

# Australian War Memorial

---

## Business Plan

**2009-2010**

This document shows all planned activities against core outputs for the 2010-2011 financial year. Any enquiries about the Business Plan should be directed to Rhonda Adler, Assistant Director, Branch Head Corporate Services Branch, on (02) 6243 4233 or at [rhonda.adler@awm.gov.au](mailto:rhonda.adler@awm.gov.au).

For more information about the Memorial, see the website at [www.awm.gov.au](http://www.awm.gov.au)

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced, copied, scanned, stored in a retrieval system, recorded or transmitted with any form or by any means, without the prior written permission of the publisher.

Australian War Memorial  
GPO Box 345  
Canberra, ACT, 2601  
Australia  
[www.awm.gov.au](http://www.awm.gov.au)

## Contents

MEMORIAL PLANNING FRAMEWORK .....	2
Purpose .....	2
Outcome .....	2
Outputs (External) .....	2
Outputs (Internal – costs attributed to external outputs) .....	2
Output Definitions .....	3
CORPORATE PRIORITIES .....	4
Major priorities .....	4
Priorities .....	4
Key continuing activities .....	4
Beyond 2011 .....	5
Strategies for Major Priorities .....	6
CORPORATE STRUCTURE .....	7
Memorial Corporate Structure 2010-2011 .....	7
Exhibition List 2009-2010 .....	8
SECTION PLANS .....	9
Team Management .....	9
Corporate Governance .....	11
Executive .....	12
Evaluation .....	15
Art .....	17
Collection Services .....	21
Military Heraldry and Technology .....	26
Photographs, Film and Sound .....	30
Research Centre .....	36
Communications and Marketing .....	40
Development & Sponsorship .....	45
Education and Visitor Services .....	46
Exhibitions .....	50
Military History Section .....	54
Buildings and Services .....	56
Finance .....	59
Information Technology .....	62
People Management .....	64
Retail and Online Sales .....	67

## MEMORIAL PLANNING FRAMEWORK

### ***Purpose***

The purpose of the Australian War Memorial is to commemorate the sacrifice of those Australians who have died in war.

### ***Outcome***

Australians remember, interpret, and understand the Australian experience of war, and its enduring impact on Australian society, through maintenance and development, on their behalf, of the national Memorial and a National Collection of historical material, and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

### ***Outputs (External)***

1. Commemorative Ceremonies
2. National Memorial and Grounds
3. National Collection (collection management for access, collection development, collection preservation)
4. Exhibitions (gallery exhibitions and travelling exhibitions)
5. Interpretive Services
6. Promotion and Community Relations
7. Research, Information, and Dissemination
8. Visitor Services

### ***Outputs (Internal – costs attributed to external outputs)***

9. Corporate Governance
10. Executive Strategic Management
11. Resource Management (services, buildings (ex-Memorial), IT, human, and finance)
12. Revenue Generation
13. Team Management

## ***Output Definitions***

<b>Output</b>	<b>Description</b>
1. <b>Commemorative Ceremonies</b>	Major national ceremonies such as ANZAC Day and Remembrance Day and other commemorative ceremonies conducted and promoted in a fitting and dignified manner that positively engages all attendees.
2. <b>National Memorial and Grounds</b>	The Memorial building and grounds conserved and developed as a dignified, moving, and impressive national memorial to Australians who served and died at war.
3. <b>National Collection</b>	An outstanding National Collection of historical material with provenance related to Australia's military history developed, managed, preserved, and interpreted to make it accessible.
4. <b>Exhibitions</b>	Outstanding permanent, temporary, and travelling exhibitions developed and maintained.
5. <b>Interpretive Services</b>	Understanding of the Australian experience of war enhanced through provision of interactive interpretation including the delivery of innovative contact and online education and public programs.
6. <b>Promotion and Community Services</b>	Memorial promoted as an outstanding national institution, and assistance provided to the community to understand the Memorial's roles, activities, programs, relevance and future through online engagement and content dissemination.
7. <b>Research and Information Dissemination</b>	Interest and understanding of Australia's military history stimulated by the delivery and dissemination in print, broadcast, and online media of articles, papers, and presentations, conferences, and encouraging the conduct of research.
8. <b>Visitor Services</b>	Visitors to the Memorial and its outreach programs provided with a standard of service that enhances their experience and encourages them to re-use services and promote them to others.
9. <b>Corporate Governance</b>	Council of the Memorial provides a strategic framework of policy and direction that guides the achievement of the Memorial's outcome.
10. <b>Executive Strategic Management</b>	Effective leadership and management for the Memorial provided in accordance with the requirements of the <i>Australian War Memorial Act 1980</i> .
11. <b>Resource Management</b>	Management of the Memorial's financial, human, corporate information, IT infrastructure, and general service resources conducted to sustain a productive environment.
12. <b>Revenue Generation</b>	Generation of revenue in support of the Memorial's mission and purpose strengthened.
13. <b>Team Management</b>	Teams are innovative and productive in achieving Memorial outputs through effective leadership and management that fosters equity, teamwork, and open communication.

All Memorial activities are linked directly to these outputs, as indicated in the summary of section business plans that follow. All performance targets are also directly linked to these outputs but, for presentation reasons, this detail is not included.

## CORPORATE PRIORITIES

The corporate priorities are based on the Memorial's *Corporate Plan 2008–11* and approved by Council in March 2010.

### **Major priorities**

- Enhance online access through use of emerging web technologies and improved web content
- Enhance the Memorial's non-government funding sources through sponsorship and development programs
- Develop a strategic workforce plan
- Further enhance the National Collection through development of relationships with Australian Defence Forces and official acquisition programs
- Develop a strategy to enhance collection storage capacity
- Develop and implement a Enterprise Content Management to optimise the creation, storage, and management of our digital assets
- Redevelop the Memorial's east precinct including underground parking, a new café, and a National Service memorial
- Complete a First World War permanent aircraft exhibition, *Over the front*, to coincide with the 90th anniversary of the end of the First World War
- Plan for Hall of Valour refurbishment including design concepts and securing of sponsorship funding
- Develop plans and secure funding for significant future anniversaries.

### **Priorities**

Other important priorities that address key areas have also been identified:

- Consistent with available funding, deliver a variety of public programs that appeal to the public and maximise interest
- Promote recognition of the Memorial as a principal centre for research, knowledge, and dissemination of military history
- Further develop a highly skilled, motivated, productive, well-remunerated staff
- Upgrade major corporate support IT systems.

### **Key continuing activities**

Notwithstanding the above priorities, the Memorial undertakes a wide range of continuing activities of great importance to us and our stakeholders:

- Deliver national ceremonies for ANZAC Day and Remembrance day as well as dignified ceremonies for a range of stakeholders, including minor ceremonies, school wreathlayings, and plaque dedications
- Deliver a range of education programs that explore the Australian experience of war and Australian identity and meet the curriculum needs of teachers
- Publish initial volumes of the Peacekeeping official history
- Continue high-quality travelling exhibitions and other outreach programs
- Publish the final volume of the south-east Asian conflicts series
- Maintain positive and constructive links with stakeholders and interest groups
- Maintain collaborative and strategic links with kindred organisations
- Develop and conduct dynamic marketing and public affairs campaigns
- Focus on youth and Non-English Speaking Background programs and services

- Operate and maintain galleries to a high standard
- Promote and make accessible curatorial research, expert knowledge of the National Collection, and Australian military history
- Further develop high-quality collection preservation and storage programs
- Strategically manage buildings, effective security systems, and general security awareness
- Maintain high-standard management systems and processes, particularly financial management and planning
- Expand and develop the Friends of the Memorial program
- Further develop effective risk management and compliance programs
- Identify, protect, conserve, and manage the heritage values of places in the ownership and control of the Memorial, consistent with current best practice in conservation and property management, using the Australia ICOMOS Burra Charter 4.
- Continue to develop and implement appropriate energy and environmental management initiatives.

### ***Beyond 2011***

Although much will be achieved over the next three years, further important development will, of course, be continued in the future. Important areas include:

- The half-life refurbishment of the Second World War galleries
- The development of a comprehensive range of programs and other activities associated with major 2015 anniversaries
- Planning for refurbishment of Gallipoli and First World War galleries
- Implementation of the outcomes of the National Collection Storage and Accommodation Review.

## **Strategies for Major Priorities**

### **Maintain and build upon the Memorial's standing in the Australian community**

- Maintain our profile as a leading professional institution
- Conduct national ceremonies and events to the highest standards
- Ensure all activities are inclusive with involvement of the broadest cross-section of Australians
- Provide a total visitor experience that is moving, engaging, has a strong commemorative focus, and is supported by excellent visitor services
- Advertise to take advantage of our brand and position, especially new opportunities
- Timely and proactive PI activities
- Market the Memorial using segmentation research.

### **Maximise revenue streams to fund redevelopment and re-invention**

- Ensure the government is kept informed of activities and remains strongly supportive of the Memorial
- Take advantage of all available grant and funding sources
- Secure long-term funding of collection depreciation or equivalent
- Develop proposals for targeted potential corporate donors and sponsors, in particular the redevelopment of the Hall of Valor
- Continue to maximise returns from the Shop, Friends, *Wartime*, donations, and catering
- Use the Memorial's website to generate more product revenue
- Develop strategies to address collection storage requirements.

### **Enhance the collection as a core component**

- Maintain positive relations with the Department of Defence (DOD) and effective processes for the timely acquisition of relevant material with good provenance and the creation of historic records
- Acquire selected items in accordance with approved collection development plan
- Undertake conservation in accordance with exhibition needs and the ten-year conservation plan
- Encourage the development of a deep knowledge of the collection among curators by publications, professional presentations, documentation, and exhibition research
- Possess the flexibility to accommodate future collection needs by applying the outcomes of the storage and accommodation review
- Ensure overseas Defence commitments are appropriately covered by the number and scope of official commissions.

### **Continue development of the entire precinct as befits a major institution in the nation's capital**

- Manage units' participation in the plaque dedication program and encourage major groups to have memorials installed consistent with the capacity of the grounds
- Maintain buildings and grounds in first-class condition, particularly the conservation of the Main Building, given its heritage listing
- Consistent with forecast climate trends and in conjunction with NCA, monitor plans to reduce reliance on water consumption to maintain attractive grounds
- Implement plans for the redevelopment of the Eastern Precinct, including underground parking, a new café, and a National Service memorial

### **Develop, maintain, and retain capable, committed, and high-performing staff**

- Continue a comprehensive development program to facilitate training and education needs of the institution and staff
- Develop a workforce plan aimed at attracting and retaining high-performing and professional staff
- Identify potential talent for development training and inclusion in succession planning
- Ensure workloads are monitored to prevent over-achievement and over-servicing.

### **Maximise efficient and effective management of knowledge and intellectual property**

- Implement an ECM system to facilitate efficient storage and management of digital assets and electronic records
- Use the ECM to maximise access to information, internally and externally, via the web
- Use intellectual property for the benefit of the Australian community and to achieve appropriate revenue returns while monitoring and protecting, as appropriate, our copyright.

### **Maximise all forms of access**

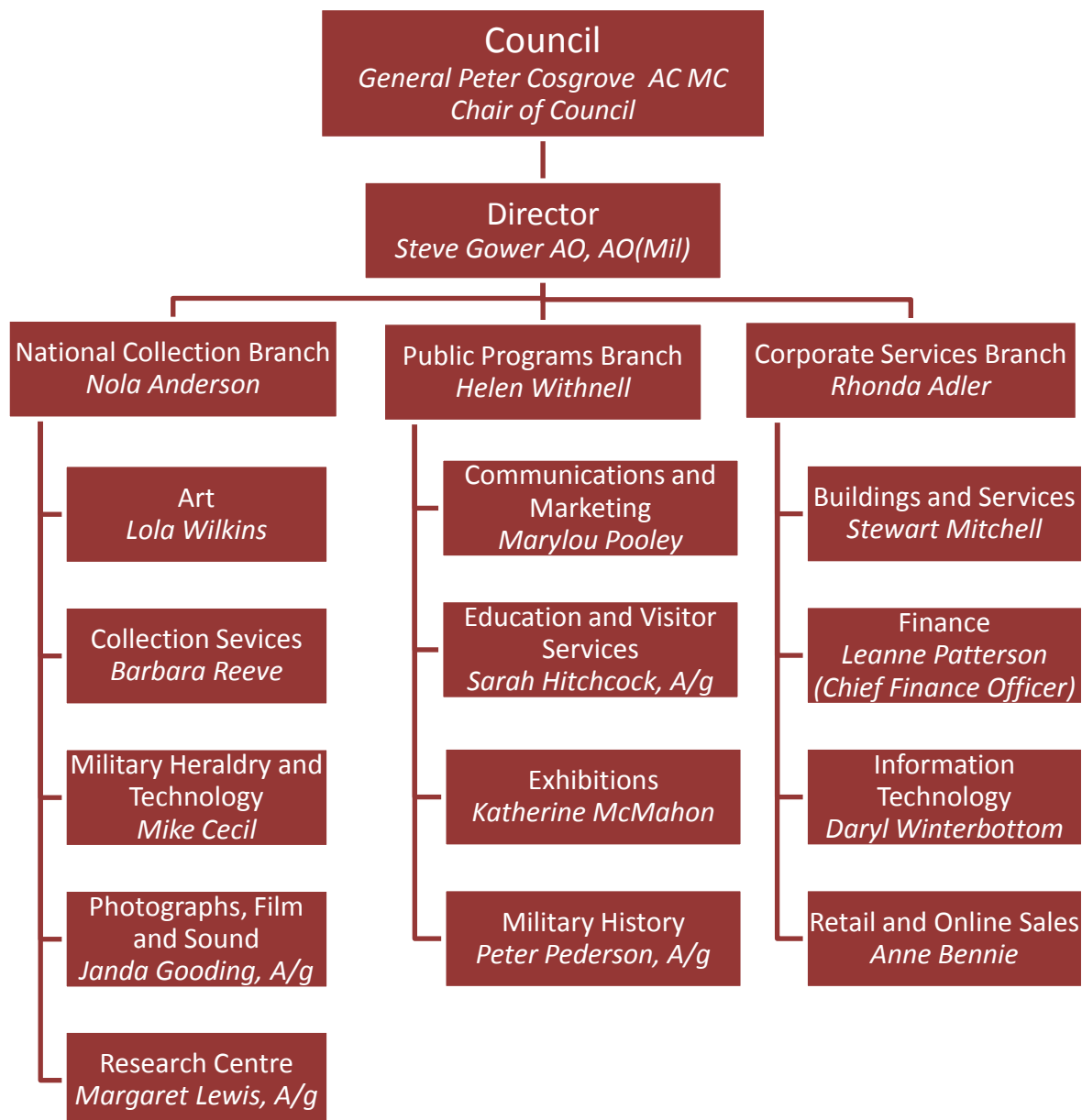
- Exploit new technologies
- Develop and implement a range of programs, emphasising anniversaries and special events
- Continue a program of changing exhibitions, including not previously seen collection items, to encourage repeat visitation.

### **Furtherance of a culture that produces results**

- Maintain a positive organisational culture of open communication with the expectation of timely outcomes being produced by working together effectively in teams
- Continue with an environment that respects and values all members and which recognises their contributions, talents, and potential
- Nurture a workplace that people enjoy, grow in, and get skills and knowledge to enable them to further their careers
- Fully involve staff in consultation and planning
- Focus on agreed priorities
- Regularly review standard processes and management frameworks.

## CORPORATE STRUCTURE

### Memorial Corporate Structure 2010-2011



## Exhibition List 2009-2010

<b>Exhibition List 2009–2010:</b>	
<b>Full Title</b>	<b>Short Title</b>
<b>Permanent</b>	
Half Life Refurbishment Second World War galleries	Second World War galleries
Hall of Valor Refurbishment (dependent on funding)	Hall of Valor
<b>On display in the Special Exhibitions Gallery</b>	
<i>A is for Animals</i>	<i>A is for Animals</i>
<i>Sidney Nolan: the Gallipoli series</i>	<i>Sidney Nolan</i>
<i>Of love and war</i>	<i>Of love and war</i>
<i>Framing Conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green</i>	<i>Framing Conflict</i>
<b>Travelling</b>	
<i>Gallipoli: a Turkish view</i>	<i>Gallipoli: a Turkish view</i>
<i>Focus: photography and war 1945–2005</i>	<i>Focus: photography and war</i>
<i>George Lambert: Gallipoli and Palestine landscapes</i>	<i>George Lambert</i>
<i>A is for Animals</i>	<i>A is for Animals</i>
<i>A is for Animals (modified version)</i>	<i>A is for Animals (modified)</i>
<i>Framing Conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green</i>	<i>Framing Conflict</i>
<i>Sidney Nolan: the Gallipoli series</i>	<i>Sidney Nolan</i>
<b>In Development</b>	
<i>Recent war artists: Exe de Medici and Jon Cattapan</i>	<i>Recent war artists</i>

<b>Major Ceremonies 2009-2010</b>	
<b>Title</b>	<b>Date</b>
Roll of Honour Additions Ceremony	11-Nov-09
Remembrance Day	11-Nov-09
ANZAC Day Dawn Service	25-Apr-10
ANZAC National Ceremony	25-Apr-10

<b>Major Events 2009-2010</b>	
<b>Title</b>	<b>Date</b>
East Precinct - closure and re-opening of Outpost Cafe	Jul 2009 - Apr 2010
<i>Big Things in Store</i>	Sep-09
AWM History Conference	Sep-09
<i>Floriade</i>	Sep - Oct 2009
Traditional Christmas Carols	11-Dec-09
Open Day (dependent on funding)	Feb/Mar 2010
2010 Battlefield tours	Apr/May 2010

## SECTION PLANS

### Team Management

#### APPLIES TO ALL SECTION BUSINESS PLANS

Planned Activities	Performance Targets
<b>Team Management</b>	<b>51600 – Team Management</b>
Manage and administer the Team to achieve Memorial objectives and foster equity, teamwork, and open communication.	<b><u>Production of Outputs:</u></b>
	Section performance conforms to Service Charter standards. Quarterly reports provided to CMG on action taken to maintain the appropriate standards of service.
	Timely and accurate responses made to all public and other inquiries as per Service Charter requirements (and RC Information Sheet No. 3):
	▪ ten-day response for letters, faxes, and emails
	▪ three-day response for telephone inquiries if they cannot be answered directly.
	<i>Risk Assessment Plan, Fraud Control Plan, Business Continuity Plan, Disaster Recovery Plan, etc. implemented as appropriate</i>
	Occupational health and safety and risk management assessments undertaken effectively to reduce risks to staff and objects.
	Action taken as appropriate to address any problems/risk exposures identified by risk assessments, including business and fraud risk assessments.
	Team participated in corporate planning, including development of the Budget and <i>Business Plan</i> and monthly and quarterly reporting against the <i>Business Plan</i> .
	All staff prepared Business Management and Performance Agreements and assessed progress against these.
	All staff contributed by volunteering to work on corporate priorities including activities including ANZAC Day, Remembrance Day, Christmas Carols and Open Day and the gallery maintenance program.
	Staff participation in decision-making encouraged through regular team meetings.
	Teamwork built upon and all staff given opportunities and encouraged to contribute to the section's success.
	Staff gave presentations and talks, contributed to journals and publications, and developed professional networks as appropriate.
	Information and advice provided to Council, Memorial management, and SMG for decisions and feedback.
	Team participated in and actively supported ECM project to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Section intranet homepages updated on a regular basis to provide advice and information.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	<b><u>Management and Development of Staff:</u></b>
Section heads encouraged and mentored personal development, performance, and morale of the section. All staff completed Personal Development Plans annually.	
Staff attended appropriate conferences and seminars, had access to professional publications, and held membership of appropriate professional associations.	
Staff encouraged to use accrued leave credits for rest and recreation.	
Section conformed to Public Service legislation and guidelines, and all Director's Instructions.	

