



**AUSTRALIAN WAR MEMORIAL**

# CORPORATE PLAN 2020-2024

2020-21 Update

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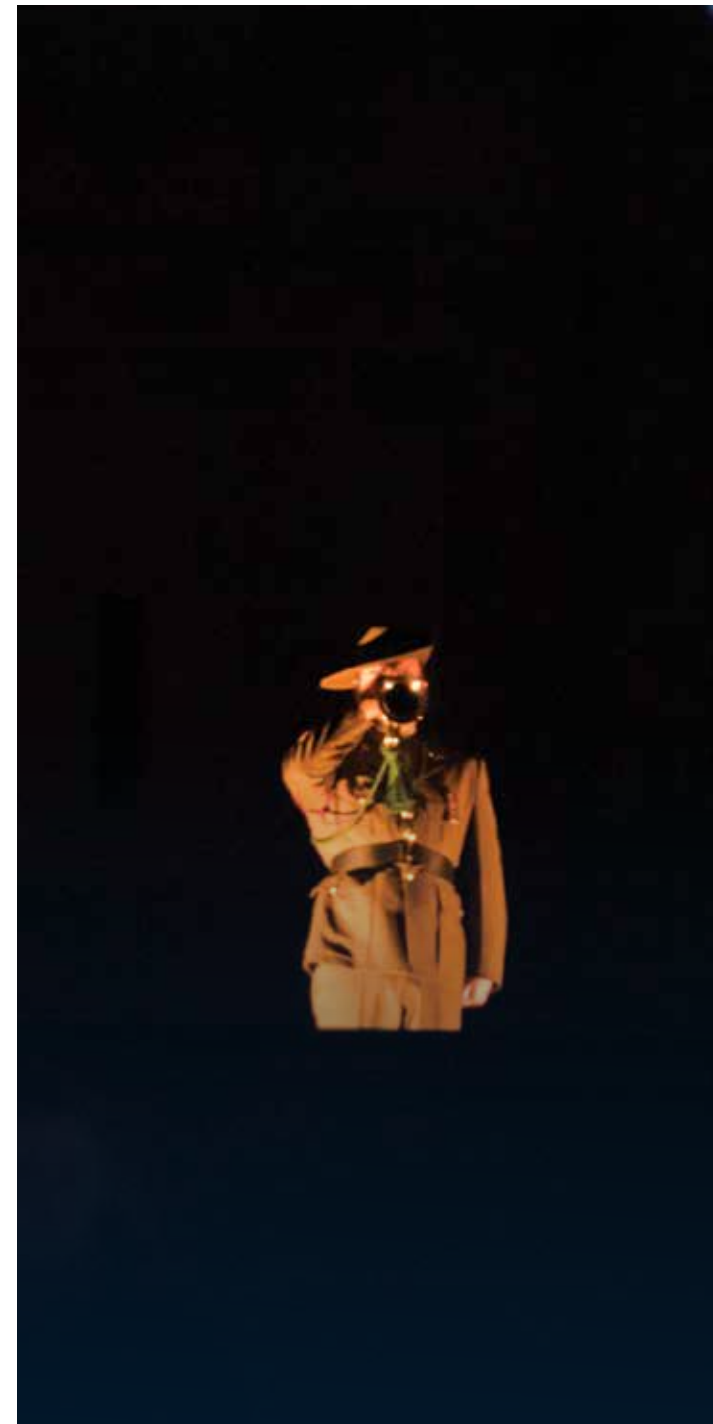
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# CONTENTS

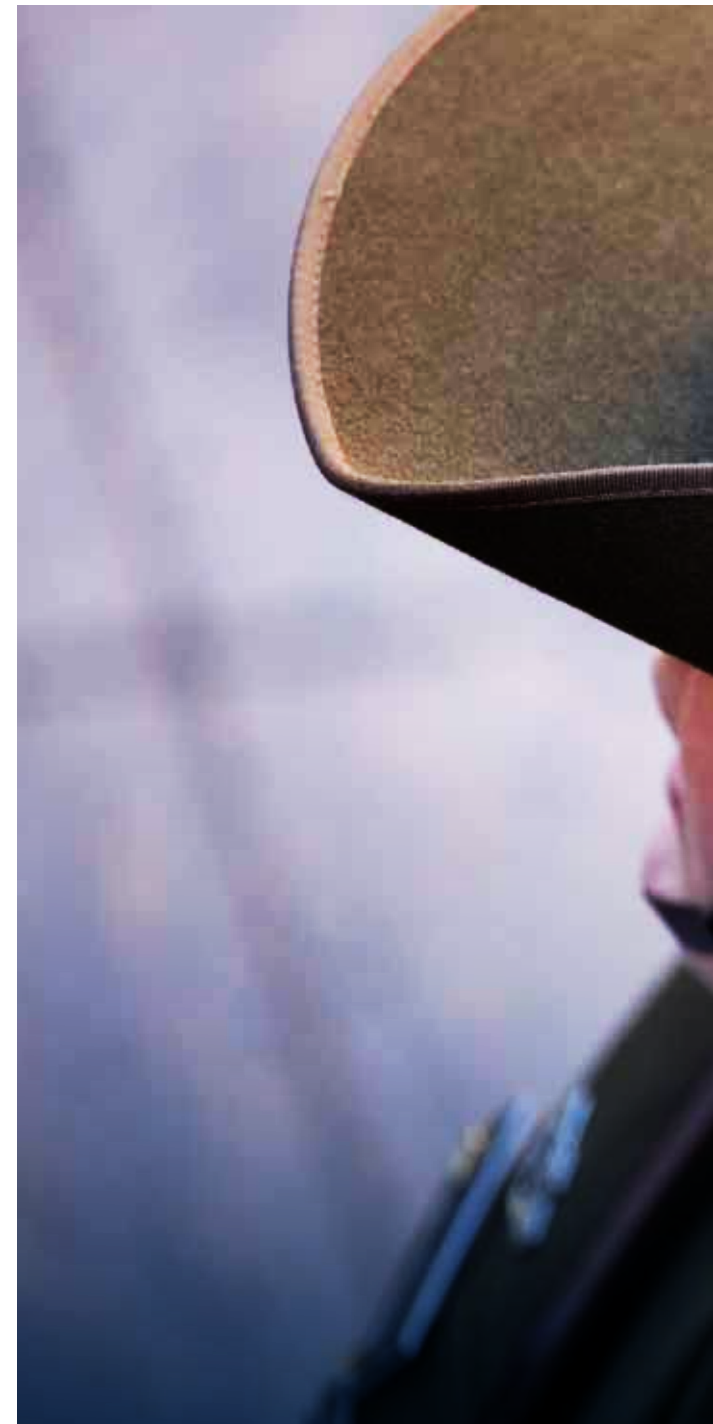
• Purpose, Mission and Vision	5
• Strategic Vision 2020-39	6
• Operating Context and Integration	7
> Operating Environment	8
> Governance	9
> Enterprise Risks	10
> Stakeholders and Collaboration	11
> Enterprise Capability	12
> Risk Oversight and Management	14
• Strategic Priorities	15
> Relevance	16
> Development Project	20
> Organisational Sustainability	24
> National Collection and Military History	28
• Stakeholder Engagement	32
• Performance Outputs	35

# STATEMENT OF PREPARATION

I, Matt Anderson PSM, Director of the Australian War Memorial, present the 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 2020-21 reporting period. It covers the reporting periods from 2020-21 to 2023-24.

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, who work to present to all Australians the stories of service and sacrifice of those whose dedication to our freedoms, and in the hope of a better world, will never be forgotten.





## 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

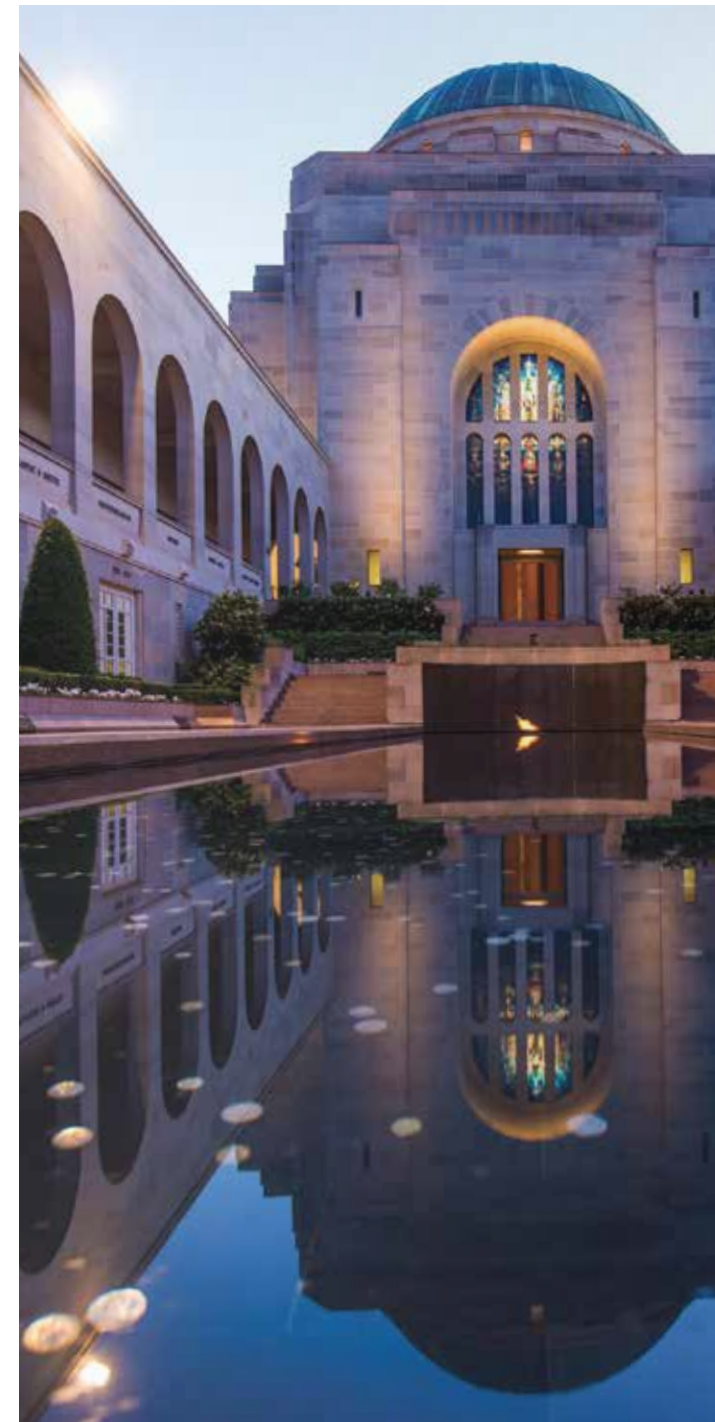
To ensure that their sacrifice is not in vain – *We remember them.*

# STRATEGIC VISION 2020-39

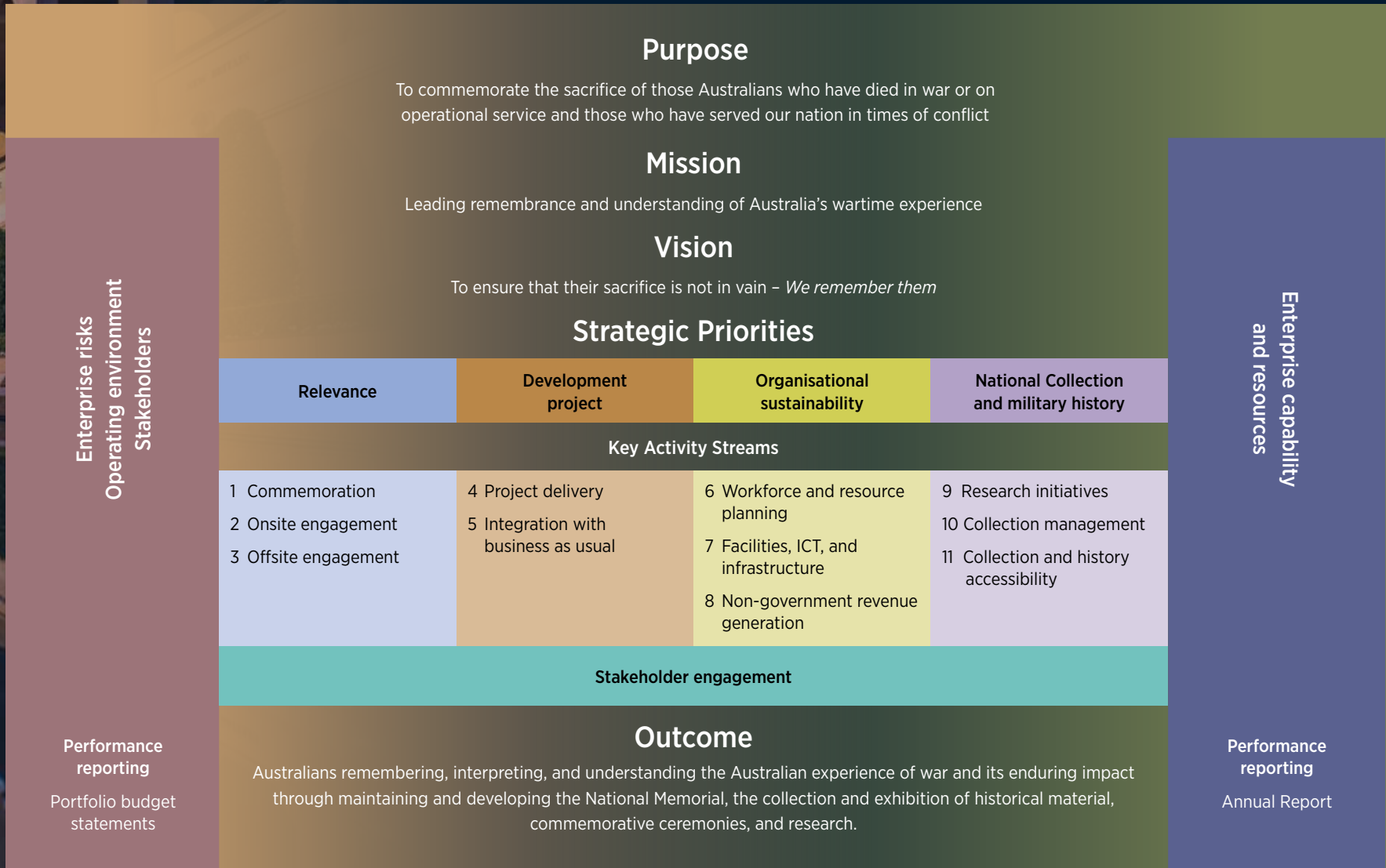
The Corporate Plan provides an outline of the period 2020–24 within the broader context of the Memorial’s purpose, mission, and vision. This four-year plan forms part of a larger vision that sees the Memorial retain and enhance its position as the pre-eminent institution of commemoration and interpretation 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 Development Project, *Our Continuing Story*, announced by the Government of the Commonwealth of Australia 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 the Development Project the Memorial will record and tell the stories of the more than 100,000 Australians who have served on operations in Afghanistan, Iraq and elsewhere, and on peacekeeping and humanitarian operations, ensuring their service is commemorated just as is the service of their forebears.

