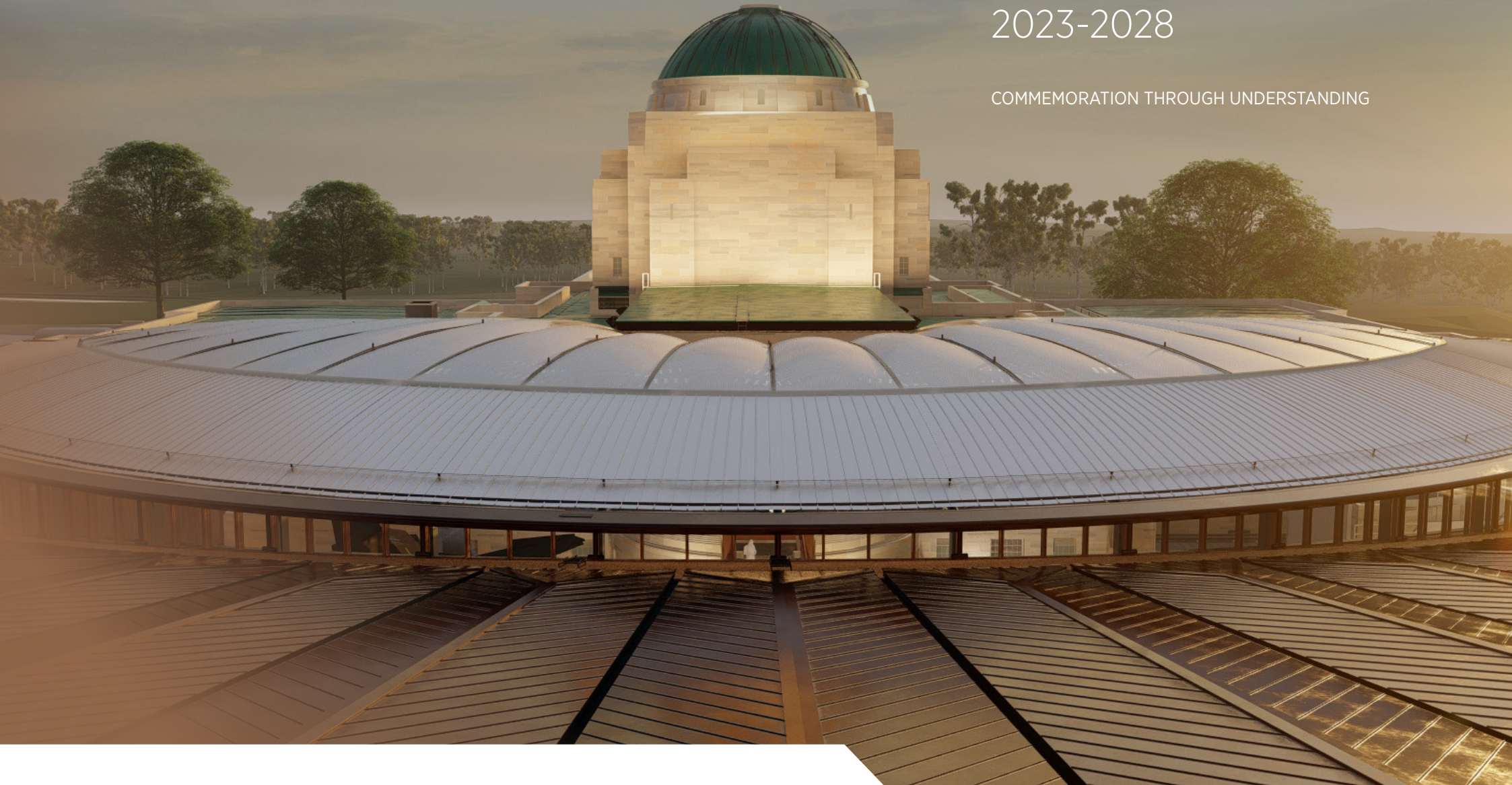




AUSTRALIAN WAR MEMORIAL

STRATEGIC PLAN 2023-2028

COMMEMORATION THROUGH UNDERSTANDING



ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The Australian War Memorial acknowledges the traditional custodians of country throughout Australia. We recognise their continuing connection to land, sea and waters. We pay our respects to elders past and present.

