

Australian War Memorial Corporate Plan

2011-2014



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Front cover image:

Over the front: the Great War in the air in ANZAC Hall

Inside front cover:

The Memorial lit for Floriade



Australian War Memorial Corporate Plan

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The Australian War Memorial commemorates the service and sacrifice of Australian servicemen and women who have died in the wars and conflicts in which Australia has participated. It is a cultural institution of international standing and one of Australia's leading major tourist attractions.

From the time of its inception, the Memorial was conceived as a shrine, a museum that supports commemoration through understanding, and an archive holding key war records. Its development down through the years has remained consistent with this concept.

The Memorial is regarded as a unique and special place by many Australians. For many Australians, its commemorative focus provides a deeply emotional and personal link with those who have served the nation in time of war. The exhibitions in the Memorial's galleries take advantage of the exceptional and diverse National Collection to deliver interactive visitor experiences that are both engaging and educational. These exhibitions are supported by high-quality, authoritative scholarship in Australian military history, and conservation techniques and practices that safeguard the Memorial's collection.

Over the period of the previous Corporate Plan a number of major projects were completed. These included the redevelopment of the Eastern Precinct, incorporating the *Terrace at the Memorial* café, the National Service memorial and an underground car park, which collectively

represent an outstanding addition to the Memorial grounds; the submission to the publishers of the final volume of the Official History of South-East Asian Conflicts; the launch of the initial volume of the Official History of Peacekeeping, Humanitarian and Post-Cold War Operations series; the completion of the First World War permanent aircraft exhibition, *Over the front: the Great War in the air*; the development and implementation of an Enterprise Content Management system optimising the creation, storage and management of our digital assets; the half-life refurbishment of the Second World War galleries; and the redevelopment of the Hall of Valour to create a completely new space that is dignified and uplifting.

Over the next three years, the focus will primarily be on preparing for the commemoration of the Centenary of Gallipoli and the First World War, and on continuing to provide a great museum experience for our visitors, enhancing the National Collection, and retaining and investing in staff.

Previous page: The new Eastern Precinct, with the National Service memorial in the foreground.

Top: The refurbished Second World War galleries.

Bottom: The redeveloped Hall of Valour.



Purpose

To **commemorate the sacrifice** of Australians who have died in war.

Mission

To assist Australians to **remember, interpret and understand** the Australian experience of war and its enduring impact on Australian society.

Vision for the future

Our vision is for the Memorial to be an **outstanding national institution**, acknowledged for its commemorative ethos, outstanding exhibitions, events and activities, which engages the greatest number of people and is recognised for its relevance and pre-eminence.





The context for our operations

The Australian War Memorial is established as a statutory authority under the *Australian War Memorial Act 1980*. The Act allows for the appointment of a Council and a Director as Chief Executive Officer of the Memorial.

The performance of the Memorial, and the accountability of its Council and management, are subject to the *Commonwealth Authorities and Companies Act 1997* (CAC Act), which imposes key reporting, financial, and pecuniary obligations on the Memorial and its Council members.

The Memorial is subject to other acts that bear on its operation and is accountable to the government through the Minister for Veterans' Affairs. It has a strong link to the Department of Finance and Deregulation for budgetary processes, appropriations, grants and financial management processes; and follows the Principles and Better Practice Guides produced by the Australian National Audit Office. The Memorial adheres to Australian accounting standards in the preparation of its financial reports and follows best practice in its financial management.

The Memorial has a corporate planning process that involves all elements of the business in an analysis of anticipated strengths, weaknesses, opportunities and threats over the period of the Corporate Plan. From this process, priorities and activities are developed. The Corporate Plan, which is reviewed each year, is the basis for the annual Business Plan and Budget for each section in the Memorial. Management and Council, on a quarterly basis, review progress against the approved Business Plan and ensure activities take place within the allocated budget.

Values

- Respect for those who have served the nation
- A commemorative ethos reflecting the Australian identity
- A collection that is the core of the museum
- Leadership in our fields
- Excellence and professionalism
- Innovation and creativity
- Fairness and equity
- High performance through teamwork.

Priorities

To achieve our vision and enable annual reporting against the Memorial's outcome (see page 11) to be made, the following priorities have been set for 2011–2014:

- Prepare for, and position the Memorial to take a leading role in the commemoration of the Centenary of Gallipoli and the First World War
- Continue to provide an excellent museum experience for a diverse range of visitors, ensuring high-quality exhibitions, visitor services, events and commemorative ceremonies, and well maintained galleries and grounds
- Maximise the Memorial's funding from all available sources including sponsorship and development programs
- Attract, retain, invest in and build up high-quality staff
- Maintain positive and constructive relationships with stakeholders and interest groups.



