



AUSTRALIAN WAR MEMORIAL

CORPORATE
PLAN 2018-2022
(2018-19)

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Australian War Memorial GPO Box 345 Canberra, ACT 2601 Australia

www.awm.gov.au

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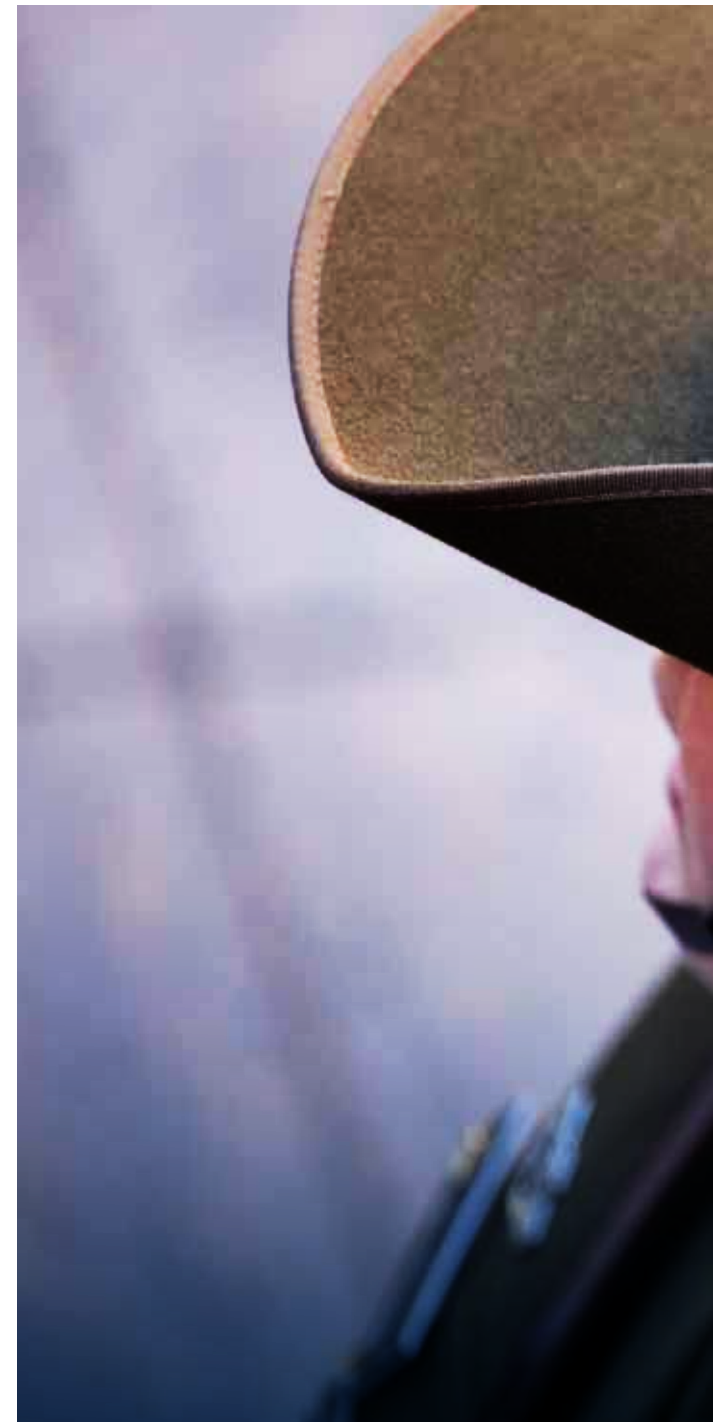
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STATEMENT OF PREPARATION

I, Brendan Nelson, Director of the Australian War Memorial, present the 2018–2022 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 2018-19 reporting period. It covers the reporting periods from 2018-19 to 2021-22.

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

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





PURPOSE

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

MISSION

Leading remembrance and understanding of Australia's wartime experience.

