

## Schedule of Documents

| Doc No | Date of Documentation | Document Description | Full, Partial or Refused | Exemption(s) provision | Page numbers/part page number redacted | Comments |
|--------|-----------------------|----------------------|--------------------------|------------------------|--|----------|
| 1      | 17 March 2023         | Council paper        | Partial                  | S47C, S47F             | 2                                      |          |
| 2      | 17 March 2023         | Council paper        | Refused                  | S47C                   | 7                                      |          |
| 3      | 3 April 2023          | Council record       | Partial                  | S22(1)(a)(ii), S47F    | 8                                      |          |
| 4      | 6 December 2022       | AMW document         | Partial                  | S22(1)(a)(ii), S47F    | 4                                      |          |
| 5      | 20 December 2022      | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 5                                      |          |
| 6      | 19 January 2023       | AWM document         | Refused                  | S 47C                  | 8                                      |          |
| 7      | 2 February 2023       | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 7                                      |          |
| 8      | 2 February 2023       | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 4                                      |          |
| 9      | 9 February 2023       | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 6                                      |          |
| 10     | 16 February 2023      | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 2                                      |          |
| 11     | 23 February 2023      | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 6                                      |          |
| 12     | 23 March 2023         | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 3                                      |          |
| 13     | 30 March 2023         | AWM document         | Partial                  | S22(1)(a)(ii), S47F    | 4                                      |          |

Document 1

## 9 AWM STRATEGIC PLAN

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### PURPOSE

To provide Council with the Strategic Plan 2023-2028 for endorsement.

### RECOMMENDATION

It is recommended that Council endorse the Strategic Plan 2023-2028.

### BACKGROUND

The Development Project is a significant undertaking that will impact how the Memorial operates into the future. In 2021, CMG initiated the production of a 5-year Strategic Plan to guide the Memorial through the development period and into the next stage of the Memorial's activities.

The Strategic Plan 2023-28 is the result of collaborative effort, designed through broad engagement and consultation.

### REPORT

The strategic pillars and initiatives presented in the Strategic Plan do not fundamentally change the way the Memorial operates. The plan acknowledges the changing demographic of Australians and their expectations as the Memorial's audience and our need to understand this more deeply. It also recognises that the Memorial needs to be sustainable, in everything we do, not only environmentally, but in relation to the increasing budgetary pressures faced by all sectors.

The document considers the stability required to deliver effectively between now and 2025, how this will position the Memorial between 2025 and 2028, and importantly ensuring opportunities are created in preparation for 2039 when we commemorate the 100<sup>th</sup> anniversary of the Second World War.

s 47C

s 47C

**[Link to Corporate Plan](#)**

The Corporate Plan 2024-2025 will be amended to reflect the strategic pillars and priorities contained in the Strategic Plan.

**Values and Behaviours**

- The Strategic Plan 2023-2028 includes the Memorial's Values and Behaviours, which are demonstrated under 'Strategic Pillar 4 – Build a sustainable future', by:
  - *'Investing in our people and modelling our Values and Behaviours to ensure we have a diverse, engaged, and talented workforce.'*

**ATTACHMENTS**

Attachment 9A: Strategic Plan 2023-2028

Author: s 47F  
Transition Project Director

Cleared by: Leanne Patterson  
Assistant Director, Corporate Services





## Meeting Details

**MEETING:** AWM Council meeting 180  
**LOCATION:** Australian War Memorial, ACT  
**DATE:** 17 March 2023  
**START:** 0900hrs  
**END:** 1500hrs

