



AUSTRALIAN WAR MEMORIAL

CORPORATE PLAN 2019-2023

(2019-20)

Copyright 2019

© Australian War Memorial

ISSN 1441 4198

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced, copied, scanned, stored in a retrieval system, recorded, or transmitted in any form or by any means without the prior written permission of the publisher.

Australian War Memorial GPO Box 345 Canberra, ACT 2601 Australia

www.awm.gov.au

Images

Cover: PAIU2008/051.43, PAIU2008/051.09

Internals: AWM2018.4.81.24, AWM2016.8.203.2, AWM2018.4.81.28, AWM2018.4.163.1, PAIU2008/051.49, AWM2018.4.165.6, AWM2016.8.213.1, AWM2018.4.81.28, AWM2016.8.201.66, AWM2016.8.140.7, AWM2016.8.18.1, AWM2016.8.48.62

Back cover: PAIU2004/111.01



CONTENTS

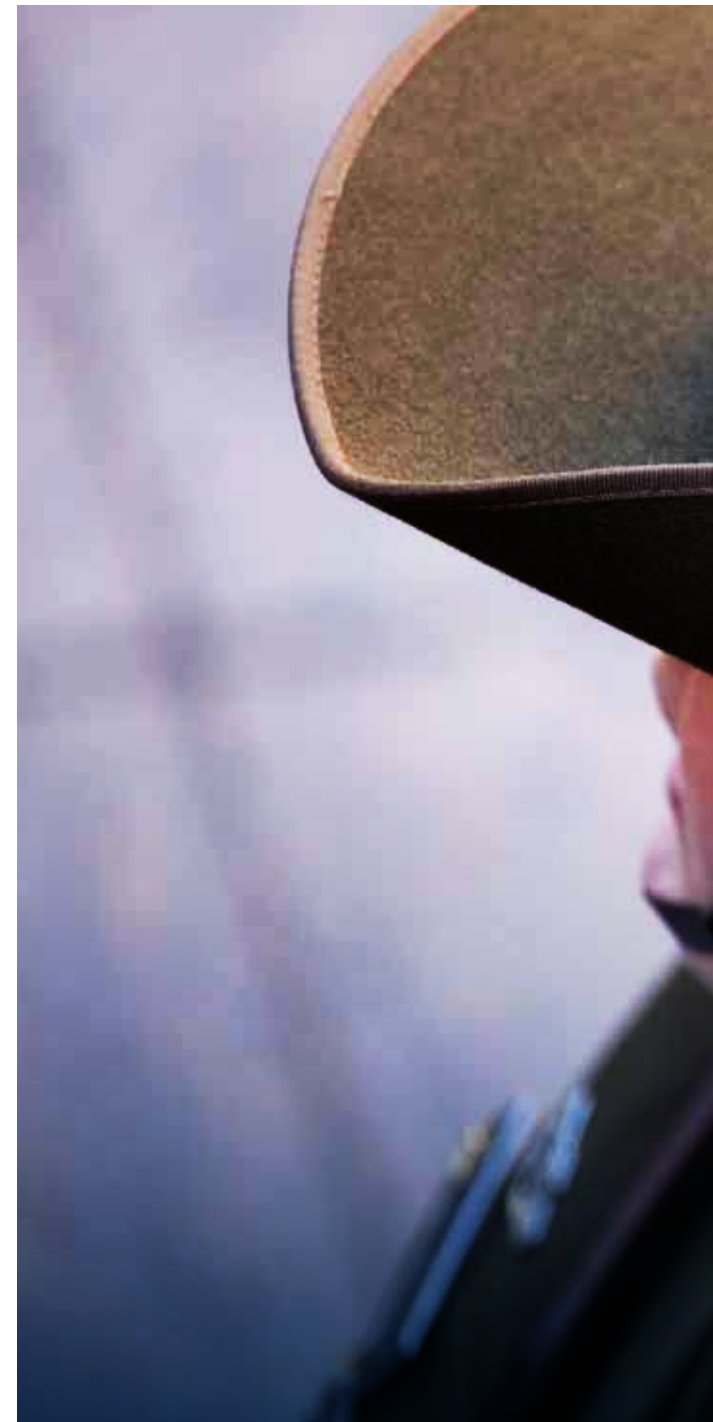
• Purpose, Mission and Vision	5
• Strategic Vision 2019-39	6
• Operating Context and Integration	7
> Operating Environment	8
> Governance	9
> Enterprise Risks	10
> Stakeholders and Collaboration	11
> Enterprise Capability	12
> Risk Oversight and Management	14
• Strategic Priorities	15
> Relevance	16
> Redevelopment Project	20
> Organisational Sustainability	24
> National Collection and Military History	28
> Government and Stakeholder Support	32

STATEMENT OF PREPARATION

I, the Honourable Dr Brendan Nelson AO, Director of the Australian War Memorial, present the 2019–2023 Australian War Memorial Corporate Plan, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* for the 2019–20 reporting period. It covers the reporting periods from 2019–20 to 2022–23.

The Australian War Memorial combines a shrine, a world-class museum, and an extensive archive. Its purpose is to commemorate the sacrifice of those Australians who have died in war and operational service or who have served our nation in times of conflict. Its mission is to lead remembrance and understanding of Australia's wartime experience.

This Corporate Plan details the focus of the efforts of the Council and staff of the Australian War Memorial in presenting to all Australians the stories of service and sacrifice of those whose dedication to our freedoms and the hope of a better world will never be forgotten.





PURPOSE

The purpose of the Australian War Memorial (the Memorial) is to commemorate the sacrifice of those Australians who have died in war or on operational service and those who have served our nation in times of conflict.

MISSION

Leading remembrance and understanding of Australia's wartime experience.

