



ANZAC MEMORIAL
HYDE PARK SYDNEY



RINALDI

STRATEGIC PLAN 2022- 2026

INTRODUCTION

The Anzac Memorial was built and funded by the people of New South Wales to honour those who served their country in the Great War and be a place of comfort for those who had lost loved ones. It was opened in 1934 and, in 1984, it was re-dedicated to all Australians who have served their country during wartime or on peacekeeping missions.

It is the location for community commemorations and remembrance and has close working relationships with many community groups and Ex-Service Organisations who host events to honour the service and sacrifice of NSW veterans. It is a place of dignity and respect for our service men and women and their families, for reflecting on their sacrifices and for veterans to come together socially or through meetings and events. It is also a place of significant international diplomacy with visits by many international delegations and Heads of State.

The Memorial is overseen by a Board of Trustees responsible for the management, maintenance, and preservation of the Anzac Memorial as the principal war memorial in New South Wales.

It is a nonpartisan statutory entity and its significance is reflected in the unique composition of its board with the positions of Premier and Leader of the Opposition, Lord Mayor of Sydney, State President of the RSL (NSW Branch), the Government Architect, State Librarian and Secretary of the Department of Education, Australian Defence Force, veterans and community representatives all legislated Trustees by the *Anzac Memorial (Building) Act 1923*. Under the *RSL NSW Act 2018* No 48, Part 3, Section 10, established in 1935, the RSL is the guardian of the Memorial and appoints a custodian nominated by the RSL.

The Memorial was cared for and managed by RSL NSW until 2010 when it was brought into NSW Government as part of the Centenary of Anzac Project to build new education and interpretation facilities and for ongoing support as the State Memorial.

Support for the Memorial is provided through the Department of Communities and Justice and from the NSW Office for Veterans Affairs.

The Trustees also have in place a number of Memorandums of Understanding and a Deed of Agreement for critical relationships, including with the State Library of NSW, to support the Memorial's collection information, website and digital assets; with the Royal United Services Institute for Defence and Security Studies NSW for their Ursula Davidson Library that is housed within the Centenary Extension of the Memorial; and with the City of Sydney that covers a broad range of shared responsibilities across the management of the Memorial precinct.

Cover: 'My Combat Boots' American Altama Desert Boots modelled on the original jungle boots with Panama sole worn by Cory Rinaldi when on deployment overseas on peacetime operations and when at war. Painting by Veteran Artist in Residence, Cory Rinaldi 2021. Photo Rob Tuckwell Photography

VISION

To promote, maintain and enhance the Anzac Memorial as the State's principal commemorative and interpretive monument to the service and sacrifice of Australians in peace and war.

MISSION

To maximise its potential as a space for the veteran community, inform all visitors and to educate future generations.

CORE VALUES

We are committed to upholding the New South Wales public sector values of integrity, trust, service and accountability, and adding value to these through:

COMMUNICATION

Communication is the foundation of our commitment; we focus on building a strong reputation for excellence in engagement.

PROFESSIONALISM

We personally commit to continuous improvement and professional growth and we take pride in delivering high-quality services.

HONOUR

We consistently lead by example by doing what is right. We are honest, impartial and ethical, regardless of circumstance.

RESPECT

We display consideration and courtesy in our interaction with others. We take responsibility to uphold the dignity of the Anzac Memorial and the attributes of those who have given their lives in the service for Australia: Courage, Endurance and Sacrifice.

STRATEGIC VISION

2022-2026

The Anzac Memorial is the principal memorial for the people of New South Wales. The completion of the Centenary Extension in 2018 has provided the opportunity to increase initiatives that support the veteran¹ community and deliver learning programs and interpretation through exhibitions, publications, and programs.

The key objectives for the Centenary Extension developed by the Trustees in 2015 have remained and are reflected in this plan. This document details the focus of the efforts of the Trustees and staff of the Anzac Memorial, who work to present stories of the service and sacrifice of those whose dedication to our freedoms shall never be forgotten.

