



BUSINESS PLAN 2008–09

NEW DIRECTIONS: FURTHERING OUR POTENTIAL



Australian War Memorial

Australian Tourism Awards
Major Tourist Attraction
HALL OF FAME



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This document is a summary of the Australian War Memorial's *Business Plan*, which is a detailed document containing all planned activities against core outputs for the 2008–09 financial year. The full *Business Plan* includes further detail that it is not practical to include in the published summary plan. Any enquiries about the *Business Plan* should be directed to Rhonda Adler, Assistant Director, Branch Head Corporate Services, on (02) 6243 4233 or at rhonda.adler@awm.gov.au

For more information about the Memorial, see the website at www.awm.gov.au

Cover Image: Captain Ross Smith (left) and his observer with their Bristol Fighter in Palestine, c. 25 February 1918. AWM P03631.013

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Australian War Memorial

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An outstanding achievement in 2007–08 was the successful delivery, not without its challenges, of Gallery Development Stage 2. All staff should be pleased with the superb outcome of the new *Conflicts 1945 to today* galleries which have been acclaimed by veterans and the public alike.

This year will see a shift in focus away from gallery development to increasing online engagement and access. Implementation of an Enterprise Content Management (ECM) system will be a major contributor to increasing our online access. The redevelopment of the Eastern Precinct will result in much enhanced facilities for our visitors and largely complete the redevelopment of the entire grounds. Both projects are in full swing as the new financial year commences. The galleries still maintain their priority with the development of *Over the front* as the major permanent exhibition in ANZAC Hall. This will be completed during 2008–09.

The new corporate plan has been approved by Council and sets out our priorities for 2008–11, which are to:

- 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.

This *Business Plan* summarises the detailed section business plans prepared in parallel with the Memorial's budget for the 2008–09 financial year. It reflects and expands upon the vision and priorities expressed in the *Corporate Plan 2008–11*, and includes performance targets across all areas of the Memorial. Importantly, it integrates our efforts towards meeting our goals and corporate Outcome.

The *Business Plan* was developed through a consultative process with staff, and was considered and endorsed by the Council of the Australian War Memorial at its May 2008

meeting. Unless otherwise directed, all work undertaken by sections during 2008–09 must be in accordance with this *Business Plan*, which forms the basis of monthly exceptions reports to the Corporate Management Group (CMG) and quarterly performance reports to Council. In this way, we are accountable for producing the Outcome and Outputs required by Council and Government. Each activity in the *Business Plan* is directly linked to an approved corporate *Output*.

The *Business Plan* is a working document, and staff members should make themselves familiar with the plan and, in particular, their section's contribution. To this end, a copy will be made available to all staff members. The full *Business Plan* will also be available on the Memorial's internet and intranet sites.

2008–09 will be another stimulating year for the Memorial team as we work to broaden access to the Memorial and the Collection. I look forward to working with you all to achieve the goals we have set for the year.

Steve Gower
Director

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

Output	Description
1. Commemorative Ceremonies	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. National Memorial and Grounds	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. National Collection	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. Exhibitions	Outstanding permanent, temporary, and travelling exhibitions developed and maintained.
5. Interpretive Services	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. Promotion and Community Services	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. Research and Information Dissemination	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. Visitor Services	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. Corporate Governance	Council of the Memorial provides a strategic framework of policy and direction that guides the achievement of the Memorial's outcome.
10. Executive Strategic Management	Effective leadership and management for the Memorial provided in accordance with the requirements of the <i>Australian War Memorial Act 1980</i> .
11. Resource Management	Management of the Memorial's financial, human, corporate information, IT infrastructure, and general service resources conducted to sustain a productive environment.
12. Revenue Generation	Generation of revenue in support of the Memorial's mission and purpose strengthened.
13. Team Management	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.

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

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.
- 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

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

- 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
- Engage in 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 Memorial Shop, Friends of the Memorial, *Wartime* magazine, 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 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.

Maintain 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.

MEMORIAL CORPORATE STRUCTURE 2008–09

Council		
Director		
National Collection Branch	Public Programs Branch	Corporate Services Branch
Art	Communications and Marketing	Buildings and Services
Collection Services	Education and Visitor Services	Finance
Military Heraldry and Technology	Development and Sponsorship	Information Technology
Photographs, Film and Sound	Exhibitions	People Management
Research Centre	Military History	Retail and Online Sales

EXHIBITION LIST 2008–09

Full Title	Short Title
Travelling	
<i>Sport and war</i>	<i>Sport and war</i>
<i>All together: sport and war</i>	<i>All together: sport and war</i>
<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>Icon and archive: photography and the world wars</i>	<i>Icon and archive</i>
<i>A is for animals</i> (working title)	<i>A is for animals</i>
<i>Framing conflict</i> (working title)	<i>Framing conflict</i>
Permanent	
<i>Over the front: the Great War in the air</i>	<i>Over the front</i>
Temporary – not travelling	
<i>Advancing to victory, 1918: Australians in France</i>	<i>Advancing to victory</i>
In Development	
<i>Sidney Nolan</i> (working title)	<i>Sidney Nolan</i>
<i>Love and war</i> (working title)	<i>Love and war</i>
<i>Lyndel Brown and Charles Green in Iraq</i>	<i>Lyndel Brown and Charles Green</i>

GLOSSARY

AJRP	Australia–Japan Research Project	IMSG	Information Management Steering Group
ANZAC	Australian and New Zealand Army Corps	IA	Information Assistant
ARC	Australian Research Council	ICOMOS	International Council on Monuments and Sites
Memorial	Australian War Memorial	IT	Information Technology section
BMPF	Business Management and Performance Feedback	IWM	Imperial War Museum
BS	Building and Services section	<i>KidsHQ</i>	Memorial website for children
BAS	Business Activity Statement	LTO	Large technology object
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>	MHS	Military History Section
CAL	Copyright Agency Limited	MHT	Military Heraldry and Technology section
CAM	Communication and Marketing Section	MIBIS	Memorial Integrated Business Information System
CAS	Collection Access System	MICA	Memorial Integrated Collection Access
CCG	Collection Coordination Group	NAA	National Archives of Australia
CFO	Chief Finance Officer	NCA	National Capital Authority
CIT	Canberra Institute of Technology	NCASR	National Collection Accommodation and Storage Review
CMG	Corporate Management Group	NCETP	National Capital Education Tourism Project
CPG	Commonwealth Procurement Guidelines	OH&S	Occupational Health and Safety
CS	Collection Services section	PDP	Personal Development Plan
DEWHA	Department of Environment, Water, Heritage and the Arts	PFS	Photographs, Film and Sound section
DoFD	Department of Finance and Deregulation	Piction	Company name
DIRKS	Directions In Record Keeping Systems	PMS	People Management Section
DSAP	Designated Security Assessed Position	POS	Point of Sale
DVA	Department of Veterans' Affairs	RAAF	Royal Australian Air Force
ECM	Enterprise Content Management	RAN	Royal Australian Navy
EEC	Energy and Environment Committee	RC	Research Centre
EPG	Exhibition Planning Group	RDA	Records Disposal Authority
EVS	Education and Visitor Services section	RMC	Royal Military College, Duntroon
FOI	<i>Freedom of Information Act 1982</i>	ROS	Retail and Online Sales section
FBT	Fringe Benefits Tax	SAP	SAP (Australia) company name
FIRST	Future Information Storage Retrieval Technology.	SEG	Special Exhibitions Gallery
FMO	Finance Minister's Orders	SMG	Section Management Group
Friends	Friends of the Memorial Program	TRIM	Tower Records Information Management system
GST	Goods and Services Tax	VIP	Very Important Person
		WRC	Workplace Relations Committee

OUTPUT LINKAGE

This section supports the achievement of all Memorial Outputs.

PURPOSE

To provide a strategic framework of policy and direction that guides the achievement of the Memorial's Outcome in accordance with the *Australian War Memorial Act 1980*.

MAJOR ACTIVITIES

1. Council provides a strategic framework of policy and direction to guide the achievement of the Memorial's Outcome. (*Corporate Output number 9*)

PERFORMANCE TARGETS

- Four meetings of Council and four Finance, Audit, and Compliance Committee meetings conducted during the year: Aug, Nov, Mar, and May. Other Committee meetings conducted as required.
- Strategic direction is provided for high level policies and activities.
- *Annual Report 2007–08*, including Financial Statements, endorsed and signed Aug 2008.
- *Internal Audit Plan 2009–10* approved May 2009, and reports against 2008–09 plan are considered at Council meetings and agreed responses implemented.
- Major future strategies and priorities are reviewed at Mar 2009 meeting to inform development of the Budget and *Business Plan 2009–10* for approval May 2009.
- Performance against the *Business Plan 2008–09* and Budget is reviewed at each Council meeting.
- Risks assessed regularly and steps taken to minimise any impacts.
- Performance and remuneration of Director is monitored and reviewed.
- Chairman is regularly informed and available for consultation and guidance.
- Chairman and members represent Council, as appropriate, at relevant major occasions.
- Minister and Secretary DVA briefed on all relevant issues by Chairman and Director following each meeting.
- Council reviews its performance and records the outcomes.
- Council representations outside the Memorial accord with Council directions.