Planned Activities	Performance Targets
	Staff development opportunities undertaken in accordance with Personal Development Plans and plans reviewed regularly.
	Staff participated in the military history course and seminars.
	Staff encouraged to seek development from mentors and coaches.
	Staff managed and supervised work experience and professional placement students.
	Staff managed and supervised volunteers.
	Section Head participated in IAs development mentoring program.
	Staff assisted with study arrangements.
	Staff needs in relation to health, fitness, childcare, etc. facilitated where possible in accordance with flexibilities envisaged by the Memorial <i>Teamwork Agreement 2008–2011</i> .
	Recruitment managed to ensure best outcomes were achieved and in accordance with agreed procedures.
	<b><u>Public Affairs Advanced:</u></b>
	CAM advised of promotional opportunities
	No media contact without prior approval by CAM or Director and Assistant Directors.

## Corporate Governance

**Purpose:** To provide a strategic framework of policy and direction that guides the achievement of the Memorial's outcome.

Planned Activities	Performance Targets
<b>1. Corporate Governance</b>	<b>1.9 Corporate Governance</b>
Provide a strategic framework of policy and direction to guide the achievement of the Memorial's outcome.	Four meetings of Council and four Finance, Audit and Compliance Committee meetings conducted during the year: August, November, March, and May. Other Committee meetings conducted as required.
	Strategic direction provided for high-level policies and activities.
	<i>AWM Annual Report 2008–2009</i> , including <i>Financial Statements 2008-2009</i> , endorsed August 2009.
	<i>Internal Audit Plan 2009–2010</i> reports considered at Council meetings and responses agreed.
	<i>Internal Audit Plan 2010–2011</i> approved May 2010.
	Major future strategies and priorities reviewed at March 2010 meeting to inform development of the Budget and <i>Business Plan 2010–2011</i> for approval May 2010.
	Performance against the <i>Business Plan 2009–2010</i> and Budget reviewed at each Council meeting.
	Risk assessed regularly and steps taken to minimise it.
	Performance and remuneration of Director monitored and reviewed.
	Chairman regularly informed and available for consultation and guidance.
	Chairman and members represented Council as appropriate at relevant major occasions.
	Minister and Secretary DVA briefed on relevant issues by Chairman and Director following each meeting.
	Council reviewed its performance and recorded outcomes.
Council representations outside the Memorial accorded with Council directions.	

## Executive

**Purpose:** To provide effective leadership and management for the Memorial in accordance with the requirements of the *Australian War Memorial Act 1980*.

Planned Activities	Performance Targets
<b>1. Executive Leadership</b>	<b>1.10 Executive Strategic Management</b>
Provide effective guidance and direction to staff, advice to the Minister, and an appropriate level of official representation on behalf of the Memorial.	Minister and Council satisfied with performance and quality of advice and briefings.
	All staff aware of and committed to corporate priorities. Opportunities existed for regular staff consultation and feedback.
	Corporate Outcome and Outputs achieved as per <i>Corporate Plan</i> and <i>Business Plan</i> .
	Positive staff morale maintained and developed.
	Agreed Consultative Committee arrangements implemented as per Collective Agreement.
	Major future strategies and priorities reviewed by March 2010 to inform development of the Budget and <i>Business Plan 2010–2011</i> for approval May 2010.
	VIPs met and attended to appropriately.
	Senior staff represented the Memorial at all major relevant occasions and forums.
<b>2. Strategic Management</b>	<b>1.10 Executive Strategic Management</b>
Set and co-ordinate strategic direction and planning to cover all major aspects of Memorial operations.	Major priorities progressed in accordance with Council decisions, as follows:
	<ul style="list-style-type: none"> <li>Enhance online access through use of new web technologies and improved web content</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance the Memorial's non government funding sources through sponsorship and development programs</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a strategic workforce plan</li> </ul>
	<ul style="list-style-type: none"> <li>Further enhance the National Collection through development of relationships with Australian Defence Forces and official acquisition programs</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a strategy to enhance collection storage capacity</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement an Enterprise Content Management to optimise the creation, storage, and management of our digital assets</li> </ul>
	<ul style="list-style-type: none"> <li>Redevelop the Memorial's east precinct including underground parking, a new café and a national service memorial</li> </ul>
	<ul style="list-style-type: none"> <li>Plan for Hall of Valour refurbishment including design concepts and securing of sponsorship funding</li> </ul>
	<ul style="list-style-type: none"> <li>Develop plans and secure funding for significant future anniversaries</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake half life enhancements to WW2 galleries</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake a review of the Memorial's organisational structure</li> </ul>
	Consultative forums maintained with key stakeholder groups.
	Continue active participation in collaborative forums/networks with other collecting and cultural institutions including: Heads of Collecting Institutions forum, Heads of National Collections forum, Corporate Management Forum, Cultural Agencies Insurance Forum etc.
	Director's Instructions (Financial and Administrative) reviewed and updated as necessary.
	Relevant human resource frameworks put in place with plans to address staff needs, including succession planning.
	Opportunities sought for co-operation/strategic alliances with other institutions.
	Forward budget strategy developed in response to new government funding/reporting framework.
Capital Budgets funding policy monitored and influenced to ensure an effective outcome for Memorial (in conjunction with CFO).	

Planned Activities	Performance Targets
	<p><i>Fraud Control Plan 2008-2011</i> administered to ensure compliance in line with Business Risk Assessment.</p> <p><i>Risk Management Plan 2008-2011</i> administered, actions and risk exposures monitored throughout the Memorial to ensure that risks are controlled and minimised, and appropriate emergency control and disaster recovery procedures in place and reviewed regularly.</p> <p><i>Business Continuity Management Plan 2008-2011</i> implemented, tested where appropriate, and updated as required.</p> <p><i>Business Plan 2010-2011</i> developed in concert with the budget development process March/April 2010, approved by Council May 2010 for issue July 2010.</p> <p><i>Collection Development Plan 2008-2011</i> implemented with a program of priority acquisitions and a more proactive method of collecting for contemporary conflicts developed.</p> <p><i>Collection Preservation Plan 2008-2011</i> implemented according to key priorities.</p> <p><i>Collection Documentation Plan 2009-2012</i> implemented according to key priorities.</p> <p>Reporting against key corporate performance indicators undertaken monthly.</p> <p>Key decision-making groups (IMSG, EPG) managed and administered.</p> <p>ECM system and implementation monitored and directed as necessary.</p>
<b>3. Management Support</b>	<b>1.10 Executive Strategic Management</b>
Provide support services to Council, the Executive and staff of the Memorial.	<p>All meetings of Council and the CMG co-ordinated and supported. Minutes of meetings and action records provided on a timely basis.</p> <p>Administrative and secretarial support services provided to CMG efficiently and effectively.</p> <p>All legislative requirements met, including <i>Annual Report 2008-2009</i> (to be tabled by end of October 2009), Freedom of Information and Privacy reports.</p> <p><i>Annual Report</i> meets Minister's and Council's requirements and completed on time.</p> <p>Parliamentary and Ministerial requests met on time.</p> <p>Executive vehicle fleet operated on an efficient and cost effective basis.</p> <p>Timely and accurate advice provided in relation to variations to the Memorial's level of insurance risk to Comcover. Insurance cover agreed and premiums negotiated.</p> <p>Promotional Display project managed effectively and efficiently, including developing and maintaining the display, budgeting, scheduling the tour, and evaluating various aspects of the project.</p> <p>Copyright issues managed effectively for the Memorial to ensure compliance with appropriate legislation.</p> <p>Raisers Edge database maintained and staff training provided to ensure required functionality and privacy requirements are met.</p> <p>Managing and developing staff:</p> <ul style="list-style-type: none"> <li>• new Teamwork Agreement included initiatives for retention of key staff</li> <li>• section heads monitored and reviewed in their people development responsibilities</li> <li>• staff development opportunities undertaken in accordance with Personal Development Plans, requirements of the Memorial, and requirements of particular appointments, and plans reviewed regularly</li> <li>• staff attend appropriate conferences and seminars for representational and personal development purposes and have access to professional publications</li> <li>• SMG development facilitated through mentoring and a program of leadership and skills training.</li> </ul>
<b>4. Knowledge Management</b>	<b>1.11 Resource Management</b>
Contribute to Memorial	Section intranet homepage content updated on a regular basis to provide advice and information on the section.

Planned Activities	Performance Targets
Knowledge Management initiatives	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

## Evaluation

**Purpose:** Plan and undertake appropriate evaluation studies to ensure comprehensive understanding of Memorial visitors; enhance audience advocacy throughout program development; and ensure maximum utilisation of evaluation findings across the Memorial.

Planned Activities	Performance Targets
<b>1. Exhibition evaluation</b>	<b>50500 – Exhibitions</b>
Provide evaluation of exhibitions and advocate the needs of audiences	Summative evaluation conducted for <i>Love and War</i> exhibition, including effectiveness of marketing strategies.
	Evaluation support provided for redevelopment of elements of the Second World War gallery.
	Surveys conducted of travelling exhibitions on tour.
<b>2. Evaluation for interpretive services</b>	<b>50600 - Interpretive Services</b>
Provide evaluation of interpretive services.	Survey of teachers undertaken as part of Education program and pricing review.
	Annual survey of Memorial Box users continued.
	Survey of management of Memorial Boxes completed (included stakeholders).
	Assistance provided for regular review of Discovery Zone operations.
<b>3. Evaluation for Executive strategic management</b>	<b>50700 – Executive Strategic Management</b>
Collect, analyse, and disseminate evaluation data to stakeholders for informed decision-making.	Data collected for the Memorial's Performance Information system and reported to Parliament through the Annual Report.
	Data collected to assist in the management of the café and food services contract.
	Data on visitor attendance collected, analysed and provided to CMG (monthly) and to Council.
	Evaluation and testing of on-site signage resulting from Eastern Precinct Development.
	Trends in Web 2.0 and other social media monitored and reported to CMG, in conjunction with Web Manager.
	Evaluation advice and support provided to ECM project, as appropriate.
	Active participation in visitor research findings, sharing data with other ACT attractions.
	Consultancy services regarding exhibition evaluation provided to the Australian National University.
	Developments in evaluation practice monitored through participation in organisations including the Evaluation & Visitor Research Special Interest Group, Australasian Evaluation Society, Canberra Evaluation Forum, Visitor Studies Association and Australian Market & Social Research Society.
	In partnership with the University of Queensland and ACT attractions, research conducted into the relationship between an excursion to Canberra and outcomes in citizenship and civics education and active citizenship.
	Evaluation data CD master backed up and stored at alternative site in accordance with Risk Assessment recommendation.
Participated in the review of the Memorial brand and key corporate messages.	

Planned Activities	Performance Targets
4. Evaluation for promotion and community service.	50800 – Promotion and Community Service
Evaluate the effectiveness of the Memorial's promotional activities and services.	Useability testing and other evaluation of the Memorial's website (including Web 2.0 developments) undertaken to assist in audience and online development
	Onsite visitor segmentation study repeated, with results promoted to Memorial staff and implemented in Memorial marketing and branding projects and in exhibition and program development

## Art

**Purpose: To develop, document, preserve, research, exhibit, interpret, and make accessible the art component of the National Collection.**

Planned Activities	Performance Targets
<b>1. Sculpture Garden</b>	<b>50050 – National Memorial and Grounds</b>
Manage the Memorial's commemorative sculpture program, including organising commissions and overseeing development of outdoor sculpture precinct.	Assistance provided as required, including research, for the National Servicemen's Memorial (dependent on external funding).
	Assistance provided as required, including research and preparation, for war correspondents' memorial (dependent on external funding).
	Requests from organisations for commemoration assessed and developed as required.
	Advice provided on removal, rehusing, conservation and re-siting of sculpture of Sir Edward 'Weary' Dunlop.
	Advice provided on the maintenance and development of the Sculpture Garden and on issues related to public sculpture in general.
<b>2. Collection Documentation</b>	<b>50100 – Collection Management for Access</b>
Document the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009–2012</i> .	<i>Collection Documentation Plan 2009–2012</i> implemented.
	Documentation significantly enhanced or corrected on MICA and CAS for 3,000 records by 20 June 2010, including:
	• all new acquisitions
	• all works required for changeover program (approximately one hundred)
	• review loan collection, including full documentation and photography of items
	• all loans as programmed
	• all works required for exhibitions (see list on page 3), including Link Gallery changeover for <i>Malaria</i> .
	• priority First World War, anniversaries, and 2015 - includes photography of items
	• special projects:
	• Sidney Nolan - works not exhibited to be fully catalogued and photographed
	• Documentation of poster collection, with priority on works from the First World War
	• Poster collection – preliminary work for a disposal program continued including developing the disposal module within MICA to identify potential works for disposal by June 2010.
	• 10 more First World War sketchbooks completed.
	Approximately fifty works digitally photographed per month, including proofing, documentation, and updating on MICA/CAS (photography may be delayed due to other priorities).
	Research photographs taken when cataloging and updating on MICA.
	Digital photography and proofing of art core images monitored.
	New acquisitions accessioned and catalogued on MICA and CAS within 1 month of acquisition.
Copyright details processed and upgraded on MICA (new acquisitions, e sales, CAS). Copyright owners contacted where possible and copyright negotiated for priority works. Represented on copyright Group meetings.	
Project schedule created for updating copyright details in art collection, including establishing a priority list.	
Advice and assistance provided to CS for stocktake and re-housing programs with priority on poster and sculpture collections.	

Planned Activities	Performance Targets
	Art collection reference material, including artist folders and staff library, maintained and improved as required.
	Advice and assistance provided to RC for digitisation of in-demand official war artist files.
	Advice provided on Art considerations for upgraded digital storage (ECM).
	Advice provided for the upgrade of MICA through active participation in sub-group meetings to ensure system developments and amendments incorporate Art considerations.
<b>3. Access</b>	<b>50100 – Collection Management for Access</b>
Provide professional management of the art collection to enable access for clients.	Collection made accessible to other institutions on request in accordance with AWM Loans Policy. Updated valuations and documentation provided as required.
	Loans collection reviewed and administration of managing loans collection revised, including establishing a loans group in MICA and recording location of loans on site.
	External and internal requests for physical access to the collection met and enquiries responded to as required.
	Opportunities for collaboration and community engagement using the Internet explored as appropriate: eg through the provision of information, development of blogs, development of online exhibitions, participate in discussion with web team to advance art ideas for web-based content, including a webpage for the art collection and official war artists.
	Participation in and active support provided for steering groups, including ECM, WAG, and DSG as appropriate.
<b>4. Collection Development</b>	<b>50200 – Collection Development.</b>
Develop the collection through acquisition, exchange, commission and disposal in accordance with the <i>Collection Development Plan 2008-2011</i> .	Art collection developed in accordance with the <i>Collection Development Plan 2008-2011</i> including strategies for acquisition and de-accessioning. Priorities for development include:
	<ul style="list-style-type: none"> <li>• pre-Federation artworks of subjects related to conflicts identified in the Collection Development Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>• works of art dealing with First World War subjects including naval and Australian Flying Corps operations, women's service, conscription referenda and general homefront.</li> </ul>
	<ul style="list-style-type: none"> <li>• unique works of art from Second World War that address collection development priorities including major works of homefront subjects, POWs in Europe and Greece and Crete operations (will involve sourcing works in private and public collections and works that become available on the market).</li> </ul>
	<ul style="list-style-type: none"> <li>• works of art related to the history of the AWM if they become available.</li> </ul>
	<ul style="list-style-type: none"> <li>• posters and cartoons relating to Australia's ongoing involvement in peacekeeping operations.</li> </ul>
	<ul style="list-style-type: none"> <li>• current conflicts: official commissions as feasible in conjunction with ADF, eg. Afghanistan, Sinai, Israel and Lebanon</li> </ul>
	<ul style="list-style-type: none"> <li>• completion of works by Official Artist Ex de Medici, Solomon Islands by June 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>• post-1945 conflicts: commission for appropriate sculpture.</li> </ul>
	Ongoing relationships with possible donors, vendors and commercial galleries maintained to develop effective networking, including promoting the Cultural Gifts program and increasing presence in art community, eg. publications, galleries, etc.
	Active participation continued in Collection Coordination Group and NC Acquisition Group.
	A shortlist of artists available for official art commissions maintained.
	A ten year plan developed for commissioning contemporary works of art in accordance with the <i>Collection Development Plan 2007-2010</i> with expected concentration on:
	<ul style="list-style-type: none"> <li>• commemoration of major military events, e.g. 2015;</li> </ul>
	<ul style="list-style-type: none"> <li>• works of art relating to Australia's ongoing involvement in current military and peacekeeping events, including Afghanistan with the view for two overseas commissions per year.</li> </ul>
	<ul style="list-style-type: none"> <li>• interpretation of Australian involvement in war and warlike operations and its impact on Australian society;</li> </ul>
	<ul style="list-style-type: none"> <li>• commission portrait of Victoria Cross recipient</li> </ul>
	<ul style="list-style-type: none"> <li>• investigate new media commission.</li> </ul>
	<ul style="list-style-type: none"> <li>• possible memorial sculpture using salvaged timber from Lone Pine tree</li> </ul>

Planned Activities	Performance Targets
	Existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.
<b>5. Preservation of the Collection</b>	<b>50400 – Conservation for Preservation</b>
Conserve the collection in co-operation with Collection Services Section in accordance with the <i>Collection Preservation Plan 2008-2011</i> .	Conservation of the art collection undertaken in accordance with the priorities defined in the <i>Preservation Plan 2008–2011</i> set in accordance with wider Memorial activities and priorities, including works going on display or in travelling exhibitions, as well as:
	• First and Second World War; continuation of matt and backing removal program
	• posters rehoused and priority works treated as required
	• casting of suitable plaster maquettes and sculptures
	Assistance provided in the staged implementation of the accommodation and storage plan for the collection, according to agreed priorities.
	Works on paper changed in galleries in keeping with conservation requirements:
	• installation by end July 2009: stairwell, Colonial and South Africa, Director's Foyer.
	• installation by end August 2009: First World War
	• installation by end October 2009: Echoes of the guns; Second World War Galleries
	• installation by end April 2010 Second World War Galleries
	• installation by end March 2010: Exit corridor
	• installation by end April 2010: ANZAC Hall, Aircraft Hall
	Implementation of the <i>Paintings Protection Plan</i> monitored and glazing/framing of paintings continued – approx 25. Backing of oil paintings – 35 every 3 months - works for loan and exhibitions. Conservation program for large First World War paintings on display in galleries continued as part of risk management.
	Staff fully trained in disaster preparedness and related activities.
Reports concerning damage to works of art responded to as required.	
<i>Disaster Recovery Plan</i> implemented, including review of Priority 1 and 2 items. Monthly update of changes on MICA.	
<i>Fraud Control Plan</i> implemented and reviewed particularly for exhibitions and donations.	
<b>6. Gallery Development Support</b>	<b>50500 – Exhibitions</b>
Participate in the development of the Memorial's galleries through involvement in gallery redevelopment.	Selection of works for Art Corridor changes as required.
	Support provided to Exhibitions as required through the provision of advice, including documentation, research, and selection of works of art, and liaison with Public Programs and CS for the removal and installation of works of art.
	Works of art returning from travelling exhibitions re-integrated into the galleries as required.
	Art aspects of gallery maintenance coordinated through Exhibitions.
	Full participation in EPG meetings maintained.
<b>7. Exhibitions Support</b>	<b>50500 – Exhibitions</b>
Participate in the development of the Memorial's temporary and	Curatorial advice and assistance provided for the:
	• research, development, installation and promotion of permanent, temporary and travelling exhibitions as per the list on page 3 and

<b>Planned Activities</b>	<b>Performance Targets</b>
travelling exhibitions, and of associated public program activities.	<ul style="list-style-type: none"> <li>• the development and implementation of public programs as appropriate for exhibitions as per the list on page 3 and</li> <li>• for the Link Gallery changeover by March 2010.</li> </ul>
<b>8. Interpretative Services</b>	<b>50600 – Interpretive Services</b>
Provide assistance to Education and Visitor Services.	Assistance provided with training of Voluntary Guides and Specialist Guides concerning relevant aspects of the art collection.
	Assistance provided to IAs to improve understanding of the art collection.
	Assistance and advice provided to Education staff regarding access to the art collection through the Education Art Program.
	Curatorial assistance provided for special displays and prominent events involving key stakeholders.
	Public programs and events, including Bring in Your Memorabilia days, ANZAC Day, Remembrance Day, and schools programs, supported as required.
	Participation in public programs for exhibitions as per list on page 3 and other displays as appropriate.
<b>9. Research and Dissemination</b>	<b>50900 – Research and Information Dissemination</b>
Provide a source of expert opinion and information on the art collection in the context of Australian military history through dissemination of information and knowledge.	Staff knowledge of collection and curatorial skills enhanced through research, including exhibition material, professional journal articles, conference papers, and networking with other institutions.
	Information about the art collection disseminated through at least ten presentations, including lectures or talks on relevant topics, active participation in conferences, and contributions to <i>Wartime</i> and other publications.
	The curatorial monograph on the Australian Historical Mission completed and launched by October 2009.
	Topics for future publications based on the Art Collection explored and developed.
	Support and assistance provided for the National Collection book as required.
	Liaison with tertiary institutions undertaken to promote internships within the Memorial including promoting the Memorial Art Collection as a place for research and employment.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.
<b>10. Revenue Generation</b>	<b>51500 – Revenue Generation</b>
Contribute as required to the planning processes to market the art collection, including the evaluation of existing products and the development of new art collection-related products.	Ongoing involvement in issues related to eBusiness as required, including advice and assistance on copyright issues, art core photography, documentation, and availability of images.
	Marketing opportunities identified and pursued in co-operation with CAM as appropriate.
	Advice provided to <i>Wartime</i> and eBusiness Unit regarding matters of copyright, image reproduction quality, and caption requirements related to the sale of art images, including DVA publications and special publications.

