



AUSTRALIAN WAR MEMORIAL

CORPORATE PLAN 2021-2025

2021-22 Update

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Australian War Memorial GPO Box 345 Canberra, ACT 2601 Australia

www.awm.gov.au

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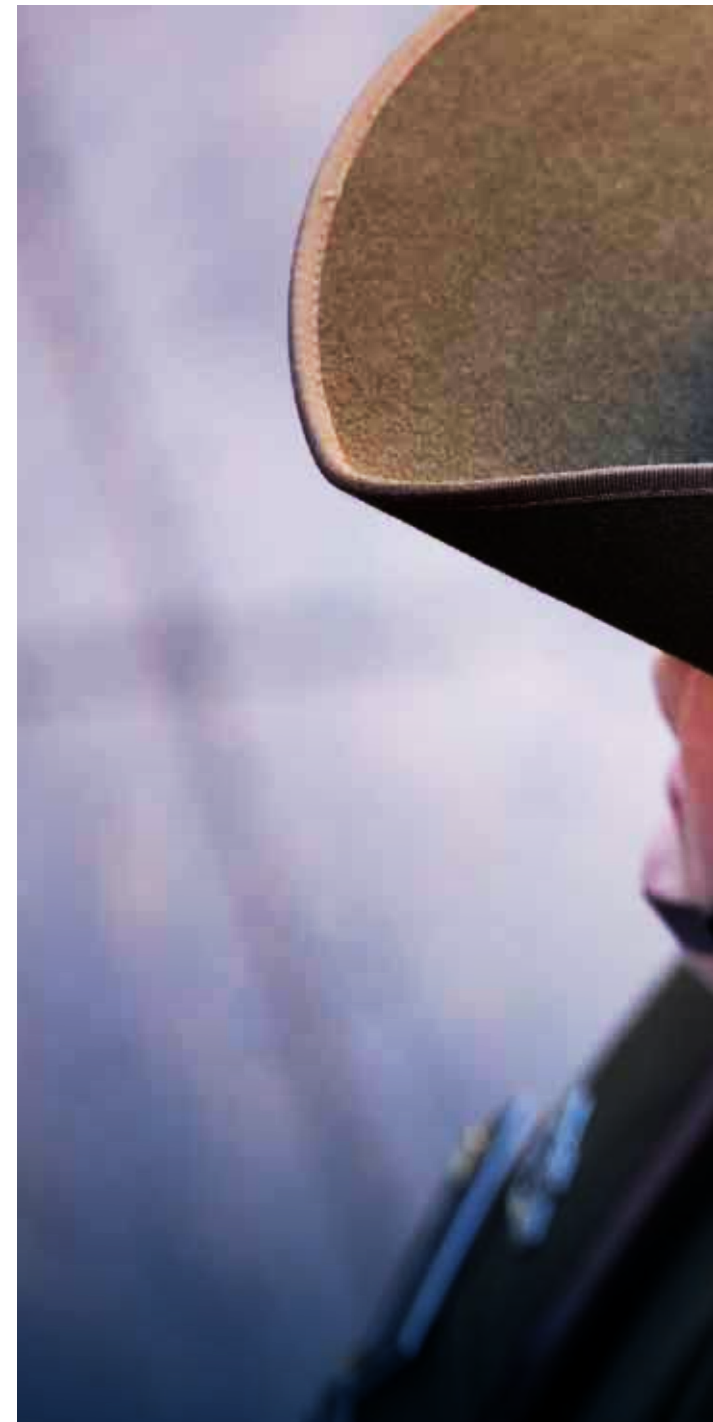


STATEMENT OF PREPARATION

I, Matt Anderson PSM, Director of the Australian War Memorial, present the 2021–2025 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 *Public Governance, Performance and Accountability Act 2013* for the 2021–22 reporting period. It covers the reporting periods from 2021–22 to 2024–25.

The Australian War Memorial combines a shrine, a world-class museum, and an extensive archive. Its purpose is to commemorate the sacrifice of those Australians who have died in war and operational service or who have served our nation in times of conflict. Its mission is to lead remembrance and understanding of Australia’s wartime experience.

This Corporate Plan details the focus of the efforts of the Council and staff of the Australian War Memorial in presenting to all Australians the stories of service and sacrifice of those dedicated to defending our freedoms and the hope of a better world.





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.

MISSION

Leading remembrance and understanding of Australia's wartime experience.

VISION

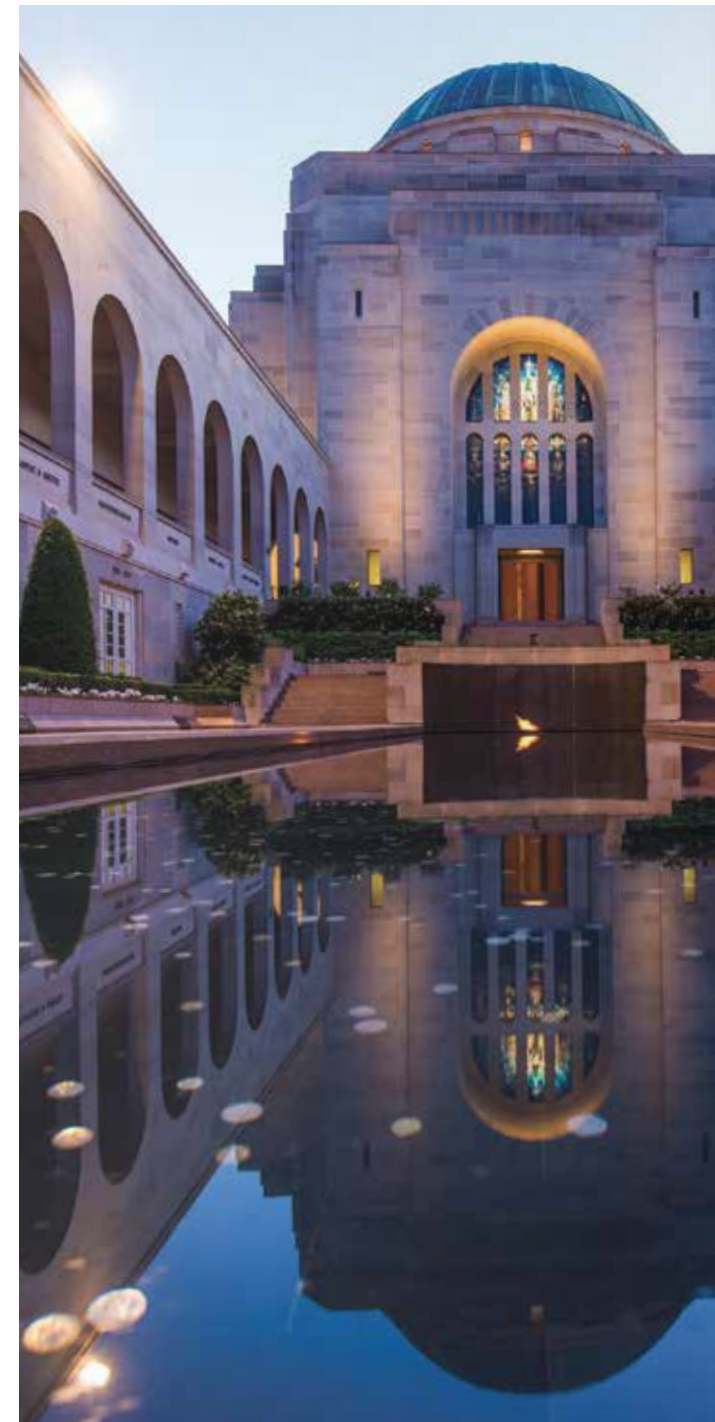
To ensure that their sacrifice is not in vain – *We remember them.*

STRATEGIC VISION 2021–39

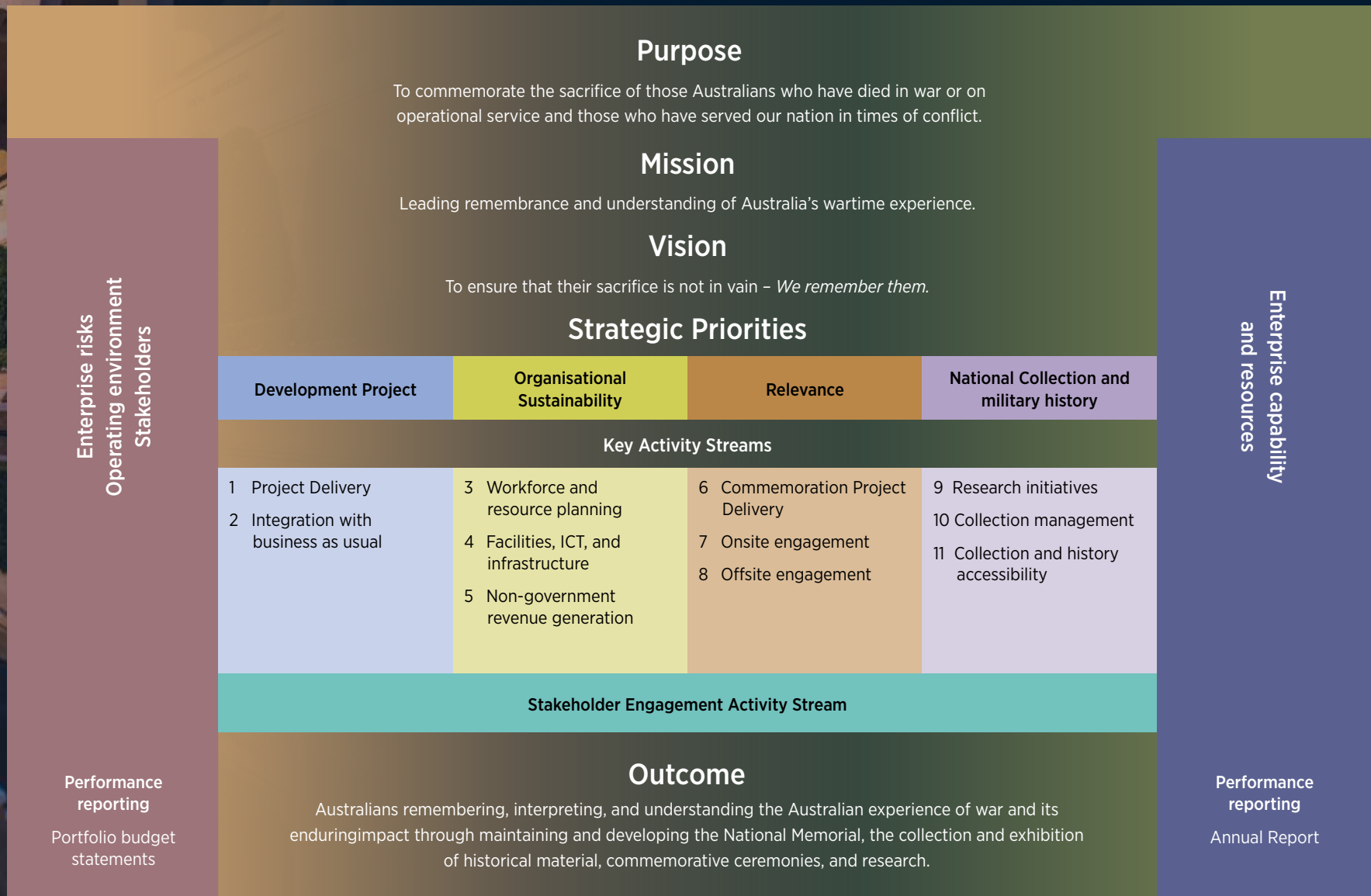
The Memorial’s Corporate Plan provides an outline of the period 2021–25 within the broader context of the Memorial’s purpose, mission, and vision. This four-year plan forms part of a larger vision that sees the Memorial retain and enhance its position as the pre-eminent institution of commemoration and 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*, announced by the Commonwealth Government on 1 November 2018, to significantly expand current exhibition space and visitor amenities, providing appropriate facilities to tell the stories of Australia’s armed services for decades to come. Through the Development Project the Memorial will record and tell the stories of the more than 100,000 Australians who have served on operations in Afghanistan, Iraq and elsewhere, and on peacekeeping and humanitarian operations, ensuring that they receive the same recognition as their forebears.

By 2039 the Memorial will be commencing commemorations for the centenary of the Second World War (2039–2045). Independent of the Development Project, planning across this period will consider related matters, including a major rejuvenation of the Second World War galleries, and greatly enhanced access to Second World War records and materials held in the National Collection.



OPERATING CONTEXT AND INTEGRATION



OPERATING ENVIRONMENT

Our operating environment has been shaped by the current period of change associated with the Development Project, as well as the uncertainty occasioned by and recovery from the COVID-19 pandemic.

The Memorial is undergoing a period of rapid reform, delivered by a strong and dedicated team. 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.

GOVERNING LEGISLATION

The Memorial is established as a corporation by the *Australian War Memorial Act 1980* (the Act) within the Veterans' Affairs Portfolio. The Memorial's statutory function and responsibilities are detailed within.

The Memorial is also subject to a number of Acts of Parliament, including:

- *Public Governance, Performance and Accountability Act 2013* (PGPA Act), which governs the performance and accountability of Council and management, and imposes key reporting, financial, and pecuniary obligations on the Memorial and Council
- *Freedom of Information Act 1982*
- *Privacy Amendment (Enhancing Privacy Protection) Act 2012*
- *Work Health and Safety Act 2011*
- *Environmental Protection and Biodiversity Conservation Act 1999*

On an operational level, the Memorial often works closely with the Department of Veterans' Affairs for budgetary purposes, and in the delivery of commemorative and veteran support activities.

BUDGETARY POSITION

The Memorial operates within the Commonwealth Financial Framework as set out in the *PGPA Act*. Relying on 88 per cent of resources through government appropriation, with 12 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 costs include the Campbell precinct and the Treloar complex in Mitchell, which provides storage, conservation, and collections management spaces for the National Collection. From mid-2021 until July 2024, the Memorial will commit \$1.6m to leasing office space in Dickson to house staff members previously based in the C.E.W. Bean Building, which will unfit for use during that time due to construction works. The Memorial will make losses of \$5 million per annum over the forthcoming financial years due to the impact of construction and unfunded depreciation of its asset base.

The Development Project was allocated \$498.7 million by the Commonwealth Government in 2018, to be concluded by 30 June 2028.

GOVERNANCE

The Australian War Memorial was established as a statutory authority under, and draws its authority from the *Australian War Memorial Act 1980* (the Act). The Act allows for the appointment of a Council and a Director as Chief Executive Officer of the Memorial.

Council is responsible for the conduct and control of the affairs of the Memorial, and determining Memorial policy. Council has established a number of committees, including:

- **Finance, Audit and Compliance Committee (FACC)**
Constituted by a mix of Council members and independent members, the Finance, Audit and Compliance Committee is established as an advisory committee to provide independent assurance and advice to Council on matters of risk, compliance, audit, and finance.
- **Memorial Development Committee (MDC)**
Constituted by a mix of Council members and independent members, the Memorial Development Committee is established as an advisory committee to provide independent assurance and advice to Council on matters relating to the Development Project, including project management, programme oversight, project-related risk, and financial management.
- **Remuneration Committee**
Constituted by members of Council, the Remuneration Committee is established on behalf of Council to undertake appraisal of the performance of the Memorial's Director and the Executive Project Director.
- **Roll of Honour Committee**
Constituted by members of Council and augmented by independent expert advisors, the Roll of Honour Committee is established as an advisory committee to research, establish policy, and provide recommendations to Council on matters relating to the Roll of Honour.

EXECUTIVE LEADERSHIP

The Memorial's executive leadership and management framework includes a Corporate Management Group (CMG), consisting of the Director and three Assistant Directors; and a Senior Management Group (SMG) comprising Section Heads and members of CMG.

The Executive Project Director of the Development Project works closely with CMG and Council to ensure continued alignment between normal operations and the Development Project.

STRATEGIC MANAGEMENT

The Memorial's strategic planning framework encourages participation by staff, promoting the concept of a team working to achieve common goals and recognising the importance of communication and ownership of decisions.

Annual business plans and accompanying budgets are developed to support Council directions and corporate plan priorities. Once developed, annual business plans influence day-to-day operations. Achievements are monitored and reported regularly to CMG and Council.

ENTERPRISE RISKS

The Memorial's strategic planning coalesces around identification and management of current and emerging risks, seeking to mitigate or eliminate these where possible. In addition to the Memorial operating within the bounds of the Commonwealth Risk Management Policy and associated guidance, efforts are directed toward embedding a more positive risk culture at the Memorial, encouraging staff of varying levels to manage risk as an intrinsic part of their day-to-day work. The Development Project – *Our Continuing Story* – is one such opportunity for staff to engage with risk on an enterprise-level, mitigating long-term risks associated with commemorative, exhibition, archive and storage requirements, and involving every team across the organisation.

The successful completion of the Development Project is critical to ensuring the Memorial can continue to commemorate sacrifice and service not only during the four years of this corporate plan, but well into the future.

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.

The commencement of the construction phase of the Development Project, coupled with a significantly altered operating environment presented by the COVID-19 pandemic, has demonstrated the need for the Memorial's risk management to remain robust and malleable. A revitalisation of the Memorial's Risk Management Policy and centralised register will be a priority over the forthcoming year, ensuring that underpinning framework clearly sets out the organisation's appetite, tolerance and approach to managing risk at strategic and operational levels. Quarterly reporting to CMG and Council on risks and agreed treatments will continue to be a core part of the policy.



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 veterans' support issues. Stakeholder outreach 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.

CAPABILITY

WORKFORCE

The Memorial currently employs approximately 330 staff (full-time, part-time, and casual) to assist in delivering the Memorial's vision and mission.

Without the support of a team of dedicated volunteers, the Memorial would not be able to provide the quality services that our stakeholders expect. Prior to COVID-19, approximately 200 volunteers dedicated their time, working in areas as diverse as guided tours, photo assessment, and conservation – areas which are core to our business. During the height of the pandemic, many volunteers were stood down. The Memorial is unlikely to return to these levels of volunteer staff until after the completion of the Development Project.

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 and humanitarian operations, and other forms of operational service. The National Collection 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.

PLANNING

The Memorial utilises a range of strategies and plans to achieve its purpose:

- **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.
- **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.
- **Collection Development Plan**, outlining how the Memorial will enhance and develop the National Collection, analysing the strengths and weaknesses of current collection holdings and identifying deficiencies to be addressed through new acquisitions.
- **Stakeholder Engagement Programme**, including plans for the Memorial's Digital Engagement Strategy, Communications and Marketing Plan, Sponsorship and Marketing Plan, Public Engagement Strategy, and other public facing programs. 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.
- **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.

- **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.
- **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 stages as capital resources allow in order to ensure that space is used effectively for collection storage and conservation facilities.

The Memorial is investing in enhancements to collections digitisation systems to improve the availability of digitised collection material, to avoid technological obsolescence, and prevent loss of collections material through physical deterioration of media. The enhanced repository will facilitate faster automated access to digitised materials.

- **Gallery Master Plan** was delivered in 2020 through the Development Project *Our Continuing Story* and will identify our approach to key gallery issues including circulation, gallery locations and sizes, and exhibition design.
- **Development Project Plans** are structured under the Project Governance Handbook and document and guide delivery activities including procurement, integration management, project management, cost management, design management, construction management, gallery development, commissioning and handover requirements.





STRATEGIC PRIORITIES

The Memorial assists Australians to remember, interpret, and understand the Australian experience of war and its enduring impact by maintaining, developing, and exhibiting the National Memorial and its collection, through commemorative ceremonies, and research.

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

The Memorial's key priorities are:

- a) Deliver the Development Project, *Our Continuing Story*;
- b) Improve the sustainability of the Memorial to achieve its mission;
- 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 key priorities and associated strategic risks and responses are covered in detail in the following pages.

MEASUREMENT

Measuring the value generated by cultural institutions such as the Memorial requires a blend of statistical and qualitative assessments of visitor experiences, collections management, and core activities.

Effectively measuring onsite, offsite, and online visitor experiences is paramount to the performance of the organisation. A number of performance and satisfaction measures are obtained through quantitative and qualitative methods, including collection and analysis of statistical data (such as visitation or ceremonial participation numbers) alongside qualitative data collection (such as surveys and focus groups). The ability to measure the value generated by the Memorial and the satisfaction of visitors will be impacted while the Development Project is underway. Although the project will give the Memorial the footing it needs to remain a relevant cultural institution into the future, in the short term it will affect day-to-day operations, the standard of onsite presentation, and public programs.

Data on the housing, preservation, and maintenance of the National Collection and Memorial buildings is collected for monitoring and reporting against key outcomes. Analysis of this data informs key performance indicators, including visitor attendance, public interactions and service provision, stewardship of the National Collection, and staff and visitor safety.

Program elements that cannot be quantitatively measured are done so qualitatively, through feedback from stakeholders and the public, or determined by the professional judgment of Memorial staff.

The Memorial reports against its priorities and performance criteria through its Annual Report (Annual Performance Statement) and Portfolio Budget Statement performance criteria, which are available online. The Memorial provides an annual update to Cabinet on the status of the Development Project.

1

DELIVER THE DEVELOPMENT PROJECT - *OUR CONTINUING STORY*

The Development Project – *Our Continuing Story* – will address the Memorial’s commemorative, exhibition, archive, and storage needs, and provide appropriate facilities to effectively tell the stories of the Australian experience of war for the next 50 years, ensuring the Memorial is able to achieve its purpose throughout that period.

The Commonwealth Government allocated \$498.7 million in funding for this project in 2018.





To ensure the Memorial can achieve its mission, in the long term we will deliver development activities across two key streams: project delivery focussed on outcomes, and close integration with Memorial day-to-day operations to minimise disruption.

Strategic risks	Strategic responses	Activity stream	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<p>The Development Project fails to deliver appropriate outcomes for built infrastructure or new gallery areas/content to meet public expectations or the Memorial's future needs.</p>	<p>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.</p>	4	Ongoing	Ongoing	Ongoing	Ongoing
<p>Disruption to Memorial operations and business as usual activities will create risks in service delivery and achieving outcomes.</p>	<p>Closely integrate the Development Project and Memorial business as usual to minimise impact on visitors, and operations more generally. Advise potential visitors of changes.</p>	5, 13	Ongoing	Ongoing	Ongoing	Ongoing
<p>Successful delivery of the Development Project relies on extensive stakeholder engagement through multiple and varied modes and channels.</p>						

Development Project: activity streams and measures of success 2021–25

The table below outlines key activities and performance measures, and how achieving success helps support the overall purpose of the Memorial.

Activity stream	Annual Performance Statement measures	PBS Component and Performance Criteria	How this stream helps support our purpose and generate outcomes
1. Project delivery	<ul style="list-style-type: none"> Submission of regular reporting to oversight bodies including delivery of annual project update to government Measurement of project delivery against approved budget, programme and outcomes Success of project stakeholder engagement as measured through reporting of the annual project update to government Increase in veterans' and defence family employment opportunities through the Development Project, evidenced through employment outcomes and veteran owned/operated business engagement 	1.2, 1.10	<ul style="list-style-type: none"> Proper governance and reporting is critical to government support and the success of the project Delivery of agreed project outcomes including fit for purpose, value for money built infrastructure is critical to the success of the project Engaging with stakeholders is critical to project success. This should include: <ul style="list-style-type: none"> Engaging with veterans to collect records and objects for galleries and providing them opportunities to transition to civilian life through project related employment or business activity Engaging with visitors to manage expectations during periods of disruption associated with project works Engaging with local residents, businesses and schools to minimise impacts from project activities Engaging with internal stakeholders to maximise project outcomes Procurement and contractual requirements engage veterans in the construction project and gallery content provision.
Key related business activities	Project procurement activities, project design activities, project construction activities, project gallery content development, project reporting; project logistics and integration management; stakeholder engagement through communications plans; gallery content development; construction management activities.		
2. Integration with business as usual	<ul style="list-style-type: none"> Implementation of project delivery in accordance with agreed staging plan, including ongoing internal and external communications, to manage stakeholder expectations during construction works 	1.2, 1.3, 1.10	<ul style="list-style-type: none"> A properly planned and executed set of detailed staging plans will minimise the impact of development activity on business as usual operations and the visitor experience
Key related business activities	Ongoing co-ordination and planning meetings; delivery of staged activities; programme management; internal and external project communications		

2

IMPROVE THE SUSTAINABILITY OF THE MEMORIAL TO ACHIEVE ITS MISSION

To achieve its mission the Memorial must have the appropriate intellectual, physical, financial, ICT, and human resources in sufficient quantity to sustain its operations. The Development Project presents an opportunity to direct resources toward innovation and improvement in operating, workforce, and future facilities planning, ensuring that ongoing resourcing can effectively support the delivery of the Development Project and existing ongoing operations. During the period the Memorial will undertake an organisational review to ensure activities during construction and after completion of the project are aligned to functional requirements and appropriately resourced.





To ensure sustainability we will engage in activities across three key streams: workforce and resource planning; facilities, ICT and infrastructure; and non-government revenue-generation.

Enterprise risk: Sustainability						
Strategic risks	Strategic responses	Activity stream	FY 21/22	FY 22/23	FY23/24	FY 24/25
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	Deliver an operating model and capabilities, including staff and volunteers, that most effectively and efficiently supports the Memorial's mission and vision	7, 13	Ongoing	Ongoing	Ongoing	Ongoing
Increased expectations and service-level requirements place greater emphasis on non-government revenue generation to fund activities	Develop budget and workforce strategies to align resourcing and funding with areas of business priorities including the Development Project	7, 11	Ongoing	Ongoing	Ongoing	Ongoing
Degraded operational outcomes across the organisation due to ICT or physical security failure or a lack of investment to enable modernisation and innovation in ICT, HR, finance or governance operations and other business activities	Develop and implement an organisation-wide facilities strategy including enhanced business continuity and disaster recovery capabilities	8, 11	Develop	Implement	Ongoing	Ongoing
	Continue to identify, develop and grow independent revenue streams, in collaboration with stakeholder engagement activities	9, 13	Ongoing	Ongoing	Ongoing	Ongoing

Sustainability: activity streams and measures of success 2021–2025

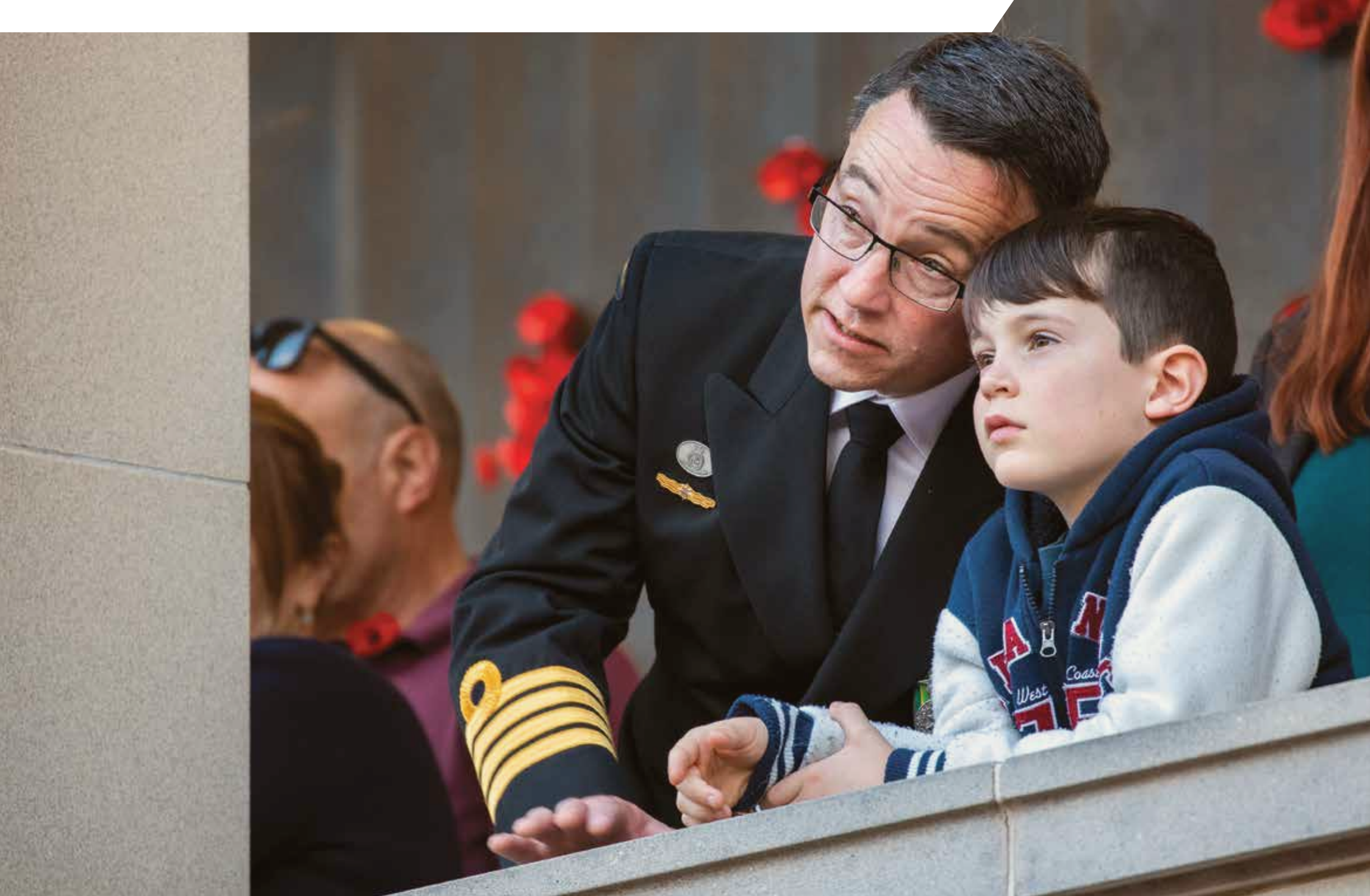
The table below outlines the key activities, performance measures and how achieving success in these activities helps support the overall purpose of the Memorial.

Activity stream(s)	Annual Performance Statement measures	PBS output	How this stream helps support our purpose and generate outcomes
3. Workforce and budget planning	<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 ANAO and Australian Accounting Standard requirements HR metrics including workforce planning outcomes Mandatory compliance reporting such as Freedom Of Information and Senate Order disclosures or registers 	1.9, 1.10, 1.11	<ul style="list-style-type: none"> Appropriate fiscal and resource management is critical to the Memorial's ability to achieve its purpose Improved business infrastructure and a workforce better placed for the challenges of the next four years following lessons learnt during COVID-19 will enable more efficient use of resources to deliver services and support the outcomes of remembrance and understanding
Key related business activities	Corporate planning and annual budget development; AWM Annual Report; financial and human resource management activities; governance programs		
4. Facilities, ICT, and infrastructure	<ul style="list-style-type: none"> Internal facilities, infrastructure and service audits/reports Project reporting on critical facilities, ICT or infrastructure projects through the Priority Projects Steering Group 	1.11	<ul style="list-style-type: none"> Maintenance and conservation of the National Memorial and grounds in parallel to the Development Project will ensure existing structures and facilities are preserved, to ensure a future Memorial that is dignified, moving, and inspiring Investment in the Memorial's public spaces and collection storage areas underpins success in engaging with new audiences and sustaining relevance to our stakeholders Improved ICT infrastructure, services, and policies will enhance efficiency and improve service outcomes for internal and external users. Refinement of IT Disaster Recovery Plan will ensure sustainability and business continuity Implementation of an integrated collection management and digital asset management system to effectively manage the National Collection
Key related business activities	Maintenance of National Memorial and Grounds; ICT services management; energy management; security services.		
5. Non-government revenue generation	<ul style="list-style-type: none"> Retail, eSales, café, and functions financial reporting as per Annual Report outcomes Fundraising program financial reporting as per Annual Report outcomes Financial outcomes of other new revenue streams 	1.8, 1.12	<ul style="list-style-type: none"> Revenue generated from these sources will supplement government funding, noting there will be a temporary decline as the major works of the Development Project become pronounced Implementation of new eBusiness platform will endeavour to alleviate losses from decline in onsite retail Philanthropic gifts are applied in support of programs ranging from object restoration to veterans' support Untapped revenue streams that may be available during the Development Project will be investigated, and may diversify the Memorial's funding base and complement self-generated revenue Implementation of an integrated stakeholder management system – Our Shared Knowledge Record (OSKR) - will enable more effective stakeholder communication and targeted fundraising and retail activities
Key related business activities	Retail operations; online sales (eSales) including photo, film and sound provision and licensing; café and functions activities; fundraising activities; enhancement of other revenue opportunities, including a paid tours program		

3

ENSURE THE ONGOING RELEVANCE OF THE MEMORIAL'S VISION AND MISSION TO THE NATION

To ensure that Australians continue to remember and understand the Australian experience of war, the Memorial must engage key stakeholders to record and share Australian stories of service experienced in times of conflict or during active service, including peacekeeping and humanitarian efforts. Connecting with younger veterans by capturing and sharing their stories with a broad audience will be a growing priority in maintaining the relevance of the Memorial through 2021–25 and in the long term, particularly with the development of the new galleries as part of *Our Continuing Story*. The Memorial recognises there is a need to maintain connection with the increasingly aging population of veterans from the Second World War, Korea, and Vietnam, to encourage them to share their stories by participation in commemorations, oral histories, and other Memorial activities.



To ensure the Memorial's ongoing relevance as the nation's centre of commemoration we will engage in strategic activities across three key streams: commemoration; digital, visitor and interpretive services; and veterans' engagement.

Enterprise risk: Relevance						
Strategic risks	Strategic responses	Activity stream(s)	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Memorial commemorations, exhibitions, online content and other public facing activities don't meet community expectations or deliver social values in line with public expectations	Deliver world class commemorative programs	1, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Maintain and refine veterans' engagement activities to better support veterans, ex-service personnel, widows, serving personnel, and their families to appropriately reflect stories and the enduring impact on Australians	3, 12, 13	Refine	Ongoing	Ongoing	Ongoing
Increasing visitor expectations of digital engagement and online access, particularly in response to the 2020 COVID-19 pandemic	Deliver the Digital Engagement Strategy to promote and enhance access to the National Collection	1, 2, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Maintain a world class visitor experience during the Development Project	2, 12, 6, 13	Ongoing	Ongoing	Ongoing	Ongoing
Not adequately representing or engaging with younger stakeholders and recent veterans	Deliver world class exhibition programs – permanent, temporary and travelling – that reflect our mission and vision to the Australian public	1, 2, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Deliver world class outreach activities to maximise impact with audiences and engage all Australians, including during development	1, 2, 3, 12, 13	Enhance	Implement	Ongoing	Ongoing

Relevance: activity streams and measures of success 2021–25

The table below outlines key activities, performance measures, and how achieving success in these activities helps support the overall purpose of the Memorial.

Activity stream(s)	Annual Performance Statement measures	PBS output	How this stream helps support our purpose and generate outcomes
6. Commemoration	<ul style="list-style-type: none"> Attendance figures for ceremonies, associated surveys and testimonials Engagement with personal commemoration as evidenced by demand for family Last Post Ceremonies and requests for information on those who have served Online engagement with commemorative resources, including use of online Roll of Honour database and Last Post Ceremony broadcast as measured by website statistics 	1.1	<ul style="list-style-type: none"> Onsite visitors including individuals, families, and small groups including students actively remember those who have served and sacrificed through engagement with commemorative events and ceremonies Online visitors actively remember those who have served and sacrificed throughout war and conflict through engagement with online commemoration including the broadcast of Last Post Ceremony and online use of National Collection and website materials
Key related business activities	Major ceremonies (Anzac Day; Remembrance Day); anniversary commemorations (80th anniversaries for the Second World War; 70th anniversary of Korean armistice; 60th anniversary of the Malayan Emergency); daily Last Post Ceremony and online broadcast; Roll of Honour database; Research Centre family research programs		
7. Onsite Engagement	<ul style="list-style-type: none"> Onsite visitation numbers, associated satisfaction surveys, and testimonials Onsite permanent reduced exhibition engagement, associated satisfaction survey results and testimonials Onsite school education program numbers including reduced facilitated tours, curriculum-related experiences Engagement with veterans as part of a reduced frequency of Memorial veterans' programs, including Soldiers in Residence, Napier Waller Art Prize, and school wreathlaying programs by current and former servicemen and servicewomen as measured by participation 	1.4; 1.5; 1.6	<ul style="list-style-type: none"> Onsite visitors gain improved understanding of Australia's military history and the sacrifices made during times of war through interpretive services such as exhibitions and guided tours School education programs, aligned with the national curriculum, directly engage students in learning about Australian Defence Force personnel and their experiences of service and sacrifice Veteran support programs provide veterans and the public opportunities to engage more directly, leading to a better understanding the experiences of servicemen and servicewomen
Key related business activities	Visitor services; education programs; permanent exhibitions; Soldiers in Residence program; Napier Waller Art Prize; school wreathlaying program; highlights audio tours		
8. Offsite Engagement	<ul style="list-style-type: none"> Offsite school education program numbers, including outreach programs, limited virtual classroom excursions, curriculum-related experiences, and user evaluations of programs Website visitation, associated surveys and testimonials Engagement with veterans' community as evidenced by oral and personal histories recorded and archived by the Memorial Delivery of touring exhibitions to regional location venues Digital and online delivery of content via the website, podcasts, video material and physical or digital publications including <i>Wartime</i> magazine 	1.4; 1.5; 1.6	<ul style="list-style-type: none"> Online visitors gain improved understanding of Australia's military history through interpretive services such as online education programs, podcasts and webinars, publications and other online resources Offsite engagement through touring exhibitions programs provides participants with improved understanding of Australia's military history Engaging with veterans allows the Memorial to capture their stories and experiences for the National Collection and future use
Key related business activities	Oral history recordings and direct object/record donations from veterans; <i>Our Continuing Story</i> ; website; social media; publications; virtual classroom excursions webinars; podcasts		

*Note: Due to Development Project delivery, visitation capacity will be reduced across major ceremonies and school program reductions will take place. Some galleries will be closed or operating with reduced access.

4

MAXIMISE THE VALUE OF AND ACCESS TO THE NATIONAL COLLECTION AND MILITARY HISTORY

A combination of authoritative scholarship and the material heritage of the National Collection give the Memorial the capability to promote understanding of the Australian experience of war. Through exhibitions, education programs, public programs, online programs, and collection projects we strive to deliver services that are relevant to contemporary audiences. Engagement with younger veterans and stakeholders will maintain the diversity of the acquisitions and donations program. Over the next five years there will be a shift in our service offering as we work towards delivery of the Development Project. An increased online presence and completion of the Digitisation Project will allow for continued engagement with the National Collection during this time.





To ensure the Memorial maximises the value of the National Collection and its scholarship to achieve its mission, we will engage activities across three key streams: research initiatives, collection management, and collection and history accessibility.

Strategic risks	Strategic responses	Activity stream(s)	FY 21/22	FY 22/23	FY23/24	FY 24/25
Increasing collections management challenges, including material and digital conservation and management of complex and complicated collections management systems	Delivery and implementation of new Collections Management System and Digital Asset Management System	2, 8, 11	Finalise	Deliver	Ongoing	Ongoing
	Maintain and refine the Collection Management Strategy (including digital collection) and Collection Development Strategy	10, 11, 12	Ongoing	Ongoing	Ongoing	Ongoing
	Continue digitisation of the National Collection in accordance with identified priorities	1, 2, 3, 6, 10, 11, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
	Leverage technology to enhance access, interpretation, and utilisation of the National Collection	1, 2, 3, 6, 10, 12, 13	Ongoing	Ongoing	Ongoing	Ongoing
A lack of access to Australian Defence Force (ADF) operations, including future acquisition of historical records, personal accounts, and equipment, would compromise our ability to engage in commemoration and storytelling of current and future ADF actions						
The changing nature of ADF operations has future implications for the National Collection, commemoration, and storytelling. The Memorial must prepare for disruption of its historical, collection, and interpretation models	Revise public engagement interaction to be supported online due to Development Project impact on onsite visitation	1, 2, 3, 6, 9, 10, 12, 13	Refine	Implement	Ongoing	Ongoing

National Collection and military history: activity streams and measures of success 2021–25

The table below outlines key activities and performance measures, and details how these activities support the purpose of the Memorial.

Activity stream(s)	Annual Performance Statement measures	PBS output	How this stream helps support our purpose and generate outcomes
9. Memorial research initiatives	<ul style="list-style-type: none"> Year in Review overview of Memorial organisation of or participation in history conferences, public lectures, speeches, etc. Year in Review updates on Memorial publications Year in Review/Annual Report updates on Research Centre and research enquiries through usage statistics and associated surveys 	1.3	<ul style="list-style-type: none"> Authoritative, expert, and academic analysis by Memorial staff at conferences, lectures, in publications, and online helps the public, media, and other stakeholders better understand the impact of war on Australia Disseminating the Official Histories and other Memorial publications helps facilitate greater understanding of Australia's wartime experiences
Key related business activities	Memorial publications, including the Official Histories (East Timor, Iraq and Afghanistan), <i>Wartime</i> magazine, online content, annual history conference, and participation by Memorial experts at external conferences and events. Memorial initiatives promoting original research or content, including the Bryan Gandevia Prize, the Les Carlyon Literary Prize and support of the Simpson Prize to engage with a diverse range of stakeholders		
10. Collection management	<ul style="list-style-type: none"> Annual Report overview of National Collection, including object record additions/changes against National Collection Development Plan Annual Report overview of National Collection storage conditions and conservation works against National Collection Development Plan Project reporting on delivery and implementation of new collections management system through the Priority Project Steering Group 	1.3	<ul style="list-style-type: none"> Preserving the National Collection for future generations and making appropriate acquisitions will enhance its value in telling stories of Australian service and sacrifice, now and into the future Implementation of new Collection Management System will ensure correct management of National Collection items
Key related business activities	Collections management, including delivery of new Collections Management System, conservation, restoration, and acquisition of objects, records, film, photo, and sounds assets		
11. Collection and history accessibility	<ul style="list-style-type: none"> Annual Report overview of collection items accessible on Memorial website against National Collection Development Plan Annual Report overview of physical and digital loans Reporting against Digitisation Project outcomes, including rates of digital accessibility for key records and objects 	1.3, 1.7	<ul style="list-style-type: none"> The use of the National Collection to engage the public directly with objects and records from our military history will contribute towards greater understanding by the public Increased digitisation will make more records and objects more accessible to the public and researchers and facilitate greater understanding of Australia's wartime experiences Collaboration with and loans to other national, state, and local cultural institutions makes the National Collection accessible to the broadest possible audience to enrich and enhance exhibitions, articles and online material to tell stories of Australia at war
Key related business activities	Collections digitisation programs, collection loans, website		

STAKEHOLDER ENGAGEMENT





Stakeholder Engagement: activity stream measures of success 2021–2025

The Memorial conducts internal and external stakeholder engagement activities at all levels and in all areas of its operations to support our four key strategic priorities. Responding to changing political, economic, and social environment with the development and implementation of effective and innovative ways to work with partners in order to maintain and develop stakeholder support is critical for the organisation and its mission.

Activity stream	Annual Performance Statement measures	PBS output	How this stream helps support our purpose and generate outcomes
12. Stakeholder engagement	<ul style="list-style-type: none"> 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 	1.1, 1.5, 1.6, 1.8	<ul style="list-style-type: none"> Engaging stakeholders directly and/or financially supports the Memorial's aims of helping Australians understand our military history Promoting the Memorial broadens our stakeholder reach and, through a raised profile, assists with key streams such as revenue generation and commemoration
Key related business activities	Media and marketing activities; brand campaign; website and social media activities; Commonwealth and ACT government liaison; interactions of all types between the Memorial and stakeholders; giving campaign, including philanthropy and bequests; staff education programs; National Collection donations programs, including Cultural Gifts Program; further development of the National Register of Australian War Memorials; paid tours; audio tours; virtual reality and interactive technology projects; veterans' engagement programs		

Performance Outputs

Outcome and outputs structure

All Australian government departments and agencies are required to measure their performance in terms of Outcomes. These are the results, impacts, or consequences of their actions on the Australian community. The performance of the Australian War Memorial is expressed in terms of a single Outcome:

Australians remembering, interpreting and understanding the Australian experience of war and its enduring impact through maintaining and developing the National Memorial, its collection and exhibition of historical material, commemorative ceremonies and research.

The Memorial's Outcome will be achieved through the maintenance and development of the national memorial and a national collection of historical material and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

The Memorial achieves its outcome through the delivery of the following outputs:

