“Very dignified and moving monument. The experience of death in war conveyed very well. Extremely competent and helpful staff.”
Overseas visitor, February 2014
INTRODUCTION

The Australian War Memorial commemorates the service and sacrifice of Australian men 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 tourist attractions.

From the time of its inception the Memorial was conceived as a shrine commemorating Australians who lost their lives in war. It was to be a museum bringing authoritative scholarship and collections together to create interpretive experiences which tell the stories of Australians in war, as well as an archive holding key war records. Its development through the years has remained consistent with this vision.

This plan outlines the Memorial’s strategic priorities over the next three years. It is a framework for what will be done to build the Memorial’s capability for achieving its goals and for delivering valuable services to its stakeholders and audiences. It is intended that delivering the priorities identified in the plan will position the Memorial to meet the challenges of the changing environment and to ensure that it continues to be recognised for its excellence in promoting understanding of the Australian experience of war.

Far left: Airco DH9 bomber on display in Over the front exhibition in Anzac Hall.
Left: Boer War bugle.
Right: The Dome above the Hall of Memory.
PURPOSE
To commemorate the sacrifice of Australians who have died in war.

VISION
Our vision for the Memorial:

› To play the leading role in the nation’s commemoration of the Australian experience of war

› To engage with people and communities to achieve our purpose

› To collaborate with a wide range of stakeholders and partners to create mutual long-term value

› To be a workplace that inspires integrity and excellence.

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

The Memorial is committed to the Australian Public Service (APS) values:

Impartial
The APS is apolitical and provides the government with advice that is frank, honest, timely, and based on the best available evidence.

Committed to service
The APS is professional, objective, innovative, and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

Accountable
The APS is open and accountable to the Australian community under the law and within the framework of ministerial responsibility.

Respectful
The APS respects all people, including their rights and their heritage.

Ethical
The APS demonstrates leadership, is trustworthy, and acts with integrity in all that it does.

Left: “Pompey” Elliott’s bullet-damaged boot. Right: One of the signed crosses from the Commemorative Crosses program.
OUTCOME

To meet the requirements of annual reporting to parliament, the functioning of the Memorial is expressed in terms of a single purpose (see page 9) and a single outcome which is stated below with the program components that enable its achievement. All activities relate to the program components.

That Australians remember, interpret, and understand the Australian experience of war and its enduring impact through maintaining and developing the Memorial, its collection and exhibition of historical material, commemorative ceremonies, and research.

This will be achieved through the following objectives:

Commemorative ceremonies
Major national ceremonies, particularly Anzac Day and Remembrance Day, as well as other commemorative ceremonies will be conducted and promoted in an engaging, dignified and appropriate manner.

The Memorial and grounds
The Memorial building and grounds will be conserved and developed as a dignified, moving, and impressive national memorial to Australians who served and died in war, warlike operations and peacekeeping operations.

The National Collection
The Memorial will hold an outstanding national collection of historical material with provenance related to Australia’s military history, and will be developed, managed, preserved, and interpreted in such a way as to make it accessible.

Exhibitions
Outstanding permanent, temporary, and travelling exhibitions will be developed and maintained.

Interpretive services
Understanding of the Australian experience of war will be enhanced through the provision of interactive interpretation, including the delivery of innovative on-site, outreach, and online education and public programs as well as special events.

Promotions and community services
The Memorial will be promoted as an outstanding national institution and assistance will be provided to the community to help people understand its roles, activities, programs, relevance, and future.

Research, information, and dissemination
The stimulation of an interest in and understanding of Australia’s military history will be achieved via the production of and dissemination in print, broadcast, and online media of articles, papers and presentations, conferences and publications, and via historical research and dissemination of knowledge and understanding of Australia’s military history.

Visitor services
Visitors to both the Memorial and its outreach programs will be provided with a standard of service that enhances their experience and encourages them to re-use services and promote them to others.

