

Australian War Memorial

Business Plan

2010-2011

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

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

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MEMORIAL PLANNING FRAMEWORK

Purpose

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

Mission

To assist Australians to remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society.

Vision for the future

Our vision is for an outstanding national institution acknowledged for its commemorative ethos, outstanding exhibitions, events and activities, one which engages the greatest number of people and is recognised for its continuing revitalisation, relevance, and pre-eminence.

Values

- Respect for those who have served the nation
- A commemorative ethos reflecting the Australian identity
- The collection is the core of the museum
- Leadership in our fields
- Excellence and professionalism
- Innovation and creativity
- Fairness and equity
- High performance through teamwork

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 across 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.

CORPORATE PRIORITIES

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

Major priorities

- Enhance online access through use of new 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 and implement an Enterprise Content Management team to optimise the creation, storage, and management of our digital assets;
- Plan for Hall of Valour refurbishment including design concepts and securing of sponsorship funding;
- Develop plans and secure funding for significant future anniversaries; and
- Half-life refurbishment of Second World War exhibitions.

Priorities

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

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

Key continuing activities

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

- Deliver national ceremonies for ANZAC Day and Remembrance day as well as dignified ceremonies for a range of stakeholders, including minor ceremonies, school wreathlayings, and plaque dedications
- Deliver a range of education programs that explore the Australian experience of war and Australian identity and meet the curriculum needs of teachers
- Publish initial volumes of the Peacekeeping official history
- Continue high-quality travelling exhibitions and other outreach programs
- Publish the final volume of the south-east Asian conflicts series
- Maintain positive and constructive links with stakeholders and interest groups
- Maintain collaborative and strategic links with kindred organisations
- Develop and conduct dynamic marketing and public affairs campaigns
- Focus on youth and Non-English Speaking Background programs and services
- Operate and maintain galleries to a high standard
- Promote and make accessible curatorial research, expert knowledge of the National Collection, and Australian military history
- Further develop high-quality collection preservation and storage programs
- Strategically manage buildings, effective security systems, and general security awareness
- Maintain high-standard management systems and processes, particularly financial management and planning
- Expand and develop the Friends of the Memorial program
- Further develop effective risk management and compliance programs
- Identify, protect, conserve, and manage the heritage values of places in the ownership and control of the Memorial, consistent with current best practice in conservation and property management, using the Australia ICOMOS Burra Charter 4.
- Continue to develop and implement appropriate energy and environmental management initiatives.

Beyond 2011

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

- The 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

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.
- Continue to maximise returns from the Shop, Friends, *Wartime*, donations, and catering
- Use the Memorial's website to generate more product revenue

Enhance the collection as a core component

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

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
- Plan for Hall of Valour refurbishment including design concepts
- Develop plans and secure funding for significant future anniversaries
- Half-life refurbishment of Second World War exhibitions

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

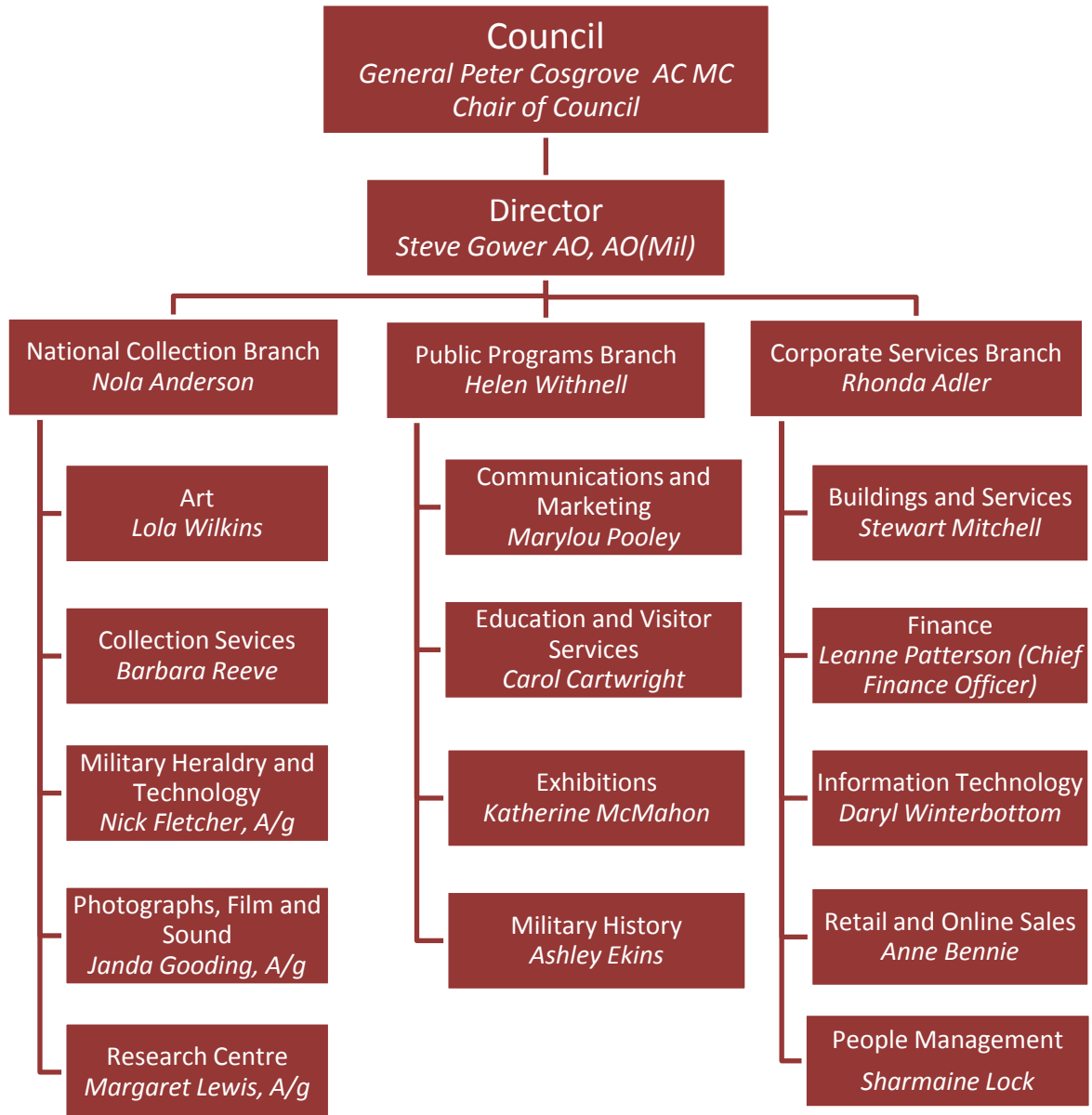
- Implement an ECM system to facilitate efficient storage and management of digital assets and electronic records
- Use the ECM to maximise access to information, internally and externally, via the web
- Use intellectual property for the benefit of the Australian community and to achieve appropriate 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

CORPORATE STRUCTURE

Memorial Corporate Structure 2010-2011



Exhibition List 2010-2011

Exhibition List 2010-2011:	
Full Title	Short Title
Permanent	
Half-life Refurbishment Second World War galleries	Second World War galleries
Hall of Valour Refurbishment (dependent on funding)	Hall of Valour
On display in the Special Exhibitions Gallery	
<i>Framing Conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green</i>	<i>Framing Conflict</i>
<i>On the edge: Jon Cattapan and eX de Medici</i>	<i>On the edge</i>
<i>Tobruk and the sons of ANZAC</i>	<i>Tobruk and the sons of ANZAC</i>
Travelling	
<i>A is for Animals</i>	<i>A is for Animals</i>
<i>A digger's best friend (A is for Animals modified version)</i>	<i>A digger's best friend</i>
<i>Framing Conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green</i>	<i>Framing Conflict</i>
<i>Sidney Nolan: the Gallipoli series</i>	<i>Sidney Nolan</i>
<i>Of love and war</i>	<i>Of love and war</i>
<i>Icon and Archive: photography and the World Wars</i>	<i>Icon and Archive</i>
<i>This company of brave men: the Gallipoli VCs</i>	<i>The Gallipoli VCs</i>
In Development	
<i>Problem solved (working title) (TBC)</i>	<i>Problem solved (working title)</i>
<i>Dobel, Drysdale and Friend (working title)</i>	<i>Dobel, Drysdale and Friend (working title)</i>

Major Ceremonies 2010-2011	
Title	Date
Roll of Honour Additions Ceremony (if required)	11-Nov-2010
Remembrance Day	11-Nov-2010
ANZAC Day Dawn Service	25-Apr-2011
ANZAC National Ceremony	25-Apr-2011
National Service Memorial dedication	08-Sep-2010

Major Events 2010-2011	
Title	Date
<i>Big Things in Store</i>	10-Oct-2010
AWM History Conference	5/6-Aug-2010
Traditional Christmas Carols	10-Dec-2010
2011 Battlefield tours	Apr/May 2011

SECTION PLANS

Team Management

APPLIES TO ALL SECTION BUSINESS PLANS

Planned Activities	Performance Targets
Team Management	
Manage and administer the Team to achieve Memorial objectives and foster equity, teamwork, and open communication.	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.
	<i>Risk Assessment Plan, Fraud Control Plan, Business Continuity Plan, Disaster Recovery Plan, etc.</i> implemented as appropriate
	Occupational health and safety and risk management assessments undertaken effectively to reduce risks to staff and objects.
	Action taken as appropriate to address any problems/risk exposures identified by risk assessments, including business and fraud risk assessments.
	Team participated in corporate planning, including development of the Budget and <i>Business Plan</i> and monthly and quarterly reporting against the <i>Business Plan</i> .
	All staff prepared Business Management and Performance Agreements and assessed progress against these.
	All staff contributed by volunteering to work on corporate priorities including activities including ANZAC Day, Remembrance Day, Christmas Carols and Open Day and the gallery maintenance program.
	Staff participation in decision-making encouraged through regular team meetings.
	Teamwork built upon and all staff given opportunities and encouraged to contribute to the section's success.
	Staff gave presentations and talks, contributed to journals and publications, and developed professional networks as appropriate.
	Information and advice provided to Council, Memorial management, and SMG for decisions and feedback.
	Team participated in and actively supported ECM project to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Section intranet homepages updated on a regular basis to provide advice and information.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Management and Development of Staff:
Section heads encouraged and mentored personal development, performance, and morale of the section. All staff completed Personal Development Plans annually.	
Staff attended appropriate conferences and seminars, had access to professional publications, and held membership of appropriate professional associations.	
Staff encouraged to use accrued leave credits for rest and recreation.	
Section conformed to Public Service legislation and guidelines, and all Director's Instructions.	

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

Corporate Governance

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

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

Executive

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

Planned Activities	Performance Targets
1. Executive Leadership	1.10 Executive Strategic Management
Provide effective guidance and direction to staff, advice to the Minister, and an appropriate level of official representation on behalf of the Memorial.	Minister and Council satisfied with performance and quality of advice and briefings.
	All staff aware of corporate priorities and commitment to them is actively encouraged. Opportunities existed for regular staff consultation and feedback.
	Corporate Outcome and Outputs achieved as per <i>Corporate Plan and Business Plan</i> .
	Positive staff morale developed and maintained.
	Agreed Consultative Committee arrangements implemented as per Enterprise Agreement.
	Major future strategies and priorities reviewed at March 2011 meeting to inform development of the <i>Corporate Plan 2011-2014</i> and <i>Budget and Business Plan 2011-2012</i> .
	VIPs met and attended to appropriately.
	Senior staff represented the Memorial at all major relevant occasions and forums.
2. Strategic Management	1.10 Executive Strategic Management
Set and co-ordinate strategic direction and planning to cover all major aspects of Memorial operations.	Major priorities progressed in accordance with Council decisions, as follows: <ul style="list-style-type: none"> • Enhance online access through use of new 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 and implement a Enterprise Content Management to optimise the creation, storage, and management of our digital assets; • Plan for Hall of Valour refurbishment including design concept; • Develop plans and secure funding for significant future anniversaries; and • Half life refurbishment of Second World War exhibitions
	Consultative forums maintained with key stakeholder groups.
	Active participation in collaborative forums/networks with other collecting and cultural institutions continued including: Heads of Collecting Institutions forum, Heads of National Collections forum, Corporate Management Forum, Cultural Agencies Insurance Forum etc.
	Director's Instructions (Financial and Administrative) reviewed and updated as necessary.
	Relevant human resource frameworks put in place with plans to address staff needs, including succession planning.
	Opportunities sought for co-operation/strategic alliances with other institutions.
	Capital Budgets funding policy monitored and influenced to ensure an effective outcome for Memorial (in conjunction with CFO).
	Business Risk Assessment completed and approved by Council November 2010 to inform planning cycle.
	Fraud Risk Assessment completed and approved by Council March 2011.
	<i>Risk Management Plan 2011-2014</i> and <i>Fraud Control Plan 2011-2014</i> completed and approved by Council March 2011.
	<i>Corporate Plan 2011-2014</i> developed and presented to Council May 2011 for issue July 2011.

