of budget          |
| Implement a philanthropy and donations strategy      |                        | Completed               |                         |                         |
| Growth in corporate partnerships and sponsorships    | >3% increase           | >3% increase            | >3% increase            | >3% increase            |
| Growth in the members program and family passes sold | Maintain 2022–23 level | >5% increase on 2023–24 | >5% increase on 2024–25 | >5% increase on 2025–26 |

## Priority 4

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

# 4

### 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

Our staged masterplan adds to our story-telling capacities, increases accessibility in multiple ways and integrates all elements of the site.

Develop new spaces, galleries and opportunities to engage children and families.

Rework the main gallery to better tell our shaped-by-sea story.

Improve signage, wayfinding and visitor amenities to make visiting the site more comfortable, comprehensible and enjoyable.

Continuously review and upgrade our systems in a planned and cost-effective way.

Develop and implement a fit-for-purpose organisational structure.

### Key Performance Indicators

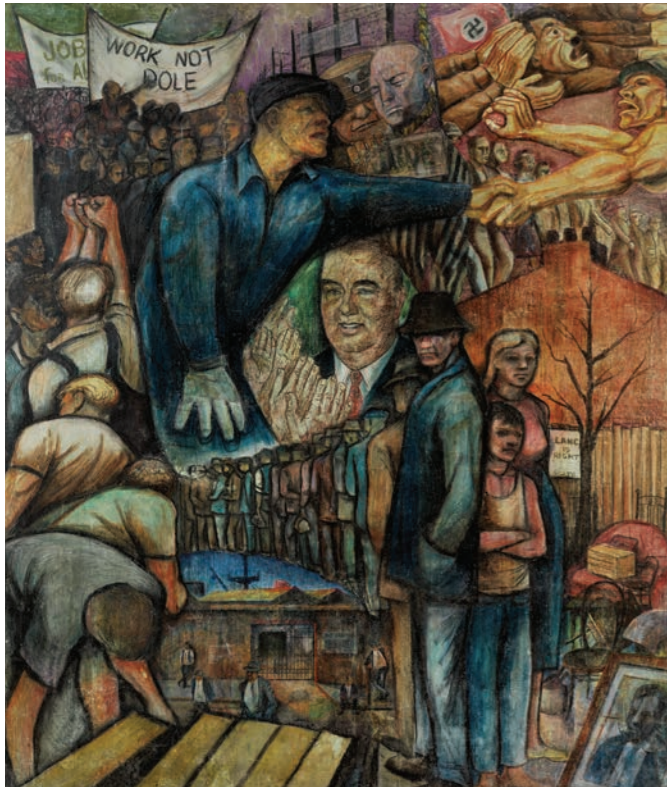
| Performance measures   | Targets  |   |   |   |
|--|--|---|---|---|
|  | 2023–24  | 2024–25   | 2025–26   | 2026–27   |
| Visitors responding in a positive way to a visit to the museum | 90%  | 90%   | 90%   | 90%   |
| Percentage of collection available to the public               | 74%  | 74%   | 75%   | 75%   |
| In the top 10% of APS employers in 3 years (by 2026)           | Improve standing by 10%                                      | Improve standing by 25%   | Improve standing by 25%   | Achieved  |
| Meet planned milestones for systems upgrade                    | Meet agreed project milestones<br>Finance system implemented | 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 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 | Year-on-year increase in key segments of previous year's survey |
| Develop Sustainability Action Plan                             |  | Completed   |   |   |
| New Reconciliation Action Plan                                 | Completed  |   |   |   |
| Disability Inclusion Action Plan update                        | 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 workplace and our capacities to reach audiences wherever they are.



A section of *The Wharfies' Mural* focusing on the suffering of the working class during the Great Depression of the 1930s. ANMM Collection

## 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.

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.

## Volunteers

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

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 160,000 documented objects and artefacts 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 including through donor engagement programs and by updating our collection development strategy and policies.

## 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 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*, to the open deck couta 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 vessel *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 will directly support 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. We are committed to ensuring the safety of staff, volunteers and visitors in all fleet utilisations.

## 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 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.



A researcher at Lord Howe Island checks data relating to the endemic McCulloch's anemonefish. Image Justin Gilligan

The museum will continue to take account of and be responsive to government priorities and expectations, including working with the government to understand their priorities moving forward 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 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 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.

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.

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

- Acquiring major additional items or collections of items to develop the National Maritime Collection;
- Conserving the National Maritime Collection; and
- Other activities which enhance the National Maritime Collection.

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



A view of the town of Sydney in New South Wales. Chinese export-ware porcelain punchbowl c 1820. ANMMM Collection



# 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 good 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 Committee, including regular review of the Enterprise Risk Register. Risk plans and registers are developed at business unit and project level.

Stephen Schmidt, Fleet Services volunteer.  
Image Cassandra Hannagan Photography

Key risks that may impact 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/or philanthropic funding. The museum will respond by continuing to adapt and optimise our business models and operations to generate revenue, control costs and deliver savings. Opportunities to mitigate precinct disruption and align site optimisation and revitalisation projects will be explored. The museum will continue to measure, demonstrate and communicate the value and impact of its activities to stakeholders and the Australian community.

**Workplace health and safety risks** – The risk of serious injury, illness or loss of life of visitors, employees or volunteers. The museum continues to monitor, mitigate and address all onsite, vessel and waterfront safety and security risks. It will also continue to monitor and adapt operations in line with public health advice. It remains focused on ensuring safety for visitors and staff, maintaining cleaning and hygiene practices in line with government best practice.

**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'. We will continue to invest 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 and/or other impacts of climate change which may adversely affect its collection, especially its on-water assets, and plans to redevelop its wharf and piers.





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MARITIME MUSEUM