



# introduction

The Council of the National Museum of Australia (the accountable authority) is pleased to present the Museum's 2023–24 Corporate Plan. The plan covers the reporting periods 2023–24 to 2026–27, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (Cth).

The Corporate Plan is the primary planning document for the Museum. It outlines the activities the Museum will undertake over the course of the current financial year and forward estimates period to achieve our purpose, and the way in which the outcomes of these activities will be measured and assessed.

The Museum's priorities and key actions for the four-year period covered by this plan are set out in our new [Strategic Plan 2023–2027](#). In both the Strategic and Corporate plans, we commit to implementing the five pillars of the National Cultural Policy, *Revive: a place for every story, a story for every place*, and have aligned our strategic priorities and activities to these pillars.

We look forward to presenting performance results for the year in the annual performance statements contained in the Museum's 2023–24 Annual Report.



**Ben Maguire**

Chair of Council

August 2023

## our purpose

The National Museum of Australia was established to develop and maintain the National Historical Collection for the benefit of the nation, and to bring to life the rich and diverse stories of Australia.

Central to the Museum's role as a national institution is our focus on meaningful engagement with all Australians in the telling of their stories, and our commitment to the histories and cultures of Australia's First Nations peoples. The Museum achieves this by caring for and strengthening the collection, and by sharing the stories of Australia's people and places, and its social and natural environment, with national and international audiences.

Our functions are set out in the Museum's enabling legislation, the *National Museum of Australia Act 1980*.



# strategic plan 2023–27

## vision

**The National Museum of Australia inspires, challenges and empowers people to find their voice and place in the world.**

## mission

**We strive** to build a just and equitable society that honours and respects the First Nations peoples of this continent and all who have come after.

**We collect**, document, research and make accessible heritage collections that represent the diversity of experience in Australia.

**We engage** with audiences physically and digitally to promote learning, dialogue and debate about our past, present and future.

**We promote** collaborative work across the breadth of artistic and creative practice to enhance the cultural life of our nation.

**We value** and respect the commitment and contribution of all who participate in and contribute to the Museum's community.

## values

The National Museum of Australia will serve the Australian public through:

**truth-telling and honesty**

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**mutual support and openness**

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**inclusion, fairness and equity**

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**innovation and efficiency**

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**excellence and leadership**

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**the quality of our welcome**

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# commitment to the National Cultural Policy

The Museum is committed to implementing the five pillars of the National Cultural Policy, *Revive: a place for every story, a story for every place*, and we have aligned our strategic priorities to these pillars.

## 1 **first nations first**

Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture.

## 2 **a place for every story**

Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.

## 3 **centrality of the artist**

Supporting the artist as worker and celebrating artists as creators.

## 4 **strong cultural infrastructure**

Providing support across the spectrum of institutions which sustain our arts, culture and heritage.

## 5 **engaging the audience**

Making sure our stories connect with people at home and abroad.

# our operating environment

The National Museum of Australia continues to embrace our role of connecting Australians to their shared histories and bringing to life the rich and diverse stories of the nation through our galleries, exhibitions, programs and digital media. Looking forward, the Museum will need to be flexible and resilient to achieve our purposes and deliver programs and services in a financially sustainable way, adapting to changing visitor needs and planning for emerging risks and opportunities.

## The National Cultural Policy

The Museum welcomes the Australian Government's National Cultural Policy, *Revive: a place for every story, a story for every place*. The policy acknowledges the critical role the arts and cultural sectors play in bringing the nation together, building our identity through the stories we tell and presenting these stories to the world. The Museum is committed to implementing the five pillars of the policy and we have aligned our strategic priorities to these pillars in our Strategic Plan 2023–2027.

