



AUSTRALIAN WAR MEMORIAL

CORPORATE PLAN 2023-2027

2023-24 Update

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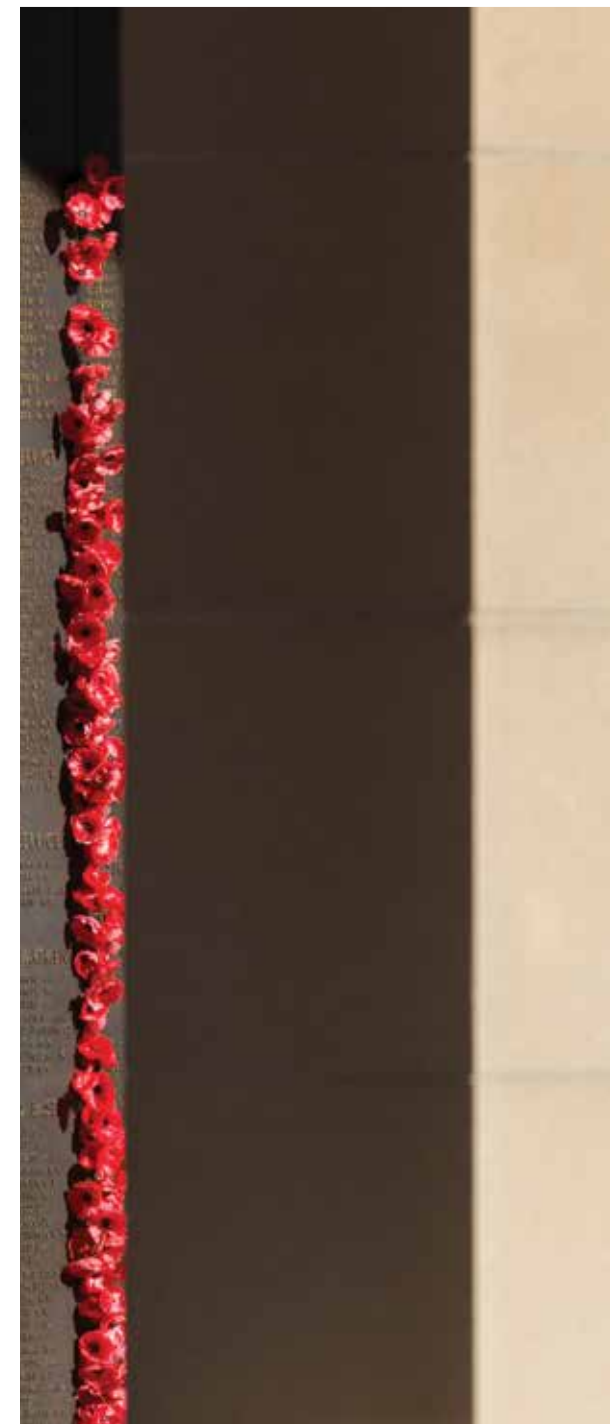
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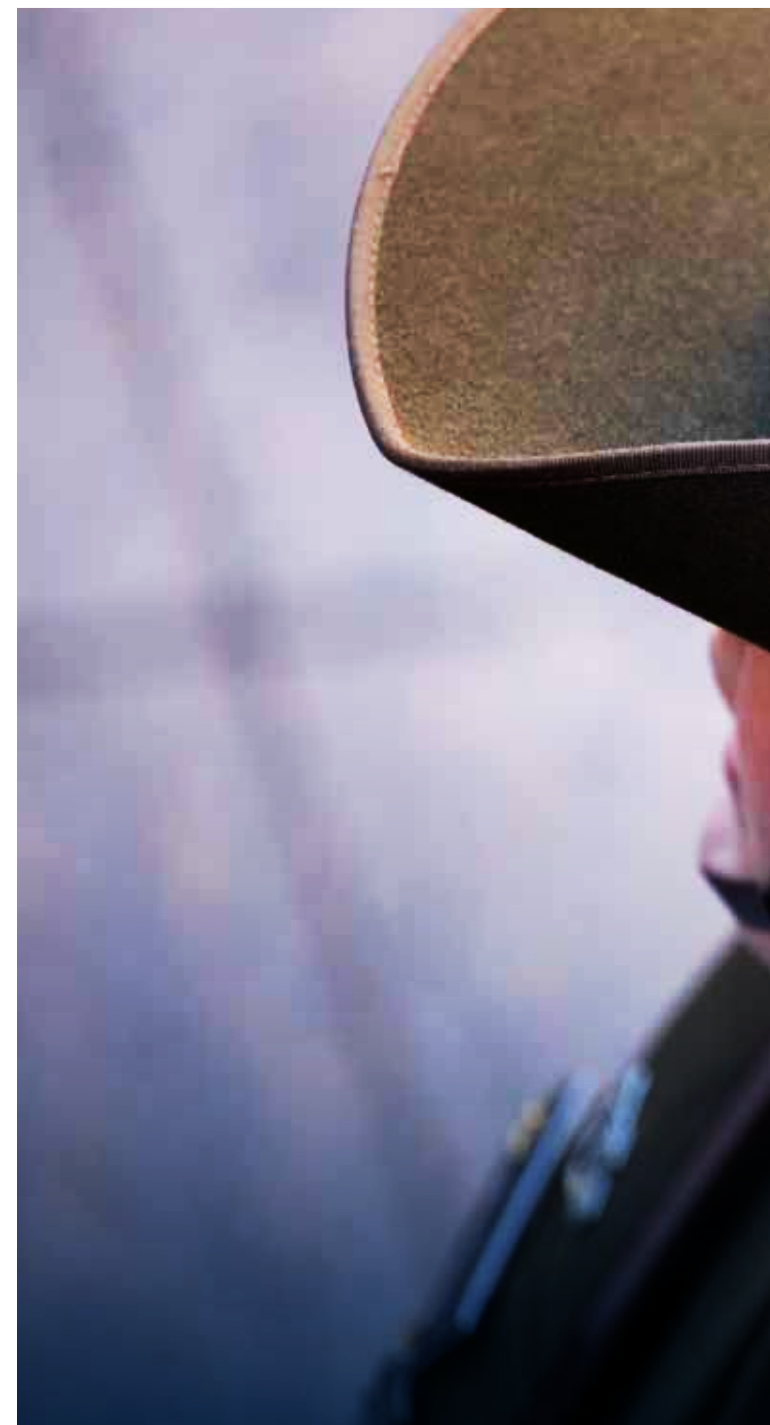
STATEMENT OF PREPARATION

