



introduction

The Council (the accountable authority) of the National Museum of Australia (the Museum) is pleased to present the Museum's 2025–26 Corporate Plan. The plan covers the reporting periods 2025–26 to 2028–29, 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 ways in which the outcomes of these activities will be measured and assessed.

The Museum's priorities and key actions for the coming period are set out in our Strategic Plan 2024–29.

The 2025–26 Corporate Plan and Portfolio Budget Statement sets out the Museum's priorities and the Minister for the Arts' expectations to ensure we deliver on our purpose, which is:

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

We look forward to presenting performance results for the year in the performance statements contained in the Museum's 2025–26 Annual Report.



Professor Clare Wright OAM

Chair of Council

August 2025

our purpose

The Museum 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:

- collecting, documenting, researching and making the collection accessible
- engaging with audiences locally, nationally and internationally to promote learning, dialogue and debate about our past, present and future
- promoting collaborative work across the breadth of artistic and creative practice to enhance the cultural life of our nation
- striving to build a just and equitable society that honours and respects the First Nations peoples of this continent and all who have come after.

The Museum is the only national institution that is wholly devoted to the complex and comprehensive story of Australia from deep time through to the present and into the future. In undertaking our work, we aim to inspire, challenge and empower.

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

strategic plan 2024–29

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, historical 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:

honesty and integrity

mutual support and openness

inclusion, fairness and equity

innovation and efficiency

excellence and leadership

the quality of our welcome.

commitment to the National Cultural Policy

The Museum continues to align our ambitions with the [National Cultural Policy](#) and the Minister for the Arts' [Statement of Expectations](#). 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 accordingly.

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 by bringing to life the rich and diverse stories of the nation through our galleries, exhibitions, programs, education and digital media. Looking forward, the Museum will need to be dynamic and resilient to achieve our purpose and deliver programs and services in a financially sustainable way, adapting to changing visitor needs and planning for emerging risks and new opportunities.

The National Cultural Policy

The Museum welcomed the Australian Government's National Cultural Policy, *Revive: A place for every story, a story for every place*, launched in early 2023. 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 2024–29.

onsite visitation

The Museum's Acton site saw record levels of visitation in 2024–25 with 687,567 visits, driven by the performance of the Museum's two major exhibitions. *Discovering Ancient Egypt* closed in September 2024 and recorded 208,934 visits across 2023–24 and 2024–25, and *Pompeii* closed in May 2025 with 189,891 visits. Expectations are that onsite visitation in the coming four years will continue to grow, supported by major international exhibitions, including *Hallyu! The Korean Wave* from the Victoria and Albert (V&A) Museum, London, in 2025–26 and an exhibition of the Terracotta Warriors from Shaanxi Cultural Heritage Promotion Centre in 2026–27. Exhibitions of Australian content will feature some of the Museum's newly acquired collections, such as *Mr Squiggle and Friends* in 2025–26 and the

National Antarctic Heritage collection in 2026–27, and a refresh of the Landmarks gallery will explore defining moments in the history of Australia since the arrival of Europeans. Commercial revenue has also grown in line with increased onsite visitation. However, uncertainties in the global economic situation and increased cost-of-living pressures continue to pose a risk, with potential impact on both visitation and revenue.

In the coming year, the Museum will undertake strategic planning centred on the Acton site. This will inform future directions for the development and refurbishment of the Museum's galleries and public spaces. It will also ensure that we optimise the opportunity to align key spaces with broader strategic ambitions and funding priorities and continue to meet the expectations of our visitors.

touring program

Over the past 12 months, the Museum has concluded a series of exhibitions that have been on tour across Australia and has conducted a major survey of domestic venues to inform a strategic reset of the touring program.

The new model, which will commence delivery in 2025, adopts a modular approach to touring that will increase access to our programs for regional and metropolitan audiences and improve engagement with the Museum's collection. Success will be measured by geographic coverage, cultural relevance and sustained community impact, as well as visitor numbers.