By 2039 the Memorial will be commencing commemorations for the Centenary of the Second World War (2039–2045). Independent of the major Development Project, planning across this 20-year period will consider related matters, including a major rejuvenation of the Second World War galleries and greatly enhanced digital and online access to Second World War records and materials held in the National Collection.



# OPERATING CONTEXT AND INTEGRATION



# 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 Minister for Defence Personnel 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 it determines. 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.
- **Memorial Development Committee (MDC)**  
Constituted by a mix of Council members and independent members, the Memorial Development Committee is established as an advisory committee to provide independent assurance and advice to Council on matters relating to the Development Project, including project management, program oversight, and project related risk and financial management.
- **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 and the Executive Project 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.

## 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. The Executive Project Director of the Development Project 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 and to improve organisational sustainability. Preservation, digitisation, and sharing of the National Collection have been identified as an organisational risk, as has the need to ensure the collection reflects current military operations and activities.

The Memorial is working to mitigate long-term risks associated with commemorative, exhibition, archive, and storage challenges through implementation of the multi-year Development Project, *Our Continuing Story*. This is particularly important in ensuring the Memorial can achieve its purpose of commemorating the sacrifice and service of our service personnel beyond the four years of this corporate plan.

The Memorial has oriented its Corporate Plan 2020–24 around meeting these challenges. Detail on risks, responses and outcomes is presented below.



# 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 veterans community on commemoration. 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 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.

# ENTERPRISE CAPABILITY

## STAFF AND VOLUNTEERS

The Memorial currently employs approximately 330 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. The Development Project is separately funded by government for \$498.7m over nine years.

## INFRASTRUCTURE

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

## NATIONAL COLLECTION

The National Collection is an invaluable resource comprising historical and cultural artefacts of Australia's experience of war and the nation's 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 activities are respectful to the traditional owners of the land.
- **Preservation Plan**, ensuring the National Collection is conserved to appropriate standards by prioritising conservation and preservation activities related to priority projects and at-risk collections.
- **Collection Development Plan**, outlining how the Memorial will seek to enhance and develop the National Collection by analysing the strengths and weaknesses of current collection holdings and identifying how deficiencies can be addressed through new acquisitions.
- **Stakeholder Engagement Program**, the Memorial works across all internal branches and with key government agencies to align stakeholder engagement activities with corporate goals, priorities, and relevant government policies. The program includes specific plans for the Memorial's Digital Engagement Strategy, Communications and Marketing

Plan, Fundraising Strategy, Public Engagement Strategy and other public facing programs.

- **Operational Workforce Plan**, involving the identification of workforce capacity and capability required for the present and into the future. Capability requirements range 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, increasing staff capability to deliver 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**, defining 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** outlines the Memorial's capital investment across a range of assets over a five-year period. The Memorial is continuing to implement its long-term collection storage and accommodation plans through the review and updating of the Mitchell Site Master Plan and improvement of logistics planning and capacity for the Treloar Technology Centre. 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 enhancements to collections digitisation systems to improve the availability of digitised collection material to the public, to avoid technological obsolescence, and to prevent the loss of collections material through physical deterioration of media. The enhanced repository will facilitate faster automated access to digitised materials.

- **Gallery Master Plan** will be delivered in 2020 through the Development Project *Our Continuing Story* and will identify our approach to key galleries issues including circulation, gallery locations and sizes, and exhibition design matters.
- **Development Project Plans**. The Development Project has a series of plans structured under the Project Governance Handbook. These plans document and guide delivery activities including procurement, information management, project management, cost management, design management, gallery development, commissioning and handover requirements.



# 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, the Commonwealth Risk Management Policy, and associated guidance.