Announced by the Federal Government on 1 November 2018, we are in the midst of a once in a generation development: *Our Continuing Story*. Following the completion of early works last year, we are now in the construction phase. The Memorial's 2023–2028 Strategic Plan will guide us through the development period, and prepare us to open and operate in our new environment. We are committed to remaining open throughout the development period, and continuing to deliver the world-class experience our visitors expect. We must be flexible and resilient to do this. We recall the history of our heritage building, and that the Memorial has been evolving since its inception. Originally intended to commemorate those Australians who served in the First World War, Australia was in the midst of the Second World War before the Memorial opened on 11 November 1941 and plans were made to include the latest conflict. In 1952 the Memorial's remit was expanded to cover all conflicts in which Australia has formally engaged. *Our Continuing Story* will allow us to record and tell the stories of modern conflicts and veterans– the Gulf War, Iraq, Afghanistan, peacekeeping and humanitarian operations – with the same dignity and respect as we have told the stories of their forebears.

As a world class museum, shrine, and an extensive archive, we are committed to ensuring the Memorial is a place where visitors can gain a comprehensive understanding of the Australian experience of war – its causes, conduct and consequences – and, through that understanding, participate in meaningful commemoration.

This Corporate Plan outlines activities for the next financial year, and then until 2027, in order to explain how we will achieve our purpose and measure success. As we continue to work through this immense change and plan for the future, we pause to reflect on the words of Charles Bean: “Here is their spirit, in the heart of the land they loved; and here we guard the record which they themselves made.” These words remain relevant, and if we continue to be guided by them, we will achieve our ambitions for the future.

I, Kim Beazley AC, Chair of the Council of the Australian War Memorial, with Matt Anderson PSM, Director of the Australian War Memorial, present the 2023–2027 Australian War Memorial Corporate Plan, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan is prepared in accordance with the PGPA Act for the 2023–24 reporting period, and covers the reporting periods from 2023–24 to 2026–27.





PURPOSE

To commemorate the sacrifice of those Australians who have died in war or on operational service and those who have served our nation in times of conflict.

STRATEGIC VISION 2023–2043

The Memorial's Strategic Plan identifies the four strategic pillars which ensure the organisation remains a contemporary world-class museum and an extensive archive, while as a memorial, honour and remember those who have served and those who currently serve: a

1. Commemorate, reflect and understand Australian experiences of war and service
2. Care for and communicate the National Collection
3. Connect, engage and collaborate
4. Build a sustainable future

The Corporate Plan provides an overview of the 2023–27 period within the broader context of the Memorial's purpose, mission, and vision. This plan forms part of a larger vision that sees the Memorial retain and enhance its position as the pre-eminent institution of commemoration and interpretation of Australia's wartime experiences. The Memorial will also be a leading and innovative practitioner of historical research, museum practices, and community engagement.

A major element of the Memorial's long-term planning is the Development Project, *Our Continuing Story*. The project is the catalyst for the Memorial's transformation in the largest change since its opening in 1941. The project is now well underway, with early works completed in 2022. The Memorial combines a world class museum, a shrine, and an extensive archive. We are the place Australians come to understand and commemorate the Australian experience of war. As such, we have committed to remaining open during this development period. This is challenging, and has necessarily altered day to day operations. We must continue to adapt to changes on site to provide the excellent experience visitors expect, while maximising access to the National Collection.

In 2039, the Memorial will have commenced commemorations for the Centenary of the Second World War (2039–2045). Independent of the major Development Project, planning across this 20-year period will consider matters including a major enhancement of the Second World War galleries, and greatly enhanced digital access to Second World War records and materials held in the National Collection.

