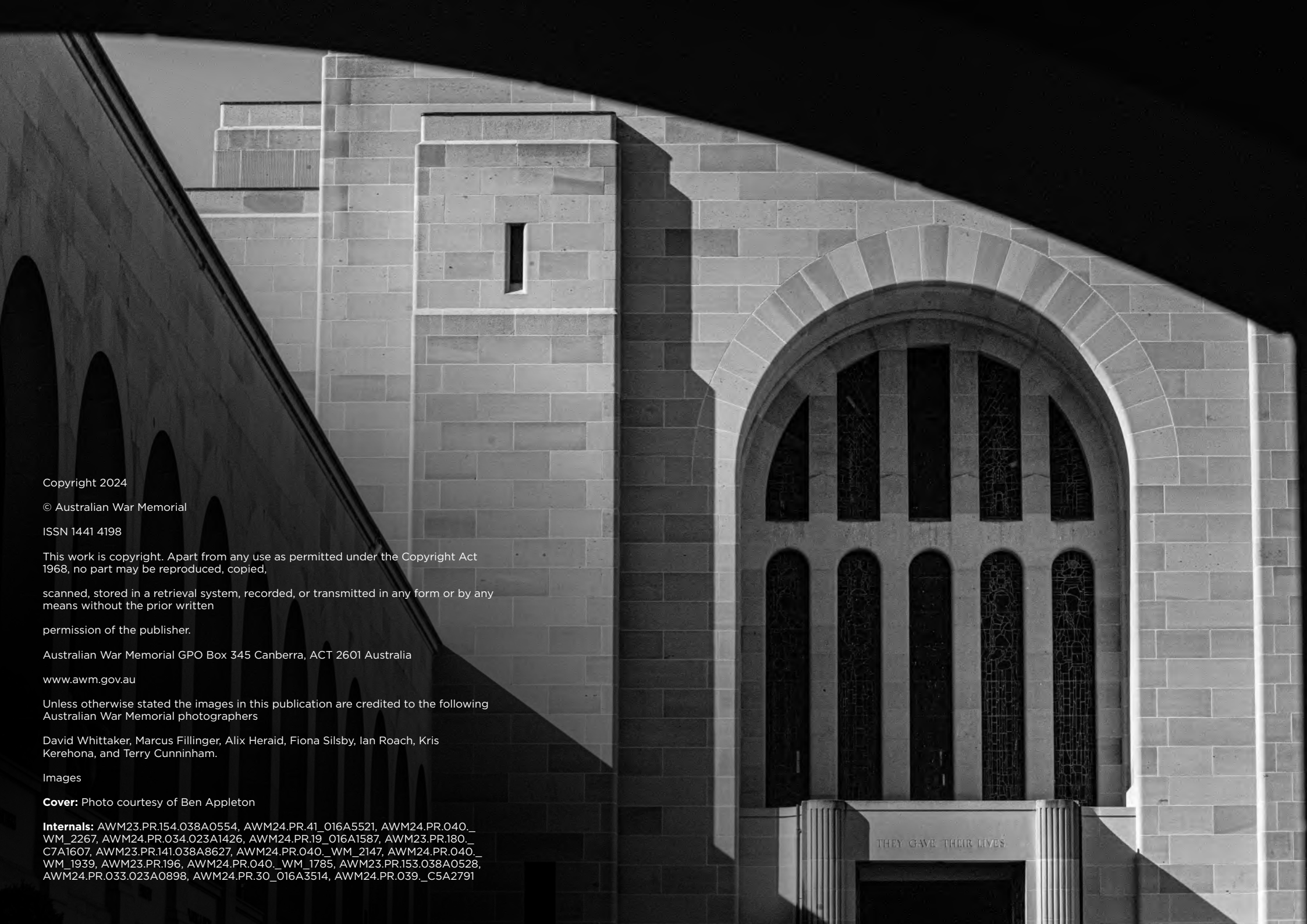




Australian War Memorial Corporate Plan 2024 — 2028



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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. The first phase of Our Continuing Story (the Development Project) is nearing completion. During 2024-25 the Australian War Memorial (the Memorial) will commence transition of significant new functions and capabilities into operations opening the new Southern Entry and Charles Bean Research Centre to the public. The Australian War Memorial's 2024-2028 Strategic Plan will guide us through the remainder of the development period, and prepare us to open, to welcome and to engage with visitors within the new spaces, and exhibitions. We remain committed to continuing to deliver the world-class experience our visitors expect. We acknowledge the important 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 when the Memorial opened on 11 November 1941. In 1952, the Memorial's remit was expanded to cover all conflicts in which Australia has formally engaged. The Development Project will allow us to record and tell the stories of modern conflicts and veterans – across the Middle East, including Iraq, Afghanistan, as well as peacekeeping and humanitarian operations – with the same dignity and respect with which we have told the stories of their forebears. We are committed to maintaining and preserving the heritage values through necessary rectification of the more than