The *Lone Pine* diorama in the Gallipoli gallery

Key continuing activities

Notwithstanding the above priorities, and within available funding resources, the Memorial undertakes a wide range of continuing activities of great importance to us and our stakeholders:

- Deliver national ceremonies for ANZAC Day and Remembrance day, as well as dignified ceremonies for a range of stakeholders, including school wreathlayings and plaque dedications
- Deliver a range of education programs that explore the Australian experience of war and Australian identity and that meet the curriculum needs of teachers
- Deliver a variety of public programs that appeal to the public and maximise interest in both the Memorial and Australian military history
- Continue to publish volumes of the Official History of Peacekeeping, Humanitarian and Post-Cold War Conflicts
- Continue high-quality travelling exhibitions and other outreach programs within available budget
- Enhance online access to the National Collection and other Memorial information
- Further enhance the National Collection in accordance with the Collection Development Plan
- Develop a strategy to enhance collection storage capacity
- Implement key elements of the Site Development Plan
- Develop and conduct dynamic marketing and public affairs campaigns
- Effectively manage the heritage values of Memorial buildings using the Australia International Council on Monuments and Sites (ICOMOS) Charter for Places of Cultural Significance (The Burra Charter)
- Implement the IT Strategic Plan 2011–2014, including a strategy to ensure adequate resources are available.

Council of the Australian War Memorial

The Council of the Australian War Memorial is responsible for the conduct and control of the affairs of the Memorial in accordance with the requirements of the *Australian War Memorial Act 1980*.

There are a maximum of 13 members on the Council. Members are appointed by the Governor-General for fixed terms, except the Chief of Navy, the Chief of Army, and the Chief of the Air Force, who are *ex officio* members for the period of their respective appointments. The Council is responsible for electing its Chairman; it meets four times a year.

Director

The Director is a statutory office holder appointed by the Governor-General. He is responsible for the leadership and management of the Memorial in accordance with Council policy.

Staff and Volunteers

The staff and volunteers of the Australian War Memorial come from a wide range of professional, cultural, and ethnic backgrounds. They undertake a diverse range of activities: from the volunteers, who guide visitors in the museum's gallery spaces and conduct VIP tours, to the curators and conservators, who are responsible for our extensive National Collection. The Memorial's staff and volunteers are talented and much valued for their commitment and the contribution they make. Every effort is made to create an environment that enables staff to develop their talents, contribute to the best of their ability, use their creativity and initiative, and be acknowledged and respected for what they achieve.

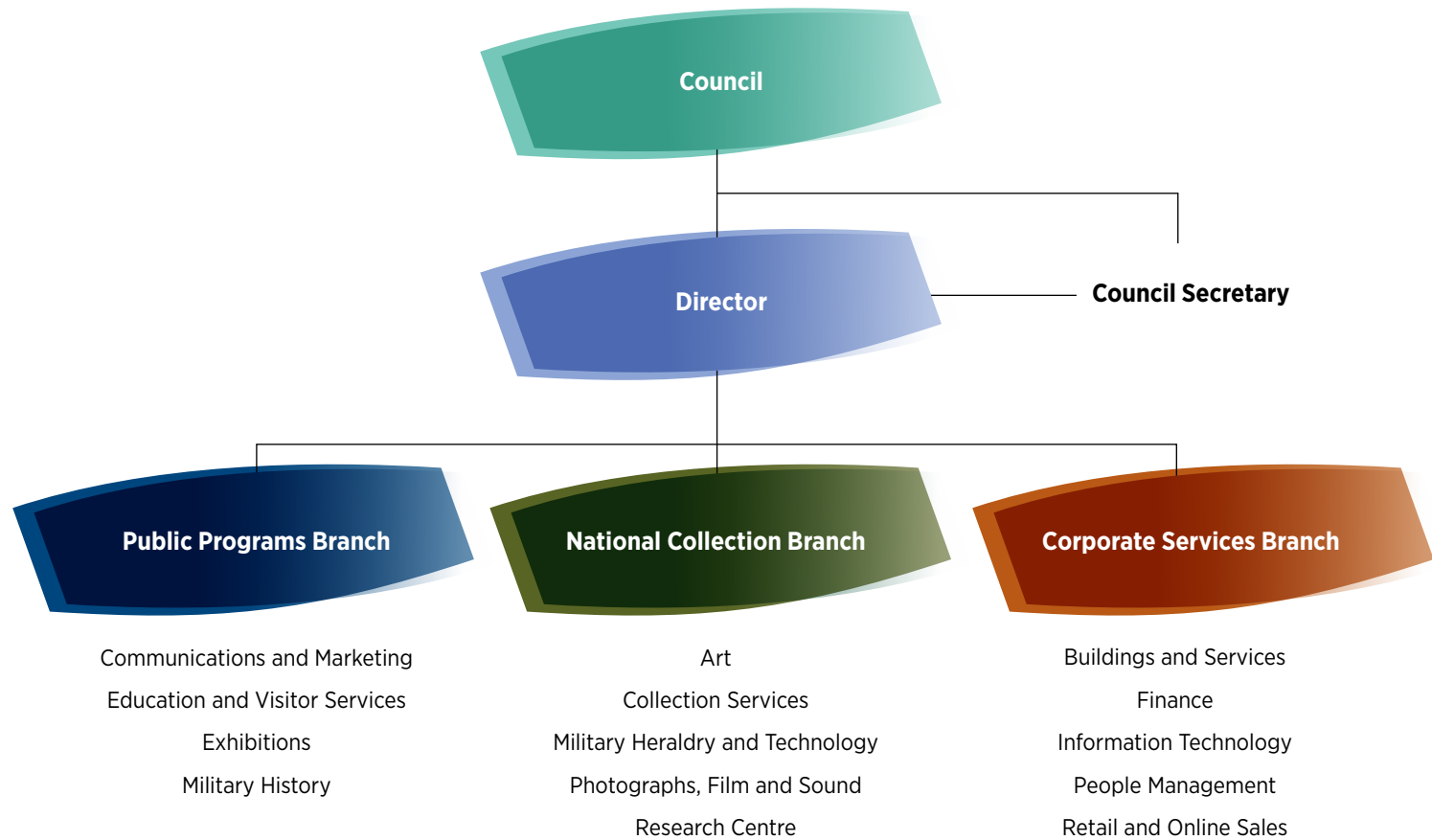
Setting the standard: the Service Charter of the Australian War Memorial

Setting the standard was developed through a consultative process involving the Memorial's visitors and stakeholders. The Service Charter addresses the full range of services provided by the Memorial. It provides a clear statement of the standards of service to be expected, identifies who is responsible should the service not be provided at the level promised, and offers guidance on whom to contact if something goes wrong.

The Service Charter can be found on the Memorial website at www.awm.gov.au under 'About'.



The *Man in the mud* is one of key features of education programs at the Memorial.



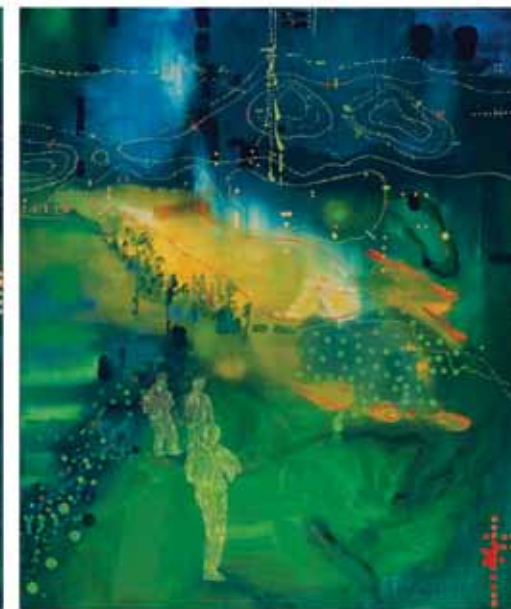
Jon Cattapan, *Night patrols (around Maliana)*, painted in Melbourne 2009, oil on Belgian linen (triptych), 120 x 300 cm, acquired under the official art scheme in 2009.

National Collection Branch

The Australian War Memorial houses one of Australia's most significant museum collections. Over four million items record the details of Australia's involvement in military conflicts, from colonial times to the present day.

The National Collection Branch has responsibility for safeguarding the entire National Collection. The staff in the branch are specialist curators, conservators, and archivists.

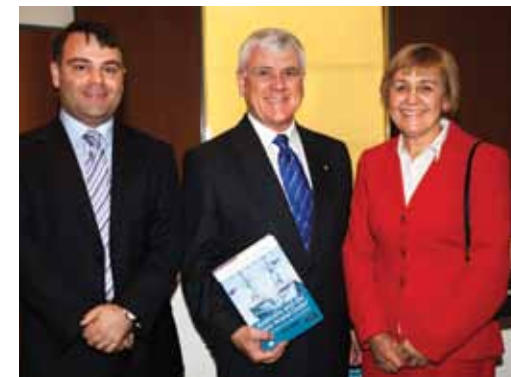
The National Collection has a unique place in Australia's military history. Official records collected since the First World War provide researchers with detailed records of people and campaigns. Over 13,000 private records present Australians' experiences of war through letters, cards, music and pamphlets. An official war art scheme, begun in the First World War, continues today with recent commissions to East Timor, Solomon Islands, Afghanistan and Iraq. In conjunction with an active acquisitions program, this scheme has brought together over 30,200 works of art. The film holdings and photography collection, comprising over 900,000 images, constitute one of the most significant visual records of Australia's involvement in world conflict. Holdings in the military heraldry and technology collection are perhaps the most varied and surprising, ranging from rockets, tanks, and aircraft to Victoria Crosses awarded for the



highest acts of valour. The collection also has uniforms from every conflict and service, as well as comprehensive collections of aircraft, vehicles, guns and personal weapons. The Memorial has a team of highly qualified staff to oversee the ongoing care and conservation of the collection.

The National Collection is one of the most important means by which the Memorial presents, in the most engaging way possible, the stories of those who have served in war. Its development, through donation, commissioning and acquisition, continues to be a priority, designed to ensure that past and current deployments are appropriately represented. The Collection is used extensively in the Memorial's permanent galleries and in its travelling exhibitions. Images of the many collection items are featured on the Memorial's website and can be ordered online.

A Collection Development Plan guides the Memorial's collection efforts, with priority given to collecting material relevant to current Australian Defence Force (ADF) commitments. In this regard, selected curators have visited operational areas and several large equipment items have been identified for future acquisition. Official artists and photographers have also been sent to provide their interpretation of ADF operations.



Professor David Horner (centre), Official Historian for Australian peacekeeping, humanitarian, and post-cold war operations, with his family at the launch of his book, *Australia and the "New World Order"*.

Public Programs Branch

The Public Programs Branch conducts a wide range of public programs, including exhibitions, a major website and social media applications, ceremonies, events and conferences. Their purpose is to engage the public effectively in the Memorial’s commemorative role. Major commemorative ceremonies include ANZAC Day and Remembrance Day, along with anniversaries, events and other ceremonies that occur throughout the year. An important ongoing activity is the unit plaque dedication program, which allows units that have been deployed on warlike service to be honoured by a plaque in the Memorial’s grounds.

These public programs enable the Memorial to reach a wide audience. The public is engaged through the world-class exhibitions in our galleries, particularly by the use of significant multimedia experiences; through a variety of exhibitions travelling across Australia; through publications such as *Wartime*, Australia’s most authoritative military history magazine; and through online resources, including our website (www.awm.gov.au). The website is a rich source of information about Australia’s military and social history, as well as an online introduction to the Memorial, its collections and its activities. The website promotes the active engagement of its



online audience through blogs, Facebook, Flickr and YouTube; visitors can now keep up to date via Twitter. The branch is also responsible supplying authoritative historical research and interpretation as well as researching and writing the official history of Australia’s involvement in Peacekeeping, Humanitarian, and Post-Cold War Operations.

The Memorial seeks to understand the needs and expectations of the Australian community and evaluates the extent to which these needs are being met. It offers authoritative historical interpretation for public presentations and responds to relevant public enquiries.



ANZAC Day National Ceremony.

The Dawn Service on ANZAC Day continues to inspire many visitors each year.



Corporate Services Branch

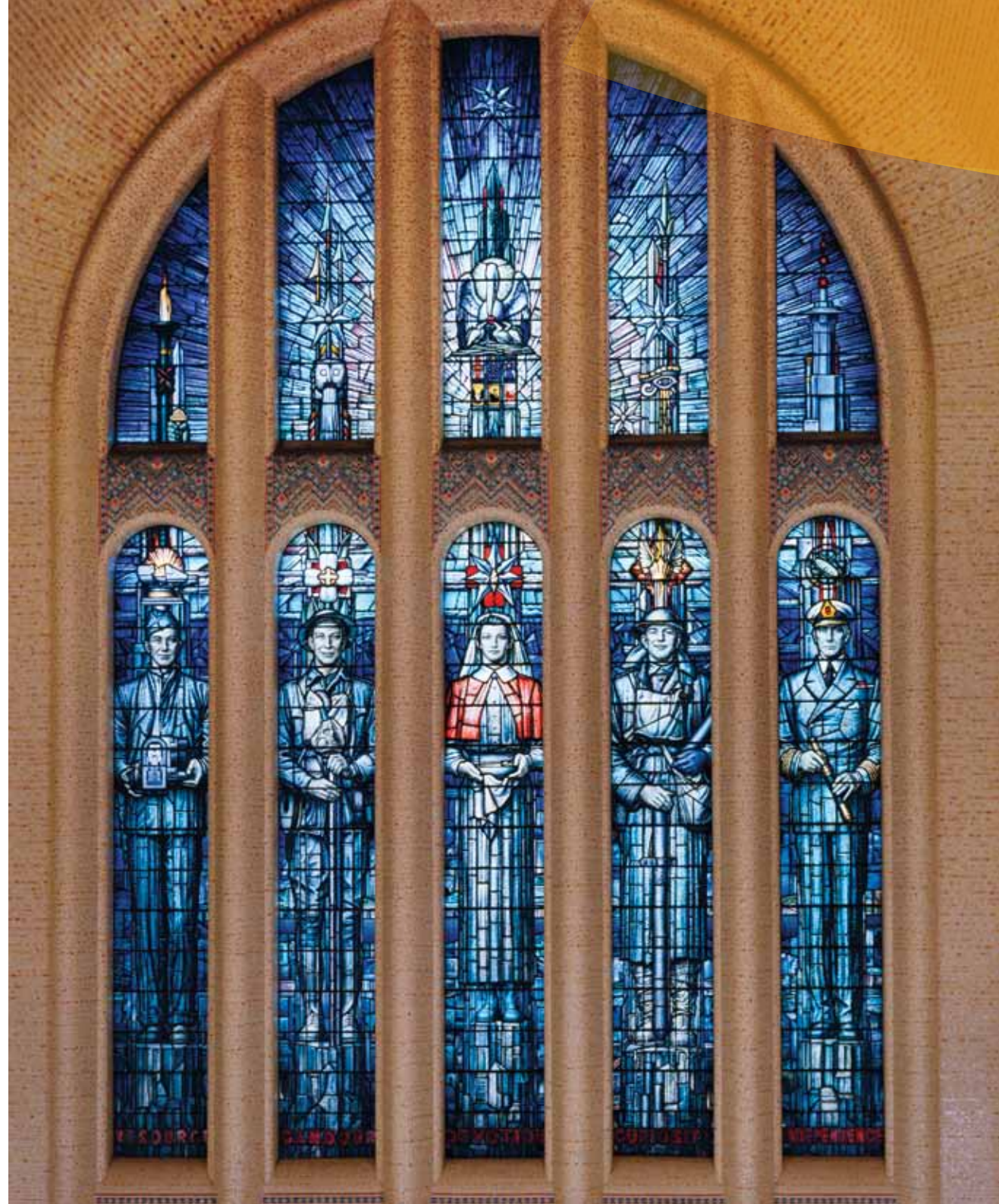
High standards of museum practice and public programs are not possible without the strong administrative foundation provided by the Corporate Services Branch.

The branch facilitates the management of the Memorial's resources, including staff, finances, facilities, information technology and office services. It provides grounds and property management, and security and records management services. It is responsible for corporate planning and issues relating to administrative law, public liability, fraud control, risk management and ethics. Corporate Services also manages tax administration, financial policy, internal audit and asset management. Corporate Services Branch also manages the Memorial Shop and e-Business functions. The online shop allows people to purchase images from the photographic and art collections, books and other products.

Executive functions, corporate governance, and Ministerial and Parliamentary liaison are also coordinated in this branch.

Above: Detail of the mosaic by Napier Waller in the Hall of Memory.

Right: One of the Hall's three stained-glass windows.



