



SHRINE OF REMEMBRANCE
MELBOURNE

STRATEGIC PLAN
2025-2030

ACKNOWLEDGEMENT OF FIRST NATIONS PEOPLES

We respectfully embrace the diversity within all communities across Victoria.

The Shrine acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the land on which we honour Australian service people, and we pay our respects to their Elders both past and present.

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Shrine of Remembrance
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Australia

shrine.org.au



CONTEXT

The Shrine of Remembrance (Shrine) is Victoria's principal war memorial, founded in 1927 and dedicated in 1934 to commemorate the 114,000 men and women of Victoria who served, and the 19,000 who gave their lives, in the First World War.

The Shrine is one of Melbourne's most iconic landmarks, set in a prominent location on a 13-hectare reserve at the southern end of Melbourne's cultural arts precinct. The Shrine Reserve includes major monuments to the Second World War and Post 1945 conflicts, and more than 320 memorial plaques dedicated to designated defence force units.

The Shrine was augmented in 2003 through addition of a Visitor Centre on its northern side providing access to the monument for people with disabilities and space for education and public amenities. In 2005, the Shrine's education and learning facilities were extended through the construction of an Education Centre in the undercroft to the monument.

This work was enhanced in 2014 through development of the Galleries of Remembrance: a museum space beneath the monument providing interpretation of Victorian service and sacrifice from pre-Federation to present times. The development also established a dedicated education centre inclusive of a 137-seat auditorium.

The Shrine receives more than 500,000 visitors annually participating in its onsite ceremonial, education and learning programs: including 50,000 students. Online engagement exceeds 500,000.

The 2025–30 Strategic Plan was developed by the Shrine's Board of Trustees to provide overarching direction to the management of the Shrine, aligned with pursuit of the 2025–45 Shrine Master Plan.



PURPOSE

To be a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacemaking and peacekeeping and as a site of national, State and cultural significance.

The Shrine's purpose is derived from the Shrine of Remembrance Act 1978 that also establishes the Trustees overarching functions:

- (a) responsibility for the care, management, maintenance and preservation of the Shrine of Remembrance—
 - (i) as a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking; and
 - (ii) as a site of national, State and cultural significance; and
- (b) the development, promotion, management and the staging of ceremonial activities and events to commemorate the service and sacrifice of Victorians and Australians in war, conflict, peace keeping and peacemaking, including, but not limited to, wreath laying and other ceremonial or commemorative activities; and
- (c) the development, promotion, management and implementation of public programs to inform, educate and promote understanding among Victorians and visitors about the history, experience, service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peace-making, including, but not limited to, exhibitions, lectures, publications, school learning and outreach programs.

OUR VALUES

Our decision-making and actions will adopt and give substance to our values.