80-year-old Memorial building. 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 extending until 2028, in order to explain how we will achieve our purpose and measure success. As we continue to plan for the Memorial's 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 are just as relevant today, and continue to guide us in achieving our ambitions for the future.

I, Kim Beazley AC Chair of the Council of the Australian War Memorial (the Council), with Matt Anderson PSM, Director of the Australian War Memorial, present the 2024-2028 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 2024-25 reporting period, and covers the reporting periods from 2024-25 to 2027-28. The plan gives Council's general directions under the subsection 20(2) of the Australian War Memorial Act 1980 (the Act) to the Director as the chief executive officer of the Memorial to manage its affairs.



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 – 20243

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

The Corporate Plan provides an overview of the 2024–28 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 delivery and operation of the Development Project. The project is the catalyst for the Memorial's transformation in the largest change since its opening in 1941. In 2024–25, the Memorial continues its ongoing commitment to public engagement, while delivering the Development Project, and commencing the transition of new functions and capabilities.

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). Planning across the next 20-year period will involve considering matters such as major enhancement of the Second World War galleries, and 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 and exhibiting the National Collection and through commemoration and research.

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

These priorities reflected as key activities in this document are:

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.

Operating Context

The Memorial is undergoing a period of rapid transformation, delivered by a dedicated, expert team. In support, 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 is committed to remaining open to the public during the Development Project. The safety of our staff and visitors remains our primary focus. Changing public access, visitor parking conditions, and the impact of construction activity have required ongoing management and public engagement. Teams work collaboratively to ensure environmental sustainability in construction, 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 conducted. Timed, free ticket sessions for visitors are in place, to comply with building code capacity limits, during construction. Maintaining visitor 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 completion of the Development Project, which involves a 5,500m² increase in gallery space. Key milestones include an organisational structural review to ensure the appropriate hierarchy and skills are in place. This will support increased

service delivery, through effective 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 expanded gallery space from the end of phase one (2025), and as the Memorial building refurbishment, exhibitions and Memorial grounds are finalised toward the end of phase two (2028).

Digital

Digital experiences evolve continually, bringing new opportunities to engage existing and new audiences. Led by our Digital Engagement Strategy, the Memorial is committed to continuing to adopt digital best practices to increase access to the National Collection, grow audience connection, placing visitors at the centre and embracing engagement through the use of data.

The digital release of personal letters, diaries and other hand-written documents is a stand-out example of innovation in engaging audiences with the National Collection. The Memorial's new online platform, Transcribe, allows the community to view and transcribe historical records, helping preserve Australia's history and making it more discoverable digitally.





Budgetary Position

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

The Memorial is estimating an operating loss of \$14.6 million over the next financial year, with this loss due to the impact of remaining open during construction and unfunded asset base depreciation. Losses will continue over forthcoming financial years.

In 2018, government separately allocated the Development Project \$498.7 million 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 contributions to progressive repairs to the revealed state of the building, including asbestos and lead paint mitigation, and plumbing issues.

The Memorial has invested an additional \$47 million in a number of ancillary projects and activities in supporting the Development Project, including 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 forms of non-government funding continue 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

Commemorate, reflect and understand Australian experiences of war and services

Outcomes

- Delivery of commemorative ceremonies
- Support for research about Australian military history and production of original work
- Delivery of Official Histories: East Timor, Iraq and Afghanistan

Performance Measures	Performance Targets	2024-25	2025-26	2026-27	2027-28
Deliver major and minor commemorative ceremonies and events as scheduled, including daily Last Post ceremonies	All major and minor commemorations including the Last Post ceremony delivered as scheduled	✓	✓	✓	✓
Support for research about 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	✓	✓	✓	✓
Maintenance of the Roll of Honour and Commemorative Roll	Continued resolution of contemporary and historic cases on the Roll of Honour and Commemorative Roll	✓	✓	✓	✓
Complete the Official Histories of East Timor, Iraq and Afghanistan (six-volume series)	Official Histories volumes achieved authoring completion	✓			
	Official Histories volumes cleared by government for publication	✓			