VISION

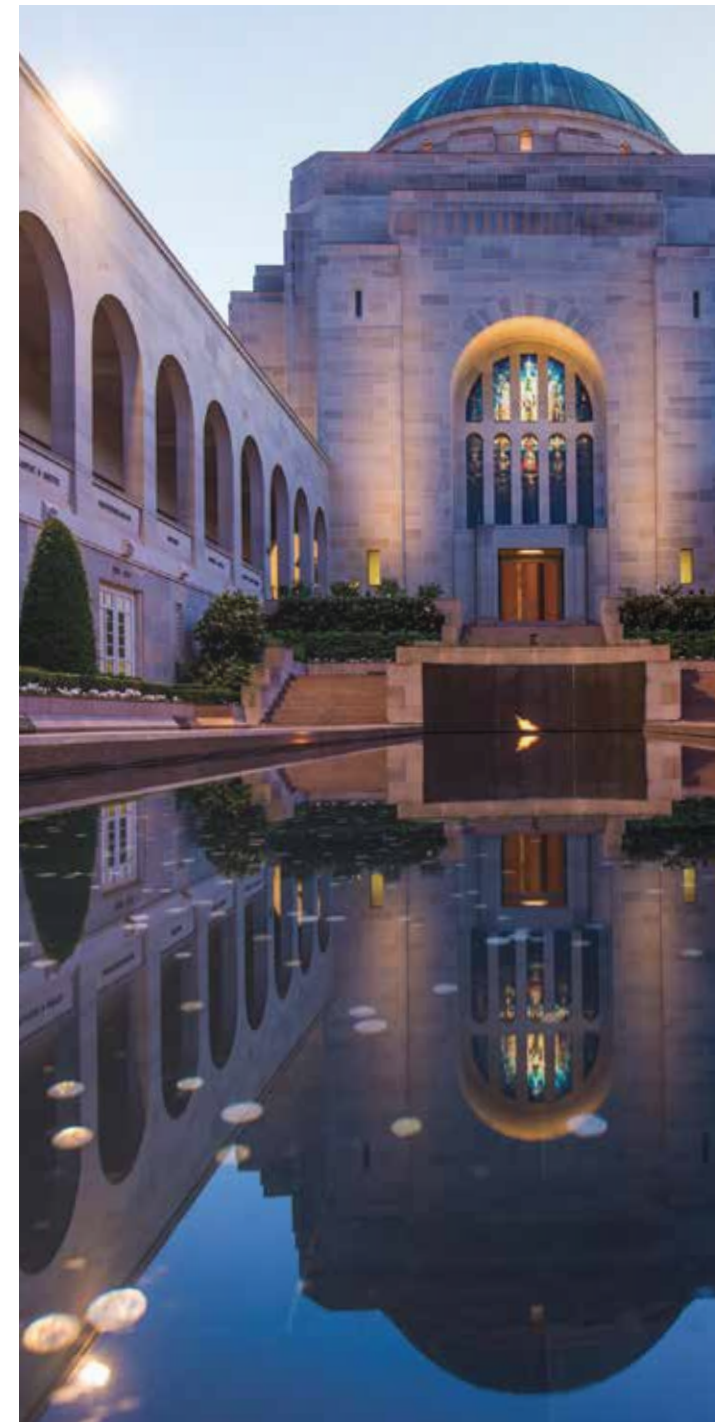
To ensure that their sacrifice is not in vain –
We remember them

STRATEGIC VISION 2018-38

The Memorial's Corporate Plan provides an outline of the period 2018-22 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 to continue to pursue opportunities to significantly expand the current exhibition space and visitor amenities, to provide appropriate facilities to tell the stories of Australia's armed services for decades to come. A detailed business case to redevelop the entire Memorial precinct is currently in development for the Government's consideration, and its support will determine the scale and scope of the proposed redevelopment which will deliver immeasurable benefits for all Australians.

By 2038 the Memorial will be preparing for the Centenary of the Second World War (2039 - 2045), and subject to the implementation of the major redevelopment noted above, planning across this 20 year period will consider related matters including a major refresh of the Second World War galleries and greatly enhanced digital and online access to the Second World War records and materials held in the National Collection.



OPERATING CONTEXT AND INTEGRATION

Purpose

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

Mission

Leading remembrance and understanding of Australia's wartime experience

Vision

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

Strategic Priorities

Enterprise Risks
Operating Environment
Stakeholders

Enterprise Capability and Resources

Relevance	Organisational Sustainability	Government and Stakeholder Support	Site Redevelopment (Masterplan)	National Collection and Military History
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Key Activity Streams

1 Commemoration	4 Workforce and Resource Planning	7 Stakeholder Engagement	10 Implementation and Governance structures	13 Public Engagement
2 Digital, Interpretive and Visitor Services	5 Facilities, ICT and Infrastructure	8 Staff Education	11 Gallery Masterplan	14 Collection Management
3 Veterans' Engagement	6 Non-Government Revenue Generation	9 Enhanced engagement	12 Collection Development	15 Collection and history accessibility

Performance Reporting
Portfolio Budget Statement Criteria

Performance Reporting
Annual Report

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.

