



DIGITAL ENGAGEMENT STRATEGY 2019-22

LEADING DIGITAL COMMEMORATION
AND REMEMBRANCE FOR AUSTRALIA

THE AUSTRALIAN WAR
MEMORIAL IS THE
NATION'S TRUSTED SOURCE
OF INFORMATION ABOUT
AUSTRALIA'S MILITARY
HISTORY AND THE AUSTRALIAN
EXPERIENCE OF WAR. THE
MEMORIAL IS COMMITTED
TO PROVIDING ACCESSIBLE
AND INCLUSIVE ACCESS
TO ITS COLLECTION,
SERVICES, STORIES AND
COMMEMORATIONS.

This strategy represents the Memorial's commitment to expanding its digital offer as a key component of its overall ambitions for the future. As we commence the redevelopment of our buildings and gallery spaces, it is critical that the Memorial's collection, archives and commemorative activities remain accessible to the public online.

Digital is now an intrinsic part of what members of the public expect museums and galleries to deliver. It is a key driver in making collections more relevant and accessible, allowing visitors to feel more engaged and to have a greater sense of ownership, connection and participation. Digital thinking will be interwoven in to the Memorial's key strategies to ensure we meet, and where possible exceed, public expectations.

The Memorial aims to be a leader in digital access, digital experiences, digital learning and digital advocacy. These four key pillars of the Memorial's Digital Engagement Strategy 2019-22 ensure Australians have access to the

archival records, collection items, and stories we hold no matter where they are located.

We are expanding our digital collections and enabling access to them for use and re-use, while also integrating digital experiences in our exhibitions and events. We support and contribute to the open data movement by enabling public access to the data we hold.

The Memorial's digital offering is not delivered at the expense of physical collections, exhibitions and programs. They complement and enhance the visitor experience, contribute to the formal and informal learning which takes place at the Memorial, and improve access to information online.

We are also building a digitally engaged workforce, encouraging them to collaborate, plan and deliver projects using our digital principles as a guide. Our staff are empowered to use digital and social technologies at work, and to explore new ways to deliver information and museum experiences using them.

STRATEGIC ALIGNMENT

The AMW Digital Engagement Strategy 2019-22 underpins the Memorial's Strategic Vision and Corporate Plan.

CURRENT DIGITAL ENVIRONMENT

We live in an environment of continuous technological change. Smart devices, artificial intelligence, the internet of things, and augmented reality are changing the way services and experiences are conceived, developed and delivered. Accessing information and experiences online is now not only the norm, for many Australians it is their preferred medium. Australians are some of the biggest users of social media in the world — 88 percent of consumers use social networking sites¹. Online shopping also continues to increase in popularity — Australians spent \$21.3bn purchasing goods online in 2017². Public sector institutions are also responding to technological changes, and during 2018 the Australian Government published its Digital Transformation Strategy to set the digital direction for public sector agencies through to 2025³. We recognise that we must be responsive and agile in order to stay relevant in this evolving digital environment.

The Australian War Memorial is the centre of the nation's commemorations and we have attracted 1 million visitors onsite each year. We recognise that not all Australians can visit Canberra however

¹ Yellow Digital Report (2018): <http://www.yellow.com.au/wp-content/uploads/2018/09/2018-Yellow-Digital-Report.pdf>

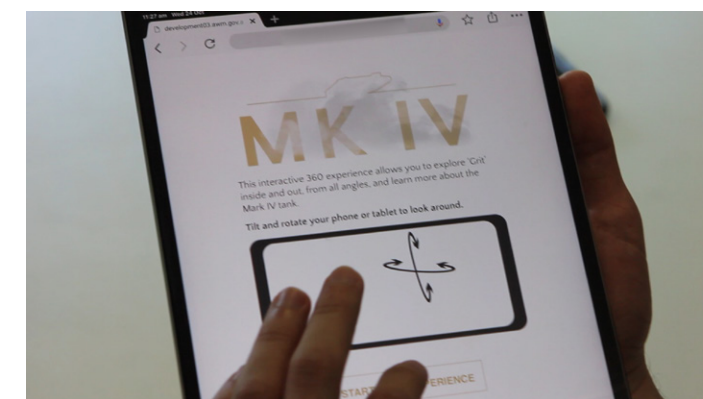
² Inside Australian Online Shopping, Australia Post (2018): https://auspost.com.au/content/dam/auspost_corp/media/documents/2018-ecommerce-industry-paper-inside-australian-online-shopping.pdf

