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2025–26 to 2028–29

# Corporate Plan

ROYAL AUSTRALIAN MINT





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## Introduction

As the Accountable Authority of the Royal Australian Mint, I present the Mint's 2025–26 to 2028–29 Corporate Plan, which has been developed against the requirement of section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Since officially opening in Canberra in 1965 to produce Australia's coins as the nation transitioned to decimal dollars and cents in 1966, the Mint's purpose today is to make coins and other minted products that serve the needs of the Australian economy, foreign countries, investors and collectors. As stewards of a thriving cultural institution, we showcase our nation's stories through the national coin collection, as well as a world-class museum and gallery experience of which all Australians can be proud.

While the use of cash and coins is changing, the Mint continues to play an important role as the custodian of the national coin collection, collecting and preserving a representative record of Australian coins for future generations. The Mint is also a major tourism attraction in Canberra, helping educate local and international visitors on Australian coin history and the production of coins.

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Our Corporate Plan outlines how we will deliver on our purpose over the four years from financial years 2025–26 to 2028–29. It also outlines the Mint’s strategic direction, and how it will mitigate enterprise risks.

I look forward to reporting on the performance of the Mint against the Plan in the 2025–26 Annual Report.

A handwritten signature in black ink, appearing to read 'Emily Martin', followed by a period.

Emily Martin

A/g Chief Executive Officer  
31 August 2025

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# Operating Context

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## Our purpose

**The Royal Australian Mint makes coins and other minted products to serve the needs of the Australian economy, foreign countries, investors and collectors. We are also stewards of a thriving cultural institution, showcasing our nation’s stories through the national coin collection and a world-class museum and gallery experience.**

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## Strategic direction

While its purpose is clear, the Mint faces an increasingly dynamic environment that requires balancing wide-ranging economic structural changes, such as a declining use of cash and a rise in digital payments. To lean into this uncertainty and maximise the agency’s operations to remain relevant, viable and self-funded, the Mint is setting a cohesive strategic direction.

We will undertake five areas of self-funded investment (supplemented by appropriate people capabilities) to ensure the sustainability of the Mint as an important part of Australia’s story:

- Reviewing the Mint’s current governance and financial arrangements and operating models.
- Optimising commercial strategy and activities to improve profitability.
- Strengthening our customer experience and sales activities, including digital capability and capacity.
- Uplifting safe and sustainable manufacturing of quality coins and minted products, and
- Protecting, growing and promoting the national coin collection for future generations of Australians and overseas visitors with experiences that acknowledge and commemorate Australia’s culture and history.

These areas of investment have been incorporated into a business plan that will be implemented over a three-year program to set the Mint on a path that invests in its people, systems and operations.



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## Our workforce and culture

Our people are central to the achievement of our purpose and the delivery of high-quality outcomes for Government and the Australian community. We are committed to building a safe, inclusive and high-performing workplace that attracts, develops and retains capable and motivated employees.

### Workforce

We will maintain a workforce that is flexible, skilled and aligned with future business needs. This includes:

- Strategic workforce planning to ensure we have the right capability, at the right time, in the right place.
- Targeted recruitment to build diversity, strengthen technical expertise, and increase representation across all levels.
- Investment in learning and development to equip staff with future-focused skills, including digital literacy, policy design and stakeholder engagement.
- Succession planning to ensure continuity in critical roles and to grow future leaders.

### Culture

We recognise that a positive and respectful culture is vital to employee wellbeing, engagement and performance. We will:

- Foster a culture of integrity, accountability and collaboration that reflects APS Values and Employment Principles.
- Continue to implement initiatives that support wellbeing, psychological safety and safe workplaces.
- Promote shared accountability across all levels of the organisation for delivering cultural improvements.
- Encourage innovation and continuous improvement, with staff empowered to contribute ideas and solutions.
- Embed diversity, inclusion and accessibility to ensure all employees feel valued and supported.

### Future Focus

Over the life of this plan, we will monitor workforce and culture outcomes through census results, employee feedback and organisational performance measures. By focusing on our people, we will strengthen capability and create an environment where staff can thrive and deliver outcomes that are critical to the Mint achieving its strategic priorities.

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## Our systems

The Mint operates an integrated management system across the key functions of health, safety, environment and quality. It also operates a range of specialised internal systems, such as manufacturing, risk, security, IT, ecommerce and finance, which must integrate into broader Australian Government frameworks. Work is progressing on enhancing the Mint's integrated management system, and we intend to move towards a more user-focused design.

Our work will be coordinated and integrated across the enterprise to ensure responsibilities and accountabilities are clear, effort is not duplicated, and activities are appropriately prioritised and resourced.

We are enhancing our risk maturity now that the Mint has a new digital tool to streamline practices and consider risk in business planning and improvement.

The capability of Epicor, the Mint's Enterprise Resource Planning system, will be leveraged to maximise the capacity and improve the efficiency of workflow through the Mint.

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## Our data

In a digital world where creating, collecting, storing and using data clearly brings inherent opportunities and threats, the Mint will apply the following principles to the use of data:

- Accurate data will be securely stored and made available to facilitate the Mint's strategic direction.
- External data is used to help understand and analyse our environmental impact, as well as inform the Mint's response.
- The Mint will leverage multiple data sources for innovation and continuous improvement activities.
- Data will continue to be collected and analysed to help understand and improve Mint customer experiences.

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## Our stakeholders and partners

The Mint works with a range of stakeholders and partners. While the Australian Government owns the Mint and the public are its customers, the Mint also values relationships with a range of other stakeholders and partners to help deliver on its purpose. The following initiatives apply to stakeholders and partners:

- Optimising upstream supply via a program of vendor management that prioritises key suppliers.
- Optimising downstream supply chains via programs like the Coin Consultative Committee with the banks, relationships with authorised domestic and international distributors, and other stakeholder engagement activities.
- Engaging the global minting industry via the International Mint Directors Association and key international coin events and fora.
- Cooperating and benchmarking with related agencies.



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## Risk

The Mint is committed to a comprehensive, coordinated and systematic approach to managing risk. Risk management requires ongoing assessment, including reviewing risks as circumstances change. Risk management is an integral part of the Mint's governance framework and is considered in the context of the Mint's outputs and outcomes, business planning and reporting, as well as in day-to-day decision-making.

The Mint has codified how it approaches risk management through a risk management framework, which is designed to help managers anticipate uncertain events, consider hazard exposure, identify co-benefits from action and effectively manage potential vulnerabilities.

The risk framework has been updated to reflect the *Commonwealth Risk Management Policy 2023*. It is also informed by the Australian/New Zealand Standard (AS/NZS) ISO 31000:2018 and the Department of Finance's resource management guide *Implementing the Commonwealth Risk Management Policy (RMG 211)*.

The Mint monitors the following enterprise risks as part of our management policy framework:

ENTERPRISE RISK	RISK STATEMENT	HOW RISK IS MANAGED
Relevance	Failure to remain relevant for key stakeholders.	<p>Enhancing the Mint's reputation as a national institution, a cultural attraction and a creator of public value.</p> <p>Engagement with industry, government and key stakeholders on the Australian payment system and the use of cash.</p> <p>Maintenance of profitable operations to ensure continued contribution of financial dividends to the Australian Government.</p> <p>Embedding a program of transformation across the organisation, including innovation, continuous improvement and research and development.</p> <p>Maintaining systems that support legal and policy compliance.</p>
Upstream supply chain	Failure to secure the material to support the Mint's processes.	<p>Active supplier engagement underpinned by contractual arrangements of key suppliers.</p> <p>Ongoing monitoring of the supply chain environment with adjustment of supplier, stocking, ordering and delivery strategies.</p> <p>Diversity of suppliers and redundancy within critical suppliers enabling substitute and alternate supply options.</p> <p>Quality management system that aligns monitoring and assurance activities across the Mint.</p>
Delivery	Failure to provide circulating, investment and collectible coins, and other minted products to stakeholders, in accordance with their expectations.	<p>Maintenance of an integrated system of management that ensures the timeliness and quality of Mint products.</p> <p>Tested Business Continuity Plan with flexibility to timely review the demand forecasts ensuring delivery outcomes.</p> <p>Monitoring and adjustment of delivery strategies.</p> <p>Offsite packing, post pack and distribution activity.</p> <p>Ongoing monitoring, review and resourcing of the operational plans to meet agreed delivery outcomes.</p> <p>Management of the upstream supply chain.</p>
Safety	Failure to provide a duty of care to employees, contractors, visitors and the community.	<p>A safety management system providing a system of safe work, and a safe working environment for employees, visitors and contractors to the Mint.</p> <p>Risk management framework to provide methods of communicating and consulting about risk, the identification, assessment, and treatment of risk, and to provide assurance to the Australian Government about the management of risk.</p> <p>Risk aware culture to communicate about risk and improve our response to risk, supported by management to provide ongoing education and capability development.</p>
Security	Failure to prevent a malicious party causing the loss, damage, or unavailability of Mint assets.	<p>Security governance framework outlining requirements to manage, monitor and report on protective security.</p> <p>Physical security systems providing security and control measures to safeguard Government resources.</p> <p>Information security systems that provide secure access to official resources while guarding against information compromise.</p> <p>Personnel security systems which require screening and vetting of employees and contractors to assess their eligibility and suitability to access official resources.</p>
People	Failure to plan for, attract, manage and retain people with the right skills and experience currently and into the future.	<p>A workforce plan that links workforce demand with supply.</p> <p>Contemporary HR practices.</p> <p>An appropriate employment framework.</p> <p>A performance management and a learning and development framework that support the development of employees.</p>



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# Our Approach to Performance

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## Our organisation

The Mint is organised around functional branches and an executive. The heads of each branch and the executive form the senior management team. The following principles apply to the Mint:

- The organisation will be regularly reviewed to ensure it remains optimised.
- Integrated teams comprising subject matter experts from across the Mint oversee and progress key projects and initiatives.
- Key Mint tools, such as the enterprise resource management system, are guided by multi-function steering groups to ensure that operational, compliance and support requirements are optimised and trade-offs appropriately managed.
- Effective communication across branches will be used to ensure alignment on priorities and to optimise interdependencies.
- Larger initiatives are managed by dedicated teams with permanent members.

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## Our values and priorities

The Mint upholds the Australian Public Service (APS) Values as set out in the *Public Service Act 1999*.

- **Impartial** – the Mint provides the Australian Government with advice that is frank, honest, timely and based on the best available evidence.
- **Committed to service** – the Mint serves the coin requirements of the Australian community.
- **Accountable** – the Mint is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
- **Respectful** – the Mint respects all people, including their rights and heritage.
- **Ethical** – the Mint demonstrates leadership, is trustworthy and acts with integrity in all that it does.
- **Stewardship** – the Mint develops and sustains the key abilities required to deliver on its purpose.

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The Mint must prioritise activities to deliver on outcomes and balance resources. The Mint broadly applies the following priorities:

- The safety of Mint employees, contractors, the public and stakeholders is the number one priority for the Mint.
- The Mint will effectively deliver outcomes that are approved by the Australian Government and meet the needs of our customers.
- A close second priority is ensuring the Mint secures and protects its valuable assets, including coins, tooling, information and data.
- The Mint will continually strive to improve efficiency.

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## Performance

Performance measures tell the Government and the Australian public how our performance in achieving our purpose will be measured and assessed. The Mint has developed a new suite of performance measures (implemented from 1 July 2025) that are designed to:

- Align with our strategic direction.
- More comprehensively meet legislative requirements.
- Provide a more holistic view of our performance.

Three of the six performance measures are new or redesigned in 2025–26. As we collect and report data in different ways, one measure will require baseline data in 2025–26. Data will be collected during the period and results will be reported in the Annual Performance Statements for 2025–26 and then be used to develop targets for the next Corporate Plan. The Mint is committed to improving how we measure our performance, particularly as we advance our data and technology capabilities.



## Performance measures

### VOLUME OF DOMESTIC CIRCULATING COIN MEETS DEMAND

<b>Rationale</b>	This measure responds to the Mint's accountabilities as the sole manufacturer of Australian circulating coins.		
<b>Methodology</b>	Total number of domestic circulating coins sold year on year.		
<b>Data Source</b>	Epicor, the Mint's Financial and Resource Management Information System.		
<b>Target</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28 onwards</b>
Volume	78,000,000	70,000,000	70,000,000

### VOLUME OF FOREIGN CIRCULATING COINS SOLD YEAR ON YEAR

<b>Rationale</b>	This measure responds to the Mint's accountabilities to ensure demand for coins from foreign countries is met as per government arrangement and policy.		
<b>Methodology</b>	Total number of foreign circulating coins sold year on year.		
<b>Data Source</b>	Epicor, the Mint's Financial and Resource Management Information System.		
<b>Target</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28 onwards</b>
	25,000,000	25,000,000	25,000,000

### PROPORTION OF DOMESTIC AND FOREIGN CIRCULATING COINS DELIVERED IN FULL AND ON TIME

<b>Rationale</b>	This is a quality measure relating to coins manufactured in accordance with standards relating to timeliness and reject rates. It represents an aggregate result for the Mint's manufacture of both domestic and foreign circulating coins.		
<b>Methodology</b>	<p>This measure (represented as a percentage) accounts for the production and distribution of both domestic and foreign circulating coins relating to:</p> <p><b>Timeliness</b> – proportion of coins delivered in full on time (within 10 working days of order).</p> <p><b>Reject rates</b> – proportion of coins rejected of the total amount produced year-on-year.</p>		
<b>Data Source</b>	Epicor, the Mint's Financial and Resource Management Information System.		
<b>Target</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28 onwards</b>
Domestic	90%	90%	90%
Foreign	A baseline result will be determined in 2025–26 and used to establish future targets.		

#### THE AMOUNT OF ANNUAL SEIGNIORAGE RETURNED TO THE COMMONWEALTH YEAR-ON-YEAR

<b>Rationale</b>	This measure reflects the need for the Mint to produce and deliver circulating coins in a cost-effective manner.		
<b>Methodology</b>	Face value of circulating coins sold less transfer price.		
<b>Data Source</b>	Epicor, the Mint's Financial and Resource Management Information System.		
<b>Target</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28 onwards</b>
	\$5,000,000	\$11,500,000	\$11,500,000

#### PROPORTION OF ACHIEVEMENT OF MILESTONES AGAINST THE NATIONAL COIN COLLECTION (NCC) PLAN

<b>Rationale</b>	As the custodian of the National Coin Collection (NCC), one of the Mint's strategic intentions is to better share, showcase and educate Australians about the NCC, and is based on a four-year plan to be developed.		
<b>Methodology</b>	Measure assumes development of a four-year plan. At the end of the reporting period, the Mint will undertake a qualitative self-assessment of our delivery against the plan.		
<b>Data Source</b>	Internal plan		
<b>Target</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28 onwards</b>
	25%	50%	75–100%

#### GROWTH IN VISITATION YEAR-ON-YEAR

<b>Rationale</b>	Growing the Mint's audience is a strategic pillar. This measure seeks to support understanding of the extent to which the Mint is successfully raising awareness and educating individuals about Australian coins.		
<b>Methodology</b>	<b>Net Promoter Score</b> – determined using customer surveys to gauge willingness to recommend the Mint to friends or colleagues.		
<b>Data Source</b>	<b>Skyfii</b> – a sensor at the main entrance to detect people entering and exiting the building.		
<b>Target</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28 onwards</b>
	360,000	365,000	375,000



Royal  
Australian  
Mint

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# Compliance

The Royal Australian Mint understands that compliance with legislative, legal and other requirements is a benefit to the organisation by ensuring that risks are managed, performance is enhanced, and activities lawful. A key goal of the compliance effort at the Mint is to meet environmental, social and governance obligations, and stakeholder expectations.

As an element of its approach to compliance, the Mint uses standards that cover a range of areas, including security, safety, environment, quality and accounting. In some areas, the Mint establishes and maintains certifications against these standards.

We also take a structured approach to auditing that leverages internal and external audit programs to give us confidence that we are meeting our compliance requirements, as well as giving external stakeholders confidence in our performance.

The Mint maintains a framework of delegations to appropriately perform the authorities assigned to it. We will continue to leverage internal audit, external audit and independent reviews to ensure appropriate levels of assurance. The Advisory Board and the Audit and Risk Committee will assist the Accountable Authority by providing oversight of elements of the Mint's compliance framework.

In 2025–26 to 2028–29, the Mint continues to be committed to limiting the use of outsourcing core work in line with the Strategic Commissioning Framework (introduced by the Australian Public Service Commission in October 2023).

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## Contact Details

### Address

Royal Australian Mint  
Denison Street  
Deakin ACT 2600  
AUSTRALIA

Visitors are welcome between 8:30 am and 5:00 pm weekdays  
and between 10:00 am and 4:00 pm on weekends and public holidays.  
The Mint is closed to visitors on Good Friday and Christmas Day.

### Email

[info@ramint.gov.au](mailto:info@ramint.gov.au)

### Web

[ramint.gov.au](http://ramint.gov.au)

### Phone

Domestic	(02) 6202 6900
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Australian Government

Royal Australian Mint