Planned Activities	Performance Targets
	<p><i>Fraud Control Plan 2008-2011</i> administered to ensure compliance in line with Business Risk Assessment.</p> <p><i>Strategic Audit Plan 2011-2014</i> completed and approved by Council May 2011.</p> <p><i>Internal Audit Plan 2011-2012</i> completed and approved by Council May 2011.</p> <p><i>Risk Management Plan 2008-2011</i> administered, actions and risk exposures monitored throughout the Memorial to ensure that risks are controlled and minimised, and appropriate emergency control and disaster recovery procedures in place and reviewed regularly.</p> <p><i>Business Continuity Management Plan 2011-2014</i> including testing plan developed and approved by June 2011.</p> <p><i>Business Continuity Management Plan 2008–2011</i> implemented and tested as appropriate.</p> <p><i>Business Plan 2011–2012</i> developed in concert with the budget development process March/April 2011, approved by Council May 2011 for issue July 2011.</p> <p><i>Collection Development Plan 2008–2011</i> implemented with a program of priority acquisitions and a more proactive method of collecting for contemporary conflicts developed.</p> <p><i>Collection Development Plan 2011-2014</i> developed and approved by June 2011.</p> <p><i>Collection Preservation Plan 2008–2011</i> implemented according to key priorities.</p> <p><i>Collection Preservation Plan 2011-2014</i> developed and approved by June 2011.</p> <p><i>Collection Documentation Plan 2009–2012</i> implemented according to key priorities.</p> <p>Reporting against key corporate performance indicators undertaken monthly.</p> <p>Key decision-making groups (IMSG, EPG) managed and administered.</p> <p>Web Strategy group chaired and website vision, strategies and activities implemented.</p> <p>ECM system and implementation monitored and directed as necessary.</p>
3. Management Support	1.10 Executive Strategic Management
Provide support services to Council, the Executive and staff of the Memorial.	<p>All meetings of Council and the CMG co-ordinated and supported. Minutes of meetings and action records provided on a timely basis.</p> <p>Administrative and secretarial support services provided to CMG efficiently and effectively.</p> <p>All legislative requirements met, including <i>Annual Report 2009–2010</i> tabled by end of October 2010, quarterly FOI statistics and annual FOI report , Personal Information Digest, Fraud Control Survey, and Access and Equity report.</p> <p><i>Annual Report</i> meets Minister's and Council's requirements and completed on time.</p> <p>Parliamentary and Ministerial requests including Ministerial Briefs and Submissions, Senate Estimate hearing briefs and Questions on Notice met on time.</p> <p>Reporting to external organisations undertaken efficiently and completed on time including the CAMD Annual Survey and Report, Screenrights and ABS R&D survey.</p> <p>Executive vehicle fleet operated on an efficient and cost effective basis.</p> <p>Timely and accurate advice provided in relation to variations to the Memorial's level of insurance risk to Comcover. Insurance cover agreed and premiums negotiated.</p> <p>Timely and accurate advice and assistance provided to Memorial staff regarding insurance and risk management issues particularly with regard to contracts.</p> <p>Satisfactory result achieved in the annual Comcover Risk Management Benchmarking Survey.</p> <p>Executive correspondence including VB/SC managed efficiently and effectively.</p> <p>Promotional Display project managed effectively and efficiently, including developing and maintaining the display, budgeting, scheduling the tour, and evaluating various aspects of the project.</p> <p>Raisers Edge database maintained and staff training provided to ensure required functionality and privacy requirements are met.</p> <p>Copyright issues managed effectively for the Memorial to ensure compliance with appropriate legislation.</p>

Planned Activities	Performance Targets
	<p>The Memorial's Indigenous database developed and promoted.</p> <p>Promoted and made accessible curatorial research and expert knowledge of the National Collection in relation to Indigenous service.</p> <p>Travel undertaken, as a representative of the AWM, to ceremonies for commemoration of Indigenous Australians, to maintain positive and constructive links with stakeholders and interested groups.</p> <p>Research into Indigenous service in the Defence Force undertaken and material held externally to the Memorial copied.</p> <p>Managing and developing staff:</p> <ul style="list-style-type: none"> • new Enterprise Agreement included initiatives for retention of key staff • section heads monitored and reviewed in their people development responsibilities • staff development opportunities undertaken in accordance with Personal Development Plans, requirements of the Memorial, and requirements of particular appointments, and plans reviewed regularly • staff attend appropriate conferences and seminars for representational and personal development purposes and have access to professional publications • SMG development facilitated through mentoring and a program of leadership and skills training.
4. Knowledge Management	1.11 Resource Management - Corporate Information
Contribute to Memorial Knowledge Management initiatives.	<p>Section intranet homepage content updated on a regular basis to provide advice and information on the section.</p> <p>Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.</p> <p>ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p>
5. National Collection	1.4 National Collection
Facilitate joint collection initiatives such as Official Commissions and ADF AWM Fellowship.	Key decision-making groups including Collection Coordination Group, Visits Working Group and Defence Image and Sound Working Group managed and administered to achieve significant National collection acquisitions.
Manage all aspects of the publication of curatorial research and curatorial publications.	<p>High level advice, coordination and consultation provided efficiently and effectively.</p> <p>Curatorial monographs published as follows:</p> <ul style="list-style-type: none"> • Collection book (working title) published by {date} • Of love and war (working title) published by {date} • Develop forward program

Evaluation

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

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

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

Art

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

Planned Activities	Performance Targets
1. Sculpture Garden	50050 – National Memorial and Grounds
Manage the Memorial's commemorative sculpture program, including organising commissions and overseeing development of outdoor sculpture precinct.	Assistance provided as required, including research, for the Montevideo-Marú Memorial (dependent on external funding).
	Assistance provided as required, including research and preparation, for War Correspondents' Memorial (dependent on external funding).
	Assistance provided as required, including research and preparation, for Beersheba Australian Light Horse Memorial (dependent on external funding).
	Western Precinct Sculpture development (dependent on funding)
	Requests from organisations for commemoration assessed and developed as required.
	Advice provided on the maintenance and development of the Sculpture Garden and on issues related to public sculpture in general.
2. Collection Documentation	50100 – Collection Management for Access
Document the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009–2012</i> .	<i>Collection Documentation Plan 2009–2012</i> implemented.
	Documentation significantly enhanced or corrected on MICA and CAS for 3,000 records by 20 June 2011, including:
	• all new acquisitions
	• all works required for changeover program (approximately seventy five)
	• all loans as programmed
	• all works required for exhibitions (see list on page 3), including Link Gallery changeover for <i>Artists at sea</i> .
	• priority First World War, anniversaries, and 2015-2018 - includes photography of items
	• special projects:
	• Gallipoli artworks to be fully catalogued and photographed
	• Second World War anniversary exhibition artworks to be fully catalogued and photographed
	• Documentation of poster collection, with priority on works from the First World War
	• 10 sketchbooks completed.
	Approximately fifty works digitally photographed per month, including proofing, documentation, and updating on MICA/CAS (photography may be delayed due to other priorities).
	Research photographs taken by Art section when cataloguing and updating on MICA (Approximately 1000).
	Digital photography and proofing of art core images monitored.
	New acquisitions accessioned and catalogued on MICA and CAS within 1 month of acquisition.
	Copyright details processed and upgraded on MICA (new acquisitions, e sales, CAS). Copyright owners contacted where possible and copyright negotiated for priority works. Represented on Copyright Group meetings.
Advice and assistance provided to CS for stocktake and re-housing programs with priority on painting and sculpture collections and the installation of new compactus' at Treloar A.	
Art collection reference material, including artist folders and staff library, maintained and improved as required.	
Advice and assistance provided to RC for digitisation of in-demand official war artist files.	

Planned Activities	Performance Targets
	<p>Advice provided on Art considerations for upgraded digital storage on the DAMS (ECM).</p> <p>Advice provided for the upgrade of MICA through active participation in monthly sub-group meetings to ensure system developments and amendments incorporate Art considerations.</p>
3. Access	50100 – Collection Management for Access
Provide professional management of the art collection to enable access for clients.	<p>Collection made accessible to other institutions on request in accordance with AWM Loans Policy. Updated valuations and documentation provided as required. On-site visits for installation and inspection of loans in accordance with Director's Instruction 4.02. Active participation in monthly Loans Group meeting.</p> <p>Loans collection reviewed and administration of managing loans collection revised, including establishing a loans group in MICA and recording location of loans on site.</p> <p>External and internal requests for physical access to the collection met and enquiries responded to as required.</p> <p>Opportunities for collaboration and community engagement using the Internet explored as appropriate: eg through the provision of information, development of blogs, development of online exhibitions, participate in discussion with web team to advance art ideas for web-based content, including a webpage for the art collection and ongoing updating of official war artists page.</p> <p>Participation in and active support provided for steering groups, including ECM, WAG, and DSG as appropriate.</p>
4. Collection Development	50200 – Collection Development.
Develop the collection through acquisition, exchange, commission and disposal in accordance with the <i>Collection Development Plan 2008-2011</i> .	<p>Art collection developed in accordance with the <i>Collection Development Plan 2007-2010</i> including strategies for acquisition and de-accessioning. Priorities for development include:</p> <ul style="list-style-type: none"> • pre-Federation artworks of subjects related to conflicts identified in the Collection Development Plan. • works of art dealing with First World War subjects including naval and Australian Flying Corps operations, women's service, conscription referenda and general homefront. • unique works of art from Second World War that address collection development priorities including major works of homefront subjects, POWs in Europe and Greece and Crete operations (will involve sourcing works in private and public collections and works that become available on the market). • works of art related to the history of the AWM if they become available. • posters and cartoons relating to Australia's ongoing involvement in peacekeeping operations. • current conflicts: official commissions as feasible in conjunction with ADF, eg. Afghanistan, Sinai, Israel and Lebanon <p>Ongoing relationships with possible donors, vendors and commercial galleries maintained to develop effective networking, including promoting the Cultural Gifts program and increasing presence in art community, eg. publications, galleries, etc.</p> <p>Active participation continued in Collection Coordination Group (4 mtgs), Visits Working Group (2 mtgs) and NC Acquisition Group (8 mtgs).</p> <p>A shortlist of artists available for official art commissions maintained.</p> <p>A ten year plan developed for commissioning contemporary works of art in accordance with the <i>Collection Development Plan 2007-2010</i> with expected concentration on:</p> <ul style="list-style-type: none"> • commemoration of major military events, e.g. 2015 Gallipoli Centenary Artist Commissions; • works of art relating to Australia's ongoing involvement in current military and peacekeeping events, including Afghanistan. • interpretation of Australian involvement in war and warlike operations and its impact on Australian society; • commission portrait of Victoria Cross recipient • new media commission. • possible memorial sculpture using salvaged timber from Lone Pine tree <p>Existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.</p>

Planned Activities	Performance Targets
5. Preservation of the Collection	50400 – Conservation for Preservation
Conserve the collection in co-operation with Collection Services Section in accordance with the <i>Collection Preservation Plan 2008-2011</i> .	<p>Conservation of the art collection undertaken in accordance with the priorities defined in the <i>Preservation Plan 2008–2011</i> set in accordance with wider Memorial activities and priorities, including works going on display or in travelling exhibitions, as well as:</p> <ul style="list-style-type: none"> • First and Second World War; continuation of matt and backing removal program • posters priority works treated as required <p>Assistance provided in the staged implementation of the accommodation and storage plan for the collection, according to agreed priorities.</p> <p>Works on paper changed in galleries in keeping with conservation requirements:</p> <ul style="list-style-type: none"> • installation by end August 2010: Exit Corridor. • installation by end September 2010: Aircraft Hall and ANZAC Hall. • installation by end November 2010: Conflicts 1945 to Today. • installation by end October 2010: Colonial Galleries. • installation by end March 2011: Sinai/Palestine, Gallipoli Gallery. • installation by end April 2011: Stairwell, Echoes of the Guns. • installation by end May 2011: Over the Front, Director's Foyer. • installation by end June 2011: Second World War. <p>The <i>Paintings Protection Plan</i> monitored and glazing/framing of paintings continued- works for loan and exhibitions as needed. Conservation program for large First World War paintings on display in galleries continued as part of risk management.</p> <p>Staff fully trained in disaster preparedness and related activities.</p> <p>Reports concerning damage to works of art responded to as required.</p> <p><i>Disaster Recovery Plan</i> implemented, including review of Priority 1 and 2 items. Monthly update of changes on MICA.</p> <p><i>Fraud Control Plan</i> implemented and reviewed particularly for exhibitions and donations.</p>
6. Gallery Development Support	50500 – Exhibitions
Participate in the development of the Memorial's galleries through involvement in gallery redevelopment.	<p>Selection of works for Art Corridor changes as required.</p> <p>Support provided to Exhibitions as required through the provision of advice, including documentation, research, and selection of works of art, and liaison with Public Programs and CS for the removal and installation of works of art.</p> <p>Works of art returning from travelling exhibitions re-integrated into the galleries as required.</p> <p>Art aspects of gallery maintenance coordinated through Exhibitions.</p> <p>Full participation in EPG meetings (5) maintained and Galleries and Exhibitions Coordination Meetings (GECM) attended monthly.</p>