The touring program is aligned with the Museum's 2024–2029 Strategic Plan, as well as broader government priorities, including the National Cultural Policy. The Museum will continue to explore opportunities to expand our capacity to share the National Historical Collection with regional and remote communities.

digital engagement

The Museum has seen significant growth in digital engagements in recent years, increasing from 2.7 million in 2018–19 to almost 7.4 million in 2024–25. Recognising the increasing importance of digital channels to connect audiences with the Museum's collections, and the need to update the Museum's ageing digital infrastructure, the Museum will invest in initiatives to uplift our digital capabilities. These will enhance the Museum's digital experience, activate our collections and implement technical upgrades to provide a solid foundation for the Museum's digital agenda.

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 funding package to support the National Collecting Institutions. As a result of this funding, the Museum is able to reliably plan for the future, maintain our services to the Australian public and improve storage conditions for our most at-risk collections. The additional funding has enabled urgent and unavoidable replacements of ageing and end-of-life plant and equipment, and the Museum is developing a Strategic Asset Management Plan to more accurately assess our future needs. The Museum acknowledges that this funding is dependent upon the effective management of all our resources and transparent reporting and will continue to explore further opportunities to maximise revenue through commercial activities and philanthropic contributions.

environmental sustainability

In 2023 the Museum launched our inaugural Environmental Sustainability Action Plan, which commits the Museum to reducing our carbon footprint and environmental impact, and to promote a sustainable future to our audiences. In 2022 the Museum opened our redeveloped environmental history gallery, Great Southern Land, which explores how the Australian continent has transformed into one of the most diverse and resilient places on Earth, and how those changes can guide us into a more sustainable future. Since the opening of the gallery, the Museum has further extended conversations with visitors on Australia's environmental history and sustainable futures through programs delivered to school students and the general public.

The Museum has baselined our carbon footprint and identified key areas for emissions reduction. We have begun work on key projects, including the replacement of fleet vehicles with electric vehicles, installing solar panels, identifying ways to reduce the amount of waste to landfill and reducing natural gas usage. Planning has also commenced for the replacement of the end-of-life Heating Ventilation and Air Conditioning (HVAC) system.

collections

The National Historical Collection (NHC) is at the heart of the Museum's operations. We will continue to address serious, long-term collection storage issues through the funding uplift provided by the Australian Government in the 2023–24 Budget. As part of this process, we are undertaking an assessment and rationalisation of the collection to ensure the NHC is effectively maintained. Making the collection available to all Australians and to our international audience is a further core activity, achieved through exhibitions, loans and an increased online presence.

The Museum separately holds collections of Ancestral Remains and First Nations cultural collections which are of secret, sacred, ceremonial or restricted nature. These collections are now referred to as 'Special Holdings' to better reflect the specific and cultural nature of their ongoing care and management.

information management

The Museum has developed an information governance framework to ensure the appropriate management of the Museum's information assets and compliance with the *Archives Act 1983*. The Museum undertook a review of its information management policies in 2024–25 and will continue to regularly review and update our framework and policies to ensure that our practices remain up to date.

workforce

The Museum continues to operate under the National Museum of Australia Enterprise Agreement 2024–27 (the EA), negotiated as part of the Government's service-wide bargaining process. Supported by improved pay and conditions through the EA, including initial steps to address pay fragmentation, the Museum positions itself as an employer of choice, offering staff a range of non-cash benefits and opportunities such as flexible working arrangements, free exhibition tickets, discounts in the Museum's cafe and shop and a positive workplace culture. We also recognise and address the need to grow and develop the capability of our workforce through targeted learning and development strategies and a focus on succession planning. The Museum is committed to creating a diverse and inclusive organisation that values all people and recognises their unique qualities, ideas and perspectives, building a culturally inclusive, welcoming and accessible environment for visitors, guests and staff. In 2024–25 the Museum began development of a new Diversity, Inclusion and Belonging strategy, which will be implemented in 2025–26 and will guide our work in this area.

reconciliation

Reconciliation is a living practice at the Museum. In 2025–26 the Museum will extend our commitment to reconciliation through the reporting and renewal of our Reconciliation Action Plan, building on the previous [Stretch Reconciliation Action Plan \(RAP\) 2022–25](#).

