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Australian War Memorial
GPO Box 345
Canberra, ACT 2601
Australia
www.awm.gov.au

Front cover image:
The Commemorative Area showing the projection of the Roll of Honour names.

Right:
Warrant Officer David Ashley OAM, Regimental Sergeant Major, views the video display included in Afghanistan: the Australian story.

Back cover image:
The Roll of Honour in the cloisters lining the Commemorative Area.
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I, Brendan Nelson, Director of the Australian War Memorial, present the 2015–2019 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 2015–16 reporting period.
It covers the reporting periods from 2015–16 to 2018–19.

Brendan Nelson
Director
Australian War Memorial
PURPOSE

The purpose of the Australian War Memorial is to commemorate the sacrifice of those Australians who have died in war or on operational service.

MISSION

To assist Australians to remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society.

VISION

Our vision is for the Memorial to:

› play the leading role in the nation’s commemoration of the Australian experience of war

› engage with people and communities to achieve our purpose

› collaborate with a wide range of stakeholders and partners to create mutual long-term value

› be a workplace that inspires integrity and excellence
FUNCTIONS OF THE AUSTRALIAN WAR MEMORIAL

The functions of the Memorial are detailed in subsection 5(1) of the Act. They are:

(a) to maintain and develop the national memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1962* as a national Memorial to Australians who have died:
   (i) on or as a result of active service; or
   (ii) as a result of any war or warlike operations in which Australians have been on active service;

(b) to develop and maintain, as an integral part of the national memorial referred to in paragraph (a), a national collection of historical material;

(c) to exhibit, or to make available for exhibition by others, historical material from the memorial collection or historical material that is otherwise in the possession of the Memorial;

(d) to conduct, arrange for, and assist research into matters pertaining to Australian military history; and

(e) to disseminate information relating to:
   (i) Australian military history;
   (ii) the national memorial referred to in paragraph (a);
   (iii) the Memorial’s collection; and
   (iv) the Memorial and its functions.

VALUES

The Memorial is committed to the Australian Public Service values:

*Impartial*

The APS is apolitical and provides the government with advice that is frank, honest, timely, and based on the best available evidence.

*Committed to service*

The APS is professional, objective, innovative, and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

*Accountable*

The APS is open and accountable to the Australian community under the law and within the framework of ministerial responsibility.

*Respectful*

The APS respects all people, including their rights and their heritage.

*Ethical*

The APS demonstrates leadership, is trustworthy, and acts with integrity in all that it does.

ENABLING LEGISLATION

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

The powers of the Memorial are detailed in section 6 of the Act. They are:

- to do all things necessary or convenient to be done for or in connection with the performance of its functions, including the power:
  
  (a) to purchase, take on hire, accept as a gift, or take on deposit or loan historical material;
  
  (b) to lend or hire out or otherwise deal with (other than by way of disposal) historical material;
  
  (c) to accept gifts, devises, bequests, or assignments made to the Memorial, whether on trust or otherwise, and whether unconditionally or subject to a condition and, if a gift, devise, bequest, or assignment is accepted by the Memorial on trust or subject to a condition, to act as a trustee or to comply with the condition, as the case may be;
  
  (d) to collect and make available (whether in writing or in any other form and whether by sale or otherwise) information relating to Australian military history;
  
  (e) to make available (whether by sale or otherwise) reproductions, replicas, or other representations (whether in writing or in any other form) of historical material;
  
  (f) to make available (whether in writing or in any other form and whether by sale or otherwise) information relating to the Memorial and its functions;
  
  (g) to provide facilities to stimulate interest in Australian military history;
  
  (h) to assist educational institutions in matters relating to Australian military history;
  
  (i) to train members of the staff of the Memorial, and other such persons as the Council approves, in developing, caring for, and undertaking research in relation to the Memorial collection;
  
  (j) to assist, on request, in the creation and maintenance of military museums in Australian Defence Force establishments;
  