OUR PRIORITIES

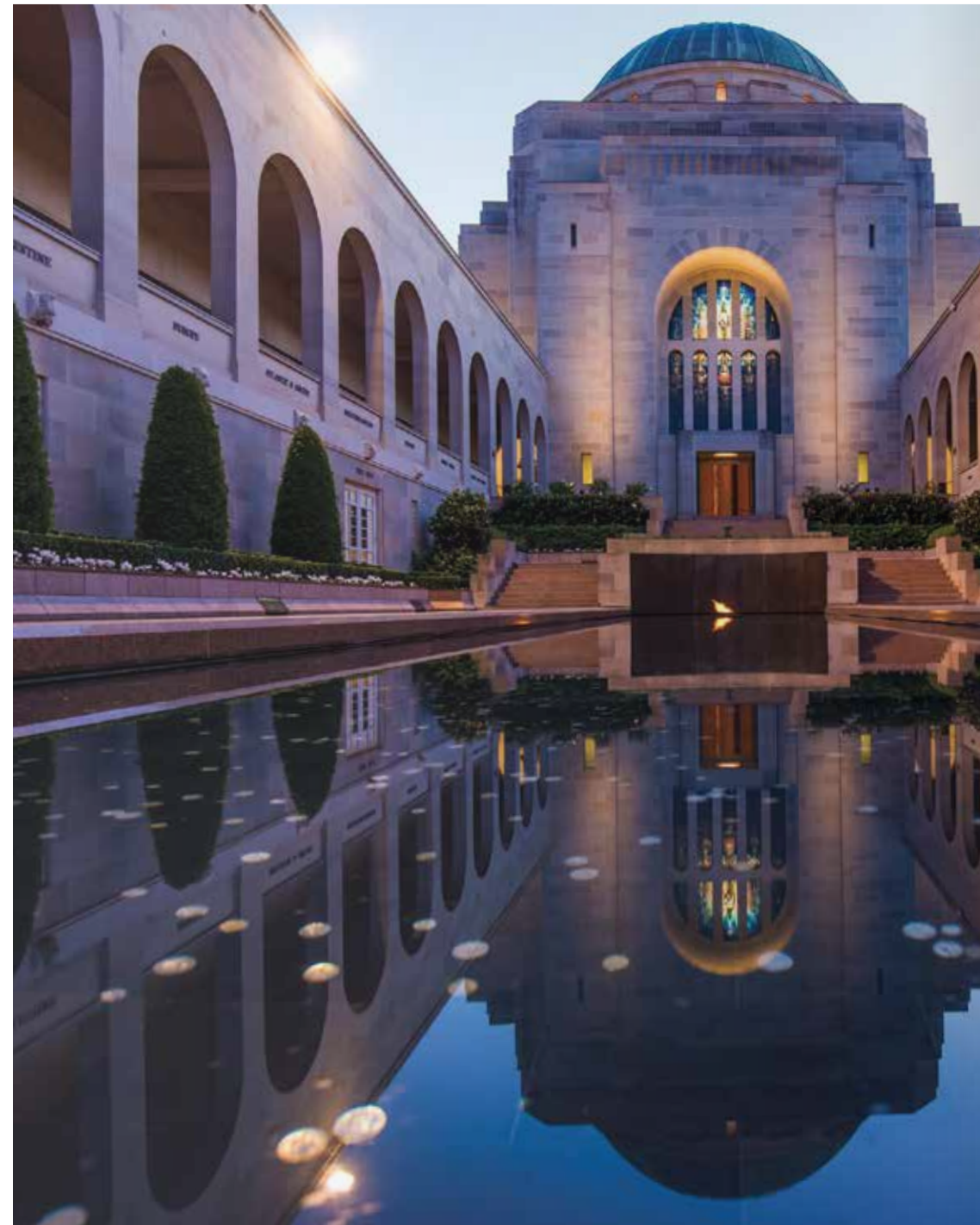
The Memorial assists Australians to remember, interpret, and understand the Australian experience of war and its enduring impact. The Memorial achieves this by maintaining, developing, exhibiting, commemorating and researching, and through the National Collection.

It achieves these outcomes through the four key priorities identified by the Memorial. Each priority is supported by activities conducted in accordance with the *Australian War Memorial Act 1980* (the Act) and underpinned by targeted stakeholder engagement to increase government, veteran and public support for the Memorial and its programs.

The Memorial's key priorities are outlined below. The first two priorities enable the delivery of the latter. They allow us to develop innovative and responsive activities to remain relevant and maximise access to and understanding of the National Collection.

- a) Deliver the Development Project, *Our Continuing Story*, which provides the physical space to expand activities. We have committed to deliver this project using best value for public funds
- b) Improve the sustainability of the Memorial to achieve its mission; this provides us with the capability to:
- c) Ensure the ongoing relevance of the Memorial's vision and mission to the nation; and
- d) Maximise the value of, and access to, the National Collection and military history

These priorities are supported by the key activities outlined further in this document.





OPERATING CONTEXT

The Memorial is undergoing a period of rapid transformation, being delivered by a dedicated, expert team. To support this, the Memorial is committed to capability building, leveraging the craft of our professionals, and delivering our intended outcomes of leading remembrance and understanding of Australia's wartime experience.

Development Project

The Memorial has committed to remaining open to the public during the Development Project. Changed access, parking, noise and vibrations were identified as issues during early works. Noise baffling and signage have been installed. Teams work collaboratively to identify and address issues as they arise. This adaptive approach will continue through each phase of the development. The daily Last Post Ceremony continues to be held without interruption. Timed ticket sessions continue in order to manage visitor numbers for evacuation ratios. Maintaining access to the Commemorative Area and National Collection remains a guiding principle.

Organisational Sustainability

The Memorial's Transition Project was established in 2022 to develop a sustainable operating model to deliver increased services and programs following the 5,500m² increase in gallery space. Key milestones include an organisational structural review to ensure the right hierarchy and skills to support a larger service delivery with modern administration, and a revised operating model based on options that align revenue, services and organisational structure to deliver the Memorial's strategic intent.