This process will be chaired by the Director and the Deputy Director First Nations, and will be closely guided by the resources, tools and expertise of Reconciliation Australia.

The RAP is part of a broader reconciliation framework that includes the First Nations Cultural Rights and Engagement policy and the Diversity, Inclusion and Belonging strategy. The Museum will further our commitment to reconciliation through the redevelopment of the First Australians gallery. This will be a major multi-year project for which we will seek additional funding.

First Nations

Under the recent organisational realignment, a new First Nations division has been created, with strategic responsibility for engaging broadly and deeply with First Nations people to elevate and amplify their perspectives, ideas and voices. The division will focus on engagement and outreach with First Nations communities on a national and global scale. It will work with First Nations people to establish a shared responsibility for the cultural material we care for, collaborate to embed cultural practices in the work we do and build core capabilities to work with First Nations histories, cultures and materials.

key activities and performance

performance criteria

The Australian Government's Portfolio Budget Statements (PBS) specifies one overarching performance criterion for the Museum in 2025–26:

Outcome 1: 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.

Program 1.1: Collection management, research, exhibitions and programs

The National Museum of Australia increases the awareness and understanding of Australia's history and culture through its collections and research, providing access to the public through its public programs and exhibitions.

Key activities: Maximise opportunities for public engagement that respond to changing audience behaviours and needs.

Year	Performance measures	Planned performance results
Budget year 2025–26	Maximise visitor engagement with National Museum of Australia (NMA) collections and experiences	Total visitor engagements: 8,098,500 Permanent exhibitions: 635,000 Special exhibitions: 250,000 Travelling exhibitions: 375,000 Education and public programs: 250,000 Events and functions: 18,500 Digital experiences: 5,820,000 Social media engagements: 750,000
Forward estimates 2026–29	As per 2025–26 measures	Total visitor engagements, 2026–27: 8,340,000 Total visitor engagements, 2027–28: 8,590,000 Total visitor engagements, 2028–29: 8,845,000

Performance targets outlined in the Government's 2024–25 Portfolio Budget Statements and the Museum's Corporate Plan have been adjusted to allow for changes in the Museum's activities, past performance and available resources.

Strategic Plan 2024–29

In our Strategic Plan 2024–29, the Museum has established the following strategic priorities that are aligned with the National Cultural Policy:

First Nations

We will engage broadly and deeply with First Nations peoples to elevate and amplify their perspectives, ideas and voices.

Connection

We will foster social connection and make the Museum a place about our future as much as it is about our past.

Growth

We will grow the business and the audience of the Museum.

Foundation

We will build operational capability to underpin our strategic ambitions.

The Museum's key activities for the next four years are outlined below, identifying the ways in which the outcomes will be measured and assessed. Performance targets outlined in the 2024–25 Corporate Plan have been adjusted to allow for changes in the Museum's activities, past performance and available resources, including realignment of activities with the Museum's new Strategic Plan 2024–29 and the Minister's Statement of Expectations.

first nations

Strategic Plan goal

Implement a plan that grows our investment in First Nations initiatives over the next 5 years and establishes a strong cultural network within the Museum and across the country.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Cultural Plan			
2025–26	Develop a Cultural Plan that outlines the protocols, guidelines and policies that inform Museum work related to First Nations cultures and histories	Development of Cultural Plan	Delivery Museum analysis
2026–27	Deliver Cultural Plan	To be developed	To be developed
2027–28	As above	To be developed	To be developed
2028–29	As above	To be developed	To be developed
Reconciliation Action Plan (RAP)			
2025–26	Review of the Museum's RAP	Develop and update RAP	Delivery Museum analysis
2026–27	As above	To be developed	To be developed
2027–28	As above	To be developed	To be developed
2028–29	As above	To be developed	To be developed

Strategic Plan goal

Work with First Nations people to establish a shared responsibility for the cultural material we care for and open our collections to a process of engagement and reassessment, showing what we hold and how we work to share in its rich potential.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Special Holdings			
2025–26	Collaborate with communities on collection material	Examples of collaboration activity	Case studies
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above
Repatriation			
2025–26	Undertake activities around the repatriation of special holdings in the Museum's care and support activities that contribute to the repatriation of ancestral remains and cultural materials	Examples of repatriation activity	Case studies
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above

Strategic Plan goal

Build core capabilities to work with First Nations histories, cultures and materials and bring cultural practices and understanding to bear on decision making.

