



SHRINE OF REMEMBRANCE



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MELBOURNE

2019-24 STRATEGIC PLAN

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INTRODUCTION

The Shrine of Remembrance (the Shrine) is Victoria's principal war memorial, built between 1928 and 1934 to commemorate the 114,000 men and women of Victoria who served and those who died in the First World War.

The Shrine is set in a prominent location on a 13-hectare reserve at the southern end of Melbourne's cultural arts precinct. The Shrine Reserve includes major monuments to the Second World War and Post 1945 conflicts, and numerous smaller memorial plaques dedicated to designated defence force units. The Shrine is one of Melbourne's most iconic landmarks.

The Shrine monument was augmented in 2003 by incorporation of a Visitor Centre on its northern side providing access to the monument for people with disabilities and space for education, retail, reception and public amenities. In 2005, the Shrine's education and learning facilities were extended through the construction of an Education Centre in the undercroft to the monument.

This work was further enhanced in 2014 through development of the Galleries of Remembrance: 1,600m² of exhibition space beneath the monument providing interpretation of Victorian service and sacrifice from pre-Federation to present times. The development also established a dedicated education centre inclusive of a 137-seat auditorium.

The Shrine attracted more than one million people to its ceremonial, education and learning programs during the calendar years 2015, 2016 and 2017: including more than 60,000 students participating in curriculum aligned education programs.

The 2019–24 Strategic Plan was developed by the Shrine's Board of Trustees to establish an overarching direction to the management of the Shrine for the next five years.

LEGAL FORM & GOVERNANCE

Legal Form

The Shrine of Remembrance is a public sector entity established as a statutory authority by the *Shrine of Remembrance Act (1978)* (the Act). Accordingly, it is subject to the common obligations of Whole of Government legislation and policies applicable in the Victorian public sector: including the *Public Administration Act (2004)* and the *Financial Management Act (1994)*. The Shrine's employees are public-sector employees engaged either through an EBA or individual employment contract.

Governance

Collectively, the Trustees are a body corporate and function as a Board; individual Trustees are subject to the duties and obligations of Directors and must also comply with the Director's Code of Conduct issued by the State Public Sector Standards Commissioner.

The Board has established a number of committees whose purpose and function are defined in Committee Charters.

Committees are sub-sets of the Board. Committee members possess knowledge or experience in the area of a committee's activity and meet to consider and make recommendations to the Board. The current committees are:

- Audit and Risk Management Committee
- Ceremonial Committee
- Remuneration Committee

Relationship to Government

Public sector entities have a high degree of autonomy from government, but are subject to Ministerial direction. The Minister for Veterans is the responsible Minister and relates to the Shrine through the Chairman of Shrine Trustees.

The Veterans' portfolio is held within the Department of Premier and Cabinet, and the Minister is supported by the Veterans' Branch of that Department. The Department relates to the Shrine through the Chief Executive Officer (CEO).

PURPOSE & CHARTER

Purpose

The Purpose of the Shrine of Remembrance is established in the Act. It is:

To be a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking.

Charter

Through the Act, Trustees are accountable for the following overarching functions:

- (a) responsibility for the care, management, maintenance and preservation of the Shrine of Remembrance —
 - i. as a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking; and,
 - ii. as a site of national, State and cultural significance; and,

(b) the development, promotion, management and the staging of ceremonial activities and events to commemorate the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking, including, but not limited to, wreath laying and other ceremonial or commemorative activities; and,

(c) the development, promotion, management and implementation of public programs to inform, educate and promote understanding among Victorians and visitors about the history, experience, service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking, including, but not limited to, exhibitions, lectures, publications, school learning and outreach programs

STAKEHOLDERS

In developing the 2019–24 Strategic Plan the Trustees considered the following external stakeholders whose needs and influences inform the Shrine’s actions in pursuit of its Purpose.



STRATEGIC CONTEXT

Challenge

The veteran community is changing and not all Victorians have a personal or familial connection to service and sacrifice or appreciate the role Victorians and Australians have played in war and peacekeeping.

Response

Provide a place and deliver programs that demonstrate and elevate the relevance of service and sacrifice to all Victorians and encourage participation in commemoration through education and learning.