EXECUTIVE

OUTPUT LINKAGE

This section supports the achievement of all Memorial Outputs.

PURPOSE

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

MAJOR ACTIVITIES

1. Provide effective guidance and direction to Memorial staff, advice to the Minister, and an appropriate level of official representation on behalf of the Memorial. (*Corporate Output number 10*)
2. Set and coordinate strategic direction and planning to cover all major aspects of Memorial operations. (*Corporate Output number 10*)
3. Provide support services to Council, the Executive, and staff of the Memorial. (*Corporate Output number 10*)
4. Plan and undertake appropriate evaluation studies to ensure comprehensive understanding of Memorial visitors; enhance audience advocacy throughout program development; and ensure maximum use of evaluation findings across the Memorial. (*Corporate Output number 10*)

PERFORMANCE TARGETS

- Minister and Council are satisfied with performance and quality of advice and briefings.
- Corporate Outcome and Outputs are achieved as per *Corporate Plan 2008–11* and *Business Plan 2008–09*. Major priorities are progressed in accordance with plans and Council decisions.
- Agreed Consultative Committee arrangements are implemented as per *Teamwork (Collective) Agreement 2008–11*.
- Relevant human resource frameworks put in place, with plans to address staff needs, including succession planning.
- Consultative forums maintained with key stakeholder groups and continued active participation in collaborative forums/networks with other collecting and cultural agencies/organisations.
- *Business Plan 2009–10* developed, reviewed, and approved by Council May 2009 for issue Jul 2009.
- Forward accrual budget strategy reviewed and updated in accordance with DoFD timeframes. Depreciation funding policy monitored and influenced to ensure an effective outcome for the Memorial.
- *Fraud Control Plan* administered to ensure compliance and updated in line with Business Risk assessment.

- *Risk Management Plan 2008–11* administered; actions and risk exposures monitored to ensure that risks are controlled and minimised; and appropriate emergency control and disaster recovery procedures in place and reviewed regularly.
- *Business Continuity Management Plan* implemented, tested, and updated as required.
- *Collection Development Plan 2007–10*, *Collection Conservation Plan 2008–11*, and *Collection Documentation Plan 2008–11* implemented.
- All Council (quarterly) and Corporate Management Group (CMG) (weekly) meetings are coordinated effectively.
- All legislative requirements met, including *Annual Report 2007–08* (to be tabled by end Oct 2008), FOI requests and statistics, privacy reports, etc.
- Promotional display project managed effectively and efficiently.
- Copyright issues managed effectively to ensure compliance with appropriate legislation.
- Summative evaluation undertaken for:
 - *Conflicts 1945 to today* galleries, including focus groups
 - Discovery Zone post-opening, including survey of teachers, students, and the general public
 - Specific evaluation for a range of temporary and travelling exhibitions.
- Evaluation and testing of onsite signage.
- Audience research and evaluation conducted to assist adoption of emerging technologies, including blogs and hand-held devices.
- The ongoing implementation of segmentation study reflected in Memorial marketing and branding projects and exhibition and program development.
- Evaluation and audience research undertaken, data collected, and assistance provided for a range of Memorial activities, including the Memorial Box program and other public programs, visitor attendance, performance information for the annual report, and assistance for management of the café and food services contract.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

ART

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 3 – National Collection*.

PURPOSE

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

MAJOR ACTIVITIES

1. Manage the Memorial's Commemorative Sculpture Program, including overseeing development of outdoor sculpture precinct. (*Corporate Output numbers 2 and 3*)
2. Document the collection to agreed standards for control and access in accordance with the *Collection Documentation Plan 2008–11*. (*Corporate Output number 3*)
3. Provide professional management of the art collection to enable access for clients. (*Corporate Output number 3*)
4. Develop the collection through acquisition, exchange, commission, and disposal in accordance with the *Collection Development Plan 2007–10*. (*Corporate Output number 3*)
5. Conserve the collection, in cooperation with Collection Services, in accordance with the *Collection Conservation Plan 2008–11*. (*Corporate Output number 3*)
6. Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and associated public programs. (*Corporate Output numbers 4 and 5*)
7. Provide expert advice on the art collection. (*Corporate Output numbers 3 and 7*)
8. Contribute to the planning process to market the art collection, including the evaluation of existing products and the development of new art collection-related products. (*Corporate Output numbers 3 and 12*)

PERFORMANCE TARGETS

- Curatorial expertise, advice, and assistance provided, as appropriate, for the research, development, and delivery of exhibitions, displays, and public programs.
- Public programs and events supported as required, including "Bring in Your Memorabilia" days, ANZAC Day, Remembrance Day, Friends events, school programs, and other special events.
- *Collection Documentation Plan 2008–11* implemented, including documentation of the art collection to minimum standard, with particular emphasis on works selected for exhibitions, publications, and other special projects.
- Copyright details processed and upgraded on MICA. Copyright owners contacted, where possible, and copyright negotiated for priority works.
- Collection made accessible to other institutions on request in accordance with Memorial *Loans Policy*. Updated valuations and documentation provided as required. External and internal requests for physical access to the collection met and enquiries responded to as required.
- Art collection developed in accordance with the *Collection Development Plan 2007–10*, including strategies for acquisition and disposal. Priorities for development include pre-Federation; selected First World War subjects; unique works of art from the Second World War dealing with selected subjects; posters and cartoons relating to Australia's ongoing involvement in peacekeeping operations, current conflicts, and post-1945 conflicts; Official War Artist commission to East Timor; artworks related to the history of the Memorial; artists providing contemporary commemorative viewpoints; and commission to document ANZAC Day Dawn Service.
- A forward program for commissioning contemporary works of art developed in accordance with the *Collection Development Plan 2007–10*, including concentration on commemoration of major military events, works of art relating to Australia's ongoing involvement in current military events, and interpretation of Australian involvement in war and warlike operations and the impact on Australian society as required.
- Conservation of the art collection undertaken in accordance with the priorities defined in the *Conservation Plan 2008–11*, including works for permanent or temporary display, travelling exhibitions, and those being rehoused, and the completion of casting of suitable plaster maquettes.
- Assistance provided in the staged implementation of the accommodation and storage plan for the collection according to agreed priorities.
- Assistance and advice provided to other sections, as required, including exhibitions, MICA management, website, digitisation, collection storage and management, public programs and events, training of volunteer guides, IAs, EVS staff, e-Business, marketing, and the Copyright Group.
- 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 *Wartime* and other publications.
- Research completed, text provided, images selected, and consultation with other sections undertaken to produce books about:
 - The diorama collection by Oct 2008
 - George Lambert and Hubert Wilkins with the Gallipoli Mission in 1919 by Nov 2008
- Support and assistance provided for the National Collections book as required.

- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

COLLECTION SERVICES

OUTPUT LINKAGE

This section principally contributes to *Corporate Output numbers 3 and 4 – National Collection and Exhibitions*.

PURPOSE

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

MAJOR ACTIVITIES

1. Provide collection management services for the National Collection, Memorial, and Grounds. Actively participate in the National Collection Accommodation and Storage Review. (*Corporate Output numbers 2 and 3*)
2. Document the collection to agreed standards for control and access in accordance with the *Collection Documentation Plan 2008–11*. (*Corporate Output number 3*)
3. Develop the collection through acquisition, exchange, commission, and disposal in accordance with the *Collection Development Plan 2007–10*. (*Corporate Output number 3*)
4. Provide collection management services for the development of the Memorial's galleries, temporary and travelling exhibitions, and special events to increase visitor numbers and the duration and quality of their stay. (*Corporate Output numbers 4 and 5*)
5. Conserve the collection, in cooperation with curatorial areas and other sections, in accordance with the *Collection Conservation Plan 2008–11*. (*Corporate Output numbers 3 and 11*)
6. Provide a source of expert opinion on the management and care of the collection. Promote the Memorial's objectives through community outreach programs and appropriate commercial activities. (*Corporate Output numbers 3, 5, 6, 7, 8, and 12*)

PERFORMANCE TARGETS

- Advice and assistance provided, as appropriate, for the installation and maintenance of sculpture, artefacts, and changes to Roll of Honour panels.

- Policy development and system management provided for the collection management system in accordance with Memorial website objectives and industry-established principles, including copyright issues.

- Memorial policy, standards, and procedures developed and implemented, to assess and manage acquisitions, accessioning, and de-accessioning, including mixed-collection purchases and donations and gifts under the Cultural and Official Gifts Programs, in accordance with *Collection Development Plan 2007–10*, *Code of Ethics for Collections*, *Fraud Control Plan*, and relevant legislation.

- Active participation in EPG continued. Secure and timely access provided to MICA and collection items for exhibition planning and development. Timely risk assessment and hazard identification for object display and exhibition maintenance. Timely and cost-effective object preparation, transport, stocktake, installation, and demount of permanent, temporary, and travelling exhibitions and other in-house displays.

- *Collection Conservation Plan 2008–11* implemented, in consultation with all relevant staff, to manage collection preservation and research. Safety and longevity of the collection maintained through:

- survey, stabilisation, hazard mitigation, treatment, and re-housing of collection items identified by curators, conservators, and stocktake officers
- agreed collection management programs and procedures implemented, including stocktake, exhibition changeovers, collections movement and access, and gallery maintenance.