Project/activity	Key activities and outcomes	Measures and targets	Source and methodology
Cultural capability			
2025–26	Deliver cultural capability programs for staff	Number of staff who have completed the program and self-reporting of improved capability	Training records, program delivery, staff surveys Museum analysis
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above
First Nations employment			
2025–26	Increase First Nations representation in Museum workforce	7% First Nations representation in workforce *baseline 6.5% in 2024–25	People and Culture data, staff surveys Percentage of current employees self-declared as First Nations
2026–27	As above	8% First Nations representation in workforce	As above
2027–28	To be reviewed in line with the RAP	To be developed	To be developed
2028–29	To be developed	To be developed	To be developed

Strategic Plan goal

Collaborate with First Nations people to embed language, Country and cultural vitality in our practices, collections, systems and programs.

Project/activity	Key activities and outcomes	Measures and targets	Source and methodology
Curatorium for touring exhibitions			
2025–26	Establish and coordinate curatoriums of community members for <i>Songlines: Tracking the Seven Sisters</i> (ongoing international tour) and <i>Water Spirits</i> (touring exhibition in development)	Examples of curatorium activity and outcomes	Curatorium meeting outcomes and activities Museum analysis
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above

connection

Strategic Plan goal

Grow our program of early learning and school engagement to ensure inclusive, equitable and free access to education and learning opportunities for all who visit us.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Programs for young people			
2025–26	Develop and deliver programs targeted to children in preschool and those aged 5–12 and 13–17 years	Increase in programs available for preschoolers 4 programs a year for children aged 5–12 years 3 programs a year for children aged 13–17 years	Delivery, visitation data Museum analysis
2026–27	As above	To be developed	As above
2027–28	As above	To be developed	As above
2028–29	As above	To be developed	As above

Strategic Plan goal

Establish partnerships that expand our points of engagement and international influence and support the Australian Government's commitment to creating shared understanding between nations.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Major international exhibition partnerships			
2025–26	Develop, display and activate <i>Hallyu! The Korean Wave</i> from the V&A Develop, display and activate an exhibition on the Terracotta Warriors from the Shaanxi Cultural Heritage Promotion Centre in China	Exhibition development and display 100,000 visits to the <i>Hallyu!</i> exhibition Visits to related public and education programs Revenue generated	Delivery, visitation data, digital analytics, revenue data Museum analysis
2026–27	As above	As above for <i>Hallyu!</i> exhibition To be developed for Terracotta Warriors	As above
2027–28	To be developed	To be developed	To be developed
2028–29	To be developed	To be developed	To be developed
Major touring exhibitions			
2025–26	<i>Songlines: Tracking the Seven Sisters</i> international tour	Tour exhibition to one international venue	Delivery, touring venue visitation data Museum analysis, venue visitation methodology
2026–27	As above	As above	As above
2027–28	Tour of this exhibition will be finalised		
2028–29	As above		
Major touring exhibitions			
2025–26	Develop <i>Water Spirits</i> exhibition for tour	Develop exhibition for display and tour	Delivery Museum analysis
2026–27	Deliver and tour <i>Water Spirits</i> exhibition	Tour exhibition to 6 countries Tour exhibition to domestic venues	Delivery, touring venue visitation data Museum analysis, venue visitation methodology
2027–28	As above	To be developed	As above
2028–29	As above	To be developed	As above