OPERATING ENVIRONMENT

LEGISLATION

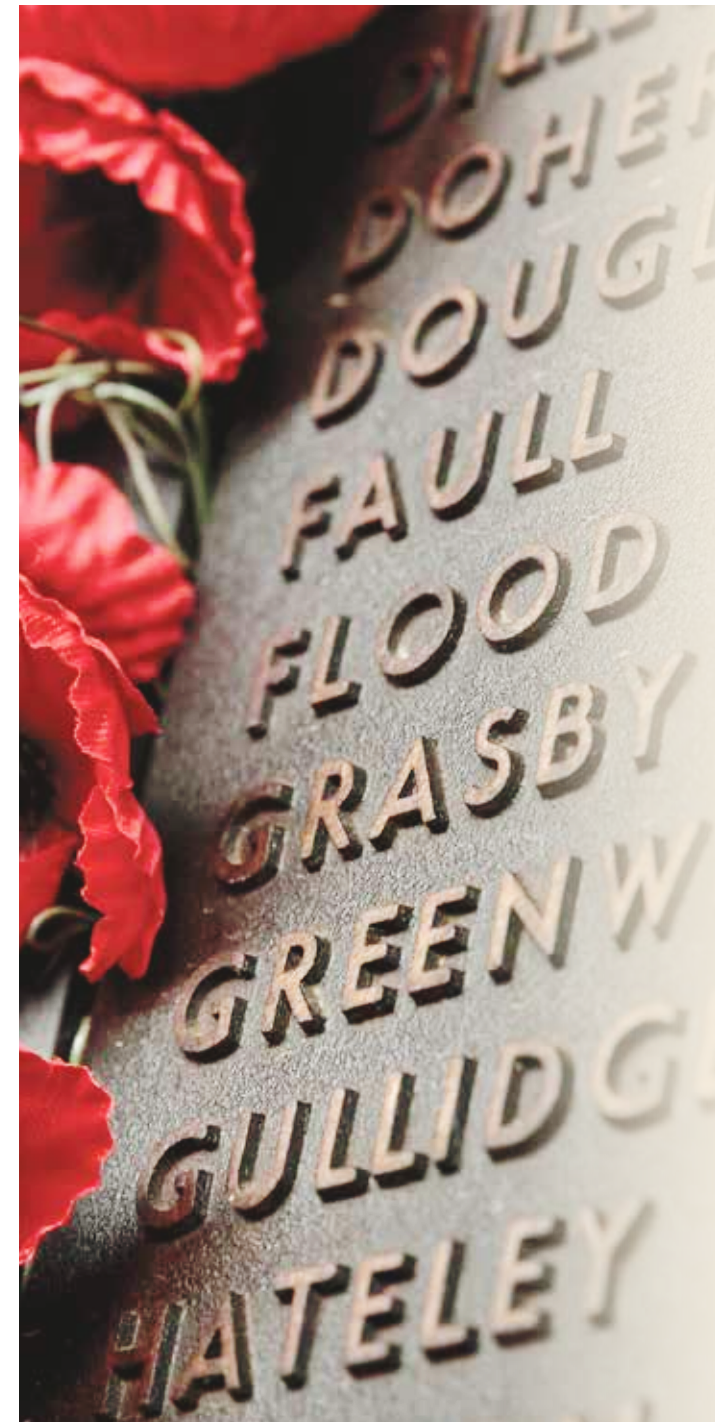
The Memorial is established as a corporation by the Australian War Memorial Act 1980 (the Act). The functions and the powers of the Memorial, the Minister, the Council, the Chair, and the Director are outlined in the Act.

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

- *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*; and
- *Environmental Protection and Biodiversity Conservation Act 1999*.

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

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



GOVERNANCE

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

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

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

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

- **Remuneration Committee**

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

- **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 the CMG.

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 and also has direct access to the Director as necessary.

The 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 quarterly to CMG and Council.

ENTERPRISE RISKS

The Memorial undertook a new approach to its strategic planning in 2018 by focussing on current and emerging enterprise risks and seeking to mitigate or eliminate these issues by responding on a strategic level.

The Memorial identified major risks in relation to its operating environment around ensuring the continuing relevance of the Memorial to the public, improving its organisational sustainability and retaining or improving government and stakeholder support. Preservation, digitisation and sharing of the National Collection is also identified as an organisational risk as is the need to ensure the collection reflects current military operations and activities and is accessible for future use.

In the longer term the Memorial foresees and is working to mitigate risks associated with long term commemorative, exhibition, archive, and storage challenges through planning of the Memorial Redevelopment Project. This will be particularly important in ensuring the Memorial is able to achieve its purpose of commemorating the sacrifice and service of our service personnel beyond just the four years of this plan and well into the future.

The Memorial has oriented its Corporate Plan 2018-22 around meeting these challenges and detail on the risks, responses and outcomes is provided later in this Plan.



STAKEHOLDERS AND COLLABORATION

The Memorial identifies its key stakeholders as:



The Memorial will work closely with the Department of Veterans' Affairs, the Australian Defence Force and the broader veteran community on both commemoration and veterans support issues. Importantly, 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 also continue to collaborate with other 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 both physical and digitally, widely distributing original research and providing expert advice on military history to a broad range of institutions.

Collaboration through research and commemoration will be another focus at both the personal level in assisting the public to research family history and on an academic or institutional level with Australian Research Council grants and collaboration with universities designed to enhance our collective understanding of Australia's military history.

ENTERPRISE CAPABILITY

STAFF AND VOLUNTEERS

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

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

BUDGET AND FUNDING

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

INFRASTRUCTURE

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

NATIONAL COLLECTION

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

PLANNING

The Memorial maintains a range of key strategies and plans to achieve our purpose:

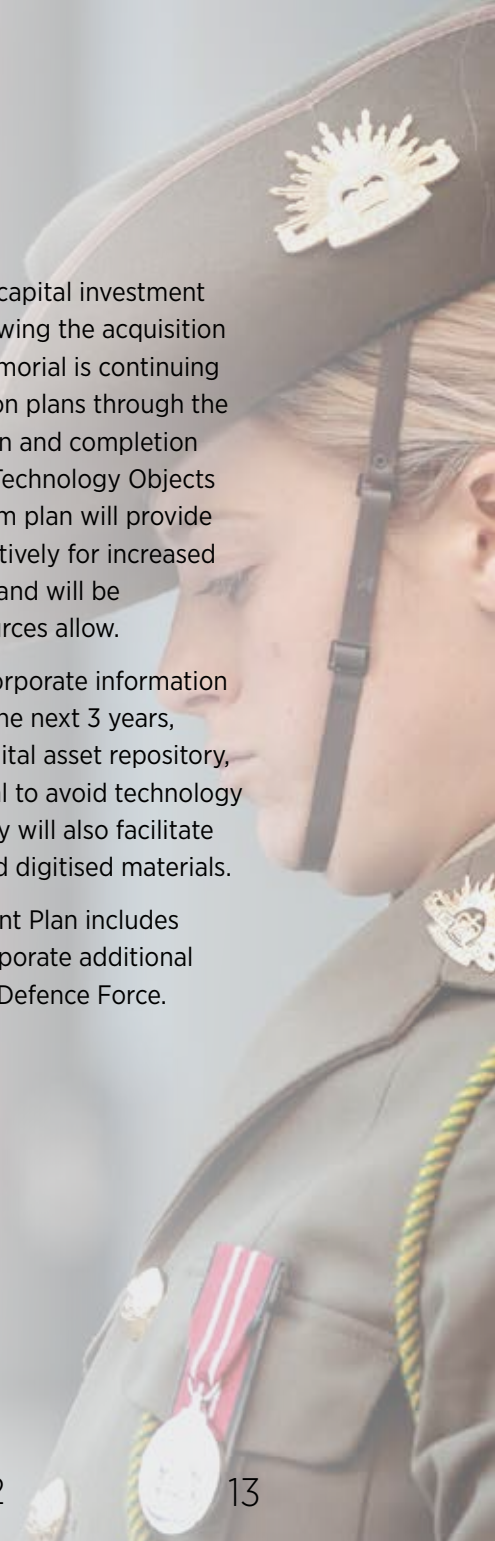
- **Reconciliation Action Plan**, facilitating the Memorial's engagement and reconciliation with Australian Indigenous people. The Memorial's Indigenous Liaison Officer works actively with Indigenous nations to ensure that commemorative activity is respectful to the traditional owners of the land.
- **Conservation Strategy**, ensuring the National Collection is conserved to appropriate standards and ensuring ongoing prioritisation of at-risk collections items for preservation and digitisation.
- **Collection Development Plan**, identifying gaps in the National Collection and approaches for collecting from historical and contemporary operations to fill those gaps, targeting those in high demand for public programs, research, or of particular public interest.
- **Web and Digital Experience Strategy**, including an engaging website and digital platforms with accurate information and a strong social media 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.

- **Communications and Marketing Plan**, identifying the brand messages, activities, and channels through which to position and promote the Memorial, including public relations and social media positioning.
- **Sponsorship and Partnership Strategy**, including the framework to effectively generate and maintain new and existing relationships with sponsors and partners. This strategy includes financial targets to frame the program and define new income-generation opportunities, in addition to a program for the appropriate recognition and acknowledgement of sponsors and partners.
- **2018 – 2020 Operational Workforce Plan**, including the management of staff resources to optimise operations and program delivery, and the management of broad workforce capability requirements ranging from administration, facilities management, and corporate governance skills to specialist conservation, curatorial, and event management skills. Management of workforce supply will be undertaken in line with government policy and available resources.
- **Staff Learning and Development Plan**, encompassing ongoing learning and professional development of the Memorial's workforce, including facilitating an organisation-wide project management and leadership discipline, building staff capability in delivery through new channels and information dissemination to new audiences, and encouraging staff to embrace innovation in the delivery of the Memorial's mission.
- **Enterprise Infrastructure Strategy**, is a framework for aligning Information and Communications Technology (ICT) infrastructure with corporate goals, priorities and relevant government policies. The strategy defines the principles for managing IT 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 5 year period. Following the acquisition of the final property in its Mitchell precinct, the Memorial is continuing its long-term collection storage and accommodation plans through the review and updating of the Mitchell Site Master Plan and completion of the construction of a new warehouse for Large Technology Objects in 2018-19. This new facility along with the long term plan will provide a 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 will invest in the modernisation of its corporate information technology infrastructure and support systems over the next 3 years, including enhancements to preservation-standard digital asset repository, to accommodate the digitisation of collection material to avoid technology obsolescence and deterioration. The enhanced repository will also facilitate more timely and automated access to information and digitised materials.

Further investment outlined in the Capital Management Plan includes enhancements to the ANZAC Hall exhibitions to incorporate additional Large Technology Objects donated by the Australian Defence Force.



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.