Ongoing operational funding will be sought to support the expanded gallery space from the end of phase one (2025), and as the Memorial building refurbishment, exhibitions and public realm are finalised toward the end of phase two (2028).

Digital

The Memorial recognises that interactions with stakeholders increasingly take part in a digital space. Led by our Digital Engagement Strategy, we will move to incorporate appropriate digital experiences as part of our activity. Live streaming and capture of the daily Last Post Ceremony is a stand-out example of a carefully curated experience that remains respectful while reaching a broad audience who are not able to attend in person.





BUDGETARY POSITION

The Memorial operates within the Commonwealth Financial Framework as set out in the PGPA Act. Relying on 87 per cent of resources through government appropriation and the remaining 13 per cent generated from other sources, the Memorial operates in a constrained fiscal environment and cannot rely on government funding alone. The Memorial's infrastructure must be supported, including the Campbell Precinct and the Treloar Complex in Mitchell, which provides storage, conservation, and collections management spaces for the National Collection.

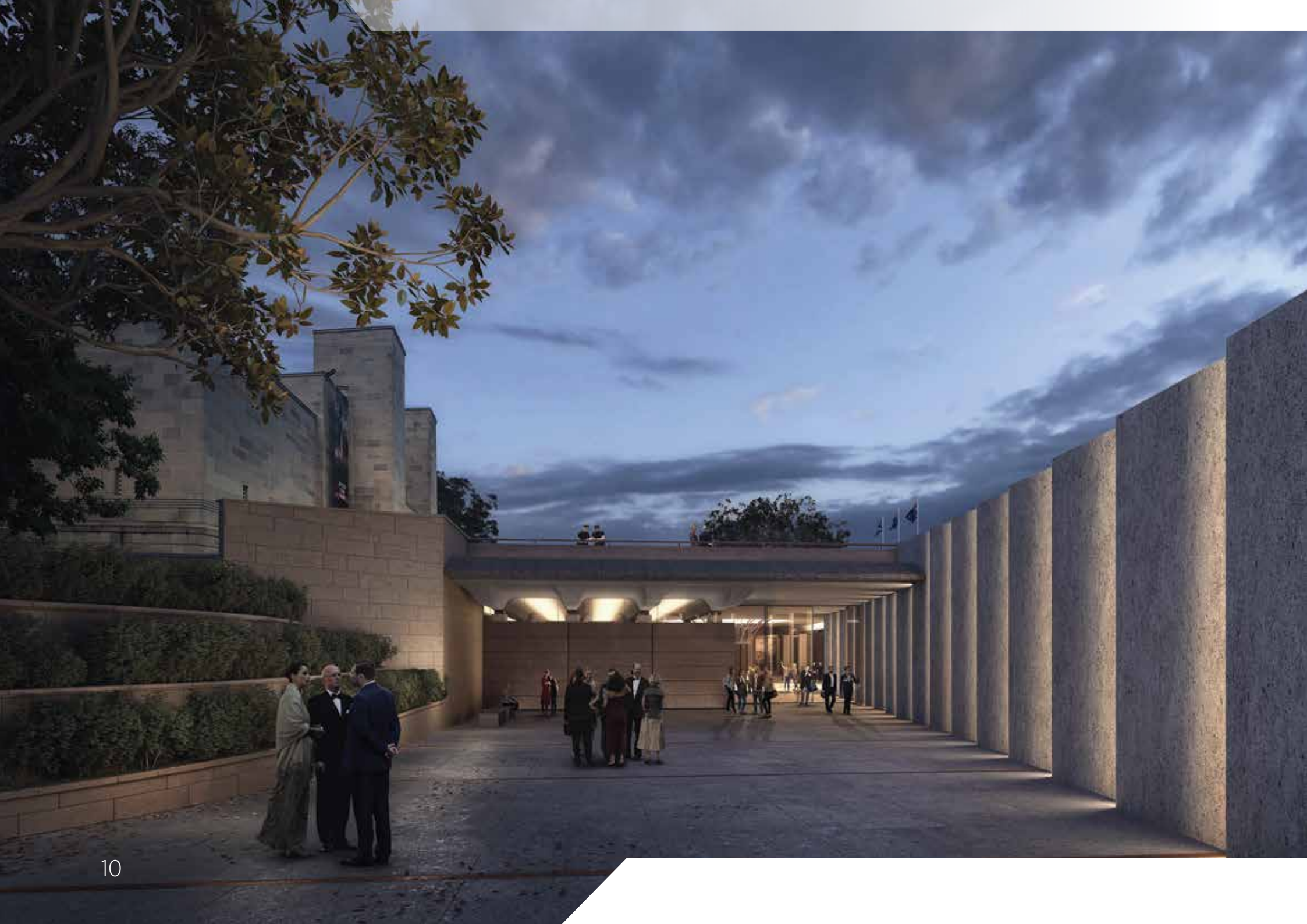
The Memorial is forecasting an operating loss of \$15 million over the next financial year due to the impact of construction and unfunded depreciation of its asset base. These losses will continue over forthcoming financial years.

In 2018, the Development Project was separately allocated \$498.7 million by government, for works to be concluded by 30 June 2028. In March 2022, government provided a further \$50 million estimate variation to the project. This adjustment recognises substantial market movement and supply chain issues, as well as the revealed state of the building, including asbestos and lead paint mitigation, and plumbing issues.