Planned Activities	Performance Targets
7. Exhibitions Support	50500 – Exhibitions
Participate in the development of the Memorial's temporary and travelling exhibitions, and of associated public program activities.	Curatorial advice and assistance provided for the:
	• research, development, installation and promotion of permanent, temporary and travelling exhibitions as per the list on page 3 and
	• the development and implementation of public programs as appropriate for exhibitions as per the list on page 3 and
	• for the Link Gallery <i>Artists at sea</i> changeover by March 2011.
	• investigate possible partnerships with external contemporary art museums (MCA, GOMA).
8. Interpretative Services	50600 – Interpretive Services
Provide assistance to Education and Visitor Services.	Assistance provided with training of Voluntary Guides and Specialist Guides concerning relevant aspects of the art collection.
	Assistance provided to IAs to improve understanding of the art collection.
	Assistance and advice provided to Education staff regarding access to the art collection through the Education Art Program.
	Curatorial assistance provided for special displays and prominent events involving key stakeholders.
	Public programs and events, including Bring in Your Memorabilia days, ANZAC Day, Remembrance Day, and schools programs, supported as required.
	Participation in public programs for exhibitions as per list on page 3 and other displays as appropriate.
9. Research and Dissemination	50900 – Research and Information Dissemination
Provide a source of expert opinion and information on the art collection in the context of Australian military history through dissemination of information and knowledge.	Staff knowledge of collection and curatorial skills enhanced through research, including exhibition material, professional journal articles, conference papers, National Collection Research Program and networking with other institutions.
	Information about the art collection disseminated through at least ten presentations, including lectures or talks on relevant topics, active participation in conferences, and contributions to <i>Wartime</i> and other publications.
	Conference on contemporary war art in conjunction with ANU - 22 February 2011
	Topics for future publications based on the Art Collection explored and developed.
	Support and assistance provided for the National Collection book as required.
	Liaison with tertiary institutions undertaken to promote and implement internships within the Memorial including promoting the Memorial Art Collection as a place for research and employment.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial. Art section representative on EDRMS group to be trained as a Power User for Art and PFS (total of approx. 50days consultation and training for staff member).
Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.	

Planned Activities	Performance Targets
10. Revenue Generation	51500 – Revenue Generation
Contribute as required to the planning processes to market the art collection, including the evaluation of existing products and the development of new art collection-related products.	Ongoing involvement in issues related to eBusiness as required, including advice and assistance on copyright issues, art core photography, documentation, and availability of images.
	Marketing opportunities identified and pursued in co-operation with CAM as appropriate.
	Advice provided to <i>Wartime</i> and eBusiness Unit regarding matters of copyright, image reproduction quality, and caption requirements related to the sale of art images, including DVA publications and special publications.

Collection Services

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

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

Planned Activities	Performance Targets
3. Collection Development	50200 – Collection Development
Develop the collection through acquisition, exchange, commission, and disposal in accordance with the <i>Collection Development Plan 2008-2011</i>	Mixed Collections Accessioning, De-accessioning and disposals, and Cultural Gifts programs managed in accordance with the <i>Collection Development Plan 2007–2010</i> and other relevant policies and procedures.
	Preliminary work for collection development undertaken:
	<ul style="list-style-type: none"> • MCAO and MCAO Assistant provided initial assessment of material against <i>Collection Development Plan</i> in accordance with curatorial guidelines
	<ul style="list-style-type: none"> • Active contribution and input made to Acquisitions Group and Collections Coordination Group
	<ul style="list-style-type: none"> • CS staff determined conservation and storage requirements for new acquisitions' proposed
	<ul style="list-style-type: none"> • New acquisitions collected, condition checked, and prepared for storage.
4. Exhibition Support	50300 – Conservation for Exhibitions
Provide collection management services for the development of the Memorial's galleries and for temporary and travelling exhibitions and special events	Secure and timely access provided to MICA and to collection items for exhibition planning and development; assistance provided for the implementation of multimedia upgrades across exhibitions; timely risk assessment and hazard identification provided for object display and exhibition maintenance; timely and cost-effective object preparation, packing, transport, stocktake, installation, and demount provided for:
	<ul style="list-style-type: none"> • permanent, temporary and travelling exhibitions as per list on page 3.
	<ul style="list-style-type: none"> • minor in-house displays including the Link Gallery: <i>Malaria</i>; recent acquisitions wall and showcase and RC displays
	<ul style="list-style-type: none"> • the changeover, "highlight", and reintegration programs in accordance with deadlines set by Galleries and Exhibitions Coordination meetings.
	Active contribution and input continued to Exhibition Planning Group, the Galleries and Exhibitions Coordination Group, and Exhibitions Teams.
	Active and appropriate contribution provided to <i>Bring in Your Memorabilia</i> program.
5. Collection Preservation	50400 – Conservation for Preservation
Conserve the collection in cooperation with curatorial areas and other sections in accordance with the <i>Collection Preservation Plan 2008-2011</i> .	<i>Collection Preservation Plan 2008-2011</i> implemented in consultation with all relevant staff to manage collection preservation and research.
	Collection Management for Preservation undertaken in accordance with all relevant policies and procedures.
	Preventive conservation activities continued included:
	<ul style="list-style-type: none"> • Disaster Recovery Plan updated as necessary, with links to Emergency Response Plan maintained and participation with DISACT continued
	<ul style="list-style-type: none"> • timely response to incidents involving collection items
	<ul style="list-style-type: none"> • monthly gallery maintenance by CS staff, with assistance from other sections, and yearly cleaning of storage facilities
	<ul style="list-style-type: none"> • pest control and environmental monitoring
	<ul style="list-style-type: none"> • advice and training on preventive conservation provided to other sections.
	Preservation activities with Art included:
	<ul style="list-style-type: none"> • continuation of backing removals from works of art on paper in accordance with curatorial priorities
	<ul style="list-style-type: none"> • continuation of framing, glazing, and backing program for paintings
	<ul style="list-style-type: none"> • facilitation of art core photography program
	<ul style="list-style-type: none"> • survey, treatment and storage of new acquisitions
<ul style="list-style-type: none"> • survey, stabilisation, treatment and re-housing of collection items in accordance with conservation and curatorial priorities 	

Planned Activities	Performance Targets
	Preservation activities with PFS included:
	• continuation of negative conservation and duplication program of selected images across all collections in accordance with curatorial priorities
	• conservation and preservation of PFS new acquisitions and cleaning and stabilization of donor materials for duplication and copying
	• survey, stabilisation, treatment and re-housing of collection items for publication and promotional activities
	• survey, stabilisation, treatment and re-housing of collection items in accordance with conservation and curatorial priorities
	• monitoring for vinegar syndrome in film materials stored at the NLA; monitoring condition of acetate stored in Treloar B; and monitoring condition of nitrate materials at NFSA Vault, Mitchell
	• quality assurance monitoring for negative and film duplication by testing for residual thiosulphate.
	Preservation activities with RC included:
	• remedial treatment for RC items at weekly clinics
	• survey, treatment and re-housing of collection items
	• survey, stabilisation, treatment and re-housing of collection items in accordance with conservation and curatorial priorities
	Preservation activities with MHT included:
	• Active contribution and input made to CSG
	Dependant upon available funding, Large Technology Objects (LTO) scoped for in-house conservation over the next three years, with treatment strategies developed and implemented in accordance with CSG-agreed outcomes, priorities and resources:
	• Dingo Scout car (start in 08/09)
	• Japanese Ha Go Type 95 light tank ex-Milne Bay (complete, as possible, after new parts delivered)
	• Hudson turret retro-fit: Requires scoping and CSG documentation
	• Beaufort: Complete restoration as possible in accordance with original CSG documentation
	• Beaufighter: Requires scoping and CSG documentation
	• Bronco: Requires scoping and CSG documentation - cons priority
	• V2 & Meilerwagen: Requires scoping and CSG documentation - cons priority
	LTO outside contracts managed in accordance with direction from CSG including:
	• Chevrolet Car DS: start in 08/09
	• Studebaker Commander car & gas producer: start in 08/09
	Assistance provided for LTO disposals as required:
	• Willy's Jeep REL33233 item for disposal: MHT advise that they will acquire a similar item with provenance
	LTO Annual Preventive Conservation Program undertaken, including:
	• survey, treatment and storage of new acquisitions
	• survey, treatment and hazard mitigation for LTOs, with static LTOs moth-balled, and operational LTOs maintained in running condition.
	• preservation strategies identified and implemented for textiles in LTOs
	Textiles and Small Objects preservation programs undertaken, including:
	• survey, treatment and storage of new acquisitions
	• freezer program for new acquisitions and all organic items returning to storage

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

Planned Activities	Performance Targets
9. Support visitor services	51700 – Visitor Services
Provide collection management services to increase visitor numbers, the duration of their stay, and the quality of their visit.	Collection management services provided to support Memorial activities including the Memorial Box program.

Military Heraldry and Technology

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

Planned Activities	Performance Targets
1. Collection documentation	50100 – Collection Management for Access
Document the collection to agreed standards for control and access in accordance with the <i>Collection Documentation Plan 2009–2012</i> .	Knowledge of the collection developed through research, documentation, and digitisation. Targets as indicated in <i>Collection Documentation Plan 2009–2012</i> , Strategic Goals MHT, with priority given to:
	<ul style="list-style-type: none"> • new acquisitions
	<ul style="list-style-type: none"> • items relating to contemporary conflicts and First World War
	<ul style="list-style-type: none"> • upcoming exhibitions
	<ul style="list-style-type: none"> • selection of gallery items
	<ul style="list-style-type: none"> • aircraft and vehicles
	<ul style="list-style-type: none"> • items included in MHT books
	<ul style="list-style-type: none"> • items relating to eBusiness.
	Item subdivision standards developed for small technology and heraldry objects to ensure consistent cataloguing to complement the standards set for LTOs and applied to all MHT records requiring subdivision.
	Copyright implications for MHT objects investigated and a strategy developed and implemented in conjunction with Memorial Copyright Group.
	All MHT curatorial staff used MICA to provide efficient access in relation to the collection, especially:
	<ul style="list-style-type: none"> • object selection for exhibition development • text development for objects on display • public access through web-based interface.
2. Collection Development and Management	50200 – Collection Development
Develop the collection through acquisitions, exchange, commission, and disposal in accordance with the <i>Collection Development Plan 2008–2011</i> .	Acquisitions and disposals undertaken in accordance with the <i>Collection Development Plan 2008–2011</i> . Acquisitions have a particular focus on material relating to contemporary conflicts.
	Effective management of new acquisitions continued including accessions, cataloguing, and image capture.
	Disposal and acquisition of items undertaken in accordance with agreed plans, including those for vehicles, ordnance, and aircraft.
	Disposals undertaken according to agreed procedures, including firearms as identified during the Weapons Documentation project.
	Long Term Beaufighter aircraft restoration and documentation commenced.
	Documentation in support of Hudson turret restoration and installation undertaken.
	Bronco restoration and documentation commenced and Beaufort restoration project continued specifically documentation and identification of small parts completed for restoration and fitting as time is available.
	Acquisitions undertaken through deployment of curators to current ADF deployments.
	Collection documentation issues addressed through project to accession, research, catalogue to access standard, and, where appropriate, image capture objects not currently adequately controlled on MICA system, with particular emphasis on stocktake discrepancy reports and general technology backlog.
	Documentation of heraldry collection addressed through project to correct, enhance and upgrade MICA catalogue records of textiles, particularly uniforms.