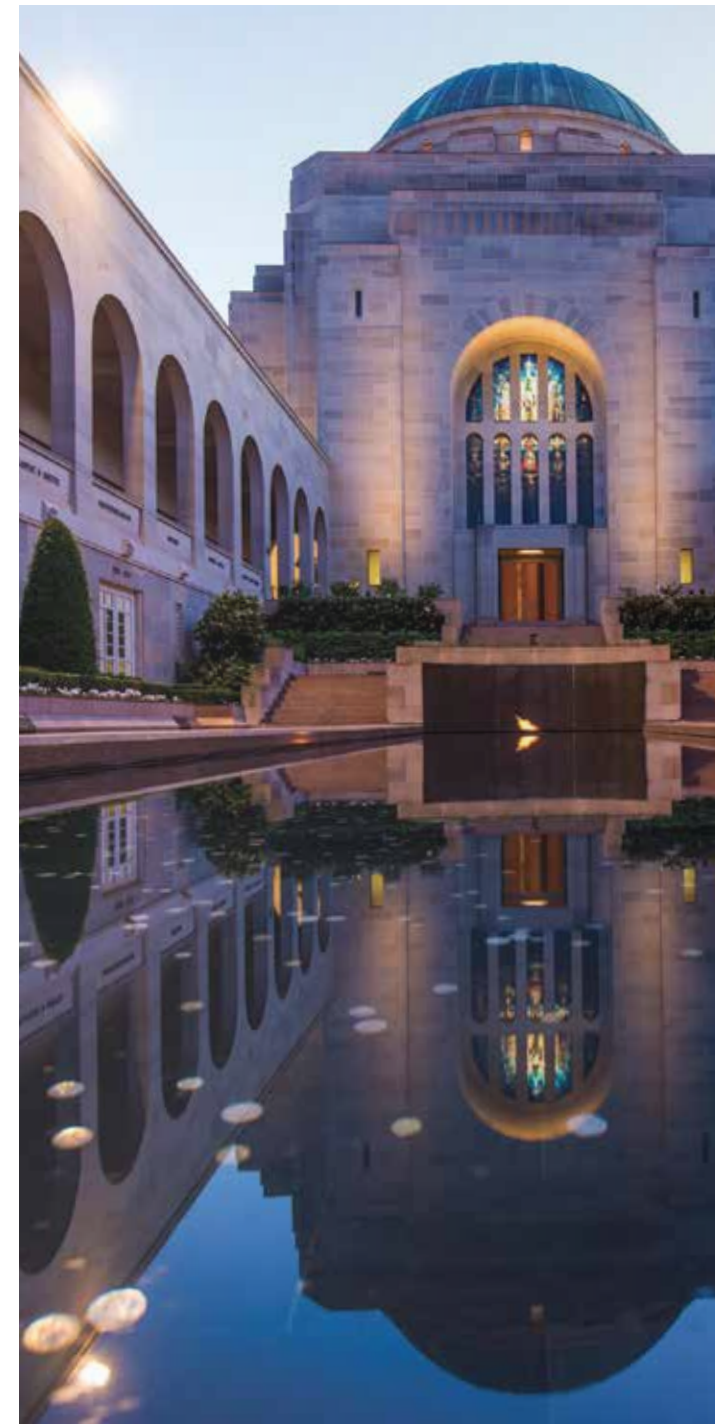
VISION

To ensure that their sacrifice is not in vain – *We remember them*

STRATEGIC VISION 2019-39

The Memorial's Corporate Plan provides an outline of the period 2019–23 within the broader context of the Memorial's purpose, mission, and vision. This four-year plan forms part of a larger vision that sees the Memorial retain and enhance its position as the pre-eminent institution of commemoration and interpretation of Australia's wartime experiences. The Memorial will also be a leading and innovative practitioner of historical research, museum practices, and community engagement.

A major element of the Memorial's long-term planning is the Redevelopment Project, announced by the Federal Government on 1 November 2018, to significantly expand current exhibition space and visitor amenities, providing appropriate facilities to tell the stories of Australia's armed services for decades to come. Through this redevelopment the Memorial will record and tell the stories of the more than 100,000 Australians who have served on peacekeeping operations in East Timor, Afghanistan, and Iraq, and on humanitarian operations, ensuring their service is commemorated just as is the service of the National Collection.



OPERATING CONTEXT AND INTEGRATION

Purpose

To commemorate the sacrifice of those Australians who have died in war or on operational service and those who have served our nation in times of conflict

Mission

Leading remembrance and understanding of Australia's wartime experience

Vision

To ensure that their sacrifice is not in vain - *We remember them*

Enterprise risks
Operating environment
Stakeholders

Strategic Priorities

Relevance	Redevelopment Project	Organisational sustainability	National Collection and military history	Government and stakeholder support
-----------	-----------------------	-------------------------------	--	------------------------------------

Enterprise capability and resources

Key Activity Streams

1 Commemoration	4 Implementation and governance structures	7 Workforce and resource planning	10 Public engagement	13 Stakeholder engagement
2 Digital, interpretive and visitor services	5 Gallery Master Plan	8 Facilities, ICT, and infrastructure	11 Collection management	14 Staff education
3 Veterans' engagement	6 Collection development	9 Non-government revenue generation	12 Collection and history accessibility	15 Enhanced engagement

Performance reporting

Portfolio budget
Statement criteria

Outcome

Australians remembering, interpreting, and understanding the Australian experience of war and its enduring impact through maintaining and developing the National Memorial, the collection and exhibition of historical material, commemorative ceremonies, and research

Performance reporting

Annual Report

OPERATING ENVIRONMENT

LEGISLATION

The Memorial is established as a corporation by the *Australian War Memorial Act 1980* (the Act). The functions and the powers of the Memorial, the Minister, the Council, the Chair, and the Director are outlined in the Act.

The Memorial is also subject to a number of Acts of Parliament, including:

- *Public Governance, Performance and Accountability Act 2013*, which governs the performance and accountability of Council and management, and imposes key reporting, financial, and pecuniary obligations on the Memorial and Council
- *Freedom of Information Act 1982*
- *Privacy Amendment (Enhancing Privacy Protection) Act 2012*
- *Work Health and Safety Act 2011*
- *Environmental Protection and Biodiversity Conservation Act 1999*.

The Memorial is accountable to the Minister for Veterans' Affairs and has strong links to the Department of Veterans' Affairs for budgetary purposes and in the delivery of commemorative and veteran support activities.

The Memorial adheres to Australian accounting standards and financial reporting rules in the preparation of its financial reports, and follows the principles and better practice guides issued by the Australian National Audit Office (ANAO). It also observes and applies the requirements of the Resource Management Guides issued by the Commonwealth Department of Finance.



GOVERNANCE

The Australian War Memorial was established as a statutory authority under, and draws its authority from the Australian War Memorial Act 1980 (the Act). The Act allows for the appointment of a Council and a Director as Chief Executive Officer of the Memorial.

Council is responsible for the conduct and control of the affairs of the Memorial, and the policy of the Memorial with respect to any matters as determined by Council. Council has established a number of committees including:

- **Finance, Audit and Compliance Committee (FACC)**

Constituted by a mix of Council members and independent members, the Finance, Audit and Compliance Committee is established as an advisory committee to provide independent assurance and advice to Council on matters of risk, compliance, audit, and finance.

- **Remuneration Committee**

Constituted wholly by members of Council, the Remuneration Committee is established on behalf of Council to undertake appraisal of the performance of the Memorial's Director.

- **Roll of Honour Committee**

Constituted by members of Council and augmented by independent expert advisors, the Roll of Honour Committee is established as an advisory committee to research, establish policy, and provide recommendations to Council on matters relating to the Roll of Honour.

- **Redevelopment Committee**

Constituted by a mix of Council members and independent members, the Redevelopment Committee is established as an advisory committee to provide independent assurance and advice to Council on matters relating to the Memorial's Redevelopment Project including project management, programme oversight, and project related risk and financial management.

EXECUTIVE LEADERSHIP

The Memorial's executive leadership and management framework includes a Corporate Management Group (CMG), consisting of the Director and three Assistant Directors; and a Senior Management Group (SMG) comprising all section heads and members of CMG. An Executive Project Director has been appointed to the AWM Redevelopment Project and works closely with CMG and Council.