- Collection made accessible in accordance with Memorial *Loans Policy*.

- Collection management services provided for approved events and special visitors, including escorted visits and tours to collection storage facilities, access to special objects, "Bring in Your Memorabilia" day program, EVS programs, CAM requirements, significant anniversaries, promotional LTO displays, and hand over of new acquisitions.

- Research conducted for the improvement of collection management techniques according to identified priorities.

- Participation in appropriate research and training programs, including ARC projects on laser-cleaning processes for conservation and dyes and pigments research, Canberra Institute of Technology conservation and preservation courses and the development of the University of Canberra's conservation course. Active contribution provided to the in-house exhibition training program and the Workplace Skills course.

- Contributions made to at least six significant publications or talks during the year. The Military Curator's course

conducted. Assistance provided to the Memorial Box program and advice provided on the conservation and storage of the EVS collection.

- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

MILITARY HERALDRY AND TECHNOLOGY

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 3 – National Collection*.

PURPOSE

To develop, manage, document, preserve, and interpret MHT components of the National Collection, to make them accessible through exhibitions and the internet, and for research.

MAJOR ACTIVITIES

1. Document the collection to agreed standards for control and access in accordance with the *Collection Documentation Plan 2008–11*. (*Corporate Output number 3*)
2. Develop the collection through acquisitions, exchange, commission, and disposal in accordance with the *Collection Development Plan 2007–10*. (*Corporate Output number 3*)
3. Conserve the collection in cooperation with Collection Services in accordance with the *Collection Conservation Plan 2008–11*. (*Corporate Output numbers 3 and 11*)
4. Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and associated public programs. (*Corporate Output numbers 4 and 5*)
5. Provide support for knowledge management, the website, and public programs. (*Corporate Output numbers 6, 7, and 8*)
6. Provide expert advice and information on the MHT collection. (*Corporate Output numbers 3 and 7*)

PERFORMANCE TARGETS

- Knowledge of and access to the collection developed through research, documentation, and digitisation of areas targeted in the *Collection Documentation Plan 2008–11*.
- Copyright implications for MHT objects investigated, and a strategy developed and implemented in conjunction with the Copyright Group.

- Collection documentation issues addressed through projects to accession, research, and catalogue to access standard; where appropriate, image capture undertaken for objects on MICA system. Particular emphasis on stocktake discrepancy reports and general technology backlog.
- Acquisitions and disposals undertaken in accordance with the *Collection Development Plan 2007–10*, with a particular focus on material relating to contemporary conflicts.
- Priorities defined in the *Collection Conservation Plan 2008–11* supported, including input on conservation of objects for galleries and other exhibitions.
- Advice and support provided as required for NCASR. Curatorial support provided for the Hazard Mitigation Project and Stocktake program.
- New acquisitions accessioned, catalogued, and image captured within four weeks of arrival in the section.
- Curators manage and develop the objects collection to promote access, knowledge, and interpretation and to ensure the safety and security of the collection. Curators research and are knowledgeable about objects relevant to the Memorial held by other government institutions and agencies.
- Strong and appropriate curatorial support provided for the development of permanent, temporary, and travelling exhibitions, including participation in exhibition teams, acquisition or loan of suitable objects, research and selection of objects for display, upgrading MICA records and images, and providing input into the storyline.
- Curatorial support provided for public programs and events such as Battlefield Tours, "Bring in Your Memorabilia" day program, EVS programs, CAM requirements, significant anniversaries, and requested tours of objects or areas at the Treloar Complex in Mitchell.
- Staff research and information about Australian military history and the MHT collection provided through the presentation of at least ten lectures and talks on relevant topics, active participation in conferences and shows, contributions to *Wartime* and other publications, provision of public-relations and media stories, and MHT books on vehicles and aircraft.
- Support and assistance provided for the National Collections book, as required. Support for branch forums and relevant conferences continued.
- Curatorial support provided for the continued development of the website. Support and input provided for the use of new and innovative technology such as podcasting.
- Appropriate team members identified and actively engaged 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.

- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

PHOTOGRAPHS, FILM AND SOUND

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 3 – National Collection*.

PURPOSE

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

MAJOR ACTIVITIES

1. Document the collection to agreed standards for control and access in accordance with the *Collection Documentation Plan 2008–11*. (*Corporate Output number 3*)
2. Develop the collection through acquisitions, exchange, commission, and disposal in accordance with the *Collection Development Plan 2007–10*. (*Corporate Output number 3*)
3. Preserve and protect the collection in cooperation with Collection Services section in accordance with the *Collection Conservation Plan 2008–11* to enhance its longevity and accessibility. (*Corporate Output number 3*)
4. Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and associated public programs activities. (*Corporate Output numbers 4 and 5*)
5. Provide a source of expert advice on the photographs, film, and sound collection. Contribute to Memorial publications as required. (*Corporate Output numbers 3, 5, and 7*)
6. Provide professional photographic services and other audiovisual support to the Memorial. Provide specialist and technical advice to Memorial programs and clients. (*Corporate Output numbers 11 and 12*)
7. Provide timely and accurate curatorial services to attract, inform, and respond to both physical and online visitors. (*Corporate Output numbers 3, 6, 7, and 8*)

PERFORMANCE TARGETS

- *Collection Documentation Plan 2008–11* implemented, including priorities for documentation enhancement and document control and security. Images of the Memorial's collection scanned and interpreted for MICA and CAS

records. New acquisitions documented to minimum standards within two months of acquisition.

- Risk management strategies implemented and minimum-level documentation of collection provided for security and tracking; compliance ensured with tracking procedures.
- *Collection Development Plan 2007–10* implemented, including active contribution to CCG and Acquisitions Group and acquisitions and disposals undertaken as appropriate, in particular through liaison with Defence Media, Australian Army, and RAN and RAAF history units. Acquisitions targeted to provide broad-ranging coverage of conflicts. Official photographers and cinematographers appointed to cover ADF deployments. A shortlist developed of photographers and cinematographers for official commissions. Developed a national panel of interviewers for interstate oral histories.
- *Collection Conservation Plan 2008–11* implemented, including preservation work (scoping, and copying or reformatting) for Vietnam RAAF and Malaya Army and RAAF photographs.
- Active contribution continued to NCASR. Storage and maintenance of material reviewed to identify strategies to address short-term requirements before implementation of NCASR.
- Participation in the EPG maintained. Timely and professional advice, support, and production of audiovisual material provided for permanent, temporary, and travelling exhibitions, and display planning and development.
- Agreed research or development projects undertaken by all curatorial staff, including participation in ARC-funded projects, as appropriate. Research undertaken into new technologies and opportunities, including copyright, colour management, and digital image management. Support provided for *Wartime*, including written contributions and images.
- Participation in ten to twelve professional activities, such as talks, presentations, and publications, both internally and externally, undertaken by staff across the section.
- Specialist photographic and digitisation support and advice provided to other sections, as required. Photography of public programs undertaken as required. Professional support for use of sound studio provided for internal clients.
- Support provided for e-Business and Piction, including providing digital imagery and copies of photographic negatives, prints, and transparencies, and audiovisual and video-production services, to established standards, for internal and external clients.
- Sound and video digitisation and streaming progressed.
- Timely and professional support and advice provided to other sections, as appropriate, including web team, CAM, Friends, EVS, and e-Business.

- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

RESEARCH CENTRE

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 3 – National Collection*.

PURPOSE

To develop, manage, document, preserve, and interpret official and private records and published and digitised collections. To provide access through exhibitions, research and information services, and reformatting.

MAJOR ACTIVITIES

1. Document and store the collection to agreed standards for control and access in accordance with the *Collection Documentation Plan 2008–11*. (*Corporate Output number 3*)
2. Selectively reformat the collection for preservation and access. (*Corporate Output number 3*)
3. Develop the collection through acquisition, exchange, commission, and disposal in accordance with the *Collection Development Plan 2007–10*. (*Corporate Output number 3*)
4. Conserve the collection in cooperation with Collection Services section in accordance with the *Collection Conservation Plan 2008–11*. (*Corporate Output number 3*)
5. Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and of associated public programs. (*Corporate Output numbers 4 and 5*)
6. Promote the RC and its collections to the community. (*Corporate Output number 6*)
7. Make the collections available to public and staff through reference and research services. Provide a source of expert advice on the RC collection. (*Corporate Output numbers 3, 6, 7, and 8*)

PERFORMANCE TARGETS

Action plans implemented as part of the *Collection Documentation Plan 2008–11*, including identified official records, private records, published records, and online databases.

Transfer and storage of official records in electronic formats investigated. Collection management systems, such as FIRST and RecordSearch, managed effectively.

Agreed selection of the collection reformatted in accordance with the *Memorial Digitisation Guidelines*; priorities included First World War diaries and core maps, in particular south-east Asian conflicts. All RC staff participated in a monitored and focussed research program on reformatting options.