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

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

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

Photographs, Film and Sound

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

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

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

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

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

Planned Activities	Performance Targets
9. Research and dissemination of information	50900 – Research and Information Dissemination
Provide a source of expert opinion and information on the Photographs, Sound and Film collection and through dissemination of information and knowledge. Contribute to the Memorial's publications program.	<p>Timely and professional advice provided to internal and external clients on use of the collection.</p> <p>High level curatorial support and research capacity provided in relation to the development of the Collections Book</p> <p>Each curator developed at least one article for <i>Wartime</i> and additional material or vignettes for the Memorial's website</p> <p>Work on joint publications continued and contributions provided to the National Collection Book.</p> <p>Participation in 10–12 professional activities annually continued, such as talks, presentations, and publications, both internally and externally, across the section.</p> <p>Selected curatorial staff undertake an agreed research or development project and report the results of that project in an appropriate and agreed manner. Development of blogs as required to support exhibitions and other research.</p> <p>Research undertaken into new technologies and opportunities, including copyright issues, colour management, and digital image management. Information resulting from this research disseminated through presentations and publications.</p> <p>UN Official History research in relation to photographs, film and sound commenced.</p> <p>Streaming video to replace VHS reference tapes completed.</p> <p>Participation continued in dyes and pigments program for preservation undertaken in collaboration with ScreenSound Australia, University of Canberra, NAA, NMA, and ANU. Topics, samples, literature, research, and in-kind lab support provided as necessary.</p> <p>Support provided for <i>Wartime</i>, including written contributions and images.</p> <p>A series of high level documentation enhancement projects developed and directed towards forthcoming First and Second World War anniversaries with multiple applications for web-based programs, audiovisuals and niche publications, articles and essays.</p> <p>Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.</p>
10. Resource management – Buildings	51000 – Resource Management – Buildings
Optimise work areas for efficiency, ergonomics and quality of work.	<p>Photographs work space enhanced and repaired as necessary, subject to funding and in consultation with BS.</p> <p>Condition of the carpet in Photographs Section monitored in terms of its acting as a collection hazard (giving off too much dust due to age and wear).</p>
11. Resource Management – Services	51400 – Resource Management – Services
Provide professional photographic services and other audio-visual support to the Memorial. Provide	<p>Audio-visual equipment, other than galleries and theatre, maintained according to established maintenance schedules. Equipment replacement schedule managed. Expiry of leasing arrangements forecast.</p> <p>Sound and video digitisation and streaming progressed:</p> <ul style="list-style-type: none"> • continue activity with IT leading to increased capacity for "streaming" sound and video. • input provided to development of eBusiness procedures for Sound – CAS view, auditioning, delivery, DAR, online ordering.

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

Research Centre

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

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

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

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

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

Communications and Marketing

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

Planned Activities	Performance Targets
1. Corporate Communication	1.6 – Promotion and Community Services
Ensure all Memorial advertising and promotional material is consistent with agreed brand.	Memorial brand and key corporate messages reviewed to ensure all Memorial advertising and promotional material, including recruitment, is consistent with branding style and standards.
	New branding implemented in all advertising and promotional material including events programs, education material, Memorial letterhead and other corporate stationery
	New style guide for use of logo and corporate colours implemented.
2. Marketing	1.6 – Promotion and Community Services
Review marketing strategies already in place and continue to develop new markets for Memorial products and services. Monitor quality and delivery of existing products and services.	Integrated marketing strategies developed and implemented for exhibitions and events taking into account survey results, including the segmentation study and other marketplace influences.
	Regular contact maintained with other sections to maximise marketing opportunities.
	Evaluation of events and exhibitions developed and implemented in collaboration with the Memorial's Visitor Research & Evaluation Manager
	Evaluation of advertising and marketing activities for the launch of the Hall of Valour, in collaboration with the Memorial's Visitor Research & Evaluation Manager
	Identification and involvement in major events off-site continued. Promotional opportunities taken advantage of as appropriate, e.g. Floriade.
	Battlefield Tours managed effectively: <ul style="list-style-type: none"> • contract negotiations undertaken • Gallipoli/Western Front tour for April/ May 2011 packaged by July 2010 • 2011 Battlefield Tours brochure distributed by end July 2010
	Memorial Theatre and other hireable spaces promoted and marketed in co-operation with the contractor
	Administration of the catering contract continued effectively and efficiently including: <ul style="list-style-type: none"> • regular meetings with Hyatt held to ensure Memorial priorities are being met and customer service is maintained to agreed standards • data collected by Evaluation Manager used to assist in the management of the café and food services contract.
	Networks developed and maintained within the business and leisure tourism sectors, including Australian Capital Tourism, Canberra Convention Bureau, and other attractions.
	Promotional collateral produced and distributed.
	Promotional information disseminated at a wide range of trade and consumer shows, including: <ul style="list-style-type: none"> • Australian Tourism Exchange 2011
	Marketing initiatives developed to give the Memorial a presence in a package environment: <ul style="list-style-type: none"> • Accommodation packages • Specialised tours.

Planned Activities	Performance Targets
3. Corporate Advertising	1.6– Promotion and Community Services
Plan and implement advertising strategy that will enhance the Memorial's community standing.	Selection of main media channels reviewed aligned against our audiences
	Review of newspaper advertising with Canberra Times, The Australian and The Sydney Morning Herald completed securing best value.
	Campaigns (including concept development) planned and implemented for major ceremonies, events and exhibitions, including <i>This Company of Brave Men: the Gallipoli VCs</i> .
	Advertisements placed in destination and general interest magazines
	Joint campaigns with partners, including ACTC, accommodation houses, and other institutions, investigated and secured.
	Liaison with in-kind sponsors undertaken to ensure value for money and potential sponsorship arrangements
4. Public Relations	1.6 – Promotion and Community Services
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.	Media campaigns planned and implemented for major ceremonies, events and exhibitions, including <i>This Company of Brave Men: the Gallipoli VCs</i> .
	Negative media issues managed and resolved
	Pro-active approach to media coverage continued: <ul style="list-style-type: none"> • Assist with media at planned commemorative events and VIPs • Media enquiries responded to promptly • Media releases prepared and distributed • "Memorial News" columns in Wartime and Vetaffairs prepared on schedule • Images and film of the Memorial and our collection supplied to the media on request. • Use of AAP Medianet service to streamline distribution of media releases in a time-efficient manner.
	News/commercial film crews fully supervised when on AWM premises
	Media training for staff provided as follows: <ul style="list-style-type: none"> • ongoing formal and informal media training for staff conducted as required • public affairs advice provided to other sections as required
	Media monitoring continued: • weekly media summary monitored, collated for distribution to Council members and staff.
	Dedicated media website maintained: <ul style="list-style-type: none"> • manage the password-protected website for journalists to access AWM collection materials • media releases added to the website in a timely manner

Planned Activities	Performance Targets
5. Website	1.6 - Promotion and Community Services 1.7 - Research & Information Dissemination
Management and development of the Memorial's website to ensure access to a range of historical material including the National Collection as well as visitor information and social networking.	Memorial's web presence managed effectively and efficiently: <ul style="list-style-type: none"> • external website redesigned in consultation with stakeholders • Media server implemented so that film and sound collection material can be streamed from the main website
	In conjunction with IT, co-ordinate the development and implementation of the Search module of ECM including designing and delivering training for all staff and ongoing management of the Search module.
	In conjunction with IT, implement and maintain the WCM system.
	Content on the website and the blog coordinated to support Memorial events, ceremonies, exhibitions (see list on page 7)
	The Memorial's social media channels/pages updated, maintained and used to promote events and activities at the Memorial: <ul style="list-style-type: none"> • YouTube • Facebook • Flickr and Flickr Commons • Twitter
	Digital Access policy developed and implemented in conjunction with Web Strategy Group
	Historical, educational and corporate material on the website reviewed and updated in close consultation with sections including: <ul style="list-style-type: none"> • Education, including updating web material to reflect the new national curriculum • MHS (editing and confirmation of historical facts) • Research Centre • other sections as required
	Intranet content reviewed, refreshed, and removed as required, in consultation with sections, and in line with EDRMs developments.
	Memorial's website redesign evaluated in conjunction with Evaluation Manager
	Memorial's email newsletter produced each month and assistance provided to Online sales in regards their newsletters.
	Support provided to the Friends program through promotion on the website and in e-Memorial
	Information and advice regarding the website provided regularly: <ul style="list-style-type: none"> • regular reports on traffic to the website and use of blogs and other web channels provided to CMG/IMSG etc. • regular liaison with IT Section undertaken to ensure compliance with technical, usability & accessibility standards
6. Friends of the Memorial	1.6 – Promotion and Community Services 1.12 – Revenue Generation
Management and development of the Friends program.	The operation of the Friends of the Memorial managed effectively and efficiently within limits of revenue raised.
	Functions for Friends of the Memorial held in conjunction with selected exhibition openings at the Memorial, major events, and ceremonies, as well as in conjunction with particular aspects of the Memorial's collections, e.g. Treloar Tours.
	Special Friends discounts and packages developed in consultation with various accommodation houses
	A framework developed for planning, organising and holding Friends events in conjunction with travelling exhibitions in other states

Planned Activities	Performance Targets
	<p>Friend's promotion and marketing managed effectively:</p> <ul style="list-style-type: none"> • Potential member organisations identified and information packs mailed out. • Promotion and information on website increased, and updated regularly including details of the new on-line membership purchasing facility, renewals and Donor Program • Identify cost-effective opportunities to promote the program through existing, as well as develop new markets • Friends of the Memorial pages in Wartime revised prepared and co-ordinated • Friends subscription lists compiled and sent to Nuance • Friends eMemorial section compiled monthly • Friends eMemorial subscription list maintained, updated regularly and sent to web team <p>Regular contact maintained with other sections to maximise Friends opportunities including the coordination of contributions to the Friends newsletter from other sections.</p> <p>Marketing communication strategy designed and implemented.</p> <p>Friend's data managed and maintained to streamline workflow and accurate records maintained to ensure correct receipting of payments.</p>
7. Corporate Publications	<p>1.6 – Promotion and Community Services 1.12 – Revenue Generation 1.10 - Executive Strategic Management</p>
<p>Manage the publication of a range of corporate publications ensuring high quality design and printing.</p>	<p>Manage Memorial branding:</p> <ul style="list-style-type: none"> • actively managed the Memorial brands and any associated issues including the logo, corporate colour, sub brand logos and key champion images and key messages. • Ongoing refinement of our Logo, colour suite, font suite and implementation • Assessment of new products and their placement within the product range • Print and production advice provided to other sections as required. <p>Publications and print products:</p> <ul style="list-style-type: none"> • Advice provided on contracts, distribution, production and checked various drafts and subsequent proofs of material produced and project managed by other line areas of the Memorial including: <ul style="list-style-type: none"> - Military History- Volume 9 of Vietnam Official History, Fighting to the finish, Guide to Gallipoli brochure, Battlefield Tours Brochures and Tour Notes and archiving of Wartime. Military History conference brand <ul style="list-style-type: none"> - National Collections- Love and War, The Collection Book - Exhibitions- , including catalogues, banners, invitations, posters and fliers. - Education - Education posters. Memorial Box and associated material - Esales/shop products - Education Resource flyer and shop merchandising material. The Gallipoli Lone Pine promotional material (second series), - Event and visitor services – Memorial Guide Brochure, Commemorative Area Guide, ,Sculpture Garden brochures, ANZAC and Remembrance Day • Project managed production and budgets for: <ul style="list-style-type: none"> - Military History - <i>The Western Front Battlefield Guide Book</i> - Esales/shop products - including <i>Victoria Cross: Australia's finest and the battles they fought</i> (reprint with one small addition) and <i>A Place to Remember</i> which will be revised during 2010 - Executive - Annual Report and Corporate Plan
8. Copyright	1.12 – Revenue Generation
<p>Manage copyright issues for the Memorial.</p>	<p>Copyright Memorial Agreements and Copyrights Requests for Official Histories managed.</p> <p>Copyright queries managed and responded to accordingly for text based issues. Photo queries forwarded to Esales.</p> <p>CAL digital collections, Illustration collection and Publication collection revenue managed and received</p> <p>CAL agreements and surveys managed and copycounts forwarded.</p> <p>Legal advice regarding Copyright sought as appropriate.</p> <p>Represented CAM at AWM Copyright Group meetings</p>

Development & Sponsorship

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

Planned Activities	Performance Targets
1. Sponsorship	
Create, develop and manage a comprehensive sponsorship program in order to enhance the Memorial's non-government funding in line with the Memorial's priorities 2008-11.	Current sponsors maintained and serviced through regular contact, with a particular focus on long term partners.
	Opportunities identified for sponsorship with the Memorial such as room naming rights and current exhibitions that can be held on perpetual offer to sponsorship approach.
	Future opportunities identified for sponsorship.
	Updated sponsorship lists maintained.
2. Development	
Create, develop and manage a business development program in order to expand the AWM's corporate and commercial relationships opportunities and potentially enhance the Memorial's non-government funding in line with the Memorial's priorities 2008-11.	Bequest/donation program supported.
	Appropriate project and develop applications identified for grants and trust funding.
	Liaison with CAM continued on review of branding guidelines for use by Sponsors as part of the brand review.
3. Administration	
	Development and enhancement continued of sponsorship, donations and bequests pages on the Web.
	Raiser's Edge database updated and liaison undertaken with other Sections to co-ordinate and finalise the development of a procedures manual.