Above: A proud young Australian marches on Anzac Day 2013.
Right: Members of the public lay a wreath together at the Last Post Ceremony.
FUNCTION OF THE AUSTRALIAN WAR MEMORIAL

The functions of the Memorial are detailed in subsection 5(1) of the Australian War Memorial Act 1980. They are as follows:

(a) to maintain and develop the national Memorial referred to in subsection 6(1) of the Australian War Memorial Act 1980 as a national memorial to Australians who have died:
   (i) on or as a result of active service; or
   (ii) as a result of any war or warlike operations in which Australians have been on active service;

(b) to develop and maintain, as an integral part of the national Memorial referred to in paragraph (a), a National Collection of historical material;

(c) to exhibit, or to make available for exhibition by others, historical material from the Memorial Collection or historical material that is otherwise in the possession of the Memorial;

(d) to conduct, arrange for, and assist research into matters pertaining to Australian military history; and

(e) to disseminate information relating to:
   (i) Australian military history;
   (ii) the national Memorial referred to in paragraph (a);
   (iii) the Memorial Collection; and
   (iv) the Memorial and its functions.
“Marvellous reminder of the debt we owe and traditions we must keep alive.”

Vic. visitor, February 2014
PRIORITIES AND STRATEGIES

COMMEMORATING SERVICE AND SACRIFICE DURING THE CENTENARY

Commemoration is as much a personal engagement as it is a national engagement with those who have served and sacrificed in war. The Memorial is in a unique position to engage in commemoration equally on a national scale and at a personal level, whether it is telling a single, personal story of sacrifice or engaging in contemporary and relevant ways with individuals who wish to commemorate that sacrifice.

To achieve this, the Memorial will:

› Deliver events and programs that encourage national commemoration, including:
  — national ceremonies for Anzac Day and Remembrance Day
  — dignified ceremonies for a range of stakeholders, including school wreathlayings
  — a lighting scheme to enrich the reverential presentation of the Memorial’s architecture as a place of national commemoration by night
  — enriched ceremonies for Anzac Day 2015 and Remembrance Day 2018 as part of the centenary program
  — a centenary identity and branding program to ensure an appropriate commemorative focus on Memorial activities in association with its stakeholders and partners.

› Deliver programs that provide opportunities for personal commemoration, including:
  — the Commemorative Crosses program to engage school children in honouring Australians who gave their lives in the First World War and are buried overseas;
  — the introduction of a soundscape into the Commemorative Area where the voices of primary school children will be heard reciting the names and ages of death of those on the First World War Roll of Honour;
  — the projection of names from the First World War Roll of Honour through the centenary period; and
  — the daily Last Post Ceremony.

› Deliver public programs associated with commemoration of the centenary, including an international Gallipoli conference in 2015 in partnership with the ANU, publications, and travelling exhibitions to inform and engage with Australian and international audiences.

Left: The Roll of Honour in the cloisters lining the Commemorative Area.
The combination of authoritative scholarship, inquiry, and the material heritage in the National Collection gives the Memorial the capability to promote understanding of the experience of Australians in war from the Boer War to the present day. Through our exhibitions, education and public programs, online programs, and collection projects we strive to deliver services that are relevant to contemporary audiences onsite, offsite, and online.

To achieve this, the Memorial will:

› Deliver exhibitions and displays of the highest standard, including the completion of the redeveloped First World War Galleries for contemporary audiences.

› Undertake military history and collection research and disseminate this to a broad range of users in a variety of forms and media, including publications and conferences as well as resources and programs to support the implementation of the Australian National Curriculum.

› Support the official history program.

› Develop and implement a Research Strategy to provide a framework for interdisciplinary projects across branches and with partners to explore new perspectives on and themes in Australia's experience of war, drawing extensively on the National Collection.

› Develop and implement a new Collection Development Plan and Strategy which:
  — is relevant to the changing nature of conflict in which Australians are involved;
  — identifies the partners with whom we will seek to work in extending the collection and knowledge in it;
  — provides a framework for addressing gaps in the National Collection;
  — aligns with the long-term public program plan and research strategy; and
  — engages with the distributed national collections of war-related material.

› Develop and implement a Web Strategy for delivering online capability and meeting contemporary expectations of access, interactivity, and utility before, during and after the visitor's experiences.

› Develop and implement a Digitisation Strategy to support the Research Strategy, Collection Development Plan and Strategy, and the Web Strategy.

› Deliver and implement the Anzac Connections project, providing users with an improved online experience and a unified search capability to access the Memorial's collections.