Strategic Plan goal

Ensure our rich collection is cohesive, relevant and accessible to audiences and is recognised as one of Australia's great historical resources.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Collection development strategy			
2025–26	Develop a collection development strategy that aligns with key areas of Museum operations	Develop and implement new collection development strategy	Delivery Museum analysis
2026–27	Implement collection development strategy		As above
2027–28	As above		As above
2028–29	Review collection development strategy		
Exhibitions of newly acquired collections			
2025–26	Develop, display and activate the <i>Mr Squiggle and Friends</i> exhibition based on the Norman Hetherington collection Develop, display and activate an exhibition based on the National Antarctic Heritage collection	Exhibition development and display 90,000 visits to the <i>Mr Squiggle and Friends</i> exhibition Number of visits to related public and education programs	Delivery, visitation data, digital analytics Museum analysis
2026–27	As above	As above for Antarctica exhibition	As above
2027–28		To be developed	To be developed
2028–29		To be developed	To be developed
Collection accessibility			
2025–26	Make the Museum's collections accessible to audiences around Australia Increase collections available to the public online	Number of objects from the NHC available to audiences through Museum touring products and loans Number of objects accessioned to the NHC and made available online	EMu collection management system Museum analysis
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above

Strategic Plan goal

Invest in research partnerships that employ the unique qualities of the Museum and its collections to foster learning and create spaces for dialogue and exchange.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Research			
2025–26	Undertake a research program that enriches understanding of the Museum's collections and themes	Support for researchers and priority research activities	Activity to support and mentor researchers, outputs of research Museum analysis
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above

growth

Strategic Plan goal

With a growing audience and solid financial base backed by philanthropic support, we can explore new territory, have bold ideas and push our leadership and impact well beyond our core capability.

Project/activity	Key activities and outcomes	Measures and targets	Source and methodology
Audience strategy			
2025–26	Review the Museum's audience strategy	Develop and update strategy	Delivery Museum analysis
2026–27	Implement strategy	To be developed	As above
2027–28	As above	To be developed	As above
2028–29	As above	To be developed	As above

Strategic Plan goal

Maintain sustained growth and profitability in current commercial operations, including retail, venue hire, tourism and programs, with renewed focus and investment in growing e-Commerce and exploring new commercial opportunities.

Project/activity	Key activities and outcomes	Measures and targets	Source and methodology
Commercial revenue			
2025–26	Generate revenue through commercial activity	Meet commercial revenue targets set for the financial year	Museum financial statements Sales of commercial goods and services rendered, corporate partnerships (excluding grants and donations) and exhibition ticketing revenue
2026–27	As above	As above	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above

Strategic Plan goal

Develop a strong, cohesive brand that aligns with our vision, mission and strategic ambitions, encompassing visual identity, communication style and content approach across all our public-facing activities.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Brand and activation strategy			
2025–26	Develop and update the Museum brand	Brand review and update undertaken	Delivery Museum analysis
2026–27	Optimise brand roll-out to market	To be developed	To be developed
2027–28	As above	To be developed	To be developed
2028–29	As above	To be developed	To be developed

Strategic Plan goal

Implement a long-term development program that fosters a network of supporters, donors and philanthropists who share in the vision and values of the Museum and contribute to our fundraising.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Development strategy			
2025–26	Implement development strategy Generate revenue through donations and philanthropy	Raise \$575,000 in donations	Delivery, finalised funding commitments All funds raised through individual giving, major gifts and patrons (excluding grants and object donations)
2026–27	Generate revenue through donations and philanthropy.	To be developed	To be developed
2027–28	As above	To be developed	To be developed
2028–29	As above	To be developed	To be developed

Strategic Plan goal

Transform our digital and technology environment to improve and increase access, reach and engagement, amplifying our brand, building our audience and broadening our relevance and social impact.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Digital uplift			
2025–26	Implement digital uplift projects	Procure and implement Trusted Digital Repository (TDR) Procure and implement new Content Management System (CMS)	Digital project case studies
2026–27	As above	As above	As above
2027–28		To be developed	To be developed
2028–29		To be developed	To be developed