## Attendance

| Name  | Document 2 - 2023-24-10 | Attending |        | Apologies |
|---|-------------------------|-----------|--------|-----------|
|   |                         | Physical  | Remote |           |
| Kim Beazley AO - Chair  |                         | X         |        |           |
| Dan Keighran VC   |                         | X         |        |           |
| Tony Abbott AC  |                         | X         |        |           |
| Wing Commander Sharon Bown (Ret'd)  |                         | X         |        |           |
| Glenn Keys AO   |                         | X         |        |           |
| James McMahon DSC AM DSM  |                         | X         |        |           |
| Major General Greg Melick AO RFD FANZCN SC (Ret'd)                                      |                         | X         |        |           |
| Susan Neuhaus AM CSC  |                         | X         |        |           |
| Josephine Stone AM  |                         | X         |        |           |
| Rhondda Vanzella OAM  |                         | X         |        |           |
| Vice Admiral Mark Hammond AM RAN<br>Rear Admiral Jonathan Earley CSC RAN                |                         | X         |        | X         |
| Lieutenant General Simon Stuart AO DSC<br>Major General Natasha Fox AM CSC              |                         | X         |        | X         |
| Air Marshal Robert Chipman AM CSC   |                         | X         |        |           |
| Matt Anderson PSM – Director  |                         | X         |        |           |
| Major General Brian Dawson AM CSC (Ret'd) – Assistant<br>Director, National Collections |                         | X         |        |           |
| Leanne Patterson – Assistant Director, Corporate Services                               |                         | X         |        |           |
| Anne Bennie – Assistant Director, Public Programs                                       |                         | X         |        |           |
| <b>s 47F</b> Transition Project Director, item 8  |                         | X         |        |           |
| <b>s 47F</b> Official Historian, item 12  |                         | X         |        |           |
| <b>s 47F</b> Head Communications and Marketing, item 16                                 |                         | X         |        |           |
| <b>s 47F</b> Head Photographs, Film and Sound, item 16                                  |                         | X         |        |           |
| <b>s 47F</b> Head Collection Services, item 16  |                         | X         |        |           |
| <b>s 47F</b> Collections Registrar, item 16   |                         | X         |        |           |
| <b>s 47F</b> – Executive Officer, Council and Corporate<br>Services                     |                         | X         |        |           |



**Agenda Items**

**Actions**

**1 Opening of the meeting**

s 22 (1)(a)(ii)

s 22 (1)(a)(ii)

s 22 (1)(a)(ii)

s 22 (1)(a)(ii)



**Agenda Items**

**Actions**

s 22 (1)(a)(ii)





**Agenda Items**

**Actions**

s 22 (1)(a)(ii)

s 22 (1)(a)(ii)



## Agenda Items

## Actions

s 22 (1)(a)(ii)

### 9 AWM Strategic Plan

The Director provided Council background for the establishment of the document and process to develop the draft document presented for Council's endorsement.

Members suggested several minor amendments to the Plan.

Council **endorsed** the Strategic Plan 2023-2028, subject to the minor amendments being made.

**Action:** Revised Strategic Plan to be circulated to members out of session.

s 22 (1)(a)(ii)



s 22 (1)(a)(ii)

s 22 (1)(a)(ii)



s 22 (1)(a)(ii)

s 22 (1)(a)(ii)



s 22 (1)(a)(ii)

Document 4

## PROJECT STATUS REPORT

|                   |                     |                   |                    |
|-------------------|---------------------|-------------------|--------------------|
| Reporting period: | 17 Nov - 8 Dec 2022 | Project title:    | Transition Project |
| Date of report:   | 6 Dec 2022          | Project Director: | s 47F              |
| Report author:    | s 47F               | Project Sponsor:  | ADCS               |

### EXECUTIVE SUMMARY

s 22(1)(a)(ii)

An overview of progress was completed for:

- Strategic Planning;

s 22(1)(a)(ii)

### PROJECT MILESTONE STATUS REVIEW

| ID | Project Milestones | Status | Baseline Completion Date | Expected Completion Date | Issues Exist (Yes/No) |
|----|--------------------|--------|--------------------------|--------------------------|-----------------------|
|----|--------------------|--------|--------------------------|--------------------------|-----------------------|

s 22(1)(a)(ii)

PROJECT MILESTONE STATUS REVIEW

| ID | Project Milestones | Status | Baseline Completion Date | Expected Completion Date | Issues Exist (Yes/No) |
|----|--------------------|--------|--------------------------|--------------------------|-----------------------|
|----|--------------------|--------|--------------------------|--------------------------|-----------------------|

|                |  |  |  |  |  |
|----------------|--|--|--|--|--|
| s 22(1)(a)(ii) |  |  |  |  |  |
|----------------|--|--|--|--|--|

|  |  |                                       |          |           |    |
|--|--|---------------------------------------|----------|-----------|----|
|  | <b>Corporate Governance</b><br>a. Strategic Plan 2023-28<br>(i) Align Corporate Plan 2023-24<br>(ii) Update PBS 2023-24 activities | Delayed<br>Not Started<br>Not Started | 3 Oct 22 | 17 Nov 22 | No |
|--|--|---------------------------------------|----------|-----------|----|

|                |  |  |  |  |  |
|----------------|--|--|--|--|--|
| s 22(1)(a)(ii) |  |  |  |  |  |
|----------------|--|--|--|--|--|