Meeting weekly, CMG is responsible for the overall leadership, management, and implementation of strategies and policies, and for the regular review of performance. For all relevant financial matters, the Chief Finance Officer attends CMG meetings and has direct access to the Director as necessary.

SMG meets regularly and is a forum for the exchange of information and discussion of corporate issues. Feedback from CMG and SMG meetings is provided to all staff through regular section meetings.

STRATEGIC MANAGEMENT

The Memorial's strategic planning framework encourages participation by all staff, promoting the concept of one team working to achieve common goals and recognising the importance of communication and ownership of decisions.

Annual business plans and accompanying budgets are developed to support Council directions and corporate plan priorities. Once developed, annual business plans influence day-to-day operations. Achievements are monitored and reported regularly to CMG and Council.

ENTERPRISE RISKS

The Memorial's strategic planning focuses on current and emerging enterprise risks and seeks to mitigate or eliminate them by responding on a strategic level.

The Memorial identifies and monitors major risks to its operating environment in order to ensure the continuing public relevance of the Memorial, to improve organisational sustainability, and to retain and improve government and stakeholder support. Preservation, digitisation, and sharing of the National Collection has been identified as an organisational risk, as has the need to ensure the collection reflects current military operations and activities.

The Memorial foresees and is working to mitigate long-term risks associated with commemorative, exhibition, archive, and storage challenges through implementation of the Memorial Redevelopment Project. The plan is particularly important in ensuring the Memorial is able to achieve its purpose of commemorating the sacrifice and service of our service personnel beyond the four years of this plan.

The draft Productivity Commission report "A better way to support veterans", to be finalised in 2019, also presents opportunities and challenges for the Memorial. The draft recommendation that the Memorial becomes the lead agency for delivering domestic and international Australian commemoration, including management of the Office of Australian War Graves, would represent a significant change to the Memorial's role. This would require increases in resourcing and operations at all levels, and the review and integration of existing Department of Veterans' Affairs roles, systems, and processes.

The Memorial has oriented its Corporate Plan 2019–23 around meeting these challenges. Detail on risks, responses, and outcomes is provided later in this plan.



STAKEHOLDERS AND COLLABORATION

The Memorial identifies its key stakeholders as:



The Memorial will work closely with the Department of Veterans' Affairs, the Australian Defence Force, and the broader veteran community on commemoration and veterans' support issues. These efforts will seek to engage contemporary and younger veterans and ensure their stories are recorded and told in the same manner as those who served before them. The Memorial welcomes the Productivity Commission inquiry into veterans' support and will continue to work closely with key government agencies to ensure veterans have access to the appropriate recognition and support.

The Memorial will continue to collaborate with national, state, and local cultural institutions to assist them in telling stories of Australian service and sacrifice. This will be achieved by making the National Collection accessible in physical and digital forms, through the wide distribution of original research, and the provision of expert advice on military history.

Collaboration on research and commemoration will be another focus. The Memorial will seek academic and institutional partners for Australian Research Council grants and other collaborations on projects designed to enhance our collective understanding of Australia's military history.

ENTERPRISE CAPABILITY

STAFF AND VOLUNTEERS

The Memorial currently employs approximately 300 staff (full-time, part-time, and casual) to assist in delivering Council's vision and mission.

Without the support of a team of dedicated volunteers, the Memorial would not be able to provide the quality services that our stakeholders expect. There are approximately 200 volunteers working in areas as diverse as guided tours, photo assessment, and conservation.

BUDGET AND FUNDING

The Memorial relies on annual appropriation from government and revenue generated from other sources to meet its objectives. Government funding is subject to budgetary restrictions and can fluctuate depending on government policy and direction. The Memorial can seek to influence the level of government funding through the standard budgetary processes, but always operates within its allocated resources. This may mean adjusting planned activities or staffing requirements, or seeking to increase revenue generated from the private sector.

INFRASTRUCTURE

The Memorial's infrastructure – including the Memorial buildings and grounds situated at Campbell and the Treloar complex in Mitchell which provides storage, conservation, and collections management spaces for the National Collection – underpins the Memorial's ability to achieve its purpose.

NATIONAL COLLECTION

The Memorial's collection is an invaluable resource comprising historical and cultural artefacts of Australia's experience of war and our involvement in peacekeeping, humanitarian, and other operational service. It provides the foundation for the Memorial's capacity to tell stories of Australian service in exhibitions and other public programs, to educate and inform visitors, and to meet the information needs of public enquiries, researchers, and organisations.

PLANNING

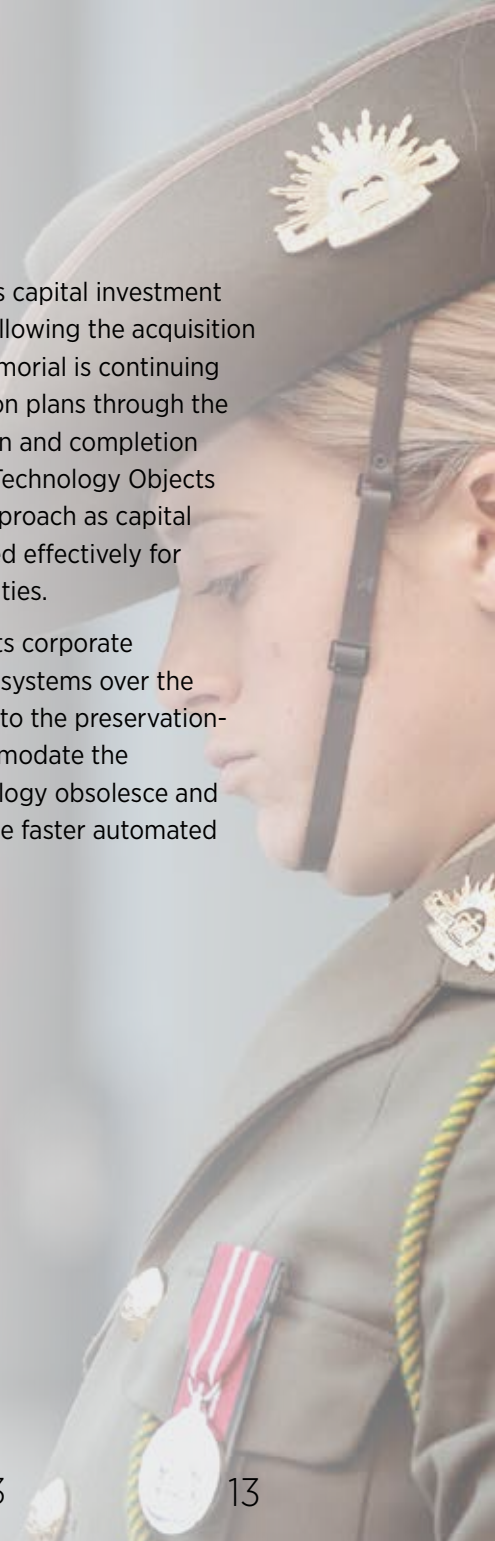
The Memorial utilises a range of strategies and plans to achieve its purpose:

- **Reconciliation Action Plan**, facilitating the Memorial's engagement and reconciliation with Australian Indigenous peoples. The Memorial's Indigenous Liaison Officer works actively with Indigenous communities to ensure that commemorative activity is respectful to the traditional owners of the land.
- **Conservation Strategy**, ensuring the National Collection is conserved to appropriate standards and ensuring ongoing prioritisation of at-risk collections items for preservation and digitisation.
- **Collection Development Plan**, identifying gaps in the National Collection and historical and contemporary approaches to fill those gaps, targeting those in high demand for public programs, research, or of particular public interest.
- **Web and Digital Experience Strategy**, including an engaging website and digital platforms with accurate information and a strong social media presence, allowing visitors to review, discover, and research the Memorial's collections in an integrated manner, as well as providing high-quality service to the media, and a platform for online sales.