Acquisitions and disposals undertaken in accordance with the priorities and items detailed in the *Collection Development Plan 2007–10*, key priorities being post-1945 operations and recent peacekeeping operations, including Afghanistan, Solomon Islands, and Iraq. Material outside the revised *Collection Development Plan 2007–10*, or duplicate material, appropriately identified and de-accessioned.

Selected collections re-housed in conjunction with preservation, documentation, and digitisation projects. Items surveyed and conserved in accordance with *Collection Conservation Plan 2008–11* and in preparation for digitisation projects and exhibitions. Stocktake conducted in conjunction with CS according to the Memorial's *Annual Stocktake Policy*.

Active participation in the EPG continued. Support provided for web presence of redeveloped galleries and travelling/special exhibitions. Changeovers supported in accordance with defined EPG program. Exhibitions and galleries supported, including permanent, temporary, and travelling exhibitions.

Public events and education supported, including special-occasion stack tours, talks/tours for significant anniversaries and public events (coordinated with EVS), and new/topical displays in Online Gallery. Actively participated in conferences and visits, and contributed to *Wartime* and other publications (at least four significant publications or talks). Tours and talks conducted for regular visits by VIPs, army trainees, museum curators, and library and archives students.

High client service standards maintained for Reading Room, Online Gallery, official records access, and provision of photocopying, digitised products, and information services. ReQuest knowledge base development continued online and promoted to clients.

Appropriate team members identified and actively engaged 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.

ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

COMMUNICATIONS AND MARKETING

OUTPUT LINKAGE

This section principally contributes to *Corporate Output numbers 6 and 12 – Promotion and Community Services and Revenue Generation*.

PURPOSE

To use the media and public relations activity to achieve the Memorial's purpose and Outcomes, and market a range of products to maximise the Memorial's off-budget revenue.

MAJOR ACTIVITIES

1. Coordinate all corporate advertising and publicity for the Memorial to ensure uniformity and high standards and to prevent duplication. (*Corporate Output number 6*)
2. 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. (*Corporate Output number 6*)
3. Oversee the effective operation of the Memorial's website. (*Corporate Output numbers 6 and 7*)
4. Manage and develop the Friends of the Memorial program. (*Corporate Output number 12*)
5. Review existing marketing strategies and continue to develop new markets for Memorial products and services. Monitor quality and delivery of existing products and services. (*Corporate Output number 12*)
6. Coordinate the production of all Memorial publications. (*Corporate Output number 6*)
7. Coordinate and administer the Memorial's copyright, royalties, and trademark programs. (*Corporate Output number 12*)

PERFORMANCE TARGETS

- High profile of the Memorial maintained. All Memorial advertising branding standards met. Sydney and regional markets targeted. Consultation with Manager, Evaluation and Visitor Research, undertaken to better define markets and to integrate findings of segmentation study and advertising evaluation into communication plans.
- Marketing concepts tested for *Over the front* and *A is for animals*.
- Media campaigns planned and implemented for identified events/exhibitions and for ANZAC and Remembrance Days. Proactive approach to media coverage continued, commercial and media film crews managed effectively, media kit revised, media releases prepared and distributed as appropriate, and a dedicated media website developed and maintained. Contributions to *Wartime* and *Vetaffairs* prepared on schedule. Media training for appropriate staff provided.

- Key strategies from the approved *Website Strategic Plan* implemented, including use of the web integrated into the Memorial's business, and external and internal website content kept up-to-date, accurate, consistent and easy to use. Collaboration and community engagement, including Web 2.0 activities, implemented including blogs, wikis, Flickr, Facebook and YouTube as appropriate. Teamsite (the Memorial's web content management system) implemented. Support provided for events, ceremonies, and exhibitions as approved. Website evaluated and/or audience research conducted for the development of the new website.
- The operation of the Friends program managed effectively and efficiently within revenue limits. Friends-only functions held in conjunction with selected exhibition openings at the Memorial, major events, and ceremonies, as well as for particular aspects of the Memorial's collections. A framework developed for planning, organising and holding Friends-only events in conjunction with travelling exhibitions in other states. The Friends program promoted effectively in *Wartime* and *e-Memorial*. Friends program data managed and maintained to streamline workflow and accurate records kept to ensure correct receipting of payments.
- Close liaison continued with Head of Development and Sponsorship to identify potential opportunities in relation to income generation.
- Marketing plan revised and implemented, taking into account results of segmentation study and other market influences, to promote exhibitions and major events. Identification and involvement in major events off-site continued. Marketing resourcing at other national institutions reviewed and options for resource allocation developed.
- Battlefield Tours managed effectively. Analysis of Battlefield Tours costs/revenue completed by June 2009. Gallipoli/Western Front tour for Apr/May 2009 packaged and brochure distributed by end Jul 2008.
- The catering contract administered efficiently and effectively.
- Promotional information produced and disseminated at a wide range of trade and consumer shows, including Australian Tourism Exchange.
- Publication of Memorial printed products arranged, including *Fighting to the finish*, and National Collection books. Production of corporate brochures and publications, including Service Charter, gallery guides, "What's happening", *Annual Report*, *Business Plan*, and exhibition catalogues, managed effectively and efficiently. *Wartime* contract managed effectively, including marketing and media planning conducted, deadlines monitored, improved distribution arrangements negotiated, and the *Wartime* coordination group chaired.
- Copyright queries managed and responded to accordingly for text-based issues. Photo queries forwarded to e-Sales. CAL digital collections, illustration collection, and publication

collection revenue managed and received. CAL surveys managed and copycounts forwarded.

- ECM project 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, including Web 2.0 activities such as blogs, wikis, Flickr, Facebook and YouTube, 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.

DEVELOPMENT AND SPONSORSHIP

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 12 – Revenue Generation*.

PURPOSE

To develop, implement, and manage a program to increase sponsorship revenue and other corporate support.

MAJOR ACTIVITIES

1. 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. (*Corporate Output number 12*)
2. Create, develop, and manage a business development program in order to expand the Memorial's corporate and commercial relationships opportunities and potentially enhance the Memorial's non-government funding in line with the Memorial's priorities 2008–11. (*Corporate Output number 12*)
3. 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. (*Corporate Output number 12*)

PERFORMANCE TARGETS

- Current sponsorships reviewed and previous expired sponsors revised and revisited.
- Sponsorship database and information (current and previous) reviewed and updated.
- Prospect lists for sponsorship created and sponsorship projects for 1–5 years identified, including Hall of Valour.
- Major ongoing sponsorships, including Qantas, Boeing, Wine, ASC, etc., managed effectively, including review and recognition.

- Corporate sponsorship retention program developed and implemented. Individual sponsorship and gift plans developed and implemented.
- Major bank partnership identified.
- National/international grant funding investigated.
- Development of sponsorship program for ANZAC 100-year anniversary in 2015 commenced.
- A 2–5 year development and sponsorship plan developed. The bequest program reviewed and redeveloped.
- Brand and identity guidelines for use by sponsors and supporters (including limitations) reviewed and clarified.
- Internal marketing surrounding sponsorship identified.
- Avenues identified and programs created (such as defence, schools, universities, national) for supporters via bequeath, bequest, gifts, etc.
- Dates and lists prepared and guests identified for Council dinners. Future planning for corporate dinners and other events scheduled.
- In cooperation with Friend's officer, Raiser's Edge database updated and engaged.
- Benefactor relationships improved through the creation of a maintenance program.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

EDUCATION AND VISITOR SERVICES

OUTPUT LINKAGE

This section principally contributes to *Corporate Output numbers 1, 5, and 8 – Commemoration Ceremonies, Interpretive Services, and Visitor Services*.

PURPOSE

To engage visitors and others in commemoration through exhibitions and educational, interpretive, and marketing services.

MAJOR ACTIVITIES

1. 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. (*Corporate Output number 1*)

2. Plan, develop, implement, and evaluate education programs that strongly enhance the understanding of Australia's experience of war. (*Corporate Output number 5*)
3. Plan, develop, implement, and evaluate public programs and events that strongly enhance the visitor experience of the Memorial. (*Corporate Output number 5*)
4. Provide up-to-date information about the Memorial's programs. (*Corporate Output number 8*)
5. Provide a range of accessible and responsive services that effectively meet the needs and expectations of visitors to the Memorial. (*Corporate Output number 8*)
6. Volunteers enhance the visitors' experience at the Memorial by providing research assistance and a range of interpretation and public program services. (*Corporate Output number 8*)

PERFORMANCE TARGETS

- All commemorative ceremonies, including ANZAC Day, Remembrance Day, unit reunions, plaque dedications, school wreathlayings, minor ceremonies, and VIP visits planned, promoted, and conducted in a dignified and appropriate manner.
- School wreathlayings planned, promoted to all states and territories, and conducted in a dignified and appropriate manner. MPs encouraged to attend when appropriate.
- Planning, development, and delivery of high-quality, engaging curriculum-related education programs continued. A target of 122,000 total student visitors and 50,000 students participating in paid education programs achieved.
- New introduction video for schools developed and implemented in 2008. Education components of Memorial website managed, maintained, and developed, including the education section, student-focused learning resources (including *KidsHQ*), online booking service and schools database, and Discovery Zone-related learning resources.
- Memorial representation in the PACER program, participation in NCETP promotions, History Summer School, National History Challenge, and Simpson Prize continued.
- Outreach activities, including off-site visits to schools and community groups for talks and presentations, completed. The Memorial Box outreach program reviewed, maintained, and promoted, including development of new Memorial Box on the Vietnam War.
- Dignified and appropriate events conducted; launches and official functions planned and delivered for exhibitions and publications. Support provided, as required, for the coordination and promotion of Friends functions and events.
- High-quality, engaging, and diverse programs delivered for a range of audiences, including exhibition-related, special events, and Memorial tours. *Radio silence* and *Last letters* performances managed and delivered.
- Ongoing summative evaluation for Discovery Zone education programs completed. iTour trial undertaken.