Education and Visitor Services

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

Planned Activities	Performance Targets
1. Commemoration and Ceremonial Activities	1.1 Commemorative Ceremonies
Coordinate and promote fitting and dignified commemorative ceremonial events and enhance their national significance and relevance. Develop and maintain a high level of staff awareness regarding protocol and ceremony.	Collaboration continued with internal and external stakeholders to facilitate dignified ceremonies conducted at the Memorial within defined protocol.
	Major Ceremonies conducted (see list on page 7).
	Minor Ceremonies conducted as appropriate and as resources allow.
	Plaque Dedications conducted as appropriate and as resources allow - target 2 per month.
	School Wreathlaying ceremonies conducted as appropriate and as resources - target 3 per week.
	VIP and Head of State visits and wreathlayings conducted and protocol advice provided.
2. Interpretive Services – Public Education	1.5 Interpretative services 1.12 Revenue Generation
Plan, develop, implement, and evaluate public education programs, which strongly enhance the understanding of Australia's experience of war.	Delivery
	122,000 student visitors to the Memorial managed.
	75,000 (over 60%) students participated in a facilitated program and revenue target of \$204,000 achieved.
	Training provided to the following groups to ensure quality delivery of school programs: <ul style="list-style-type: none"> • Education Assistants • Discovery Zone Volunteers • School Wreathlaying Ceremony Veterans (in conjunction with Visitor Services).
	Education web pages enhanced, including: <ul style="list-style-type: none"> • curriculum linked tools for teachers • Web 2.0 tools where appropriate.
	Review of online booking system (PICTION) undertaken to ensure it is meeting business requirements.
	Discovery Zone maintained as an engaging and safe area for visitors.
	National Curriculum program suite implemented in quarter 3.
	Program and pricing developed ready for implementation from July 2011.
	Opportunities explored to work cooperatively with DVA on education programs.
	Actively participated in the wider education community, in particular through Dept of Education and Association forums.
	The Memorial Box Program managed and promoted effectively and all reporting requirements completed.
	Professional development programs provided for pre-, in-service and experienced teachers, including events, fellowships, tours and famils.
	Promotion
	Marketing Strategy developed and implemented to target education industry (e.g. coach companies, schools, and education professionals)
	Regularly communicated with education industry and coach companies

Planned Activities	Performance Targets
	Participated in a range of promotional activities initiated by National Capital Educational Tourism Project including newsletters, excursion planner and teacher seminars
	Participated in education industry initiatives such as the National History Challenge and Simpson Prize
	Evaluation
	New/updated education programs (including Discovery Zone) evaluated.
3. Interpretive Services – Public Programs	1.5 Interpretive Services
Plan, develop, implement, and evaluate appropriate public programs and events which strongly enhance the visitor experience of the Memorial	EVENTS
	Developed and delivered events across the Memorial including: <ul style="list-style-type: none"> • Major events as per list on page 7 • Exhibition Launches as resources allow • Books and other Memorial product launches • Annual History Conference
	PROGRAMS
	Developed and delivered an engaging program for a range of audiences
	Delivered tours for the Australian Defence Force recruits to meet their curriculum requirements.
	Actively pursued opportunities within the Memorial to leverage and integrate education programs
	COMMUNICATION AND MARKETING
	Completed reporting requirements for sponsors and stakeholders
	Information for the marketing and promotion of Memorial programs provided to CAM, including website updates
	Up-to-date information provided to front of house, Hyatt and all relevant parties
Risk management plans provided for programs that require infrastructure or have high levels of public interaction outside normal operating procedures	
5. Dissemination of Information	1.7 Research and Information Dissemination
Provide up-to-date information about the Memorial's Education and Visitor programs.	Information disseminated about the Section's operations through presentation of lectures, active participation in conferences and networks and via contributions to <i>Wartime</i> , <i>DVA News</i> , and other publications. Particular programs and events promoted through radio, TV, and newspaper interviews.
7. Visitor Services	1.8 Visitor Services
Provide a range of accessible and responsive services which effectively meet the needs and expectations of visitors to the Memorial.	Permanent and casual staff numbers maintained at agreed levels.
	Staff provided with functional/operational training and development (e.g. evacuation/first aid/ gallery maintenance) as appropriate.
	Staff provided with service enhancement training and development (e.g. product/ceremonial/interpretational) as appropriate.
	Daily operations maintained including: <ul style="list-style-type: none"> • Welcome and orientate school groups in the Education Space • Delivery daily closing ceremony program • Roll of Honour Certificates, Wartime and other saleable items promoted and marketed at front desk
	Service Charter and Visitors' Book responses managed efficiently and effectively within identified timeframes.

Planned Activities	Performance Targets
	<p>Stronger interpretive roles built for IAs, (trolley programs, short talks/presentations)</p> <p>Weekend Duty Manager training/procedures managed to ensure consistent service delivery on weekends.</p> <p>Information resources developed, updated, and distributed, (Gallery information, maps, VS component of website etc)</p> <p>Visitor Services policies and procedures updated.</p>
8. Volunteer Services	1.8 Visitor services
<p>Volunteers enhance the visitor's experience at the Memorial by providing research assistance and a range of interpretation and public program services.</p>	<p>Volunteers across the Memorial effectively managed to provide: • free guided tours at agreed times • conducted and VIP tours as required, including ADF and Hyatt commercial • assistance with services in the Online Gallery • assistance with interpretation in the Discovery Zone • assistance delivering school wreathlaying program</p> <p>Memorial requirements monitored and volunteer numbers maintained for:</p> <ul style="list-style-type: none"> • Voluntary Guides • Online gallery • Discovery Zone • School wreathlaying program <p>Voluntary Guides gallery interpretation implemented and reviewed quarterly</p> <p>Volunteer candidates supported through the Guides Statement of Attainment</p> <p>Capability and service levels monitored and programs implemented where required (incl. induction, continuing training etc).</p> <p>The contribution made by volunteers recognised via:</p> <ul style="list-style-type: none"> • recognition of service during National Volunteers Week (May) • membership of Australian Art Gallery Guides Organisation and ACT Volunteering • recognition of International Volunteers Day via Volunteers end-of-year Christmas function <p>Regular and effective communications maintained with the volunteers base through:</p> <ul style="list-style-type: none"> • Volunteers component of website • Volunteers/Front of house newsletter • regular meetings reporting frequency per quarter • consideration for a more effective database system

Exhibitions

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

Planned Activities	Performance Targets
1. Permanent Exhibitions	1.4 Exhibitions
1. Manage the planning, development, and maintenance of the Memorial's permanent exhibitions and galleries.	PLANNING AND DEVELOPMENT:
	Second World War galleries: half-life upgrade Half-life refurbishment of the Second World War galleries managed effectively to ensure project schedule, milestones and budget are met and high quality construction and exhibition standards are met. Project completed by August 2010.
	Hall of Valour: redevelopment Hall of Valour redevelopment project managed effectively to ensure project schedule, milestones and budget are met and high quality construction and exhibition standards are met. Project completed for December 2010 and opened to the public in January/February 2011.
	First World War galleries: redevelopment Pre-development planning for Gallipoli Centenary Building and First World War galleries project managed effectively. Project completion planned for 2014/2015 financial year.
	External way-finding signage: review In conjunction with Manager, Evaluations; and in consultation with Education and Visitor Services and Buildings and Services; implement the outcomes of the review of external way-finding signage undertaken following the completion of East Precinct redevelopment project.
	External Consultancy: Western Front Interpretative Trail, Office of Australian War Graves (OAWG) In conjunction with Military History, provide OAWG with consultancy services to produce an exhibition design brief for each element of the Western Front Interpretive Trail.
	MAINTENANCE:
	Exhibitions and galleries <ul style="list-style-type: none"> • all installations, demounts, and changeovers managed through the monthly Galleries and Exhibitions Co-ordination Meeting (GECM); • maintenance of all exhibition, gallery, and signage (external and internal) infrastructure, managed including the following: <ul style="list-style-type: none"> - development of standardised digital archive of all exhibition and gallery documentation (including graphic artwork); and - maintenance of an inventory of all exhibition infrastructure in storage.
Audiovisual <ul style="list-style-type: none"> • installation and maintenance of all exhibition and gallery audiovisual infrastructure (hardware and software) managed, including: <ul style="list-style-type: none"> - Aircraft Hall automation control system upgraded (completing full rationalisation of control system structure for all audiovisual infrastructure); - BAE Systems theatre facilities upgraded including IP based video conferencing, rationalised control and renewed infrastructure (project continued from 09/10); - ANZAC Hall teacup space upgraded to improve sound-proofing (project continued from 09/10); - standardisation of the audiovisual infrastructure platform completed (project continued from 08/09); - maintained the database of asset control, maintenance cycle, media standards, records and backup; and - implemented medium-term cost analysis of audiovisual maintenance, including the identification of future cost threats. 	

Planned Activities	Performance Targets
2. Temporary and Travelling Exhibitions	1.4 Exhibitions
2. Manage the planning, development, and maintenance of the Memorial's temporary and travelling exhibitions and associated public programs.	<p>Forward Exhibition Program Active participation continued in the development and management of the Forward Exhibition Program through Exhibition Planning Group (EPG).</p> <p>Temporary Exhibitions Exhibition development phases for exhibitions to mark special events or anniversaries managed effectively.</p> <p>Travelling Exhibition: <i>On the edge: Jon Cattapan & eX de Medici</i> Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met, including: - construction/production completed by 27 August 2010; - exhibition installation in SEG completed for launch by 2 September; and - exhibition open to the public on 3 September 2010</p> <p>Temporary Exhibition: <i>Tobruk and the sons of ANZAC</i> Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met, including: - construction/production completed by 4 March 2010; - exhibition installation in SEG completed for launch by 9 March 2011; and - exhibition open to the public on 11 March 2011.</p> <p>Travelling Exhibition: tbc Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met. Construction/production and installation scheduled for completion in 2011/12.</p> <p>Administration of temporary and travelling exhibitions program - medium-term cost analysis of travelling exhibitions program undertaken and liaison with DVA continued, as appropriate, on travelling exhibitions program funding and acquittals; - <i>Visions of Australia</i> grants developed as appropriate; - funding proposal to DVA developed for temporary anniversary exhibition (Second World War 70th anniversary 192/43 to open April 2012); and - standardised digital archive of all temporary and travelling exhibition documentation developed.</p>
3. Touring program for Travelling Exhibitions	1.4 Exhibitions
3. Plan, develop and manage the Memorial's touring program for special touring exhibitions and travelling exhibitions and associated public programs.	<p>Special Touring Exhibition: <i>This company of brave men: the Gallipoli VCs</i> - State Library of South Australia, Adelaide, SA: 25 June 2010 to 8 August 2010; - Shrine of Remembrance, Melbourne, VIC: 13 August 2010 to 26 September 2010; - Queensland Museum Southbank, Brisbane, QLD: 1 October 2010 to 14 November 2010; - Tasmanian Museum and Art Gallery, Hobart, TAS: 20 November 2010 to 19 December 2010 (venue tbc if funding is available); and - Powerhouse Museum, Sydney, NSW: 23 December 2010 to 23 January 2011 (venue tbc if funding is available).</p>

Planned Activities	Performance Targets
	<p>Travelling Exhibition: <i>Gallipoli: a Turkish view</i> - exhibition dispersal completed by July 2010.</p> <p>Travelling Exhibition: <i>Framing Conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green - ongoing tour:</i> - Australian War Memorial, Canberra, ACT: May 2010 to August 2010; - Flinders University Art Museum, Adelaide SA: 22 October to 5 December 2010; - feasibility of extending the tour to WA and TAS investigated.</p> <p>Travelling Exhibition: <i>Icon and Archive: photography and the World Wars - ongoing tour:</i> - Western Plains Cultural Centre, Dubbo NSW: 4 February to 1 May 2011; - Ipswich Art Gallery, Ipswich QLD: 3 June to 31 July 2011</p> <p>Travelling Exhibition: <i>A is for Animals - ongoing tour:</i> - Qantas Founders Outback Museum, Longreach QLD: 18 June to 10 October 2010; - Albury Regional Library Museum, Albury NSW: 22 October 2010 to 9 January 2011; - Museum of Tropical Queensland, Townsville QLD: 21 January to 13 March 2011; - Hervey Bay Regional Gallery, Hervey Bay QLD: 25 March to 22 May 2011; - Queensland Museum, Brisbane QLD: 3 June - 14 August 2011.</p> <p>Travelling Exhibition: <i>Sidney Nolan: the Gallipoli series - ongoing tour:</i> - Gosford Regional Gallery and Arts Centre, Gosford NSW: 17 July to 5 September 2010; - University of Queensland Art Museum, Brisbane QLD: 17 September to 14 November 2010; - Cairns Regional Gallery, Cairns QLD: 11 December 2010 to 6 February 2011.</p> <p>Travelling Exhibition: <i>A Digger's Best Friend - ongoing tour:</i> - Eskbank House and Museum, Lithgow, NSW: 14 May to 25 July 2010; - Parkes Shire Library, Parkes, NSW: 22 October to 21 November 2010; - Rosny Schoolhouse and Barn, Rosny TAS: Nov 2010 to 16 January 2011; and - Castlemaine Historical Society, Castlemaine VIC: April to May 2011.</p> <p>Travelling Exhibition: <i>Of love and war - commencement of tour -</i> State Library of Queensland, Brisbane QLD: 5 November to 20 February 2011; - Queen Victoria Museum and Art Gallery, Launceston TAS: 25 June to 28 August 2011.</p>
4. Support to Memorial activities	1.4 Exhibitions
4. Provide exhibition support to Memorial activities as required.	<p>Exhibition support provided to all Memorial activities, including:</p> <ul style="list-style-type: none"> • exhibition and gallery visitor evaluation and research; • marketing, public relations, events, ceremonies, education and other public programs; • development and sponsorship to assist in raising funds; • buildings & services to assist in replacement of shared assets (e.g. elevated work platform); • identifying appropriate team members and actively engage in the development of the Memorial's website and in opportunities for collaboration and community engagement, including Web 2.0 activities such as blogs, wikis, Flickr, Facebook and YouTube, using the internet explored and implemented as appropriate; • active support to ECM project to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