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Images

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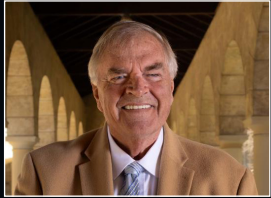
AUSTRALIAN WAR MEMORIAL

STRATEGIC PLAN
2023-2028

COMMEMORATION THROUGH UNDERSTANDING

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Members of Council



Chair

The Hon Kim Beazley AC



Corporal Daniel Keighran VC



The Hon
Anthony (Tony) Abbott AC



Wing Commander
Sharon Bown (Ret'd)



Vice Admiral
Mark Hammond AM RAN



Lieutenant General
Simon Stuart AO DSC



Air Marshal Robert Chipman
AM CSC



Mr Glenn Keys AO



Mr James McMahon
DSC AM DSM



Major General Greg Melick
AO RFD FANZCN SC (Ret'd)



Dr Susan Neuhaus AM CSC



Mrs Josephine Stone AM



Ms Rhondda Vanzella OAM

Ex Officio Members

Introduction

On behalf of our fellow Council members, staff and volunteers we are pleased to present the Australian War Memorial Strategic Plan 2023–28.

We live in a changing world, and for the Memorial to remain relevant, meaningful and engaging, we must remain true to our past while embracing the future.

This Strategic Plan and the Corporate Plan will ensure the continued relevance of the Australian War Memorial as the preeminent institution for the commemoration and understanding of our nation's wartime experience.

We will continue to deliver on Charles Bean's vision. Our strategic pillars and supporting initiatives defined in this Strategic Plan will ensure we remain 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.

The Memorial must continue to lead the nation's commemoration and understanding of the Australian experience of war. At the same time, we must be a leading and innovative practitioner of historical research, museum practices, and community engagement.

We have an obligation to inform on the impact wars have had on Australian society. We must reflect on the political, economic, and religious freedoms afforded to us as Australians, which are underpinned by those who serve, and have served, our nation.

The Memorial is, first and foremost, about people.

Our national collection, remains central to our ability to tell the stories of the people who have served in conflicts, and on peacekeeping, and humanitarian operations. It enables us to recognise and understand the consequences and broader societal impacts of their service. Commemoration, museum and education – facilitating people to come together to learn and to honour and for some, to heal.

The Memorial has undergone significant change since it was opened in 1941. As part of the Memorial's long-term planning, and 'Our Continuing Story', the next six years will be made up of two distinct phases.

By end of 2025, Phase One will deliver significantly expanded exhibition spaces, refreshed public programming, and new public amenities within the precinct. During this phase we must simultaneously plan for, resource, and staff the operations necessary for the new facilities and galleries, under a sustainable operating model.

Phase Two will take us to the end of 2028 with a focus on enhancing the public value of the new facilities and refreshed gallery spaces. This will require continued construction in the Main Memorial Building, growing visitation and public engagement, research, education and outreach.

This outlook will require a strengthening of our sustainability to support preparation for the 2039–45 commemorations of the centenary of the Second World War.

*To ensure that their sacrifice is not in vain –
We remember them.*

The Hon Kim Beazley AC
Chair

Mr Matt Anderson PSM
Director



Our Purpose

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

Our Vision

To be recognised globally as one of the finest national memorials of its kind, providing meaningful experiences through commemoration and authentic and engaging storytelling.

Who we are

The Memorial is a **shrine**, a **museum** and an extensive **archive** that offers itself as a place for reflection, commemoration, education and research.

Here is their spirit, in the heart of the land they loved; and here we guard the record which they themselves made. CEW Bean.

The Memorial was established to ensure that Australians understood the experience and sacrifice of those who had fought in the First World War. Bean envisaged a national memorial that would commemorate through understanding. In 1941 the government extended the Memorial's charter to include the Second World War; in 1952 it was again extended to include all Australia's wars.

A Shrine

The Australian War Memorial leads the nation's commemoration of Anzac Day and Remembrance Day, and other national and local ceremonies. Each and every evening the story of one person's service and sacrifice, recorded on the Roll of Honour, is shared through the Last Post Ceremony.

At the heart of the Memorial building is the Commemorative Area, where, next to the Pool of Reflection, in the presence of the Roll of Honour and Commemorative Roll, and in the Hall of Memory enveloping the Tomb of the Unknown Australian Soldier, visitors experience the extensive individual and collective sacrifice of Australians.