- The front-of-house delivery team, including IAs, provided a high level of visitor service, including up-to-date information about the Memorial, as well as offering appropriate assistance to disabled, aged, and other visitors with special needs.
- Regular liaison continued with onsite caterer to ensure good choice and customer service in cafés.
- IA roster monitored and evaluated. Weekend Duty Manager system managed to ensure consistent management and delivery of services on weekends. Stronger interpretive role for IAs developed, including trolley programs and short talks/presentations. Workplace Skills Program administered for IAs. Recruitment and training of IAs for Workplace Skills Program undertaken.
- *Wartime*, Roll of Honour certificates, iTour, and other saleable items promoted and marketed in a sensitive manner.
- Volunteers across the Memorial effectively managed to provide a range of tours and assistance in the Online Gallery and Discovery Zone. Volunteers across Memorial supported through recruitment, induction, training and assessment, and recognition programs, including CIT Statement of Attainment for guides. All volunteers worked under an agreement with the Memorial. Development and fostering of positive working relations between front-of-house staff and volunteer groups continued.
- Information about the section's operations disseminated through lectures, active participation in conferences and networks, contributions to *Wartime*, *DVA News*, and other publications, and input and updates to the Memorial website.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

EXHIBITIONS

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 4 – Exhibitions*.

PURPOSE

To manage, coordinate, and develop the Memorial's galleries and exhibitions.

MAJOR ACTIVITIES

1. Manage the planning, development, and maintenance of the Memorial's permanent exhibitions and galleries. (*Corporate Output number 4*)

2. Manage the planning, development, and maintenance of the Memorial's temporary and travelling exhibitions. *(Corporate Output number 4)*
3. Ensure the currency of the Memorial's displays through the development of small topical displays as appropriate. *(Corporate Output number 4)*
4. Plan and undertake appropriate studies to ensure a comprehensive picture of Memorial visitors. *(Corporate Output number 4)*
5. Effectively communicate across sections within the Memorial and actively promote exhibition projects via the web and through the media. *(Corporate Output number 6)*

PERFORMANCE TARGETS

- Active participation in EPG continued.
- Pre-development planning and research completed for the Memorial's permanent galleries, including redevelopment of the Hall of Valour and Gallipoli and First World War galleries.
- Development and installation of *Over the front* managed effectively to open in ANZAC Hall in Nov 2008, including design documentation for secondary works tender; and review and sign off on multimedia feature program, multimedia hardware, large technology, showcase furniture, graphics, collection, and lighting and multimedia.
- Development and installation of *Advancing to victory* managed effectively to open in the Special Exhibition Gallery in Oct 2008, including design development, documentation, construction/production, and installation completed by 23 Oct 2008.
- Effective management of all gallery maintenance requirements continued, including changeover processes, annual rotation of works on paper program, returned loans, and update of graphics and text panels as required.
- Incorporation of theatre operations into AV maintenance structure completed; equipment replacement and standardisation programme continued; medium-term cost analysis for AV maintenance developed; and new automation and control for Aircraft Hall and ANZAC Hall installed.
- Exhibition teams established, managed, and administered to develop new travelling exhibitions for the Travelling Exhibitions Program. Exhibition development phases including concept development, design development, documentation, construction/production and installation, managed effectively to ensure *A is for animals* opens in Feb 2009, *Sidney Nolan* opens in Aug 2009, *Love and war* opens in Dec 2009, and *Framing conflict* opens in Dec 2008.
- Existing travelling exhibitions tours maintained and new tours commenced:
 - *Sport and war* ongoing tour to Vic, SA, and WA
 - *George Lambert* ongoing tour to Vic, NSW, and SA
 - *Focus: photography and war 1945–2006* ongoing tour to NSW and Vic.
 - *All together: sport and war* ongoing tour to ACT
 - *Gallipoli: a Turkish view* ongoing tour to NT and WA
 - *Framing conflict* – new tour, venues to be confirmed
 - *Icon and archive* – new tour, venues to be confirmed.
- Public programs delivered in association with selected travelling exhibitions and at least four “Bring in Your Memorabilia” days conducted at selected venues.
- Liaison with DVA continued to secure future funding for travelling exhibitions.
- Visions of Australia grants developed and submitted as appropriate and sponsorship opportunities sought to further fund the program.
- Short-term displays coordinated for special events or anniversaries. Changeover of mixed collection in the Orientation Gallery coordinated on a quarterly basis. Changeover of artworks in the Second World War Link Gallery and Research Centre material in Tier 1 and Tier 2 coordinated as required.
- Summative evaluation carried out on *Conflicts 1945 to today* in consultation with the Evaluation Manager. Following post-occupancy evaluation, developed and implemented new visitor orientation signage as required.
- Liaison with other museums and professionals continued to ensure interpretation is presented to highest standard and to develop and extend Memorial knowledge and understanding of contemporary museum practice. Appropriate web presence developed for all exhibitions, including blogs with participation encouraged across sections.
- Communication strategy implemented for Memorial staff, contractors, clients, and visitors. Effective liaison undertaken with all stakeholders, including CAM, EVS, and the media, to ensure active promotion of newly developed exhibitions.
- Support provided to the Memorial's Head of Development and Sponsorship by providing information to raise funds for temporary and permanent exhibitions. Support provided for Western Front Battlefield Tour as required.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

MILITARY HISTORY

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 7 – Research, Information, and Dissemination*.

PURPOSE

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

MAJOR ACTIVITIES

1. Undertake research and publication into Australian military history; form a significant centre of research and expertise in the field. (*Corporate Output number 7*)
2. Disseminate knowledge and assist in the dissemination of knowledge of Australian military history. (*Corporate Output number 7*)
3. Encourage and foster research in Australian military history by researchers at the Memorial and elsewhere. (*Corporate Output number 7*)
4. Provide historical support services to the Memorial and to non-Memorial staff. (*Corporate Output number 7*)
5. Edit Memorial text and publications. (*Corporate Output number 7*)

PERFORMANCE TARGETS

- A forward plan to develop Australian military history implemented; strategic relationships consolidated and new projects, which expand and enhance the Memorial's central standing in the field, initiated
- Satisfactory progress achieved on approved research projects, with at least ten per cent of overall staff time devoted to research, with publications outcomes specified as follows:
 - Official History of Peacekeeping and Post–Cold War Operations continued with contribution of one writer and two research assistants
 - manuscript of *A living memory: a life of John Treloar* continued, with completion expected by Aug 2008 for publication Feb 2009
 - *The ANZAC book* (1916) republished with supplementary material for launch in Apr 2010
 - Volume 9 of the Official History of South-East Asian Conflicts, *Fighting to the finish*, published by 2009
 - papers delivered at Australian and overseas conferences.
- External hosting of the AJRP website continued and proposed AJRP projects undertaken
- The status, scope, and prospects for proposed commissioned histories reviewed by the end of Oct 2008

- 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.
- Issues 43–46 of *Wartime* edited and produced containing a good balance of high-quality popular articles: revenue target of \$100,000 from sales of *Wartime. Journal of the Australian War Memorial* continued with two issues produced per year.
- International history conference on 90th anniversary of 1918 delivered at the Memorial, 27–28 Nov 2008.
- Memorial Battlefield Tours program assisted by involvement in tours and participation in planning for future tours.
- Three Summer Vacation Scholars selected and supervised to complete relevant projects in early 2009.
- Gallipoli Centenary Project, for the translation of and commentary on Turkish official records, commenced in conjunction with Macquarie University under ARC linkage grant funding.
- War crimes trials project (“Law reports series on Australia's post–Second World War war crimes trials”) commenced in conjunction with University of Melbourne under ARC linkage grant funding.
- Expert historical advice provided, as required, to Minister, Council, Director, and staff, and, within staffing constraints, expert historical advice provided to the other historians, the media, and individuals outside the Memorial.
- Planning and delivery of sessions for the Staff Military History Course, the Workplace Skills program and Voluntary Guides training program undertaken as required. An active program of dissemination of interpretation in the field of Australian military history undertaken by lectures, papers, articles, talks, etc.
- 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.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

BUILDINGS AND SERVICES

OUTPUT LINKAGE

This section principally contributes to *Corporate Output numbers 2 and 10 – National Memorial and Grounds and Resource Management*.

PURPOSE

To provide a range of services, including property management, records management, security, office services (including photocopiers and telephones), and workshop.