ALIGNMENT WITH GOVERNMENT PRIORITIES

Our delivery priorities align with key NSW government initiatives to:

- enhance education,
- build well connected communities,
- support greater diversity in employment, and
- improve customer service.

Elements of the plan also support the New South Wales whole of government approach for veterans and their families as detailed in the NSW Veterans Strategy 2021–2024.

OUR DELIVERY PRIORITIES

We will deliver the Trustee's vision through six delivery priorities.

1. **Relevance:** We will ensure the continued relevance of the Anzac Memorial for veterans, their families, and the broader community, and advance the Memorial's reputation and profile as the principal Memorial for NSW.
2. **Engagement:** We will create memorable visitor experiences by providing opportunities for people to explore our history, architecture, artwork, artefacts, exhibitions, and shop. We aim to inspire and ignite enquiry in a creative way and develop the quality and accessibility of experiences.
3. **Collection, Stories & Exhibitions:** We will connect with diverse audiences through authoritative scholarship, exhibitions, publishing, and stakeholder engagement which draws on our knowledge, experience and the Memorial's state-focussed collections. This includes increasing opportunities for people to be involved with the Memorial and its history, drawing on the 7,000 artefacts in our care.
4. **Culture:** Alongside the Memorial, our staff and volunteers are our greatest asset. By valuing our people and the diversity of their experiences we will sustain our exemplary service culture. Maintaining a sense of purpose and supporting a positive workplace culture is a priority.
5. **Collaboration:** By nurturing partnerships and collaborations with key stakeholders and the community we will ensure the future prosperity and sustainability of the Memorial, its enhanced facilities, and programs.
6. **Stewardship:** We will safeguard the long-term sustainability of the Memorial under the stewardship of the Trustees and staff to support the overall mission of the Memorial.

1. RELEVANCE

We will ensure the continued relevance of the Anzac Memorial for veterans, their families, and the broader community, and advance the Memorial's reputation and profile as the principal memorial for NSW.

KEY ACTIVITIES

National, state and community commemorations, ceremonies and international visits and daily Service of Remembrance; Education and Visitor Services, including Veterans' and Serving ADF programs (Access to Venue, Veteran Artist In Residence, Writer in Residence, Veteran Work Rehabilitation Program, Defence Tours, Veteran Exhibitions); the Anzac Memorial Shop.

Service Objectives (Goals)

1.1 In line with the original intent of the Memorial, we will preserve the dignity of the Memorial and its interpretation to the broader community and encourage the use of the Memorial by veterans, their families, and the associations and organisations that support them.

Action 1.1.1 Continue the tradition of contemplation and commemoration.

Action 1.1.2 Continue to acknowledge the diverse experiences of service for veterans of all generations when planning programs, events, exhibitions and service-related programs.

Action 1.1.3 Trustee review of the Mission Statement to consider acknowledgment of the Memorial's history as a space for the veteran community and associated organisations.

Action 1.1.4 Continue to support veterans, their families and associated community groups, and develop a Veteran Engagement Action Plan.

Action 1.1.5 Develop and sustain a veteran-specific volunteer program.

Supporting Measures (Results)

Outcome 1.1.1.1 Onsite and online visitors are encouraged to actively remember and reflect through engagement with events and commemorative services.

Outcome 1.1.1.2 Undertake a review of existing support programs and identify new engagement opportunities.ⁱⁱ

Outcome 1.1.1.3 The Mission Statement is reviewed by the Trustees.

Outcome 1.1.1.4 Increase access to the Memorial for veterans and their families through participation in events, programs, and initiatives.

Outcome 1.1.1.5 Implement a sustainable veteran-specific volunteer program that caters to the needs and interests of veterans.

2. ENGAGEMENT

We will create memorable visitor experiences by providing opportunities for people to explore our history, architecture, artwork, artefacts, exhibitions and shop. We aim to inspire and ignite enquiry in a creative way and develop the quality and accessibility of experiences.

We are committed to:

- Increasing visitor numbers,
- Continual improvement in the quality of our interaction with visitors,
- Growing visitor diversity, and
- Developing life-long learning programs.