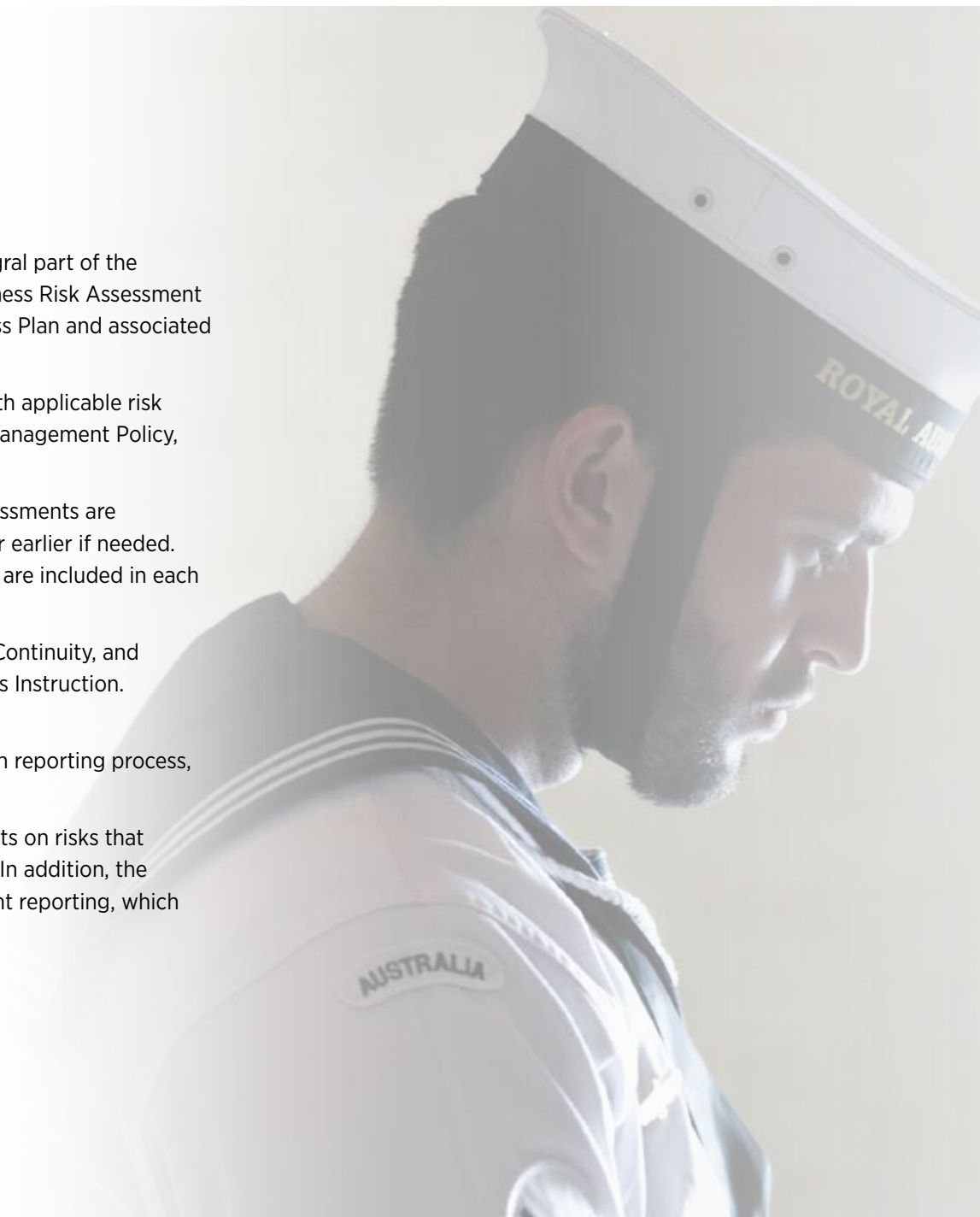
The Memorial applies sound risk management procedures in accordance with applicable risk management standards (refer ISO 31000:2009), the Commonwealth Risk Management Policy, and Comcover's Better Practice Guide 2008.

At a corporate level, formal Business Risk Assessments and Fraud Risk Assessments are completed every three years in advance of revision of the Corporate Plan, or earlier if needed. The results inform the development of 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, and 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, which also includes the review and identification of new or emerging risks.

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 regular basis.



STRATEGIC PRIORITIES

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

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

The Memorial's key priorities are:

- a) Ensure the ongoing relevance of the Memorial's vision and mission to the nation
- b) Improve the sustainability of the Memorial to achieve its mission
- c) Maintain government and increase stakeholder support for the Memorial
- d) Develop the Memorial Redevelopment Project and secure government funding and stakeholder support for its implementation
- e) 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 other core activities.

In this regard visitors onsite, offsite, and online are paramount to the performance of the organisation. A number of performance and satisfaction measures are obtained through quantitative and qualitative methods. These methods include collection and analysis of online and onsite 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 also 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 safety of staff and visitors.

Program elements that are not able to be measured in a quantitative manner are done so qualitatively, either through feedback from stakeholders and the public, or through the professional judgment of Memorial staff.

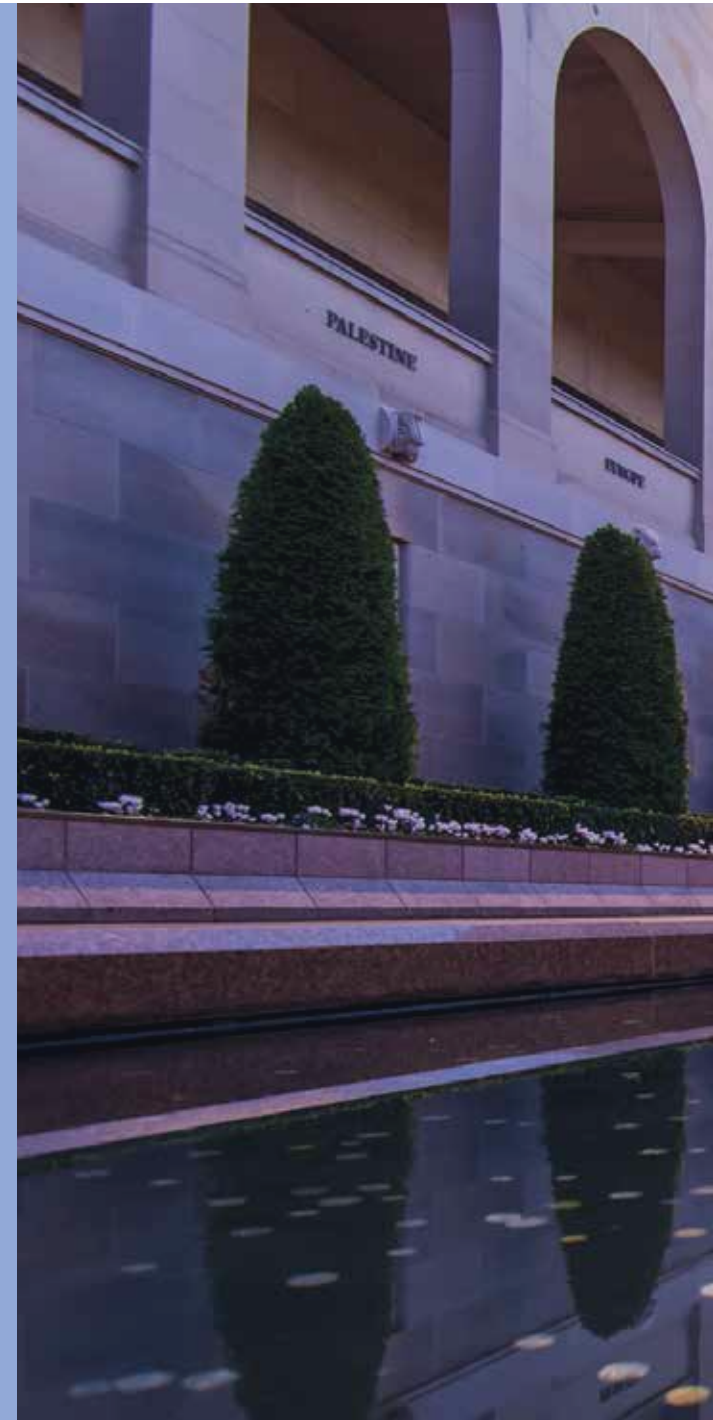
The Memorial reports against its priorities and performance criteria through its Annual Report (Annual Performance Statement) and through the Portfolio Budget Statement Performance criteria, both are available online for public examination.

