



ROYAL AUSTRALIAN ARTILLERY HISTORICAL COMPANY

**ROYAL AUSTRALIAN ARTILLERY
HISTORICAL COMPANY
CORPORATE PLAN
FY 2021-24**

UPDATED NOVEMBER 2022

Part A

Principles and Policy

Introduction

The RAAHC is a public company and a volunteer not-for-profit organisation of members. This corporate plan guides the RAAHC Board and Office Bearers to achieve its core purpose: *to promote the significance of the history and heritage of Australia's Artillery*. The RAAHC supports the RAA Regimental Committee and other interested stakeholders.

The RAAHC Board will review the Corporate Plan annually and amend it as required prior to each Annual General Meeting of the RAAHC.

Vision

The RAAHC is the authoritative organisation for information and knowledge on Australia's Artillery.¹

Corporate outcomes

Intent. The RAAHC will promote the significance of Australia's Artillery to the Australian community by achieving its corporate outcomes through targeted engagement with key stakeholders.

Specifically, the RAAHC will engage with:

- a. Governments at all levels, their agencies and representative to advocate the importance of community awareness of Australia's military cultural heritage, and to seek financial grants where available;
- b. The Department of Defence to support, lobby for and ensure its effective custodianship of artillery history and heritage collections and knowledge;
- c. Artillery organisations and associations across Australia to support their endeavours in the pursuit of mutual history and heritage aims;
- d. Historians to furnish unique professional advice and subject-matter expertise, and facilitate access to valuable information and knowledge on Australian Artillery;
- e. Business to elicit financial and in-kind material support to fund or conduct artillery history and heritage projects; and
- f. Museums and heritage centres across Australia and internationally to assist in the preservation, governance and transfer of information and collection items that promote the awareness and appreciation of the history and heritage of Australian Artillery.

Consistent with the Objects of the RAAHC Constitution, the RAAHC Board's enduring corporate outcomes are:

1. *The significant role of Australian Artillery is recognised and commemorated*
2. *The national artillery collection² is preserved and accessible*

¹ The RAAHC interprets 'Australia's Artillery' as including any or all aspects of people, organisations, technologies, operations, customs and traditions, tactics, techniques, equipment and procedures.

² The national artillery collection includes all items and documents that inform the heritage and history of Australian artillery including that held by the Australian Army, the Australian War Memorial, the RAAHC, regional and local museums and organisations as well as by private collectors.

3. *The Cutler Research Centre³ is sustained and its collection is preserved and accessible*
4. *The RAAHC effectively communicates with stakeholders*
5. *Approved RAAHC activities are funded and sustained*
6. *Appropriate governance is preserved*

Action Plans

Agreed Goals and Action Plans support the Corporate Plan. Each Goal addresses the responsibilities, timeframe, measures of success, and resource implications to achieve the desired outcomes. Action Plans to support the Goals are detailed in Part B of the Corporate Plan. Although lead responsibilities have been allocated to each goal, all Directors are expected to actively participate in, and support this Corporate Plan.

The Goals for the 2021-2024 period are:

1. Develop the RAAHC ability to continue to achieve its purpose.
2. Support the RAA Regimental Committee.
3. Finalise the future of the Anzac Centennial Gun.
4. Further develop the RAAHC Cutler Research Centre.
5. Transfer the management of Australia's Memorial Walk, to the Sydney Harbour Federation Trust (SHFT).
6. Act to enable national artillery heritage artefacts to be cherished, preserved and accessible.

³ The Sir Roden Cutler VC Artillery Research Centre (CRC) supports the RAAHC to maintain the history and heritage of Australian artillery. Items held include books, periodicals, army pamphlets, photos, maps, films, DVDs, personal papers and research files. CRC records date from Colonial times to the present. The CRC also holds a number of well- developed personal collections gifted from artillery historians.

Part B Action Plans

Goals, Responsibilities, Objectives, Timeframes, Measures of Success and Resources