³ Digital Transformation Strategy, DTA (2018): <https://dta-www-drupal-20180130215411153400000001.s3.ap-southeast-2.amazonaws.com/s3fs-public/files/digital-transformation-strategy/digital-transformation-strategy.pdf>

they still desire access to our collection, archives, exhibitions and information. The Memorial reaches more than 5 million people online each year.

Australia has a population that is diverse in location, culture, ability and digital literacy. With much of our population living in regional, rural and remote areas, connectivity to reliable and fast internet can be problematic. There is now an expectation that digital products and services will be fast, intuitive, and deliver personalised online experiences. However, there is a tension between this expectation and limiting technological, legal and socio-environmental factors. To counter this, the Memorial will ensure online and offline access to its collection, archive and exhibitions. Content and programs will be delivered in a range of formats to ensure they are accessible by as many people as possible.

Availability of digitised collections has become a standard public expectation for museums and archives. While the storage and presentation of digitised collections present challenges for cultural institutions, providing ongoing access to this content and being able to render it in a usable way, or emulate the original user experience, is an imperative. The Memorial is proactive in providing access to its collection online and our ongoing digitisation program will enable further access to more collections in the years to come.



OUR DIGITAL PRINCIPLES

The Memorial's visitors and audiences will have digital experiences that:

1 increase understanding of the Australian experience of war and its impact on our nation



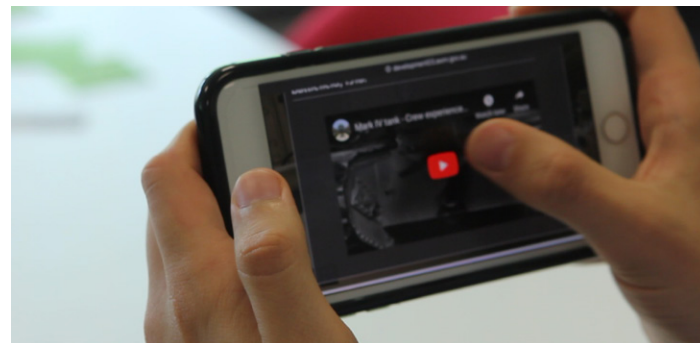
2 invite participation



3 entice exploration of the national collection



4 are high quality and look good, while also easy to access and use whatever the device



5

provoke thought and encourage reflection



6

take place on the platforms and websites used



7

are personalised and connect to the information and events that are of interest



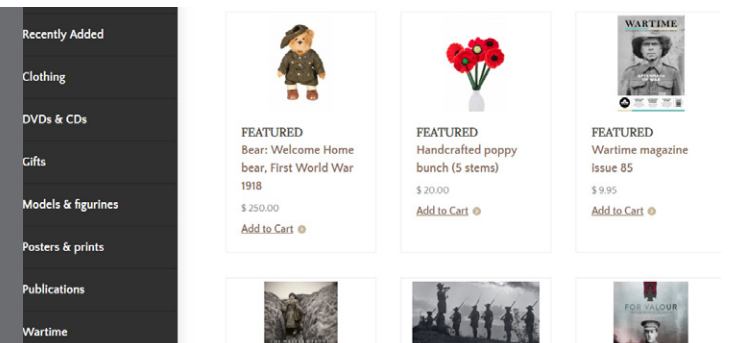
8

promote the Memorial's programs and encourage visitation



9

encourage product purchases, membership to Friends of the Memorial, and financial donations





To achieve this, we will take an approach that:

- is agile, constantly evolving and pushes digital boundaries
- is distributed across multiple platforms
- is open, sharable and participatory
- is insight-driven, audience-centred and well designed
- is continually evaluated and enhanced
- is sustainable and scalable
- aligns with existing frameworks and policies for the rights and responsibilities of visitors, makers, veterans and their families
- centrally governed and devolved across the organisation

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Digital Access

We will continue to make more of the National Collection available online, and enable access to it in the places where people are looking for content — not requiring them to come to us, but for us to be where they are. We will also increase our collecting of content in digital formats.