The Memorial has invested an additional \$35m in a number of ancillary projects and activities that support the Development Project, such as employee accommodation and relocation, updated visitor wayfinding signage, marketing, IT infrastructure, heritage building works, and gallery remediation.

Non-government funding

Sponsorships, grants and philanthropic donations allow the Memorial to undertake or expand activities in support of our purpose and mission. Sponsorships and other non-government funding continues to be an important revenue stream, particularly as we undertake concurrent activity while planning for post-development programs. The Memorial's Partnership Policy is available on our website.



KEY ACTIVITY 1: MAINTENANCE AND DEVELOPMENT OF THE NATIONAL MEMORIAL AND THE NATIONAL COLLECTION OF HISTORICAL MATERIAL

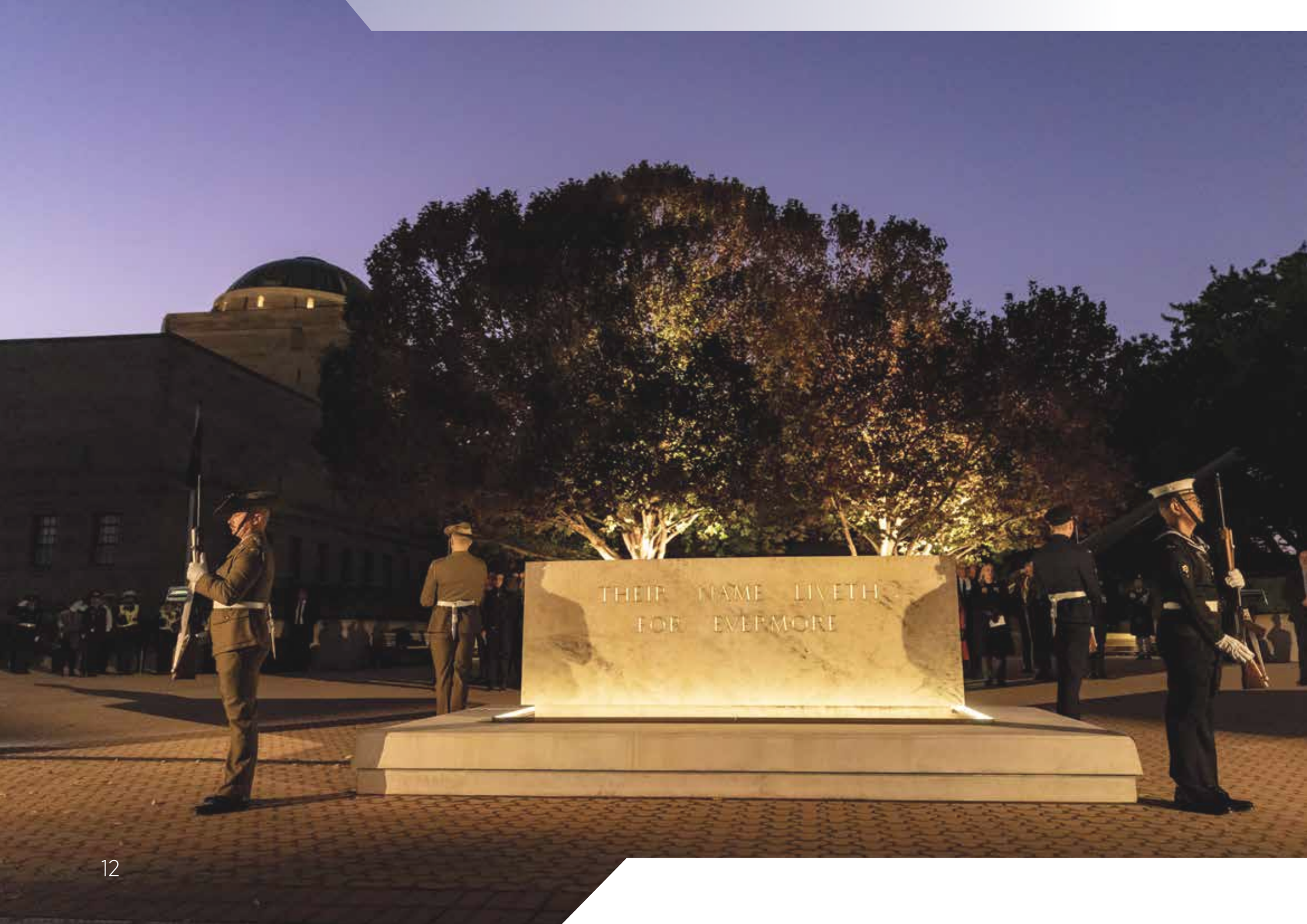
Outcomes:

Delivery of the Development Project: *Our Continuing Story*

Development and maintenance of the National Collection including items to meet identified priorities

Performance Measures	Performance Targets	2023-2024	2024-2025	2025-2026	2026-2027
Staged implementation of the Development Project including opening the Parade Ground and forecourt, Central Energy Plant and continuation of new Anzac Hall, Southern Entrance and C.E.W. Bean Building extension construction works	Development Project activities delivered in line with approved project program and budget	✓	✓	✓	✓
	C.E.W. Bean Building extension and Research Centre opened to the public		✓		
	Southern Entry opened to the public			✓	
	Anzac Hall and Glazed Link opened to the public			✓	
	Main Building lower gallery design, production and installation		✓	✓	✓
Revise, resource and implement appropriate programs to manage and maximise new facilities delivered through the Development Project	Programs reviewed and changes scoped	✓			
	Programs resourced and implemented		✓	✓	✓
Continued development and maintenance of the National Collection, including items relating to peacekeeping and peacetime operations, to add to the existing collection and support the delivery of the Development Project	Items appropriate for the National Collection are identified, acquired and conserved in accordance with the Collection Development Plan, Hazard Management Plan and Preservation Plan as demonstrated by collection safely acquired and managed	✓	✓	✓	✓
Continued digitisation of collection to preserve and make the National Collection more accessible	At risk items and high use items are digitised to preserve and make the National Collection more accessible	✓	✓	✓	✓

Artists impression of the New Western Entrance.



KEY ACTIVITY 2: THE DELIVERY OF COMMEMORATIVE CEREMONIES, EXHIBITIONS AND INTERPRETIVE SERVICES

Outcomes:

Delivery of commemorative ceremonies exhibitions, and public programs

Performance Measures	Performance Targets	2023-2024	2024-2025	2025-2026	2026-2027
Deliver major and minor commemorative ceremonies and events as scheduled including daily Last Post ceremonies	All major and minor commemorations delivered as scheduled.	✓	✓	✓	✓
	Last Post ceremony programmed and delivered daily.	✓	✓	✓	✓
Development of exhibition content for new galleries and public spaces as part of the Development Project, in accordance with Gallery Master Plan	Gallery Master Plan is delivered in accordance with the approved program and budget.	✓	✓	✓	✓
Delivery of temporary and touring exhibitions to tell stories of Australian experience of war, expanding upon permanent exhibitions	Temporary displays delivered where possible during the Development Project	✓	✓	✓	✓
	Touring exhibition program delivered to a minimum of three interstate venues	✓	✓	✓	✓
Deliver a series of quality, engaging tours and events including curriculum-related school education programs for on-site and online groups	Tours and events to be delivered within the temporary gallery space limitations associated with the Development Project	✓	✓	✓	✓
	A range of onsite and online education programs delivered for students responsive to opportunities and changes as identified	✓	✓	✓	✓
Provide a visitor experience that is welcoming and professional, including well-trained staff and accessible public facilities, noting potential for temporary arrangements due to the Development Project	Feedback and satisfaction levels remain positive during the period of development	✓	✓	✓	✓
Revise, resource and implement future facing exhibition and public programs to support new facilities delivered through the Development Project	Programs reviewed and changes scoped	✓			
	Programs resourced and implemented		✓	✓	✓



KEY ACTIVITY 3: THE CREATION AND DISSEMINATION OF RESEARCH AND INFORMATION

Outcomes:

Support for research about Australian military history and production of original work

Delivery of Official Histories: East Timor, Iraq and Afghanistan

Delivery of the Digital Engagement Strategy

Performance Measures	Performance Targets	2023-2024	2024-2025	2025-2026	2026-2027
Support for research on Australian military history including encouragement, fostering and contribution to research to further promote the understanding of Australian military history	Continued strong demand for Memorial historical advice and uptake of Memorial research facilities as evidenced by statistical analysis relating to Research Centre, online records access and successful publication of original research	✓	✓	✓	✓
Plan and resource new and revised visitor services to support the new facilities delivered through the Development Project	Services reviewed and changes scoped	✓			
	Services resourced and implemented		✓	✓	✓
Complete the Official Histories of East Timor, Iraq and Afghanistan	Official Histories achieved authoring completion	✓			
	Official Histories cleared through Government for final publication	✓	✓		
Facilitate online engagement, involvement and outreach through delivery of the Digital Engagement Strategy	Strong website visitation including collection searches, social media engagement and delivery of quality digital content	✓	✓	✓	✓

CAPABILITY

The Memorial recognises its workforce, National Collection and stakeholders as its most valuable assets. Each year the Memorial undertakes activities to support, enhance and grow these assets as the underlying capabilities to delivering our strategic priorities.

WORKFORCE

The Memorial currently employs approximately 314 staff (full-time, part-time, and casual) to assist in delivering the Memorial's vision and mission.

Our team of dedicated volunteers supports the Memorial to provide the quality services that our stakeholders expect. Growth in voluntary guides is required to meet the needs of an expanded Memorial and visitor offering. Approximately 136 volunteers dedicate their time to working in areas as diverse as guided tours, records accessioning and description, photo assessment, and conservation, which are core to our business.

NATIONAL COLLECTION

The National Collection is an invaluable resource comprising historical and cultural artefacts of Australia's experience of war, and the nation's involvement in peacekeeping, humanitarian, and other operational service. It provides the foundation for the Memorial's capacity to tell stories of Australian service through exhibitions and other public programs, to educate and inform visitors, and to meet the information needs of public enquiries, researchers, and organisations.

STAKEHOLDER ENGAGEMENT

The Memorial has a broad range of stakeholders recognising that their contribution and feedback is critical to delivering on our mission. Internal and external stakeholder engagement activities are conducted across all levels and areas of operations in support of our four key strategic priorities. Stakeholder engagement is measured by a variety of metrics and actions including:

- Onsite engagement measured by Memorial attendance figures, associated surveys and testimonials
- Online engagement measured by website and social media statistics, associated surveys and testimonials
- Media engagement/support and coverage reporting
- Marketing and promotional program assessment including visitation and ceremonial attendance statistics
- Delivery of enhanced and innovative engagement opportunities including digital and new media activities.

To ensure the Memorial's sustainability we will engage in activities across three key streams:

1. Workforce and resource planning;
2. Facilities, ICT and infrastructure; and
3. Non-government revenue-generation.

Stream	Capability activity	Measures of success
Workforce and resource planning	Reviewing the operating model to ensure the Memorial has the appropriate human resources in sufficient quantity to transition from pre- to post-development operations	Aligned resources and funding with areas of business priorities An informed workforce, prepared for staged operational changes
	Annual budgets and reporting to support effective and efficient use of resources	Annual budget and Portfolio Budget Statements delivered in accordance with budget process operational rules and timeframes Financial statements meet Australian National Audit Office and Australian Accounting Standard requirements HR metrics improve workforce planning outcomes Mandatory compliance reporting such as freedom of information and senate order disclosures or registers are completed in accordance with requirements and schedules
Facilities, ICT and infrastructure	Reporting on priority projects that underpin core capabilities to ensure completion of projects on schedule and on budget	Implementation of an integrated collection management and digital asset management system to effectively manage the National Collection Other short- to medium-term projects that improve capability as managed through the Priority Project Steering Group
	Maintenance and care for Memorial sites and grounds including responsive and remedial activities based on the Development Project and in line with heritage management plans	WHS risks are identified and managed effectively, maintaining a safe work environment. Proactive strategies are initiated based on changing environment Heritage impact assessments are undertaken on all proposed works in the main building to ensure the heritage fabric and features are retained
Non-government revenue generation	Engaging stakeholders directly and/or financially supports the Memorial's aims of helping Australians understand our military history	Increase in non-government revenue Implementation of an integrated stakeholder management system, Our Stakeholder Knowledge Record (OSKR) enables more effective stakeholder communication, and targeted fundraising and retail activities Onsite engagement measured by Memorial attendance figures, associated surveys and testimonials Online engagement measured by website and social media statistics, associated surveys and testimonials
	Promoting the Memorial broadens our stakeholder reach and, through a raised profile, assists with key streams such as revenue generation and commemoration	Media engagement/support and coverage reporting Marketing and promotional program assessment including visitation and ceremonial attendance statistics Delivery of enhanced and innovative engagement opportunities including digital and new media activities
	Utilise the revised operating model and enhanced commercial opportunities presented by the Development Project to grow non-government revenue	Increased commercial return from retail, and food and beverage operations Improved ecommerce returns from the updated retail management system Increased returns from licensing and programmed commercial events

PLANNING

Key activities and capabilities are supported by a number of plans and strategic documents. Primary documents are listed below, associated with the primary activity or activities that they support.



Plan	Description	Key Activity supported
Preservation Plan	Ensuring the National Collection is conserved to appropriate standards by prioritising conservation and preservation activities related to priority projects and at-risk collections	1
Collection Development Plan	Outlining how the Memorial will seek to enhance and develop the National Collection by analysing the strengths and weaknesses of current collection holdings and identifying how deficiencies can be addressed through new acquisitions	1
Gallery Master Plan	Delivered in 2020 through the Development Project, <i>Our Continuing Story</i> . Identifies the approach to key galleries, circulation, gallery locations and sizes, and exhibition design principles	1, 2
Development Project Plans	The Development Project has a series of plans structured under the Project Governance Handbook. These plans are to document and guide delivery activities including: procurement, integration management, project management, cost management, design management, construction management, gallery development, commissioning and handover requirements	1
Stakeholder Engagement Program	The Memorial works across all internal branches and with key government agencies to align stakeholder engagement activities with corporate goals, priorities, and relevant government policies. The program includes specific plans for the Memorial's Digital Engagement Strategy, Communications and Marketing Plan, Sponsorship and Marketing Plan, Public Engagement Strategy, and other public facing programs	2, Capabilities
Reconciliation Action Plan	Facilitating the Memorial's engagement and reconciliation with Australian Aboriginal and Torres Strait Islander peoples. The Memorial's Indigenous Liaison Officer works actively with Indigenous communities to ensure that commemorative activities are respectful to the traditional owners of the land	2, Capabilities
Digital Engagement Strategy	The Memorial is investing in digital storytelling, access and enhancements to collections systems to improve the availability of digitised collection material to the public, to avoid technology obsolescence and prevent loss of collections material through physical deterioration of media. The enhanced repository will facilitate faster automated access to digitised materials.	3
Staff Learning and Development Plan	Encompassing ongoing learning and professional development of the Memorial's workforce, including facilitating an organisation-wide project management and leadership discipline, building staff capability in delivery through new channels and information dissemination to new audiences, and encouraging staff to embrace innovation in the delivery of the Memorial's mission.	Capabilities
ICT Strategic Plan	The 2023–2028 ICT Strategic Plan sets out the capabilities and digital solutions to support and enable the Memorial to achieve its strategic priorities. The strategy aims to deliver six key objectives: efficiency and sustainability, flexibility and scalability, digital first: increase the ability to work digitally, efficient mobility, business continuity, and security	Capabilities
Enterprise Infrastructure Strategy	Defining the principles for managing ICT infrastructure provision, maintenance, and upgrading to support the Memorial's business functions within the executive, collection management, public programs and corporate management business areas	Capabilities
Capital Management Plan	Outlining the Memorial's capital investment across a range of assets over a five-year period. The Memorial is continuing to implement its long-term collection storage and accommodation plans through the review and updating of the Mitchell Site Master Plan and improvement of logistics planning and capacity for the Treloar Technology Centre. This will be implemented in a staged approach as capital resources allow in order to ensure that space is used effectively for increased collection storage and conservation facilities	Capabilities
Heritage Management Plan and Heritage Impact assessments	These documents set out the Memorial's significant heritage aspects and details the appropriate policies to manage it so that its values are retained for future use and appreciation. The plan identifies the Memorial's heritage values, and constraints and opportunities that its heritage values place on future use	Capabilities