KEY ACTIVITIES

Visitor services, learning programs, curatorial and collections, Anzac Memorial Shop, website, social media, podcasts.

Service Objectives (Goals)

2.1 Foster community and visitor interest and enquiry about the Memorial.

Action 2.1.1 Review programs and services through ongoing community consultation to ensure the Trustees mission statement objectives are met.

Action 2.1.2 Embed accessibility in all its dimensions into daily work practices and programming by developing partnerships and testing new approaches.

Action 2.1.3 Collaborate with veteran and community organisations to identify opportunities for veteran-centric temporary installations or travelling exhibitions.

2.2 Provide high-quality, engaging, interactive and creative education opportunities for students, as well as life-long learning experiences.

Action 2.2.1 Continue to build the learning program branding as a high-quality, engaging and creative excursion opportunity that meets curriculum outcomes, supported by enhanced education resources available on the website.

Action 2.2.2 Identify avenues to build and deliver programs for tertiary and life-long learning audiences.

Action 2.2.3 Focus on enrichment for rural/regional areas and lower socio-economic schools and regions through outreach and digital programming.

2.3 Build awareness of the Anzac Memorial and inspire people to understand our history, collections and purpose.

Action 2.3.1 Continue to deliver experiences, tours and programs that leverage the knowledge, passion and diverse experiences of Memorial staff and volunteers. Ensure our customer interface through front-of-house service delivery continues to be of the highest standard.

Action 2.3.2 Increase activity for the promotion of the Memorial through media, the website and social media, setting targets and metrics to align with our purpose.

Supporting Measures (Results)

Outcome 2.1.1 The growth in visitation numbers, supported by positive and/or constructive feedback via evaluations and testimonials.

Outcome 2.1.2 The continued development of inclusive programming for diverse audiences, ensuring programs are engaging for visitors with disability.ⁱⁱⁱ

Outcome 2.1.3 A program of incoming temporary small-scale veteran-centric exhibitions are supported at the Memorial.

Outcome 2.2.1 School education program numbers continue to increase (onsite, outreach and digital). Programs are supported by a suite of online, interactive, and audio/visual education programs that engender a passion for life-long learning.

Outcome 2.2.2 Opportunities to partner with others are identified and an increased variety of programs and tours are offered for expanded audiences.

Outcome 2.2.3 Greater engagement through school bookings of outreach and digital programs. Costs to access programs are minimised and support is provided to facilitate onsite visitation where possible.

Outcome 2.3.1 Interaction with visitors is positive and reflects the core values and established delivery standards.

Outcome 2.3.2 Growth in audience engagement via the Memorial's various platforms is reported to the Trustees. Cost-effective alternative means of promotion are identified and utilised.

3. COLLECTIONS, STORIES & EXHIBITIONS

We will connect with diverse audiences through authoritative scholarship, exhibitions, publishing, and stakeholder engagement which draws on our knowledge, experience and the Memorial's state-focussed collections. This includes increasing opportunities for people to be involved with the Memorial and its history, drawing on the 7,000 artefacts in our care.

KEY ACTIVITIES

Curatorial, collections management, and collections digitisation; exhibitions and publications; tours and education programming; Anzac Memorial Shop content; website, social media, podcasts.

Service Objectives (Goals)

3.1 We will preserve, strategically manage and develop our collections for present and future generations.

Action 3.1.1 Continue to enhance interpretation through authoritative scholarship, research and targeted acquisitions.

Action 3.1.2 Continue to digitise and update records using collection management systems and practices that align with international preservation guidelines. Provide increased opportunities for engagement onsite and online in order to reduce manual handling of vulnerable material.

Action 3.1.3 Maintain a preservation program for existing and new acquisitions.

3.2 Tell stories of military experience. Interpret the building as a war memorial and explain its cultural and architectural significance to the state as well as its national and international relevance.

Action 3.2.1 Using the Memorial, its collection and working with the veteran community to tell the personal stories of the military experience of NSW servicemen and servicewomen and their families from colonial times to the present day.