## onsite visitation

Between 2020 and 2022 the Museum, like the other National Collecting Institutions, saw a significant downturn in onsite visitation due to the COVID-19 pandemic and closures in line with ACT government lockdowns. Since then, there has been a recovery in the number of onsite visits. Revenue has also increased, driven by the return of visitors to the Museum's Acton site and boosted by the opening of the Great Southern Land gallery of environmental history and the Tim and Gina Fairfax Discovery Centre. Uncertainties in the global economic situation and increased cost-of-living pressures are expected to impact our onsite visitation and revenue over the coming period.

## touring program

In recent years, the Museum has significantly expanded our domestic and international touring exhibition program. There has been a particular focus on sharing Australian First Nations content with global audiences, especially those in the Asia–Pacific region, and adaptations made to meet the challenges of a changing global and domestic environment, including developing processes for remote installation and expanding our digital exhibition offering. The Museum sees significant opportunities to continue this program and expand our national and international reach.

## digital transformation

The Museum is currently developing a digital transformation strategy that will shape our program for the coming years. This strategy will identify audience trends and opportunities, consider requirements to update the Museum's fragmented and aging digital infrastructure, and identify specific digital projects to help the Museum better connect audiences to our collections.

## **funding sustainability and revenue**

The Museum welcomed the Australian Government's 2023–24 Budget announcement of \$78.3 million over four years, as part of a package to support the National Collecting Institutions. As a result, we will be able to plan appropriately for the future, maintain the breadth of our services to the Australian public, and improve storage conditions for our most at-risk collections. The Museum will continue to seek additional funding from government to reach the ambitions as set out in our Strategic Plan 2023–2027, while exploring further opportunities to maximise revenue through commercial activities, licensing fees, and philanthropic contributions, sponsorships and grants.

## **workforce**

As a small- to medium-sized APS employer with budgetary constraints, the Museum's ability to offer competitive remuneration to attract and retain staff continues to decline. This is particularly the case for skill sets that are in high demand, including those in the technology, finance, data and cyber security spaces. We continue to position ourselves as an employer of choice by offering a range of non-cash benefits and opportunities to staff, such as flexible working arrangements and creating a positive workplace culture.

# priorities and performance

In our [Strategic Plan 2023–2027](#), the Museum has established the following priorities:

## **first nations first**

We will focus on truth-telling and diversity in Australian life as we collect, document, research and share the history of First Nations peoples, giving voice to them and their stories.

## **connecting our audiences**

We commit to helping build a national sense of meaning and identity by representing and advancing the diverse histories of all Australians.

## **telling our stories**

We will honour and embrace the diverse stories of Australian life and experience by building and strengthening our research, collection, documentation, conservation, education and public program capabilities and activities.

## **engaging together**

We will contribute to the cultural life of the nation by building relationships and collaborating with artists, corporate institutions and community organisations across a range of heritage, cultural, artistic and creative practices.

## **securing our future**

We will support our people and secure the Museum's future through improved organisational leadership, resilience and sustainability, and the delivery of programs and practices that build our operational capacity in order to meet the fundamental challenges of our time.

The following outlines the key activities of the Museum for the next four years and establishes the ways in which the outcomes of these activities will be measured and assessed. Some activities identified in the Strategic Plan 2023–2027 are under review and details will be included in future corporate plans. Performance targets outlined in the 2022–23 Corporate Plan have been adjusted to align with the above strategic priorities and allow for changes in the Museum's activities, past performance and available resources.

# first nations first

## Key activities and performance criteria:

### Truth-telling and colonial foundations

- Research, develop and deliver a new permanent gallery that focuses on truth-telling about the colonial foundations of the nation, including the Australian Wars and the dispossession and displacement of First Nations peoples.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver a new permanent gallery area on Australian colonial foundations</b>	Open to the public a new permanent exhibition on Australian colonial foundations			

**Source:** Delivery.

**Methodology:** NMA internal analysis.

### Community engagement

- Develop new operational guidelines for undertaking research in collaboration with communities while ensuring their access to the results of the research.
- Develop new collaborative agreements for the shared management of First Nations' collections with source communities, recognising their continuing connection to and responsibilities for these collections.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver and implement a new community engagement framework for the Museum</b>	Implement the community engagement framework	Continued community engagement activities	Continued community engagement activities	Continued community engagement activities