- **Communications and Marketing Plan**, identifying the brand messages, activities, and channels through which to position and promote the Memorial, including public relations and social media positioning.
- **Sponsorship and Partnership Strategy**, including the framework to effectively generate and maintain new and existing relationships with sponsors and partners. This strategy includes financial targets to frame the program and define new income-generation opportunities, in addition to a program for the appropriate recognition and acknowledgement of sponsors and partners.
- **2018–2020 Operational Workforce Plan**, including the management of staff resources to optimise operations and program delivery, and the management of broad workforce capability requirements ranging from administration, facilities management, and corporate governance skills to specialist conservation, curatorial, and event management skills. Management of workforce supply will be undertaken in line with government policy and available resources.
- **Staff Learning and Development Plan**, encompassing ongoing learning and professional development of the Memorial's workforce, including facilitating an organisation-wide project management and leadership discipline, building staff capability in delivery through new channels and information dissemination to new audiences, and encouraging staff to embrace innovation in the delivery of the Memorial's mission.
- **Enterprise Infrastructure Strategy**, a framework for aligning information and communications technology (ICT) infrastructure with corporate goals, priorities, and relevant government policies. The strategy defines the principles for managing ICT infrastructure provision, maintenance, and upgrading to support the Memorial's business functions within the Executive, Collection Management, Public Programs and Corporate Management business areas.

- **Capital Management Plan**, outlining the Memorial's capital investment across a range of assets over a five-year period. Following the acquisition of the final property in its Mitchell precinct, the Memorial is continuing its long-term collection storage and accommodation plans through the review and updating of the Mitchell Site Master Plan and completion of the construction of a new warehouse for Large Technology Objects in 2018-19. This will be implemented in a staged approach as capital resources allow in order to ensure that space is used effectively for increased collection storage and conservation facilities.

The Memorial is investing in the modernisation of its corporate information technology infrastructure and support systems over the 2018–2020 period. Enhancements are being made to the preservation-standard digital asset repository in order to accommodate the digitisation of collection material and avoid technology obsolescence and deterioration. The enhanced repository will facilitate faster automated access to digitised materials.



RISK OVERSIGHT AND MANAGEMENT

Risk management is an integral part of the Memorial's corporate and business planning. Actions flowing from business risk assessment and fraud risk assessment are included in the annual Memorial Business Plan and associated key performance indicators.

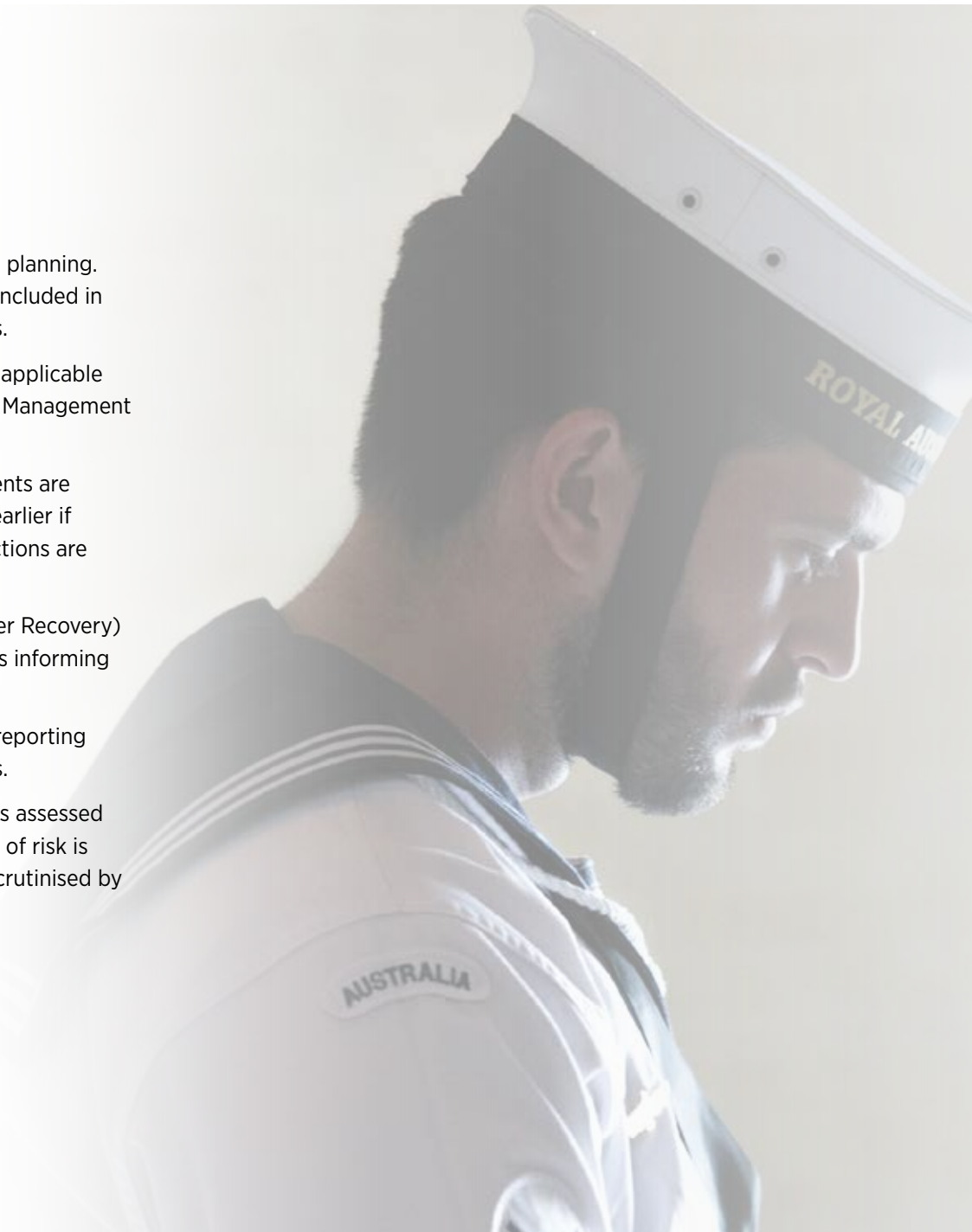
The Memorial applies sound risk management procedures in accordance with applicable risk management standards (refer ISO 31000:2009), the Commonwealth Risk Management Policy, and Comcover's Better Practice Guide 2008.