1

Relevance

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

To be successful in ensuring Australians continue to remember and understand the Australian experience of war the Memorial must engage key stakeholders, effectively to record and share Australian stories of service. This challenge is deepened over the 2018-22 period by the end of the Centenary of the First World War and the potential decline in public interest and in the aging of veterans from the Second World War, Korea and Vietnam. With each year these groups become less able to participate in commemorations, oral histories and other activities at the Memorial to share their stories. Connecting with younger veterans, capturing and sharing their stories with a broad audience will be a growing priority in maintaining the relevance of the Memorial not just through 2018-22 but in the long term as well.





To ensure the Memorial’s ongoing relevance as the nation’s centre of commemoration, we will engage in strategic activities across three key streams – Commemoration; Digital, Visitor and Interpretive Services and Veterans’ Engagement:

Enterprise Risk: Relevance						
Strategic Risks	Strategic Responses	Activity Stream(s)	FY 18/19	FY 19/20	FY 20/21	FY 21-22
Increasing expectations of visitors in relation to technological changes and digital engagement and access on-line and on-site	Maintain and enhance the Commemorative Strategy and program	1, 7	Ongoing	Ongoing	Ongoing	Ongoing
	Define and implement Veterans’ Strategy to better support veterans, ex-service personnel, serving personnel and their families	3, 7	Define	Implement	Ongoing	Ongoing
Loss of key stakeholders as Second World War, Korean War and Vietnam War veterans age and pass away	Develop and implement a strategy for the maintenance and relevance of the AWM whilst delivering the AWM Redevelopment Project	2, 7, 10		Develop	Implement	Ongoing
	Refine and implement the Digital Engagement Strategy	1,2, 7	Refine	Implement	Ongoing	Ongoing
Growing importance of younger veterans as a key stakeholders and fragmentation of ex-service organisations	Enhance the visitor experience	2, 7	Ongoing	Ongoing	Ongoing	Ongoing
	Refine, interpret and distribute stories of the Australian experience of war that reflects the relevance of our mission and vision to the public	1, 2		Refine	Implement	Ongoing
End of the ‘Centenary of Anzac’ period	Develop and implement an Outreach Strategy, to maximise impact with our audiences and engage all Australians.	1,2,3, 7			Define	Implement

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

These strategic responses mitigate the key identified risks for 2018-22 by ensuring continued engagement with the public and veterans to ensure future relevancy. Programs delivered under the Commemorative and Interpretive services streams deliver direct commemorative and visitor engagement programs and outcomes whilst the Veterans’ Engagement stream ensures ongoing connection to our veteran community and improves related collecting opportunities for the National Collection.

Relevance: Activity Streams and Measures of Success 2018-22

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

Activity Stream(s)	Annual Performance Statement Measures	PBS Component and Performance Criteria	How this stream helps support our purpose and generate outcomes
1. Commemoration	<ul style="list-style-type: none"> Attendance figures for ceremonies, associated surveys and testimonials Engagement with personal commemoration as evidenced by demand for family Last Post Ceremonies and requests for information on those who have served Online engagement with commemorative resources including use of online Roll of Honour database and Last Post Ceremony broadcast as measured by website statistics 	1.1	<ul style="list-style-type: none"> On-site visitors including individuals, families, tour groups and student groups actively remember those who have served and sacrificed on a personal level through engagement with commemorative events and ceremonies. On-line visitors actively remember those who have served and sacrificed on a personal level through engagement with online commemoration tools including the broadcast of Last Post Ceremony and use of National Collection material online.
Key Related Business Activities	Major ceremonies (Anzac Day; Remembrance Day); anniversary commemorations (75th anniversary end of Second World War); daily Last Post Ceremony and online broadcast; Roll of Honour database; Research Centre family research programs; Commemorative crosses program; Visitor Services programs.		
2. Digital, Visitor and Interpretive Services	<ul style="list-style-type: none"> Onsite visitation numbers, associated surveys and testimonials School education program numbers including on-site facilitated tours; outreach programs and 'virtual classroom experiences' Website visitation, associated surveys and testimonials 	1.4; 1.5; 1.6	<ul style="list-style-type: none"> On-site and on-line visitors gain improved understanding of Australia's military history and the sacrifices made by those serving and those on the home front during times of war through interpretive services such as exhibitions, guided tours and on-line resources. School education programs, aligned with the history curriculum, directly engage students in learning about, understanding and appreciating Australian stories of service and sacrifice.
Key Related Business Activities	Visitor services; Education programs; Exhibitions; Website; Social Media; Publications		
3. Veterans' Engagement	<ul style="list-style-type: none"> Greater engagement with veterans' community as evidenced by growth in oral and personal histories recorded and archived by the Memorial. Greater engagement with Memorial veterans' programs including Soldiers in Residence, Napier Waller Art Prize for Veterans and School Wreath Laying Programs by current and former ADF as measured by participation and demand for these services. 	1.6	<ul style="list-style-type: none"> Engaging with veterans allows the Memorial to capture their stories and experiences for the National Collection and future use. Veterans' support programs give veterans and the public opportunities to engage more directly to allow the latter to better understand the experience of ADF members at war or on operational service.
Key Related Business Activities	Soldiers in Residence, Napier Waller Art Prize for Veterans; School Wreath Laying Program; After hours tours for veterans; Oral history recordings and direct object/record donations from veterans		

2

Organisational Sustainability

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 2108-22 the Memorial will develop these resources to improve operational sustainability through innovations and improvements in operating, workforce and facilities planning.





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

Enterprise Risk: Sustainability						
Strategic Risks	Strategic Responses	Activity Stream(s)	FY 18/19	FY 19/20	FY 20/21	FY 21-22
Loss of key personnel, lack of resources or failure to adapt to a changing operational environment could lead to failure to achieve key outcomes.	Develop and implement an operating model and capabilities, including staff and volunteers, that most effectively and efficiently supports the AWM’s mission and vision	4	Ongoing	Ongoing	Ongoing	Ongoing
Increased expectations and service level requirements place greater emphasis on non-government revenue generation to fund activities meeting community expectations.	Develop Budget and Workforce Strategies to align resourcing and funding with areas of business priority	4	Ongoing	Ongoing	Ongoing	Ongoing
A lack of innovation in operations, ICT and other business activities risks organisational capabilities degrading and affecting performance of critical support services.	Develop and implement an organisation-wide Facilities Strategy	5		Develop	Develop	Implement
	Develop a Revenue Strategy to identify and grow independent revenue streams	6	Develop	Implement	Ongoing	Ongoing

Purpose and Outcomes (How this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key sustainability risks for 2018-22 through innovative and efficient use of resources and ensure the long term health of the physical, human and other resources held in trust by the Memorial for the nation. Development of independent revenue streams will allow the Memorial to continue to provide the service levels expected by the community for activities not fully funded by Government and to ensure the Memorial can continue to engage stakeholders in a variety of ways to achieve the outcomes of remembrance and understanding of the Australian experience of war.

Sustainability: Activity Streams and Measures of Success 2018-22

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

Activity Stream(s)	Annual Performance Statement Measures	PBS Component and Performance Criteria	How this stream helps support our purpose and generate outcomes
4. Workforce and Budget Planning	<ul style="list-style-type: none"> Portfolio Budget Statements HR metrics including workforce planning outcomes Operational Workforce Plan implementation results Mandatory compliance reporting statements 	1.9, 1.10, 1.11	<ul style="list-style-type: none"> Appropriate fiscal and resource management is critical to the Memorial's ability to achieve its purpose. Improved business infrastructure and a workforce better placed for the challenges of the 2018-22 period will enable more efficient use of resources to deliver services and support the outcomes of remembrance and understanding.
Key Related Business Activities	Corporate planning and annual budget development; Annual financial statements; Operational Workforce Plan 2018-21; Financial and human resource management activities		
5. Facilities, ICT and Infrastructure	<ul style="list-style-type: none"> Public Service Modernisation Fund – ICT Modernisation Project 2017-2020 progress reporting Internal facilities, infrastructure and service audits/reports Project reporting on infrastructure projects including 'Treloar E' collections storage facility 	1.11	<ul style="list-style-type: none"> Maintenance, conservation and development of the National Memorial and grounds ensure they will be a dignified, moving, and impressive national memorial to Australia's military service. Investment in the Memorial's public spaces and collection storage areas underpins success in engaging with new audiences and sustaining relevance to our stakeholders. Improved ICT infrastructure, services and policies will enhance efficiency and improve service outcomes for both internal and external users.
Key Related Business Activities	Public Service Modernisation Fund – ICT Modernisation Project 2017-20; maintenance of National Memorial and Grounds; ICT services management; energy management; security services.		
6. Non-Government Revenue Generation	<ul style="list-style-type: none"> Retail, eSales, café and functions financial reporting. Fundraising program financial reporting. Progress on development of paid tours and audio tour guide program and other new revenue streams. 	1.8, 1.12	<ul style="list-style-type: none"> Revenue generated from these sources will supplement Government funding and allow the Memorial to meet the growing public expectation of the type, scale and quality of services provided by the Memorial. Philanthropic gifts of varying scales are used to support programs ranging from object restorations to veterans' support programs such as the Napier Waller Art prize in furtherance of the Memorial's broad objectives. New revenue streams such as a paid tours program will provide additional funds for programs, diversify the Memorial's funding base and reduce reliance on traditional self-generated revenues.
Key Related Business Activities	Retail operations; online sales (eSales) including photo, film and sound provision and licensing; café and functions activities; fundraising activities; development of new revenue opportunities including a paid tours program.		

3

Government and Stakeholder Support

MAINTAIN GOVERNMENT AND INCREASE STAKEHOLDER SUPPORT FOR THE MEMORIAL

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





To ensure a sustained and ongoing stakeholder support we will engage in activities across three key streams – Stakeholder Engagement; Staff Education/Empowerment and Enhanced engagement:

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

Purpose and Outcomes (How this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key stakeholder risks relating to Government and stakeholder support for 2018-22 through a planned program of engagement at a variety of levels and through multiple channels. Engagement will range from broad media campaigns for major commemorative events to targeted communications in support of our Giving Campaign and most importantly every day interactions by staff of all levels at the Memorial with members of the public online and onsite.

Sustainability: Activity Streams and Measures of Success 2018-22

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

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

4

Site Redevelopment (Masterplan)

DEVELOP THE MEMORIAL REDEVELOPMENT PROJECT AND SECURE GOVERNMENT FUNDING AND STAKEHOLDER SUPPORT

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

The Commonwealth Government recognised the need for this long term planning and allocated \$11.4m in the 2017-18 Mid-Year Economic Fiscal Outlook (MYEFO) budget update to develop a Detailed Business Case (DBC) for consideration by Government in late 2018.





To ensure the Memorial can achieve its mission in the long term we will engage in redevelopment planning activities across three key streams – Implementation and Governance; Gallery Masterplan and Collection Development:

Enterprise Risk: Redevelopment Project						
Strategic Challenges	Strategic Responses	Activity Stream(s)	FY 18/19	FY 19/20	FY 20/21	FY 21-22
<p>Failure to secure suitable support and funding will jeopardize the Memorial’s long term future and ability to achieve its mission in the long term</p> <p>Disruption to ‘business as usual’ activities during the planning and development phases will create risks in service delivery and achieving outcomes.</p>	Develop an early implementation strategy and supporting governance structure.	10	Develop			
	Develop a Gallery Master Plan.	11		Develop		
	Align the Collection Development Strategy with the Gallery Master Plan	12			Refine	Implement

Purpose and Outcomes (How this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key stakeholder risks relating to Government and stakeholder support for 2018-22 through addressing existing and future commemorative, exhibition, archive, and storage needs required to provide appropriate facilities for the Memorial in the long-term.

Redevelopment Project: Activity Streams and Measures of Success 2018-22

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

Activity Stream(s)	Annual Performance Statement Measures	PBS Component and Performance Criteria	How this stream helps support our purpose and generate outcomes
10. Implementation and Governance	<ul style="list-style-type: none"> Completion of Detailed Business Case, associated reporting and Government decision(s). 	1.2, 1.10	<ul style="list-style-type: none"> Completion of the Detailed Business Case will demonstrably advance understanding of the need and best practice solutions for the long term commemorative, exhibition, archive, and storage challenges faced by the Memorial Successful funding for the Memorial Redevelopment Project will ensure the Memorial's long term viability.
Key Related Business Activities	Detailed Business Case development.		
11. Gallery Masterplan	<ul style="list-style-type: none"> Completion of Gallery Masterplan, associated reporting and Government decision(s). 	1.2, 1.3, 1.10	<ul style="list-style-type: none"> Completion of the Gallery Masterplan will demonstrably advance understanding of the best way to help future generations of Australians understand not just the past 100 years of Australian military history, but the next 50 years as well.
Key Related Business Activities	Gallery Masterplan.		
12. Collection Development	<ul style="list-style-type: none"> Annual Report overview of National Collection development, major acquisitions and planning. 	1.3, 1.10	<ul style="list-style-type: none"> Long term planning for the National Collection will ensure the Memorial is able to tell the story of future service and sacrifice with a broad audience and meet future community expectations.
Key Related Business Activities	Aligning of key collecting activities with Gallery Masterplan; co-operating with the Australian Defence Force on object and records collection planning and policies to ensure the Memorial holds the appropriate representative objects and collections for future display.		

5

National Collection and Military History

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

The combination of authoritative scholarship, inquiry, and the material heritage in 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 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.





To ensure the Memorial maximises the value of the National Collection and scholarship to achieve its mission in the long term we will engage activities across three key streams – Public Engagement; Collection Management and Collection and history accessibility:

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

Purpose and Outcomes (How this priority helps meet our purpose and generate appropriate outcomes)
 These strategic responses mitigate the key stakeholder risks relating maximising the value of the National Collection and military history assets of the Memorial for 2018-22 through increasing accessibility and digitisation of the collection to facilitate public and research use. Proper collections management will also safeguard the National Collection for future generations whilst careful and appropriate acquisitions will enhance its value in telling stories of Australian service and sacrifice.

National Collection and Military History: Activity Streams and Measures of Success 2018-22

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

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