**PROJECT MILESTONE STATUS REVIEW**

| ID | Project Milestones | Status | Baseline Completion Date | Expected Completion Date | Issues Exist (Yes/No) |
|----|--------------------|--------|--------------------------|--------------------------|-----------------------|
|----|--------------------|--------|--------------------------|--------------------------|-----------------------|

s 22(1)(a)(ii)

**STATUS OF PLANNED ACTIVITIES**

*Planned accomplishments in this period:*

s 22(1)(a)(ii)

**3. Corporate Governance**

**a. AWM Strategic Plan**

- On hold pending Chair consideration

s 22(1)(a)(ii)

*Planned actions for the next period:*

s 22(1)(a)(ii)

s 22(1)(a)(ii)

- Strategic Plan
  - Draft provided to Council Chair for consideration (to confirm with Director's office)

s 22(1)(a)(ii)

s 22(1)(a)(ii)

#### EXECUTIVE REQUESTS

| <b>ID</b> | <b>Description including reference to impact on time, cost and quality</b> | <b>ACTION REQUESTED</b>                         |
|-----------|--|---|
| 1         | Draft Strategic Plan 2023 – 28   | Advise on the process for seeking Chair's input |





## Meeting Details

**GROUP:** Corporate Management Group

**MEETING:** CMG

**LOCATION:** Australian War Memorial, ACT

**DATE:** 8 December 2022

**START:** 1300 AEDT

**END:** 1430 AEDT

## Attendance

| Name                    | Attending |        | Apologies | Absent |
|-------------------------|-----------|--------|-----------|--------|
|                         | Physical  | Remote |           |        |
| Matt Anderson, Director | X         |        |           |        |
| Leanne Patterson, ADCS  | X         |        |           |        |
| Brian Dawson, ADNC      | X         |        |           |        |
| Anne Bennie, ADPP       | X         |        |           |        |
| Wayne Hitches, EPD      |           |        | X         |        |
| s 47F EO Director       | X         |        |           |        |

## Agenda Items

## Actions

### 1 Welcome / Apologies

Meeting opened at 1310hrs, Chair welcomed members.

s 22(1)(a)(ii)

### 3 Transition Project Update

Transition Project Director attended for this item.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Draft Strategic plan

- Director to brief incoming Chair next week with an aim to present to other Council members next year.
- Meeting with Governance and Finance staff tomorrow to discuss flow to PBS and other corporate planning documents.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

s 22(1)(a)(ii)

s 22(1)(a)(ii)







## Meeting Details

**GROUP:** Corporate Management Group

**MEETING:** CMG

**LOCATION:** Australian War Memorial, ACT

**DATE:** 19 January 2023

**START:** 1400 AEDT

**END:** 1700 AEDT

## Attendance

| Name                    | Attending |        | Apologies | Absent |
|-------------------------|-----------|--------|-----------|--------|
|                         | Physical  | Remote |           |        |
| Matt Anderson, Director | X         |        |           |        |
| Leanne Patterson, ADCS  | X         |        |           |        |
| Brian Dawson, ADNC      | X         |        |           |        |
| Anne Bennie, ADPP       | X         |        |           |        |
| Wayne Hitches, EPD      | X         |        |           |        |
| <b>S47F</b> EO Director | X         |        |           |        |

## Agenda Items

## Actions

**S22(1)(a)(ii)**

## 2 CMG minutes of 8 December 2022

Minutes of the previous meeting, Thursday 8 December 2022 were confirmed.

S22(1)(a)(ii)

## 3 Transition Project Update

Transition Project Director attended for this item.