At a corporate level, formal business risk assessments and fraud risk assessments are completed every three years in advance of revision of the Corporate Plan, or earlier if needed. The results inform the development of future Corporate Plans, and actions are included in each Business Plan.

Associated plans (for example, Fraud Control, Business Continuity, and Disaster Recovery) are reviewed in accordance with the applicable Director's instruction as well as informing risk assessment and risk management planning.

Progress on agreed actions is reported as part of the quarterly business plan reporting process, which includes the review and identification of new or emerging risks.

The Corporate Management Group and Council receive regular reports on risks assessed as "moderate", "significant", "high", "very high", or "extreme". The monitoring of risk is undertaken through a comprehensive system of incident reporting, which is scrutinised by CMG on a regular basis.



STRATEGIC PRIORITIES

The Memorial assists Australians to remember, interpret, and understand the Australian experience of war and its enduring impact by maintaining, developing, and exhibiting the National Memorial and its collection, through commemorative ceremonies, and research.

It achieves these outcomes through the five key priorities identified by the Memorial's strategic and corporate planning processes. Each priority is supported by activities conducted by the Memorial in accordance with the *Australian War Memorial Act 1980* (the Act).

The Memorial's key priorities are:

- a) Ensure the ongoing relevance of the Memorial's vision and mission to the nation
- b) Deliver the Memorial Redevelopment Project
- c) Improve the sustainability of the Memorial to achieve its mission
- d) Maximise the value of and access to the National Collection and military history
- e) Maintain government and increase stakeholder support for the Memorial.

These key priorities and associated strategic risks and responses are covered in detail in the following pages.

MEASUREMENT

Measuring the value generated by cultural institutions such as the Memorial requires a blend of statistical and qualitative assessments of visitors, collections management, and core activities.

Effectively measuring onsite, offsite, and online visitor experiences is paramount to the performance of the organisation. A number of performance and satisfaction measures are obtained through quantitative and qualitative methods, including collection and analysis of statistical data (such as visitation or ceremonial participation numbers) alongside qualitative data collection (such as surveys and focus groups).

Data on the housing, preservation, and maintenance of the National Collection and the Memorial buildings is collected for monitoring and reporting against key outcomes. Analysis of this data guides the organisation's key performance indicators, including visitor attendance, public interactions and service provision, productivity of maintenance, stewardship of the National Collection, and staff and visitor safety.

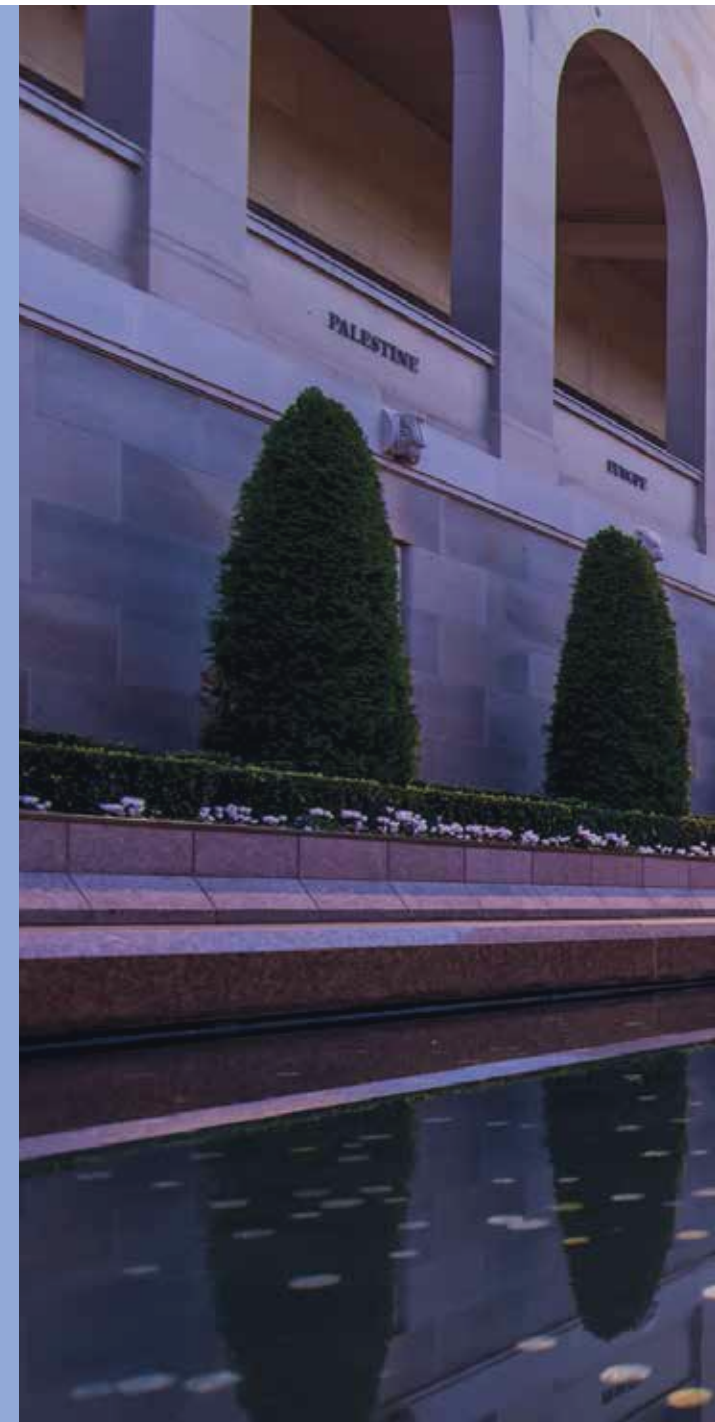
Program elements that cannot quantitatively measured are done so qualitatively, through feedback from stakeholders and the public or the professional judgment of Memorial staff.

The Memorial reports against its priorities and performance criteria through its Annual Report (Annual Performance Statement) and through the Portfolio Budget Statement Performance criteria, both are available online for public examination.

1

ENSURE THE ONGOING RELEVANCE OF THE MEMORIAL'S VISION AND MISSION TO THE NATION

To ensure that Australians continue to remember and understand the Australian experience of war the Memorial must engage key stakeholders to record and share Australian stories of service. The end of the Centenary of the First World War and the aging of veterans from the Second World War, Korea, and Vietnam presents risks to public interest levels and the ability of these veterans to share their stories by participation in commemorations, oral histories, and other Memorial activities. Connecting with younger veterans by capturing and sharing these stories with a broad audience will be a growing priority in maintaining the relevance of the Memorial through 2019–23 and in the long term.





To ensure the Memorial’s ongoing relevance as the nation’s centre of commemoration, we will engage in strategic activities across three key streams: commemoration; digital, visitor and interpretive services; and veterans’ engagement.