Strategic Plan goal

Develop an ambitious plan for the Acton Peninsula that places the Museum at the centre of a vibrant cultural and creative precinct that drives economic and social outcomes.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Permanent gallery redevelopment			
2025–26	Refresh and redevelop the Landmarks gallery Undertake strategic planning for the Acton site	Refresh exhibition content and re-open Landmarks gallery to the public	Delivery Museum analysis
2026–27		To be developed	To be developed
2027–28		To be developed	To be developed
2028–29		To be developed	To be developed

foundation

Strategic Plan goal

Care for the Museum building and site and develop appropriate policies and plans to manage it, ensuring its values are celebrated and retained for future use and appreciation.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Maintain the Museum building and site			
2025–26	Secure the Museum's building and operations through strategic asset management	Deliver Strategic Asset Management Plan (SAMP)	Delivery Museum analysis
2026–27		To be developed	To be developed
2027–28		To be developed	To be developed
2028–29		To be developed	To be developed

Strategic Plan goal

Safeguard the National Historical Collection by improving existing facilities and establishing a new leased storage facility.

Project/ activity	Key activities and outcomes	Measures and targets	Source and methodology
Collection care and management			
2025–26	Improved care and management of collections and objects through delivery of identified storage projects	Number of objects subject to improved care and management	Tracking of improvements Collection care and management methodology
2026–27		As above	As above
2027–28		As above	As above
2028–29		As above	As above

***Note:** In the 2024–25 Corporate Plan, the Museum used the Australian Institute for Conservation of Cultural Material (AICCM) standards as its methodology for evaluating collection care and management outcomes. The Museum continues to use AICCM guidelines as part of a new, holistic approach to collection care and management.

Strategic Plan goal

Continue to implement our Environment and Sustainability Action Plan, reducing our carbon footprint and environmental impact and meeting the Australian Government's target of net zero emissions by 2030.

Project/activity	Key activities and outcomes	Measures and targets	Source and methodology
Carbon emissions reduction			
2025–26	Reduce the Museum's operational emissions and contribute to the APS Net Zero 2030 target	Develop emissions reduction plan	Delivery Museum analysis
2026–27	As above	Implement emissions reduction plan	As above
2027–28	As above	As above	As above
2028–29	As above	As above	As above

Strategic Plan goal

Increase diversity at all levels of the Museum to create a workplace culture that fosters inclusiveness, promotes diversity, requires respect and embraces the unique skills and qualities of our staff.

Project/activity	Key activities and outcomes	Measures and targets	Source and methodology
Workforce diversity			
2025–26	Increase diversity of the Museum's workforce	Development of associated action plans: <ul style="list-style-type: none"> • Cultural Diversity and Inclusion action plan • Disability and Accessibility action plan • First Nations action plan • Gender and LGBTIQ+ Equity and Equality action plan • Neurodiversity and Accessibility action plan 	Delivery, staff surveys Auditing of action plan implementation
2026–27	As above	To be developed	To be developed
2027–28	As above	To be developed	To be developed
2028–29	As above	To be developed	To be developed

capability

workforce planning

The APS Employee Census tells us that the Museum has an invested workforce. As part of the Australian Government's *Delivering for Australians* reform agenda, the Museum continues to invest in and build our internal capability to meet the expectations of government and the Australian public, with a focus on:

- attracting, building and retaining skills, expertise and talent
- embracing data, technology and flexible and responsive workforce models
- strengthening integrity and purposeful leadership.

The Museum's Strategic Workforce Plan sets out key initiatives that will help us achieve this, with measures addressing capability, leadership and performance growth; enhancing diversity and inclusion; prioritising health and wellbeing; and improving attraction and recruitment practices. The plan will be reviewed and updated in 2025–26 to align with the Museum's Strategic Plan 2024–29.

The Museum will establish a professional development and capability plan, informed by the [Australian Public Service Commission's Highly Capable, Future Ready: APS Learning and Development Strategy](#), to identify and implement activities that support individual, team and organisational growth.