Military History Section

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

Planned Activities	Performance Targets
1. Research and publication	1.7 – Research and Information Dissemination
Undertake research and publication into Australian military history; form a significant centre of research and expertise in the field.	Development of the Memorial's expertise in Australian military history continued by consolidating existing strategic relationships, developing new ones, and initiating new projects to expand and enhance the Memorial's central standing in the field.
	Satisfactory progress achieved on approved research projects as follows:
	<ul style="list-style-type: none"> • Official History of Peacekeeping and Post-Cold War Operations: <ul style="list-style-type: none"> - contribution by one writer to project continued - Volume 2, <i>A New World Order</i> by Professor David Horner will be published in late 2010 - Volume by Dr Steve Bullard will be published in late 2012.
	• Volume 9 of Official History of Southeast Asian Conflicts, <i>Fighting to the Finish</i> , published in 2011.
	• Papers from <i>War Wounds</i> conference compiled and edited for publication in 2010. (ROS to contract publisher)
	• AWM guidebook to the Western Front completed for publication in early 2011.
	• Papers delivered at Australian and overseas conferences to enhance the Memorial's standing as a principal centre for research, knowledge, and dissemination of military history.
	Planning and preparation undertaken for a range of projects for the Gallipoli centenary in 2015, to include:
	• Gallipoli centenary volume scoped by July 2010 for publication in early 2015.
	• International Gallipoli conference in partnership with ANU.
	• Lambert Gallipoli fellow appointed and activities commenced.
	• Web-based materials on the Gallipoli campaign developed.
	Appropriate projects developed in partnership with ANU under MOU arrangement.
	10% of staff time devoted to research projects that increase professional development and enhance the Memorial's reputation.
2. Dissemination	1.7 – Research and Information Dissemination
Disseminate knowledge and assist in the dissemination of knowledge of Australian military history	Issues 51-54 of <i>Wartime</i> edited and produced, containing a good balance of high quality, popular articles and an emphasis on populist covers.
	Program developed and papers presented at AWM history conference on Gallipoli August Offensive at the Memorial, 5-6 August 2010.
	Program developed and organisation commenced for Korean War conference at the Memorial in October 2011 and proposal developed for DVA.
	Dissemination of Australian military history research continued via conference and seminar papers and publication of articles and books, etc.
	Assistance provided to the Battlefield Tours program by leading tours and participating in their planning. Planning continued for a pilot tour to Vietnam in January 2011 as a study tour for staff and volunteers (cost neutral).
	Historical material contributed to the Memorial's website as required and advice provided on historical content. Systematic review and update of historical material on the website undertaken in conjunction with the web team and posts prepared, as appropriate, for Memorial website blogs.
	ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Appropriate team members participated in Web 2.0 development.

Planned Activities	Performance Targets
3. Fostering research	1.7 – Research and Information Dissemination
Encourage and foster research in Australian military history by researchers at the Memorial and elsewhere	Up to three Summer Vacation Scholars selected and supervised to complete relevant projects in early 2011.
	Contribution continued to Gallipoli Centenary Project for the translation of and commentary on Turkish records of the Gallipoli campaign in conjunction with Macquarie University under ARC linkage grant.
	War crimes trials project continued ("Law reports series on Australia's post-Second World War war crimes trials") in conjunction with University of Melbourne under ARC linkage grant.
	Contact maintained with colleagues in the profession through attendance and presentation of papers at conferences and seminars.
4. Historical support services	1.7 – Research and Information Dissemination
Provide historical support services to the Memorial and to non-Memorial staff	Expert historical advice provided as required to Minister, Council, Director, Memorial staff and sections, and, within staffing constraints, to media, other historians and the public.
	Contribution to permanent, temporary and travelling exhibitions provided as required, particularly the proposed refurbishment of First World War galleries.
	Sessions for the Staff Military History Course, Workplace Skills program, and Voluntary Guides training program planned and delivered.
	Historical advice provided as required to DVA for the Western Front Australian Interpretive Trail project.
5. Editing	1.7 – Research and Information Dissemination
Edit Memorial text and publications	All Memorial text edited to ensure good writing and adherence to house style. Contract editing services provided to support staff and web-based publishing as appropriate.
6. Management	1.7 – Research and Information Dissemination
Meet all AWM reporting and administrative requirements	All corporate administration activities completed within timeframes including:
	<ul style="list-style-type: none"> • All AWM reporting, budgeting and admin requirements completed.
	<ul style="list-style-type: none"> • Training undertaken to ensure familiarity and understanding of new procedures after introduction of ECM.

Buildings and Services

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

Planned Activities	Performance Targets
1. Building	1.2 - National Memorial and Grounds
1.1 Strategic management of maintenance, repair, and renovation of the Memorial's buildings.	Buildings and infrastructure maintained to the highest standard with well integrated essential services and facilities operation (note: Eastern Precinct defect liability period and plant operation managed).
	Treloar A HVAC and electrical (switchboard) upgrade staged implementation completed by end Dec 2011.
	Facilities maintenance contract managed to ensure high performance and value for money. Monthly contract and performance meetings held with facilities maintenance contractor and six monthly senior executive meetings held. Variations to contract made to cover new regular maintenance items.
	Condition appraisal and life-cycle plan for the replacement of plant, equipment, and building engineering infrastructure managed and continually developed.
	Building and Exhibition Maintenance system managed effectively. All Memorial galleries maintained to a high standard and in a timely manner.
	Energy and Environment Committee (EEC) met quarterly and approved ongoing energy management and energy audit initiatives implemented.
	Facilities documentation, including building plans, drawings, and manuals, managed effectively.
	Central tracking system for all minor new work requests managed effectively.
1.2 Management of the Memorial's heritage building and precinct.	Commonwealth and National Heritage List precinct and building assets maintained to the highest standard and in line with the Memorial's <i>Heritage Strategy</i> and <i>Heritage Management Plan</i> .
	Main Building Heritage conservation works identified, undertaken, and documented in line with Memorial <i>Heritage Strategy</i> and <i>Heritage Management Plan</i> .
	As required by the <i>Business Risk Assessment</i> , all works performed by contractors managed to ensure they met the appropriate standard and did not endanger or damage internal or external fabrics.
	Grounds and precinct maintained to the highest standard. Appropriate advice on management and replacement of significant plantings obtained and implemented. Grounds and garden maintenance contracts managed to ensure high performance and value for money (current grounds maintenance contract ends 30 Sept 2010).
	Commemorative Area and Memorial Courtyard (National Service memorial) maintained to the highest standard.
	Consultative and productive relationships maintained with DEWHA (<i>EPBC Act</i> and development approvals, Govt Energy Efficiency team, Draft <i>Heritage Management Plan</i>).
	Consultative and productive relationship maintained with NCA (works approvals, AWM/ANZAC Parade and Parliament House Vista Heritage listings).
1.3 Development of the Memorial site	Gallipoli Building' proposal progressed to extent approved by Government
	Eastern Precinct development 12 month Defects and Liabilities Period process managed effectively.
	Memorials, facilities and landscapes installed in the precinct designed and constructed considering the Heritage Management Plan and the <i>Site Development Plan</i> .
	Plaque Dedication Program managed effectively with development and placement of commemorative plaques in the Precinct facilitated. New plaque positions identified through the <i>Site Development Plan</i> implemented subject to funding availability.
	Program of ongoing amendments and new panels facilitated for the Roll of Honour and Commemorative Roll (Merchant Navy) panels.
	<i>Site Lighting Management Plan</i> developed and implemented to extent that funding is available and approved by CMG.
1.4 Support gallery development and travelling exhibitions	Timely advice and assistance provided for in-house and travelling exhibitions.
	Workshop program includes delivery of scheduled and ad hoc works within galleries and support for the travelling exhibitions program.
	Effective advice provided to EPG as required.
	Building engineering and infrastructure expertise, assistance and advice provided to Exhibitions Section as required.

Planned Activities	Performance Targets
2. Services	1.11 - Resource Management - Services
2.1 manage a range of facility, office and building service functions	Quality cleaning services provided for all Memorial buildings. Contract monitored for adherence to performance standards via monthly meetings and biannual executive meetings.
	Assistance provided for catering contract management in particular facility operations performance
	Increased corporate knowledge of BS promoted and high level of client service provided.
	Paper stationery supply managed and multi-function device (MFD) points stocked
	PABX phone services maintained satisfactorily.
2.2 Strategically manage accommodation and storage	Movement of furniture and removal/storage/disposal of excess items facilitated.
	Ongoing accommodation and storage requirements managed, subject to available funding.
2.3 Strategically manage the Memorial's security services and systems.	Input provided as required into development of strategies for additional collection storage. Facilitate effective use of new building acquisition at Mitchell site subject to available funding.
	High level of security services provided with good customer service maintained. Electronic security infrastructure maintenance agreement managed effectively.
	All Memorial buildings and grounds monitored effectively, and all incidents and damage promptly and systematically reported and action to resolve taken.
	After-hours and casual security staff requirement and performance managed effectively through Security contract.
	Security staffing contract tender completed for current contract end 30 Sep 2010).
	Regular and timely security risk assessments obtained from appropriate authorities, and responses planned and approved by senior management. Advice provided and liaison continued with security stakeholders in the planning of major events and ceremonies.
	AWM Security Plan updated as required - reviewed and updated security documentation, policy and SOP's consolidated in Plan.
	Outsourced vetting for Designated Security Assessed Positions (DSAP's) and police checks managed to effectively meet Memorial requirement and all required staff clearances are in place.
	Performance of master key system for gallery display cases reviewed annually in consultation with Gallery Development.
2.4 Administer and regularly review emergency evacuation planning and procedures.	Secure collection, storage, and safe transfer of all "by hand" cash monies according to Memorial Finance requirements ensured.
	Emergency Planning Committee convened, chaired, and met quarterly. Emergency Control Organisation maintained and trained with membership and training listed up-to-date on intranet.
	Regular emergency evacuation drills for all buildings conducted (including environmental emergency) in close co-operation with Visitor Services, CS, and other appropriate staff.
6. Knowledge Management	All emergency activity issues reported to CMG and Branch Heads regularly.
	1.11 Resource Management - Corporate Information
	Section intranet homepage content updated on a regular basis to provide advice and information on the section.
Contribute to Memorial Knowledge Management initiatives	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