MAJOR ACTIVITIES

1. Buildings:

- Strategically manage repairs, maintenance, and renovation of the Memorial's buildings. (*Corporate Output number 2*)
- Manage the Memorial's heritage buildings and grounds. (*Corporate Output number 2*)
- Manage the development of the Memorial site. (*Corporate Output number 2*)
- Support Exhibitions section as required. (*Corporate Output number 4*)

2. Services:

- Manage a range of office service functions. (*Corporate Output number 10*)
- Strategically manage accommodation and storage. (*Corporate Output number 10*)
- Strategically manage security services and systems. (*Corporate Output number 10*)
- Administer records management. (*Corporate Output number 10*)
- Administer and regularly review emergency evacuation planning and procedures. (*Corporate Output number 10*)

PERFORMANCE TARGETS

- Buildings and grounds maintained to the highest standard with well-integrated essential services and facilities operations. Consultative and productive relationships maintained with NCA and DEWHA.
- Condition appraisal and life-cycle plan for the replacement of plant, equipment, and building engineering infrastructure managed and continually developed. Annual review undertaken Feb 2009.
- Facilities maintenance contract managed effectively to ensure high performance and value for money.
- EEC meets quarterly and approved energy management and energy audit initiatives implemented.
- Facilities documentation including building plans, drawings,

and manuals managed effectively. Building and Exhibition Maintenance system managed effectively.

- Commonwealth and National Heritage precinct and building assets maintained to the highest standards and in line with the Memorial's *Heritage Strategy* and *Heritage Management Plan*.
- Main Memorial Building heritage conservation works identified, undertaken, and documented.
- Eastern Precinct development project managed to ensure design development, stakeholder liaison, and approvals (PWC, Heritage and Works) completed to agreed timeline.
- *Site Lighting Management Plan* developed and implemented as funding allows.
- Program of ongoing Roll of Honour amendments and new panels facilitated. Amendments to Commemorative Roll facilitated. Plaque Dedication Program managed effectively. Memorials installed in the precinct constructed in accordance with approved design, *Site Development Plan*, and Memorial *Heritage Management Plan*.
- Timely advice and assistance, including workshop involvement and security, 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. Building engineering and infrastructure expertise, assistance, and advice provided to Exhibitions section as required, including during associated Defect Liability Periods.
- Movement of furniture, phone services, pest-control services, and management of high-quality cleaning services provided for all Memorial buildings.
- Continuation of NCASR facilitated with delivery of options for CMG consideration and planning and implementation of agreed actions. Ongoing accommodation and storage requirements managed as funding allows.
- High level of security services provided. All sites' electronic security infrastructure maintained and managed effectively. Regular and timely security risk assessments managed. Advice provided and liaison continued with other stakeholders in the planning of major events. Outsourced vetting and annual review for DSAPs managed effectively.
- All files and mail processed according to internal documented procedures, NAA recordkeeping (DIRKS) standards, and client expectations. Annual file census completed.
- In preparation for EDRMS component of the ECM project, records and document management policy and record-keeping standards and procedures reviewed and retrospective Business Classification System (BCS) classification of existing records undertaken, TRIM file locations reviewed, and BCS linked to the Records Disposal Authority.

- EPC convened regularly and Emergency Control Organisation maintained and trained. Regular emergency evacuation drills for all buildings conducted. All emergency activity issues reported to CMG and branch heads regularly.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

FINANCE

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 11 – Resource Management*.

PURPOSE

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

MAJOR ACTIVITIES

1. Provide financial systems to support the corporate accounting, reporting, and processing needs of the Memorial. (*Corporate Output number 11*)
2. Undertake policy development and review of existing policies, as necessary, to support Memorial operations and meet government requirements. (*Corporate Output number 11*)
3. Undertake financial planning on behalf of the Memorial for the period covering the next five years. (*Corporate Output number 11*)
4. Provide support services to the Memorial in relation to purchasing, accounts processing, receipting of revenues, asset management, contracts, and tendering. (*Corporate Output number 11*)
5. Assist the Memorial, as appropriate, to meet its charter to increase funding sources through commercial activities. (*Corporate Output number 11*)

PERFORMANCE TARGETS

- The 2008–09 budget monitored to ensure there are no overruns, and a full review undertaken in a consultative manner in Nov 2008 and Mar 2009. The *Internal Audit Plan 2008–09* implemented.
- Financial Statements prepared and audited on schedule for inclusion in the *Annual Report 2007–08*.

- Compliance Certificate completed and signed by Council and forwarded to ministers for DoFD and DVA by 15 Oct 2008.
- The 2009–10 internal budget developed by May 2009. DoFD guidelines, FMO, and accounting standards implemented. Revenue targets for 2009–10 developed and entered into MIBIS by end Jun 2009.
- Monthly DoFD reporting requirements met. Reporting of weekly cash-at-bank, investment, and borrowing balances. Accrual Financial Statements presented monthly to CMG and quarterly to Council, including capitalisation of all building works and other assets.
- Annual Procurement Plan developed by mid-Jun 2009.
- Salary sacrifice funding arrangements monitored and reconciled.
- The Memorial's forward estimates developed as per requirements and DoFD timeframes. All funding opportunities reviewed and bids included for items under accrual budgeting framework.
- Procurement policy reviewed in accordance with CPGs and, as necessary, liaison with DoFD facilitated.
- The level of donations monitored and reported to management monthly as part of statistics to CMG.
- Domestic and overseas travel coordinated in a timely manner, including timely follow-up of travel acquittals.
- Asset stocktake completed to support Financial Statement balances by end Apr 2009. Procedures implemented for reporting to managers quarterly on assets under their control implemented.
- FBT and GST reporting procedures monitored to ensure compliance with legislation and tax reporting requirements. BAS submitted by 21st day of each month.
- Active participation in financial management of major projects continued, including reporting structures, scope and cost reconciliation meetings, policies and procedures for sound management of budgets, and reports to management and Council.
- Use of Collection Depreciation funding monitored and policy for capitalisation of expenditure from collection depreciation funding reviewed. Input into any changes in government policy changes relating to Collection Depreciation to assure best outcome for the Memorial.
- Financial aspects of Hyatt contract managed, ensuring timely receipt of moneys owing and resolution of any accounting or reporting issues. Financial assistance provided to e-Business to ensure delivery of timely services. Marketing initiatives accompanied by appropriate contracts administration and follow-up, e.g. royalties.

- MIBIS Help services and end-user training provided. Daily reconciliation of Piction/MIBIS and POS/MIBIS interface undertaken.
- Planning and implementation of SAP upgrade, scheduled for 2010, undertaken.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

INFORMATION TECHNOLOGY

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 11 – Resource Management*.

PURPOSE

To develop and support the information technology and information management needs of the Memorial.

MAJOR ACTIVITIES

1. Implement an ECM system to address management of digital assets, electronic documents and records, web content, Research Centre databases, workflow and searchability needs. (*Corporate Output number 11*)
2. Support, maintain, and, where appropriate, develop corporate applications. (*Corporate Output number 11*)
3. Maintain and develop the computer network in support of corporate needs. (*Corporate Output number 11*)
4. Provide technical support to collection management and other systems used by the Memorial. (*Corporate Output number 11*)
5. Develop, implement, and revise strategic plans for the effective application of information technology and information management. (*Corporate Output number 11*)

PERFORMANCE TARGETS

- Delivery of ECM application through 2008–10 progressed in accordance with project plan and ECM Steering Group and IMSG directions.
- Strategic direction and support provided for the wide range of corporate applications and database activities, including MICA, MIBIS, CAS, e-Business, TRIM, Piction bookings, Raiser's Edge, AR, email, and office applications. 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.

- Reviewed procurement strategy for desktop computers and upgrade completed by early 2009.
- Network and desktop operating systems and applications maintained as a modern, efficient, and secure information technology environment that assists the Memorial's activities by maximising staff efficiency and public access.
- IT hardware upgraded to maximise performance and equipment coverage within available budget. Continue rolling program of server upgrade in accordance with the IT equipment leasing strategy. Replacement of all workgroup printers completed.
- Upgrade Microsoft Office suite to 2007 version. Migrate Groupwise email system to Microsoft Exchange. Provide support for possible upgrade to Piction Version 5.
- Network and critical system monitoring maintained to alert key IT staff to outages during both work and out of hours. Achieve out-of-hours critical response: one-hour response 8 am–6 pm; three-hour response 6 pm–8 am. 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 call-out in the event of public systems outages. Documentation maintained and developed as necessary. Reliable and appropriate back-up and recovery systems maintained to ensure continuity of services and ability to recover from disaster.
- Technical support maintained for MICA, website and e-Business facilities to deliver services and products to Memorial clients. Strategic direction and technical support maintained to ensure appropriate standards and efficient operation of digitisation programs.
- Technical and strategic support provided for public access via the Memorial's website.
- Digital asset management, website management, and search ability improved through ECM project.
- Plans for information technology and information management issues monitored and revised through regular meetings of IMSG. *Information Technology Strategic Plan* updated by Dec 2008.
- Appropriate team members identified and actively engaged 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.

PEOPLE MANAGEMENT

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 11 – Resource Management*.