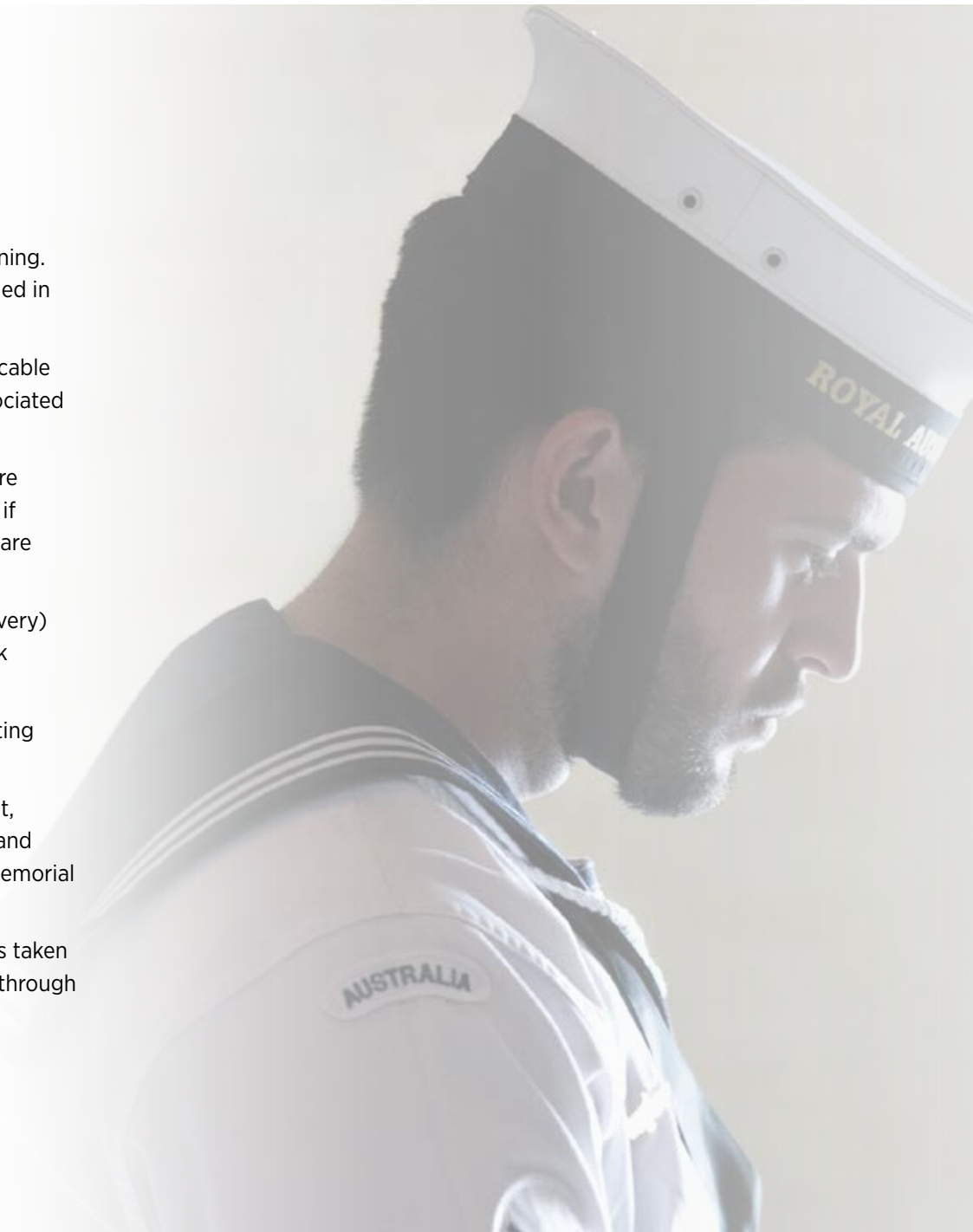
At a corporate level, formal business risk assessments and fraud risk assessments are completed every three years in advance of revision of the corporate plan, or earlier if needed. The results inform the development of future corporate plans, and actions are included in the annual business plan.

Associated plans (for example, fraud control, business continuity, and disaster recovery) are reviewed in accordance with the applicable director's instruction and inform 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 Development Project maintains a suite of risk registers for each project element, together with an overall project risk register. These are regularly reviewed by CMG and Council including the independent industry experts and auditor appointed to the Memorial Development Committee.

The Corporate Management Group and Council receive regular reports on measures taken to mitigate risks assessed as 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 four 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) and underpinned by targeted stakeholder engagement to maintain and increase government, veterans' and public support for the Memorial and its programs.

The Memorial's key priorities are to:

- a) Ensure the ongoing relevance of the Memorial's vision and mission to the nation
- b) Deliver the Development Project, *Our Continuing Story*
- c) Improve the sustainability of the Memorial in order to achieve its mission
- d) Maximise the value of and access to the National Collection and military history.

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.

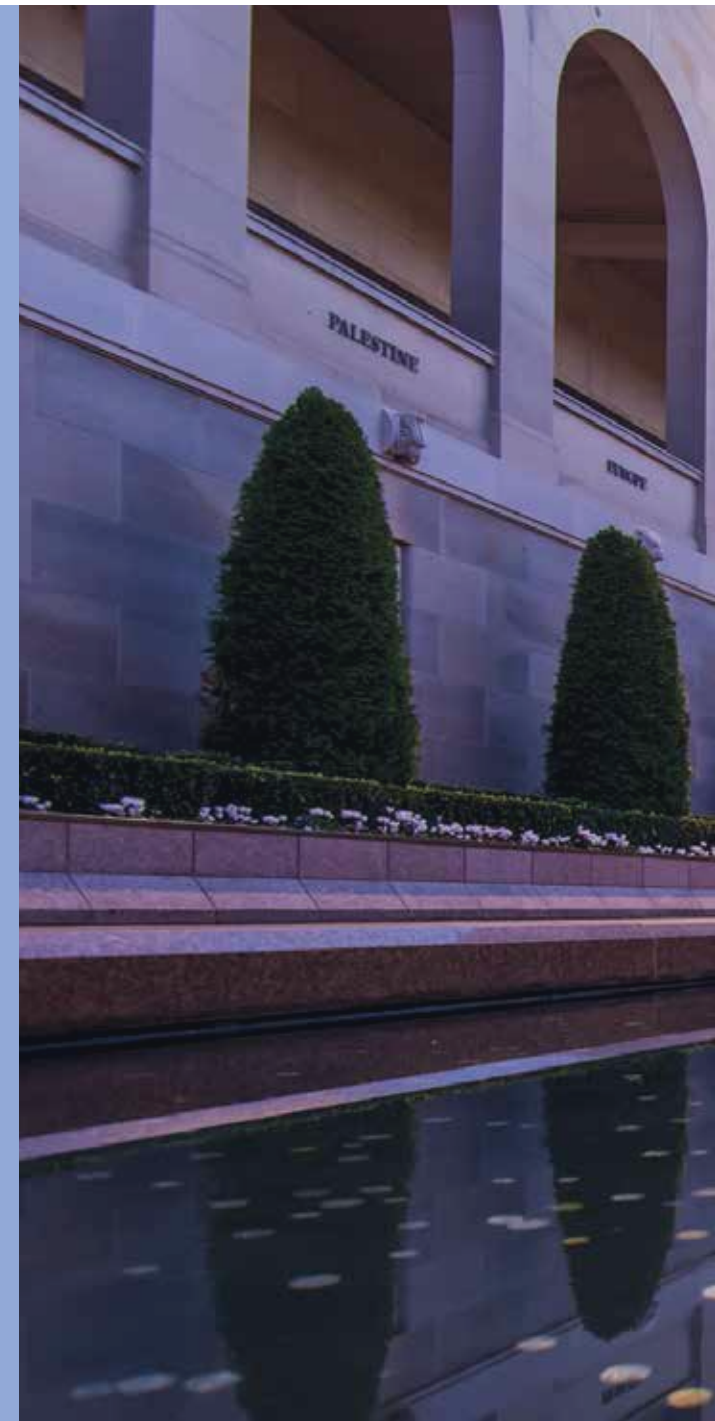
Program elements that cannot be quantitatively measured are done so qualitatively, through feedback from stakeholders and the public or the professional judgment of Memorial staff.