#	Goal	Responsibility	Objectives	Timeframe	Success Measure	Resources
1	Develop the RAAHC ability to achieve its purpose	All	1-A. Grow relevance and ownership among both serving and past members of the Australian Defence Force and artillery regional organisations. ⁴	Ongoing	<ul style="list-style-type: none"> • Feedback on connections and relevance 	<ul style="list-style-type: none"> • Budget • Personal time
		All History Committee	1-B. Support the 150 th commemoration of the Australian Artillery.	2021-2	<ul style="list-style-type: none"> • Provide RAA/Australian Artillery historical SME advice [Completed] • Support RAA strategic communications outreach [Completed] 	<ul style="list-style-type: none"> • Budget • Personal time • RAAHC Website ‘Commemorating 150 Years: 1871-2021’
		Ian Ahearn Social media team	1-C. Build on existing information and communication technology to improve communication with stakeholders. ⁵	Ongoing	<ul style="list-style-type: none"> • Maintain /improve RAAHC website • Produce RAAHC Journal “<i>Cannonball</i>” bi-annually • Periodic release of “<i>Airburst</i>” 	<ul style="list-style-type: none"> • Webmaster for website • Editor for <i>Cannonball</i> • Editor for <i>Airburst</i> • Funding for software licences
		Honorary Secretary or Project Officer	1-D. Consolidate the partnership with the Sydney Harbour Federation Trust, including raising the new	From early 2023 (current lease /	<ul style="list-style-type: none"> • MOU delivered and maintained. • At least bi-annual meetings with SHFT CEO. 	<ul style="list-style-type: none"> • Liaison with SHFT

⁴ Supports RAAHC Corporate Outcome 1: *The significant role of Australian Artillery is recognised and commemorated* and Outcome 4: *The RAAHC effectively communicates with stakeholders.*

⁵ Supports RAAHC Corporate Outcome 4: *The RAAHC effectively communicates with stakeholders.*

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#	Goal	Responsibility	Objectives	Timeframe	Success Measure	Resources
			three- year lease / MOU with SHFT. ⁶	MOU ends Dec 2023)		
		All	1-E. Develop cooperative arrangements with other regional, local and unit artillery associations, particularly the Australian Artillery Association. ⁷	Ongoing	<ul style="list-style-type: none"> • Feedback on connections and relevance 	<ul style="list-style-type: none"> • Personal time
			1-F. Grow the RAAHC work force including the RAAHC Board and volunteers. ⁸	Ongoing	<ul style="list-style-type: none"> • Recruitment of new Board members • Increase in volunteers 	<ul style="list-style-type: none"> • Budget • Personal time • CRC Recruitment campaign
			1-G. Continue quality governance and management of the RAAHC. ⁹	Ongoing	<ul style="list-style-type: none"> • Conduct annual governance training • Provide an audited annual financial report • Submit accurate Annual Information Statement (AIS) to Australian Charities and Not-for-profits Commission (ACNC) • Conduct annual self-assessment of Australian Institute of Company 	<ul style="list-style-type: none"> • Finance and Governance Committee • Updated Corporate Risk Register

⁶ Supports RAAHC Corporate Outcome 4: *The RAAHC effectively communicates with stakeholders.*

⁷ Supports RAAHC Corporate Outcome 1: *The significant role of Australian Artillery is recognised and commemorated* and Outcome 4: *The RAAHC effectively communicates with stakeholders.*

⁸ Supports RAAHC Corporate Outcome 3: *The Cutler Research Centre and its collection is preserved and accessible* and Outcome 6: *Appropriate governance is preserved.*

⁹ Supports RAAHC Corporate Outcome 6: *Appropriate governance is preserved.*

#	Goal	Responsibility	Objectives	Timeframe	Success Measure	Resources
					Directors (AICD) self-assessment, ATO DGR and Income Exemption, and ACNC Charity Status <ul style="list-style-type: none"> • Hold effective AGMs • Compliance with timely reporting to ASIC and ACNC. 	
			1-H. Identify activities that need funding and develop fundraising plans, including securing donations and grants, to provide adequate revenue for approved RAAHC activities. ¹⁰	Ongoing	<ul style="list-style-type: none"> • Approved / Agreed activities 	<ul style="list-style-type: none"> • Activity managers • Budgets for applications
2	Support the RAA Regimental Committee	John Cox Nick Floyd	2-A. On behalf of HoR and in conjunction with the AAHU produce an <i>Essential History</i> publication. ¹¹	2021 – mid-2023	<ul style="list-style-type: none"> • Project plan submitted to Board [completed] • Progress of publication by content, images, stages • Publication printed and distributed 	<ul style="list-style-type: none"> • Budget Funding • Project Steering Committee • Personal time
		Chair John Cox	2-B. Report progress and provide input at the annual RAA RC meeting. ¹²	Ongoing annually	<ul style="list-style-type: none"> • Papers accepted 	<ul style="list-style-type: none"> • Personal time
		Chair John Cox Project team	2-C. Contribute to redesign of the RAA National Memorial as	2023-2024	<ul style="list-style-type: none"> • Project team identified • RAAHC member included in Project Team • Redesigned memorial opened 	<ul style="list-style-type: none"> • Donations • Personal time • Funding may be needed

¹⁰ Supports RAAHC Corporate Outcome 5: *Approved RAAHC activities are funded and sustained.*

¹¹ Supports RAAHC Corporate Outcome 1: *The significant role of Australian Artillery is recognised and commemorated.*