Action 3.2.2 Assist in answering public enquiries by providing informed scholarly knowledge and advice. Provide information, knowledge, and advice to a variety of internal and external stakeholders.

Action 3.2.3 Inspire, support and mentor staff in learning about the collection to develop historically informed programs and share stories with our visitors.

3.3 Ensure the visitor experience is prioritised by providing authoritative scholarship, long-term and temporary exhibitions, research and publishing, internal and external programs, and digital engagement.

Action 3.3.1 Identify and author key publications^{iv} that interpret the Memorial and its collection within the parameters of available resources.

Supporting Measures (Results)

Outcome 3.1.1 Appropriate acquisitions will support the ongoing interpretation of NSW military experience consistent with the collections policy.

Outcome 3.1.2 Ensure that relevant data is captured in the collection management system and that improved access pathways to the collection are created to agreed standards and targets. Artefacts and records are made available to diverse audiences including researchers, students and the public via the website, newsletters and social media.

Outcome 3.1.3 The preservation program will be integrated into acquisition decision making and forward planning for interpretation.

Outcome 3.2.1 Develop engaging exhibitions and articles onsite and online to ensure the collection and interpretation is available to diverse audiences.

Outcome 3.2.2 Provide expert scholarly advice to members of the public, media and other stakeholders to engage with the Memorial, its history and artefacts.

Outcome 3.2.3 Staff are supported to provide enriched interpretation for visitors to the Anzac Memorial that is historically accurate and relates to NSW.

Outcome 3.3.1 Publications in print and online will contribute to increasing the awareness of the Anzac Memorial and provide the opportunity to generate funding to support operations.

4. OUR CULTURE

Alongside the Memorial, our staff and volunteers are our greatest asset. By valuing our people and leveraging off the diversity of their experiences, we will sustain our exemplary service culture. Maintaining a sense of purpose to the work and supporting a positive workplace culture is a priority.

KEY ACTIVITIES

Recruitment, Ambassador Program, training and development, daily operations, protocols, and diplomacy, Events, WHS and Emergency Management.

Service Objectives (Goals)

- 4.1** Develop our people in response to organisational and individual needs, ensuring there is a focus on collective and individual goals and promoting a culture of continuous workplace improvement and collaboration.

Action 4.1.1 Utilise performance planning, training and communication channels to ensure staff and volunteers understand their contribution to the Memorial's objectives. Invest in training that has a focus on core values, code of conduct and collaboration.

Action 4.1.2 Ensure staff and volunteers have the opportunity to increase their skills and capabilities so they have confidence in achieving Memorial and personal goals.

- 4.2** Grow and improve the Memorial's volunteer program for veteran and community engagement.

Action 4.2.1 Develop a specific veteran volunteer program in collaboration with key stakeholders that will be identified in the Veteran Engagement Action Plan (5.1.2).

- 4.3** Ensure the Memorial is a desirable and safe place to work and volunteer.

Action 4.3.1 Continue to ensure WHS practices underpin daily work routines and appropriate training is provided annually.

Action 4.3.2 Continue to support veteran employment at the Memorial.

Supporting Measures (Results)

Outcome 4.1.1 Training is conducted as part of induction and on a regular basis, that will focus on core values, code of conduct and collaborative outcomes. Avenues for staff feedback are provided via meetings and development days and surveys.

Outcome 4.1.2 A core training program is developed that responds to operational and service delivery needs. Feedback is provided through performance planning.

Outcome 4.2.1 An active volunteer program is offered with support from key stakeholders for the veteran component of the Memorial volunteer program.

Outcome 4.3.1 Effective reporting, training and mitigation plans are in place to reduce injury in the workplace for visitors, staff, volunteers and contractors.

Outcome 4.3.2 Veterans and their partners are encouraged to apply for identified roles and support is provided where necessary through the NSW Government Veterans Employment Program.

5. COLLABORATION

By nurturing partnerships and collaborations with key stakeholders and the community, we will ensure the future prosperity and sustainability of the Memorial, its enhanced facilities, and programs. The Memorial will continue to work closely with its stakeholders, Trustee partners and the Department of Communities and Justice as the Memorial's Service provider, and the Office for Veterans Affairs.