**Source:** Delivery.

**Methodology:** NMA internal analysis.

### Programs

- Deliver onsite and online programs that engage with efforts to reconcile our nation's history, including implementation of the Uluru Statement from the Heart, Closing the Gap and truth-telling.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver and evaluate programs that engage with efforts to reconcile our history</b>	Develop and deliver programs related to reconciliation	Ongoing programs	Ongoing programs	Ongoing programs

**Source:** Delivery; evaluation surveys; visitation data.

**Methodology:** NMA internal analysis.

## ‘Stretch’ Reconciliation Action Plan (RAP)

- Deliver our ‘Stretch’ Reconciliation Action Plan and meet all commitments to employment, training, capability development and representation of First Nations histories, cultures and experiences.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Repatriation</b>	Support provided for activity that contributes to the repatriation of ancestral remains and cultural materials	Support provided for activity that contributes to the repatriation of ancestral remains and cultural materials	Support provided for activity that contributes to the repatriation of ancestral remains and cultural materials	Support provided for activity that contributes to the repatriation of ancestral remains and cultural materials
<b>Source and Methodology:</b> Museum support provided for repatriation activity.				
<b>Increase First Nations employment at the Museum</b> Baseline of 3.8% in 2022–23	On track for 8% First Nations employment in 2025–26	On track for 8% First Nations employment in 2025–26	8% First Nations employment achieved	
<b>Source:</b> Museum’s People and Culture data. <b>Methodology:</b> Percentage of current employees declared First Nations				

## Cultural competency and safety

- Develop cultural competency and cultural safety within the Museum across all areas of operation.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Cultural competency and cultural safety</b>	Facilitate a minimum of 2 cultural uplift opportunities	Facilitate a minimum of 2 cultural uplift opportunities	Facilitate a minimum of 2 cultural uplift opportunities	Facilitate a minimum of 2 cultural uplift opportunities
<b>Source:</b> Learnhub, training records, event delivery. <b>Methodology:</b> NMA internal analysis.				

## Contemporary collections

- Develop new collecting projects to document the contemporary experiences of First Nations peoples throughout Australia.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver priority collection projects related to First Nations Australians</b>	Deliver priority collection project related to the Voice to Parliament			
<b>Source:</b> Delivery. <b>Methodology:</b> NMA internal analysis.				

# connecting our audiences

## Key activities and performance criteria:

### Audience reach

- Increased awareness and understanding of Australia's history and culture by managing the National Museum's collections and providing access through public programs and exhibitions.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Total visitor engagements</b>	5,930,000	6,103,300	6,251,100	6,373,900
Permanent exhibitions	525,000			
Special exhibitions	150,000			
Travelling exhibitions	315,000			
Education and public programs	181,800			
Events and functions	20,000			
Digital experiences	4,013,200			
Social media	725,000			

**Source:** NMA and travelling venue visitation data; digital analytics.

**Methodology:** Visitation data provided by venues based on appropriate methodology for the venue; NMA internal analysis.

**Note:** Travelling exhibitions subject to availability of government funding.

### Contemporary collections

- Establish new contemporary collecting projects, including digital collections, to document this era of dramatic change for future generations.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver priority collection projects</b>	Deliver LGBTQIA+ contemporary collection project			

**Source:** Delivery.

**Methodology:** NMA internal analysis.

## Exhibitions

- Research, develop and deliver two major temporary exhibitions on key Australian themes and ideas.
- Research, develop and deliver up to six temporary exhibitions for the Museum’s Focus, Studio and Mezzanine galleries, highlighting Australia’s diverse communities and Australians’ relationship to the environment.
- Source and deliver at least two major temporary exhibitions showcasing the best of the world’s collections to Australians.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Develop and deliver exhibitions on key Australian themes</b>	Begin research and development	Delivery	Delivery	8 exhibitions delivered on Australian themes by 2026–27

**Source:** Delivery; exhibition on display to the public at the Museum’s Acton site.  
**Methodology:** NMA internal analysis.