S22(1)(a)(ii)

Strategic plan CMG noted the progress of the current draft and that Director has briefed the Chair. CMG agreed to progress the strategic plan without waiting to incorporate the Business Modelling noting that the plan can evolve.

S22(1)(a)(ii)

S22(1)(a)(ii)

**Action:** Accept changes as tracked in strategic plan draft and resend to Director.

**Assigned to:** TPD

**Due Date:** 27 January 2023

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)







## Meeting Details

**GROUP:** Corporate Management Group

**MEETING:** CMG

**LOCATION:** Australian War Memorial, ACT

**DATE:** 2 February 2023

**START:** 1345 AEDT

**END:** 1645 AEDT

## Attendance

| Name                    | Attending |        | Apologies | Absent |
|-------------------------|-----------|--------|-----------|--------|
|                         | Physical  | Remote |           |        |
| Matt Anderson, Director | X         |        |           |        |
| Leanne Patterson, ADCS  | X         |        |           |        |
| Brian Dawson, ADNC      | X         |        |           |        |
| Anne Bennie, ADPP       | X         |        |           |        |
| Wayne Hitches, EPD      | X         |        |           |        |
| S47F EO Director        | X         |        |           |        |

## Agenda Items

## Actions

### 1 Welcome / Apologies

Meeting opened at 1345hrs, Chair welcomed members.

## 2 CMG minutes of 2 February 2023

Minutes of the previous meeting, Thursday 2 February 2023 were confirmed.

S22(1)(a)(ii)

Closed items:

S22(1)(a)(ii)

- A29 Accept changes as tracked in strategic plan draft and resend to Director.

S22(1)(a)(ii)

S22(1)(a)(ii)

### 3 Transition Project Update

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)





## TRANSITION PROJECT STATUS REPORT – 14 FEB 2023

|                   |                      |                   |      |
|-------------------|----------------------|-------------------|------|
| REPORTING PERIOD: | 31 Jan – 16 Feb 2023 | PROJECT DIRECTOR: | S47F |
|-------------------|----------------------|-------------------|------|

| No.           | Work Package         | Scope | Schedule | Cost | Risks/<br>Issues | Quality | Resources | Complete<br>% | Start  | Finish |
|---------------|----------------------|-------|----------|------|------------------|---------|-----------|---------------|--------|--------|
| S22(1)(a)(ii) |                      |       |          |      |                  |         |           |               |        |        |
| 3             | Corporate Governance | G     | A        | G    | A                | A       | A         | 98%           | May 22 | Feb 23 |

S22(1)(a)(ii)

### PROJECT MILESTONE STATUS REVIEW

| ID            | Work Package & Deliverables   | Status | Comments                   |
|---------------|---|--------|----------------------------|
| S22(1)(a)(ii) |   |        |                            |
| 3             | Corporate Governance<br>a. Strategic Plan 2023-28<br>(i) Aligned Corporate Plan 2024-25<br>(ii) Aligned Business Plan 2024-25<br>(iii) Updated PBS 2024-25 activities | Draft  | 180 Council Agenda Item 09 |

S22(1)(a)(ii)

S22(1)(a)(ii)





## Meeting Details

**GROUP:** Corporate Management Group

**MEETING:** CMG

**LOCATION:** Australian War Memorial, ACT

**DATE:** 16 February 2023

**START:** 1400 AEDT

**END:** 1645 AEDT

## Attendance

| Name                    | Attending |        | Apologies | Absent |
|-------------------------|-----------|--------|-----------|--------|
|                         | Physical  | Remote |           |        |
| Matt Anderson, Director | X         |        |           |        |
| Leanne Patterson, ADCS  | X         |        |           |        |
| Brian Dawson, ADNC      |           |        | X         |        |
| S47F                    | X         |        |           |        |
| Anne Bennie, ADPP       | X         |        |           |        |
| Wayne Hitches, EPD      | X         |        |           |        |
| S47F EO Director        | X         |        |           |        |

## Agenda Items

## Actions

### 1 Welcome / Apologies

Meeting opened at 1400hrs, Chair welcomed members.

## 2 CMG minutes of 9 February 2023

Minutes of the previous meeting, Thursday 9 February 2023 were confirmed.