## Collection Services

Purpose: To preserve, document, and control the National Collection and to assist with its physical and online access.

Planned Activities	Performance Targets
<b>1. National Memorial and Grounds Support</b>	<b>50050 – National Memorial and Grounds</b>
Provide collection management services for National Memorial and Grounds	Advice and assistance provided as appropriate for:
	<ul style="list-style-type: none"> <li>the installation and maintenance of sculpture and artefacts, especially the National Servicemen's Memorial, the Memorial to Animals in War, the Servicewomen's Memorial</li> </ul>
	<ul style="list-style-type: none"> <li>changes to Roll of Honour panels</li> </ul>
	<ul style="list-style-type: none"> <li>waxing and repatination of sculpture and Roll of Honour</li> <li>cleaning and maintenance of the façade and historic fabric of the Main Building, especially the stained glass windows.</li> </ul>
<b>2. Collection Documentation</b>	<b>50100 – Collection Management for Access</b>
Document the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009–2012</i> . Manage MICA and CAS.	System administration, database management and maintenance, and data entry provided for the Memorial's Collection Management System (MICA) in conjunction with museum collection management principles and practice, industry technical standards, and user access and usability principles, including:
	<ul style="list-style-type: none"> <li>maintenance, enhancement and review of system potential</li> </ul>
	<ul style="list-style-type: none"> <li>development of policy and procedures for collection documentation, including MICA User Manual and Style Guide</li> </ul>
	<ul style="list-style-type: none"> <li>ongoing MICA User Liaison/Help program including monthly data entry and integrity</li> </ul>
	<ul style="list-style-type: none"> <li>enhancement and support of system reports using Crystal 11</li> </ul>
	<ul style="list-style-type: none"> <li>assisting curatorial sections with cataloguing projects, including discussion of future directions for thesaurus and indexing</li> </ul>
	Copyright information entered into MICA through continued work with AWM Copyright group, curators and other stakeholders.
	The Client Access System (CAS) and related website functions managed effectively to ensure optimum public access and conformance with Memorial IT standards
	Collection better exposed to web search engines, web crawlers, etc through continued work with IT and web teams through:
	<ul style="list-style-type: none"> <li>liaison with curatorial sections to develop, prioritise, and implement Collection Highlight schedule</li> </ul>
	<ul style="list-style-type: none"> <li>upgrading CM intranet page and CM input to Memorial internet page, blogs, and other online information.</li> </ul>
	Contributed to and supported ECM project facilitating improved knowledge and information management and efficient digital asset management across the Memorial.
	<ul style="list-style-type: none"> <li>Prepared MICA for integration with ECM systems.</li> <li>Provided assistance with end-user training and support.</li> <li>Provided assistance with policy development and implementation of the DAMs process within MediaBin and management of digital assets held within the DAMS.</li> </ul>
	Appropriate team members identified and actively engaged in the development of the Memorial's website, with opportunities for collaboration and community engagement via the Internet explored and implemented as appropriate.
<b>3. Collection Development</b>	<b>50200 – Collection Development</b>
Develop the collection through acquisition, exchange,	Mixed Collections Accessioning, De-accessioning and disposals, and Cultural Gifts programs managed in accordance with the <i>Collection Development Plan 2007–2010</i> and other relevant policies and procedures.

Planned Activities	Performance Targets
commission, and disposal in accordance with the <i>Collection Development Plan 2008-2011</i>	Preliminary work for collection development undertaken: <ul style="list-style-type: none"> <li>• MCAO and MCAO Assistant provided initial assessment of material against <i>Collection Development Plan</i> in accordance with curatorial guidelines</li> <li>• Active contribution and input made to Acquisitions Group and Collections Coordination Group</li> <li>• CS staff determined conservation and storage requirements for new acquisitions' proposed</li> <li>• New acquisitions collected, condition checked, and prepared for storage.</li> </ul>
<b>4. Exhibition Support</b>	<b>50300 – Conservation for Exhibitions</b>
Provide collection management services for the development of the Memorial's galleries and for temporary and travelling exhibitions and special events	Secure and timely access provided to MICA and to collection items for exhibition planning and development; assistance provided for the implementation of multimedia upgrades across exhibitions; timely risk assessment and hazard identification provided for object display and exhibition maintenance; timely and cost-effective object preparation, packing, transport, stocktake, installation, and demount provided for: <ul style="list-style-type: none"> <li>• permanent, temporary and travelling exhibitions as per list on page 3.</li> <li>• minor in-house displays including the Link Gallery: <i>Malaria</i>; recent acquisitions wall and showcase and RC displays</li> <li>• the changeover, "highlight", and reintegration programs in accordance with deadlines set by Galleries and Exhibitions Coordination meetings.</li> </ul> Active contribution and input continued to Exhibition Planning Group, the Galleries and Exhibitions Coordination Group, and Exhibitions Teams. Active and appropriate contribution provided to <i>Bring in Your Memorabilia</i> program.
<b>5. Collection Preservation</b>	<b>50400 – Conservation for Preservation</b>
Conserve the collection in cooperation with curatorial areas and other sections in accordance with the <i>Collection Preservation Plan 2008-2011</i> .	<i>Collection Preservation Plan 2008-2011</i> implemented in consultation with all relevant staff to manage collection preservation and research. Collection Management for Preservation undertaken in accordance with all relevant policies and procedures. Preventive conservation activities continued included: <ul style="list-style-type: none"> <li>• Disaster Recovery Plan updated as necessary, with links to Emergency Response Plan maintained and participation with DISACT continued</li> <li>• timely response to incidents involving collection items</li> <li>• monthly gallery maintenance by CS staff, with assistance from other sections, and yearly cleaning of storage facilities</li> <li>• pest control and environmental monitoring</li> <li>• advice and training on preventive conservation provided to other sections.</li> </ul> Preservation activities with Art included: <ul style="list-style-type: none"> <li>• continuation of backing removals from works of art on paper in accordance with curatorial priorities</li> <li>• continuation of framing, glazing, and backing program for paintings</li> <li>• facilitation of art core photography program</li> <li>• survey, treatment and storage of new acquisitions</li> <li>• survey, stabilisation, treatment and re-housing of collection items in accordance with conservation and curatorial priorities</li> </ul> Preservation activities with PFS included: <ul style="list-style-type: none"> <li>• continuation of negative conservation and duplication program of selected images across all collections in accordance with curatorial priorities</li> <li>• conservation and preservation of PFS new acquisitions and cleaning and stabilization of donor materials for duplication and copying</li> <li>• survey, stabilisation, treatment and re-housing of collection items for publication and promotional activities</li> </ul>

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> <li>• survey, stabilisation, treatment and re-housing of collection items in accordance with conservation and curatorial priorities</li> </ul>
	<ul style="list-style-type: none"> <li>• monitoring for vinegar syndrome in film materials stored at the NLA; monitoring condition of acetate stored in Treloar B; and monitoring condition of nitrate materials at NFSA Vault, Mitchell</li> </ul>
	<ul style="list-style-type: none"> <li>• quality assurance monitoring for negative and film duplication by testing for residual thiosulphate.</li> </ul>
	Preservation activities with RC included:
	<ul style="list-style-type: none"> <li>• remedial treatment for RC items at weekly clinics</li> </ul>
	<ul style="list-style-type: none"> <li>• survey, treatment and re-housing of collection items</li> </ul>
	<ul style="list-style-type: none"> <li>• survey, stabilisation, treatment and re-housing of collection items in accordance with conservation and curatorial priorities</li> </ul>
	Preservation activities with MHT included:
	<ul style="list-style-type: none"> <li>• Active contribution and input made to CSG</li> </ul>
	Dependant upon available funding, Large Technology Objects (LTO) scoped for in-house conservation over the next three years, with treatment strategies developed and implemented in accordance with CSG-agreed outcomes, priorities and resources:
	<ul style="list-style-type: none"> <li>• Dingo Scout car (start in 08/09)</li> </ul>
	<ul style="list-style-type: none"> <li>• Japanese Ha Go Type 95 light tank ex-Milne Bay (complete, as possible, after new parts delivered)</li> </ul>
	<ul style="list-style-type: none"> <li>• Hudson turret retro-fit: Requires scoping and CSG documentation</li> </ul>
	<ul style="list-style-type: none"> <li>• Beaufort: Complete restoration as possible in accordance with original CSG documentation</li> </ul>
	<ul style="list-style-type: none"> <li>• Beaufighter: Requires scoping and CSG documentation</li> </ul>
	<ul style="list-style-type: none"> <li>• Bronco: Requires scoping and CSG documentation - cons priority</li> </ul>
	<ul style="list-style-type: none"> <li>• V2 &amp; Meilerwagen: Requires scoping and CSG documentation - cons priority</li> </ul>
	LTO outside contracts managed in accordance with direction from CSG including:
	<ul style="list-style-type: none"> <li>• Chevrolet Car DS: start in 08/09</li> </ul>
	<ul style="list-style-type: none"> <li>• Studebaker Commander car &amp; gas producer: start in 08/09</li> </ul>
	Assistance provided for LTO disposals as required:
	<ul style="list-style-type: none"> <li>• Willy's Jeep REL33233 item for disposal: MHT advise that they will acquire a similar item with provenance</li> </ul>
	LTO Annual Preventive Conservation Program undertaken, including:
	<ul style="list-style-type: none"> <li>• survey, treatment and storage of new acquisitions</li> </ul>
	<ul style="list-style-type: none"> <li>• survey, treatment and hazard mitigation for LTOs, with static LTOs moth-balled, and operational LTOs maintained in running condition.</li> </ul>
	<ul style="list-style-type: none"> <li>• preservation strategies identified and implemented for textiles in LTOs</li> </ul>
	Textiles and Small Objects preservation programs undertaken, including:
	<ul style="list-style-type: none"> <li>• survey, treatment and storage of new acquisitions</li> </ul>
	<ul style="list-style-type: none"> <li>• freezer program for new acquisitions and all organic items returning to storage</li> </ul>
	<ul style="list-style-type: none"> <li>• survey, stabilisation, treatment, hazard mitigation and re-housing of collection items in accordance with conservation and curatorial priorities, especially items identified through bi-weekly clinics.</li> </ul>
	Preservation activities with Buildings and Services included:
	<ul style="list-style-type: none"> <li>• implementation of short-term improvements and rationalisation to collection storage according to priorities identified by the National Collection Storage and Accommodation Review (NCSAR)</li> </ul>

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> <li>• provision of advice on environmental, operational and space requirements for collection management and storage, especially in relation to medium- and long-term NCSAR projects.</li> </ul>
<b>6. Promotion and Community Relations.</b>	<b>50800 – Promotion and Community Services</b>
Promote the Memorial's objectives through community outreach programs.	Conservation services provided to ensure the timely preparation, dispatch, and receipt of inward and outward loans and loan renewals.
	Loans administration undertaken effectively and efficiently in accordance with policy and procedures.
	Collection management services provided for approved events and special visitors, including:
	<ul style="list-style-type: none"> <li>• escorted visits and tours to conservation labs and collection storage facilities, and access to special objects</li> </ul>
	<ul style="list-style-type: none"> <li>• provision of public talks</li> <li>• provision of LTOs and other objects for promotional displays including AWM Open Day</li> </ul>
<b>7. Dissemination of information</b>	<b>50900 – Research, Information, and Dissemination</b>
Participate in appropriate research and training programs.	Information, training and leadership provided to support military museums including the coordination and presentation of the Military Museums Curators' Course.
Provide a source of expert opinion on the management and care of the collection through dissemination of information and knowledge.	Research conducted to improve collection management techniques according to identified priorities:
	<ul style="list-style-type: none"> <li>• development of effective monitoring and treatment procedures for deteriorating materials and mechanisms.</li> <li>• improvement of conservation and collection management procedures</li> </ul>
	Participated in appropriate research and training programs:
	<ul style="list-style-type: none"> <li>• presented sections of Memorial's in-house Workplace Skills Course and in-house training on specialist subjects (e.g. object handling, radiation safety)</li> <li>• contributed to the development of the University of Canberra Conservation Course.</li> <li>• contributed to the training and development of conservation students and interns.</li> <li>• contributed at least six significant publications or talks during the year.</li> <li>• provided expert advice on collection management and conservation to cultural institutions, allied professional organisations and the public.</li> </ul>
<b>8. Revenue generation</b>	<b>51400 – Revenue Generation</b>
Promote the Memorial's objectives through appropriate commercial activities.	Staff skills and expertise provided as appropriate to raise revenue via the loan of collection items to other cultural institutions: target \$5,500.
<b>9. Support visitor services</b>	<b>51700 – Visitor Services</b>

Planned Activities	Performance Targets
Provide collection management services to increase visitor numbers, the duration of their stay, and the quality of their visit.	Collection management services provided to support Memorial activities including the Memorial Box program.

## Military Heraldry and Technology

**Purpose:** To develop, manage, document, preserve and interpret the military heraldry and technology components of the National Collection to make them accessible through exhibition, the internet, and for research.

Planned Activities	Performance Targets
<b>1. Collection documentation</b>	<b>50100 – Collection Management for Access</b>
Document the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009–2012</i> .	Knowledge of the collection developed through research, documentation, and digitisation. Targets as indicated in <i>Collection Documentation Plan 2009–2012</i> , Strategic Goals MHT, with priority given to:
	• new acquisitions
	• items relating to contemporary conflicts and First World War
	• upcoming exhibitions
	• selection of gallery items
	• aircraft and vehicles
	• items included in MHT books
	• items relating to eBusiness.
	Item subdivision standards developed for small technology and heraldry objects to ensure consistent cataloguing to complement the standards set for LTOs and applied to all MHT records requiring subdivision.
	Copyright implications for MHT objects investigated and a strategy developed and implemented in conjunction with Memorial Copyright Group.
	All MHT curatorial staff used MICA to provide efficient access in relation to the collection, especially:
	• object selection for exhibition development
• text development for objects on display	
• public access through web-based interface.	
<b>2. Collection Development and Management</b>	<b>50200 – Collection Development</b>
Develop the collection through acquisitions, exchange, commission, and disposal in accordance with the <i>Collection Development Plan 2008–2011</i> .	Acquisitions and disposals undertaken in accordance with the <i>Collection Development Plan 2008–2011</i> . Acquisitions have a particular focus on material relating to contemporary conflicts.
	Effective management of new acquisitions continued including accessions, cataloguing, and image capture.
	Disposal and acquisition of items undertaken in accordance with agreed plans, including those for vehicles, ordnance, and aircraft.
	Disposals undertaken according to agreed procedures, including firearms as identified during the Weapons Documentation project.
	Long Term Beaufighter aircraft restoration and documentation commenced.
	Documentation in support of Hudson turret restoration and installation undertaken.
	Bronco restoration and documentation commenced and Beaufort restoration project continued, specifically documentation and identification of small parts completed for restoration and fitting as time is available.
	Acquisitions undertaken through deployment of curators to current ADF deployments.
	Collection documentation issues addressed through project to accession, research, catalogue to access standard, and, where appropriate, image capture objects not currently adequately controlled on MICA system, with particular emphasis on stocktake discrepancy reports and general technology backlog.

Planned Activities	Performance Targets
	<p>Documentation of heraldry collection addressed through project to correct, enhance and upgrade MICA catalogue records of textiles, particularly uniforms.</p> <p>Networks with service history units, military museums, and associations and branches of the services maintained and developed to:</p> <ul style="list-style-type: none"> <li>• highlight Memorial's interest in contemporary acquisitions</li> <li>• assist other organisations to develop, conserve, and make accessible their collections.</li> </ul> <p>Curators managed and developed the collection to ensure the safety and security of the collection and to promote access, knowledge and interpretation.</p> <p>Curators researched and increased knowledge about objects relevant to the Memorial held by other government institutions.</p> <p>Active participation in the CCG and the Acquisitions Group continued.</p> <p>Existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.</p>
<b>3. Preservation of the Collection</b>	<b>50300 – Conservation for Exhibitions</b>
<p>Conserve the collection in cooperation with Collection Service Section in accordance with the <i>Collection Preservation Plan 2008–2011</i></p>	<p>Priorities defined in the <i>Collection Preservation Plan 2008–2011</i> supported.</p> <p>Curatorial guidelines and input provided to:</p> <ul style="list-style-type: none"> <li>• conservation of objects for temporary/travelling exhibitions</li> <li>• conservation for forthcoming exhibitions, including First World war anniversaries.</li> <li>• changeovers of textiles in galleries.</li> </ul> <p>Curatorial guidelines and input provided into conservation of large objects, including:</p> <ul style="list-style-type: none"> <li>• OV-10A Bronco, Japanese Type 95 Ha Go light tank ex-Milne Bay, Dingo Scout car, Hudson Turret and/or others, depending upon funding.</li> <li>• outside contracts managed by MHT staff</li> </ul> <p>Advice and support provided as required for implementation of recommendations from NCSAR.</p> <p>Curatorial support for the <i>Hazard Mitigation Project</i> provided through the identification of objects with hazards, and accession as required, as a matter of priority.</p> <p>Stocktake program supported.</p>
<b>4. GD and Exhibition Support</b>	<b>50100 – Collection Management for Access</b>
<p>Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and of associated public programs activities.</p>	<p>Strong and appropriate curatorial support provided for exhibition development, including:</p> <ul style="list-style-type: none"> <li>• curators as advisors to exhibitions teams</li> <li>• acquisition or loan of suitable objects</li> <li>• research and selection of objects for possible display</li> <li>• upgrading MICA records and images</li> <li>• development of text</li> <li>• input into storyline.</li> </ul> <p>Strong and appropriate curatorial support and advice, including the upgrade of MICA records and images, provided for permanent, temporary and travelling exhibitions as per list on page 3 including recent acquisitions wall and showcase.</p> <p>Strong and appropriate curatorial support provided in selection of objects and development of draft text for:</p>

Planned Activities	Performance Targets
	Research and responses provided to public enquiries about items on display in galleries and, where necessary, draft re-writes of text panels.
<b>5. Knowledge Management and Public Program Support</b>	<b>50600 – Interpretive Services</b>
Support knowledge management, web, and public programs.	<p>ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial. Documentation of exhibition research work also supported.</p> <p>Appropriate team members identified and actively engaged in the development of the Memorial's website and opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.</p> <p>Strong section support provided for initiatives to make the objects collection, and curatorial knowledge about the collection, available on the Memorial website through:</p> <ul style="list-style-type: none"> <li>• stories from the collection pages</li> <li>• new acquisition pages</li> <li>• collection highlights pages</li> <li>• active section participation on Web Advisory Group.</li> </ul> <p>Strong and appropriate curatorial support provided for public programs activities, including:</p> <ul style="list-style-type: none"> <li>• Battlefield Tours</li> <li>• <i>Bring in Your Memorabilia</i> program</li> <li>• education programs</li> <li>• visitor programs</li> <li>• CAM requirements</li> <li>• significant anniversaries</li> <li>• requested tours of objects or areas at Treloar.</li> </ul> <p>Support and input provided for the use of new and innovative technology, for example, podcasting, website publications, etc.</p> <p>Proposals developed, in association with EVS, for possible innovative public and travelling programs.</p>
<b>6. Information Dissemination and Advice</b>	<b>50900 – Research, Information, and Dissemination</b>
Provide expert advice and information on the military heraldry and technology collection through research and dissemination of information.	<p>All curatorial staff undertake agreed research or development project and reported the results of that project in an appropriate and agreed manner.</p> <p>Information about Australian military history and the military heraldry and technology collection disseminated through:</p> <ul style="list-style-type: none"> <li>• presentation of at least ten lectures and talks on relevant topics</li> <li>• active participation in conferences, shows</li> <li>• at least ten contributions to <i>Wartime</i> and other publications</li> <li>• provision of public relations/media stories</li> <li>• MHT book on artillery and vehicles in Vietnam</li> <li>• Progress MHT book proposals as authorised by CMG</li> </ul>

Planned Activities	Performance Targets
	Support and assistance provided for the National Collection book as required.
	Expert and timely advice provided, as requested, to Minister, Government departments, and kindred organisations.
	Expert and timely advice provided to public in line with Service Charter timelines.
	Timely and accurate advice provided to other sections.
	Training for EVS staff and volunteers provided as required.
	Active participation in branch forums and relevant conferences continued.
	Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.