VISION, MISSION & VALUES

Vision

In developing the 2019–24 Strategic Plan, Trustees determined the Shrine’s enduring aspiration is:

That all Victorians remember, value and commemorate service and sacrifice.

Mission

In pursuit of this Vision, Trustees have established the Shrine’s Mission, being:

To engage all Victorians in commemoration through reflection, ceremony, education and learning.

Values

Acting in the service of its Mission, Trustees affirmed the Shrine will adhere to and be known for the values of:

INTEGRITY	In our actions and relationships
LOYALTY	To the Shrine and its Purpose
SERVICE	To veterans and the Victorian community
RESPECT	For our stakeholders and each other
INCLUSION	Provide a welcoming place for all

STRATEGIC OUTLINE

During the term of the 2019–24 Strategic Plan the organisation’s focus will be on attracting, developing and applying its resources, capability and capacity to advance the Shrine Vision.

This will be achieved by maintaining financial sustainability, leveraging the full potential of the Galleries, supporting the delivery and promotion of a range of commemorative services and delivering programs that meet community needs and expectations in the care and management of the Shrine.

RISK

Risk management is an integral part of the Shrine’s approach to planning, decision-making and accountability. The Shrine has outlined and articulated a Risk Appetite Statement, and this has informed development of the Shrine’s Risk Management Policy Framework and Register.

The day-to-day management of risk is the responsibility of management with reporting to the Board as required by policy.

The Risk Management Policy Framework and Register are formally reviewed by the Board biennially. The next formal review is scheduled for October 2019.

OBJECTIVES

OBJECTIVE ONE

Care for the Shrine for future generations

We will:

- 1.1 Position the Shrine as the home of commemoration in Victoria;
- 1.2 Protect and preserve the Shrine's unique place and purpose;
- 1.3 Enhance and enrich the visitor experience; and,
- 1.4 Provide access, amenity, safety and security for all.

OUTCOMES

- Assets are maintained to the highest standards
- The Shrine, its reserve and collection are preserved in perpetuity.
- The Shrine's reputation is enhanced and Victorians are engaged through effective communications.
- The Shrine's proximity to cultural and transportation hubs is leveraged to enhance access.

OBJECTIVE TWO

Engage more Victorians in commemoration

- 2.1 Collaborate with and support ESOs in the planning and delivery of commemorative services;
- 2.2 Honour and unify veterans of all generations in commemoration that reflects their diverse experiences of service; and,
- 2.3 Promote the value of commemoration to reach new audiences.

OUTCOMES

- ESOs continue to value and support the Shrine
- The Shrine will deliver contemporary approaches to commemoration that meet the needs of all veterans.
- Contemporary veterans feel their service is valued equally
- New participants are attracted to commemorative services

OBJECTIVE THREE

Inform and Inspire

- 3.1 Create and deliver broad-reaching, innovative educational programs and exhibitions that respect and respond to the diverse nature of the Victorian community;
- 3.2 Introduce new ways to discover, share and experience the Shrine through technology and expertise that supports access and engagement; and,
- 3.3 Develop a deeper understanding of community perceptions and needs through consultation, data gathering and ongoing analysis.

OUTCOMES

- Victorians connect the value of service and sacrifice to their lived, contemporary experience of peace and security.
- Teachers are advocates for our programs and commemorative events.
- Rural, regional and new Victorians access and engage with the Shrine, physically and virtually.
- Our major programs and exhibitions are enhanced with digital technologies.