KEY ACTIVITY 2

Care for and communicate the National Collection

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	2024-25	2025-26	2026-27	2027-28
Staged implementation of the Development Project including opening the: <ul style="list-style-type: none"> ● Central Energy Plant ● Southern Entrance ● Charles Bean Research Centre ● Anzac Hall and Glazed link 	Development Project activities delivered safely in line with approved project program and budget	✓	✓	✓	✓
	Southern Entry opened to the public	✓			
	Charles Bean Research Centre open to the public	✓			
	Anzac Hall and Glazed link opened to the public		✓		
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 to preserve and make the National Collection more accessible	At risk and high-use items are digitised to preserve and make the National Collection more accessible	✓	✓	✓	✓

KEY ACTIVITY 3

Connect, engage and collaborate

Outcomes

- Delivery of exhibitions, and public programs
- Delivery of the Digital Engagement Strategy



Performance Measures	Performance Targets	2024-25	2025-26	2026-27	2027-28
Engagement with the Memorial's future audiences	Conduct the future audiences market research.	✓			
	Finalise the future audience market research findings and develop an implementation strategy		✓		
	Implement strategy			✓	✓
Revise, resource and implement appropriate programs to manage and maximise new facilities delivered through the Development Project	Programs resourced and implemented.	✓	✓	✓	✓
Provide access to the National Collection	Open the Memorial 364 days a year	✓	✓	✓	✓
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 onsite and online groups	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 the Development Project	✓	✓	✓	✓
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, engaging digital content	✓	✓	✓	✓

KEY ACTIVITY 4

Build a sustainable future

Outcomes

- Improve the sustainability of the Memorial to achieve its mission

Performance Measures	Performance Targets	2024-25	2025-26	2026-27	2027-28
Employee engagement	Increase in staff engagement	✓	✓	✓	✓
	Development and implementation of an APS Census Action Plan	✓	✓	✓	✓
Reduce outsourcing of core work in line with the APS Strategic Commissioning Framework	Reduce outsourcing of Trades and Labour, Administration and Data and Research work	✓	✓	✓	✓
	Reduction of seven contractor positions	✓			
Increase and diversify own source revenue	Increased revenue from commercial and philanthropic sources	✓	✓	✓	✓
Local, domestic and international visitation	Increased percentage of domestic (interstate) and international visitation	✓	✓	✓	✓
Memorial emissions related to exhibition and storage of the National Collection	Memorial emissions per metres ² of exhibition space and collection storage	✓	✓	✓	✓



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 is reviewing its operating model to ensure it has appropriate human resources in sufficient quantity and in the right areas to transition from pre- to post-development operations. Improved resolution of pay fragmentation issues will assist with attraction and retention of staff. However this will remain a challenge in a tight labour market.

National Collection

The National Collection is an invaluable world-class 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 whose 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 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
1. Workforce and resource planning	Reviewing the operating model to ensure the Memorial has appropriate human resources in sufficient quantity to transition from pre to post-development operations	<ul style="list-style-type: none">● Aligned resources and funding with areas of business priorities● An informed workforce, prepared for staged operational changes1.
	Annual budgets and reporting to support effective and efficient use of resources	<ul style="list-style-type: none">● 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 improving 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.
2. Facilities, ICT and infrastructure	Reporting on priority projects that underpin core capabilities to ensure completion of projects on schedule and on budget	<ul style="list-style-type: none">● Implementation of the Memorial Enterprise Transformation (MET) Program● The Collection Development Plan and Preservation Plan● Improvements to better identify, document, store and handle hazardous chemicals● Other short- to medium-term projects that improve capability, 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	<ul style="list-style-type: none">● WHS risks are identified and managed effectively, maintaining a safe work environment, with proactive strategies initiated based on changing environment● Heritage impact assessments undertaken on all proposed works in the main building to ensure that heritage fabric and features are retained.