ENTERPRISE RISKS

The Memorial is committed to adopting a structured approach to managing risk and to developing and maintaining a culture of positive risk management. This is achieved by promoting an open and proactive approach to managing risk that considers both threat and opportunity; and is one where risk is appropriately identified, assessed, communicated and managed across all levels of the Memorial.

The successful completion of the Development Project is critical to ensuring the Memorial can continue to commemorate sacrifice and service of our personnel for not only the span of this corporate plan, but well into the future. The Memorial's expansion presents an opportunity to direct resources towards innovation and improvements in operating, workforce, and future facilities planning. The Transition Project will ensure that the Memorial has the appropriate intellectual, physical, financial, ICT and human resources in sufficient quantity to sustain its operations in the short, medium and longer term, and is critical to the Memorial's success.

Further, risks related to preservation, digitisation, and accessibility of the National Collection have also been identified as key organisational risks, with multiple tranches of work underway to mitigate these.

Key Risks

The Memorial has considered and identified the following risks as cross organisation and/or key risks to be managed in order to deliver on our priorities.



Corporate Priority	Strategic Risk	Strategic Response
Deliver the Development Project – <i>Our Continuing Story</i>	The project fails to deliver appropriate outcomes for built infrastructure or new gallery areas/content to meet public expectations or the Memorial's future needs	Develop project delivery plans, supporting governance and communications structures and appropriate oversight mechanisms to understand, measure and meet expected outcomes and deliver the Development Project
Improve the sustainability of the Memorial to achieve its mission.	<p>Unable to meet expectations and service level requirements through a period of significant change, disruption and competing priorities of concurrent activity and planning</p> <p>Loss of key personnel, lack of resources or failure to adapt to a changing operational environment could lead to failure to achieve key outcomes and higher risks to business continuity</p>	<p>Closely integrate the Development Project and ongoing Memorial operations to minimise impact on visitors, and operations more generally. Advise potential visitors of the development changes</p> <p>Deliver the Transition Program, including a functional and structural review, change management and communication frameworks to ensure Memorial operates at maximum efficiency</p> <p>Development of organisation values and behaviours to promote a positive work culture through change and into the future</p> <p>Strong sponsorship arrangements underpinned by the new partnership policy for transparency to stakeholders</p>
Ensure the ongoing relevance of the Memorial's vision and mission to the nation	<p>Failure to connect with young visitors, recent veterans or interstate visitors still reluctant to travel post pandemic</p> <p>Commemorations, exhibitions, online content and other public facing activities don't meet community expectations or deliver social values in line with public expectations</p>	<p>Deliver the Development Project to ensure ongoing connection with recent veterans and their families</p> <p>Implement the Digital Engagement Strategy, undertake ongoing review to reshape and consistently adapt</p> <p>Critically examine visitor and stakeholder feedback and respond to ensure commemoration, exhibitions and public facing programs continue to be world class</p> <p>Leverage technology to enhance access, interpretation, and utilisation of the National Collection</p> <p>Provision of authoritative and expert advice and Official Histories to assist stakeholders better understand the impact of war and conflict on Australia</p> <p>Continued focus on personal connections through experiences such as research support and daily Last Post commemorations</p>
Maximise the value of and access to the National Collection and military history	Increasing collections management challenges, including material and digital conservation and management of complex and complicated collections management systems	<p>Implementation of new collection management system and digital asset management system</p> <p>Continue digitisation of the National Collection in accordance with identified priorities</p>

Image from the *Ink in the Lines* exhibition held at the Memorial from September 2020 to June 2021. This exhibition is now touring regional galleries until 2024.

STAKEHOLDERS AND COLLABORATION

The Memorial identifies its key stakeholders as:



The Memorial will work closely with the Department of Veterans' Affairs, the Australian Defence Force, and the broader veteran community regarding commemorative and veteran support issues. Outreach among stakeholders will seek to engage contemporary and younger veterans, and ensure their stories are recorded and told in the same manner as those who served before them.

The Memorial will continue to collaborate with cultural institutions across states and territories to assist them in telling stories of Australian service and sacrifice. This will be achieved by making the National Collection accessible in physical and digital forms, through the wide distribution of original research, and the provision of expert advice on military history. The Memorial acknowledges that it is both an institution of profound national significance and an important Canberra landmark. Canberrans visit the Memorial regularly and are also an important driver for visiting friends and relatives' visitation. The Memorial remains committed to working closely with the ACT government and the local community.

The Memorial seeks and reviews feedback in many forms from visitors and guests, including schools and participants in education programs. This feedback allows us to evaluate and respond to ensure we remain relevant in our roles as a world class museum, shrine, and an extensive archive.