Corporate support

The ongoing development of the Memorial is supported by the Australian Government through an annual appropriation. Additionally, a long-standing program actively seeks corporate and individual donors and sponsors. This program is coordinated by the Assistant Director and Branch Head Public Programs.

Recognition of support is given in the Orientation Gallery at the levels of Benefactor (over \$250,000), Companion (over \$50,000) and Patron (over \$20,000), and through naming rights, where appropriate, such as the Qantas Aircraft Collection or BAE Systems Theatre. A range of attractive benefits is available for sponsorships and partnerships.

Donations below \$20,000 are facilitated through the Friends of the Memorial program.

The Australian War Memorial ANZAC Foundation is an independent public company that supports the work of the Memorial. Individuals and corporations may elect to make financial contributions to the Memorial through the Foundation.

To obtain more information on the Australian War Memorial ANZAC Foundation, please contact the Assistant Director and Branch Head Corporate Services, on (02) 6243 4233 or by email at executive@awm.gov.au

Friends of the Memorial

Many members of the Australian and international community have chosen to become Friends of the Memorial. The Friends program provides members with an opportunity to support the Memorial. In return for this valuable support, Friends receive a range of benefits including:

- a subscription to *Wartime* (the Memorial's official quarterly magazine)
- a quarterly Friends' newsletter
- discounts on Memorial products and services
- invitations to special events and travelling exhibitions
- special Friends-only tours and activities.

The Friends of the Memorial coordinator can be contacted on (02) 6243 4523 or by email at friends@awm.gov.au

Above: The Governor-General, Her Excellency Ms Quentin Bryce, with Brigadier Jeffrey J. Shelton DSO MC (Ret'd), a Friend of the Memorial.

Right: The RAAF flyover at the dedication of the National Service memorial



To meet the requirements of annual reporting to Parliament, the functioning of the Memorial is expressed in terms of a single purpose (see page 4) and the single outcome stated below, with program components that enable their achievement.

Outcome

Australians remembering, interpreting and understanding the Australian experience of war and its enduring impact through maintaining and developing of the National Memorial, its collection and exhibition of historical material, commemorative ceremonies, and research.

The program components that contribute to the achievement of the outcome are as follows. The Major Priorities and Key Continuing Activities listed earlier relate directly to these components.

Program Components

Program Components which contribute to the achievement of the Outcome are set in the Portfolio Budget Statements as follows:

Program Component	Description
External	
Commemorative Ceremonies	Major national ceremonies such as ANZAC Day and Remembrance Day and other commemorative ceremonies conducted and promoted in a fitting and dignified manner that positively engages all attendees.
National Memorial and Grounds	The Memorial building and grounds are conserved and developed as a dignified, moving and impressive National Memorial to Australians who served and died at war.
National Collection	An outstanding National Collection of historical material with provenance that is related to Australia's military history and which is developed, managed, preserved and interpreted to make it accessible.
Exhibitions	Development and maintenance of outstanding permanent, temporary and travelling exhibitions.
Interpretive Services	Understanding of the Australian experience of war is enhanced through provision of interactive interpretation, including the delivery of innovative contact and online education and public programs.
Promotion & Community Services	Promotion of the Memorial as an outstanding national institution and assistance to the community to understand the Memorial's roles, activities, programs, relevance and future through online engagement and content dissemination.
Research & Information Dissemination	The stimulation of an interest in and understanding of Australia's military history by the delivery and dissemination in print, broadcast and online media of articles, papers and presentations, conferences, and encouraging the conduct of research and dissemination of knowledge and understanding of Australia's military history.
Visitor Services	Visitors to the Memorial and its outreach programs are provided with a standard of service that enhances their experience and encourages them to re-use services and promote them to others.

In addition to those Program Components outlined in the Portfolio Budget Statements, the Memorial also has five internal components that support the achievement of the external components.

Internal	
Corporate Governance	Council of the Memorial provides a strategic framework of policy and direction that guides the achievement of the Memorial's outcome.
Executive Strategic Management	Effective leadership and management for the Memorial in accordance with the requirements of the <i>Australian War Memorial Act 1980</i> .
Resource Management	Management of the Memorial's financial, human, corporate information, IT infrastructure and general service resources to sustain a productive environment.
Revenue Generation	Strengthen the generation of revenue in support of the Memorial's mission and purpose.
Team Management	Teams are innovative and productive in achieving Memorial outputs through effective leadership and management that foster equity, teamwork and open communication.



THEIR NAME LIVE
FOR EVERMORE





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