¹² Supports RAAHC Corporate Outcome 4: *The RAAHC effectively communicates with stakeholders* and Outcome 6: *Appropriate governance is preserved.*

#	Goal	Responsibility	Objectives	Timeframe	Success Measure	Resources
			requested by the Regimental Committee. ¹³			
3	Finalise the future of the Anzac Centennial Gun	Ian Ahearn	3-A. Promote the future home of the ACG as the Puckapunyal Combined Arms Heritage and Learning Centre (CAHLC). ¹⁴	2023-2024	<ul style="list-style-type: none"> Accepted by Army and RAAHC [Achieved, awaiting completion of CAHLC] 	<ul style="list-style-type: none"> Personal time Budget funding
4	Further develop the RAAHC Cutler Research Centre (CRC)	John Cox Tim Ford CRC Volunteers	4-A. Identify, catalogue and preserve documents, books & photographs in accordance with recommended practises. ¹⁵	Ongoing	<ul style="list-style-type: none"> All items identified and recommended archival practices adopted Long term location determined 	<ul style="list-style-type: none"> Personal time CRC volunteers eHive system
			4-B. Determine a long term and a contingency plan for the collection & its location. ¹⁶	2023	<ul style="list-style-type: none"> Plan developed & submitted to Board 	<ul style="list-style-type: none"> Personal time CRC volunteers Budget funding MOU with NLA
			4-C. Continue to digitise & electronically display the collection. ¹⁷	Ongoing	<ul style="list-style-type: none"> eHive Content Management System purchased and implemented [completed] Progress of digitising the CRC collection 	<ul style="list-style-type: none"> Personal time CRC volunteers Budget funding
			4-D. Link CRC with National Library of	2023	<ul style="list-style-type: none"> Linked to Trove [completed] Enquiries through Trove 12 month progress review 	<ul style="list-style-type: none"> Personal time CRC volunteers Budget funding

¹³ Supports RAAHC Corporate Outcome 1: *The significant role of Australian Artillery is recognised and commemorated.*

¹⁴ Supports RAAHC Corporate Outcome 2: *The national artillery collection is preserved and accessible.*

¹⁵ Supports RAAHC Corporate Outcome 3: *The Cutler Research Centre and its collection is preserved and accessible.*

¹⁶ Supports RAAHC Corporate Outcome 3: *The Cutler Research Centre its collection is preserved and accessible* and Outcome 6: *Appropriate governance is preserved.*

¹⁷ Supports RAAHC Corporate Outcome 3: *The Cutler Research Centre and its collection is preserved and accessible.*

#	Goal	Responsibility	Objectives	Timeframe	Success Measure	Resources
			Australia's Trove system / community ¹⁸			
5	Completion of Australia's Memorial Walk in cooperation with the SHFT	SHFT LO	5-A. Plan and implement improved entrance monument. ¹⁹	2023	<ul style="list-style-type: none"> • Acceptance by SHFT 	<ul style="list-style-type: none"> • Personal time • Budget • SHFT intent known
			5-B. Transition AMW to SHFT. ²⁰	2025	<ul style="list-style-type: none"> • Handover complete 	<ul style="list-style-type: none"> • Personal time • Budget
6	Act to enable national artillery heritage artefacts to be cherished, preserved and accessible	All	6-A. Engage continuously with Defence to offer support to the development of the Puckapunyal Combined Arms Heritage Learning Centre (CAHLC) or support private organisations that will display the heritage items. ²¹	Ongoing	<ul style="list-style-type: none"> • The CAHLC is included as a firm commitment on the Defence facilities plan [attained] • The CAHLC has a functioning Museum Advisory Committee (MAC) with RAAHC representation 	<ul style="list-style-type: none"> • Meetings with Defence officials to achieve a clear decision and path ahead for construction. • Personal time • Patron
		Project team	6-B. Reinvigorate the National Artillery Register project	Mid-2023-2024, ongoing	<ul style="list-style-type: none"> • Project team established • Progress of project 	<ul style="list-style-type: none"> • Project team • Personal time • Presentation platform

¹⁸ Supports RAAHC Corporate Outcome 2: *The national artillery collection is preserved and accessible*, Outcome 3: *The Cutler Research Centre its collection is preserved and accessible* and Outcome 4: *The RAAHC effectively communicates with stakeholders*.

¹⁹ Supports RAAHC Corporate Outcome 1: *The significant role of Australian Artillery is recognised and commemorated*.

²⁰ Supports RAAHC Corporate Outcome 5: *Approved RAAHC activities are funded and sustained*.

²¹ Supports RAAHC Corporate Outcome 2: *The national artillery collection is preserved and accessible* and Outcome 4: *The RAAHC effectively communicates with stakeholders*.