  (k) to occupy, use, and control any land or building owned or held under lease by the Commonwealth and made available to the Memorial under section 7;
  
  (l) to erect buildings;
  
  (m) to purchase or take on hire, or to accept as a gift or on deposit or loan, and to dispose of or otherwise deal with, furnishings, equipment, and other goods;
  
  (n) to act as trustee of moneys or other property vested in the Memorial on trust; and
  
  (o) to act on behalf of the Commonwealth or of an authority of the Commonwealth in the administration of a trust relating to historical material or related matters.
PRIORITIES AND STRATEGIES

Commemoration
Commemoration is as much a personal engagement as it is a national engagement with those who have served and sacrificed in war. The Memorial is in a unique position to engage in commemoration equally on a national scale and at a personal level, whether it is telling a single, personal story of sacrifice or engaging in contemporary and relevant ways with individuals who wish to commemorate that sacrifice.

Creating and sharing knowledge, expertise, and the National Collection
The combination of authoritative scholarship, inquiry, and the material heritage in the National Collection gives the Memorial the capability to promote understanding of the experience of Australians in war from the Boer War to the present day. Through our exhibitions, education and public programs, online programs, and collection projects we strive to deliver services that are relevant to contemporary audiences onsite, offsite, and online.

Increasing partnerships and organisational sustainability
In responding to the changing economic and social environment, the Memorial will seek out new opportunities to work with partners (both domestic and international) and sponsors to sustain our important work in commemorating service and sacrifice in war. Staff will be encouraged to work collaboratively to find creative ways to increase our resources, to use those resources as effectively as possible, and to deliver the best possible value for all visitors.

Building the Memorial
Investment in the Memorial’s public spaces and collection storage areas will underpin success in engaging with new audiences and sustaining relevance to our stakeholders. Similarly, investment in business and communications infrastructure will improve accessibility for and engagement by our visitors, users of our services, and clients, as well as the efficiency of our staff in managing our assets.
ENVIRONMENT

The Australian War Memorial is established as a statutory authority under the Australian War Memorial Act 1980. The Act allows for the appointment of a Council and of a Director as Chief Executive Officer of the Memorial. The performance of the Memorial and the accountability of its Council and management are subject to the Australian War Memorial Act 1980 and the Public Governance, Performance and Accountability Act 2013 and associated Rules, which impose key reporting, financial, and pecuniary obligations on the Memorial and its Council members.

The Memorial is subject to other acts that bear on its operation, such as the Freedom of Information Act 1982, the Privacy Amendment (Enhancing Privacy Protection) Act 2012, the Work Health and Safety Act 2011, and the Environmental Protection and Biodiversity Conservation Act 1999, and is accountable to the government through the Minister for Veterans’ Affairs. It has a strong link to the Department of Finance for budgetary processes, appropriations, grants, and financial management processes, and follows the Principles and Better Practice Guides produced by the Australian National Audit Office. The Memorial adheres to Australian accounting standards and financial reporting rules in the preparation of its financial reports, and follows best practice in its financial management.

Heritage issues and conservation of the Memorial building are managed through the Memorial’s endorsed Heritage Management Plan.

The Memorial’s funding is divided into two streams: government appropriation and revenue generation, including interest generated on investments. Government funding is dependent on 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 with the allocated resources. This may mean adjusting planned activities or staffing requirements, or increasing revenue generation.

The Memorial has two sites, both of which are in Canberra. However, it collaborates with other cultural agencies both nationally and internationally.

The Memorial is committed to social justice and equity and aims to provide a high level of public access to its physical grounds, commemorative ceremonies, and public programs designed to increase understanding of the Australian experience of war and its impact on Australian society.

The Memorial undertakes regular research studies to ensure it is informed on the changing needs of its diverse national and international audiences.