## Photographs, Film and Sound

**Purpose:** To develop, manage, document, preserve, and interpret the photographs, sound and film components of the National Collection, to make them accessible through exhibition, for research, and to provide and manage all professional photographic, digital imagery and audio visual services.

Planned Activities	Performance Targets
<b>1. Commemorative activities</b>	<b>50000 – Commemoration Ceremonies</b>
Support commemorative activities	VIP visits and special school wreathlaying ceremonies photographed as agreed by CMG, CAM, and EVS.
<b>2. Collection documentation</b>	<b>50100 – Collection Management for Access</b>
Document the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009–2012</i> .	Knowledge of the collection developed through research, documentation, and digitisation. Targets as indicated in <i>Collection Documentation Plan 2009–2012</i> , with priority given to:
	<b>Sound</b>
	• New sound acquisitions controlled and or documented on MICA within three months of acquisition.
	• 400 hours of prioritised collection material documented to access standard and added to CAS.
	• 50 transcriptions of interviews provided for selected items (includes backlog and new items preservation copied this financial year). Transcripts to be attached to MICA and uploaded to CAS.
	• MICA records amended as required from weekly CAS updates and monthly MICA monitoring.
	<b>Photographs</b>
	• implementation of the DAMs process with Mediabin completed as part of the ECM project
	• documentation of new acquisitions completed on MICA to access level within three months of acquisition. Acquisition backlog reduced by 1,500 items.
	• images from recent commissions and acquisitions ( Ben Bohane, Andy Mattay, Sean Hobbs, Sean Flynn, Mick Toal, David Buckwalter, Rob Nugent, George Gittoes, Gary Ramage, GlennCampbell) accessioned, selected, documented to access level, and added to CAS. (Note: this does not include preservation copying or digitisation.)
	• negative documentation and scanning program undertaken focused on Post–1945 Conflicts and completion of low res scans for First World War glass-plate negatives covering a broad range of material documented. Improvement of the identification of GR material in Cool store.
	• development of a long-term strategy completed jointly with Defence PR for selectively acquiring material in accordance with Collection Development Plan 2007.
	• documentation and captions on the existing MICA database enhanced as a result of new information obtained (from curatorial research or the general public accessing the website and providing corrections or additions to current caption information) and verified; all related records updated accordingly, including the updating of subject information in First World War descriptions andfield and format corrections (ex MINISIS)
	• scanning of MICA dope sheets for First and Second World War collection completed and attached to MICA to enhance CAS records and reduce handling of originals.
• copyright activities and access across National Collection reviewed and documented.	
• documentation via digital photography of other collections items (e.g. MHT, Art) for record, conservation, and publication purposes continued. (A service provided by Multimedia and funded from Depreciation)	
• series descriptions developed to Memorial standards	
• 10,000 low-resolution images of the Memorial backlog scanned and interpreted for MICA and CAS records.	

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> <li>• Risk assessment actions implemented, including all collection items provided with at least minimum level documentation for security and tracking. All tracking procedures complied with to minimise risk of damage, theft ,or loss of collection items.</li> </ul> <p><b>Film and video</b></p> <ul style="list-style-type: none"> <li>• 80% New film acquisitions controlled and/or documented on MICA within two months of acquisition.</li> <li>• selected film and prioritised "at risk" donations documented to access standard and added to CAS, including video versions.</li> <li>• contribution made to website development of a CAS interface for film.</li> <li>• regular contributions of video to AWM's You Tube Account</li> <li>• MICA records amended as required. Identified through weekly CAS updates and monthly MICA monitoring.</li> <li>• 50 hours of "at risk" video (replace obsolete 1" master video tapes with Digital Betacam, the current industry standard for broadcast quality video) documented following the telecine process (video format for viewing purposes and reformatting for preservation and access) documented on MICA. Video from the Memorial cinematographers program documented on MICA. 20 Hours of Iraq and Afghanistan footage selected and preservation copied. 50 hours George Gittoes copied.</li> <li>• Multimedia collection (including Public Affairs material), acquisitions, and document enhancement continued</li> <li>• medium-level documentation provided for the backlog of Public Affairs images (processed, scoped, and completed within review of non-collection items; MM records are documented at the medium level).</li> <li>• collection guidelines developed for Public Affairs collections including still photographs, video and sound items; scope and initiate project to survey collection detailing the history of AWM and its buildings.( This is essentially a Section Head , Senior Curators, Photographs, Film and Sound, and Manager Multimedia activity within their normal duites0</li> <li>• preservation and storage of selected obsolete equipment and associated manuals and operating procedures/skills documentation relevant to the collection and its future handling and display undertaken as they are become redundant</li> <li>• new acquisitions documented on MICA to medium level within three months of generation.</li> <li>• MICA documentation issues addressed in conjunction with Registration and IT.</li> <li>• Processing equipment upgraded at the end of its usable life under asset replacement</li> </ul> <p><b>Film and Sound</b></p> <ul style="list-style-type: none"> <li>• Documentation enhanced, including: <ul style="list-style-type: none"> <li>• fix Sound records with no location (ongoing)</li> <li>• update Film and Sound Legal Status and Copyright fields (ongoing)</li> <li>• ensure all documentation complies with standard, searchable format (ongoing)</li> <li>• Commence scanning seven shelf metres of dope sheets; document and attach to MICA. See project in Photographs</li> </ul> </li> </ul>
<b>3. Provide appropriate collection storage</b>	<b>50100 – Collection Management for Access</b>
Preserve and protect the collection to enhance its value and longevity.	<ul style="list-style-type: none"> <li>Contribution continued to the implementation of National Collection Storage and Accommodation Review and other storage plans.</li> <li>Storage of PFS material reviewed to identify strategies to address short-term requirements before implementation of National Collection Storage and Accommodation Review.</li> <li>Memorial PR and History Collections, negatives, transparencies and prints selected for the National Collection preserved as part of the Negative preservation program.</li> <li>Conservation re-housing of the "at risk " collection of prints and negatives in the Cool store and the Mitchell Portable undertaken.</li> </ul>

Planned Activities	Performance Targets
	<p>Policies developed for standards of digitised film/sound and digital photographic collections for digital mass storage in conjunction with IT.</p> <p>An appropriate solution/position developed for curation/conservation of future mass storage of digital photographs and film/sound in conjunction with IT and National Collection sections to be implemented through ECM.</p>
<b>4. Develop the collection</b>	<b>50200 – Collection Development</b>
<p>Develop the collection through acquisitions, exchange, commission and disposal in accordance with the <i>Collection Development Plan 2007–2010</i>.</p>	<p>Acquisitions and disposals undertaken in accordance with the <i>Collection Development Plan 2008–2011</i>.</p> <p>Active contribution to CCG and Acquisitions Group continued.</p> <p><b>Photographs</b></p> <ul style="list-style-type: none"> <li>• liaison with Defence media, Australian Army, RAN, and RAAF history units undertaken to acquire material related to ADF deployments.</li> <li>• targeted acquisitions made to provide broad-ranging coverage of conflicts.</li> <li>• liaison with general public and stakeholders in relation to Roll of Honour Project</li> <li>• official photographers and cinematographers appointed as necessary to cover ADF deployments and develop collection. A short list developed of photographers and cinematographers for official commissions.</li> </ul> <p><b>Film and Sound: Oral History Programs</b></p> <ul style="list-style-type: none"> <li>• maintained and expanded as required a national panel of interviewers to continue Post-45 and Cold War Oral History Program. Acquire 30 PCW interviews</li> <li>• up to 20 highlight oral histories undertaken during the year to support collections or programs.</li> <li>• collaboration with Defence continued to acquire selected Post Cold War video ( from 1988 onwards). It is envisaged that about 600 hours will be acquired in FY 09-10</li> <li>• use of the sound studio facilitated for Memorial clients, including OHPK, RAN, and RAAF history units.</li> <li>• existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.</li> </ul>
<b>5. Preservation of the Collection</b>	<b>50400 – Conservation for Preservation</b>
<p>Preserve and protect the collection in cooperation with Collection Services Section in accordance with the <i>Collection Preservation Plan 2008–2011</i>.</p>	<p><i>Collection Preservation Plan 2008-2011</i> implemented in consultation with all relevant staff to manage collection preservation and research.</p> <p><b>Sound preservation</b></p> <ul style="list-style-type: none"> <li>• backlog of unpreserved original accessioned sound material scoped, condition reported, and prioritised for preservation. (ongoing)</li> <li>• 400 selected collection hours digitally copied for preservation, including up to 20 highlight oral histories undertaken during the year to support collections or programs plus 20 Post Cold War interviews</li> <li>• OHPK oral histories digitised.</li> </ul> <p><b>Photographs conservation/preservation programs</b></p> <ul style="list-style-type: none"> <li>• conservation and duplication of acetate-based material from Post-45 and Cold War collections ( Korean War, Army DPR (Australian) photographs, Indonesian Confrontation, Vietnam RAAF, and Malaya Army and RAAF material) completed. Acetate negatives conserved and duplicated, particularly those with a Post Cold War emphasis. Unpreserved First World War 10"x8" glass-plate negatives addressed to maximise use of negative film stock. Other First and Second World War material to be completed.</li> <li>• glass stereo slides cleaned and rehoused, 10 boxes of lantern slides; and freeze colour material as soon as cleaned, preserved and digitised.</li> <li>• Photographs Conservator supervised the continuing rehousing and condition checking schedule for Photographs coolstore and other photograph collections held elsewhere in the Memorial</li> <li>• Photographs Conservator continued analysis of "at risk" material. PC to provide conservation advice to Multimedia in terms of storage or changes to chemistry required by new developments in digital scanning technology and the relevant training needs for scanning staff to remain competent and be able to handle collection material safely.</li> </ul>

<b>Planned Activities</b>	<b>Performance Targets</b>
	<p><b>Film conservation/preservation program</b></p> <ul style="list-style-type: none"> <li>• major curatorial analysis undertaken of collection material still to be preserved. This analysis will take into consideration new preservation strategies and technologies being developed in the industry and the effect of implementation of ECM.</li> <li>• about 80 hours of selected film and video and prioritised "at risk" donations preservation copied 120 hours of original video preserved in house.</li> <li>• 50 hours of "at risk" (replace obsolete 1" master video tapes with Digital Betacam) and about 80 hours of preserved footage telecined.</li> <li>• training and support, to remain abreast of current professional and industry developments and standards, provided for PFS conservator working on residual thiosulphate testing for preservation copy film material</li> <li>• replacement of VHS with digital files continued for preservation and viewing.</li> <li>• monitoring program for vinegar syndrome maintained and enhanced in film material stored at the NLA and continued methylene blue testing of black and white film.</li> </ul>
<b>6. Participate in the Memorial exhibitions program</b>	<b>50500 – Exhibitions</b>
Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and of associated public programs activities.	<p>Active participation in EPG maintained.</p> <p>Timely and professional advice given for exhibitions as per list on page 3.</p> <p>Background research undertaken into significant images/film and sound for forward exhibition planning.</p> <p>Interpretive production discussions undertaken with MM for all exhibitions using images to outline the options for print presentation and the development of audio-visuais.</p>
<b>7. Knowledge Management</b>	<b>50700 – Executive Strategic Management</b>
Contribute to Memorial Knowledge Management initiatives	<p>Advice provided on section matters relating to knowledge management.</p> <p>Section intranet homepage content updated on a regular basis to provide advice and information on the PFS section and collections.</p> <p>Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate, particularly in the development of short audiovisuals and streaming video and audio for the web.</p> <p>ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p>
<b>8. Promotion and Community Services</b>	<b>50800 – Promotion and Community Services</b>
Provide support for Friends program	<p>Support provided to Friends of the Memorial through presentation of lectures and talks at Friends functions as requested.</p> <p>Maintain and develop a pool of selected volunteers to continue with key projects</p>
Museums Australia	Respond as appropriate to requests from other military museums, historical societies and local groups for assistance with research and images.

<b>Planned Activities</b>	<b>Performance Targets</b>
<b>9. Research and dissemination of information</b>	<b>50900 – Research and Information Dissemination</b>
Provide a source of expert opinion and information on the Photographs, Sound and Film collection and through dissemination of information and knowledge. Contribute to the Memorial's publications program.	Timely and professional advice provided to internal and external clients on use of the collection.
	High level curatorial support and research capacity provided in relation to the development of the Collections Book
	Each curator developed at least one article for <i>Wartime</i> and additional material or vignettes for the Memorial's website
	Work on joint publications continued and contributions provided to the National Collection Book.
	Participation in 10–12 professional activities annually continued, such as talks, presentations, and publications, both internally and externally, across the section.
	Selected curatorial staff undertake an agreed research or development project and report the results of that project in an appropriate and agreed manner. Development of blogs as required to support exhibitions and other research.
	Research undertaken into new technologies and opportunities, including copyright issues, colour management, and digital image management. Information resulting from this research disseminated through presentations and publications.
	UN Official History research in relation to photographs, film and sound commenced.
	Streaming video to replace VHS reference tapes completed.
	Participation continued in dyes and pigments program for preservation undertaken in collaboration with ScreenSound Australia, University of Canberra, NAA, NMA, and ANU. Topics, samples, literature, research, and in-kind lab support provided as necessary.
	Support provided for <i>Wartime</i> , including written contributions and images.
	A series of high level documentation enhancement projects developed and directed towards forthcoming First and Second World War anniversaries with multiple applications for web-based programs, audiovisuals and niche publications, articles and essays.
	Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.
<b>10. Resource management – Buildings</b>	<b>51000 – Resource Management – Buildings</b>
Optimise work areas for efficiency, ergonomics and quality of work.	Photographs work space enhanced and repaired as necessary, subject to funding and in consultation with BS.
	Condition of the carpet in Photographs Section monitored in terms of its acting as a collection hazard ( giving off too much dust due to age and wear).
<b>11. Resource Management – Services</b>	<b>51400 – Resource Management – Services</b>
Provide professional photographic services and other audio-visual support to the Memorial. Provide specialist and	Audio-visual equipment, other than galleries and theatre, maintained according to established maintenance schedules. Equipment replacement schedule managed. Expiry of leasing arrangements forecast.
	Sound and video digitisation and streaming progressed:
	• continue activity with IT leading to increased capacity for "streaming " sound and video.

<b>Planned Activities</b>	<b>Performance Targets</b>
technical advice to Memorial programs and clients.	• input provided to development of eBusiness procedures for Sound – CAS view, auditioning, delivery, DAR, online ordering.
	Specialist photographic and digitisation support and advice provided to other sections as required (especially RC, MHT, Art, CS, PFS, IT).
	Photography of public affairs and Friends events undertaken as required, including out-of-hours events.
	Professional support for use of sound studio provided for internal clients, such as MHS, Public Programs, and TE, up to approximately 20 hours of sound recording per year.
	Technical support for Telstra Theatre provided as a back-up to Exhibition's AV team.
	Administrative support provided to ROS through MIBIS and neg pulling. Curators to meet regularly with Esales to review sales figures and improve promotional activities.
<b>12. Commercial Operations</b>	<b>51500 – Revenue Generation</b>
Provide timely and professional support for the online sale of images from the Memorial collection.	Black-and-white and colour photographic negative copies, prints and transparencies, digital imagery, audio-visual, and video production services provided within agreed timeframes and to established standards to internal and external clients.
	Strategies developed for increasing revenue from film sales.
<b>13. Visitor services</b>	<b>51700 – Visitor Services</b>
Provide timely and accurate curatorial services to attract, inform, and respond to both physical and online visitors	Improved online access to collection content provided for virtual visitors through developing staff capacity and training programs for them to be able to create and manage specialised content for agreed web 2.0 initiatives.
	Section performance conformed to Service Charter standards. Quarterly reports provided to CMG on action taken to maintain the appropriate standards of service.
	Timely and accurate responses made to all public and other enquiries as per Service Charter requirements.

## Research Centre

**Purpose:** To develop, manage, document, preserve, and interpret the Memorial's official and private records, published and digitised collections. To provide access through exhibitions, research and information services, digitisation and the use of modern web services.