<b>Share stories of the world and Australia’s place within it at our Acton site</b>	Minimum of 3 special exhibitions displayed, including one from overseas			
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**Source and Methodology:** Exhibition on display to the public at the Museum’s Acton site.

## Programs and events

- Deliver a major festival each year, working with multicultural communities and making related content available online.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver an annual multicultural festival</b>	Deliver and evaluate multicultural festival			

**Source:** Delivery; evaluation surveys; visitation data; digital analytics.  
**Methodology:** NMA internal analysis.

# telling our stories

## Key activities and performance criteria:

### Digital collections

- Create discoverable online records for the Museum’s collections, including born-digital collections, making their stories accessible to audiences everywhere.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Collection available online</b> Baseline of 71.2% in 2022–23	74% of the collection available online	76% of the collection available online	79% of the collection available online	81% of the collection available online

**Source:** EMu collection management system; digital analytics; delivery.  
**Methodology:** NMA internal analysis.

<b>Trevor Kennedy Collection</b> Baseline of 86% in 2022–23	Additional 500 objects digitised (95% of the total collection)	Collection fully digitised		
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**Source:** EMu collection management system.  
**Methodology:** NMA internal analysis.

### Research

- Develop our research stream, with specific emphasis on the Research Associates program, to widen the intellectual and creative resources of the Museum, including providing fellowships for First Nations researchers.
- Continue the named curatorial fellowships, extending the intellectual and cultural interest of the Museum.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Curatorial fellowships</b>	Research and activity by the appointed fellows in design, culture and environment, and garden history	Research and activity by the appointed fellows in design, culture and environment, and garden history		

**Source:** Delivery.  
**Methodology:** NMA internal analysis.

## Collections policy

- Establish a new collections policy and framework, develop new priority collection projects and undertake a deaccessioning program to build and reframe the collection for the 21st century.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Establish new collections policy and framework</b>	Develop and deliver a new collections policy and framework			

**Source:** Delivery.

**Methodology:** NMA internal analysis.

<b>Deaccessioning</b>	Develop deaccession program in relation to new collections policy	Ongoing activity	Ongoing activity	Ongoing activity
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**Source:** Delivery.

**Methodology:** NMA internal analysis.

## Programs

- Develop a national program of school engagement, both onsite and online, connected to Australia’s Defining Moments Digital Classroom.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>History Makers School Challenge</b>	Second History Makers School Challenge delivered			

**Source:** Delivery.

**Methodology:** NMA internal analysis.

# engaging together

## Key activities and performance criteria:

### Domestic collaboration

- Develop our network of collaborative programs with museums, galleries and communities across Australia.
- Establish at least three new memoranda of understanding (MOU) with major international museums.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Deliver exhibition partnerships with other Australian museums</b>	Deliver <i>Discovering Ancient Egypt</i> from the Rijksmuseum (Netherlands) in partnership with Western Australian Museum and Queensland Museum			

**Source:** Project delivery.

**Methodology:** NMA internal analysis.

<b>Establish MOUs with international institutions</b>	1 new MOU	1 new MOU	1 new MOU	
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**Source:** MOU.

**Methodology:** MOU signed by NMA and related parties.

### Audience engagement

- Develop an audience engagement strategy that identifies new ways to attract and retain diverse audiences and increase our audience base.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Public engagement strategy</b>	Develop a museum-wide public engagement strategy	Ongoing activity	Ongoing activity	Ongoing activity

**Source:** Delivery.

**Methodology:** NMA internal analysis.

## Australia's Defining Moments Digital Classroom

- Integrate our onsite and online experiences, including major investment in new programs and Australia's Defining Moments Digital Classroom (ADMDC).