In 2013–14 the Memorial welcomed more than 921,300 visitors to its two sites in Canberra. Visitors were aged between one and 75 with a diverse range of ethnic backgrounds originating primarily from the United Kingdom (9.9%), India (2.4%), New Zealand (2.3%), China (1.3%), and the United States of America (1.3%). Visitors who identify as Indigenous made up one per cent of overall visitors and those with disabilities made up 2.5 per cent.

The Memorial identifies audience groups and specific needs through varied and dedicated visitor research and evaluation. Regular surveys are undertaken of visitors and the general public to assist the Memorial in better understanding the needs and interests of its stakeholders. These include surveys that evaluate our brand health and that collect information about the profile and visitor experience of our audience. Topic-specific surveys and targeted research are undertaken to feed into the development and assess the performance of exhibitions, events, and other activities.

The period 2014–18 will be extremely busy for the Memorial as it seeks to commemorate the centenary of the First World War by delivering:

› events and programs that encourage national commemoration;
› programs that provide opportunities for personal commemoration;
› public programs associated with commemoration of the centenary.
OUTCOME

The Memorial’s single outcome, that Australians remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society, aligns directly to the purpose of commemorating the sacrifice of those Australians who have died in war or on operational service.

OBJECTIVE

Australians remembering, interpreting, and understanding the Australian experience of war and its enduring impact on Australian society through:

› the maintenance and development of the national Memorial and the National Collection of historical material;
› the delivery of commemorative ceremonies, exhibitions, and interpretive services;
› the creation and dissemination of research and information.

The Memorial delivers 13 programs, of which five are internally generated (in italics), to achieve the Outcome:
<table>
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<th>Program</th>
<th>Definition</th>
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<td>1. Commemorative ceremonies</td>
<td>Major national ceremonies such as Anzac Day and Remembrance Day, as well as other commemorative ceremonies, conducted and promoted in a fitting and dignified manner that positively engages all attendees.</td>
</tr>
<tr>
<td>2. Memorial and grounds</td>
<td>Memorial building and grounds conserved and developed as a dignified, moving, and impressive national memorial to Australians who served and died in war, warlike operations, and peacekeeping operations.</td>
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<tr>
<td>3. National Collection</td>
<td>An outstanding National Collection of historical material with provenance related to Australia’s military history, developed, managed, preserved, and interpreted to make it accessible.</td>
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<tr>
<td>4. Exhibitions</td>
<td>Development and maintenance of outstanding permanent, temporary, and travelling exhibitions.</td>
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<tr>
<td>5. Interpretive services</td>
<td>Enhancement of the understanding of the Australian experience of war through provision of interactive interpretation, including the delivery of innovative contact and online education and public programs.</td>
</tr>
<tr>
<td>6. Promotion and community services</td>
<td>Promotion of the Memorial as an outstanding national institution, and assistance provided to the community to help people understand the Memorial’s roles, activities, programs, relevance, and future through online engagement and content dissemination.</td>
</tr>
<tr>
<td>7. Research and information dissemination</td>
<td>The stimulation of an interest in and understanding of Australia’s military history, stimulated by the production of and dissemination in print, broadcast, and online media of articles, papers and presentations, conferences, publications, historical research, and knowledge and understanding of Australia’s military history.</td>
</tr>
<tr>
<td>8. Visitor services</td>
<td>Providing visitors to the Memorial and its outreach programs with a standard of service that enhances their experience and encourages them to re-use services and promote them to others.</td>
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<td>9. Corporate governance</td>
<td>The provision, through the Council, of a strategic framework of policy and direction that guides the achievement of the Memorial’s Outcome.</td>
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<td>10. Executive strategic management</td>
<td>Effective leadership and management for the Memorial provided in accordance with the requirements of the Australian War Memorial Act 1980.</td>
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<td>11. Resource management</td>
<td>Management of the Memorial’s financial, human, corporate information, IT infrastructure, and general service resources to sustain a productive environment.</td>
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<td>12. Revenue generation</td>
<td>Strengthening the generation of revenue in support of the Memorial’s mission and purpose.</td>
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<td>13. Team management</td>
<td>The achievement of Memorial outputs through effective leadership and management that fosters equity, teamwork, and open communication.</td>
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Commemoration
- Deliver events and programs that encourage national commemoration.
- Deliver programs that provide opportunities for personal commemoration.
- Deliver public programs associated with commemoration of the centenary.