Finance

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

Planned Activities	Performance Targets
1. Financial and Corporate Support Systems	1.11 Resource Management - Financial
Provide financial systems to support the corporate accounting, reporting, and processing needs of the Memorial.	<p>MIBIS Help (ext 333) and FinanceHelp@awm.gov.au services provided in accordance with advertised turn-around times:</p> <ul style="list-style-type: none"> • two hours for creation of master data for customers and vendors • 24 hours for review and release of purchase orders • 24 hours for creation of asset master data. <p>Regular training (group sessions and one-on-one) provided in financial management policies and procedures, web reporting, contracts management, asset management, purchasing and associated MIBIS processing delivered.</p> <p>Planning of SAP upgrade scheduled for 2011 undertaken.</p> <p>Daily reconciliation of PICTION/MIBIS and AR/MIBIS interface undertaken.</p> <p>Continued promotion of EFT payments to vendors and staff.</p> <p>Cross-training of staff in financial operations and end of month / year activities to provide back up arrangements during staff absences.</p>
2. Financial Policy	1.11 Resource Management - Financial
Undertake policy development and review of existing policies as necessary to support Memorial operations and meet government requirements.	<p>Policy for the capitalisation and management of assets monitored and reviewed as necessary. Input into any changes in government asset funding policy provided to ensure best outcome for Memorial.</p> <p>Directors Instructions (Financial) enhanced and/or amended as required.</p> <p>Financial Delegations reviewed and amended as required.</p> <p>Implementation of procedures and administrative arrangements continued to support Enterprise Bargaining Agreement 2010/11 initiatives, including Fringe Benefits Tax (FBT).</p> <p>Continued attendance at Chief Finance Officer and Finance Manager Working Group meetings.</p> <p>Policy advice, training, and central monitoring of Commonwealth Procurement Guidelines provided.</p> <p>Memorial procurement policy reviewed in accordance with Commonwealth Procurement Guidelines and, as necessary, liaison with DoFD facilitated.</p> <p>Active participation in financial management of major projects, including:</p> <ul style="list-style-type: none"> • advice provided on reporting structures internally and through Quantity Surveyors • attend Scope and Cost Reconciliation meetings • policies and procedures to ensure sound management of budgets, recording and capitalisation of expenditure developed • reports provided to CMG and Council as appropriate.
3. Financial Planning and Monitoring	1.11 Resource Management - Financial
Undertake financial planning on behalf of the Memorial for the period covering the next 5 years.	<p>Salary sacrifice funding arrangements monitored and reconciled at end of term and end of year, by end August 2010.</p> <p>Department of Finance and Deregulation (DoFD) reporting requirements delivered in timeframes specified, including monthly financial statements, annual financial statements, monthly budget profile, and estimates updates. Weekly reporting of cash at bank, investment, and borrowing balances each Friday.</p> <p>Monthly accrual financial statements presented to CMG by mid-month, including capitalisation of all building works and other assets.</p>

Planned Activities	Performance Targets
	<p>The Memorial's forward estimates developed, entered into Central Budget Management System (CBMS) in accordance with DoFD timeframes, documented and monitored so that management and Council are aware of the expected financial resources available to the Memorial over the next five years.</p> <p>All funding opportunities reviewed and bids included for items under accrual budgeting / net cash funding framework.</p> <p>The 2011-12 internal budget developed by May 2011.</p> <p>The 2010-11 budget monitored to ensure there are no budget over-runs and a full review undertaken in a consultative manner in November 2010 and March 2011.</p> <p>The <i>Internal Audit Plan 2010-11</i> implemented in accordance with the approved <i>Strategic Audit Plan</i>.</p> <p>Internal audit services contract reviewed Nov 2010 and appointed by June 2011. Tender undertaken if contract not extended.</p> <p>Recording and follow up of actions resulting from Internal Audit reviews reported to Council quarterly.</p> <p>DoFD guidelines, Finance Minister's Orders, Australian Accounting Standards and Australian National Audit Office better practice guides reviewed and implemented, where relevant.</p> <p>Revenue targets for 2010–11 developed by May 2010.</p> <p>Development of 2010-2011 Annual Procurement Plan by mid June 2010, to be published by 1 July 2010.</p>
4. Financial Services	1.11 Resource Management - Financial
<p>Provide support services to the Memorial in relation to: (a) Purchasing (b) Accounts Processing (c) receipting of revenues (d) asset management (e) contracts and tendering</p>	<p>Financial Statements prepared and audited on schedule for inclusion in the 2009-10 AWM Annual Report by July 2010 to meet Council meeting timeframe. (Hard close set of accounts at end March 2010).</p> <p>Compliance Certificate completed and signed by Council and forwarded to Ministers for Finance and Veterans' Affairs by 15 October 2010.</p> <p>Feedback from sections monitored to evaluate if processing of transactions is timely and meets their operational needs – any proposed changes fed into internal budget review process.</p> <p>Provide financial support for ad hoc corporate Business Plan activities (e.g. public events, conferences, special event sales and promotions, as per Business Plan timeframes).</p> <p>Input into staff induction program as required.</p> <p>The level of donations monitored and reported to management monthly as part of statistics to CMG.</p> <p>Domestic and overseas travel co-ordinated on behalf of Memorial staff in a timely manner. Timely follow-up of travel acquittal completed in accordance with Memorial procedures.</p> <p>Support services provided for Shop and eBusiness transactions in a timely manner.</p> <p>Asset stocktake undertaken so as to support financial statement balances by end of April 2011.</p> <p>Cash float management undertaken monthly in accordance with Director's Instructions.</p> <p>Review ATM service and approach market by December 2010.</p> <p>Surplus cash funds managed and invested in order to maximise interest funds.</p> <p>FBT procedures monitored to ensure they support changes to tax reporting requirements.</p> <p>Business Activity Statement submitted by 21st day of each month.</p> <p>Exhibition assets revalued by December 2010 for inclusion in CBMS Forward Estimates update in February 2011. Collection assets subject to in-house management valuation as at 30 June 2011, supported by independent opinion if required by ANAO to meet accounting standards.</p> <p>Bank statements processed daily and reconciliation of MIBIS to bank accounts, including monthly review of outstanding deposits and cheques, completed.</p> <p>Contracts register maintained on behalf of Memorial and advice and assistance provided with completion of standard contracts.</p> <p>Unders and overs against takings recorded on till registers and reported to Finance Manager on monthly basis.</p>

Planned Activities	Performance Targets
5. Commercial Operations	1.11 Resource Management - Financial 1.12 Revenue Generation
To assist the Memorial as appropriate to meet its charter to increase funding sources through commercial activities.	Financial aspects of functions and catering contract managed, ensuring timely receipt of moneys owing and resolution of any accounting/reporting issues.
	Financial assistance provided to eBusiness as required to ensure delivery of timely services.
	Marketing initiatives accompanied by appropriate contracts administration and follow up (e.g. royalties).
6. Knowledge Management	1.11 Resource Management - Corporate Information
Contribute to Memorial Knowledge Management initiatives	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.

Information Technology

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

Planned Activities	Performance Targets
1. Enterprise Content Management (ECM)	1.11 – Resource Management - IT Infrastructure
Implementation of an Enterprise Content Management (ECM) system to address digital assets, electronic documents & records, web content, Research Centre databases, workflow and searchability needs.	ECM Project completed in accordance with the Project Plan, as monitored by the ECM Steering Group, by December 2010.
	Participation in change management process as requested
2 Corporate IT Applications	1.11 – Resource Management - IT Infrastructure
Support, maintain, and where appropriate, develop corporate applications.	Ongoing strategic direction and support provided for the wide range of corporate applications and database activities, including the following systems:- MICA, MIBIS, CAS, eBusiness, TRIM, PICTION bookings, Raiser's Edge, AR, email, office applications, etc.
	Interfacing work required for systems which interact with ECM managed.
	Timely and effective help desk assistance provided to users of the network and deployed applications.
	Provided technical support for SAP(MIBIS - finance/HR) upgrade depending on Finance/HR business case
	All necessary technical assistance provided to ensure further development of intranet/internet services and that maximum availability is maintained. Participation in initiatives to enhance website to increase visitation to the Memorial continued.
3. IT infrastructure	1.11 – Resource Management - IT Infrastructure
Maintain and develop the computer network infrastructure in support of corporate needs.	Investigation and implementation of Virtual Server management tools undertaken.
	Transition of Network authentication from Novell eDirectory to Microsoft Active Directory completed by June 2011
	Upgrade of Windows server operating systems to Server 2008 completed by June 2011
	Desktop computer refresh and SOE upgrade including Windows 7 completed by April 2011.
	Notebook computer upgrade completed.
	Network and desktop operating systems maintained as a modern, efficient and secure IT environment which assists the Memorial's activities by maximising staff efficiency and public access.
	IT hardware upgraded as necessary to maximise performance and equipment coverage within available budget. Rolling program of server upgrade continued in accordance with the IT equipment leasing strategy.
	Network and critical system monitoring maintained to alert key IT staff to outages, both during work and out of hours. Out-of-hours critical response – one-hour response 8 am to 6 pm, three-hour response 6 pm to 8 am – achieved.
	Network and application security regularly monitored and reviewed and virus protection mechanisms maintained to ensure security and integrity of data.
	Network availability maintained at greater than 99 per cent during normal business hours. Roster maintained for weekend callout in the event of public systems outages.
	Documentation maintained and developed as necessary.
	Reliable and appropriate backup and recovery systems maintained to ensure continuity of services and ability to recover from disaster.

Planned Activities	Performance Targets
4 Collection Management, Digitisation and Public Access	1.11 – Resource Management - IT Infrastructure 1.3 National Collection
Provide technical support to collection management and other systems used by the Memorial.	Technical support maintained for MICA and eBusiness facilities to deliver services and products to Memorial clients.
	Ongoing technical support for the acquisition, storage and access of material resulting from digitisation programs undertaken by the Collection Services Branch
	Technical and strategic support for public access via the Memorial's website
	Strategic direction and technical support maintained to ensure appropriate standards and efficient operation of digitisation programs.
	Digital Asset Management, website management, and searchability improved through ECM project.
5. Information Technology and Information Management Strategic Planning	51300 – Resource Management Services
Develop, implement, and revise strategic plans for the effective application of Information Technology and Information Management.	Plans for IT and Information Management issues monitored and revised through regular meetings of IMSG
	New Information Technology Strategic Plan published following completion of the ECM Project, by June 2011.
	Review IT Performance Indicator per Internal Audit Review of IT Governance.

People Management

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

Planned Activities	Performance Targets
1. Strategic People Management	1.11 Resource Management - Human
Provide the strategic framework for people management consistent with the Memorial's Teamwork (Collective) Agreement and Corporate priorities.	People management underpinned by workforce planning, mentoring, leadership, and training linked to the <i>Business Management Performance Feedback Scheme</i> .
	Salary budget developed, maintained, and amended in accordance with agreed budget timetables.
	People management policies developed, reviewed, and updated to address current trends in people management and Memorial needs. Further development on workforce planning will be undertaken.
	Health and Safety Management Arrangements/OH&S Policy reviewed in accordance with legislative changes.
	The intranet development continued so that Memorial employees have access to people management policies, forms, bulletins, meeting records, advice, and guidelines and for induction training.
	Section managers supported with expert advice in managing their employees and resolving difficulties.
	OH&S managed to provide a safe workplace, including ergonomic and risk management assessments.
	Retention initiatives implemented for key staff.
	Contract management: <ul style="list-style-type: none"> • Agency Staffing contract services reviewed. Contract managed to ensure timely provision of casual and temporary staff provided to sections. • Employee Assistance Program contract reviewed to undertake a tender process.
	Changes to industrial relations environment, including any new agreement implemented in accordance with agreed timeframes.
	Implementation of the SAP upgrade undertaken consistent with the business case.
	Change Management Program for ECM developed, implemented and monitored.
	ECM project activities actively supported. Section shared drive re-configured and impact to section business determined.
2. Workforce Development	1.11 Resource Management - Human
Facilitate the attraction and development of the best people for well-designed jobs and maintain their employability by driving and harnessing continuous learning.	Succession plans implemented as agreed and in consultation with CMG.
	Liaison with CIT continued to address skill shortages in areas where it is difficult to attract experienced staff such as hospitality.
	Liaison with UCAN continued to ensure the degree programs are meeting MOU expectations.
	Sections provided with support to ensure suitable applicants with the appropriate skills are recruited. Education and training on good practice selection processes continued. Employment site on internet continually adjusted to support best selection processes. Advertising reviewed to ensure that ads are marketed appropriately. Work continued on investigating enhanced online recruitment options in line with ECM project.
	Participation continued in review of branding in relation to recruitment advertising.
	On-going employees managed such that turnover does not exceed market expectations. Employee diversity targets groups (women, Aboriginal and Torres Strait Islanders, people from no-English speaking backgrounds and people with disabilities) equals or exceeds the proportion of identified groups in the broader ACT community. Unscheduled absences monitored to ensure that target of 5 days is maintained or improved consistent with the Teamwork Agreement.
	2010–2011 <i>People Development Program</i> as approved by CMG implemented.

Planned Activities	Performance Targets
	<p>Training and development programs delivered on time, within budget, and consistent with needs identified in agency SWOT, Personal Development Plans, direct feedback from sections via Business Plans and CMG, and the 2010–2011 <i>People Development Program</i>. PDP forms reviewed to ensure capture of appropriate development requirements.</p> <p>Ongoing evaluation of training courses undertaken to ensure courses offered delivered against required development and learning methods.</p> <p>Formal orientation and induction programs for new employees provided quarterly. Continual development of the online induction program undertaken to enhance the early training for new employees.</p> <p>Average of three days training per on-going employee facilitated.</p> <p>Funding and selection of an employee (below Executive Level) managed for 2010–2011 Battlefield Tours or exchange to IWM or other relevant institution. Develop a program to support Executive Officers attaining international Museum experience.</p> <p>A military history training program delivered to staff. Course material evaluated and revised as required.</p> <p>The Business Acumen Program reviewed to ensure requirements met. Program delivered effectively and efficiently.</p> <p>Major awards for staff research managed for 2010–2011.</p> <p>Exhibition Development Course delivered to employees.</p> <p>Leadership program for Executive Level officers delivered.</p> <p>Values and Cultural Diversity program delivered.</p> <p>Cultural Management Development and Advanced Workplace Skills programs delivered to selected employees in 2010–2011 and steering committee membership maintained.</p> <p>Workplace Skills Program for entry level staff delivered 2010–2011.</p> <p>Annual updates to senior staff on mentoring delivered, ensuring lower level staff have a support base for career options counselling.</p> <p>Research, Writing & Editing Program delivered 10/11.</p>
3. People Management Services and Operations	1.11 Resource Management - Human
Provide quality and timely people management services to the Memorial to maintain a work environment which is safe, nurtures well-being, values diversity, and encourages a balance between work and family life consistent with the Memorial's Teamwork (Collective) Agreement.	<p>Superannuation administered in accordance with the Teamwork Agreement, relevant legislation and employee choice.</p> <p>A tolerant, fair workplace maintained through the provision of the Memorial Workplace Diversity Program, induction training improved (making use of the internet and intranet), an active Workplace Harassment Contact Officers Network and the <i>Memorial Harassment-free Workplace Policy</i> maintained.</p> <p>Operational personnel activities maintained, including monitoring to meet employees' and management needs and agreed Service Charter targets are met; recruitment; diversity; pay processing; management of the Memorial's in-house payroll program for staff and Council facilitated; and the provision of advice on conditions of service, compensation, and rehabilitation case management as outlined in the Agreement or the Service Charter for this function.</p> <p>An Employee Assistance Program facilitated for use by Memorial staff and their immediate families.</p> <p>MIBIS maintained to ensure it operates effectively and complies with all statutory obligations. Intranet options examined for achieving streamlining of processes (eg leave) and reviewed in line with ECM requirements and the upgrade business case.</p> <p><i>Business Management Performance Feedback Scheme</i> promoted, documentation completed on time, co-ordinated.</p> <p>OH&S proactively co-ordinated, including hazardous chemical testing, warm-up exercises, eyesight testing, and an annual program of ergonomic updates delivered. Secretariat support provided to the OH&S Committee, which meets at least six times.</p> <p>Health Awareness program delivered throughout the year focussing staff on positive health initiatives and benefits.</p> <p><i>Corporate Chatter</i> co-ordinated, edited, and published monthly for Memorial employees and further developed to capitalise on new online technology.</p>

Planned Activities	Performance Targets
	Flexible family-friendly working arrangements, as provided for in the Agreement, facilitated to suit the needs of employees and the Memorial, attract people to the Memorial, and enhance their contribution and job satisfaction.
	Statistics maintained and provided to CMG and relevant external agencies.
4. Workplace Relations	1.11 Resource Management - Human
Promote a cooperative high trust workplace culture that successfully delivers the Memorial's corporate goals.	Secretariat support and information awareness provided to the Workplace Relations Committee, which meet at least four times.
	The flow and sharing of information from the Workplace Relations Committee to employees fostered.
	Agreed processes facilitated to avoid disputes and resolve any grievances.
	Contact maintained with relevant workplace relations networks and publications to remain aware of developments and the remuneration environment.
5. Records Management	1.11 Resource Management - Corporate Information
Administer records management.	All files and mail processed according to internal documented procedures (including scanning of mail as required for EDRMS), NAA record keeping (DIRKS) standards, EDRMS requirements and client expectations.
	Records and document management policy, including recordkeeping standards and procedures reviewed and developed for EDRMS implementation.
	Annual file census completed with minimum disruption to Memorial activities.
	Policy development coordinated effectively to support EDRMS implementation.
	Managed SharePoint and Trim systems as Business Owner. Advice, training and help desk facilities provided to Memorial staff. Reviews of SharePoint undertaken to ensure compliance with Memorial policy and procedures.
6. Knowledge Management	1.11 Resource Management - Corporate Information
Contribute to Memorial Knowledge Management initiatives	Section intranet homepage content updated on a regular basis to provide advice and information on the section.
	Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.
	ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.

Retail and Online Sales

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

Planned Activities	Performance Targets
1. Memorial Publications	1.7 – Research and Information Dissemination
Administer Memorial publications stockholdings.	Warehousing and distribution support provided for Memorial publications and TE in terms of stock holdings and wholesale sales, including <i>Contact</i> , <i>Artists in Action</i> , <i>Fighting to the Finish</i> (official history) and other exhibition catalogues.
	Administration support and sales strategies for Memorial contracted publications, including Western Front Battlefield Guidebook (March 2011) , Love and War, Collection Book, MHS conference papers and continuing focus on curatorial monographs and The ANZAC Book,
	Tender for Wartime publishing contract undertaken and ongoing management of sales and advertising (\$100,000) for Wartime
	Active marketing of Wartime to increase both newsagency and subscription sales
	Active promotion of Wartime to Shop and Online shop customers
	Annual stocktake for Memorial publications undertaken and completed by 30 June 2011. Results of stocktake reported to management and required write-offs approved.
	Wholesale orders of Memorial publications (incl DVA publications where possible) administered and supplied by Memorial Shop to trade customers domestically and internationally.
	Wholesale trading terms adhered to for Memorial publications and ongoing liaison with Travelling Exhibitions as required in regard to exhibition venue contract.
	Publications and other suitable Shop stock pro-actively promoted to travelling exhibition venues for consignment purchase or sale.
	Reconciliation of consignment sale to travelling exhibition venue conducted one month after exhibition close.
Assistance provided to Public Programs branch through provision of advice on sales, marketability an commercial analysis of proposed Memorial publications and in the development of commercial contracts	
2. Operations	1.12 - Revenue Generation
Manage the operations of ROS effectively in terms of commercial performance, as well as meeting client expectations.	Total Shop revenue of \$1.6 million achieved with a net profit of 20 per cent gross revenue and 14 per cent after notional costs.
	Total eBusiness revenue of \$850,000, including \$150,000 in corporate waivers.
	Corporate waiver process managed through Head ROS, financial delegation and quarterly submissions to corporate management to ensure appropriate support given to suitable projects.
	Highly skilled staff maintained with excellent customer service skills and systems operation.
	An excellent range of books on Australian military history maintained and developed, and a significant number of these made available online dependent on staffing resources available.
	Ongoing review of product categories and continual monitoring of stock levels to maximise sales.
	Maintain profitability via ongoing RRP, cost and margin review of products as required.
	Product identified, photographed, and visible within Online shop within an appropriate timeframe.
	Review and monitor the operation of discounts, user fee waivers, freight, handling times, and inventory management as necessary
	Undertaken review of e-Business pricing in line with 18 month timeframe as suggested by 2008 internal audit review of digital product pricing.
	Significant stakeholder contribution and involvement in the development of the Memorial's Digital Access Policy.
	Annual stocktake of Shop stock (and e-Business where necessary) undertaken by 30 June 2011 and results reported to management.
Effective relationships with CAM, Art, PFS, RC, MHT, MHS, EVS, Finance, IT, and Exhibitions through Exhibition Planning Group developed and maintained for the efficient operation of ROS, and product development initiatives.	

Planned Activities	Performance Targets
	<p><i>Wartime</i> promoted and sold in various locations throughout the Memorial.</p> <p><i>Wartime</i> subscriptions online supported technically and operationally within Online shop functions</p> <p>Support for book/product launches and events provided where appropriate.</p> <p>A retail/sales outlet provided for publications produced by DVA's commemorations program.</p>
3. Systems	1.12 – Revenue Generation
Administration and development of the Shop and eBusiness systems, including Internal Ordering and Publications	<p>Systems administration, support for Advance Retail (inventory management system) and PICTION (e-Business system), plus financial and waiver reporting, delivered monthly and as required.</p> <p>Inventory reports reviewed and analysed on an ongoing basis to identify slow moving items, best sellers, and administrative irregularities.</p> <p>Identify improvements and ongoing maintenance of Shop floor to maintain the professionalism and appeal of the retail environment.</p> <p>Online shop system (PICTION) operating efficiently and effectively for Online shop and Internal ordering, including:</p> <ul style="list-style-type: none"> • maintenance and administration of the support contract with PICTION • maintenance and review of the workflow with administrators within the system • maintenance and administration of <i>Friends</i> and <i>Wartime</i> online subscription functions within PICTION • revision/rework of the PICTION internal workflow with ECM/DAM integration <p>Continue to review and assess the Online shop search/shopping cart/purchasing process post Dec 2009 upgrade to refine and ensure strong usability with customers.</p> <p>Product initiatives from the collection investigated including ;</p> <ul style="list-style-type: none"> • demand and viability for production and supply of canvas prints • opportunity for diversification of the product offering with a range of on-demand merchandise carrying collection imagery. • demand and viability for personalised Roll of Honour photography souvenir certificate • viewing of digitised streaming film and audio within search/PICTION (when and if available through ECM) <p>Ongoing maintenance and testing to ensure that ongoing bugs and issues are routinely resolved for both Advance Retail and PICTION.</p> <p>Assess the costs and benefits of an upgrade to the Advance Retail POS/inventory management system.</p> <p>Contribution to ECM search interface design to ensure e-Business purchasing process consideration and integration (in accordance with the Digital Access Policy) as part of ECM project.</p> <p>Support/training provided for IAs required to use POS system and staff within curatorial sections required to use PICTION Internal Ordering.</p> <p>ECM project activities supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p> <p>Work with other sections, including RC, PF&S, MHT, CS, Art, and IT in the implementation of the Memorial's <i>Digitisation Policy</i>, emphasising the imperative for revenue generation.</p>
4. Marketing and Product Development	1.12 – Revenue Generation
Marketing and promotion of the Shop and eBusiness in order to increase potential for revenue generation	<p>Shop and Memorial product merchandising and promotion undertaken in a manner that is appropriate to the goals of the Memorial and maximises return from product, including display cabinets in suitable locations around the Memorial.</p> <p>ROS marketing plan for 2010-11 developed and implemented.</p> <p>Marketing opportunities leveraged via CAM to drive greater awareness of available ROS products and special offers and ongoing consideration of co-operative <i>Friends</i> marketing where appropriate.</p> <p>Marketing and promotion initiatives maximised and profitability adhered to through leveraging and further developing supplier relationships.</p> <p>Shop online website promoted on all correspondence sent by the Shop and Online shop.</p>

Planned Activities	Performance Targets
	<p>Marketing of education resources and publications to schools (teachers and librarians) through DVA distribution</p> <p>Retail support at the unveiling of National Service Memorial and associated events - September 2010.</p> <p>Development of contact and marketing strategy with E&VS to leverage pre and post school visits to the Memorial.</p> <p>Development of corporate packaged products from existing inventory/products.</p> <p>Maintain dedicated product ranges for the Online shop where necessary to ensure market position online as pre-eminent supplier of military history merchandise and information.</p> <p>Dedicated function to ensure online shop categories and features updated and important products updated each week.</p> <p>Continued use of product promotion flyers via outgoing eBusiness orders and Shop sales.</p> <p>Utilise marketing and sales opportunity through DVA <i>VetAffairs</i> newspaper coupon to an important veteran audience/customers</p> <p>High quality and relevant Shop displays and monthly updated online shopping suggestions provided.</p> <p>Items identified and put forward as suitable for product development, including :</p> <ul style="list-style-type: none"> • updated edition of <i>A Place to Remember</i> souvenir publication (inclusive of renewed Hall of Valour and new eastern precinct/National Service memorial) • continued development of product range that extends and leverages on the in-gallery experience with objects, themes and personal stories • souvenir Memorial coin development as appropriate • investigation of potential 'Home Front' product range • investigation of product to accompany Second World War - (Nth Africa) 70th anniversary exhibition? • development of second series of merchandise from timber from the <i>Lone Pine</i> tree. • development of a Commemorative/Hall of Memory booklet as a companion to <i>A Place to Remember</i>. • assisting E&VS in the development of guide booklet for sale in Orientation gallery, as a companion to <i>A Place to Remember</i>. • assisting E&VS to revise and reprint <i>Their Spirit, Our History</i> for education sales. <p>Information dissemination among IA's Volunteers and Guides about new products and publications for the purposes of promotion to visitors through attendance at appropriate meetings and forums.</p> <p>Product and merchandising opportunities to support Travelling Exhibitions and other exhibitions/events/initiatives investigated as required and/or appropriate.</p> <p>Temporary shops in place to support exhibitions in SEG where commercially viable, or otherwise supported via Shop display</p>
5. Knowledge Management	1.11 - Resource Management - Corporate Information
Contribute to Memorial Knowledge Management initiatives	<p>Section intranet homepage content updated on a regular basis to provide advice and information on the section.</p> <p>Appropriate team members identified and actively engaged in the development of the Memorial's website and in opportunities for collaboration and community engagement using the Internet explored and implemented as appropriate.</p> <p>ECM activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial.</p>