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 of which are available online. The Memorial provides an annual update to Cabinet on the status of the Development Project.

# 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 – experienced in times of conflict or on active service such as peacekeeping and humanitarian efforts. Connecting with younger veterans by capturing and sharing their stories with a broad audience will be a growing priority in maintaining the relevance of the Memorial through 2020–24 and in the long term, particularly with the development of the new galleries as part of *Our Continuing Story*. The Memorial recognises there is a need to maintain connection with the increasingly aging population of veterans from the Second World War, Korea, and Vietnam, to encourage them to share their stories by participation in commemorations, oral histories, and other Memorial activities while they are still able to do so.







To ensure the Memorial's ongoing relevance as the nation's centre of commemoration, particularly in the context of the 2020 COVID-19 pandemic, we will engage in strategic activities across three key streams: commemoration; digital, visitor and interpretive services; and veteran engagement.

<b>Enterprise risk: Relevance</b>						
<b>Strategic risks</b>	<b>Strategic responses</b>	<b>Activity stream(s)</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>
<b>Memorial commemorations, exhibitions, online content and other public facing activities do not meet community expectations or deliver social values in line with public expectations</b>	Deliver world class commemorative programs	1, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Maintain and refine veterans engagement activities to better support veterans, ex-service personnel, serving personnel, and their families to appropriately reflect stories and the enduring impact on Australians	3, 12, 13	Refine	Ongoing	Ongoing	Ongoing
<b>Increasing visitor expectations of digital engagement, and online access, particularly in response to the 2020 COVID-19 pandemic</b>	Deliver the Digital Engagement Strategy to promote and enhance access to the National Collection through rich content	1, 2, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
<b>Not adequately representing or engaging with younger stakeholders and recent veterans.</b>	Maintain a world class visitor experience during multi-year Development Project	2, 12, 6, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Deliver world class exhibition programs – permanent, temporary and travelling – that reflect the relevance of our mission and vision to the Australian public	1, 2, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Deliver world class outreach activities to maximise impact with audiences and to engage all Australians, including during development.	1, 2, 3, 12, 13	Enhance	Implement	Ongoing	Ongoing

## Relevance: activity streams and measures of success 2020–24

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 output <sup>1</sup>	How this stream helps support our purpose and generate outcomes
<b>1. Commemoration</b>	<ul style="list-style-type: none"> <li>Attendance figures for ceremonies, associated surveys and testimonials</li> <li>Engagement with personal commemoration as evidenced by demand for family Last Post ceremonies and requests for information on those who have served</li> <li>Online engagement with commemorative resources, including use of online Roll of Honour database and Last Post Ceremony broadcasts as measured by website statistics</li> </ul>	1.1	<ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>
<b>Key related business activities</b>	Major ceremonies (Anzac Day, Remembrance Day), anniversary commemorations (75th anniversaries for the Second World War, 70th anniversary of Korea, 60th anniversary of the Malayan Emergency); daily Last Post Ceremony and online broadcast; Roll of Honour database; Research Centre family research programs; visitor services programs		
<b>2. Onsite engagement</b>	<ul style="list-style-type: none"> <li>Onsite visitation numbers, associated surveys and testimonials</li> <li>Onsite exhibition engagement including special or temporary visitation, associated survey results and testimonials</li> <li>Onsite school education program numbers, including onsite facilitated tours, curriculum-related experiences and user evaluations of programs</li> <li>Greater engagement with Memorial veterans' programs, including Soldiers in Residence, Napier Waller Art Prize, and School Wreathlaying programs by current and former servicemen and servicewomen, as measured by participation and demand for these services</li> </ul>	1.4; 1.5; 1.6	<ul style="list-style-type: none"> <li>Onsite 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 public programs</li> <li>School education programs, aligned with the history curriculum, directly engage students in learning about, understanding, and appreciating Australian stories of service and sacrifice</li> <li>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</li> </ul>
<b>Key related business activities</b>	Visitor services; education programs; exhibitions; Soldiers in Residence program; Napier Waller Art Prize; School Wreathlaying Program; after hours tours for veterans; highlights audio tours		
<b>3. Offsite engagement</b>	<ul style="list-style-type: none"> <li>Offsite school education program numbers, including outreach programs and virtual classroom and curriculum-related experiences and user evaluations of programs</li> <li>Website visitation, associated surveys and testimonials</li> <li>Greater engagement with veteran community as evidenced by growth in oral and personal histories recorded and archived by the Memorial</li> <li>Delivery of travelling exhibitions to regional locations</li> <li>Digital and online delivery of content via the website; podcasts; video material or physical or digital publications, including <i>Wartime</i> magazine</li> </ul>	1.4; 1.5; 1.6	<ul style="list-style-type: none"> <li>Online visitors gain improved understanding of Australia's military history and the sacrifices made during times of war through interpretive services such as online exhibitions, virtual tours, publications and online resources</li> <li>Offsite engagement through travelling exhibitions or other regional programs provides participants with improved understanding of Australia's military history</li> <li>Engaging with veterans allows the Memorial to capture their stories and experiences for the National Collection and future use</li> </ul>
<b>Key related business activities</b>	Oral history recordings, and direct object/record donations from veterans; <i>Our Continuing Story</i> ; website; social media; publications; podcasts		