Performance measurement:
- KPI for measuring the effectiveness of this priority is the total attendance figure at commemorative ceremonies, events, and programs.

Creating and sharing knowledge, expertise, and the National Collection
- Deliver exhibitions and displays of the highest standard.
- Undertake military history and collection research and disseminate this to a broad range of users in a variety of forms and media.
- Encourage individual research using the Memorial’s research facilities.
- Provide support to the official history program.
- Develop and implement a Research Strategy.
- Deliver an outstanding National Collection of historical material with provenance that is related to Australia’s military history, and develop and implement a new:
  - Collection Development Plan and Strategy.
  - Collection Conservation Strategy.
  - Deliver a range of high-quality, engaging, curriculum-related school education resources for teachers and students onsite, offsite, and online.
- Develop and implement a comprehensive web strategy, including an engaging website with accurate information, a strong social media aspect, and high-quality service to the media.
- Develop and implement a Digitisation Strategy to support the Research Strategy, Collection Development Plan and Strategy, and the Web Strategy.

Performance measurement:
KPIs for measuring the effectiveness of this priority are:
- the total attendance figure at Memorial exhibitions and travelling exhibitions
- qualitative or quantitative evidence about increases in visitors’ understanding
- qualitative or quantitative evidence of affective or attitudinal change
- number of visitors to the Research Centre’s Reading Room
- number of items retrieved for and accessed by Reading Room clients
- number of page views accessing the Memorial’s online research facilities
- number of research enquiries answered by Memorial staff
- number of lectures and conference papers given by Memorial staff
- number of books and articles written by Memorial staff
- sales figures for Wartime and other publications produced by the Memorial
- the number of new items acquired, in accordance with the Collection Development Plan
- the number of items disposed of, in accordance with the Collection Development Plan
- the number of collection items for which documentation has been enhanced or corrected
- that at least 80 per cent of the collection in storage meets conservation standards for environmental conditions
› total attendance for on-site facilitated education programs.
› availability of Memorial Boxes for schools in all Australian states and territories to borrow during the year
› number of visits to the Memorial’s website
› number of people to make their first visit to the Memorial.
› number of media items, including television, radio, and online and print media

**Increasing partnerships and organisational sustainability**
› Review revenue-generating products and services to identify opportunities for diversifying and increasing the earned-revenue base.
› Develop and implement a strategy to increase sponsorship.
› Seek funding and partnerships both nationally and internationally to support the desired programs of the Memorial.
› Develop and implement a Reconciliation Action Plan to support engagement with Indigenous stakeholders.

› Effective marketing and promotion of the all Memorial activities.

**Performance measurement:**
KPIs for measuring the effectiveness of this priority are:
› level of revenue generated
› level of sponsorship generated and/or maintained.
› level of partnered activity, grants, and support
› percentage of visitors who identify as Indigenous
› number of people to make their first visit to the Memorial

**Building the Memorial**
› Implement the Australian War Memorial Site Development Plan (Campbell Precinct) and the Site Development Plan (Mitchell Precinct).
› Develop and implement a new Gallery Masterplan to determine where future growth is likely to be.
› Implementation of the Enterprise Architecture Strategy and associated ICT infrastructure to inform improved integration and functionality of business and content delivery systems.