Planned Activities	Performance Targets
<b>1. Collection Documentation and Storage for Control and Access</b>	<b>50100 – Collection Management for Access</b>
Document and store the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009-2012</i> .	Action plans implemented as part of the revised <i>Collection Documentation Plan 2009–2012</i> .
	Off-site collections stored at Recall examined with a view to their removal to better conditions available within rented storage at NLA's new facility in Hume. Staff active contribution to the NCSAR continued.
	<b>Official Records (OR):</b>
	Unprocessed collections documented, re-housed, accessioned (on RecordSearch), and audited (if required):
	• ongoing arrangement, description, and rehousing of residual small unprocessed collections (old 'OW' accessions)
	• arrangement, rehousing and description of AWM15 (AIF Depots, central registry files).
	• ongoing rehousing, control and documentation of AWM116 (Records of HQ 1 ALSG Vung Tau).
	• arrangement, rehousing and description of AWM277 (Royal Australian Corps of Signals records, 1939-1977).
	• enhance control, rehousing and online access created for Official Records microfilmed collection.
	• transfer and storage of AWM315 (AWM Collections Correspondence files)
	• collections to support digitisation projects (AWM78 - RAN Reports of Proceedings; AWM52- phase two of Second World War Army war diaries) fully documented and described on RecordSearch, conserved and rehoused.
	• AWM170 AWM Board/Council minutes accessioned, conserved & rehoused
	• ongoing stocktake of targeted OR series
	<b>Private Records (PR):</b>
	• 200 expected donations accessioned on MICA
	• 100 MICA PR records enhanced, including routine amendments
	• 1,000 routine MICA amendments, including corrections and enhancements
	• Continuation of project to enhance 1DRL collections documentation on MICA.
	• Detailed electronic finding aids developed
	<b>Published:</b>
• 200 books documented and on shelves within one month of receipt	
• 280 current serial subscriptions managed	
• ephemera added to MICA at item or collection level as appropriate; electronic guides to ephemera created using Encoded Archival Description	
• 50 maps catalogued per month	

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> <li>• priority websites are evaluated for addition to NLA's Pandora online digital archive program as appropriate.</li> </ul> <p><b>Online databases:</b></p> <ul style="list-style-type: none"> <li>• Databases (or an alternative arrangement) created for new digitised collections: AWM78, AWM52 - phase two, AWM170 (internal access only), notebooks and diaries of CEW Bean, AWM266, selected WW1 published unit histories, Official record of the Australian military contingents to the war in South Africa by Murray P, private records First Anzacs project and existing databases managed, corrected, and enhanced as appropriate (e.g. unit / commanders' diaries) in consultation with IT section and the web team for better access to the collection via new web technologies</li> </ul> <p><b>Collection management systems:</b></p> <ul style="list-style-type: none"> <li>• management of FIRST (library management system) continued</li> <li>• remedial cataloguing and data clean-up continued according to Collection Documentation Plan</li> <li>• ongoing liaison with NAA over RecordSearch continued</li> <li>• contribution to MICA management continued through participation in relevant fora.</li> <li>• all appropriate staff participated in a monitored and focussed research program on documentation standards.</li> </ul>
<b>2. Digitising the Collection</b>	<b>50100 – Collection Management for Access and 50400 – Conservation for Preservation</b>
Selectively digitise the collection for preservation and access	<p>Agreed parts of the collection digitised in accordance with the draft <i>Memorial Digitisation Policy</i> and documentation strategies appropriate to digitisation.</p> <p>Significant in-house digitisation priorities continued including planned targets for AWM4 First World War unit diaries, AWM52- phase two of Second World War Army war diaries; Records from the First World War (in preparation for the 100th anniversary of 1914 and Gallipoli in 1915.</p> <p>Long-term preservation, migration, storage, and management procedures, standards, and processes established for all RC digital collection objects and assets .</p> <p>The next phase of smaller digitisation projects continued, within available resources, including: AWM78 - RAN Reports of Proceedings; AWM170 - AWM Board/Council minutes and Post-1945 maps.</p> <p>Digitisation of RC items identified to support various exhibitions undertaken.</p> <p>Digitisation of selected appropriate collections and items requested by clients through ROS digitised at their expense, including maps and ephemera.</p> <p>Selected smaller collections or items copied for preservation purposes to support current events, travelling exhibitions, anniversaries, publications, and other media joint ventures.</p> <p>collections suitable for future digitisation identified, especially to augment existing digitised collections.</p> <p>Staff participation continued in a monitored and focussed research program on digitising options.</p>
<b>3. Collection Development</b>	<b>50200 – Collection Development</b>
Develop the collection through acquisition, exchange, commission, and disposal in accordance with the revised <i>Collection Development Plan 2008–2011</i> .	<p>Acquisitions and disposals undertaken in accordance with the priorities and items detailed in the <i>Collection Development Plan 2008–2011</i>, key priorities:</p> <ul style="list-style-type: none"> <li>• post-1945 operations</li> <li>• facilitation of the new Official Records Working Group that will coordinate the activities of the ADF, Department of Defence, NAA and AWM to make arrangements for the most efficient transfer of archival records from recent operations to the custody of the Memorial</li> <li>• recent ADF operations, including Afghanistan, Solomon Islands, Iraq, East Timor and other peacekeeping operations</li> <li>• Second World War: home front, prisoners of war in Europe, Greece/Crete, RAN, and RAAF</li> <li>• First World War: selected gaps targeted</li> <li>• Sudan conflict, South Africa, and colonial military forces (opportunity acquisitions only).</li> </ul>

Planned Activities	Performance Targets
	Liaison with IT, Defence, and NAA regarding digital storage in the new ECM or at NAA continued for an anticipated growth in born digital collections. (Security classified digital collections are to be stored at NAA.)
	Collection development opportunities pro-actively exploited including purchases at auction etc in accordance with <i>Collection Development Plan 2008–2011</i> and within budget.
	Material outside the <i>Collection Development Plan 2008–2011</i> or duplicate material appropriately identified and de-accessioned.
	All donations appraised, responded to, and processed in a timely manner (adhering to donor agreements and legislation). Acquisition guidelines reviewed in line with the <i>Collection Development Plan 2008–2011</i> .
	Existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.
<b>4. Collection Preservation</b>	<b>50400 – Conservation for Preservation</b>
Conserve the collection in cooperation with Collection Services section, in accordance with the <i>Collection Preservation Plan 2008–2011</i> .	<i>Collection Preservation Plan 2008-2011</i> implemented in consultation with all relevant staff to manage collection preservation including: <ul style="list-style-type: none"> <li>• Selected collections re-housed in accordance with preservation, documentation and digitisation projects.</li> <li>• Quarterly meetings held with CS (Paper Lab).</li> <li>• Items surveyed and conserved in preparation for digitisation projects and exhibitions.</li> <li>• Preventative conservation of selected material undertaken.</li> </ul>
<b>5. Exhibitions</b>	<b>50500 – Exhibitions</b>
Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and of associated public programs activities.	Active participation in EPG maintained.
	Curatorial advice, research and assistance for developing and delivering new AWM exhibitions and public programs
	Support provided for online exhibitions of galleries refurbishment and temporary and travelling exhibitions as per list on page 3.
	Changeovers supported in accordance with defined EPG program.
	Selected/topical treasures and/or recent acquisitions featured in Orientation Gallery, Online Gallery, and Reading Room showcases via regular change-overs and AWM blogs and online exhibitions and in concert with relevant anniversaries or events.
<b>6. Promotion</b>	<b>50800 – Promotion and Community Services</b>
Promote the RC and its Collections to the community	Active participation in conferences and visits and via contributions to <i>Wartime</i> , other publications and AWM blogs continued (at least four significant publications or talks). Tours and talks conducted for regular visits by VIPs, army trainees, museum curators, library and archives students, etc.
	RC displays, significant acquisitions, collection development programs, and online developments promoted in conjunction with Communications and Marketing, including <i>e-Memorial</i> .
	Advice and information provided on professional management issues related to cultural collections and related public information services, including Memorial updates in Archives & Manuscripts.
	RC services/collections promoted through links, Memorial intranet site, and search engine registration. Memorial website used to feature RC collections and services in coordination with significant anniversaries, exhibitions, and events, especially via blogs and other interactive features.
	Appropriate liaison, active participation, and partnerships developed and maintained with like institutions and professional associations, including NAA, NLA, and NMA, public and academic libraries, state and other archives, Australian Defence Force Academy, Museums Australia, ASA, Australian Library and Information Association, etc.

Planned Activities	Performance Targets
	Public events and education supported, including special occasion stack tours, talks/tours for staff, significant anniversaries, commemorative activities, and public events coordinated with Education to feature topical displays in Online Gallery.
<b>7. Information Dissemination</b>	<b>50900 – Research, Information, and Dissemination.</b>
Make the Collections available to public and staff through reference and research services. Provide a source of expert opinion and information on the Research Centre collection through dissemination of information and knowledge.	<p>Client service standards maintained:</p> <ul style="list-style-type: none"> <li>• client visits to the Reading Room facilitated to provide high quality advice and access to the Collections</li> <li>• Reading Room shelving for Reference Collection and ceiling upgraded in line with furnishings</li> <li>• all Official Records access examination requests met in accordance with established legal requirements</li> <li>• Private Records donor copying undertaken in a timely and agreed manner.</li> <li>• provision of photocopying and digitised products for external clients managed within agreed service standards and legislative guidelines</li> <li>• Copyright researched for future digitisation programmes and advice given in response to client copying requests</li> <li>• client service standards monitored (monthly) and reviewed to ensure a quality service within available resources in times of increasing demand</li> <li>• ReQuest knowledge base development continued online and promoted to our clients</li> <li>• Information Services staff provided with weekly and appropriate transport to facilitate retrievals from Mitchell storage continued</li> <li>• Development of web resources and annotated reading lists (or social bookmarks) continued in accordance with client needs; advice provided as appropriate on business systems, databases, and website projects to provide logical and user-friendly services to clients</li> <li>• remote client requests satisfied with high quality and timely responses.</li> <li>• Research Centre staff expertise and advice provided to other AWM Sections</li> </ul> <p>RC staff participated actively in new web technologies on our website, including blogs, wikis, and other new initiatives.</p> <p>Infrastructure and services provided, monitored, and reviewed for the Online Gallery.</p> <p>Training program maintained for volunteers and regular meetings held with RC volunteers and their Advisory Group to ensure client service maximised and work of volunteers supported.</p> <p>All professional staff provided the opportunity to undertake an agreed research or development project and report the results of that project in an appropriate and agreed manner.</p> <p>Support and assistance provided for the National Collection Book as required</p> <p>Support and assistance provided for the curatorial monographs as required</p> <p>Support and assistance provided for the republication of ANZAC Book as required</p> <p>All enquiries regarding the Roll of Honour investigated and actioned to defined guidelines and standards. Full participation with and support given to Roll of Honour Working Group.</p> <p>All staff directly providing RC services to the public accessed a broadly based in-house training program.</p> <p>Opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.</p> <p>ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p> <p>Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.</p>

## Communications and Marketing

**Purpose:** To use the media and public relations activity in achieving the purpose and mission of the Memorial and to market a range of products to maximise the Memorial's off-budget revenue.

Planned Activities	Performance Targets
<b>1. Corporate Communication</b>	<b>50800 – Promotion and Community Services</b>
Ensure all Memorial advertising and promotional material is consistent with agreed brand.	Memorial brand and key corporate messages reviewed to ensure all Memorial advertising and promotional material, including recruitment, is consistent with branding style and standards.
<b>2. Marketing</b>	<b>50800 – Promotion and Community Services 51500 – Revenue Generation</b>
Review marketing strategies already in place and continue to develop new markets for Memorial products and services. Monitor quality and delivery of existing products and services.	Marketing plan revised and implemented taking account of results of surveys, including the repeated Segmentation Study and other marketplace influences.
	Development and implementation of communication and marketing plans coordinated for exhibitions, major ceremonies and major events (see list on page 3).
	Regular contact maintained with other sections to maximise marketing opportunities.
	Strategies developed to target educational tourism, e.g. coach companies, schools, and education professionals.
	Identification and involvement in major events off-site continued. Promotional opportunities taken advantage of as appropriate, e.g. Floriade.
	Battlefield Tours managed effectively:
	• Viability reviewed in light of economic circumstances
	• Monitor Battlefield Tour Contract to ensure all conditions are met
	• Gallipoli/Western Front tour for April/ May 2010 packaged by July 2009
	• 2010 Battlefield Tours brochure distributed by end July 2009
	• Gallipoli tour packaged and conducted for winners of Simpson Prize (TBC)
	Memorial Theatre and other hireable spaces promoted and marketed in co-operation with contractor.
	Administration of the catering contract continued effectively and efficiently, particularly in the context of the temporary closure of the Outpost Cafe:
	• regular contact with Hyatt maintained to ensure quality of service provided and communication is timely and accurate
	• regular meetings with Hyatt held to ensure Memorial priorities are being met and customer service is maintained to agreed standards
	• revenue target revised as appropriate
	• data collected by Evaluation Manager used to assist in the management of the café and food services contract.
	Networks developed and maintained within the business and leisure tourism sectors, including Australian Capital Tourism, Canberra Convention Bureau, and other attractions.
	Promotional collateral produced and distributed.
	Events held to stimulate local, national, and international awareness of exhibitions and events.
Promotional information disseminated at a wide range of trade and consumer shows, including:	
• Australian Tourism Exchange 2010	
• Newcastle, Wagga, Orange, and Albury consumer shows.	

Planned Activities	Performance Targets
	<p>Marketing initiatives developed to give the Memorial a presence in a package environment:</p> <ul style="list-style-type: none"> <li>• Accommodation packages</li> <li>• Specialised tours.</li> </ul> <p>Effective succession plan ensured through the integration of the role of Friends coordinator and assistance provided with duties of Friends coordinator.</p>
<b>3. Corporate Advertising</b>	<b>50800 – Promotion and Community Services</b> <b>51500 – Revenue Generation</b>
<p>Plan and implement advertising strategy that will enhance the Memorial's community standing.</p>	<p>"Media buy" with all Canberra Television Stations (Ten, Prime and WIN) evaluated.</p> <p>A range of holiday and public programs, including book launches, targeting identified audiences advertised.</p> <p>Consultation with Evaluation Manager undertaken to better define markets and integrate findings of Segmentation Study and other audience research into communication plans.</p> <p>Marketing communications strategies tested with Evaluation for <i>Of love and war</i>.</p> <p>Campaigns (including concept development) planned and implemented for major ceremonies, events and exhibitions (see list of page 3).</p> <p>Advertisements placed in destination and general interest magazines</p> <p>Joint campaigns with partners, including ACTC, accommodation houses, and other institutions, investigated and secured.</p> <p>Liaised with Head of Development &amp; Sponsorship on sponsors logos: BAE systems, media partners, Qantas, DVA, and others</p>
<b>4. Public Relations</b>	<b>50800 – Promotion and Community Services</b> <b>51500 – Revenue Generation</b>
<p>Plan and implement media campaigns to support Memorial activities and identify and take advantage of media opportunities that will enhance the Memorial's community standing.</p>	<p>Media campaigns planned and implemented for major ceremonies, events and exhibitions (see list on page 3).</p> <p>All potentially negative media issues managed.</p> <p>Pro-active approach to media coverage continued:</p> <ul style="list-style-type: none"> <li>• fortnightly contact initiated and maintained with internal stakeholders to identify media opportunities</li> <li>• continued to take advantage of planned commemorative events that arise, e.g. visiting VIPs and commemorative events</li> <li>• media enquiries responded to promptly</li> <li>• media releases prepared and distributed</li> <li>• "Memorial News" columns in <i>Wartime</i> and <i>Vetaffairs</i> prepared on schedule</li> <li>• images and film of the Memorial and our collection supplied to the media on request.</li> <li>• Use of AAP Medianet service to maintain media contact database and streamline distribution of media releases in a time-efficient manner.</li> <li>• Supervision of film crews when on AWM premises</li> </ul> <p>Media training for staff provided:</p> <ul style="list-style-type: none"> <li>• ongoing media training for staff conducted as required</li> <li>• public affairs advice provided to other sections as required</li> <li>• senior management media training sessions implemented as required.</li> </ul> <p>Media monitoring continued:</p> <ul style="list-style-type: none"> <li>• weekly media summary monitored, collated for distribution to Council members and staff.</li> </ul>

Planned Activities	Performance Targets
	Dedicated media website maintained: <ul style="list-style-type: none"> <li>• manage the password-protected website for journalists to access AWM collection materials</li> <li>• implement audio recording facility for radio stations to download audio grabs for broadcast</li> <li>• media releases added to the website in a timely manner</li> </ul> Commercial film crews managed in Memorial's best interests (e.g documentaries) including supervision arrangements
<b>5. Website</b>	<b>50800 Promotion and Community Services</b>
Oversee the effective operation of the Memorial's website.	Internet Strategic Plan revised in October 2009 and April 2010. Web content management system implemented. Memorial's web presence managed effectively and efficiently: <ul style="list-style-type: none"> <li>• In consultation with stakeholders, and approval by IMSG, appearance of the external website redesigned</li> <li>• Media server implemented so that film and sound collection material can be streamed from the main website</li> <li>• AWM blog (internal and external blogs) authors supported and encouraged</li> <li>• Historical, educational and corporate material on the website systematically reviewed and updated in conjunction with sections including:               <ul style="list-style-type: none"> <li>• MHS</li> <li>• Research Centre</li> <li>• other sections as required</li> </ul> </li> <li>• In close consultation with Education, education material on the site regularly reviewed/amended to better meet audience needs, including:               <ul style="list-style-type: none"> <li>• Education program information incorporated where appropriate into eMemorial, as well as facebook and other social media sites</li> <li>• Education pages on web developed, reviewed and updated</li> <li>• curriculum linked self-guiding tools/guides for teachers developed and made available on website.</li> <li>• DZone-related learning resources developed and added to website</li> </ul> </li> <li>• AWM blog upgraded, code and plugins managed</li> <li>• Online content coordinated to support Memorial events, ceremonies, exhibitions, and professional activities and to tell our own stories including:               <ul style="list-style-type: none"> <li>• curator talks/tours recorded on film and/or sound (video added to our site, YouTube and Facebook, podcasts/sound files created)</li> <li>• objects cleared for publication in CAS so that we can link to them from the main and other websites</li> <li>• blog posts from exhibition team members about aspects of the exhibition: preparation, selection, stories, mysteries, etc.</li> <li>• announcements on our social media sites about exhibitions opening/closing and about related events, and about new material going online</li> <li>• Flickr Commons sets created, in conjunction with Photos section, and uploaded.</li> <li>• The Memorial's Facebook page updated, maintained and used appropriately</li> <li>• The Memorial's YouTube channel updated, maintained and used appropriately, with comments responded to.</li> <li>• The Memorial's Flickr account monitored, updated and used appropriately, with comments, notes and tags responded to.</li> <li>• The Memorial's Flickr Commons account monitored, updated and used appropriately, with comments, notes and tags responded to.</li> </ul> </li> <li>• Actively participated in the Flickr Commons Group and contributed to the indicommons blog when appropriate</li> </ul>

Planned Activities	Performance Targets
	<p>Web presence developed and implemented for major ceremonies, events and exhibitions (see list on page 3) as appropriate.</p> <p>Staff trained and supported to use web-based tools and services.</p> <p>Web Strategy Group meetings chaired and held regularly.</p> <p>Intranet managed effectively and efficiently:</p> <ul style="list-style-type: none"> <li>• Staff collaboration on any Memorial project or task supported with appropriate web-based tools, some of which are hosted.</li> <li>• Intranet content reviewed, refreshed, and removed as required, in consultation with sections.</li> </ul> <p>Key web and museum conferences attended and reports made on the internal blog for all staff, or papers/presentations downloaded and discussed on the internal blog.</p> <p>Memorial's marketing communications and branding used consistently on the web to promote the Memorial.</p> <ul style="list-style-type: none"> <li>• In conjunction with Evaluation Manager, Memorial's website evaluated and/or audience research conducted.</li> </ul> <p>Online shop interface re-designed, implemented and supported.</p> <p>Technical support provided to ememorial producers each month and for the shop newsletter when required.</p> <p>Support provided to the Friends and Sponsorship programs through promotion on the website and in e-Memorial</p> <p>Information and advice regarding the website provided regularly as appropriate:</p> <ul style="list-style-type: none"> <li>• regular reports on traffic to the website and use of blogs and other web channels provided to CMG/IMSG/ETG etc.</li> <li>• close liaison with Information Management Steering Group (IMSG) continued ensuring senior staff are kept up to date with latest web issues, trends and developments</li> <li>• regular liaison with IT Section undertaken to ensure compliance with technical, usability &amp; accessibility standards</li> </ul> <p>Participation continued in, and active support provided to, the ECM project.</p>
<b>6. Friends of the Memorial</b>	<p><b>50800 – Promotion and Community Services</b></p> <p><b>51500 – Revenue Generation</b></p>
Management and development of the Friends program.	<p>The operation of the Friends of the Memorial managed effectively and efficiently within limits of revenue raised.</p> <p>Friends' functions held in conjunction with selected exhibition openings at the Memorial, major events, and ceremonies, as well as in conjunction with particular aspects of the Memorial's collections, e.g. Treloar Tours.</p> <p>Talks, tours, workshops and special events held in conjunction with major ceremonies, events and exhibitions at the Memorial (see list on page 3).</p> <p>Working closely with the Head of Sponsorship and Development, Friends program reviewed and redeveloped.</p> <p>Special Friends' packages developed in consultation with various accommodation houses</p> <p>Friends invited to exhibition launches in other states</p> <p>A framework developed for planning, organising and holding "Friends-only" events in conjunction with travelling exhibitions in other states</p> <p>Friends' promotion and marketing managed effectively:</p> <ul style="list-style-type: none"> <li>• Potential member organisations identified and information packs mailed out.</li> <li>• Promotion and information on website increased, and updated regularly including details of the new on-line membership purchasing facility, renewals and Donor Program.</li> <li>• Identify cost-effective opportunities to promote the program through existing, as well as new channels.</li> <li>• Friends of the Memorial pages in Wartime revised prepared and co-ordinated</li> <li>• Friends subscription lists compiled and sent to Nuance.</li> </ul>