S22(1)(a)(ii)

- A44 Author cover page for DRAFT strategic plan to be presented to March Council

S22(1)(a)(ii)

## 3 Transition Project Update

Transition Project Director and Executive Project Director attended for this item.

S22(1)(a)(ii)

Director suggested that while the images in the DRAFT strategic plan, and specifically the cover are in line with other publications, the cover in particular should be more forward facing.

**Action:** Change cover image of DRAFT strategic plan to aerial shot of Anzac Hall roof design post Development.

S22(1)(a)(ii)

**Assigned to:** TPD  
**Due Date:** 23 February 2023

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)

S22(1)(a)(ii)



S22(1)(a)(ii)



## TRANSITION PROJECT STATUS REPORT – 23 MARCH 2023

|                   |                   |                   |       |
|-------------------|-------------------|-------------------|-------|
| REPORTING PERIOD: | 6 – 22 March 2023 | PROJECT DIRECTOR: | S 47F |
|-------------------|-------------------|-------------------|-------|

| No. | Work Package | Scope | Schedule | Cost | Risks/<br>Issues | Quality | Resources | Complete<br>% | Start | Finish |
|-----|--------------|-------|----------|------|------------------|---------|-----------|---------------|-------|--------|
|-----|--------------|-------|----------|------|------------------|---------|-----------|---------------|-------|--------|

S 22(1)(a)(ii)

|   |                      |   |   |   |   |   |   |     |        |        |
|---|----------------------|---|---|---|---|---|---|-----|--------|--------|
| 3 | Corporate Governance | G | G | G | G | G | G | 95% | May 22 | Mar 23 |
|---|----------------------|---|---|---|---|---|---|-----|--------|--------|

S 22(1)(a)(ii)

### PROJECT MILESTONE STATUS REVIEW

| ID | Work Package | Status | Comments |
|----|--------------|--------|----------|
|----|--------------|--------|----------|

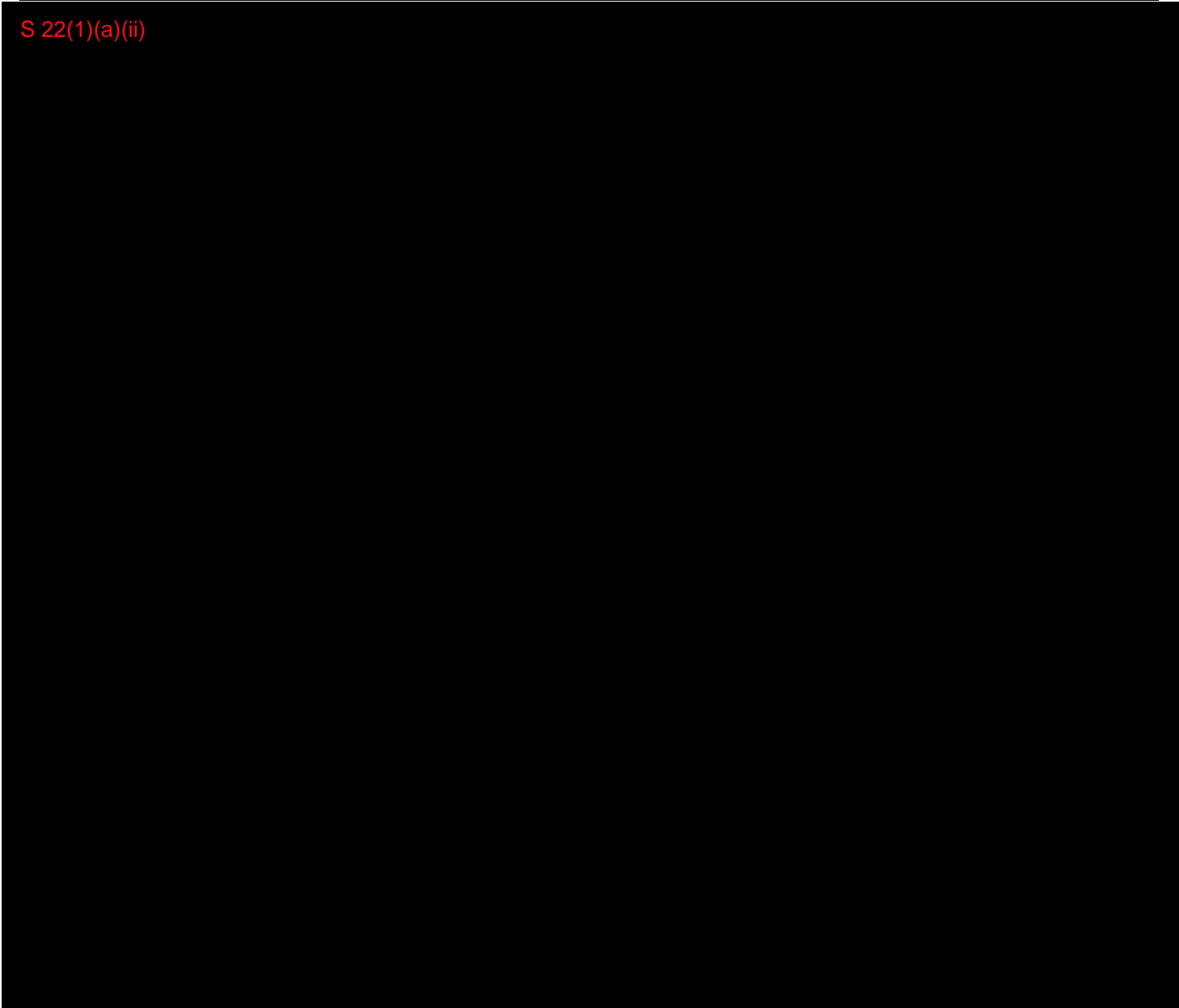
S 22(1)(a)(ii)