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Increase engagement with ADMDC</b>	>2m page views of ADMDC (maintain)	2.2m page views of ADMDC (10% increase)	2.4m page views of ADMDC (9% increase)	2.5m page views of ADMDC (4% increase)
Baseline of 2.18 million page views in 2022–23				

**Source:** Digital analytics.

**Methodology:** NMA internal analysis.

## Touring programs

- Develop and deliver a domestic touring exhibition program, with at least four shows on the road at any given time.
- Tour at least two major and two medium-sized exhibitions to international audiences, with a particular focus on venues in the Asia–Pacific region.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Domestic touring program</b>	4 shows on the road across Australia at any given time	4 shows on the road across Australia at any given time	4 shows on the road across Australia at any given time	4 shows on the road across Australia at any given time

**Source:** Delivery; exhibition visits.

**Methodology:** Visitation data provided by venues based on appropriate methodology for the venue; NMA internal analysis.

**Note:** Travelling exhibitions subject to availability of grant funding.

<b>International touring program</b>	Tour 3 exhibitions internationally	Continue international touring program	Continue international touring program	4 exhibitions toured internationally by 2026–27
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**Source:** Delivery; exhibition visits.

**Methodology:** Visitation data provided by venues based on appropriate methodology for the venue; NMA internal analysis.

**Note:** Travelling exhibitions subject to availability of grant funding.

## Virtual reality

- Deliver a suite of virtual and augmented reality experiences that enable visitors to virtually explore Australia.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Virtual reality experiences</b>	Develop 3 virtual reality experiences with White Spark Pictures in partnership with Tāmaki Paenga Hira Auckland War Memorial Museum and Western Australian Museum	World premiere of <i>Journey of the Giants</i> VR experience	VR experiences on display at Museum	

**Source and Methodology:** Delivery; tickets sold to VR experiences.

# securing our future

## Key activities and performance criteria:

### Digital transformation

- Develop and implement a digital transformation strategy across all business areas of the Museum to plan for the next decade, including improvements in technology, people, capability and culture.
- Shift our digital capability from a legacy operating environment to an integrated platform that can harness digital collections, integrate and share data, and create, manage and distribute content.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Digital transformation strategy</b>	Launch new digital transformation strategy and roadmap	Implement strategy and roadmap	Implement strategy and roadmap	Implement strategy and roadmap

**Source:** Delivery.

**Methodology:** NMA internal analysis.

### Collection storage

- Safeguard the National Historical Collection (NHC) by retiring one storage facility, establishing a new leased site and making improvements to existing facilities, ensuring staff safety and collection preservation needs are met.
- Develop a new proposal and advocate for a comprehensive solution that addresses the long-term storage needs of the Museum's collections.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Improve quality of collection storage through short-term strategic projects</b>	Ongoing activity	Ongoing activity	Ongoing activity	Ongoing activity

**Source:** Delivery.

**Methodology:** NMA internal analysis.

<b>NHC held in storage conditions that meet AICCM standards</b>	>56% of the collection stored in conditions that meet AICCM standards	>70% of the collection stored in conditions that meet AICCM standards	Continued growth in collection stored in conditions that meet AICCM standards	Continued growth in collection stored in conditions that meet AICCM standards
Baseline of 56% in 2022–23				

**Source and Methodology:** Australian Institute for Conservation of Cultural Material (AICCM) standards, NMA internal analysis.

## Commercial operations and philanthropy

- Develop a coherent and comprehensive commercial strategy that seeks to maximise visitor spend.
- Develop donor and philanthropic networks and communities of interest to raise \$10 million over the 2023–27 period.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Generate revenue through donations, philanthropy and corporate support</b>	Commitments on track to \$10m by 2026–27	Commitments on track to \$10m by 2026–27	Commitments on track to \$10m by 2026–27	\$10m generated by 2026–27

**Source:** Finalised funding commitments.

**Methodology:** All funds raised in donations, sponsorship, and in-kind support. Does not include grants or object donations.