The Museum will continue to implement the principles of the APS Strategic Commissioning Framework to grow the capability of our workforce. In 2025–26 our focus will be on reducing the outsourcing of core work in the Engineering and Technical and Service Delivery APS job families, with full-time equivalent (FTE) staffing and expenditure reduction targets currently under development.

ICT capability

The Museum will continue implementation of activities identified within the ICT Strategic Roadmap, with a particular focus on governance, digital uplift, digital literacy and foundation platforms.

In 2025–26, the focus will be on:

- continuing to provide the necessary platforms to support our uplift in digital capability
- upgrading and modernising ageing ICT infrastructure to improve efficiency
- reviewing and updating the ICT Strategic Roadmap and defining the Museum's approach to cloud services and system ownership
- incorporating a plan to manage legacy systems and their refresh or replacement
- maintaining the Museum's maturity level of cybersecurity.

asset management

The Museum has maintained an asset management plan for its Acton site since 2004, with a significant update of the plan completed in 2012. Since then, the Museum's asset maintenance, upgrade and replacement program has been restrained by shortfalls in available funding. The funding uplift in the 2023–24 Budget has enabled the Museum to commence urgent and unavoidable interventions in critical infrastructure, including the building management and fire safety systems.

The Museum is developing a Strategic Asset Management Plan which will provide a comprehensive program of future asset and funding needs. This work builds upon the development of an engineering asset management plan in 2022.

The Museum continues to work with government to identify and address funding pressures for major works that cannot currently be managed within existing capital funding. Planning has occurred in anticipation of the replacement of the Heating Ventilation and Air Conditioning system (HVAC), which is essential as it reaches end-of-life. This has included investigating the feasibility of removing natural gas from the Museum's Acton site as a key emissions reduction opportunity. Consideration continues to be given to upgrades of the First Australians gallery in line with proposed future redevelopment.

risk oversight and management

The Museum is committed to proactively addressing risk at all levels of our operations. The Museum actively maintains its Enterprise Risk Management Framework, which is reviewed annually, and complies with both the Commonwealth Risk Management Policy 2023 and ISO 31000:2018 risk management guidelines.

Risk plans are developed at the business unit and project level, focusing on enterprise, 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 to Council at each quarterly meeting.

Key elements of our Enterprise Risk Management Framework include:

- a risk management policy that outlines our overall approach in relation to risk management, including governance arrangements
- risk appetite and tolerance statements that outline the level of risk we are willing to accept
- tools and training that empower staff to effectively assess and manage risks and opportunities
- a risk committee drawn from key areas of the Museum that contributes to our risk-informed strategic direction
- strategic and operational risk registers.

The key areas of risk identified through this framework and how they are mitigated are described on the following page.

Key risk	How the risk is managed
IT and cybersecurity Unauthorised access and disruption to Museum or Commonwealth resources, IT systems and networks	Adopt measures articulated by the Australian Cyber Security Centre guidelines . Invest in improving protections including the Essential Eight maturity model. Strengthen IT security policies and procedures, including for staff travelling abroad.
Funding and financial sustainability Insufficient funds to pursue all objectives of the strategic and corporate plans	Report regularly to government about significant future investment needs for major infrastructure replacement. Develop funding strategies for forward years. Implement own-source revenue strategies, including identification of new revenue-generating opportunities. Manage expenditure priorities and identify opportunities of efficiencies.
Deterioration of NHC objects NHC, other collection or loaned objects stolen, lost, damaged or provenance challenged	Review and assess collections held across all storage facilities to determine appropriate storage solutions that would best mitigate the risk of deterioration and loss. Undertake targeted upgrades at storage facilities. Use of offsite commercial storage for at-risk and vulnerable collections.
Critical skills and capability Workforce unable to deliver strategic priorities or legislative requirements	Embed the revised organisational structure to better align workforce resourcing and capability with strategic and operational priorities. Develop a strong employee proposition, offering flexible working arrangements and fostering a positive workplace culture. Identify key capability and capacity needs and implement programs to address gaps and promote workforce stability.