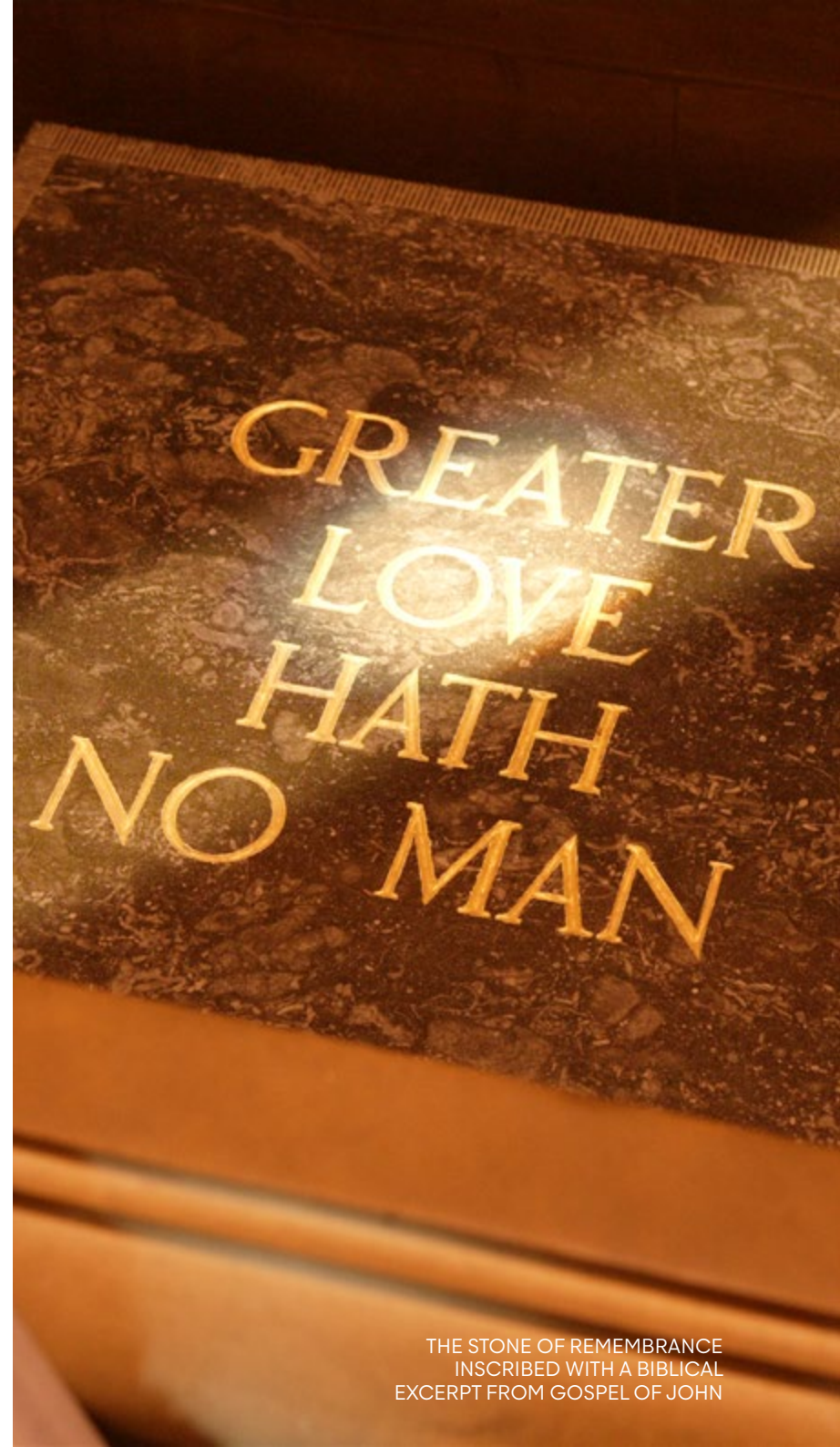
- **Respect**
For people and their stories
- **Inclusion**
Providing a welcoming place for all
- **Integrity**
In our actions and relationships
- **Loyalty**
To our purpose
- **Service**
To community

OUR VISION

To be the most special place at which to reflect on the way of life we value, defended by the service of so many.

AND MISSION

We will memorialise those who have served in war, peacemaking and peacekeeping, engaging through education and storytelling. We will be acknowledged for our leadership and cultural significance.



THE STONE OF REMEMBRANCE
INSCRIBED WITH A BIBLICAL
EXCERPT FROM GOSPEL OF JOHN



THE SANCTUARY WELCOMES
VISITORS INTO THE CEREMONIAL
HEART OF THE SHRINE

OUR STRATEGIC PILLARS

1. Memorialise all who have served

- Care for and preserve the Shrine and its commemorative landscape for future generations.
- Develop and promote accessible commemorative events that enrich society.
- Enhance the Shrine to foster engagement, access, amenity and safety.

2. Inspire through education and storytelling

- Develop understanding of community perceptions and needs through consultation, surveys and analysis.
- Attract and engage repeat and new audiences.
- Deliver meaningful and accessible learning experiences, incorporating considered technologies, to reflect the diverse nature of the community.
- Conserve, enhance and interpret the collection.

3. Exemplify leadership and flourish as a cultural icon

- Advance the Shrine's profile and success as a 'must do' Melbourne cultural icon and tourist attraction.
- Attract, develop and retain a highly skilled and diverse workforce that is innovative, inclusive and responsive in enabling achievement of our objectives.
- Identify and implement value-adding technologies and systems.
- Diversify and grow revenue from all sources (including corporate and commercial revenue streams).