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> <li>• Friends <i>eMemorial</i> section compiled monthly</li> <li>• Friends <i>eMemorial</i> subscription list maintained, updated regularly and sent to web team</li> </ul> <p>Regular contact maintained with other sections to maximise Friends opportunities including the coordination of contributions to the Friends newsletter from other sections.</p> <p>Marketing activities identified for on- and off-site events.</p> <p>Friends' data managed and maintained to streamline workflow and accurate records maintained to ensure correct receipting of payments.</p>
<b>7. Corporate Publications</b>	<b>50800 – Promotion and Community Services</b> <b>51500 – Revenue Generation</b>
<p>Manage the publication of a range of corporate publications ensuring high quality design and printing.</p>	<p>Effective and efficient project management undertaken for:</p> <ul style="list-style-type: none"> <li>• Corporate Publications including Annual Report, Business Plan, collection development plan</li> <li>• ROS products including <i>A Place to Remember</i>, shop merchandising material and shop brand</li> <li>• Memorial stationery as required, including assessment and redevelopment as appropriate</li> </ul> <p>Print and design services managed (including programs, banners, invitations, entree cards, lectern signs, promotional flyers, merchandising etc.) for:</p> <ul style="list-style-type: none"> <li>• Military History publications including Volume 9 of Vietnam Official History, <i>Fighting to the finish</i>,</li> <li>• Military History material for Battlefield Tours</li> <li>• Proposed Battlefield Tours guide for the Western Front</li> <li>• Memorial conference September 2009</li> <li>• National Collections publications - Vietnam Vehicles, Gallipoli Mission.</li> <li>• Exhibitions material as required</li> <li>• Memorial brochures including <i>What's Happening</i>, <i>Memorial Guide</i>, <i>Discover the Memorial</i>, <i>Gallery Guides</i>, School Wreathlaying, Research Centre Brochures, ANZAC Hall, Discovery Zone, School Visitors Guide</li> <li>• Education printing projects as required.</li> <li>• Events (see list on page 3) material as required.</li> <li>• <i>Wartime</i> promotional material prepared</li> </ul> <p>Print material converted, where appropriate, for use on the AWM website.</p> <p>Archive of <i>Wartime</i> artwork maintained.</p> <p>Results of product range analysis implemented as required including:</p> <ul style="list-style-type: none"> <li>• Ongoing refinement of Memorial's Logo, colour suite, font suite and implementation</li> <li>• Assessment of new products and their placement within the product range</li> </ul> <p>Print and production advice provided to other sections as required.</p>
<b>8. Copyright</b>	<b>51500 – Revenue Generation</b>
<p>Manage copyright issues for the Memorial.</p>	<p>Copyright queries managed and responded to accordingly for text based issues. Photo queries forwarded to Esales.</p> <p>CAL digital collections, Illustration collection and Publication collection revenue managed and received</p> <p>CAL agreement and surveys managed, copy counts forwarded.</p>

## Development & Sponsorship

**Purpose:** To enhance the Memorial's funding source through development and sponsorship programs.

Planned Activities	Performance Targets
<b>1. Sponsorship</b>	
Create, develop and manage a comprehensive sponsorship program in order to enhance the Memorial's non-government funding in line with the Memorial's priorities 2008-11.	Current sponsors maintained and serviced through regular contact, with a particular focus on long term partners.
	Opportunities identified for sponsorship with the Memorial such as room naming rights and current exhibitions that can be held on perpetual offer to sponsorship approach.
	Future opportunities identified for sponsorship and a future and forward plan created.
	Package sponsorship for AWM Annual Conferences developed (concentrating on a 3 year plan).
	Development of sponsorship program commenced for ANZAC 100 year anniversary.
	Updated sponsorship lists maintained.
<b>2. Development</b>	
Create, develop and manage a business development program in order to expand the AWM's corporate and commercial relationships opportunities and potentially enhance the Memorial's non-government funding in line with the Memorial's priorities 2008-11.	Bequest/donation program developed and enhanced.
	Appropriate project and develop applications identified for grants and trust funding.
	Liaison with CAM continued on review of branding guidelines for use by Sponsors as part of the brand review .
	Feasibility of a program with Defence investigated for an on-going repeat donation program.
<b>3. Corporate Support</b>	
Plan and implement Council dinners and other events to provide opportunities to promote the Memorial to identified organisations to enhance the Memorial's non-government funding in line with the Memorial's priorities 2008-11.	Plan and schedule sponsor Dinners and/or lunches where required by Executive.
<b>4. Administration</b>	
	Development and enhancement continued of sponsorship, donations and bequests pages on the Web.
	Raiser's Edge database updated and liaison undertaken with other Sections to co-ordinate and finalise the development of a procedures manual.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

## Education and Visitor Services

Purpose: To engage visitors and others in commemoration through exhibitions, education, interpretive and marketing services.

Planned Activities	Performance Targets
<b>1. Commemoration and Ceremonial Activities</b>	<b>50000 – Commemorative Ceremonies</b>
Coordinate and promote fitting and dignified commemorative ceremonial events and enhance their national significance and relevance. Develop and maintain a high level of staff awareness regarding protocol and ceremony.	Collaboration continued with internal and external stakeholders to facilitate dignified ceremonies conducted at the Memorial within defined protocol.
	Major Ceremonies conducted (see list on page 3).
	Minor Ceremonies conducted as appropriate and as resources allow.
	Plaque Dedications conducted as appropriate and as resources allow - maximum 2 per month.
	School Wreathlaying ceremonies conducted as appropriate and as resources - maximum 3 per week.
	VIP and Head of State Visits and wreathlayings conducted and protocol advice provided.
<b>2. Interpretive Services – Public Education</b>	<b>50600 – Interpretative services</b>
Plan, develop, implement, and evaluate public education programs, which strongly enhance the understanding of Australia's experience of war.	<b>Delivery</b>
	Assistance provided for the management of student visitors to Memorial, with target of 122,000 total student visitors.
	Quality, engaging curriculum-related school education programs managed and delivered for on-site education groups. Target of 75,000 (60%) students doing a facilitated program.
	Training provided to the following groups so as to best deliver school programs and to best engage young audiences: <ul style="list-style-type: none"> <li>• Education Assistants</li> <li>• Discovery Zone Volunteers</li> <li>• School Wreathlaying Ceremony Veterans</li> </ul>
	Delivery components of Education web presence reviewed, with a view to better meeting audience needs, including: <ul style="list-style-type: none"> <li>• curriculum linked self-guiding tools/guides for teachers made available for download on website.</li> <li>• online booking system (PICTION) upgraded.</li> </ul>
	Discovery Zone operated in an engaging and safe manner through regular review and coordinated staff and volunteers towards delivery of a more integrated hands-on program.
	<b>Development</b>
	Procedures and practices audit undertaken, particularly in regard to child protection.
	Strategy developed and implemented to allow incorporation of National Curriculum into programming in 2011.
	Curriculum linked gallery-based learning resources and activities developed for education groups.
Development components of Education web presence reviewed, with view to better meeting audience needs, including: <ul style="list-style-type: none"> <li>• Memorial to incorporate Education program information into current Web 2.0 tools, such as eMemorial and Facebook.</li> <li>• curriculum linked self-guiding tools/guides for teachers to be developed</li> </ul>	

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> <li>DZ-related learning resources to be developed and uploaded to website</li> </ul> <p>Opportunities explored to work cooperatively with DVA on education programs.</p> <p>Program and pricing evaluation conducted for implementation in 2010/2011.</p> <p><b>Outreach</b></p> <p>Representatives actively participated in the wider education community, through forums such as PACER meetings, National History Challenge, and others as appropriate.</p> <p>Comissioned involvement with Kokoda track Memorial Walkway, NSW acquitted.</p> <p>Management and promotion of Memorial Box Program continued including regular reporting to DVA.</p> <p>Professional development programs provided for pre-, in-service and experienced teachers, including PD events, fellowships, tours, and famils.</p> <p><b>Promotion</b></p> <p>Regular communication with education industry and coach companies continued, particularly in regard to redevelopment of Eastern Precinct .</p> <p>Contribution to and participation in a range of promotional activities initiated by National Capital Educational Tourism Project continued including newsletters, excursion planner, teacher seminars, and other activities.</p> <p>Marketing Strategy developed in consultation with CAM, to target education industry (e.g. coach companies, schools, and education professionals) for Education programs.</p> <p>Memorial participation in the National History Challenge managed effectively, should funding extend this project into 2009-2010.</p>
<b>3. Interpretive Services – Public Programs</b>	<b>50600 – Interpretive Services</b>
Plan, develop, implement, and evaluate appropriate public programs and events which strongly enhance the visitor experience of the Memorial	<p><b>EVENTS</b></p> <p>Staff liased with internal and external stakeholders to plan, develop and deliver events across the Memoiral including:</p> <ul style="list-style-type: none"> <li>Major Events (see list on page 3).</li> <li>Minor Events including: <ul style="list-style-type: none"> <li>Exhibition Launches conducted as appropriate and as resources allow</li> <li>Books, films and other Memorial product launches conducted</li> <li>Conferences conducted</li> </ul> </li> </ul> <p><b>PROGRAMS</b></p> <p>A targeted, engaging, and diverse program co-ordinated and delivered for a range of audiences as agreed including:</p> <ul style="list-style-type: none"> <li>Museum theatre performances and trolley programs conducted in school holiday periods</li> <li>Programs delivered for the Australian Defence Force recruits to meet their curriculum requirements.</li> </ul> <p><b>COMMUNICATION AND MARKETING</b></p> <p>Information for the marketing and promotion of Memorial programs provided to CAM, including:</p> <ul style="list-style-type: none"> <li>website information updated quarterly, including e-Memorial</li> <li>up-to-date information provided to front of house</li> <li>information to CAM for production of "What's Happening" brochure</li> <li>Holiday Happenings updates provided</li> <li>Number of Canberra tourism initiatives supported on-site</li> </ul>

Planned Activities	Performance Targets
	<p>Appropriate communication and co-ordination of programs and events undertaken including:</p> <ul style="list-style-type: none"> <li>• co-ordination and delivery of meetings with other sections</li> <li>• co-ordination and delivery of relevant communication strategies and corporate reports</li> <li>• regular meetings with Hyatt</li> </ul> <p>Risk management plans provided for events and ceremonies which have activities that require infrastructure and/or other public interaction outside normal operating procedures.</p>
<b>4. Evaluation</b>	<b>50900 – Research and Information Dissemination</b>
	<p>Summative evaluation of new Discovery Zone education programs completed.</p> <p>Participated in PACER / DEWHA evaluation of civics and citizenship (with Evaluation manager).</p> <p>Evaluation of Education programs for pricing review undertaken.</p>
<b>5. Dissemination of Information</b>	<b>50900 – Research and Information Dissemination</b>
<p>Provide up-to-date information about the Memorial's Education and Visitor programs.</p>	<p>Information disseminated about the Section's operations through presentation of lectures, active participation in conferences and networks and via contributions to <i>Wartime</i>, <i>DVA News</i>, and other publications. Particular programs and events promoted through radio, TV, and newspaper interviews.</p> <p>Appropriate team members identified and actively engaged in the ongoing development of the Memorial's website and in opportunities for collaboration and community engagement utilizing the Internet.</p>
<b>6. Revenue Generation</b>	<b>51500 – Revenue Generation</b>
	Education-facilitated programs delivered on cost-recovery basis.
<b>7. Visitor Services</b>	<b>51700 – Visitor Services</b>
<p>Provide a range of accessible and responsive services which effectively meet the needs and expectations of visitors to the Memorial.</p>	<p>Permanent and casual staff numbers maintained at agreed levels.</p> <p>Staff provided with functional/operational training and development (e.g. evacuation/first aid/ gallery maintenance) as appropriate.</p> <p>Staff provided with service enhancement training and development (e.g. product/ceremonial/diversity) as appropriate.</p> <p>Daily operations maintained including:</p> <ul style="list-style-type: none"> <li>• Welcome and orientate school groups in the Education Space</li> <li>• Delivery daily closing ceremony program</li> <li>• Roll of Honour Certificates, Wartime and other saleable items promoted and marketed at front desk</li> </ul> <p>Service Charter and Visitors' Book responses managed efficiently and effectively within identified timeframes.</p> <p>Stronger interpretive roles for IAs, (trolley programs, short talks/presentations) implemented and reviewed quarterly.</p> <p>Weekend Duty Manager training/procedures managed to ensure consistent service delivery on weekends.</p> <p>Information resources developed, updated, and distributed, (Gallery information, maps, signage, VS component of website etc)</p> <p>A procedures and practices audit undertaken.</p>
<b>8. Volunteer Services</b>	<b>51700 - Visitor services</b>
<p>Volunteers enhance the visitor's experience at the Memorial by</p>	<p>Volunteers across the Memorial effectively managed to provide:</p> <ul style="list-style-type: none"> <li>• free guided tours at agreed times</li> </ul>

Planned Activities	Performance Targets
providing research assistance and a range of interpretation and public program services.	<ul style="list-style-type: none"> <li>• conducted and VIP tours as required, including ADF and Hyatt commercial</li> <li>• assistance with services in the Online Gallery</li> <li>• assistance with interpretation in the Discovery Zone</li> <li>• assistance delivering school wreathlaying program</li> </ul>
	Memorial requirements monitored and volunteer numbers maintained including: <ul style="list-style-type: none"> <li>• Voluntary Guides</li> <li>• Online gallery</li> <li>• Discovery Zone</li> <li>• School wreathlaying ceremony</li> </ul>
	The delivery of the Guides Statement of Attainment supported.
	Capability and service levels monitored and development/support programs implemented where required (including Induction, continuing training etc).
	The contribution made by volunteers recognised via: <ul style="list-style-type: none"> <li>• support for National Volunteers Week (May) with recognition of service included</li> <li>• membership of appropriate associations, such as the Australian Art Gallery Guides Organisation.</li> <li>• support of International Volunteers Day via Volunteers/Front of House end-of-year Christmas function</li> </ul>
	Regular and effective communications maintained with the volunteers base through: <ul style="list-style-type: none"> <li>• consideration for a more effective database system</li> <li>• deliver a newsletter 4 x per year</li> <li>• conduct regular meetings reporting frequency per quarter</li> </ul>

## Exhibitions

**Purpose:** To plan, develop and maintain the Memorial's galleries, exhibitions, and associated public programs.

*Major Activities:*

1. Manage the planning, development, and maintenance of the Memorial's permanent exhibitions and galleries.
2. Manage the planning, development, and maintenance of the Memorial's temporary and travelling exhibitions and associated public programs.
3. Plan, develop and manage the Memorial's touring program for travelling exhibitions and associated public programs.
4. Provide exhibition support to Memorial activities as required.

Planned Activities	Performance Targets
<b>1. Permanent Exhibitions</b>	
1. Manage the planning, development, and maintenance of the Memorial's permanent exhibitions and galleries.	<p><b>PLANNING AND DEVELOPMENT:</b></p> <p><b><i>Second World War galleries: half-life upgrade</i></b>            Half-life refurbishment of the Second World War galleries managed effectively to ensure project schedule, milestones and budget are met and high quality construction and exhibition standards are met. Major project components to include upgrade of :            . AV infrastructure            . Kokoda display; and            . HMAS <i>Sydney</i> display.            Project completed by June 2010.</p> <p><b><i>Hall of Valour: redevelopment</i></b>            Hall of Valour redevelopment project managed effectively to ensure project schedule, milestones and budget are met and high quality construction and exhibition standards are met. Project completion planned for 2010/2011 financial year.</p> <p><b><i>First World War galleries: redevelopment</i></b>            Pre-development budget planning for First World War galleries project managed effectively. Project completion planned for 2014/2015 financial year.</p> <p><b><i>External way-finding signage: review</i></b>            In conjunction with Manager, Evaluations, a review of external way-finding signage undertaken following the completion of East Precinct redevelopment project. Recommendations completed by June 2010.</p> <p><b>MAINTENANCE:</b></p> <p><b><i>Exhibitions and galleries</i></b>            - all installations, demounts, and changeovers managed through Galleries and Exhibitions Co-ordination Meeting (GECM) to be held on a monthly basis;            - maintenance of all exhibition, gallery, and signage (external and internal) infrastructure, managed including the following specified project:              - develop standardised digital archive of all exhibition and gallery documentation (including graphic artwork); and              - develop and maintain an inventory of all exhibition infrastructure in storage.</p>

Planned Activities	Performance Targets
	<p><b>Audiovisual</b></p> <ul style="list-style-type: none"> <li>- installation and maintenance of all exhibition and gallery audiovisual infrastructure (hardware and software) managed, including the following specified projects: <ul style="list-style-type: none"> <li>- upgrade ANZAC Hall control system;</li> <li>- replace <i>Striking by Night</i> projection system;</li> <li>- rationalise control system structure for all audiovisual infrastructure (project continued from 08/09);</li> <li>- standardise audiovisual infrastructure platform (project continued from 08/09);</li> <li>- develop and maintain database of asset control, maintenance cycle, media standards, records and backup (project continued from 08/09); and</li> <li>- undertake medium-term cost analysis of audiovisual maintenance, including the identification of future cost threats (project continued from 08/09).</li> </ul> </li> </ul>
<b>2. Temporary and Travelling Exhibitions</b>	
<p>2. Manage the planning, development, and maintenance of the Memorial's temporary and travelling exhibitions and associated public programs.</p>	<p><b>Forward Exhibition Program</b> Active participation continued in the development and management of the Forward Exhibition Program through Exhibition Planning Group (EPG).</p> <p><b>Temporary Exhibitions</b> Exhibition development phases for special events or anniversaries managed effectively.</p> <p><b>Travelling Exhibition: <i>Sidney Nolan: the Gallipoli series</i></b> Exhibition development phases carried over from 08/09 managed effectively to ensure project schedule, milestones and budget are met, including:  <ul style="list-style-type: none"> <li>- construction/production completed by 31 July 2009;</li> <li>- exhibition installation in SEG completed for launch by 6 August 2009; and</li> <li>- exhibition open to the public on 7 August 2009.</li> </ul> </p> <p><b>Travelling Exhibition: <i>Of love and war</i></b> Exhibition development phases carried over from 08/09 managed effectively to ensure project schedule, milestones and budget are met, including:  <ul style="list-style-type: none"> <li>- concept design completed by August 2009;</li> <li>- developed design completed by September 2009;</li> <li>- documentation completed by October 2009;</li> <li>- construction/production completed by 20 November 2009</li> <li>- exhibition installation in SEG completed for launch by 2 December 2009; and</li> <li>- exhibition open to the public on 3 December 2009.</li> </ul> </p> <p><b>Travelling Exhibition: <i>A is for Animals</i> (graphic modified version)</b> Exhibition development phases carried over from 08/09 managed effectively to ensure project schedule, milestones and budget are met, including:  <ul style="list-style-type: none"> <li>- construction/production completed by July 2009; and</li> <li>- exhibition crated for tour by August 2009.</li> </ul> </p> <p><b>Travelling Exhibition: <i>Recent War Artists: Exe De Medici and Jon Cattapan</i> (working title)</b> Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met.</p>

Planned Activities	Performance Targets
	<p><b>Administration of temporary and travelling exhibitions program</b></p> <ul style="list-style-type: none"> <li>- medium-term cost analysis of travelling exhibitions program undertaken and liaison with DVA continued, as appropriate, on travelling exhibitions program funding and acquittals;</li> <li>- <i>Visions of Australia</i> grants developed as appropriate;</li> <li>- funding proposal to DVA developed for temporary anniversary exhibition (Second World War 70th anniversary to open March 2011); and</li> <li>- standardised digital archive of all temporary and travelling exhibition documentation developed.</li> </ul>
<b>3. Touring program for Travelling Exhibitions</b>	
<p>3. Plan, develop and manage the Memorial's touring program for travelling exhibitions and associated public programs.</p>	<p><b>Gallipoli: a Turkish view - ongoing tour:</b></p> <ul style="list-style-type: none"> <li>- Western Australian Museum, Albany, WA: March 2009 to July 2009 (conclusion of tour); and</li> <li>- exhibition returned to Memorial by August 2009;</li> <li>- exhibition dispersal completed by August 2009.</li> </ul>
	<p><b>George Lambert: Gallipoli and Palestine landscapes - ongoing tour:</b></p> <ul style="list-style-type: none"> <li>- Port Macquarie Hastings Regional Gallery, Port Macquarie, NSW: August 2009 to October 2009;</li> <li>- The Anne &amp; Gordon Samstag Museum of Art, University of SA, Adelaide, SA: November 2009 to February 2010;</li> <li>- Geraldton Regional Art Gallery, Geraldton, WA: March 2010 to May 2010 (conclusion of tour);</li> <li>- exhibition returned to Memorial by May 2010;</li> <li>- exhibition dispersal completed by June 2010.</li> </ul>
	<p><b>Framing Conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green - ongoing tour:</b></p> <ul style="list-style-type: none"> <li>- Gippsland Regional Art Gallery, Gippsland, VIC: July 2009 to September 2009;</li> <li>- Queensland University of Technology, Brisbane, QLD: February 2010 to March 2010;</li> <li>- Perc Tucker Regional Gallery, Townsville, QLD: March 2010 to May 2010;</li> <li>- Australian War Memorial, Canberra, ACT: May 2010 to August 2010.</li> </ul>
	<p><b>Icon and Archive: photography and the World Wars - commencement of tour:</b></p> <ul style="list-style-type: none"> <li>- Monash Gallery of Art, City of Monash, VIC: April 2010 to June 2010.</li> </ul>
	<p><b>A is for Animals - tour:</b></p> <ul style="list-style-type: none"> <li>- Western Plains Cultural Centre, Dubbo, NSW: November 2009 to January 2010;</li> <li>- Venue tbc, VIC/SA: February 2010 to March 2010; and</li> <li>- Australian Museum, Sydney, NSW: April 2010 to July 2010.</li> </ul>
	<p><b>Sidney Nolan: the Gallipoli series - commencement of tour:</b></p> <ul style="list-style-type: none"> <li>- Tweed River Art Gallery, Murwillumbah South, NSW: January 2010 to March 2010; and</li> <li>- Bathurst Regional Art Gallery, Bathurst, NSW: April 2010 to May 2010.</li> </ul>