<b>Generate revenue through commercial activity</b>	Increase on 2022–23 financial year	Increase on 2023–24 financial year	Increase on 2024–25 financial year	Increase on 2025–26 financial year
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**Source:** NMA financial statements.

**Methodology:** Sales of goods and services rendered, with the exception of sponsorships and donations. Does not include grants or object donations.

<b>Friends membership program</b>	4,000 members (30% decrease)	4,500 members (12.5% increase)	5,100 members (13% increase)	5,750 members (13% increase)
Baseline of 5,750 members in 2022–23				

**Source:** NMA membership database.

**Methodology:** Number of members at 30 June each year.

## Information and Communication Technology (ICT) infrastructure

- Implement a new Client Relationship Management (CRM) system, inclusive of ticketing and associated commercial and marketing functions.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Client Relationship Management system</b>	Launch and implement a new CRM system			

**Source:** Delivery.

**Methodology:** NMA internal analysis.

## Workforce capability

- Develop a workforce capability plan to ensure that we attract and retain skilled staff to deliver our strategic priorities.
- Nurture the next generation of Museum leaders to ensure the quality of our leadership in future years, with particular emphasis on First Nations leadership.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Workforce capability</b>	Implement the Strategic Workforce Plan			

**Source:** Delivery.

**Methodology:** NMA internal analysis.

## Diversity and inclusion

- Develop and implement a new Diversity and Inclusion Strategy that ensures fairness and equity for all our staff and visitors.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Diversity and Inclusion Strategy</b>	Develop strategy	Undertake activities	Undertake activities	Undertake activities

**Source:** Delivery.

**Methodology:** NMA internal analysis

## Environmental Sustainability Action Plan

- Deliver the activities and actions identified as part of our [Environmental Sustainability Action Plan](#) and reduce our carbon footprint and environmental impact to meet the Australian Government’s net zero emissions target by 2030.

Performance Criteria	2023–24	2024–25	2025–26	2026–27
<b>Environmental Sustainability Action Plan</b>	Undertake Year 2 activities	Undertake Year 3 activities	Undertake Year 4 activities	

**Source and Methodology:** NMA Environmental Sustainability Action Plan; NMA internal analysis.

# capability

## master plan

The Museum's Master Plan to 2030 delivers an inspired vision for the future of the Museum – to be an institution at the core of the emerging knowledge economy, embracing both the material and digital realm. This vision will see the Museum grow and develop our offerings, increase our display areas and improve the protection of collections by 2030.

## workforce planning

As part of the Government's Delivering for Australians reform agenda, the Australian Public Service has developed *Delivering for Tomorrow: APS Workforce Strategy 2025*. The strategy provides an APS-wide view on how to equip the APS workforce to tackle immediate and emerging challenges, highlighting three key areas of focus:

- attract, build and retain skills, expertise and talent
- embrace data, technology and flexible and responsive workforce models
- strengthen integrity and purposeful leadership.

This highlights the need for the Museum to take a strategic approach to workforce management. To that end, a new strategic workforce plan and a supporting implementation roadmap are under development. Together, these documents will:

- analyse the current workforce
- determine future workforce needs
- identify the gap between present and future workforce capabilities
- design a workforce plan and develop a roadmap to implement the plan.

The project will result in a four-year workforce plan that will identify and develop the capabilities required for the Museum to effectively deliver our programs and meet our strategic priorities.

## ICT capability

The Museum has developed an ICT Strategic Roadmap for the next three years, with a particular focus on governance, digital transformation, digital literacy and an uplift in foundation platforms.

Over the next year, the focus will be:

- establish a technology strategy and define the responsibilities for system owners, including system support, training and ICT security requirements for each system
- build a legacy management plan to manage legacy systems and their refresh/replacement
- improve the digital literacy of all Museum staff
- continue the uplift of ICT security maturity
- identify and implement operational improvement for ICT solutions within the Museum.

# risk oversight and management

In addition to the broader challenges affecting the Museum and cultural sector, the organisation identifies and manages risks at strategic, operational and activity levels.