PURPOSE

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

MAJOR ACTIVITIES

1. Provide the strategic framework for people management consistent with the Memorial's *Teamwork (Collective) Agreement* and corporate priorities. (*Corporate Output number 11*)
2. Facilitate the attraction and development of the best people for well-designed jobs and maintain their employability by driving and harnessing continuous learning. (*Corporate Output number 11*)
3. 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*. (*Corporate Output number 11*)
4. Promote a cooperative high-trust workplace culture that successfully delivers the Memorial's corporate goals. (*Corporate Output number 11*)

PERFORMANCE TARGETS

- Highly effective people management underpinned by workforce planning, mentoring, leadership, and training linked to the BMPF scheme. The Memorial's salary budget is developed, maintained, and amended in accordance with agreed budget timetables.
- The Memorial's people management policies are reviewed and updated to address both current trends in people management and Memorial needs. Further development on workforce planning undertaken.
- Diversity and harassment plans reviewed and a *Health and Safety Management Agreement* developed in line with amendments to *OH&S Act*.
- The intranet further developed and used to provide Memorial employees better access to people management information.
- Agency and security staffing contract managed to ensure timely provision of resources to meet operational needs. Security staffing contract tender process undertaken by Dec 2008.

- Formal succession plans developed for all key positions. Work with CIT continued to address skill shortages. Consistent with Workforce Plan, job documentation reviewed to ensure that it meets Memorial and market expectations and supports the recruitment of suitable applicants with appropriate skills. Employment site on internet developed in line with new policies and procedures. Advertising reviewed to ensure that ads are best placed to attract suitable fields of quality applicants. An online recruitment tool investigated in line with ECM project. Ongoing employee turnover managed effectively to not exceed market expectations and diversity targets met.
- *People Development Program 2008–09* approved by CMG for implementation from end Jul 2008. Training and development programs delivered on time, within budget, and consistent with needs identified in the Personal Development Plans, direct feedback from sections via business plans and CMG, and the *People Development Program*. Evaluation of training course undertaken. An average of three days' training per ongoing employee facilitated. PDP forms reviewed and updated.
- A number of in-house programs developed and delivered, including formal orientation and induction programs (including an online induction program); military history training (twice); Exhibition Development Course; revamped leadership program; Cultural Management Development, Workplace Skills, and Advanced Workplace Skills programs; Values and Cultural Diversity program; and funding of an ongoing employee (below executive level) for 2008–09 Battlefield Tours or on exchange to IWM. Major awards for staff research for 2008–09 managed effectively and efficiently.
- Remuneration arrangements administered in accordance with the *Teamwork (Collective) Agreement*.
- Superannuation administered in accordance with employee choice and relevant legislation.
- A tolerant, fair workplace maintained through the provision of the Memorial Workplace Diversity Program, improved induction training (making use of the internet and intranet), an active Workplace Harassment Contact Officers Network maintained, and the *Memorial Harassment-free Workplace Policy* implemented.
- Operational personnel activities maintained, including monitoring to meet both employees' and management's needs and agreed Service Charter targets.

- The BMPF scheme promoted and coordinated, documentation completed on time, and the agreed bonus payments provided to employees.
- OH&S proactively coordinated, including hazardous-chemical testing, eyesight testing, and secretariat support provided to the OH&S Committee, which meets at least six times. Health awareness program delivered in 2008–09.
- Secretariat support and information awareness provided to the WRC, which meets at least four times, and the flow and sharing of information to employees fostered. The use of agreed processes facilitated to avoid disputes and resolve any grievances.
- ECM project actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial. Assist with change management as required.
- Appropriate team members identified and actively engaged 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.

RETAIL AND ONLINE SALES

OUTPUT LINKAGE

This section principally contributes to *Corporate Output number 12 – Revenue Generation*.

PURPOSE

Management and development of Shop and e-Business to maximise revenue, disseminate information on military history, and provide efficient systems, including internal ordering and workflows.

MAJOR ACTIVITIES

1. Administer Memorial publications stockholdings. (*Corporate Output number 12*)
2. Manage ROS operations effectively in terms of commercial performance and meeting client expectations. (*Corporate Output number 12*)
3. Administer and develop Shop and e-Business systems, including internal ordering and publications. (*Corporate Output number 12*)
4. Market and promote the Shop and e-Business in order to increase potential for revenue generation. (*Corporate Output number 12*)

PERFORMANCE TARGETS

- Administrative support provided for Memorial publications and travelling exhibitions in terms of stock holdings and wholesale sales, including *Wartime*, *Contact*, *Artists in action*, *Shared experience: art and war*, curatorial monographs, exhibition catalogues, and other publications. Annual stocktake completed by 30 Jun 2009.
- Wholesale orders administered and supplied by Memorial Shop. Wholesale trading terms adhered to for Memorial publications and liaison with Exhibitions as required. Provision of advice to Executive and CAM on sales and marketability of proposed Memorial publications and the development of commercial contracts.
- Total Shop revenue target of \$1.45 million. Net profit of at least 20 per cent gross revenue and 14 per cent after notional costs. Total e-Business revenue target of \$900,000, including \$150,000 in corporate waivers. Corporate waivers managed, with CAM and Executive, ensuring full corporate records kept.
- Refurbishment of selected areas of the Shop completed, including shelving, back-of-Shop storage, floor stands, and paintwork.
- Book and product launches supported where appropriate. A retail/sales outlet provided for publications produced by DVA commemorations program.
- Policies regarding discounts, user fee waivers, freight, handling times, and inventory management adhered to at all times. Annual Shop stocktake completed by 30 Jun 2009.
- Support/training provided for IAs required to use POS system, and staff within curatorial sections required to use Piction Internal Ordering.
- An excellent range of books on Australian military history maintained, developed, and made available online. Product identified, photographed, and displayed on Online Shop within two days. *Wartime* promoted and sold throughout the Memorial.
- Systems administration, support for POS/inventory management system, and Piction provided, plus financial reporting delivered monthly and as required.
- Piction operated efficiently and effectively for e-Sales and internal ordering, including administration of support contract, assistance provided to maintain and administer Friends and *Wartime* magazine, and for Piction internal workflow for PFS. Continued development of the Piction Workflow Utility for greater efficiency and flexibility for e-Business staff.

- Participated in and actively supported 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. Worked with web team to continue to enhance the Online Shop interface to increase sales and revenue. New product developed and made available within Piction for customers, including sound files and download delivery of TIFF high-resolution image files.
- ROS marketing/promotion plan delivered and implemented for 2008–09. Merchandising opportunities to support selected exhibitions and other events/initiatives investigated in conjunction with CAM.
- Online Shop website promoted on all correspondence sent by the Shop and e-Business. Temporary shops in place to support exhibitions in SEG where commercially viable (support provided through Shop display was not considered commercially viable).
- Items identified and put forward as suitable for product development, including development of product range that reflects content of *Conflicts 1945 to today* galleries and Discovery Zone; souvenir Memorial DVD evaluated; souvenir Memorial coin further developed; and a product range that appeals to female visitors developed. Liaison with CAM on product development initiatives and the administrative management of commercial contracts continued.
- ECM project 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, including Web 2.0 activities such as blogs, wikis, Flickr, Facebook and YouTube, using the internet explored and implemented as appropriate.

TEAM MANAGEMENT

A COMMON OUTPUT ACROSS THE MEMORIAL

The management and administration of each section/team is a common outcome for all sections within the Memorial, so generic performance targets have been provided.

MAJOR ACTIVITY

Manage and administer the team to achieve Memorial objectives and foster equity, teamwork, and open communication.

PERFORMANCE TARGETS

Production of Outputs:

- 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.
- Implement as appropriate the *Risk Assessment Plan*, *Fraud Control Plan*, *Business Continuity Plan*, *Disaster Recovery Plan*, etc.
- OH&S and risk management 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.
- Participation encouraged in corporate planning, including development of the annual budget and business plan, and monthly and quarterly reporting against the business plan.
- All staff prepare Business Management and Performance Agreements and progress is assessed against these.
- All staff participate in quarterly review meetings to discuss progress against business plan.
- Staff participation in decision making is encouraged through regular team meetings.
- Teamwork is built upon and all staff given opportunities and encouraged to contribute to the section's success.
- Staff give presentations and talks, contribute to journals and publications, and develop professional networks as appropriate.
- Information and advice provided to Council, CMG, and SMG for decisions and feedback as appropriate.
- Appropriate team members identified and actively engaged 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.
- ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

Management and Development of Staff:

- Section heads encourage and mentor personal development, performance, and morale of the section. All staff complete PDPs annually.
- Staff attend appropriate conferences and seminars, have access to professional publications, and hold membership of appropriate professional associations.
- Employees encouraged to use accrued leave credits for rest and recreation.
- Section conforms to Public Service legislation and guidelines, and all Director's Instructions.
- Staff development opportunities are undertaken in accordance with PDPs and plans are reviewed regularly.
- Staff participate in the military history course and seminars.
- Staff encouraged to seek development from mentors and coaches.
- Staff manage and supervise work experience and professional placement students.
- Staff manage and supervise volunteers.
- Section heads participate in IAs' development mentoring program.
- Staff are assisted with study arrangements.
- Staff needs, in relation to health, fitness, child care, etc., are facilitated, where possible in accordance with flexibilities envisaged by the *Teamwork (Collective) Agreement 2008–11*.
- Recruitment is managed to ensure best outcomes are achieved and is in accordance with agreed procedures.