KEY ACTIVITIES

Visitor Services, Learning, Curatorial and Collections, Volunteer Program, Event Services, Veteran Artist in Residence, Veteran Writer in Residence, RUSI NSW, Veteran Employment Program, Veteran Work Rehabilitation Program.

Service Objectives (Goals)

- 5.1 Continue to work with the Memorial's key partners and collaborators to maintain, sustain and enhance the Memorial - its operations, exhibitions and programs.

Action 5.1.1. Continue to maintain relationships with key partners including RSL NSW, City of Sydney, State Library of NSW, RUSI NSW and Ex-Service Organisations generally.

Action 5.1.2. Identify and ensure sustainable initiatives are in place to increase the active participation of the veteran community at the Memorial through the development of a Veteran Engagement Action Plan.

Action 5.1.3 Hosting and participation in conferences^{vi}, lectures, presentations and other networking events. Sharing knowledge and expertise as well as strengthening partnerships with relevant universities and organisations.

- 5.2 Engage with stakeholders and keep them informed of Memorial initiatives and programs.

Action 5.2.1 Enhance stakeholder engagement approaches^{vii} by identifying opportunities for visitors and stakeholders to support and engage with the Memorial in relation to all offerings including retail.

Action 5.2.2 Seek to identify philanthropists committed to supporting identified programs and exhibitions.

Supporting Measures (Results)

Outcome 5.1.1 Memorandum of Understandings and agreements, where applicable, are reviewed and maintained. Regular meetings are facilitated and sustained.

Outcome 5.1.2 A core range of veteran-based initiatives and programs are sustained and developed further, including active engagement with Defence, Ex-Service Organisations and government departments.

Outcome 5.1.3 Partnerships and participation in relevant networking events are reported to the Trustees.

Outcome 5.2.1 Annual growth in self-generated revenue to support key initiatives. Partnerships and collaborations with new Ex-Service Organisations expand the reach and awareness of the Anzac Memorial to achieve its mission.

Outcome 5.2.2 A unified and targeted approach to messaging and supporting fundraising initiatives is developed to inform of avenues of support on the website.

6. STEWARDSHIP

We will safeguard the long-term sustainability of the Memorial under the stewardship of the Trustees and staff to support the overall mission of the Memorial, ensuring the governance and management of the site and its collection reflects best practice in both conservation and industry standards.

KEY ACTIVITIES

Governance, Diplomacy, Protocols, Finance, Property Management, Collection Management, Communications, Audit and Risk, Compliance.

Service Objectives (Goals)

6.1 Ensure appropriate measures are in place for fiscal and resource management.

Action 6.1.1 Ensure ongoing budget and workforce strategies align resourcing and funding to support service delivery and the management of the site.

Action 6.1.2 Maintain strategic partnerships with key stakeholders to support the management and presentation of the site in a cost-effective manner.

6.2 Identify and develop independent and resilient revenue sources.

Action 6.2.1 Review the retail strategy^{viii} to increase income through the shop and online sales to support the ongoing management of the Memorial and delivery of programs.

Action 6.2.2 Promote the Memorial as a desirable location for venue hire through hosting conferences, lectures, presentations and networking events.

Action 6.2.3 Develop philanthropic donations, gifts and grants strategies to support a range of identified programs.^{ix}

Supporting Measures (Results)

Outcome 6.1.1 Initiatives, programs and exhibitions are maintained with the capacity for continued refinement and growth where necessary within budget. Annual Plan provided to the Trustees to identify annual priorities for maintenance, programs and exhibitions.

The Memorial building and its collection is maintained in accordance with best practice and within budget. Necessary works are identified and carried out in accordance with scheduled maintenance plans.

Outcome 6.1.2 Key alliances are developed and maintained under a Memorandum of Understanding or Deed arrangements supported where necessary by shared Operating Procedures.

Outcome 6.2.1 Revenue from retail will supplement recurrent funding to enable the Memorial to meet community expectations around the care of the Memorial and its collection as well as delivering high-quality programs.