The Museum has a mature risk management framework consistent with the Commonwealth Risk Management Policy 2023 and the International Standard on Risk Management, ISO 31000:2018, comprising:

- a risk management policy that outlines our overall approach and direction in relation to risk management
- a risk appetite statement that specifies the amount of risk we are willing to seek or accept in the pursuit of our purposes
- a risk assessment methodology and training resources that improve staff capacity to undertake and benefit from risk assessments
- a risk committee drawn from key areas of the Museum that contributes to policy development
- strategic and operational risk registers.

Risk plans are developed at business unit and project level, focusing on both program-wide and project-specific risks. Strategic and operational risks are regularly reported to the Museum's Executive. Updates on critical strategic and operational risks are reported to the Audit, Finance and Risk Committee and Council at each quarterly meeting.

The main areas of risk and specific risks relating to the forward program of activities identified in the risk registers include:

## financial risk

This risk relates to financial policies, funding sustainability and economic conditions for the Museum to fully discharge our legislative obligations.

Ongoing financial sustainability risk impacts key legislative responsibilities and strategic priorities, including but not limited to care of the National Historical Collection, program delivery across a range of platforms, resilience to cyber threats and the ability to attract and retain skilled staff.

The Museum received additional funding in the 2023–24 federal budget, which has provided funding certainty and eased the immediate financial risk. It enables the Museum to recover from a period of underfunding and maintain our current levels of activity. However, further funding in future years is necessary if the Museum is to meet changing audience expectations, use and provide access to our collection, and invest in and maintain our physical and digital infrastructure.

## reputational risk

The Museum will continue to maintain and grow our programs and activities. These include:

- the launch of a new gallery redevelopment project and a major display on the Australian Wars, examining frontier conflict between First Australians and European colonisers
- enhanced adult and children's programs
- delivery of the next iteration of the History Makers School Challenge, connected with Australia's Defining Moments Digital Classroom
- an expanded domestic and international exhibition tour program that includes the European tour of *Songlines: Tracking the Seven Sisters*
- digital transformation across the organisation.

## cyber threats

Increasing cyber security threats from malicious actors focused on compromising networks present risks to the Museum of business disruption, reputational damage, privacy breaches, data compromise and loss. These may be insider threats, ransom-related attacks, or have financial motivation. The Museum continually reviews our maturity against best-practice guidelines provided by the Australian Cyber Security Centre (ACSC), the *Essential Eight Maturity Model*.

We continue to invest in key areas to address vulnerabilities and mitigate against cyber security threats.

## loss of or damage to the National Historical Collection

The critical and inadequate state of our collection storage facilities was first identified in a report by the Australian National Audit Office in 2005. Since then, we have worked to improve storage conditions and minimise risk to the collection, within available funding.

In mid-2021, following the discovery of irreparable damage to some collection items due to poor storage conditions, the Museum undertook the temporary emergency measure of relocating our most at-risk collections to a short-term, fit-for-purpose, commercial storage facility.

The Museum welcomes the government's recent funding of \$13.1 million to lease an urgently needed new storage facility that will mitigate risks associated with collection storage.

## staff capability and capacity

The Museum's ability to offer competitive remuneration in comparison to the APS average continues to decline. This affects the quality and quantity of candidates for positions, increases the time taken to fill vacancies, and impacts on our ability to retain staff in the medium to long-term.

The Museum is undertaking work at strategic and operational levels to identify gaps in current and future staff capability, ensuring they are managed in line with strategic priorities, budget and government policy. We are refining our employee value proposition to assist with attracting suitable candidates, and developing a range of options or pathways that support a buy or build approach to our talent pipeline. We position ourselves as an employer of choice by offering flexible working arrangements and creating a positive workplace culture.

# cooperation

The Museum delivers our mission, in part, through our strong relationships and successful collaborations. By coming together for a common purpose and working actively with our partners, the Museum can maximise our value, develop staff capabilities and enhance our benefit to the public. The next four years will be underpinned by long-term relationships with organisations and people who share our vision and purpose. These include:

## cultural organisations

The National Museum has a strong record of collaboration with other Australian cultural organisations and developing this network is a key priority in the Strategic Plan 2023–27. The Museum has signed multi-year memoranda of understanding with several state-based museums and galleries, including the Western Australian Museum (WAM), which in recent years has displayed objects from the Museum’s collection, and the South Australian Museum. In 2023–24, we will join with WAM and the Queensland Museum to bring a major exhibition from the Rijksmuseum van Oudheden (Netherlands), *Discovering Ancient Egypt*, to Australian audiences. We have also partnered with WAM and Tāmaki Paenga Hira Auckland War Memorial Museum on a series of virtual reality experiences to be produced by White Spark Pictures.

The Museum is working with several international museums to display our exhibitions, including continuing the successful tour of *Songlines: Tracking the Seven Sisters*. Our domestic and international touring exhibition program has been devised in partnership with First Nations communities, arts organisations and other museums.

## Commonwealth-sector collaboration

The Museum collaborates with other Commonwealth entities to assist in meeting shared objectives. Strong relationships exist among the National Collecting Institutions and vary from formal working groups and committees based on professional expertise to informal peer engagement. Outside of the Arts portfolio, we maintain a significant relationship with the Department of Foreign Affairs and Trade (DFAT) and provide graphic panel displays for foreign missions and other mutual support for touring programs and events. We continue to collaborate with the National Australia Day Council to produce an exhibition featuring the recipients of the Australian of the Year Awards.

A five-year memorandum of understanding with the Department of Climate Change, Energy, the Environment and Water, and the Australian Antarctic Division has been established, with the key outcome being the creation of a National Antarctic Heritage Collection that will be managed by the Museum. We also continue to work with the National Capital Authority to improve access for our visitors and provide better connections between the Acton Peninsula, the Australian National University and the city centre.

## research collaboration

Research and scholarship are central to the Museum's activities. Through our exhibitions, programs and publications, we provide leadership and contribute to scholarship and discussion of Australia's past, present and future. This relies on collaboration with internal and external researchers, and on funding and partnerships with sponsors and donors, other collecting institutions, research bodies and academia.

The Museum supports three curatorial fellows, in Australian design, culture and environment, and garden history. Our Research Associates program connects independent scholars with the collections and intellectual life of the Museum.

The Museum generates research and collaborates with key thought leaders in our exhibitions, programs, and publications, including the *Museum* magazine, exhibition catalogues and books. As part of our commitment to research historical collections relating to Australian history, collections and museology, we collaborate with the Australian National University to contribute to student learning, host a Summer Scholars program, and share a PhD scholarship and post-doctoral fellowship. We also participate in Australian Research Council grant projects with universities, Indigenous communities and other cultural institutions.

## philanthropy and corporate partners

Philanthropic and corporate partners continue to play an important role in supporting the Museum to deliver a range of programs and initiatives. The Museum raises donations for redevelopment, programs and acquisitions, and philanthropic contributions enhance our research and staff capability. The Museum will continue to seek such support to undertake this important work.

Corporate partnerships, both cash and in-kind, continue to grow significantly. Examples include a major partnership with Breville that has resulted in the international touring exhibition *An Aboriginal Culinary Journey*, which has been displayed in the UK, Germany, Belgium and the USA. Support for our temporary exhibitions from our media and commercial partners and VisitCanberra has enabled us to expand our marketing reach, increasing visitation and revenue. Grants have assisted the delivery of key public programs and the publication of exhibition catalogues. The Museum also has sponsorship arrangements with media and commercial partners. Generous donations of objects contribute to the depth and significance of the Museum's National Historical Collection.

## **contact us**

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The National Museum of Australia acknowledges the  
Ngunnawal, Ngunawal and Ngambri peoples, the traditional  
custodians of the land on which the Museum stands.

**[nma.gov.au](http://nma.gov.au)**