|   |  |       |   |
|---|--|-------|---|
| 3 | <b>Corporate Governance</b><br>a. Strategic Plan 2023-28 | Draft | 180 Council Agenda Item 09 – Council members provided feedback; draft to be revised and re-circulated |
|---|--|-------|---|

PROJECT MILESTONE STATUS REVIEW

| ID | Work Package | Status | Comments |
|----|--------------|--------|----------|
|----|--------------|--------|----------|

S 22(1)(a)(ii)



BUDGET

| Expenditure item | Budget<br>(ex GST) | Expenditure (ex GST) |         |         |        |
|------------------|--------------------|----------------------|---------|---------|--------|
|                  |                    | 2021-22              | 2022-23 | 2023-24 | Actual |

S 22(1)(a)(ii)

|                          |         |        |         |  |         |
|--------------------------|---------|--------|---------|--|---------|
| <b>Consultants:</b>      |         |        |         |  |         |
| Strategic Plan (Fyusion) | 143,385 | 14,850 | 108,900 |  | 123,750 |

S 22(1)(a)(ii)





## Meeting Details

**GROUP:** Corporate Management Group

**MEETING:** CMG

**LOCATION:** Australian War Memorial, ACT

**DATE:** 23 March 2023

**START:** 1330 AEDT

**END:** 1455 AEDT

## Attendance

| Name                    | Attending |        | Apologies | Absent |
|-------------------------|-----------|--------|-----------|--------|
|                         | Physical  | Remote |           |        |
| Matt Anderson, Director | X         |        |           |        |
| Leanne Patterson, ADCS  | X         |        |           |        |
| Brian Dawson, ADNC      | X         |        |           |        |
| Anne Bennie, ADPP       | X         |        |           |        |
| Wayne Hitches, EPD      | X         |        |           |        |
| <b>S47F</b> EO Director | X         |        |           |        |

## Agenda Items

## Actions

### 1 Welcome / Apologies

Meeting opened at 1330hrs, Chair welcomed members.

## 2 CMG minutes of 23 March 2023

Minutes of the previous meeting, Thursday 9 March 2023 were discussed to clarify Items of Other Business **S22(1)(a)(ii)**

**S22(1)(a)(ii)** Minutes were confirmed.

**S22(1)(a)(ii)**

## 3 Transition Project Update

Transition Project Director attended for this item.

**S22(1)(a)(ii)**

**S22(1)(a)(ii)**

Council requested minor changes to the DRAFT Strategic plan. These will be actioned and circulated OOS back to Council.

**S22(1)(a)(ii)**



S22(1)(a)(ii)

S22(1)(a)(ii)