Planned Activities	Performance Targets
	<p><b>A is for Animals (graphic modified version) - tour:</b></p> <ul style="list-style-type: none"> <li>- Eden Killer Whale Museum, Eden, NSW: December 2009 to January 2010;</li> <li>- Parkes Shire Library, Parkes, NSW: February 2010 to March 2010;</li> <li>- St George Regional Museum, Hurstville, NSW: April 2010 to May 2010; and</li> <li>- Eskbank House and Museum, Lithgow, NSW: June 2010 to July 2010.</li> </ul> <p><b>Administration of touring program:</b></p> <ul style="list-style-type: none"> <li>- loan agreement reviewed and amended as appropriate by December 2009; and</li> <li>- policies, guidelines and correspondence reviewed and standardised as appropriate by June 2010.</li> </ul>
<b>4. Support to Memorial activities</b>	
4. Provide exhibition support to Memorial activities as required.	<p>Exhibition support provided to all Memorial activities, including:</p> <ul style="list-style-type: none"> <li>- exhibition and gallery visitor evaluation and research;</li> <li>- marketing, public relations, events, ceremonies, education and other public programs;</li> <li>- development and sponsorship to assist in raising funds;</li> <li>- buildings &amp; services to assist in replacement of shared assets (e.g elevated work platform);</li> <li>- identifying appropriate team members and actively engage in the development of the Memorial's website and in opportunities for collaboration and community engagement, including Web 2.0 activities such as blogs, wikis, Flickr, Facebook and YouTube, using the internet explored and implemented as appropriate;</li> <li>- active support to ECM project to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</li> </ul>

## Military History Section

Purpose: To provide the Memorial with historical expertise, stimulate research in Australian military history, and help disseminate knowledge and understanding of the field.

Planned Activities	Performance Targets
<b>1. Research and publication</b>	<b>50900 – Research and Information Dissemination</b>
Undertake research and publication into Australian military history; form a significant centre of research and expertise in the field	A forward plan continued to develop the Memorial's expertise in Australian military history, by consolidating and developing new strategic relationships and initiating new projects to expand and enhance the Memorial's central standing in the field.
	Satisfactory progress achieved on approved research projects, with at least 10 per cent of staff time devoted to research towards publication outcomes specified as follows:
	<ul style="list-style-type: none"> <li>• The Official History of Peacekeeping and Post-Cold War Operations continued. One writer and one research assistant contributed to project. Manuscript of Volume 2 published in 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>• Volume 9 of Official History of Southeast Asian Conflicts, <i>Fighting to the Finish</i>, published in 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>• Manuscript of <i>Missions of Mercy</i> (retitled <i>With Healing Hands</i>), published in August 2009.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>The Anzac Book</i> (1916) prepared with updated introduction and supplementary material for publication in 2010, 95th anniversary of Gallipoli campaign. (ROS to contract publisher.)</li> </ul>
	<ul style="list-style-type: none"> <li>• AWM guidebook to the Western Front researched and written for publication in early 2011.</li> </ul>
	<ul style="list-style-type: none"> <li>• Papers delivered at Australian and overseas conferences to enhance the Memorial's standing as a principal centre for research, knowledge, and dissemination of military history.</li> </ul>
	<ul style="list-style-type: none"> <li>• Gallipoli centenary volume scoped and project plan developed for publication April 2015.</li> </ul>
	<ul style="list-style-type: none"> <li>• Papers from <i>1918 Year of Victory</i> conference compiled and edited for publication as a single volume in 2009. (ROS to contract publisher.)</li> </ul>
	Partnership arrangement negotiated with ANU - details of MOU TBC.
<b>2. Dissemination</b>	<b>50900 – Research and Information Dissemination</b>
Disseminate knowledge and assist in the dissemination of knowledge of Australian military history	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate. At least one MHS staff member identified to actively participate in Web 2.0 development.
	Historical material contributed to the Memorial's website as required and advice provided on overall historical content and messages. Priority given to contributions of substantial content to the website, including "anniversary" essays and digital copies of previous publications. Historical material on the website systematically reviewed and updated in conjunction with the web team and posts prepared, when appropriate, for Memorial website blogs.
	ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Issues 47-50 of <i>Wartime</i> edited and produced, containing a good balance of high quality, popular articles and an emphasis on populist covers.
	History conference on medicine and war organised at the Memorial, 17-18 September 2009, including sponsorship.
	Battlefield Tours program assisted by involvement in tours and participation in planning for future tours. Scoping and planning initiated for a pilot tour to Vietnam in January 2010 as a study tour for staff and volunteers (cost neutral).
<b>3. Fostering research</b>	<b>50900 – Research and Information Dissemination</b>
Encourage and foster research in Australian military history by researchers at the Memorial and elsewhere	Options for publication of a revised <i>Journal of the Australian War Memorial</i> and for revival of research grants scheme reviewed.
	Three Summer Vacation Scholars selected and supervised to complete relevant projects in early 2010.
	Gallipoli Centenary Project for the translation of and commentary on Turkish records of the Gallipoli campaign continued in conjunction with Macquarie University under ARC linkage grant arrangement.
	War crimes trials project ("Law reports series on Australia's post-Second World War war crimes trials") continued in conjunction with University of Melbourne under ARC linkage grant arrangement.

<b>Planned Activities</b>	<b>Performance Targets</b>
	Joint Australian War Memorial-Imperial War Museum study tour of Gallipoli battlefields planned for September 2010, 95th anniversary of Gallipoli campaign.
	Memorial historians maintain contact with colleagues in the profession through attendance and presentation of papers at conferences and seminars.
	Expert historical advice provided as required to Minister, Council, Director, Memorial staff and sections, and, within staffing constraints, to the media and public.
<b>4. Historical support services</b>	<b>50900 – Research and Information Dissemination</b>
Provide historical support services to the Memorial and to non-Memorial staff	Expert historical advice on research matters provided to other historians or other bodies as required.
	Permanent, temporary and travelling exhibitions (see list on page 3) supported as required.
	Sessions for the Staff Military History Course, Workplace Skills program, and Voluntary Guides training program planned and delivered as required; active program of dissemination of interpretation in the field of Australian military history continued by lectures and talks, conference and seminar papers, publication of articles and books, etc.
<b>5. Editing</b>	<b>50900 – Research and Information Dissemination</b>
Edit Memorial text and publications	All Memorial text edited to ensure good writing and maintenance of house style; where necessary, employment of outside editors managed to assist other sections. Staff and contract editing services provided to support all staff and web-based publishing.

## Buildings and Services

**Purpose: To provide high quality facilities and services, including property management, records management, security, workshop and office services (including paper supply and phones).**

Planned Activities	Performance Targets
<b>1. Building</b>	<b>50050 – National Memorial and Grounds and 51000 - Resource Management - Buildings</b>
1.1 Strategic management of maintenance, repair, and renovation of the Memorial's buildings.	Buildings maintained to the highest standard with well integrated essential services and facilities operation.
	Upgrade, maintenance, repair, and renovation to all buildings and infrastructure managed and undertaken through the use of the facilities maintenance contract and arrangements with other contractors/consultants.
	Treloar A HVAC and electrical (switchboard) upgrade scoped and staged implementation completed by winter 2011.
	Facilities maintenance contract managed to ensure high performance and value for money. Monthly contract and performance meetings held with facilities maintenance contractor and six monthly senior executive meetings held. Variations to contract made to cover new regular maintenance items.
	Facilities maintenance contract reviewed by December 2009 and tendered March 2010 (contract ends 30 June 2010)
	Condition appraisal and life-cycle plan for the replacement of plant, equipment, and building engineering infrastructure managed and continually developed. Annual review undertaken Feb 2010.
	Building and Exhibition Maintenance system managed effectively. All Memorial galleries maintained to a high standard and in a timely manner.
	Energy and Environment Committee (EEC) meets quarterly and approved ongoing energy management and energy audit initiatives implemented.
	BMS/HVAC Control Strategy upgrade planned and implemented site wide.
	Facilities documentation, including building plans, drawings, and manuals, managed effectively.
Central tracking system for all minor new work requests managed.	
1.2 Management of the Memorial's heritage building and precinct .	Commonwealth and National Heritage List precinct and building assets maintained to the highest standard and in line with the Memorial's <i>Heritage Strategy</i> and <i>Heritage Management Plan</i> .
	Main Building Heritage conservation works identified, undertaken, and documented in line with Memorial <i>Heritage Strategy</i> and <i>Heritage Management Plan</i> .
	As required by the <i>Business Risk Assessment</i> , all works performed by contractors managed to ensure they met the appropriate standard and did not endanger or damage internal or external fabrics.
	Grounds and precinct maintained to the highest standard. Appropriate advice on management and replacement of significant plantings obtained and implemented. Grounds and garden maintenance contracts managed to ensure high performance and value for money (current grounds maintenance contract ends 30 Sept 2009).
	Commemorative Area maintained to the highest standard.
	Consultative and productive relationships maintained with DEWHA (EPBC Act and development approvals, Govt Energy Efficiency team, review of Draft <i>Heritage Management Plan</i> ).
Consultative and productive relationship maintained with NCA (works approvals, AWM/ANZAC Parade and Parliament House Vista Heritage listings).	
1.3 Development of the Memorial site	Eastern Precinct construction project managed to ensure project delivery meets project timelines and milestones, and high quality construction standards. Planned completion by ANZAC Day 2010. 12 month DLP process planned and managed.
	Memorials, facilities and landscapes installed in the precinct designed and constructed considering the Heritage Management Plan and the <i>Site Development Plan</i> .
	Plaque Dedication Program managed effectively with development and placement of commemorative plaques in the Precinct facilitated. New plaque positions identified through the <i>Site Development Plan</i> implemented, subject to funding availability.
	Program of ongoing amendments and new panels facilitated for the Roll of Honour and Commemorative Roll (Merchant Navy) panels.
	<i>Site Lighting Management Plan</i> developed and implemented to extent that funding is available and approved by CMG.

<b>Planned Activities</b>	<b>Performance Targets</b>
1.4 Support gallery development and travelling exhibitions	Timely advice and assistance provided for in-house and travelling exhibitions.
	Workshop program includes delivery of scheduled and ad hoc works within galleries and support for the travelling exhibitions program.
	Effective participation in EPG continued, as required.
	Building engineering and infrastructure expertise, assistance and advice provided to Exhibitions Section as required.
<b>2. Services</b>	<b>51400 – Resource Management – Services</b>
2.1 manage a range of office and building service functions	Quality cleaning services provided for all Memorial buildings. Contract monitored for adherence to performance standards via monthly meetings and biannual executive meetings.
	Facilities cleaning contract reviewed by December 2009 and tendered March 2010 (contract ends 30 June 2010)
	Increased corporate knowledge of BS promoted and high level of client service provided.
	Paper stationary supply managed and multi-function device (MFD) points stocked
	Phone services maintained satisfactorily.
	Movement of furniture and removal/storage/disposal of excess items facilitated.
2.2 Strategically manage accommodation and storage	Ongoing accommodation and storage requirements managed, subject to available funding.
	Input provided as required into development of strategies for additional collection storage.
2.3 Strategically manage the Memorial's security services and systems.	High level of security services provided with good customer service maintained. Electronic security infrastructure maintenance agreement managed effectively.
	All Memorial buildings and grounds monitored effectively, and all incidents and damage promptly and systematically reported and action to resolve taken.
	After-hours and casual security staff requirement and performance managed effectively through Security contract.
	In conjunction with PMS, security staffing contract reviewed by April 2010 and tendered June 2010 (contract ends 30 Sep 2010).
	Regular and timely security risk assessments obtained from appropriate authorities, and responses planned and approved by senior management. Advice provided and liaison continued with security stakeholders in the planning of major events and ceremonies.
	Outsourced vetting for Designated Security Assessed Positions (DSAP's) and police checks managed to effectively meet Memorial requirement and all required staff clearances are in place.
	DSAP's reviewed annually.
	Performance of master key system for gallery display cases reviewed annually in consultation with Gallery Development.
Secure collection, storage, and safe transfer of all "by hand" cash monies according to Memorial Finance requirements ensured.	
2.4 Administer records management.	All files and mail processed according to internal documented procedures, NAA record keeping (DIRKS) standards, and client expectations.
	In preparation for EDRMS (FY09/10), records and document management policy, and recordkeeping standards and procedures reviewed and developed.
	In preparation for EDRMS (FY09/10) transfer of 1945-1988 sentenced records to the Research Centre completed.
	Annual file census completed with minimum disruption to Memorial activities.
	Coordination of policy development to support EDRMS implementation.
2.5 Administer and regularly review emergency evacuation planning and procedures.	Emergency Planning Committee convened, chaired, and met quarterly. Emergency Control Organisation maintained and trained with membership and training listed up-to-date on intranet.
	Regular emergency evacuation drills for all buildings conducted (including environmental emergency) in close co-operation with Visitor Services, CS, and other appropriate staff.
	All emergency activity issues reported to CMG and Branch Heads regularly.
<b>6. Knowledge Management</b>	<b>50700 – Executive Strategic Management</b>

Planned Activities	Performance Targets
Contribute to Memorial Knowledge Management initiatives	Section intranet homepage content updated on a regular basis to provide advice and information on the section.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

## Finance

Purpose: To provide and promote excellent financial management and services in support of all Memorial corporate goals.

Planned Activities	Performance Targets
<b>1. Financial and Corporate Support Systems</b>	<b>51100 – Resource Management – Finance</b>
Provide financial systems to support the corporate accounting, reporting, and processing needs of the Memorial.	<p>FinanceHelp@awm.gov.au and MIBIS Help (ext 333) services provided in accordance with advertised turn-around times:</p> <ul style="list-style-type: none"> <li>● two hours for creation of master data for customers and vendors</li> <li>● 24 hours for review and release of purchase orders</li> <li>● 24 hours for creation of asset master data.</li> </ul>
	Regular training (group sessions and one-on-one) in financial management polices and procedures, web reporting, contracts management, asset management, purchasing and associated MIBIS processing delivered.
	Planning of SAP upgrade scheduled for late 2010 undertaken.
	Daily reconciliation of PICTION/MIBIS and AR/MIBIS interface undertaken.
	Continued promotion of EFT payments to vendors and staff (as per <i>Teamwork Agreement</i> ).
	Cross-training of staff in financial operations and end of month / year activities to provide back up arrangements during staff absences.
<b>2. Financial Policy</b>	<b>51100 – Resource Management – Finance</b>
Undertake policy development and review of existing policies as necessary to support Memorial operations and meet government requirements.	<p>Policy for the capitalisation and management of assets monitored and reviewed as necessary, including the use of the proposed Capital Budget under Net Cash Funding arrangements. Input into any changes in government asset funding policy provided to ensure best outcome for Memorial.</p>
	Directors Instructions (Financial) enhanced and/or amended as required.
	Financial Delegations reviewed and amended as required.
	Implementation of procedures and administrative arrangements continued to support <i>Teamwork Agreement</i> initiatives, including Fringe Benefits Tax (FBT).
	Continued attendance at Chief Finance Officer and Finance Manager Working Group meetings.
	Policy advice, training, and central monitoring of Commonwealth Procurement Guidelines provided.
	Memorial procurement policy reviewed in accordance with Commonwealth Procurement Guidelines and, as necessary, liaison with DoFD facilitated.
	<p>Active participation in financial management of major projects, including:</p> <ul style="list-style-type: none"> <li>● advice provided on reporting structures internally and through Quantity Surveyors</li> <li>● attend Scope and Cost Reconciliation meetings</li> <li>● policies and procedures to ensure sound management of budgets, recording and capitalisation of expenditure developed</li> <li>● reports provided to CMG and Council as appropriate.</li> </ul>
<b>3. Financial Planning and Monitoring</b>	<b>51100 – Resource Management – Finance</b>
Undertake financial planning on	Salary sacrifice funding arrangements monitored and reconciled by end July 2009.

Planned Activities	Performance Targets
behalf of the Memorial for the period covering the next 5 years.	Department of Finance and Deregulation (DoFD) reporting requirements delivered in timeframes specified, including monthly financial statements, annual financial statements, monthly budget profile, and estimates updates. Weekly reporting of cash at bank, investment, and borrowing balances each Friday.
	Monthly accrual financial statements presented to CMG by mid-month, including capitalisation of all building works and other assets.
	The Memorial's forward estimates developed, entered into Central Budget Management System (CBMS) in accordance with DoFD timeframes, documented and monitored so that management and Council are aware of the expected financial resources available to the Memorial over the next five years.
	All funding opportunities reviewed and bids included for items under accrual budgeting / net cash funding framework.
	The 2010-11 internal budget developed by May 2010.
	The 2009-10 budget monitored to ensure there are no budget over-runs and a full review undertaken in a consultative manner in November 2009 and March 2010.
	The <i>Internal Audit Plan 2009-10</i> implemented in accordance with the approved <i>Strategic Audit Plan</i> .
	Recording and follow up of actions resulting from Internal Audit reviews reported to Council quarterly.
	DoFD guidelines, Finance Minister's Orders, Australian Accounting Standards and Australian National Audit Office better practice guides reviewed and implemented, where relevant.
	Revenue targets for 2010-11 developed by May 2010.
Development of 2010-2011 Annual Procurement Plan by mid June 2010.	
<b>4. Financial Services</b>	<b>51100 – Resource Management – Finance</b>
Provide support services to the Memorial in relation to: (a) Purchasing (b) Accounts Processing (c) receipting of revenues (d) asset management (e) contracts and tendering	Financial Statements prepared and audited on schedule for inclusion in the 2008-09 AWM Annual Report by July 2009 to meet Council meeting timeframe. (Hard close set of accounts at end March 2009).
	Compliance Certificate completed and signed by Council and forwarded to Ministers for Finance and Veterans' Affairs by 15 October 2009.
	Feedback from sections monitored to evaluate if processing of transactions is timely and meets their operational needs – any proposed changes fed into internal budget review process.
	Provide financial support for ad hoc corporate activities (e.g. public events, conferences, special event sales and promotions, as per <i>Business Plan</i> timeframes).
	Input into enhanced staff induction program and appropriate follow-up training provided.
	The level of donations monitored and reported to management monthly as part of statistics to CMG.
	Domestic and overseas travel co-ordinated on behalf of Memorial staff in a timely manner. Timely follow-up of travel acquittal completed in accordance with Memorial procedures. All unacquitted domestic travel expenses followed up within ten days of return from trip and overseas travel acquitted in accordance with approved policy.
	Support services provided for Shop and eBusiness transactions on same day of receipt of customer payment or request for customer creation.
	Asset stocktake undertaken so as to support financial statement balances by end of April 2010.
	Cash float management undertaken monthly in accordance with Director's Instructions.
	Surplus cash funds managed and invested in order to maximise interest funds.
	FBT procedures monitored to ensure they support changes to tax reporting requirements.
	Business Activity Statement submitted by 21st day of each month.
	Collection assets revalued by December 2009 and any follow-on impacts to Forward Estimates updated in CBMS.
	Bank statements processed daily and reconciliation of MIBIS to bank accounts, including monthly review of outstanding deposits and cheques, completed.
Contracts register maintained on behalf of Memorial and advice and assistance provided with completion of standard contracts.	
Unders and overs against takings recorded on till registers and reported to Finance Manager on monthly basis.	