OBJECTIVE FOUR

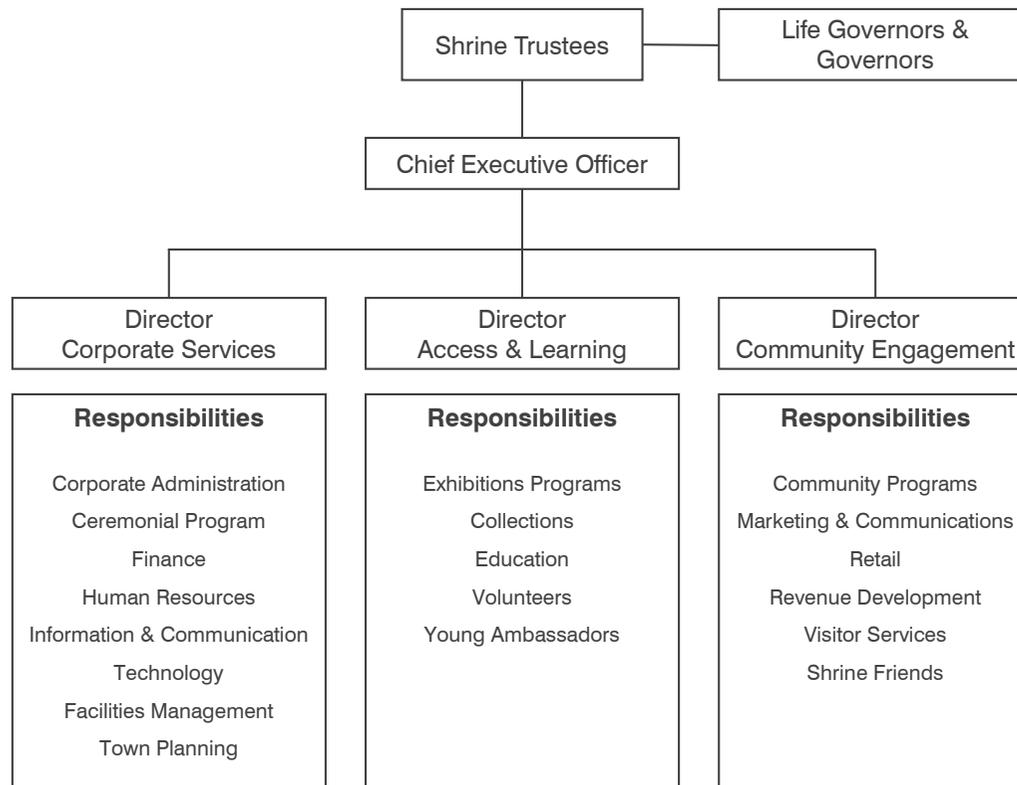
OUTCOMES

Build sustainability for the future

- 4.1 Strengthen financial resilience, governance and operational capability;
- 4.2 Secure and optimise funding and support from government and the community;
- 4.3 Ensure long-term sustainability by diversifying our funding and revenue sources through new philanthropic, corporate and commercial revenue streams;
- 4.4 Attract, develop and retain a high calibre workforce that is diverse, innovative, responsive and inclusive; and,
- 4.5 Invest in technologies and digital solutions that optimise operational efficiency, audience reach and engagement.

- Achievement of a positive operating result
- Achievement of unqualified annual accounts
- Year on year growth in self-generated revenue
- Happy and engaged personnel equipped with the tools and resources to be their best
- Partnerships and collaborations that expand access to our collections and veterans' stories

ORGANISATIONAL STRUCTURE & RESPONSIBILITIES



Trustees

Trustees are responsible for the care and management of the Shrine as defined by the Act. Ten Trustees are appointed by the Governor in Council on the recommendation of the Minister for Veterans. Trustees include representatives of the RSL (Victoria), Legacy (Melbourne) and the City of Melbourne. The remaining Trustees are appointed on the basis of industry experience and leadership.

Life Governors & Governors

Life Governors and Governors are appointed under Section 4 of the Act. They assist Trustees in the conduct of ceremonial activities.

Chief Executive Officer

The CEO is accountable to the Board of Trustees and is responsible for developing, directing and managing the Shrine's resources to achieve the Objectives of the Trustee's 2019–24 Strategic Plan—subject to approved Delegations of Authority.

Executive

The Executive supports the CEO in managing activities and resources of the Shrine in the delivery of the approved Business Plan and Budget. The Shrine is structured into three directorates: Corporate Services, Access and Learning and Community Engagement. Each is managed by a designated director.

Staff

The Shrine employs 40 staff (approximately 30 FTE) whose role it is to deliver day to day programs and perform activities that support the organisation's Mission.

Volunteers

The Shrine maintains a cohort of 110 Volunteers who provide over 14,000 hours of service each year in support of educational, visitor service and exhibition programs.