We will champion open licensing, open data and open access and advocate for legislative and regulatory reform enabling the widest possible use and re-use of content. We remain equally committed to maintaining the copyright and moral rights of makers through appropriate attribution, as well as generating revenue through saleable products and services.

We collaborate closely with those who are using data to discover more about Australia's military history and the Australian experience of war. We will also expand and enrich the data we hold, ensuring that we provide datasets that are relevant to our users.

Strategic Priorities

Outcomes

Measures of success

1	Additional items from the Memorial's collection are digitised and made available online	Priority is given to making newly digitised collection items available online quickly and in a way that is easy to navigate.	<ul style="list-style-type: none"> Newly digitised items from the collection are promoted High quality descriptors and tags are used to sort and explain collection items Online collection pages user numbers are maintained and feedback is neutral-positive
2	Actively deliver on the Memorial's Content Strategy, sharing stories and information with the public through social media and other digital platforms	Content Strategy 2019-20 is endorsed by Corporate Management Group and implemented.	<ul style="list-style-type: none"> The schedule of website and social media content is planned in advance Digital Content Working Group meetings are held monthly to encourage content creation Online and social media audiences grow by 10 per cent across the year
3	Continuous improvements are made to our public Application Programming Interface (API) to improve quality and access to the data and information we hold	Greater engagement with other Australian cultural institutions is established and API connections are leveraged to provide researchers and online users more seamless access to archival information	<ul style="list-style-type: none"> Our public API is maintained to a high standard and where possible feedback is actioned promptly to ensure quality Leveraging of APIs from other institutions on our website to improve user access to information New and improved relationships with other cultural institutions
4	Improved online search capability to facilitate greater discovery of the Memorial's collection	Improvements to database and online search are made to enable more dynamic and intelligent search across the collection section of the Memorial's website	<ul style="list-style-type: none"> Dynamic search across multiple collection types is implemented Collection search remains in the top 5 website page views for the Memorial Bounce rates for Collection search pages is 50 per cent or lower

Digital Experiences

We will develop an online presence that is contemporary, responsive, personalised, and collaborative.

We will devise streamlined digital experiences (onsite and online) with the technology and platforms that best match user interests and abilities.

We will seamlessly integrate physical and digital into our exhibitions and programs, ensuring those who access the Memorial onsite and online have through-provoking, educational and stimulating experiences.

Strategic Priorities	Outcomes	Measures of success
5	We deliver engaging online experiences that push the boundaries of new technologies and digital platforms	<ul style="list-style-type: none"> Exploration and use of new digital platforms and technologies is the norm to ensure the Memorial's online projects remain relevant. Adoption of new digital technologies is encouraged and risk-management approach to their implementation is taken. Staff knowledge on digital technologies and platforms is always up-to-date Experiences are created using the best possible platforms available for users Accessibility and innovation is at the core of each project Project plans and risk assessments are undertaken for digital projects including dependencies
6	Visitors in onsite and online environments benefit from access to personalised information, rich media content, and interactive experiences	<ul style="list-style-type: none"> Investment of time to understand our audiences, their interests and preferences. Digital content and experiences are developed with the needs of end users as our top priority. Content is created in multiple formats, such as text, video and audio, to increase audience understanding and engagement Tailored experiences are created match the needs of our audiences Interactivity and personalisation are leveraged to increase the connection between visitors and the stories told at the Memorial
7	Adoption of an agile approach to website development, releasing regular updates and enhancements that are data-driven and have a user-first focus	<ul style="list-style-type: none"> We have a culture of continuous online improvement. User feedback and data is analysed monthly, and corresponding enhancements are timely, relevant and necessary. A culture of continuous improvement for digital projects is standard across the Memorial Weekly deployment schedule is maintained and improvements are implemented according to priority Users are given easy and timely opportunities to share feedback on the Memorial's website and digital projects Data is collected and reported monthly, and analysis is used to influence improvements and new projects

Digital Learning

We will deliver online materials and tools to support learning and education at all stages of life. These resources will be targeted, age-

appropriate and support deeper learning and engagement with commemoration, our collection and Australia's military history.