Enterprise risk: relevance							
Strategic risks	Strategic responses	Activity stream(s)	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Increasing visitor expectations of digital engagement, and online and onsite access	Maintain and refine the Commemorative Strategy and program	1, 7	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Loss of key stakeholders as Second World War, Korean War, and Vietnam War veterans age and pass away	Define and implement Veterans’ Strategy to better support veterans, ex-service personnel, serving personnel, and their families	3, 7	Define	Define	Implement	Ongoing	Ongoing
Growing importance of younger veterans as a key stakeholders and fragmentation of ex-service organisations	Refine and implement the Digital Engagement Strategy	1, 2, 7	Refine	Implement	Ongoing	Ongoing	Ongoing
	Enhance the visitor experience	2, 7	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
End of the Centenary of Anzac period	Refine, interpret, and distribute stories of the Australian experience of war that reflect the relevance of our mission and vision to the public	1, 2		Refine	Implement	Ongoing	Ongoing
	Develop and implement an Outreach Strategy, to maximise impact with audiences and engage all Australians, including during redevelopment	1, 2, 3, 7	Define	Define	Define	Implement	Ongoing

Purpose and outcomes (How this priority helps us meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key identified risks for 2019–23 by ensuring continued engagement with the public and veterans to ensure future relevance. Programs delivered under the commemorative and interpretive services streams deliver direct commemorative and visitor engagement programs and outcomes, while the veterans’ engagement stream ensures ongoing connection to our veteran community and improves related collecting opportunities for the National Collection.

Relevance: activity streams and measures of success 2019–23

The table below outlines key activities, performance measures, and how achieving success in these activities helps support the overall purpose of the Memorial.

Activity stream(s)	Annual Performance Statement measures	PBS component and performance criteria	How this stream helps support our purpose and generate outcomes
1. Commemoration	<ul style="list-style-type: none"> Attendance figures for ceremonies, associated surveys and testimonials Engagement with personal commemoration as evidenced by demand for family Last Post Ceremonies and requests for information on those who have served Online engagement with commemorative resources, including use of online Roll of Honour database and Last Post Ceremony broadcast as measured by website statistics 	1.1	<ul style="list-style-type: none"> Onsite visitors including individuals, families, tour groups, and student groups actively remember those who have served and sacrificed through engagement with commemorative events and ceremonies Online visitors actively remember those who have served and sacrificed through engagement with online commemoration tools including the broadcast of Last Post Ceremony and online use of National Collection material
Key related business activities	Major ceremonies (Anzac Day; Remembrance Day); anniversary commemorations (75th anniversary end of Second World War); daily Last Post Ceremony and online broadcast; Roll of Honour database; Research Centre family research programs; Visitor Services programs.		
2. Digital, visitor and interpretive services	<ul style="list-style-type: none"> Onsite visitation numbers, associated surveys and testimonials School education program numbers, including onsite facilitated tours, outreach programs, and virtual classroom experiences Website visitation, associated surveys and testimonials 	1.4; 1.5; 1.6	<ul style="list-style-type: none"> Onsite and online visitors gain improved understanding of Australia's military history and the sacrifices made during times of war through interpretive services such as exhibitions, guided tours, and online resources. School education programs, aligned with the history curriculum, directly engage students in learning about, understanding, and appreciating Australian stories of service and sacrifice
Key related business activities	Visitor services; education programs; exhibitions; website; social media; publications; highlights audio tours; podcasts		
3. Veterans' engagement	<ul style="list-style-type: none"> Greater engagement with veterans' community as evidenced by growth in oral and personal histories recorded and archived by the Memorial Greater engagement with Memorial veterans' programs, including Soldiers in Residence, Napier Waller Art Prize for Veterans, and School Wreathlaying programs by current and former servicemen and servicewomen as measured by participation and demand for these services 	1.6	<ul style="list-style-type: none"> Engaging with veterans allows the Memorial to capture their stories and experiences for the National Collection and future use Veteran support programs give veterans and the public opportunities to engage more directly, allowing the public to better understand the experience of servicemen and servicewomen at war or on operational service
Key related business activities	Soldiers in Residence, Napier Waller Art Prize for Veterans, School Wreathlaying Program, after hours tours for veterans, oral history recordings, and direct object/record donations from veterans		

2

DELIVER THE MEMORIAL REDEVELOPMENT PROJECT

The Memorial Redevelopment Project will address commemorative, exhibition, archive, and storage needs and provide appropriate facilities for the Memorial, allowing us to effectively tell the stories of the Australian experience of war for the next 50 years, and ensuring the Memorial is able to achieve its purpose throughout that period.

The Commonwealth Government recognised this and allocated \$498.7m in funding for this project in 2018.





To ensure the Memorial can achieve its mission in the long term we will deliver redevelopment activities across three key streams: implementation and governance, Gallery Master Plan, and collection development.

Enterprise risk: Redevelopment Project							
Strategic challenges	Strategic responses	Activity stream	FY 18/19	FY 19/20	FY 20/21	FY 21-22	FY22-23
Failure to implement suitable redevelopment solutions in a timely manner will jeopardise the Memorial's ability to achieve its mission in the long term	Develop implementation strategy and supporting governance structure	4	Develop	Implement	Ongoing	Ongoing	Ongoing
	Develop a Gallery Master Plan	5	Develop	Develop	Implement		
Disruption to business as usual activities during planning and development phases will create risks in service delivery and achieving outcomes	Implement the Collection Development Strategy in line with the Gallery Master Plan	6			Refine	Implement	Ongoing

Purpose and outcomes (how this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key stakeholder risks relating to government and stakeholder support for 2019–23 by addressing existing and future commemorative, exhibition, archive, and storage needs to provide appropriate facilities for the Memorial in the long term

Redevelopment Project: activity streams and measures of success 2019–23

The table below outlines key activities and performance measures, and how achieving success helps support the overall purpose of the Memorial.

Activity stream	Annual Performance Statement measures	PBS Component and Performance Criteria	How this stream helps support our purpose and generate outcomes
4. Implementation and governance	<ul style="list-style-type: none"> Establish the Redevelopment Project team aligned with project needs Procurement of key design contracts (architectural, exhibitions, etc.) Submission of regular reporting for CMG, Council, and government 	1.2, 1.10	<ul style="list-style-type: none"> Commencement of project is the first stage in achieving best practice solutions for the long term commemorative, exhibition, archive, and storage challenges faced by the Memorial Proper governance and reporting is critical to government support and the success of the project
Key related business activities	Redevelopment team structure establishment, key project procurement activities, project reporting		
5. Gallery Master Plan	<ul style="list-style-type: none"> Completion of Gallery Master Plan 	1.2, 1.3, 1.10	<ul style="list-style-type: none"> Completion of the Gallery Master Plan will advance understanding of the best way to help future generations of Australians understand not just the past 100 years of Australian military history, but the next 50 years as well
Key related business activities	Gallery Master Plan		
6. Collection development	<ul style="list-style-type: none"> Annual Report overview of National Collection development, major acquisitions, and planning 	1.3, 1.10	<ul style="list-style-type: none"> Long-term planning for the National Collection will ensure the Memorial is able to tell the story of future service and sacrifice with a broad audience and meet future community expectations
Key related business activities	Aligning of key collecting activities with Gallery Master Plan; co-operating with the Australian Defence Force on object and records collection planning and policies to ensure the Memorial holds the appropriate representative objects and collections for future display		

3

IMPROVE THE SUSTAINABILITY OF THE MEMORIAL TO ACHIEVE ITS MISSION

To achieve its mission the Memorial must have the appropriate intellectual, physical, financial, ICT, and human resources in sufficient quantity to sustain its operations. In the period 2019–23 the Memorial will develop these resources to improve operational sustainability through innovations and improvements in operating, workforce, and facilities planning. This includes ensuring the Memorial’s ongoing resourcing can effectively support the delivery of the Redevelopment Project and ongoing operations.