› Engage with stakeholders and audiences through the evaluation and visitor research program to understand how people's requirements of and interactions with the Memorial are changing.

› Provide timely service of loan requests for First World War exhibitions being developed by other museums, galleries, and cultural institutions.

CREATING AND SHARING KNOWLEDGE, EXPERTISE AND THE NATIONAL COLLECTION

Right: The tail section of one of the Japanese midget submarines that raided Sydney Harbour in 1942, on display in Anzac Hall.
In responding to the changing economic and social environment, the Memorial will seek out new opportunities to work with partners to sustain our important work in commemorating service and sacrifice in war. Staff will be encouraged to work collaboratively to find creative ways to increase our resources, to use those resources as effectively as possible, and to deliver the best possible value for all visitors.

To achieve this, the Memorial will:

› Review revenue-generating products and services to identify opportunities for diversifying and increasing the earned-revenue base.

› Foster and improve the management of client, partner, and sponsor relationships.

› Increase sponsorships by identifying mutually rewarding opportunities with supporters.

› Ensure effective financial management, including the capital management plan and continued review of and input into the Public Management Reform Agenda.

› Improve efficiency through the implementation of consistent systems and processes for project and contract management – and effectiveness in project management – with training and implementation of consistent project management methodologies.

› Build workforce capability to support improved organisational performance through workforce planning, strategic recruitment processes, and performance management.

› Deliver effective industrial relations, including negotiation and implementation of a new Teamwork Agreement.

› Deliver improved engagement of volunteers to reflect changing legislative requirements and operational needs.

› Develop and implement a Reconciliation Action Plan to support engagement with Indigenous stakeholders.

› Work with ACT and Commonwealth governments to develop collaborative tourism development initiatives.
Investment in the Memorial’s public spaces and collection storage areas will underpin success in engaging with new audiences and sustaining relevance to our stakeholders. Similarly, investment in business and communications infrastructure will improve accessibility for and engagement by our visitors, users of our services, and clients, as well as the efficiency of our staff in managing our assets.

To achieve this, the Memorial will:

› Implement the Australian War Memorial Site Development Plan (Campbell Precinct) to increase exhibition and storage space, improve visitor amenities, improve accessibility, and provide services for increased volume of activity.

› Implement the Site Development Plan (Mitchell Precinct) to provide increased storage space for a growing collection, particularly in large technology objects, in an interpretive space providing a rich experience for visitors accessing the collection.

› Develop an interim plan for storage at the Mitchell precinct for new acquisitions of large technology.

› Review environmental parameters in collections storage to inform a sustainable energy use.

› Develop and implement a new Gallery Masterplan to include redevelopment of the Second World War Galleries and expansion of space for Afghanistan-contemporary conflicts, including Iraq and Peacekeeping operations.

› Undertake research to determine where future growth is likely to be so as to inform the Site Development Plans and the Gallery Masterplan.

› Deliver site-wide wireless information systems for the benefit of visitors in accessing content onsite, and for staff in managing collection assets, spaces, and amenities.

› Conduct an Enterprise Architecture Review to inform improved integration and functionality of business and content delivery systems.

Right: View of Memorial building and grounds from the Parade Ground.
What a wonderful museum. The staff are friendly and helpful and our guide, Susan, was outstanding!
Keep up the good work!

NSW visitor, January 2014
Words cannot express our feelings. One word is ‘Fabulous’ – an experience to be remembered.

Vic. visitor, January 2014
A robust performance measurement process enables management and Council to monitor progress towards the achievement of our outcome and identified strategic outcomes.

EXTERNAL RESEARCH AND PRIORITIES
Regular surveys are undertaken of visitors and the general public to assist the Memorial in better understanding the needs and interests of our stakeholders. These include surveys that evaluate our brand health and surveys that collect information about the profile and visitor experience of our audience. Specific-topic surveys and targeted research are undertaken to feed into the development and assess the performance of exhibitions, events, and other activities.

Other methods of collecting visitor feedback, such as onsite and online comment forms, provide important information for the further development and improvement of our products and services.

OPERATING ENVIRONMENT
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 of 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 Public Governance, Performance and Accountability Act 2013 and associated Rules, which impose 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.
RISK MANAGEMENT

As a key management tool at a corporate level, risk management is an integral part of the Memorial's corporate and business planning. Actions flowing from the Business Risk Assessment and the Fraud Risk Assessment are included in the annual Memorial Business Plan and associated Key Performance Indicators.


At a corporate level, a formal Business Risk Assessment and Fraud Risk Assessment are completed every three years in advance of revision of the Corporate Plan, or earlier if needed. The results feed into the next Corporate Plan and actions are included in each annual Business Plan.

Allied to this, other associated plans (for example, Fraud Control, Business Continuity, Disaster Recovery) are reviewed in accordance with the Director’s instruction covering these. They also inform risk assessment and risk management planning.

Progress on agreed actions is reported as part of the quarterly business plan reporting process.

The Corporate Management Group (CMG) and Council receive regular reports on risks that are assessed as “moderate”, “significant”, “high”, “very high” or “extreme”. In addition, the monitoring of risk is undertaken through a comprehensive system of incident reporting which is scrutinised by CMG on a quarterly basis.
## KEY RISKS AND MITIGATION STRATEGIES

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<tr>
<th>Risk</th>
<th>Overall risk rating</th>
<th>Treatments or control strategies</th>
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| Substantial reduction in budget and funding                         | High                | › Ongoing representation to government through Council and the Director.  
› Established forward capital planning process continued.  
› Established annual budgeting process continued.  
› Endorsed partnerships plan in place to maintain and secure non-government sponsorship/partnerships/revenue from other sources.  
› Active public relations campaign, marketing, and communication to maximise donations.  
› Formal and rigorous management of catering contract, including follow-up of action items where key performance indicators are not met.  
› Strategic and business planning for post-centenary level of operation undertaken in 2016–17, including organisational review and possible restructure. |
| Centenary program fails to meet stakeholder expectations and requirements | Significant         | › Substantial evaluation and visitor research program to determine visitor expectations and measure visitor satisfaction.  
› Anzac centenary steering committee meets regularly to ensure projects are developed and implemented in line with visitor research outcomes as well as remaining in scope, on budget, and on track.  
› Effective communication strategy development and implementation.  
› Regular liaison with Council, Department of Veterans’ affairs (DVA), and the Minister for Veterans’ Affairs. |
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<td></td>
<td></td>
<td><strong>Anzac Centenary Touring Exhibition specific controls:</strong></td>
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<td></td>
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<td>› Effective communication strategy development and implementation.</td>
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<td>› Regular liaison with Council, DVA, and the Minister for Veterans’ Affairs.</td>
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<td>› Key elements outsourced to professional providers.</td>
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<td>› Close liaison with state and local governments.</td>
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<td>› Robust governance structure developed and implemented.</td>
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<td>› Additional resources allocated specifically for this project.</td>
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<tr>
<td>Terrorist event results in injury, death, or significant damage to property</td>
<td>Significant</td>
<td>› Australian Federal Police (AFP) and Australian Security Intelligence Organisation assessments undertaken regularly as required and measures implemented in accordance with assessments.</td>
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<tr>
<td></td>
<td></td>
<td>› Established event management plans in place and reviewed prior to all major events, including comprehensive risk management planning process and AFP support and advice as required.</td>
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Excellent venue. Our guide was very informative and friendly. The displays were well portrayed and interesting.

Qld visitor, May 2014
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 Chair; 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 the 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](http://www.awm.gov.au) under “About”.

Left: Visitors view the photographs from *Remember me: the lost diggers of Vignacourt*. 
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, Branch Head Public Programs.

Sponsorship and partnership arrangements have been established to support exhibitions, military history, and education and other public programs. These have funded specific initiatives or projects that have sometimes included naming rights; for example, the Qantas Aircraft Collection, the BAE Systems Theatre, and the Kingold Education and Media Centre.

The Australian War Memorial Anzac Foundation is an independent public ancillary fund 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 Branch Head Corporate Services, on (02) 6243 4233 or by email at executive@awm.gov.au.

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 Coordinator can be contacted on (02) 6243 4523 or by email at friends@awm.gov.au.
Left: The RAAF Roulettes at the Australian War Memorial Open Day, April 2013.
Right: Pocket watch carried by Private R.W. Hartley at the Anzac landing, 25 April 1915.