Strategic Priorities	Outcomes	Measures of success
8	Support of lifelong learning through easy access to information for professional and amateur researchers alike	<ul style="list-style-type: none"> Website and digital content is easy to find, access and where possible are written in plain English. Online search and learning is self-guided and intuitive Plain English writing guides are implemented for Memorial staff Website navigation is intuitive and assists the discovery of new information How-to and help content is available online to support key user groups such as military history and family history researchers
9	Delivery of practical and engaging digital resources for schools and teachers that align with the national curriculum	<ul style="list-style-type: none"> Digital content and experiences for schools and teachers are developed using the expertise of our Education Team to ensure they are relevant, timely and closely align with the national curriculum. Education content on the website is developed and presented with students and teachers in mind Content is created in multiple formats to increase student engagement with history and commemoration Varying school and student access to technology and internet connectivity is considered in the development of all digital education content
10	Publically accessible digital access to our expert staff, through live-streamed talks and events, podcasts, and moderated online discussion forums	<ul style="list-style-type: none"> To be known as an online centre for Australian military history expertise, where our Historians and curators are empowered to be available to the public through social media and digital platforms. A regular schedule of live stream video events is maintained, linking new online audiences to exhibitions and gallery talks Digital content is developed with the spirit of lifelong learning about the collection and commemoration at its core Staff are empowered to use social media to promote and discuss their museum and research work, and they receive regular social media training

Digital Advocacy

We will deliver streamlined digital experiences using user-centred design principles. We are focused on using plain-English and meeting WCAG 2.0 AA Accessibility Guidelines.

Data and insights on digital access, use and engagement will be collected regularly, analysed and used to improve our digital offerings.

Through the Memorial's Research Centre, education programs, online learning tools

and other outreach activities, we will deliver digital literacy programs which meet community needs and aspirations. We will develop onsite and online activities to encourage and support digital literacy – online volunteering, workshops and learning opportunities for all.

We will advocate for the critical role of museums and galleries in developing digital literacy to build educated, connected and socially-aware communities.

Strategic Priorities	Outcomes	Measures of success
11	Driven by data analytics and insights to enable meaningful, relevant and accessible digital offerings	Active use of data to understand who and where our audiences are to design digital experiences, content, and marketing materials tailored to their needs and interests.
		<ul style="list-style-type: none"> • Analysis of a range of online and onsite visitor information to understand our key audiences • Development of digital experiences that match online and onsite visitor preferences • Personalised content is developed to connect visitors to our programs and services they are most interested in • Potential gaps in digital accessibility are identified early and fixed
12	Materials are developed and delivered to improve digital literacy related to our collection and records	Digital content is accessible. Videos, tutorials and documents to support our online users and researchers are developed and published online.
		<ul style="list-style-type: none"> • Content is accessible and written in plain English • Content is created in multiple formats to aid audience understanding • How-to and help sessions are run through the Research Centre, and made available online, to improve user research skills and digital literacy
13	Memorial staff are empowered to think digitally, use social media, and develop new work and project ideas that leverage digital opportunities	Memorial staff have access to digital and social media platforms and guidelines to plan, collaborate and deliver on their work. New digital project and work ideas are welcomed and assessed on merit.
		<ul style="list-style-type: none"> • There is a culture of encouraging digital project ideas from teams across the Memorial • Staff have access to social networking sites and collaborative platforms to support their work • Staff training on the Memorial's social media policy is regularly delivered • Staff are encouraged to be active members of the Memorial's Digital Content Working Group

DIGITAL IS NOW AN
INTRINSIC PART OF WHAT
MEMBERS OF THE PUBLIC
EXPECT MUSEUMS AND
GALLERIES TO DELIVER.
IT IS A KEY DRIVER IN
MAKING COLLECTIONS
MORE RELEVANT AND
ACCESSIBLE...



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