Public Affairs Advanced:

- CAM advised of promotional opportunities,
- No media contact to occur without approval by CAM or Director and Assistant Directors.

EFFECTIVENESS – OVERALL ACHIEVEMENT OF THE OUTCOME

The following outcomes will provide a broad indication of effectiveness over the *Corporate Plan 2008–11*.

- A significant number of Australians will visit or have access to the Memorial and its services, including exhibitions, travelling exhibitions, collections, website, RC, and research and interpretive programs.
- People will be actively involved in commemoration by attending the National ANZAC Day, Remembrance Day, and other commemorative ceremonies held at the Memorial.
- As a result of their contact with the Memorial, visitors and clients will have an increased level of knowledge and understanding of the Australian experience of war and its enduring impact on our society.

PERFORMANCE INFORMATION FOR AGENCY OUTPUTS

OUTPUT 1.1 – COMMEMORATIVE CEREMONIES

Quantity:

- Public support for major Memorial ceremonies.
- Number of other commemorative ceremonies held at the Memorial.

Quality:

- All ceremonies conducted in a fitting and dignified manner.
- Visitor response, based on feedback received.

Target 2008–09:

- Major ceremonies conducted attracting at least 20,000 visitors to the ANZAC Day Dawn Service, 10,000 to the ANZAC Day National Ceremony and 2,000 to the Remembrance Day ceremony.
- At least 10 other commemorative ceremonies conducted.
- At least 90 per cent of respondents rate the ceremonies as good or very good.

Price: \$942,000

OUTPUT 1.2 – THE NATIONAL MEMORIAL AND GROUNDS

Quantity:

- Maintenance and development work conducted on buildings and grounds.
- Amount spent on the National Memorial and Grounds also expressed as percentage of annual expenditure.

Quality:

- Compliance with relevant codes and regulations.
- Timely completion of works to minimise impact on visitors.

Target 2008–09:

- East precinct developed in accordance with site master plan.
- The Memorial heritage building, commemorative area, and surrounding grounds maintained and presented to the highest standard.
- Access to the Memorial and visitor facilities maintained to high standard.
- Identification of additional plaque dedication sites within Memorial grounds.
- All building works comply with relevant standards, codes, and regulations.
- Heritage elements to be managed and conserved using Australia ICOMOS Burra Charter.

Price: \$5,653,000

OUTPUT 1.3 – THE NATIONAL COLLECTION

Quantity:

- Number of new items acquired.
- Number of items disposed of.
- Number of collection items that have been documented to a minimum standard on the Memorial's collection management systems.
- Number of collection items for which documentation has been enhanced or corrected.
- Number of collection items surveyed to record their condition.
- Number of collection items receiving conservation treatment.
- Number of collection damage incidents.
- Number of collection items that can be accessed via the Memorial's online public databases.

Quality:

- Percentage of the collection in storage that meets conservation standards for environmental conditions.
- Range, variety, and provenance of the collection.

Target 2008–09:

- The National Collection is developed in accordance with the *Collection Development Plan 2007–10*.
- The National Collection is conserved in accordance with the *Collection Conservation Plan 2008–11*.
- The National Collection is documented in accordance with the *Collection Documentation Plan 2008–11*.
- The National Collection is surveyed, conserved, and documented to support the Memorial's exhibitions and public programs.

- Percentage of the collection in storage that meets conservation standards for environmental conditions in the following categories:
 - Photographs, Film and Sound collection – over 95 per cent
 - Art collection – 100 per cent
 - Military Heraldry and Technology collection – over 80 per cent
 - Official Records, private records, and printed special collections – over 80 per cent

Price: \$19,315,000

OUTPUT 1.4 – EXHIBITIONS

Quantity:

- Number of visits to the Memorial's exhibitions and travelling exhibitions.
- Number of tour venues across Australia.

Quality:

- Qualitative or quantitative evidence about increases in visitors' understanding.
- Percentage of visitors satisfied with the quality of exhibitions being based on a sample survey.

Target 2008–09:

- Number of visitors to the Memorial's exhibitions and travelling exhibitions maintained or increased.
- Travelling exhibitions exhibited at at least 18 different venues across Australia.
- At least 80 per cent of visitors indicate that their level of understanding has increased following their visit.
- At least 85 per cent of visitors rate the Memorial's exhibitions as good or very good.

Price: \$8,121,000

OUTPUT 1.5 – INTERPRETIVE SERVICES

Quantity:

- Range and number of interpretive programs and events on offer.
- Number of visitors who attend events or participate in programs.
- Number of school students who visit the Memorial and/or participate in programs, including programs delivered off-site.

Quality:

- Qualitative or quantitative evidence about increases to participants' understanding.
- Percentage of clients satisfied with quality of a program or event, based on a sample.

Target 2008–09:

- At least 700 public programs and events completed (not including major commemorative events such as ANZAC Day).
- At least 100,000 participants in programs.
- 120,000 school children visit the Memorial.
- 50,000 school children undertake high-quality, engaging, curriculum-related school education programs managed and delivered for on-site education groups.
- At least 350 schools borrow a Memorial Box during the year.
- 3 million pages viewed on *KidsHQ* website and 18,000 new users to *KidsHQ*.

Price: \$1,884,000

OUTPUT 1.6 – PROMOTIONS AND COMMUNITY RELATIONS

Quantity:

- Amount of feature media coverage of the Memorial based on number of media articles and television and radio reports.
- Range and number of promotional activities undertaken by Memorial staff.
- Number of user sessions to the Memorial's website and the average length of "stay".
- Number of visits to Memorial travelling exhibitions.
- Geographic spread of travelling exhibition visitors.
- Number of visits to the Memorial.
- Percentage of Memorial visitors making their first visit.

Quality:

- Percentage of remote visitors whose visit met or exceeded their expectations.

Target 2008–09:

- 300 print articles, 350 radio reports, 100 television reports.
- 85 per cent media coverage favourable.
- 100 promotional activities, including major trade shows.
- 4.1 million visitors to website.
- Average web visit time of 10 minutes.
- Average of 10,000 visitors to travelling exhibitions in metropolitan areas and an average of 3,000 visitors to travelling exhibitions in regional areas.
- Each state and territory has at least one travelling exhibition visit during the year.
- 800,000 visitors to the Memorial.
- 25 per cent making their first visit.
- 50 per cent of remote visitors rate the exhibition they visited as very good or excellent, and 80 per cent of remote visitors say that the exhibition either met or exceeded their expectations.

Price: \$3,298,000

OUTPUT 1.7 – RESEARCH, INFORMATION, AND DISSEMINATION

Quantity:

- Number of Memorial and Memorial-supported research projects undertaken.
- Number of lectures given, articles or books published, and documentaries made by Memorial staff.
- Sales figures for *Wartime*.
- Number of visits to RC.
- Number of collection items retrieved for and accessed by Reading Room clients.
- Number of research inquiries answered by Memorial staff.
- Number of page views accessing the Memorial website's digitised information resources.
- Number of online searches conducted on the Memorial's databases.

Quality:

- Percentage of RC standards of service that are met.
- Percentage of RC clients satisfied with quality of visit.

Target 2008–09:

- 7 major research projects underway during the year, plus a range of discrete/specific research projects completed as required.
- 25 lectures/papers given; 60 articles written; 1 book published by Memorial staff.
- 4 issues of *Wartime* published, with an average circulation of 7,300 per issue.
- At least 25,000 visitors to the Reading Room and 30 per cent of visitors visit the online gallery.
- 12,000 collection items accessed by Reading Room clients.
- 10,000 research enquiries answered by Memorial staff.
- 10 million page views of the Memorial's digitised website resources.
- 1.3 million online searches on the Memorial's databases.
- Research Centre standards of services met in at least 95 per cent of cases.
- At least 90 per cent of visitors rate the Research Centre as good or very good.

Price: \$4,711,000

OUTPUT 1.8 – VISITOR SERVICES

Quantity:

- Percentage of visits to the Memorial that are repeat visits or that result from word-of-mouth recommendations.
- Average duration of visits to the Memorial.

Quality:

- Percentage of Memorial visitors who believe Memorial has maintained or improved its standard of service since their last visit.
- Percentage of Memorial visitors whose visit met or exceeded their expectations.
- Number of compliments received via the Service Charter and Visitors' Book.
- Number of complaints received via the Service Charter and Visitors' Book, and actions taken to address complaints.

Target 2008–09:

- 60 per cent of visitors are repeat visitors and 25 per cent of general visitors received a word-of-mouth recommendation.
- Average duration of visit at least 2 hours.
- At least 80 per cent of visitors believe that the Memorial has maintained or improved its standard of service since their last visit.
- At least 90 per cent of visitors believe their visit met or exceeded their expectations.
- 100 compliments received via the Service Charter and Visitors' Book on various aspects of the Memorial.
- Fewer than 20 complaints received via the Service Charter and Visitors' Book.
- Action taken as appropriate to address complaints in 100 per cent of cases.

Price: \$3,297,000



Australian War Memorial