To ensure the Memorial’s sustainability we will engage in activities across three key streams – Workforce and Resource Planning; Facilities, ICT and Infrastructure and Non-Government Revenue-Generation:

Enterprise risk: sustainability							
Strategic risks	Strategic responses	Activity stream	FY 18/19	FY 19/20	FY 20/21	FY 21-22	FY22-23
Loss of key personnel, lack of resources or failure to adapt to a changing operational environment could lead to failure to achieve key outcomes	Develop and implement an operating model and capabilities, including staff and volunteers, that most effectively and efficiently supports the Memorial’s mission and vision	10	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Increased expectations and service level requirements place greater emphasis on non-government revenue generation to fund activities meeting community expectations	Develop budget and workforce strategies to align resourcing and funding with areas of business priority including the Redevelopment Project	10	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
A lack of innovation in operations, ICT, and other business activities risks organisational capabilities degrading and affecting performance of critical support services.	Develop and implement an organisation-wide facilities strategy	11		Develop	Develop	Implement	Ongoing
	Identify, develop and grow independent revenue streams	12	Develop	Ongoing	Ongoing	Ongoing	Ongoing

Purpose and outcomes (How this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key sustainability risks for 2019–23 through innovative and efficient use of resources and ensuring the long-term health of the physical, human and other resources held in trust by the Memorial for the nation. Development of independent revenue streams will allow the Memorial to continue to provide the service levels expected by the community for activities not fully funded by government and to ensure the Memorial can continue to engage stakeholders to achieve the outcomes of remembrance and understanding of the Australian experience of war.

Sustainability: activity streams and measures of success 2019–23

The table below outlines the key activities, performance measures and how achieving success in these activities helps support the overall purpose of the Memorial.

Activity stream(s)	Annual Performance Statement measures	PBS component and performance criteria	How this stream helps support our purpose and generate outcomes
7. Workforce and budget planning	<ul style="list-style-type: none"> Portfolio budget statements HR metrics including workforce planning outcomes Operational Workforce Plan implementation results Mandatory compliance reporting statements 	1.9, 1.10, 1.11	<ul style="list-style-type: none"> Appropriate fiscal and resource management is critical to the Memorial's ability to achieve its purpose Improved business infrastructure and a workforce better placed for the challenges of the 2019–23 period will enable more efficient use of resources to deliver services and support the outcomes of remembrance and understanding
Key related business activities	Corporate planning and annual budget development; annual financial statements; Operational Workforce Plan 2018–20; Financial and human resource management activities		
8. Facilities, ICT, and infrastructure	<ul style="list-style-type: none"> Public Service Modernisation Fund – ICT Modernisation Project 2017–2020 progress reporting Internal facilities, infrastructure and service audits/reports Project reporting on infrastructure projects including Treloar E collections storage facility 	1.11	<ul style="list-style-type: none"> Maintenance, conservation, and development of the National Memorial and grounds ensure they will be a dignified, moving, and impressive national memorial to Australia's military service Investment in the Memorial's public spaces and collection storage areas underpins success in engaging with new audiences and sustaining relevance to our stakeholders Improved ICT infrastructure, services, and policies will enhance efficiency and improve service outcomes for internal and external users
Key related business activities	Public Service Modernisation Fund – ICT Modernisation Project 2017–20; maintenance of National Memorial and Grounds; ICT services management; energy management; security services.		
9. Non-government revenue generation	<ul style="list-style-type: none"> Retail, eSales, café, and functions financial reporting Fundraising program financial reporting Progress on development of paid tours and audio tour guide program and other new revenue streams 	1.8, 1.12	<ul style="list-style-type: none"> Revenue generated from these sources will supplement government funding and allow the Memorial to meet growing public expectation of the type, scale, and quality of services provided by the Memorial Philanthropic gifts of varying scales are used to support programs ranging from object restoration to veterans' support in furtherance of the Memorial's broad objectives New revenue streams such as a paid tours program will provide additional funds for programs, diversify the Memorial's funding base and reduce reliance on traditional self-generated revenues
Key related business activities	Retail operations; online sales (eSales) including photo, film and sound provision and licensing; café and functions activities; fundraising activities; development of new revenue opportunities including a paid tours program		

4

MAXIMISE THE VALUE OF AND ACCESS TO THE NATIONAL COLLECTION AND MILITARY HISTORY

A combination of authoritative scholarship and the material heritage of the National Collection gives the Memorial the capability to promote understanding of the Australian experience of war from the Boer War to the present day. Through exhibitions, education and public programs, online programs, and collection projects we strive to deliver services that are relevant to contemporary audiences.





To ensure the Memorial maximises the value of the National Collection and scholarship to achieve its mission in the long term we will engage activities across three key streams: public engagement, collection management, and collection and history accessibility.

Enterprise risk: National Collection and history							
Strategic challenges	Strategic responses	Activity stream(s)	FY 18/19	FY 19/20	FY 20/21	FY 21-22	FY22-23
Like any collecting institution, the Memorial faces growing collections management challenges, including material and digital conservation	Develop and implement a Public Engagement Strategy	2, 9, 13, 15	Develop	Implement	Ongoing	Ongoing	Ongoing
	Develop and implement a Collection Management Strategy (including digital collection)	9, 12, 14	Develop	Implement	Ongoing	Ongoing	Ongoing
A lack of access to ADF operations, including future acquisition of historical records, personal accounts, and equipment, would compromise our ability to engage in commemoration and storytelling of current and future ADF actions	Review and update the Collection Development Strategy	12, 14	Refine	Ongoing	Ongoing	Ongoing	Ongoing
	Continue digitisation of the National Collection in accordance with identified priorities	2, 7, 13, 14, 15	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
The changing nature of ADF operations has future implications for the National Collection, commemoration, and storytelling; the Memorial must prepare for this likely disruption of its traditional historical, collection, and interpretation models	Leverage technology to enhance access, interpretation, and utilisation of the National Collection	2, 7, 13, 14, 15	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Deliver major publications initiatives	15	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Enable greater public interaction through the Public Engagement Strategy	1, 2, 7, 13, 14, 15		Refine	Ongoing	Ongoing	Ongoing

Purpose and outcomes (How this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate key stakeholder risks relating to the National Collection and military history assets of the Memorial for 2019–23 by increasing accessibility and digitisation of the collection to facilitate public and research use. Proper collections management will safeguard the National Collection for future generations while appropriate acquisition will enhance its value in telling stories of Australian service and sacrifice.