<b>Planned Activities</b>	<b>Performance Targets</b>
<b>5. Commercial Operations</b>	<b>51500 – Revenue Generation</b>
To assist the Memorial as appropriate to meet its charter to increase funding sources through commercial activities.	Financial aspects of Hyatt contract managed, ensuring timely receipt of moneys owing and resolution of any accounting/reporting issues.
	Financial assistance provided to eBusiness as required to ensure delivery of timely services.
	Marketing initiatives accompanied by appropriate contracts administration and follow up (e.g. royalties).
<b>6. Knowledge Management</b>	<b>50700 – Executive Strategic Management</b>
Contribute to Memorial Knowledge Management initiatives	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.

## Information Technology

Purpose: To develop and support the Information Technology and Information Management needs of the Memorial.

Planned Activities	Performance Targets
<b>1. Enterprise Content Management (ECM)</b>	<b>51400 – Resource Management Services</b>
Implementation of an Enterprise Content Management (ECM) system to address digital assets, electronic documents & records, web content, Research Centre databases, workflow and searchability needs.	Delivery of ECM solutions through 2008–2010 progressed in accordance with Project Plan, ECM Steering Group and IMSG directions.
<b>2 Corporate IT Applications</b>	
Support, maintain, and where appropriate, develop corporate applications.	Ongoing strategic direction and support provided for the wide range of corporate applications and database activities, including the following systems:- MICA, MIBIS, CAS, eBusiness, TRIM, PICTION bookings, Raiser's Edge, AR, email, office applications, etc.
	Interfacing work required for systems which interact with ECM managed.
	Timely and effective help desk assistance provided to users of the network and deployed applications.
	All necessary technical assistance provided to ensure further development of intranet/internet services and that maximum availability is maintained. Participation in initiatives to enhance website to increase visitation to the Memorial continued.
<b>3. IT infrastructure</b>	<b>51400 – Resource Management Services</b>
Maintain and develop the computer network infrastructure in support of corporate needs.	Investigation and implementation of Virtual Server management tools undertaken.
	Replacement of all workgroup printers undertaken to include scanning capacity for ECM - EDRMS.
	Desktop computer refresh completed.
	Notebook computer upgrade completed.
	Network and desktop operating systems maintained as a modern, efficient and secure IT environment which assists the Memorial's activities by maximising staff efficiency and public access.
	IT hardware upgraded as necessary to maximise performance and equipment coverage within available budget. Rolling program of server upgrade continued in accordance with the IT equipment leasing strategy.
	Network and critical system monitoring maintained to alert key IT staff to outages, both during work and out of hours. Out-of-hours critical response – one-hour response 8 am to 6 pm, three-hour response 6 pm to 8 am – achieved.
	Network and application security regularly monitored and reviewed and virus protection mechanisms maintained to ensure security and integrity of data.
	Network availability maintained at greater than 99 per cent during normal business hours. Roster maintained for weekend callout in the event of public systems outages.
	Documentation maintained and developed as necessary.
Reliable and appropriate backup and recovery systems maintained to ensure continuity of services and ability to recover from disaster.	

<b>Planned Activities</b>	<b>Performance Targets</b>
<b>4 Collection Management, Digitisation and Public Access</b>	<b>51300 – Resource Management IT</b>
Provide technical support to collection management and other systems used by the Memorial.	Technical support maintained for MICA and eBusiness facilities to deliver services and products to Memorial clients.
	Technical and strategic support for public access via the Memorial's website
	Strategic direction and technical support maintained to ensure appropriate standards and efficient operation of digitisation programs.
	Digital Asset Management, website management, and searchability improved through ECM project.
<b>5. Information Technology and Information Management Strategic Planning</b>	<b>51300 – Resource Management Services</b>
Develop, implement, and revise strategic plans for the effective application of Information Technology and Information Management.	Plans for IT and Information Management issues monitored and revised through regular meetings of IMSG and Information Technology Strategic Plan.

## People Management

**Purpose: To provide innovative and effective people management services to the Memorial's employees and management.**

Planned Activities	Performance Targets
<b>1. Strategic People Management</b>	<b>51200 – Resource Management – Human</b>
Provide the strategic framework for people management consistent with the Memorial's Teamwork (Collective) Agreement and Corporate priorities.	People management underpinned by workforce planning, mentoring, leadership, and training linked to the <i>Business Management Performance Feedback Scheme</i> .
	Salary budget developed, maintained, and amended in accordance with agreed budget timetables. Accurate reports to SMG/CMG fortnightly/monthly.
	People management policies developed, reviewed, and updated to address current trends in people management and Memorial needs. Further development on workforce planning will be undertaken.
	Workplace Consultation Policy, Plant Policy, Whistle Blowing Policy and Attendance, Time Recording and Leave Policy reviewed.
	Health and Safety Management Arrangements/OH&S Policy reviewed in the first half of the year.
	The intranet development continued so that Memorial employees have access to people management policies, forms, bulletins, meeting records, advice, and guidelines and for induction training.
	Section managers supported with expert advice in managing their employees and resolving difficulties.
	OH&S managed to provide a safe workplace, including ergonomic and risk management assessments.
	Retention initiatives implemented for key staff.
	<b>Contract management:</b>
	• Agency Staffing contract services reviewed with a view to extension of contract or tender. Contract managed to ensure timely provision of casual and temporary staff provided to sections.
	• Security Staffing contract managed to ensure the provision of resources to fill operational needs. Tender process for Security contract commenced in April/May 2010.
	• Employee Assistance Program contract reviewed with a view to extension of contract or tender.
	New Collective Teamwork Agreement negotiated with staff and relevant unions and agreed for implementation as from 1 July 2010.
	Implementation of the SAP upgrade undertaken consistent with the business case.
	Change Management Program for ECM developed, implemented and monitored.
ECM project activities actively supported. Section shared drive re-configured and impact to section business determined.	
<b>2. Workforce Development</b>	<b>51200 – Resource Management – Human</b>
Facilitate the attraction and development of the best people for well-designed jobs and maintain their employability by driving and harnessing continuous learning.	Succession plans implemented as agreed and in consultation with CMG.
	Liaison with CIT continued to address skill shortages in areas where it is difficult to attract experienced staff such as hospitality.
	Liaison with UCAN continued to ensure the degree programs are meeting MOU expectations.
	Consistent with the workforce plan job documentation reviewed to ensure it meets Memorial and market expectations and supports the recruitment of suitable applicants with the appropriate skills. Education on good practice selection processes continued. Employment site on internet continually adjusted to support best selection processes. Advertising reviewed to ensure that ads are marketed appropriately. Work continued on investigating enhanced online recruitment options in line with ECM project.
	Participated in review of branding in relation to recruitment advertising as required.

Planned Activities	Performance Targets
	<p>On-going employees managed such that turnover does not exceed market expectations. Employee diversity targets equal to or exceeding 50 per cent representation for females, 2 per cent representation for Aboriginal or Torres Strait Islanders, 15 per cent representation from non English-speaking backgrounds, and 5 per cent representation for employees with a disability achieved. Unscheduled absences monitored to ensure that target of 5% is maintained or improved consistent with the Teamwork Agreement.</p> <p>2009–2010 <i>People Development Program</i> approved by CMG for implementation from end of July 2009.</p> <p>Training and development programs delivered on time, within budget, and consistent with needs identified in agency SWOT, Personal Development Plans, direct feedback from sections via Business Plans and CMG, and the 2009–2010 <i>People Development Program</i>. PDP forms reviewed to ensure capture of appropriate development requirements.</p> <p>Ongoing evaluation of training courses undertaken to ensure courses offered delivered against required development and learning methods.</p> <p>Formal orientation and induction programs for new employees provided quarterly. Continual development of the online induction program undertaken to enhance the early training for new employees.</p> <p>Average of three days training per on-going employee facilitated.</p> <p>Funding and selection of an ongoing employee (below Executive Level) managed for 2009–2010 Battlefield Tours or exchange to IWM or other relevant institution.</p> <p>In-house recruitment training program delivered bi-annually.</p> <p>The military history training program delivered twice yearly to staff. Course material evaluated and revised.</p> <p>Program of in-house business skills implemented.</p> <p>Major awards for staff research managed for 2009–2010.</p> <p>Exhibition Development Course delivered to employees.</p> <p>Leadership program for Executive Level officers delivered.</p> <p>Values and Cultural Diversity program delivered.</p> <p>Cultural Management Development and Advanced Workplace Skills programs delivered to selected employees in 2009–2010 and steering committee membership maintained.</p> <p>Workplace Skills Program for entry level staff delivered 2009–2010.</p> <p>Annual updates to senior staff on mentoring delivered, ensuring lower level staff have a support base for career options counselling.</p> <p>Program of effective writing, research, and editing delivered to staff.</p>
<b>3. People Management Services and Operations</b>	<b>51200 – Resource Management – Human</b>
Provide quality and timely people management services to the Memorial to maintain a work environment which is safe, nurtures well-being, values diversity, and encourages a balance between work and family life consistent with the Memorial's Teamwork (Collective) Agreement.	<p>Superannuation administered in accordance with employee choice and relevant legislation.</p> <p>A tolerant, fair workplace maintained through the provision of the Memorial Workplace Diversity Program, induction training improved (making use of the internet and intranet), an active Workplace Harassment Contact Officers Network and the <i>Memorial Harassment-free Workplace Policy</i> maintained.</p> <p>Operational personnel activities maintained, including monitoring to meet employees' and management needs and agreed Service Charter targets are met; recruitment; diversity; pay processing; management of the Memorial's in-house payroll program for staff and Council facilitated; and the provision of advice on conditions of service, compensation, and rehabilitation case management as outlined in the Agreement or the Service Charter for this function.</p> <p>An Employee Assistance Program facilitated for use by Memorial staff and their immediate families.</p> <p>MIBIS maintained to ensure it operates effectively and complies with all statutory obligations. Intranet options examined for achieving streamlining of processes (eg leave) and reviewed in line with ECM requirements and the upgrade business case.</p>

Planned Activities	Performance Targets
	<p><i>Business Management Performance Feedback Scheme</i> promoted, documentation completed on time, co-ordinated, and the agreed bonus payments provided to employees.</p> <p>OH&amp;S proactively co-ordinated, including hazardous chemical testing, warm-up exercises, eyesight testing, and an annual program of ergonomic updates delivered. Secretariat support provided to the OH&amp;S Committee, which meets at least six times.</p> <p>Health Awareness program delivered throughout the year focussing staff on positive health initiatives and benefits.</p> <p><i>Corporate Chatter</i> co-ordinated, edited, and published monthly for Memorial employees and further developed to capitalise on new online technology. tisfaction and to find out areas of interest.</p> <p>Flexible family-friendly working arrangements, as provided for in the Agreement, facilitated to suit the needs of employees and the Memorial, attract people to the Memorial, and enhance their contribution and job satisfaction.</p> <p>Statistics maintained and provided to CMG and relevant external agencies.</p>
<b>4. Workplace Relations</b>	<b>51200 – Resource Management – Human</b>
Promote a cooperative high trust workplace culture that successfully delivers the Memorial's corporate goals.	<p>Secretariat support and information awareness provided to the Workplace Relations Committee, which meet at least four times.</p> <p>The flow and sharing of information from the Workplace Relations Committee to employees fostered.</p> <p>Agreed processes facilitated to avoid disputes and resolve any grievances.</p> <p>Contact maintained with relevant workplace relations networks and publications to remain aware of developments and the remuneration environment.</p>
<b>5. Knowledge Management</b>	<b>50700 – Executive Strategic Management</b>
Contribute to Memorial Knowledge Management initiatives	<p>Section intranet homepage content updated on a regular basis to provide advice and information on the section.</p> <p>Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.</p> <p>ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p>

## Retail and Online Sales

**Purpose: Management and development of Shop and eBusiness to maximise revenue, disseminate information on military history, and provide efficient systems, including internal ordering and workflows.**

Planned Activities	Performance Targets
<b>1. Memorial Publications</b>	<b>50900 – Research and Information Dissemination</b>
Administer Memorial publications stockholdings.	Administrative support provided for Memorial publications and TE in terms of stock holdings and wholesale sales, including <i>Contact</i> , <i>Artists in Action</i> , <i>A Unique Flight</i> , <i>Moments in Time</i> , <i>Mud and Dust</i> , <i>Gallipoli Mission</i> , <i>Fighting to the Finish</i> (official history) and other exhibition catalogues.
	The publisher contract for <i>Wartime</i> managed, including the revenue target of \$100,000 for sales and advertising.
	Active marketing of <i>Wartime</i> continued to increase both newsagency and subscription sales.
	Active promotion of <i>Wartime</i> continued to Shop and e-Business customers.
	Memorial publications stockholdings administered. Annual stocktake undertaken and completed by 30 June 2010. Results of stocktake reported to management and required write-offs approved.
	Wholesale orders of Memorial publications administered and supplied by Memorial Shop to trade customers.
	Wholesale trading terms adhered to for Memorial publications and ongoing liaison with Travelling Exhibitions as required in regard to exhibition venue contract.
	Publications and other suitable Shop stock pro-actively promoted to travelling exhibition venues for consignment purchase or sale.
	Reconciliation of consignment sale to travelling exhibition venue conducted one month after exhibition close.
	Assistance provided to Executive and CAM through provision of advice on sales and marketability of proposed Memorial publications and in the development of commercial contracts (including battlefield tour guidebook)
<b>2. Operations</b>	<b>51400 - Revenue Generation</b>
Manage the operations of ROS effectively in terms of commercial performance, as well as meeting client expectations.	Total Shop revenue of \$1.55 million achieved with a net profit of 20 per cent gross revenue and 14 per cent after notional costs.
	Total eBusiness revenue of \$950,000, including \$150,000 in corporate waivers.
	Corporate waiver process managed with quarterly review of waiver submissions to ensure appropriate support given to suitable projects.
	Highly skilled staff maintained with excellent customer service skills and systems operation.
	An excellent range of books on Australian military history maintained and developed, and the best of these made available online.
	Review cost of Shop floor displays with a view to implement and complete the Shop re-furbishment
	Product opportunities identified by continual monitoring of stock levels.
	Product identified, photographed, and visible within Online Shop within two days.
	Documentation and procedures for Advance Retail and Piction systems reviewed and updated when required.
	Review as necessary operational requirements of discounts, user fee waivers, freight, handling times, and inventory management
	Maintain profitability via ongoing RRP, cost and margin review of products as required.
	Annual stocktake of Shop stock undertaken by 30 June 2009 and results reported to management.
	Effective relationships with CAM, Art, PFS, RC, MHT, MHS, EVS, Finance, IT, and Exhibitions developed and maintained for the efficient operation of ROS, and for promotion of product lines through various initiatives.
	<i>Wartime</i> promoted and sold in various locations throughout the Memorial.

Planned Activities	Performance Targets
	<p><i>Wartime</i> subscriptions online supported technically and operationally within Online Shop functions</p> <p>Support for book/product launches and events provided where appropriate.</p> <p>A retail/sales outlet provided for publications produced by DVA's commemorations program.</p> <p>Support/training provided for IAs required to use POS system and staff within curatorial sections required to use PICTION Internal Ordering.</p>
<b>3. Systems</b>	<b>51400 – Revenue Generation</b>
Administration and development of the Shop and eBusiness systems, including Internal Ordering and Publications	<p>Systems administration, support for POS/inventory management system and PICTION, plus financial and waiver reporting, delivered monthly and as required.</p> <p>Inventory system stock levels monitored on an ongoing basis, identifying slow moving items, best sellers, and items where administrative errors have occurred on a regular basis.</p> <p>eBusiness system (PICTION) operating efficiently and effectively for eSales and Internal ordering, including:</p> <ul style="list-style-type: none"> <li>• maintenance and administration of the support contract with PICTION</li> <li>• maintenance and administration of Friends and <i>Wartime</i> magazine online subscriptions function within PICTION</li> <li>• assistance for PICTION internal workflow and ECM/DAM integration</li> </ul> <p>Review and assessment of the e-Business shopping cart/purchasing process continued to refine and ensure strong usability with customers.</p> <p>New product reviewed/developed and made available within PICTION for customers, including:</p> <ul style="list-style-type: none"> <li>• auditioning of Sound files integrated into search/PICTION (when and if available through ECM)</li> <li>• viewing of digitised streaming film within search/PICTION (when and if available through ECM)</li> </ul> <p>Operational requirements of the PICTION Workflow Utility revisited for efficiency and flexibility</p> <p>Ongoing maintenance and testing continued to ensure that bugs and issues are resolved for both Advance Retail and PICTION.</p> <p>ROS systems continually configured to meet the demands of the business to realise further efficiencies within the Memorial.</p> <p>Assessment of e-Business and ECM search interface requirements undertaken as part of ECM project at the appropriate time.</p> <p>Participation and active support provided for the development of ECM search capability, ensuring that purchasing information and the purchasing process of the Online Shop is clear to users within the federated search.</p> <p>ECM project activities supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p> <p>Liaison with other sections, including RC, PF&amp;S, CS, Art, and IT continued on the implementation of the Memorial's <i>Digitisation Policy</i>, emphasising the imperative for revenue generation.</p>
<b>4. Marketing and Promotion</b>	<b>51400 – Revenue Generation</b>
Marketing and promotion of the Shop and eBusiness in order to increase potential for revenue generation	<p>Shop and Memorial product merchandising and promotion undertaken in a manner that is appropriate to the goals of the Memorial and maximises return from product, including display cabinets in suitable locations around the Memorial.</p> <p>2009-10 ROS marketing/promotion plan updated and implemented.</p> <p>Marketing opportunities leveraged via CAM to drive greater awareness of available ROS products and special offers.</p> <p>Marketing and promotion initiatives maximised through leveraging supplier relationships.</p> <p>Shop online website promoted on all correspondence sent by the Shop and eBusiness.</p> <p>Promotion to Battlefield Tour participants of available publications and audio-visual continued through ROS, particularly Online Shop; other specialised promotions done for talks/events if deemed commercially viable.</p> <p>Marketing of school resources and publications to teachers and librarians through DVA distribution continued.</p>

Planned Activities	Performance Targets
	<p>Use of product promotion flyers continued via outgoing eBusiness orders and Shop sales.</p> <p>Marketing and sales opportunity utilised through DVA publication VetAffairs coupon to veteran audience/customers.</p> <p>High quality and relevant Shop displays and monthly updated Online Shopping suggestions provided.</p> <p>Items identified and put forward as suitable for product development, including :</p> <ul style="list-style-type: none"> <li>• updated edition of <i>A Place to Remember</i> souvenir publication (inclusive of <i>Over the Front</i> permanent exhibition)</li> <li>• continued development of product range that extends and leverages on the in-gallery experience with objects, themes and personal stories</li> <li>• souvenir Memorial coin development as appropriate</li> <li>• development and ongoing sales of merchandise milled from timber from the <i>Lone Pine</i> tree.</li> <li>• marketing of No Drama's DVD of documentary created by Official cinematographer to Iraq in 2006.</li> <li>• continued review of product range to ensure availability of products that appeal to female visitors.</li> </ul> <p>Merchandising opportunities to support Special Exhibitions and other exhibitions/events/initiatives investigated as required and/or appropriate.</p> <p>Temporary shops in place to support exhibitions in SEG where commercially viable, or otherwise supported via Shop display</p> <p>Product initiatives identified or capitalised on from other sections that will further returns to the Memorial from other retail/merchandising activities.</p>
<b>5. Knowledge Management</b>	<b>50700 – Executive Strategic Management</b>
Contribute to Memorial Knowledge Management initiatives	<p>Section intranet homepage content updated on a regular basis to provide advice and information on the section.</p> <p>Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.</p> <p>ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p>