3. Non-government revenue generation	Engaging stakeholders directly and/or financially supports the Memorial's aims of helping Australians understand our military history.	<ul style="list-style-type: none">● 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 stakeholder reach and, through a raised profile, assists with key streams such as revenue generation and commemoration.	<ul style="list-style-type: none">● Media engagement/support and 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.
	Utilising the revised operating model and enhanced commercial opportunities presented by the Development Project to grow non-government revenue.	<ul style="list-style-type: none">● 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.	2
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.	2
Gallery Master Plan	Delivered in 2020 through the Development Project, Our Continuing Story. Identifies the approach to key galleries, circulation, gallery locations and sizes, and exhibition design principles.	2, 3
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.	2
Stakeholder Engagement Program	The Memorial works with key government agencies to align stakeholder engagement activities with corporate goals, priorities, and relevant government policies. The program includes plans for the Memorial's Digital Engagement Strategy, Communications and Marketing Plan, Sponsorship and Marketing Plan, Public Engagement Strategy, and other public facing programs.	4, 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.	1, 4, Capabilities
Digital Engagement Strategy	The Memorial is investing in digital storytelling, access and enhancements to collections systems to improve the public availability of digitised collection material, to avoid technology obsolescence and prevent loss of collections material through physical deterioration. The enhanced repository will facilitate 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.	4, Capabilities
ICT Strategic Plan	The 2023–2028 ICT Strategic Plan sets out the capabilities and digital solutions to 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.	4, 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.	4, 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.	2, 4, 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. The plan identifies the Memorial's heritage values, and constraints and opportunities that its heritage values place on future use.	4, Capabilities
Environmental Sustainability Strategy	This strategy provides a pathway to integrate sustainable practices into ongoing operations. Our vision for environmental sustainability is more than achieving a specific target or end point, it represents an ongoing commitment to integrating principles across our organisation and embedding a sustainable mindset into our everyday activities.	4, 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, proactive approach to managing risk that considers threat and opportunity; risk is appropriately identified, assessed, communicated and managed across all levels of the Memorial.

The successful completion of the Development Project and integration of its deliverables to Memorial operations 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 long term, and is critical to the Memorial's success.

Risks related to preservation, digitisation, and accessibility of the National Collection have 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 organisational and/or key risks to be managed in order to deliver our priorities.

Corporate Priority	Strategic Risk	Strategic Response
Deliver the Development Project – Our Continuing Story.	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.	<ul style="list-style-type: none">● Develop project delivery plans supporting governance and communications structures and appropriate oversight mechanisms to understand, measure and meet expected outcomes in delivery of the Development Project.● Through the Transition Program, oversee the integration of the Development Project's deliverables into Memorial operations.
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>	<ul style="list-style-type: none">● 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.● Deliver the Transition Program, including functional and structural review, change management and communication frameworks to ensure Memorial operates at maximum efficiency.● Development of organisation values and behaviours to promote a positive work culture through this period of change and into the future.● Strong sponsorship arrangements underpinned by the new partnership policy for transparency to stakeholders.

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 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>	<ul style="list-style-type: none">● Deliver the Development Project to ensure ongoing connection with recent veterans and their families.● Implement the Digital Engagement Strategy, undertake ongoing review to reshape and constantly adapt.● Critically examine visitor and stakeholder feedback and respond to ensure commemoration, exhibitions and public facing programs continue to be world class.● Leverage technology to enhance access, interpretation, and utilisation of the National Collection.● Provision of authoritative and expert advice and Official Histories to assist stakeholders to understand the impact of war and conflict on Australia.● Continued focus on personal connections through experiences such as research support and daily Last Post commemorations.
Maximise the value of and access to the National Collection and military history.	<p>Increasing collections management challenges, including material and digital conservation and management of complex and complicated collections management systems.</p>	<ul style="list-style-type: none">● Continuing to open the Memorial to the public 364 days a year.● Continue digitisation of the National Collection in accordance with identified priorities.



The Memorial identifies its key stakeholders as:



Stakeholders and collaboration

The Memorial will work closely with the Department of Veterans' Affairs, the Australian Defence Force, and the veteran community regarding commemorative and veteran 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 Australian cultural institutions 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 an institution of profound national significance and an important Canberra landmark. Canberrans and those from surrounding regions who regularly visit the Memorial are an

important driver to engaging visiting friends and relatives. The Memorial remains committed to working closely with the ACT Government and the regional community.

The Memorial seeks and reviews feedback 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.