National Collection and military history: activity streams and measures of success 2019–23

The table below outlines key activities and performance measures, and how achieving success in these activities helps support the overall purpose of the Memorial.

Activity stream(s)	Annual Performance Statement measures	PBS Component and Performance Criteria	How this stream helps support our purpose and generate outcomes
10. Public Engagement	<ul style="list-style-type: none"> Annual Report overview of Memorial organisation of or participation in history conferences, public lectures, speeches, etc. Annual Report updates on Memorial publications Annual Report updates on Research Centre and research enquiries through usage statistics and associated surveys 	1.3	<ul style="list-style-type: none"> Authoritative, expert, and academic analysis by Memorial staff at conferences, lectures, in publications, and online helps the public, media, and other stakeholders better understand the impact of war on Australia Disseminating the Official Histories and other Memorial publications helps facilitate greater understanding of Australia's wartime experiences
Key Related Business Activities	Memorial publications, including the Official Histories, <i>Wartime</i> magazine, online content, annual history conference, and participation by Memorial experts at external conferences and events		
11. Collection Management	<ul style="list-style-type: none"> Annual Report overview of National Collection including object record additions/changes against National Collection Development Plan Annual Report overview of National Collection storage conditions and conservation works against National Collection Development Plan 	1.3	<ul style="list-style-type: none"> Preserving the National Collection for future generations and making appropriate acquisitions will enhance its value in telling stories of Australian service and sacrifice now and into the future
Key Related Business Activities	Collections management, including conservation, restoration, and acquisition of objects, records, film, photo, and sounds assets.		
12. Collection and history accessibility	<ul style="list-style-type: none"> Annual Report overview of collection items accessible on Memorial website against National Collection Development Plan Annual Report overview of physical and digital loans Reporting against 2018/19 AWM Financial Viability Supplement – Digitisation outcomes, including rates of digital accessibility for key records and objects 	1.3, 1.7	<ul style="list-style-type: none"> The use of the National Collection to engage the public directly with objects and records from our military history will contribute towards greater understanding by the public Increased digitisation will make more records and objects accessible to the public and researchers and facilitate greater understanding of Australia's wartime experiences Collaboration with and loans to other national, state, and local cultural institutions makes the National Collection accessible to the broadest possible audience
Key Related Business Activities	Collections digitisation programs, collection loans, website		

5

MAINTAIN GOVERNMENT AND INCREASE STAKEHOLDER SUPPORT FOR THE MEMORIAL

To achieve its mission the Memorial must respond to changing political, economic, and social environments in order to maintain and develop stakeholder support for day to day operations and longer-term strategic initiatives. In doing so the Memorial will seek out new opportunities to engage key stakeholders and develop innovative ways to work with partners to continue our work in commemorating service and sacrifice in war.





To ensure a sustained and ongoing stakeholder support we will engage in activities across three key streams: stakeholder engagement, staff education, and enhanced engagement.

Enterprise risk: government and stakeholder support

Strategic risks	Strategic responses	Activity stream(s)	FY 18/19	FY 19/20	FY 20/21	FY 21-22	FY22-23
Reduction of government or public support or interest, particularly following the end of the Centenary of the First World War	Develop and implement a Stakeholder Engagement Strategy to ensure a productive and targeted approach	1, 2, 3, 7	Develop	Develop	Implement	Ongoing	Ongoing
Increasing expectations of visitors for more and higher quality services and opportunities to engage with the Memorial and the National Collection	Educate all staff to better engage stakeholders at all levels in support of the Stakeholder Engagement Strategy and the Giving Campaign	2, 3, 8	Implement	Implement	Ongoing	Ongoing	Ongoing
Reduction in philanthropic support for the Memorial from corporate and private supporters	Refine and enhance opportunities for stakeholders to be involved in and engaged with the Memorial	1, 2, 3, 9	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Purpose and outcomes (How this priority helps meet our purpose and generate appropriate outcomes)

These strategic responses mitigate the key stakeholder risks relating to government and stakeholder support for 2019–23 through a planned program of engagement at a variety of levels and through multiple channels. Engagement will range from broad media campaigns for major commemorative events to targeted communications in support of our Giving Campaign, and, most importantly, everyday interactions by staff of all levels at the Memorial with members of the public.

Sustainability: activity streams and measures of success 2019–23

The table below outlines key activities and performance measures, and how achieving success in these activities helps support the overall purpose of the Memorial.

Activity stream	Annual Performance Statement measures	PBS component and performance criteria	How this stream helps support our purpose and generate outcomes
13. Stakeholder engagement	<ul style="list-style-type: none"> Onsite engagement measured by Memorial attendance figures, associated surveys and testimonials Online engagement measured by website and social media statistics, associated surveys and testimonials Media engagement/support and coverage reporting Marketing and promotional program assessment including visitation and ceremonial attendance statistics 	1.1, 1.5, 1.6, 1.8	<ul style="list-style-type: none"> Engaging stakeholders directly supports the Memorial's aims of helping Australians understand our military history Promoting the Memorial broadens our stakeholder reach and, through a raised profile, assists with key streams such as revenue generation and commemoration
Key related business activities	Media and marketing activities; brand campaign; website and social media activities; Federal and ACT government liaison; interactions of all types between the Memorial and stakeholders		
14. Staff education	<ul style="list-style-type: none"> Giving Campaign reporting Marketing and promotional program assessment including visitation and ceremonial attendance statistics Onsite engagement measured by Memorial attendance figures, associated surveys and testimonials Online engagement measured by website and social media statistics, associated surveys and testimonials 	1.1, 1.5, 1.11, 1.12	<ul style="list-style-type: none"> Educating staff on the best ways to directly engage the public improves outcomes relating to the understanding of Australia's wartime experience Improving staff awareness and skills in relation to the Giving Campaign and other ways to support the Memorial financially, in-kind, and through cultural gifts or donations improves the National Collection and financial sustainability
Key related business activities	Giving campaign including philanthropy and bequests; staff education programs; National Collection donations programs including Cultural Gifts Program		
15. Enhanced engagement	<ul style="list-style-type: none"> Progress on: <ul style="list-style-type: none"> Development of paid tours and audio tour guide program New veterans' engagement activities National Register of Australian War Memorials Large technology object virtual reality and other interactive technology projects 	1.1, 1.5, 1.6, 1.8	<ul style="list-style-type: none"> Enhancing the Memorial's ability and means of engagement with broad audiences directly supports our mission of ensuring the ongoing remembrance of those who have served
Key related business activities	Development of new initiatives including the National Register of Australian War Memorials; paid and audio tours; virtual reality and interactive technology projects; new veterans' engagement programs		