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.

Progress over the next four years will be underpinned by long-term relationships with organisations and people who share our vision and purpose and guide the Museum's forward strategic direction.

cultural organisations

The Museum has a strong record of collaboration with other Australian cultural organisations and developing and maintaining this network is a key priority in the Strategic Plan 2024–29. The Museum will work cooperatively with other cultural organisations around Australia to loan objects and facilitate public access to the National Historical Collection, including through the development of a new model of touring our collection. The Museum has signed multi-year memoranda of understanding (MOUs) with several state-based museums and galleries, including the Western Australian Museum and the South Australian Museum.

The Museum is working with several international museums to display our exhibitions, including the successful ongoing tour of *Songlines: Tracking the Seven Sisters*, and with the ASEAN–Australia Centre and Maningrida Arts and Culture to develop a digital art experience, *Water Spirits*, to tour South-East Asia from 2026. The Museum maintains MOUs with a number of Chinese institutions and has an ongoing MOU with the Singapore National Heritage Board. Our domestic and international touring exhibition program has been devised in partnership with First Nations communities, arts organisations and other museums, and via an ongoing agreement with the Department of Foreign Affairs and Trade (DFAT) to deliver graphic panel displays to foreign diplomatic posts.

Collaboration and partnerships have guided a community of practice at the Museum. Through the newly established First Nations division, this work will extend across local, national and global levels, reiterating the leading position and influence of the Museum across the broader sector. Strategic partnerships with First Nations communities and organisations will drive the Museum's vision and influence across a connected global network of First Nations leaders. The Museum will celebrate our achievements, vision and sphere of influence through platforms such as World Expo 2025 in Osaka, Japan, and other national networks of research, practice and culture.

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 DFAT for mutual support for touring programs and events.

The Museum continues to deliver against a five-year MOU with the Australian Antarctic Division (AAD), part of the Department of Climate Change, Energy, the Environment and Water.

This MOU supports the National Antarctic Heritage Collection project, which has transferred Antarctic heritage objects into the Museum's care. The Museum will continue to work with AAD to provide access to this collection more widely, through exhibition and online records. 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 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 researching historical collections relating to Australian history, collections and museology, we collaborate with the Australian National University to contribute to student learning, extend public access to historical knowledge with the *Australian Dictionary of Biography*, and share a PhD scholarship.

We are also a partner with RMIT University, Melbourne, on a National Industry PhD Program. We participate in Australian Research Council grant projects with universities, First Nations communities and other cultural institutions, and collaborate with the Western Australian Museum on an Emerging Curators program. Our Research Associates program connects independent scholars with the collections and intellectual life of the Museum.

philanthropy and corporate partners

Philanthropy and partnerships play a crucial role in supporting the Museum's purpose of bringing to life the rich and diverse stories of Australia. Private support enables the Museum to be ambitious in its vision for future growth and to build capacity and sustainability in our revenue streams.

The Museum's donors and partners support the care and development of the National Historical Collection, including donations of objects; our permanent and temporary exhibition program at the Museum and on tour domestically and internationally; and education and access programs for people of all ages.

The Museum continues to seek support for the collection, exhibitions, education and programs as well as long-term capital projects, such as gallery redevelopment, to increase engagement and deliver impact.



Yawkyawk Embroidery, 2024, Bábbarra Designs with Tharangini Studios and Porgai Artisans Studio, pigment print, woodblock print and Lambadi embroidery on handwoven kala cotton

Featuring: *Yawkyawk (Young Woman Spirit)* by Owen Yalandja; *Yawkyawk La Kunmadj (Mermaid and Dilly Bag)* by Jennifer Wurrkidj; *Baby Mermaid* by Verity Bangarra; *Yawkyawk (Young Woman Spirit)* by Janet Marawarr; *Seaweed* by Belinda Kernan.

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Yawkyawk are young female Ancestral Beings found in the freshwater pools and streams of Western Arnhem Land in the Northern Territory.

contact us

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

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