Outcome 6.2.2 Revenue from venue hire will enable the Memorial to increase access to facilities for the veteran community and contribute to the long-term sustainability of venue hire delivery.

Outcome 6.2.3 Costs to access programs are minimised through subsidised funding and key initiatives are viable in the long term.

2015 TRUSTEE OBJECTIVES – CENTENARY EXTENSION

The redevelopment objectives of the Trustees of the Anzac Memorial in 2015 are listed below. Delivery priorities have been identified for ease of reference.

| DELIVERY PRIORITY | OBJECTIVE | DELIVERY PRIORITY ACTIONS |
|---|--|--|
| RELEVANCE & STEWARDSHIP | To maintain the solemnity of the Memorial as a place of remembrance. | 1.1.1 6.1.1 |
| STEWARDSHIP | To ensure that the Anzac Memorial is protected and well-maintained as the principal war memorial for New South Wales. | 6.1.1; 6.1.2 |
| RELEVANCE, ENGAGEMENT, CULTURE, COLLABORATION & STEWARDSHIP | To build partnerships and collaborations to ensure the future prosperity and sustainability of the Memorial, its enhanced facilities and programs. | 1.1.4 2.1.3 4.2.1 5.1.1; 5.1.2; 5.2.1 6.1.2; 6.2.3 |
| RELEVANCE, ENGAGEMENT & COLLABORATION | To provide appropriate multifunctional and flexible spaces for commemorative events. | 1.1.1 2.1.1 5.1.2 |
| RELEVANCE, ENGAGEMENT, CULTURE & COLLABORATION | To continue to enhance the returned services associations' links with the Memorial as a living monument. | 1.1.1-1.1.5 2.1.3 4.2.1; 4.3.2 5.1.1 |
| STEWARDSHIP | To carefully conserve the remaining original 1934 interior spaces, fittings and fixtures as part of the interpretation of the Memorial's unique function and enhance access to these spaces. | 2.1.1 6.1.1-6.2.3 |
| RELEVANCE, ENGAGEMENT, CULTURE & COLLABORATION | To provide safe, welcoming, and equitable access to amenities and all areas of the Memorial for veterans, their families and people with disabilities. | 1.1.2; 1.1.4 2.1.1-2.3.1 3.2.1; 3.2.3 4.2.1; 4.3.1; 4.3.2 5.1.1; 5.1.2 |
| COLLECTION & CONNECTION, STEWARDSHIP | To better maintain and exhibit the Memorial's collection of artefacts, documents and personal objects. | 3.1.1- 3.3.1 6.1.1; 6.1.2; |
| RELEVANCE, ENGAGEMENT, COLLECTION & COLLABORATION | To enhance the Memorial's potential to inform and educate current and future generations by establishing education spaces and informative education programs as part of school curriculum studies and for the tertiary sector. | 1.1.2 2.1.1-2.3.2 3.1.1; 3.2.1; 3.3.1; 3.32 5.1.3 |

| DELIVERY PRIORITY | OBJECTIVE | DELIVERY PRIORITY ACTIONS |
|--|--|--|
| RELEVANCE, ENGAGEMENT, COLLECTION, CULTURE & COLLABORATION | To foster community and visitor interest and enquiry about the Memorial. | 1.1.1;1.1.5 2.1.1-2.3.2 3.1.1; 3.1.2; 3.2.1-3.3.1 4.1.2; 4.2.1 5.2.1-5.2.2 |
| RELEVANCE, ENGAGEMENT, COLLECTIONS & COLLABORATION | To provide space and opportunities for temporary installations and travelling exhibitions from the Australian War Memorial and other sources. | 1.1.2; 1.1.4 2.1.1; 2.1.3; 2.2.2; 2.3.1 3.2.1; 3.3.1 5.1.1; 5.1.2 |
| COLLECTION, COLLABORATION & STEWARDSHIP | To provide appropriate and accessible collection storage and access to documents and resources for specific research onsite, and establish a collaborative arrangement with the State Library of NSW regarding additional collection management, conservation, and storage arrangements into the future. | 3.1.1- 3.3.1 5.1.1 6.1.5; 6.1.2 |
| STEWARDSHIP | To work in collaboration with the City of Sydney to protect, manage and maintain the Memorial's water feature assets, security, signage, formal parkland setting and public amenity. | 6.1.1; 6.1.2 |
| ACHIEVED | To complete the original Memorial design concept by construction of the cascade fountain to the south of the Memorial and include contemporary art reflective of, and in synergy with, the original sculptural contribution by Raynor Hoff. | |