**Performance measurement:**
KPIs for measuring the effectiveness of this priority are:
› the Memorial heritage building, Commemorative Area, and surrounding grounds maintained and presented to the highest standards
› access to the Memorial and visitor facilities of the highest standard
› building works that comply with relevant standards, codes, and regulations
› management and conservation of heritage elements using the Australia ICOMOS Burra Charter
› timely completion of works to minimise impact on visitors

Key strategies and plans the Memorial will implement to achieve its purpose:

› **Digitisation Strategy** integrating conservation processes and online delivery of content related to the National Collection, as well as allowing effective delivery of centenary projects, addressing collections at risk through the creation of surrogates or preservation copies, and undertaking a program of 3D or 360-degree photography of the interiors of Large Technology Objects for conservation assessment and online delivery.

› **Conservation Strategy** that ensures the National Collection is conserved to appropriate standards, including:
  › a risk assessment and management plan for the collection
  › prioritisation for at-risk collection items
  › development of risk mitigation strategies for at-risk, vulnerable, and high-use collection items
  › provision of content to the web
  › links with public program and research strategies

› **Collection Development Plan** identifying:
  › approaches for collecting from contemporary operations and the changing nature of conflict
  › themes for collection and research development, including contemporary responses to war in a more culturally diverse Australian society
  › opportunities for financial and in-kind support for collection development activities
  › opportunities for collaboration in collection development, interdisciplinary research associated with the collection, and engagement within our region on the experience of Australians in war
  › gaps in the collection in areas of high priority for public programs, research, or public interest.

› **Research Strategy** integrating collection development, online delivery of education and research resources, conservation projects, and interdisciplinary research opportunities.

› **Web Strategy** including an engaging website with accurate information and a strong social media aspect allowing visitors to review, discover, and research information and the Memorial’s collections in an integrated manner (including online sales) as well as providing high-quality service to the media.

› **Workforce Planning Strategy** including the management of staff reductions required due to decreasing operational resources, 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.
Enterprise Infrastructure Strategy ensuring oversight and integration of all ICT infrastructure with corporate goals and priorities. This includes IT infrastructure maintenance and upgrade, collection management and storage requirements, and corporate record, financial, and human resources management.

Capital Investment Strategy managing the challenges associated with storage requirements for the Memorial’s growing collection. 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 update of the Mitchell Site Master Plan. This plan will provide a long-term strategy to ensure the limited space is used effectively for increased collection storage and conservation facility needs, and will be implemented in a staged approach as capital resources allow.

The Memorial continues to invest in significant digitisation projects which have a dual purpose of preserving collection material and improving access for both internal use and clients. These digitisation projects are backed by a comprehensive preservation-standard digital asset repository which needs to be expanded on a regular basis to accommodate new material. Significant volumes of data being generated by the digitisation of film (which can no longer be preserved by film copying) will accelerate the need for additional expansion of the digital asset repository. The resource will also facilitate more timely and automated access to information and digitised materials.

The digital asset repository mentioned above not only needs to be expanded to accommodate new material but also needs a plan for its capital replacement based on a five-year life cycle. Despite some relief from the declining cost of technology the capital outlay for system replacement continues to increase depending on the rate of overall growth in the total volume of data to be maintained.
RISK OVERSIGHT AND MANAGEMENT

As a key management tool at a corporate level, risk management is an integral part of the Memorial’s corporate and business planning. Actions flowing from the Business Risk Assessment and the Fraud Risk Assessment are included in the annual Memorial Business Plan and associated Key Performance Indicators.


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 the next Corporate Plan, and actions are included in each annual Business Plan.

Allied to this, other associated plans (for example, Fraud Control, Business Continuity, Disaster Recovery) are reviewed in accordance with the applicable Director’s Instruction. They also inform risk assessment and risk management planning.

Progress on agreed actions is reported as part of the quarterly business plan reporting process.

The Corporate Management Group (CMG) and Council receive regular reports on risks that are assessed as “moderate”, “significant”, “high”, “very high”, or “extreme”.

In addition, the monitoring of risk is undertaken through a comprehensive system of incident reporting, which is scrutinised by CMG on a monthly basis.