<sup>1</sup>Portfolio budget statement

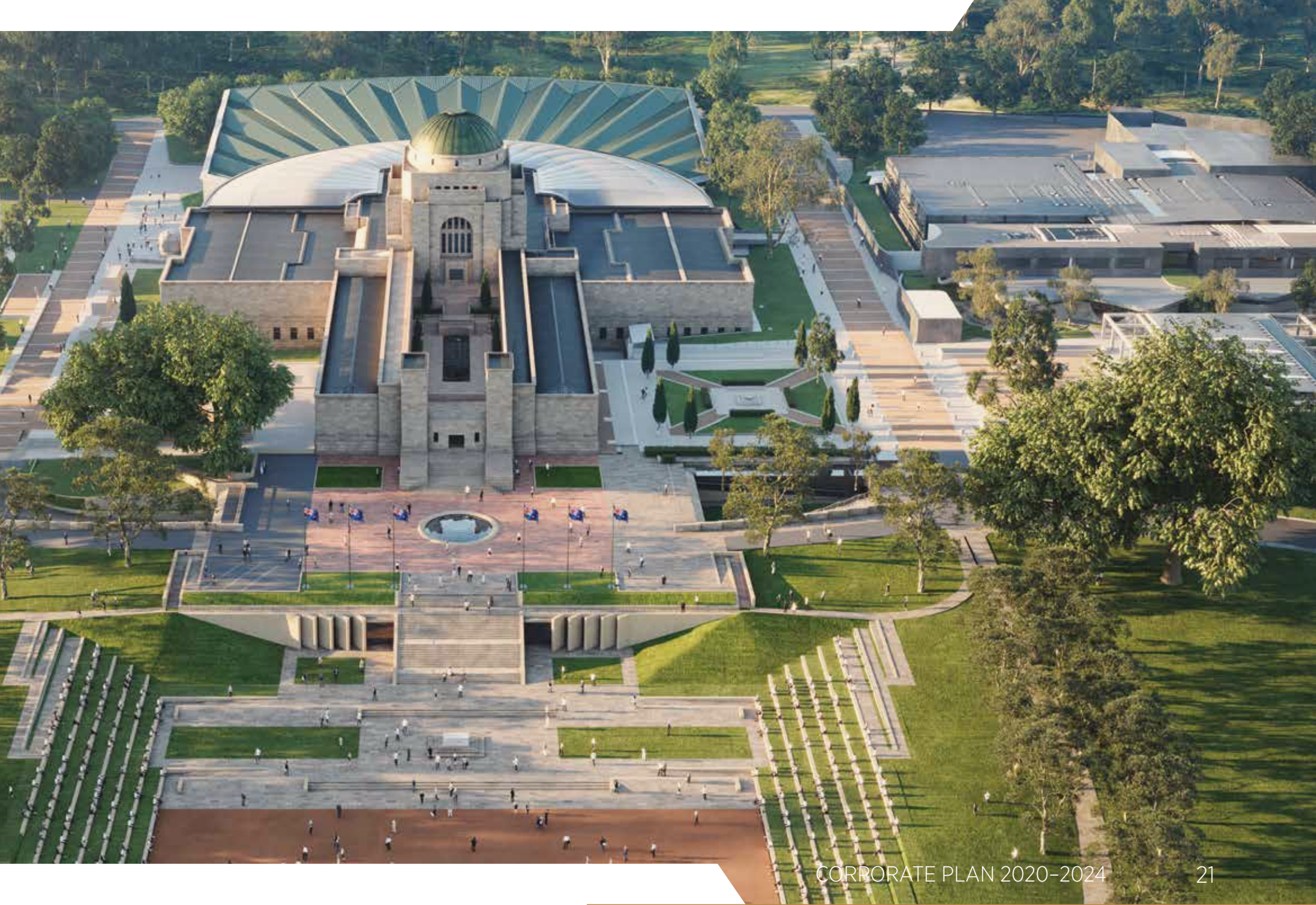
# 2

## DELIVER THE DEVELOPMENT PROJECT *OUR CONTINUING STORY*

The Development Project *Our Continuing Story* 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 Government of the Commonwealth of Australia 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 development activities across two key streams: project delivery focused on outcomes, and close integration with Memorial business as usual to minimise disruption.

**Enterprise risk: Development Project**

Strategic risks	Strategic responses	Activity stream	FY 20/21	FY 21/22	FY 22/23	FY 23/24
<p><b>The Development Project fails to deliver appropriate outcomes for built infrastructure or new gallery areas/content to meet public expectations or the Memorial's future needs</b></p>	<p>Develop project delivery plans, supporting governance and communications structures and appropriate oversight mechanisms to understand, measure and meet expected outcomes and deliver the development project</p>	4	Ongoing	Ongoing	Ongoing	Ongoing
<p><b>Disruption to Memorial operations and business as usual activities will create risks in service delivery and achieving outcomes</b></p>	<p>Closely integrate the Development Project and Memorial business as usual to minimise impact on operations in general and visitors in particular</p>	5, 13	Refine & implement	Ongoing	Ongoing	Ongoing
<p><b>Successful delivery of the Development Project relies on extensive stakeholder engagement through multiple and varied modes and channels</b></p>						

## Development Project: activity streams and measures of success 2020–24

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

Activity stream(s)	Annual Performance Statement measures	PBS output	How this stream helps support our purpose and generate outcomes
<b>4. Project delivery</b>	<ul style="list-style-type: none"> <li>Submission of regular reporting to oversight bodies, including delivery of annual project update to government</li> <li>Measurement of project delivery against approved budget, program and outcomes</li> <li>Success of project stakeholder engagement as measured through reporting of the annual project update to government</li> <li>Increase in veteran and defence family employment opportunities through the Development Project, as evidenced through employment outcomes and veteran owned/operated business engagement</li> </ul>	1.2, 1.10	<ul style="list-style-type: none"> <li>Proper governance and reporting are critical to government support and the success of the project</li> <li>Delivery of agreed project outcomes including fit for purpose, and value for money infrastructure is critical to the success of the project</li> <li>Engaging with stakeholders is critical to project success, including:               <ul style="list-style-type: none"> <li>Engaging with veterans to collect records and objects for galleries and providing them opportunities to transition to civilian life through project-related employment or business activity</li> <li>Engaging with visitors to manage expectations during periods of disruption associated with project works</li> <li>Engaging with local residents, businesses and schools to minimise impacts on them from project activities</li> </ul> </li> <li>Engaging with internal stakeholder to maximise project outcomes</li> </ul>
<b>Key related business activities</b>	Project procurement activities, project design activities, project construction activities, project gallery content development, project reporting; project logistics and integration management; stakeholder engagement through communications plans; gallery content development		
<b>5. Integration with business as usual</b>	<ul style="list-style-type: none"> <li>Development of the staging plans for project delivery</li> <li>Implementation of decanting and staging plan including appropriate internal and external communications to manage stakeholder expectations</li> </ul>	1.2, 1.3, 1.10	<ul style="list-style-type: none"> <li>A properly planned and executed set of detailed staging plans will minimise the impact of development activity on 'business as usual' operations and the visitor experience</li> </ul>
<b>Key related business activities</b>	Staging plans development; ongoing co-ordination and planning meetings; delivery of staged activities		