A Museum

Recognised as a world-class national museum and gallery, the Memorial presents diverse stories of Australian experiences of war, and on peacekeeping and humanitarian operations across numerous conflicts, in purpose-built permanent galleries, temporary exhibition spaces, and online and touring exhibitions.

The Memorial's National Collection being one of the world's largest military-themed collections, makes the museum possible, through the extensive archive, major art commissions, oral history recordings and a vast array of military equipment and technology used by (or against) Australians.

While the purpose, traditions and methodologies established during the First World War continue to inform our work of the past the present and the future, we will use new interpretation, new technologies and new ways to engage audiences.

An Archive

The Memorial's extensive National Collection was established during the First World War as the Australian War Records Section (AWRS). At first, the AWRS collected documentation, but quickly expanded to collect military artefacts, photographs, film and art.

The Memorial as a centre of research, holds written records documenting Australian involvement in war and operational service, as well as the historical background of conflicts in which Australia has been involved and their effects on Australian society.

The Memorial's collections and website provide public access to a wealth of material facilitating research into the events, service and wartime experiences of individuals who served in Australia's military forces during conflict and on operations.

Our Values and Behaviours

AUTHENTIC

We are genuine in our dealings with ourselves and others

We are open and honest in our words and actions | We are accountable and transparent in our decision making | We trust each other and embrace diversity | We act with integrity and invite questions | We are sincere and thoughtful in our work

CARING

We care about each other, the work we do and those we connect with

We prioritise physical, emotional and cultural safety in our actions and decision making | We approach others with compassion, kindness and respect | We create safe spaces for discussion and exchange of views | We hold each other accountable and address unacceptable behaviour | We acknowledge positive behaviour that is aligned with our values

RESOURCEFUL

We value and invest in our people, and encourage ingenuity

We encourage creative thinking, innovation and agility | We share knowledge and skill, and seek expertise | We invite constructive feedback and learn from our mistakes | We work to remove unnecessary barriers and strive to continually improve | We direct our talents and capabilities to priority issues and critical problem solving

COLLABORATIVE

We listen, seek to understand and work together to optimise outcomes

We work as a team and value the exchange of ideas | We consult with those affected by our decisions and actions | We acknowledge differing perspectives and connect with empathy and understanding | We embrace and support diversity and inclusion | We seek and support mutually beneficial partnerships | We recognise that care of the collection is a collaborative effort

FORWARD LOOKING

We respect and learn from history, take pride in our work, and focus on the future

We respond to our changing environment and practise resilience | We help each other grow and seek opportunity in challenges | We initiate and participate in critical conversations | We plan for and build a sustainable future



Our Strategic Pillars

1. Commemorate, reflect and understand Australian experiences of war and service, by:

- Leading the nation's commemoration and understanding of war and service through a range of inclusive ceremonies, events, stories and perspectives.
- Undertaking ongoing examination into the experience and impact of war and service on individuals, families and Australian society.
- Advancing the public's understanding of military history and its connection to the present.
- Expanding and deepening our collection, gallery displays, research and online content relating to Australia's frontier violence.

2. Care for and communicate the National Collection, by:

- Safeguarding and purposefully growing the National Collection for future generations.
- Developing our new and existing gallery spaces with care, creativity and respect for all individuals and peoples.
- Innovating, developing, and achieving best practice in historical research, education, and museum and archival practice.
- Investing in technologies and developing strategies to continually improve management of the National Collection and audience access to it.





3. Connect, engage and collaborate, by:

- Creating and delivering meaningful visitor experiences through a variety of engagement mechanisms and customer service excellence.
- Enhancing our digital engagement to connect with people wherever they are located.
- Continuing to strengthen our connections with stakeholders, donors, supporters and partners.
- Engaging with communities to interpret and present collection items and stories.
- Developing our relationships with diverse and regional communities, including through engaging touring exhibitions and programs.

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.
- Assuring the Memorial's future through strong stewardship of its collections, facilities, and financial assets.
- Increasing and diversifying our revenue through philanthropic investment and a considered commercial plan.
- Building our reputation as a unique national memorial, and a leader in historical research, education, and museum and archival practice.
- Serving as a catalyst for cultural tourism, both domestic and international, in strengthening the visitor economy for the ACT/Canberra region.
- Acting to improve our environmental sustainability.