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- ⁱ Definition of a Veteranⁱ The [Australian Veterans' Recognition \(Putting Veterans and Their Families First\) Bill 2019](#) (the Bill) was introduced into the Senate on 4 July 2019. In the Bill, a veteran is defined as 'a person who has served, or is serving, as a member of the Permanent Forces or as a member of the Reserves'.
- ⁱⁱ The Anzac Memorial Veteran Action Plan is to include the review of the Veterans Artist in Residence Program and subsidised use of the Memorial facilities (Veterans' access to Venue). Growth opportunities include Veterans volunteer network in partnership with NCVH Concord & Sydney Northern Beaches Veterans Wellness Centre and AAHU internship; Veteran exhibition program; Veterans in the Field - Archaeology in partnership with Heritage NSW; Veterans Arts program in partnership with the NAS; increased engagement with the Memorial's veterans' programs including the Work Rehabilitation Program for Veterans, along with supporting external veteran organisations to use identified spaces for their initiatives. This also includes: providing veterans a place to reflect on service and sacrifice and to ensure that contemporary military experience is interpreted for today's audiences; veterans' after hours tours (noted in the AWM strategy); and creating opportunities for veterans to engage with the Anzac Memorial and its collection and encouraging new perspectives on contemporary Australian service.
- ⁱⁱⁱ Work Rehabilitation Program for Veterans, Volunteer Program Veterans.
- ^{iv} Publications – outlined by B.Manera for next 3 – 5 years.
- Battle narrative in shallow relief.*** This working title will produce two booklets, one on each of the eastern and the western bas reliefs. Each of the bas reliefs include some 3 ½ dozen figures. The text of the book will be introduced by an image of the segment of the relief that includes the individual or small group of figures. Each section of text will include historical images of the type recommended to Rayner Hoff by Charles Bean.
- Treasures of the Anzac Memorial collection*** This working title could be used to produce either a lavish full colour, coffee table style book on some of the remarkable objects within the collection or a simple brochure of two dozen objects to look for in the display (or both depending on resources).
- ^v A healthy culture of volunteering is vital to the creation of socially inclusive resilient communities which will impact the success of multiple priorities. Supporting and strengthening the volunteering sector will enable particularly kindred organisations working to support veterans and their families to continue to work towards positive outcomes. Volunteering is a strategy of empowerment at an individual and community level, which aligns with the NSW Government's commitment to developing well connected communities with quality local environments. **Volunteering is vital for health and wellbeing outcomes** and the Memorial has already commenced preparations for supporting community and veteran volunteers.
- ^{vi} The Anzac Memorial curatorial team will pursue relationships with peers and promote the intellectual rigour behind the displays and research through participation in conferences hosted by AMaGA, AHA, AHU, RAN and RAAF studies centres and the Australian War Memorial. The Anzac Memorial staff will continue to build a working relationship with the Royal United Services Institute (NSW) and support Returned & Services League NSW (RSL NSW) through commemoration services, access to the Memorial's spaces and expertise in managing the RSL NSW historical collections.
- ^{vii} Develop a standard approach to retail messaging. This includes supporting the Memorial's messaging as a standard item in the external newsletter and other media.
- ^{viii} Develop the online presence for retail with a focus on supporting veteran artisans where possible.
- ^{ix} Develop philanthropy and sponsorship strategies to support veteran programming, onsite and online and touring programs, collection development and so on. This includes improving the approach to donations such as QR codes for project-based donations.