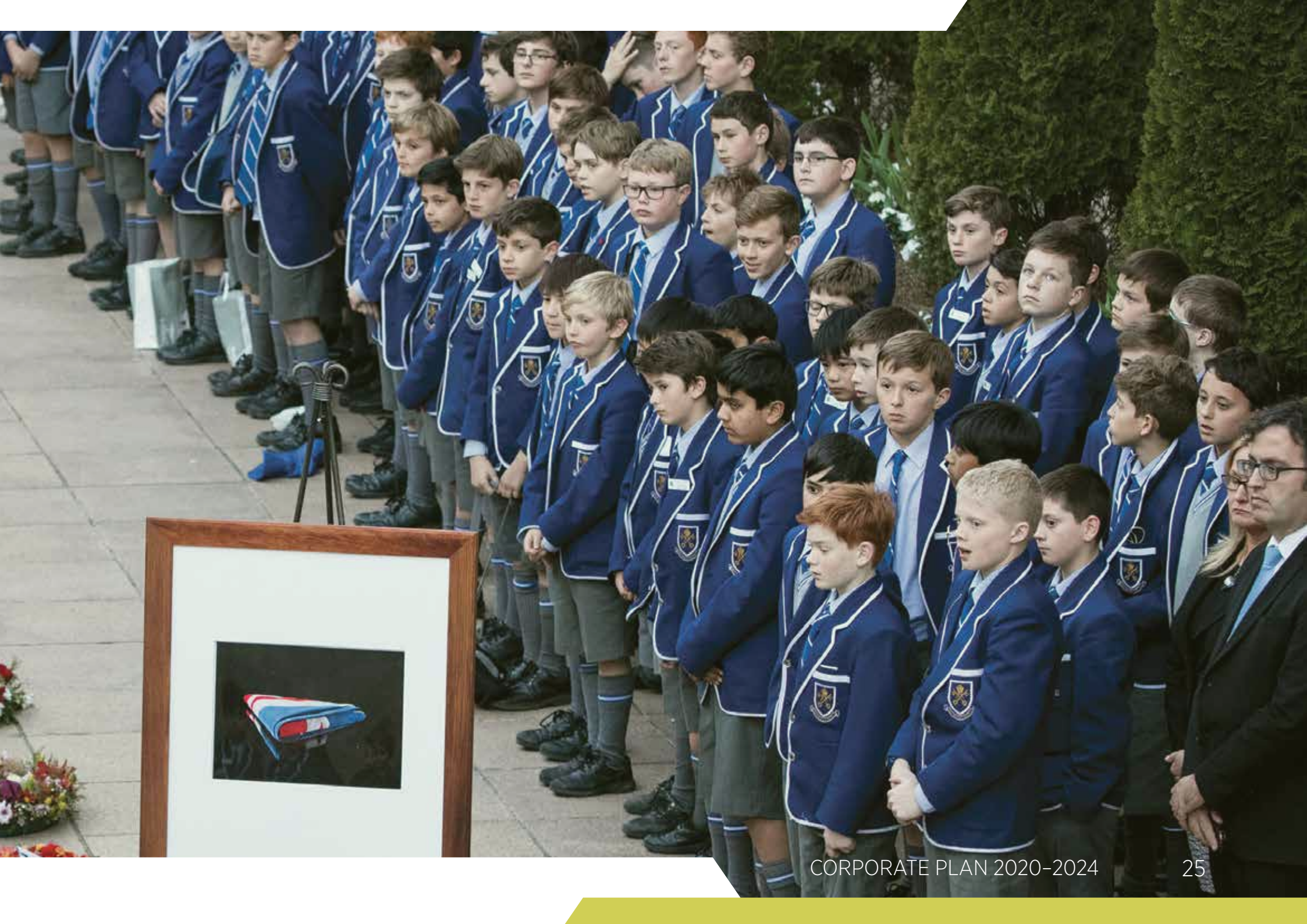
# 3

## 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 2020–24 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 Development Project and existing 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.

<b>Enterprise risk: Sustainability</b>						
<b>Strategic risks</b>	<b>Strategic responses</b>	<b>Activity stream</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY22/23</b>	<b>FY 23/24</b>
<b>Loss of key personnel, lack of resources or failure to adapt to a changing operational environment could lead to failure to achieve key outcomes and higher risks to business continuity</b>	Deliver an operating model and capabilities, including staff and volunteers, that most effectively and efficiently support the Memorial's mission and vision	7, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Develop budget and workforce strategies to align resourcing and funding with areas of business priorities, including the Development Project	7, 11	Ongoing	Ongoing	Ongoing	Ongoing
<b>Increased expectations and service level requirements may place greater emphasis on non-government revenue generation to fund activities meeting stakeholder expectations</b>	Develop and implement an organisation-wide facilities strategy, including enhanced business continuity and disaster recovery capabilities	8, 11	Develop	Implement	Ongoing	Ongoing
	Continue to identify, develop and grow independent revenue streams, in collaboration with stakeholder engagement activities	9, 13	Ongoing	Ongoing	Ongoing	Ongoing
<b>Degraded operational outcomes across the organisation due to ICT or physical security failure or a lack of investment to enable modernisation and innovation in ICT, HR, Finance or governance operations and other business activities</b>						

## Sustainability: activity streams and measures of success 2020–24

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 output	How this stream helps support our purpose and generate outcomes
<b>6. Workforce and budget planning</b>	<ul style="list-style-type: none"> <li>Annual budget and portfolio budget statements delivered in accordance with budget process operational rules and timeframes</li> <li>Financial statements meet ANAO and Australian Accounting Standard requirements</li> <li>HR metrics, including workforce planning outcomes</li> <li>Mandatory compliance reporting such as freedom of information and senate order disclosures or registers</li> </ul>	1.9, 1.10, 1.11	<ul style="list-style-type: none"> <li>Appropriate fiscal and resource management is critical to the Memorial's ability to achieve its purpose</li> <li>Improved business infrastructure and a workforce better placed for the challenges of the 2020–24 period will enable more efficient use of resources to deliver services and support the outcomes of remembrance and understanding</li> </ul>
<b>Key related business activities</b>	Corporate planning and annual budget development; Annual Report; financial and human resource management activities; governance programs		
<b>7. Facilities, ICT, and infrastructure</b>	<ul style="list-style-type: none"> <li>Internal facilities, infrastructure and service audits/reports</li> <li>Project reporting on critical facilities, ICT or infrastructure projects through the Priority Projects Steering Group</li> </ul>	1.11	<ul style="list-style-type: none"> <li>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</li> <li>Investment in the Memorial's public spaces and collection storage areas underpins success in engaging with new audiences and sustaining relevance to our stakeholders</li> <li>Improved ICT infrastructure, services, and policies will enhance efficiency and improve service outcomes for internal and external users. Refinement of IT Disaster Recovery Plan will ensure sustainability and business continuity</li> <li>Implementation of an integrated Stakeholder Management System will ensure key information is effectively managed and maintained</li> </ul>
<b>Key related business activities</b>	Maintenance of national memorial and grounds; ICT services management; energy management; security services		
<b>8. Non-government revenue generation</b>	<ul style="list-style-type: none"> <li>Retail, eSales, café, and functions financial reporting as per Annual Report outcomes</li> <li>Fundraising program financial reporting as per Annual Report outcomes</li> <li>Financial outcomes of paid tours and audio tour guide program and other new revenue streams</li> </ul>	1.8, 1.12	<ul style="list-style-type: none"> <li>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</li> <li>Philanthropic gifts are applied in support of programs ranging from object restoration to veterans' support</li> <li>Revenue streams such as a paid tours program will provide additional funds to diversify the Memorial's funding base and complement self-generated revenue</li> <li>Implementation of an integrated Stakeholder Management System will enable more effective stakeholder communication and targeted fundraising and retail activities</li> </ul>
<b>Key related business activities</b>	Retail operations; online sales (eSales) including photo, film and sound provision and licensing; café and functions activities; fundraising activities; enhancement of other 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. Engagement with younger veterans and stakeholders will ensure the diversity of the acquisitions and donations program is maintained.





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

**Enterprise risk: The National Collection and military history**

Strategic risks	Strategic responses	Activity stream(s)	FY 20/21	FY 21/22	FY22/23	FY 23/24
<b>Increasing collections management challenges, including material and digital conservation and management of complex and complicated collections management systems</b>  <b>A lack of access to Australian Defence Force (ADF) operations, including future acquisition of historical records, personal accounts, and equipment would compromise our ability to engage in commemoration and storytelling about current and future ADF actions</b>	Delivery and implementation of new Collections Management System	2, 8, 11	Deliver	Implement	Ongoing	Ongoing
	Maintain and refine the Collection Management Strategy (including digital collection) and Collection Development Strategy	10, 11, 12	Ongoing	Ongoing	Ongoing	Ongoing
	Continue digitisation of the National Collection in accordance with identified priorities	1, 2, 3, 6, 10, 11, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Leverage technology to enhance access, interpretation, and utilisation of the National Collection	1, 2, 3, 6, 10, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
<b>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</b>	Enable greater public interaction through the Stakeholder Engagement Program	1, 2, 3, 6, 9, 10, 12, 13	Refine	Implement	Ongoing	Ongoing

## National Collection and military history: activity streams and measures of success 2020–24

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 output	How this stream helps support our purpose and generate outcomes
<b>9. Memorial research initiatives</b>	<ul style="list-style-type: none"> <li>Year in Review overview of Memorial organisation of or participation in history conferences, public lectures, speeches, etc.</li> <li>Year in Review updates on Memorial publications</li> <li>Year in Review/Annual Report updates on Research Centre and research enquiries through usage statistics and associated surveys</li> </ul>	1.3	<ul style="list-style-type: none"> <li>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</li> <li>Disseminating the Official Histories and other Memorial publications helps facilitate greater understanding of Australia's wartime experiences</li> </ul>
<b>Key related business activities</b>	Memorial publications, including the Official Histories (East Timor, Iraq and Afghanistan), <i>Wartime</i> magazine, online content, annual history conference, and participation by Memorial experts at external conferences and events. Memorial initiatives promoting original research or content, including the Bryan Gandevia Prize, the Les Carlyon Literary Prize and support of the Simpson Prize to engage with a diverse range of stakeholders		
<b>10. Collection management</b>	<ul style="list-style-type: none"> <li>Annual Report overview of National Collection, including object record additions/changes against National Collection Development Plan</li> <li>Annual Report overview of National Collection storage conditions and conservation works against National Collection Development Plan</li> <li>Project reporting on delivery and implementation of new collections management system through the Priority Project Steering Group</li> </ul>	1.3	<ul style="list-style-type: none"> <li>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</li> <li>Implementation of new Collection Management System will ensure correct management of National Collection items</li> </ul>
<b>Key related business activities</b>	Collections management, including delivery of new Collections Management System, conservation, restoration, and acquisition of objects, records, film, photo, and sounds assets		
<b>11. Collection and history accessibility</b>	<ul style="list-style-type: none"> <li>Annual Report overview of collection items accessible on Memorial website against National Collection Development Plan</li> <li>Annual Report overview of physical and digital loans</li> <li>Reporting against Digitisation Project outcomes, including rates of digital accessibility for key records and objects</li> </ul>	1.3, 1.7	<ul style="list-style-type: none"> <li>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</li> <li>Increased digitisation will make more records and objects more accessible to the public and researchers and facilitate greater understanding of Australia's wartime experiences</li> <li>Collaboration with and loans to other national, state, and local cultural institutions makes the National Collection accessible to the broadest possible audience to enrich and enhance exhibitions, articles and online material to tell stories of Australia at war</li> </ul>
<b>Key Related Business Activities</b>	Collections digitisation programs, collection loans, website		

# STAKEHOLDER ENGAGEMENT







TIMOR & AMBON

NEW BRITAIN

JAVA

AUSTRALIA

PAPUA & NEW GUINEA

NOUGATVILLE

## Stakeholder Engagement: activity stream measures of success 2020–24

The Memorial conducts stakeholder engagement activities at all levels and in all areas of its operations, both internally and externally, in support of its four key strategic priorities. It is critical for the organisation and its mission to respond to changing political, economic, and social environment with the development and implementation of effective and innovative ways to work with partners in order to maintain and develop stakeholder support.

Activity stream	Annual Performance Statement measures	PBS output	How this stream helps support our purpose and generate outcomes
<b>12. Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Onsite engagement measured by Memorial attendance figures, associated surveys and testimonials</li> <li>Online engagement measured by website and social media statistics, associated surveys and testimonials</li> <li>Media engagement/support and coverage reporting</li> <li>Marketing and promotional program assessment, including visitation and ceremonial attendance statistics</li> <li>Delivery of enhanced and innovative engagement opportunities including digital and new media activities</li> </ul>	1.1, 1.5, 1.6, 1.8	<ul style="list-style-type: none"> <li>Engaging stakeholders directly and/or financially supports the Memorial's aims of helping Australians understand our military history</li> <li>Promoting the Memorial broadens our stakeholder reach and, through a raised profile, assists with key streams such as revenue generation and commemoration</li> </ul>
<b>Key related business activities</b>	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; giving campaign, including philanthropy and bequests; staff education programs; National Collection donations programs, including Cultural Gifts Program; further development of the National Register of Australian War Memorials; paid and audio tours; virtual reality and interactive technology projects; veterans' engagement programs		

# PERFORMANCE OUTPUTS

## Outcome and outputs structure

All Australian government departments and agencies are required to measure their performance in terms of Outcomes. These are the results, impacts, or consequences of their actions on the Australian community. The performance of the Australian War Memorial is expressed in terms of a single Outcome:

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

The Memorial's Outcome will be achieved through the maintenance and development of the national memorial and a national collection of historical material and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

The Memorial achieves its outcome through the delivery of the following outputs:

