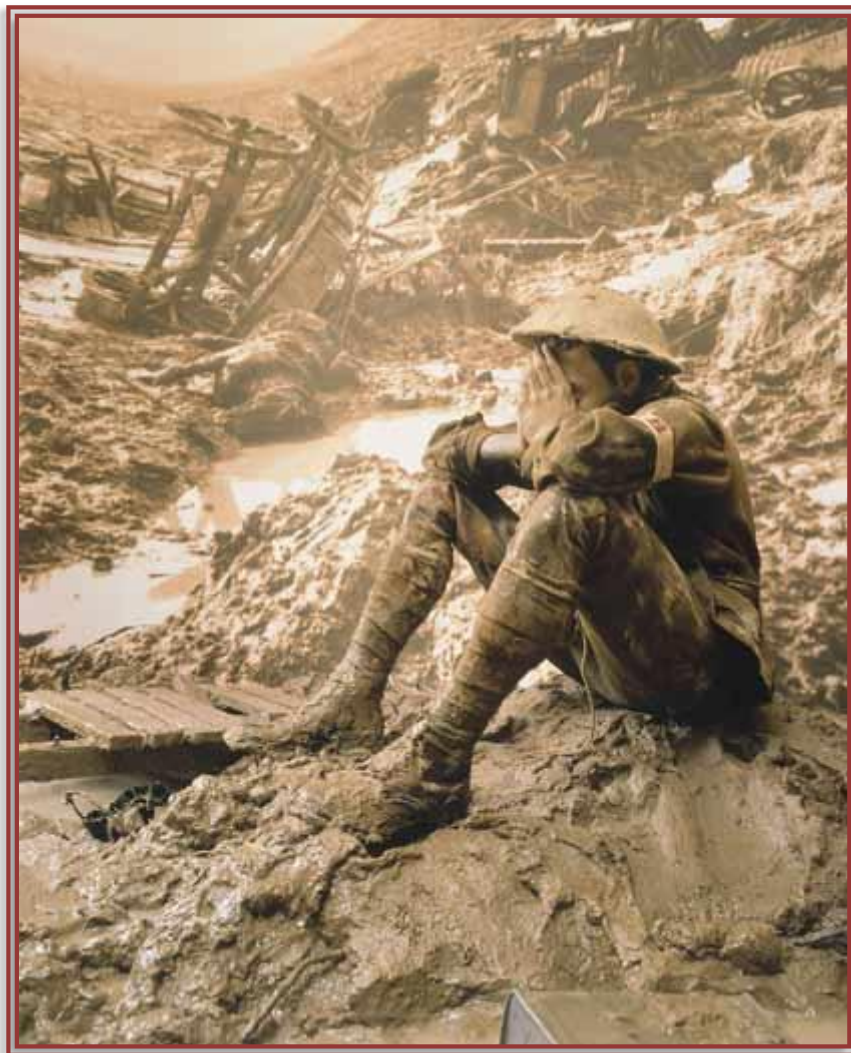


Australian War Memorial

Business Plan

2011–2012



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, 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 the Memorial to be 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 relevance and pre-eminence.

Values

- Respect for those who have served the nation
- A commemorative ethos reflecting the Australian identity
- A collection that 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 remembering, interpreting and understanding the Australian experience of war, and its enduring impact through maintaining and developing the national memorial, its collection and exhibition of historical material, commemorative ceremonies and research.

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	Development and maintenance of outstanding permanent, temporary and travelling exhibitions.
5. Interpretive Services	Understanding of the Australian experience of war is enhanced through provision of interactive interpretation including the delivery of innovative contact and online education and public programs.
6. Promotion and Community Services	Promotion of the Memorial 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	The stimulation of an Interest in 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 historical research and dissemination of knowledge and understanding of Australia's military history.
8. Visitor Services	Visitors to the Memorial, and its outreach programs, are 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 2011–2014* and approved by Council in May 2011.

Major priorities

- Prepare for and position the Memorial to take a leading role in the commemoration of the centenary of Gallipoli and the First World War
- Continue to provide an excellent museum experience for a diverse range of visitors, ensuring high-quality exhibitions, visitor services, events and commemorative ceremonies, and well-maintained galleries and grounds
- Maximise the Memorial's funding from all available sources, including sponsorship and development programs
- Attract, retain, invest in and build up high-quality staff
- Maintain positive and constructive relationships with stakeholders and interest groups.
- Enhance online access to the National Collection and other Memorial information
- Further enhance the National Collection in accordance with the Collection Development Plan
- Develop a strategy to enhance collection storage capacity
- Implement key elements of the Site Development Plan
- Develop and conduct dynamic marketing and public affairs campaigns
- Effectively manage the heritage values of Memorial buildings using the Australia International Council on Monuments and Sites (ICOMOS) Charter for Places of Cultural Significance (The Burra Charter).
- Implement the IT Strategic Plan 2011–2014, including a strategy to ensure adequate resources are available.

Key continuing activities

Notwithstanding the above priorities, and within available funding resources, 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 school wreathlayings and plaque dedications
- Deliver a range of education programs that explore the Australian experience of war and Australian identity and that meet the curriculum needs of teachers
- Deliver a variety of public programs that appeal to the public and maximise interest in both the Memorial and Australian military history
- Continue to publish volumes of the Official History of Peacekeeping, Humanitarian and Post–Cold War Conflicts
- Continue high-quality travelling exhibitions and other outreach programs within available budget

Strategies

Centenary of Gallipoli and the First World War

- Complete NPP process for additional funding for the commemoration of the centenary of the First World War.
- Continue active participation with the Interdepartmental Working Group for the commemoration of the centenary of the First World War.
- Undertake the exhibition development process to enable completion of the redevelopment of the First World War galleries by 2015, including:
 - identify key objects
 - commence collection documentation and enhancement
 - form the project team
 - engage consultants
 - develop the project plan and budget.
- Commence preparations for special and enlarged ANZAC and Remembrance Day ceremonies.
- Commence preparation for two planned Open Days – the first in 2015 and the second in 2018.
- Undertake preparations to meet increased public demand for information, advice, and access to the collection including:
 - Develop additional online resources
 - Ensure staff enhance military history knowledge
 - Increase focus on documentation/cataloguing of First World War collection.

Continue to provide an excellent experience for visitors

- Conduct national ceremonies and events to the highest standards
- Provide a total visitor experience that is moving, engaging, has a strong commemorative focus, and is supported by excellent visitor services and facilities.
- Develop and implement a range of public programs, emphasising anniversaries and special events
- Develop an alternative First World War display for visitors during gallery closure for redevelopment
- Maintain galleries and exhibitions to the highest standard
- Maintain helpful, knowledgeable staff and volunteers
- Continue to provide a range of high-quality outreach programs, such as Memorial Box and Travelling Exhibitions program.

Maximise the Memorial's funding from all available sources including sponsorship and development programs

- Ensure the government is kept informed of activities and remains strongly supportive of the Memorial
- Take advantage of all available grant and funding sources, including government, sponsorship, and the National Commission
- 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
- Target advertising and marketing to ensure maximum visitation.

Attract, retain, invest in, and build up high-quality staff

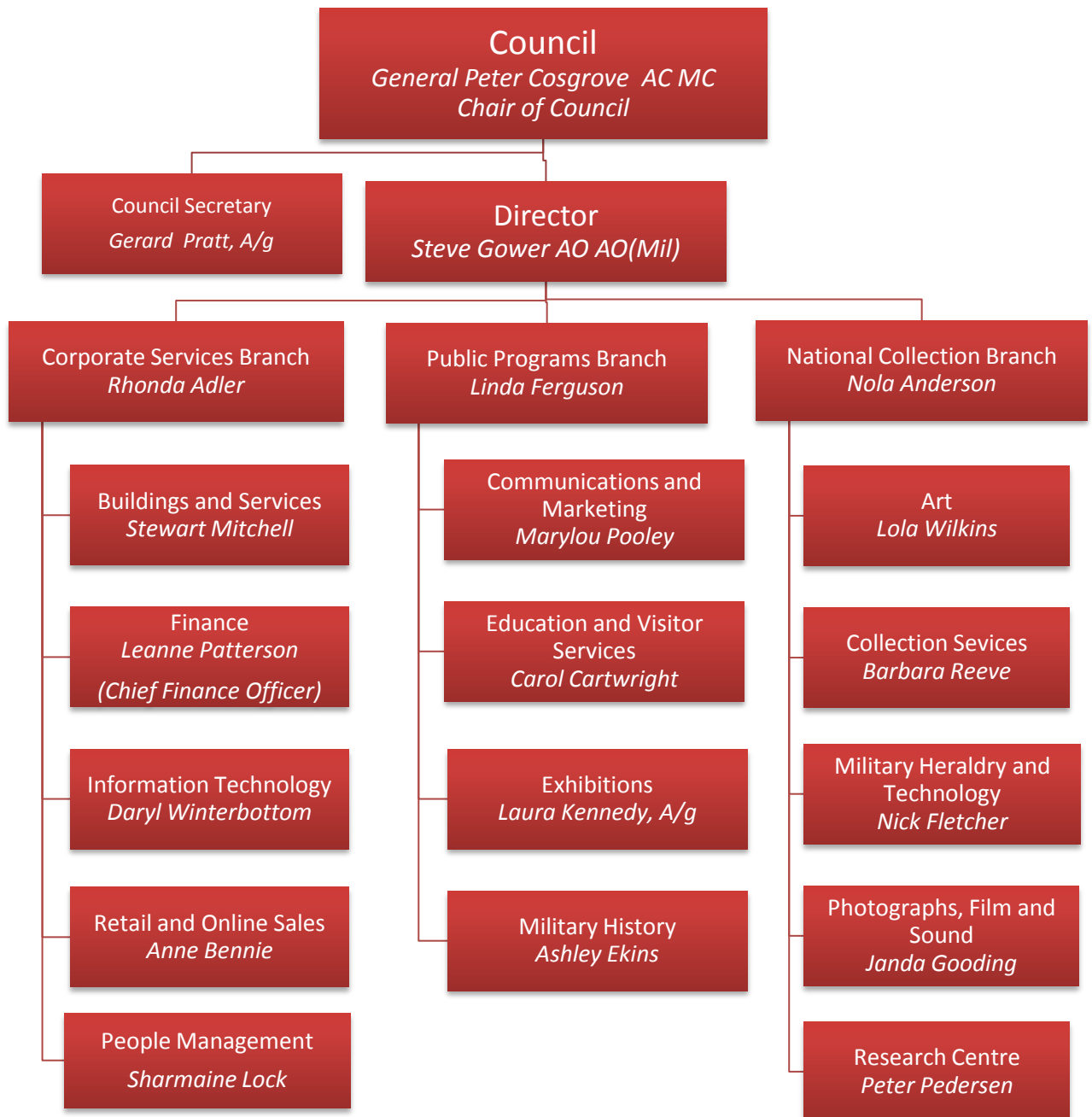
- Continue a comprehensive development program to facilitate training and education needs of the institution and staff, including a Gallipoli study tour for junior and senior staff
- Identify potential talent for development training and inclusion in succession planning
- Ensure workloads are monitored to prevent over-achievement and over-servicing.

Maintain positive and constructive relationships with stakeholders and interest groups

- 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
- Ensure overseas Defence commitments are appropriately covered by the number and scope of official commissions
- Ensure continued communication/consultation with the Minister, the RSL and other veteran associations as required, and the public.

CORPORATE STRUCTURE

Memorial Corporate Structure 2011–2012



Major Ceremonies, Events and Exhibitions List

Exhibition List 2011–2012:	
Full Title	Short Title
Permanent	
First World War galleries: redevelopment	
Discovery Zone: half-life refurbishment	
On display in the Special Exhibitions Gallery	
<i>Rats of Tobruk, 1941</i>	<i>Rats of Tobruk</i>
Travelling	
<i>A is for Animals</i>	<i>A is for Animals</i>
<i>Sidney Nolan: the Gallipoli series</i>	<i>Sidney Nolan</i>
<i>Of love and war</i>	<i>Of love and war</i>
<i>Icon and archive: photography and the World Wars</i>	<i>Icon and archive</i>
<i>Perspectives: Jon Cattapan and eX de Medici</i>	<i>Perspectives</i>
In Development	
<i>Nurses: from Zululand to Afghanistan</i>	<i>Nurses</i>
<i>Children/Family exhibition (working title)</i>	<i>Children's exhibition</i>
<i>Canberra Centenary Exhibition (working title)</i>	<i>Canberra centenary</i>
Major Ceremonies 2011–2012	
Title	Date
Roll of Honour Addition Ceremony	11 Nov 2011
Remembrance Day	11 Nov 2011
ANZAC Day Dawn Service	25 Apr 2012
ANZAC National Ceremony	25 Apr 2012
Major Events 2011–2012	
Title	Date
<i>Big Things in Store</i>	17 Sep 2011
AWM History Conference - Korea	Oct 2011
<i>Floriade</i>	Sep–Oct 2011
Anniversary Oration	10 Nov 2011
Opening of Nurses	1 Dec 2011
Open Day	Feb/Mar 2012
Launch of <i>Fighting to the finish</i> , the final volume of the Official History of South-east Asian Conflicts	Mar 2012
Launch of the <i>Western Front Battlefield Guide</i>	TBC
2012 Battlefield Tours	Apr/May 2012
In Development	
AWM History Conference – Tobruk	TBA
AWM/ANU ANZAC Centenary Conference	Mar 2015 (TBC)
Publication List 2011–2012	
Title	Publication date
<i>Collection book (working title)</i>	Nov 2012 [TBC]

Section Plans

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.	Three meetings of Council conducted during the year (August, November and May) and four meetings of the Finance, Audit and Compliance Committee 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 2010–2011</i> , including <i>Financial Statements 2010–2011</i> , endorsed August 2011.
	<i>Internal Audit Plan 2011–2012</i> reports considered at Council meetings and responses agreed.
	<i>Internal Audit Plan 2012–2013</i> approved May 2012.
	Major future strategies and priorities reviewed out of session during March 2012 meeting to inform development of the Budget and <i>Business Plan 2012–2013</i> , for approval May 2012.
	Performance against the <i>Business Plan 2011–2012</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 and committed to corporate priorities. Opportunities existed for regular staff consultation and feedback.
	Corporate Outcome and Outputs achieved as per <i>Corporate Plan</i> and <i>Business Plan</i> .
	Positive staff morale maintained and developed.
	Agreed Consultative Committee arrangements implemented as per Collective Agreement.
	Major future strategies and priorities reviewed out of session during March 2012 meeting to inform development of the Budget and <i>Business Plan 2012–2013</i> , for approval May 2012.
	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 coordinate 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"> • Continue to provide a great museum experience for visitors, including high-quality exhibitions, visitor services, events, and ceremonies, and well-maintained galleries and grounds • Reduce expenditure to ensure maximum impact of priority activities • Develop and implement a strategy to maximise the Memorial's funding from all available sources, including sponsorship and development programs • Retain, invest in, and build up high-quality staff • Maintain positive and constructive relationships with stakeholders and interest groups • Recognising our increasing dependency on IT systems, develop a strategy to ensure adequate IT resources are available • Enhance online access through use of emerging web technologies and improved web content • Further enhance the National Collection in accordance with the Collection Development Plan through the official acquisition programs and the Collection Coordination Group • Develop a strategy to enhance collection storage capacity.
	Consultative forums maintained with key stakeholder groups.
	Continued active participation in collaborative forums/networks with other collecting and cultural institutions, including Heads of Collecting Institutions Forum, Heads of National Collections Forum, Corporate Management Forum, Cultural Agencies Insurance Forum, etc.
	Director's Instructions (Financial and Administrative) reviewed and updated as necessary.
	Relevant human resource frameworks put in place with plans to address staff needs, including succession planning.
	Opportunities sought for cooperation/strategic alliances with other institutions.
	Forward budget strategy developed in response to new government funding/reporting framework.
	Capital Budgets funding policy monitored and influenced to ensure an effective outcome for Memorial (in conjunction with CFO).
	Review undertaken of the Hyatt catering contract.
	<i>Fraud Control Plan 2011–2014</i> administered to ensure compliance in line with Business Risk Assessment.

Planned Activities	Performance Targets
	<p><i>Risk Management Plan 2011–2014</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 put in place and reviewed regularly.</p> <p><i>Business Continuity Management Plan 2011–2014</i> implemented, tested in accordance with the CMG approved testing program, and updated as required.</p> <p><i>Business Plan 2012–2013</i> developed in concert with the budget development process March–April 2012, approved by Council May 2012 for issue July 2012.</p> <p><i>Collection Development Plan 2012–2015</i> reviewed, revised and implemented with a program of priority acquisitions and a more proactive method of collecting for contemporary conflicts developed.</p> <p><i>Collection Preservation Plan 2012–2015</i> reviewed, revised and implemented according to key priorities.</p> <p><i>Collection Documentation Plan 2009–2012</i> implemented according to key priorities.</p> <p>Provided advice and information relating to the service of Australia's Aboriginal and Torres Strait Islanders in the ADF, to the public, institutions, and Defence.</p> <p>Reporting against key corporate performance indicators undertaken monthly.</p> <p>Key decision-making groups (MSG, EPG) managed and administered.</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 coordinated and supported. Minutes of meetings and action records provided on a timely basis.</p> <p>Administrative and secretarial support services provided to CMG efficiently and effectively.</p> <p>All legislative requirements met, including <i>Annual Report 2008–2009</i> (to be tabled by end of Oct 2009), Freedom of Information and Privacy reports.</p> <p><i>Annual Report</i> meets Minister's and Council's requirements and completed on time.</p> <p>Parliamentary and Ministerial requests met on time.</p> <p>Executive vehicle fleet operated on an efficient and cost effective basis.</p> <p>Timely and accurate advice provided in relation to variations to the Memorial's level of insurance risk to Comcover. Insurance cover agreed and premiums negotiated.</p> <p>Promotional Display project managed effectively and efficiently, including developing and maintaining the display, budgeting, scheduling the tour, and evaluating various aspects of the project.</p> <p>Copyright issues managed effectively for the Memorial to ensure compliance with appropriate legislation.</p> <p>Raisers Edge database maintained and staff training provided to ensure required functionality and privacy requirements are met.</p> <p>Managing and developing staff:</p> <ul style="list-style-type: none"> • New Teamwork Agreement included initiatives for retention of key staff • Section heads monitored and reviewed in relation to 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.

Planned Activities	Performance Targets
4. Knowledge Management	1.11 Resource Management
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, Official Records Working Group, and Defence Image, Sound Working Group, Collection in Action program and Visual Diaries program managed and administered to achieve significant National Collection acquisitions.
6. Research and Information Dissemination	1.7 Research and Information Dissemination
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 publications as follows:</p> <ul style="list-style-type: none"> • The <i>Collection book</i> (working title) published by November 2012 • The <i>Gallipoli Centenary book</i> (working title) published by October 2014. • Develop and maintain forward publishing program, including assessment of new proposals.

Executive – Evaluation Services

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	1.4 Exhibitions
Provide evaluation of exhibitions and advocate the needs of audiences.	Summative evaluation conducted for <i>Rats of Tobruk</i> and <i>Nurses</i> exhibitions.
	Front-end evaluations conducted for First World War refurbishment.
	Front-end evaluations conducted for <i>Children's exhibition</i>
	Front-end evaluations conducted for Discovery Zone half-life refurbishment.
	Surveys conducted of travelling exhibitions on tour.
2. Evaluation for interpretive services	1.5 Interpretive Services
Provide evaluation of interpretive services.	Evaluation conducted for saleable guidebook.
	Evaluation conducted for new/changed education programs in preparation for new National Curriculum.
	Survey of interpretive programs completed, including <i>Big Things In Store</i> and Military History Conference.
	Annual survey of Memorial Box users continued.
	Survey conducted for the management of Memorial Boxes.
	Survey conducted for the interpretive programs sponsored by Boeing in Aircraft Hall.
3. Evaluation for Executive strategic management	1.11 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 <i>Annual Report</i> .
	Data collected to assist in the management of the café and food services contract, including surveys of Memorial staff and visitors, and customer feedback forms.
	Readership survey for <i>Wartime</i> magazine completed.
	Data on visitor attendance collected, analysed and provided to CMG (monthly) and to Council.
	Ensure evaluation data is meeting terms of sponsorship agreements.
	Active participation in visitor research findings, sharing data with other ACT attractions.
	Developments in evaluation practice monitored through participation in organisations including the Evaluation and Visitor Research Special Interest Group, Australasian Evaluation Society, Canberra Evaluation Forum, Visitor Studies Association and Australian Market and Social Research Society.

Team Management

Planned Activities	Performance Targets
Team Management	51600 – 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 Management 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 encouraged to contribute outside of core hours to work on corporate priorities including activities such as ANZAC Day, Remembrance 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.
	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.
	Corporate information kept and updated appropriately within SharePoint.
	Management and development of staff:
	Section heads ensured all recruitment processes were completed in line with the Recruitment Priority List and in consultation with PMS.
	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.
	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 2011–2014</i> .	

Planned Activities	Performance Targets
	Recruitment managed to ensure best outcomes were achieved and in accordance with agreed procedures.
	Public affairs advanced:
	CAM advised of promotional opportunities
	No media contact without prior approval by CAM or Director or an Assistant Director.

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	1.2 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, design brief preparation and development, and selection of artists for the <i>Montevideo Maru</i> memorial (dependent on external funding).
	Assistance provided as required, including research and preparation, for War Correspondents' memorial (dependent on external funding).
	Requests from organisations for commemoration assessed and developed as appropriate.
	Advice provided on the maintenance and development of the Sculpture Garden and on issues related to public sculpture in general.
2. Collection Documentation	1.3 National Collection – 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 2,000 records by 21 June 2012, including:
	• all new acquisitions
	• all works required for changeover program (approximately 75)
	• all loans as programmed
	• all works required for exhibitions (see list on page 3), including Link Gallery changeover for <i>Russell Drysdale</i>
	• priority First World War, anniversaries and 2015–2018 (including photography of items)
	• special projects:
	– First World War artworks to be catalogued and photographed
	– documentation of poster collection, including photography of works from the First World War
	– 10 sketchbooks completed.
	Approximately 50 works digitally photographed per month, including proofing, documentation, and updating on MICA/CAS (photography may be delayed owing to other priorities).
	Research photographs taken by Art section when cataloguing and updating on MICA (approximately 500).
	Digital photography and proofing of art core images monitored.
	New acquisitions accessioned and catalogued on MICA and CAS within one month of acquisition.
	Copyright details processed and upgraded on MICA (new acquisitions, eSales, CAS). Copyright owners contacted where possible and copyright negotiated for priority works. Representation on Copyright Group meetings continued.
Advice and assistance provided to Collection Services for stocktake and re-housing programs with priority on painting and sculpture collections.	
Art collection reference material, including artist folders and staff library, maintained and improved as required.	
Advice and assistance provided to Research Centre for digitisation of in-demand official war artist files.	
Advice provided for the upgrade of MICA through active participation in monthly sub-group meetings to ensure system developments and amendments incorporate Art considerations.	

Planned Activities	Performance Targets
3. Access	1.3 National Collection – 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: e.g., through the provision of information, development of blogs, development of online exhibitions, participation 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	1.3 National Collection – Collection Development.
Develop the collection through acquisition, exchange, commission and disposal in accordance with the <i>Collection Development Plan 2010–2013</i> .	<p>Art collection developed in accordance with the <i>Collection Development Plan 2010–2013</i> including strategies for acquisition and de-accessioning. Priorities for development include:</p> <ul style="list-style-type: none"> • pre-Federation works of art on 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 home front • unique works of art from Second World War that address collection development priorities, including major works of home-front subjects, prisoners of war in Europe, and Greece and Crete operations (which will involve sourcing works in private and public collections and works that become available on the market). • works of art dealing with the Vietnam War not covered by the official war artists (should they become available) • works of art related to the history of the Memorial (should they become available) • posters and cartoons relating to Australia's involvement in peacekeeping operations • current conflicts: contemporary Australian artists' responses to conflicts involving the ADF, and official commissions as feasible in conjunction with ADF, e.g., Afghanistan, Sinai, Israel and Lebanon, and Norforce. <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, e.g., publications, galleries, etc.</p> <p>Active participation continued in Collection Coordination Group (4 meetings), Visits Working Group (2 meetings) and NC Acquisition Group (8 meetings).</p> <p>A shortlist of artists available for official art commissions maintained.</p> <p>A plan developed for commissioning contemporary works of art in accordance with the <i>Collection Development Plan 2010–2013</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 • commissioning of a portrait of Victoria Cross recipient (Corporal Ben Roberts-Smith VC) • Norforce commission • 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	1.3 National Collection – Conservation for Preservation
Conserve the collection in cooperation with Collection Services Section in accordance with the <i>Collection Preservation Plan 2008–2011</i> .	Conservation of the art collection undertaken in accordance with the priorities defined in the <i>Preservation Plan 2008–2011</i> set in accordance with wider Memorial activities and priorities, including works going on display or in travelling exhibitions, as well as:
	<ul style="list-style-type: none"> • First and Second World War: continuation of matt and backing removal program
	<ul style="list-style-type: none"> • posters of priority works treated as required.
	Assistance provided in the staged implementation of the accommodation and storage plan for the collection, according to agreed priorities.
	Works on paper changed in galleries in keeping with conservation requirements:
	<ul style="list-style-type: none"> • installation by July/August 2011: Exit Corridor
	<ul style="list-style-type: none"> • installation by end August 2011: Aircraft Hall
	<ul style="list-style-type: none"> • installation by end September 2011: ANZAC Hall
	<ul style="list-style-type: none"> • installation by end October 2011: <i>Conflicts 1945 to today</i>
	<ul style="list-style-type: none"> • installation by end November 2011: Colonial Galleries, Director's Foyer
	<ul style="list-style-type: none"> • installation by end February 2012: Hall of Valour
	<ul style="list-style-type: none"> • installation by end March 2012: Sinai/Palestine, Gallipoli Gallery
	<ul style="list-style-type: none"> • installation by end April 2012: Stairwell, <i>Echoes of the guns</i>
	<ul style="list-style-type: none"> • installation by end May 2012: <i>Over the front</i>
	<ul style="list-style-type: none"> • installation by end June 2012: Second World War.
	The <i>Paintings Protection Plan</i> monitored and glazing/framing of paintings continued for 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.
	Staff received specialised training in correct handling and movement of works of art.
Staff trained in disaster preparedness and related activities.	
Reports concerning damage to works of art responded to as required.	
<i>Disaster Recovery Plan</i> implemented, including review of Priority 1 and 2 items. Monthly update of changes on MICA.	
<i>Fraud Control Plan</i> implemented and reviewed, particularly for exhibitions and donations.	
Active participation in, and advice provided as required for, the Collection revaluation process in conjunction with Finance by December 2011.	

Planned Activities	Performance Targets
6. Gallery Development Support	1.4 – Exhibitions
Participate in the development of the Memorial's galleries through involvement in gallery redevelopment.	Selection of works for Art Corridor changes undertaken as required.
	Support provided to Exhibitions as required through the provision of advice, including documentation, research and selection of works of art, and liaison with Public Programs branch and Collection Services for the removal and installation of works of art.
	Works of art returning from travelling exhibitions re-integrated into the galleries as required.
	Art aspects of gallery maintenance coordinated through Exhibitions.
	Full participation in EPG meetings (5) maintained and Galleries and Exhibitions Coordination Meetings (GECM) attended monthly.
7. Exhibitions Support	1.4 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: <ul style="list-style-type: none"> • research, development, installation and promotion of permanent, temporary and travelling exhibitions as per the list on page 3 • the development and implementation of public programs as appropriate for exhibitions as per the list on page 3 • the Link Gallery <i>Russell Drysdale</i> changeover by March 2012 • possible partnerships with external art museums (i.e., NGV, MCA, GOMA), subject to funding.
8. Interpretative Services	1.5 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 <i>Bring in Your Memorabilia</i> 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.
Assistance and advice provided as required for <i>Big Things in Store</i> .	
9. Research and Dissemination	1.7 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 development of 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 held conjunction with ANU in August 2011.
	Topics for future publications based on the art collection explored and developed.
	Support and assistance provided for the <i>Collection book</i> as required.
	Liaison with tertiary institutions undertaken to promote and implement internships within the Memorial, including promoting the art collection as a place for research and employment.

Planned Activities	Performance Targets
	<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>ECM project activities actively supported to facilitate improved knowledge and information management and efficient digital asset management across the Memorial. Art section representative trained as an EDRMS Power User for Art.</p> <p>Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.</p>
10. Revenue Generation	1.12 Revenue Generation
<p>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.</p>	<p>Ongoing involvement in issues related to eBusiness as required, including advice and assistance on copyright issues, art core photography, documentation, and availability of images.</p> <p>Marketing opportunities identified and pursued in cooperation with CAM as appropriate.</p> <p>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.</p>

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	1.2 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 <i>National Servicemen's memorial</i>, the <i>Memorial to animals in war</i>, the <i>Servicewomen's memorial</i> • changes to Roll of Honour panels • cleaning of Hall of Memory windows.
2. Collection Documentation	1.3 National Collection – 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 • preparing for and implementing MIMSY XG 11.2 upgrade • ongoing policy and procedural development for collection documentation, including <i>MICA User manual</i> and <i>Style guide</i> • ongoing MICA User Liaison/Help program including user training, 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 application of metadata • supporting Client Access System's MICA requirements • supporting addition and correction of copyright information to MICA records • supporting MICA contributions to Memorial internet, blogs and other online information. Supporting full implementation and on-going change management for ECM systems across the Memorial: <ul style="list-style-type: none"> • provided assistance with ongoing end-user training and support for ECM systems • 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 on-line systems.
3. Collection Development	1.3 National Collection – Collection Development
Develop the collection through acquisition, exchange, commission, and disposal in accordance with the <i>Collection Development Plan 2008–2011</i> .	Mixed Collections donations activities; National Collection deaccessioning; and Cultural Gifts programs managed in accordance with the <i>Collection Development Plan 2008–2011</i> and other relevant policies and procedures. Preliminary work for collection development undertaken: <ul style="list-style-type: none"> • MCAO and MCAA provided initial assessment of material against <i>Collection Development Plan</i> in accordance with curatorial guidelines • active contribution and input made to Acquisitions Group and Collections Coordination Group • CS staff determined conservation and storage requirements for new acquisitions' proposed • new acquisitions collected, condition checked, and prepared for storage.

Planned Activities	Performance Targets
<p>4. Exhibition Support</p> <p>Provide collection management services for the development of the Memorial's galleries and for temporary and travelling exhibitions and special events.</p>	<p>1.3 National Collection – Conservation for Exhibitions</p> <p>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:</p> <ul style="list-style-type: none"> • permanent, temporary and travelling exhibitions as per list on page 3 • minor in-house displays including the Link Gallery, recent acquisitions wall and showcase, and RC displays • the changeover, "highlight" and reintegration programs in accordance with deadlines set by Galleries and Exhibitions Coordination meetings. <p>Active contribution and input continued to Exhibition Planning Group, the Galleries and Exhibitions Coordination Group, and exhibitions teams.</p> <p>Active and appropriate contribution provided to <i>Bring in Your Memorabilia</i> program.</p>
<p>5. Collection Preservation</p> <p>Conserve the collection in cooperation with curatorial areas and other sections in accordance with the <i>Collection Preservation Plan 2011–2014</i>.</p>	<p>1.3 National Collection – Conservation for Preservation</p> <p><i>Collection Preservation Plan 2011–2014</i> implemented in consultation with all relevant staff to manage collection preservation and research.</p> <p>Collection management for preservation undertaken in accordance with all relevant policies and procedures.</p> <p>Preventive conservation activities continued, including:</p> <ul style="list-style-type: none"> • Disaster Recovery Plan updated as necessary, with links to Emergency Response and Business Continuity Plans maintained; participation with DISACT continued • timely response to incidents involving collection items • gallery maintenance by CS staff as required, with assistance from other sections; biennial cleaning of storage facilities • pest control-and environmental monitoring • preventive conservation advice and training provided to other sections. <p>Preservation activities with Art, including:</p> <ul style="list-style-type: none"> • continuation of framing, glazing, and backing program for paintings • facilitation of art core photography program • survey, treatment and storage of new acquisitions • survey, stabilisation, treatment and re-housing of stored collections in accordance with conservation and curatorial priorities • conservation of WWI dioramas as identified for WWI Galleries refurbishment <p>Preservation activities with PFS, including:</p> <ul style="list-style-type: none"> • survey, treatment and storage of new acquisitions, and cleaning and stabilisation of donor materials for digitisation • survey, stabilisation, treatment and re-housing of collection items for publication and promotional activities • survey, stabilisation, duplication, treatment and re-housing of stored collections 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 identification and monitoring condition of nitrate materials at NFSA Vault, Mitchell • quality control monitoring during cine film copying by methylene blue testing. <p>Preservation activities with RC, including:</p> <ul style="list-style-type: none"> • remedial treatment for RC items at weekly clinics

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> • survey, stabilisation, treatment and re-housing of stored collections in accordance with conservation and curatorial priorities
	Preservation activities with MHT, including:
	<ul style="list-style-type: none"> • active contribution and input made to Conservation Steering Group
	<ul style="list-style-type: none"> • survey, stabilisation, treatment and re-housing of stored collections in accordance with conservation and curatorial priorities
	Dependent upon available funding, Large Technology Objects (LTO) scoped for in-house conservation over the next three years, with treatment strategies developed and implemented in accordance with CSG-agreed outcomes, priorities and resources:
	<ul style="list-style-type: none"> • Complete restoration of Japanese Ha Go Type 95 light tank ex-Milne Bay • Complete restoration of Hudson aircraft
	<ul style="list-style-type: none"> • Beaufort: Complete restoration as possible in accordance with original CSG documentation • Beaufighter: Possible work depending on acquisition strategy • Bronco: Requires detailed scoping and CSG documentation - cons priority • V2 & Meilerwagen: Requires detailed scoping and CSG documentation - cons priority - dependent on available resources (dependent on funding) • conservation of First World War LTOs as identified for First World War Galleries refurbishment
	LTO Annual Preventive Conservation Program undertaken, including:
	<ul style="list-style-type: none"> • 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:
	<ul style="list-style-type: none"> • survey, treatment and storage of new acquisitions • freezer program for new acquisitions and all organic items returning to storage • 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.
	Preservation activities with NC curatorial sections in conjunction with Buildings and Services included:
	<ul style="list-style-type: none"> • review storage requirements for NC collections; provision of advice on environmental, operational and storage requirements for NC collections for effective and efficient collection management and storage, especially in relation to medium- and long-term NCSAR projects. • implementation of short-term improvements and rationalisation to collection storage according to priorities identified by the National Collection Storage and Accommodation Review (NCSAR)
	Active participation in, and advice provided as required for, the collection revaluation process in conjunction with Finance by December 2011.
6. Promotion and Community Relations	1.6 Promotion and Community Services
Promote the Memorial's objectives through community outreach programs.	Conservation services provided to ensure the timely preparation, dispatch, and receipt of inward and outward loans and loan renewals. Loans administration undertaken effectively and efficiently in accordance with policy and procedures. Collection management services provided for approved events and special visitors, including: <ul style="list-style-type: none"> • 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. Assistance and advice provided as required for <i>Big Things in Store</i> .

Planned Activities	Performance Targets
7. Dissemination of information	1.7 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.	Research conducted to improve collection management techniques according to identified priorities: <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 Participated in appropriate research and training programs: <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 ongoing development and delivery 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	1.12 – 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.
9. Support visitor services	1.8 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.

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	1.3 National Collection – 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> .	<p>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:</p> <ul style="list-style-type: none"> • new acquisitions • items relating to contemporary conflicts and First World War • upcoming exhibitions • selection of gallery items • aircraft and vehicles • items included in MHT books • items relating to eBusiness. <p>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.</p> <p>Copyright implications for MHT objects investigated and a strategy developed and implemented in conjunction with Memorial Copyright Group.</p> <p>All MHT curatorial staff used MICA to provide efficient access in relation to the collection, especially:</p> <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	1.3 National Collection – Collection Development
Develop the collection through acquisitions, exchange, commission, and disposal in accordance with the <i>Collection Development Plan 2008–2011</i> .	<p>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.</p> <p>Effective management of new acquisitions continued including accessions, cataloguing, and image capture.</p> <p>Disposal and acquisition of items undertaken in accordance with agreed plans, including those for vehicles, ordnance and aircraft.</p> <p>Disposals undertaken according to agreed procedures, including firearms as identified during the Weapons Documentation project.</p> <p>Long-term Beaufighter aircraft research regarding restoration and documentation commenced.</p> <p>Documentation in support of Hudson turret restoration and installation undertaken.</p> <p>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.</p> <p>Acquisitions undertaken through deployment of curators to current ADF deployments.</p> <p>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.</p> <p>Documentation of heraldry collection addressed through project to correct, enhance and upgrade MICA catalogue records of textiles, particularly uniforms.</p>

Planned Activities	Performance Targets
	Networks with service history units, military museums, and associations and branches of the services maintained and developed to: <ul style="list-style-type: none"> • highlight Memorial's interest in contemporary acquisitions • assist other organisations to develop, conserve, and make accessible their collections. Curators managed and developed the collection to ensure the safety and security of the collection and to promote access, knowledge and interpretation. Curators researched and increased knowledge about objects relevant to the Memorial held by other government institutions. Active participation in the CCG and the Acquisitions Group continued. Existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.
3. Preservation of the Collection	1.3 National Collection – Conservation for Exhibitions
Conserve the collection in cooperation with Collection Service Section in accordance with the <i>Collection Preservation Plan 2008–2011</i> .	Priorities defined in the <i>Collection Preservation Plan 2008–2011</i> supported. Curatorial guidelines and input provided to: <ul style="list-style-type: none"> • conservation of objects for temporary/travelling exhibitions as per list on page 3 • conservation for forthcoming exhibitions, including First World war anniversaries • changeovers of textiles in galleries. Curatorial guidelines and input provided into conservation of large objects, including: <ul style="list-style-type: none"> • OV-10A Bronco, Japanese Type 95 Ha Go light tank ex-Milne Bay, Hudson Turret and/or others, depending upon funding • outside contracts managed by MHT staff. Advice and support provided as required for implementation of recommendations from NCSAR. 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. Stocktake program supported. Active participation in, and advice provided as required for, the collection revaluation process in conjunction with Finance by December 2011.
4. GD and Exhibition Support	1.3 National Collection – Collection Management for Access
Participate in the development of the Memorial's galleries, temporary and travelling exhibitions, and of associated public programs activities.	Strong and appropriate curatorial support provided for exhibition development, including: <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. 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. Research and responses provided to public enquiries about items on display in galleries and, where necessary, draft re-writes of text panels.

Planned Activities	Performance Targets
5. Knowledge Management and Public Program Support	1.5 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 • <i>Big Things in Store</i> • 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, podcasting, website publications, etc.</p> <p>Proposals developed, in association with EVS, for possible innovative public and travelling programs.</p> <p>Assistance and advice provided as required for <i>Big Things in Store</i>.</p>
6. Information Dissemination and Advice	1.7 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 <i>Wartime</i> and other publications • provision of public relations/media stories • progress MHT book proposals as authorised by CMG. <p>Support and assistance provided for the <i>Collection book</i> as required.</p> <p>Expert and timely advice provided, as requested, to the Minister, government departments, and kindred organisations.</p> <p>Expert and timely advice provided to public in line with Service Charter timelines.</p> <p>Timely and accurate advice provided to other sections.</p> <p>Training for EVS staff and volunteers provided as required.</p>

Planned Activities	Performance Targets
	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	1.1 Commemorative Ceremonies
Support commemorative activities.	VIP visits and special events and selected school Wreathlaying ceremonies photographed as agreed by CMG, CAM and EVS. Images selected and uploaded to MediaBin and Flickr if appropriate. (approximately 160 assignments per year)
2. Collection documentation	1.3 National Collection – 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 Photograph, Film and Sound collection developed through research, documentation, and digitisation. Targets as indicated in <i>Collection Documentation Plan</i> , with priority given to:
	First World War and anniversary exhibition program.
	Recent conflicts and peacekeeping.
	Selected sound, images and film related to Collection in Action program documented to minimum standard.
	Selected sound, images and film related to Curators in Field program documented to minimum standard.
	Selected sound, images and film related to Visual Diaries program documented to minimum standard.
	Selected images related to Official Artist program documented to minimum standard.
	Review all post-1991 collection material and develop forward plan of priorities for documentation and digitisation.
	Transcriptions of sound interviews provided for selected items; transcripts to be attached to MICA and uploaded to CAS. [Dependent on IT or third party assistance]
	All new multimedia collection items (Public Affairs) accessioned and documented to minimum standard.
	Document to access level and release to CAS highest priority material, including: <ul style="list-style-type: none"> • Selection and documentation to CAS standard of Jo Straczek (1,000 negatives Maritime Interception Force HMAS <i>Kanimbla</i>) • Selection and documentation to CAS standard Aspinall Collection (Second World War photographs of prisoners of war).
	Provide ongoing strategic oversight of the DAMS and MediaBin.
	All collection items provided with GR minimum level documentation on MICA within three days for security and tracking. All other tracking procedures complied with to minimise risk of damage, theft or loss of collection items.
	Undertake regular stocktake of work areas to ensure control of all material.
	All new acquisitions documented to minimum level within two months of accessioning.
	MICA records amended as required from new information provided by public, weekly CAS updates and monthly MICA monitoring.
	MICA documentation issues addressed in conjunction with Registration and IT.
Scope issues relating to version control of photographs collection and prepare initial strategy for forward planning.	
Review and revise current minimum level documentation and CAS access standards of documentation for photographs, film and sound items.	
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 become redundant. Items entered on Vessels module in MICA for tracking.	
Equipment upgraded at the end of its usable life under asset replacement. Audiovisual equipment, other than galleries and theatre, maintained according to established maintenance schedules.	

Planned Activities	Performance Targets
	<p>Equipment replacement schedule managed. Expiry of leasing arrangements forecast.</p> <p>Documentation via digital photography of other collection items (e.g., MHT, Art) for record, conservation, and publication purposes continued.</p>
3. Provide appropriate collection storage	1.3 National Collection – Collection Management for Access
	<p>Section contributes to development and implementation of Digital Access Policy</p> <p>Section contributes to development and implementation of Digital Born Acquisitions Policy.</p> <p>Section contributes to scoping and development of systems to support online access to Film and Sound collections.</p> <p>Section support for ongoing development of DAMs</p> <p>Subject to Digital Access Policy, contribute collection material to social media sites.</p>
4. Develop the collection	1.3 National Collection – 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 2011–2013</i>.</p> <p>Active contribution to CCG and Acquisitions Group continued.</p> <p>Review material awaiting assessment and selection and develop priorities in accordance with CDP.</p> <p>Defence Image Program (DIP) continued with working group and forward program of priorities for acquisition of photographs, film and sound recordings from Defence sources.</p> <p>Develop and maintain professional networks to identify and coordinate collecting priorities, and achieve operational efficiencies.</p> <p>Targeted acquisitions made to provide broad-ranging coverage of conflicts.</p> <p>Liaison with general public and stakeholders in relation to donations.</p> <p>A short list developed of photographers, cinematographers and multimedia artists for official commissions to cover ADF deployments.</p> <p>Develop and manage one official photographic commission to Afghanistan later 2011 (photo-essays)</p> <p>Manage two “visual diaries” commissions: (1) RAAF in Afghanistan; (2) RAN submarines.</p> <p>Develop PFS commissioning program for 2015 anniversary program.</p> <p>Support work of Vietnam and Peacekeeping official historians by providing accessioning, copyright advice and image management where appropriate.</p> <p>Acquire visual material related to Collection in Action and Curators in the Field.</p> <p>Acquire visual material related to Official Artists program.</p> <p>Acquisition guidelines developed for Public Affairs and Memorial-generated collection and new programs (Collection in Action and Curators in the Field).</p> <p>New procedures for obtaining oral history interviews, such as telephone interviews, trialled to ascertain quality and efficiency.</p> <p>Use of the sound studio facilitated for Memorial clients, including OHPK, RAN, and RAAF history units.</p> <p>Advice and assistant provided as appropriate for the management and preservation of the Vignacourt photographs.</p>

Planned Activities	Performance Targets
5. Preservation of the Collection	1.3 National Collection – 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> .	<i>Collection Preservation Plan 2008–2011</i> implemented in consultation with all relevant staff to manage collection preservation and research.
	<i>Digital Collection Preservation Framework</i> implemented to provide safe digital storage for collection items.
	Contribution continued to the implementation of National Collection Storage and Accommodation Review and other storage plans.
	Provide strategic advice to DSG and MSG related to digital collection preservation issues and the ongoing management of DAMs and MediaBin.
	Provide documented preservation targets and conservation requests to CS and meet on a monthly basis with CS staff to review and discuss conservation program for PFS.
	Development in consultation with CS of a draft five-year preservation framework for PFS (2011–16) that includes physical and digital storage requirements and preservation priorities.
	F&S stocktake, labelling and repackaging of sound discs to consolidate for long term storage.
	Priority unpreserved original accessioned Film & Sound material scoped, condition reported, and prepared for preservation. (ongoing)
	400 selected Sound collection hours digitally copied for preservation. This will include up to 20 highlight oral histories undertaken during the year to support collections or programs plus 20 Post-Cold War interviews.
	Cine film preservation. Unpreserved official film: 35 hours (160,000 ft) of selected films from F05000 series Directorate of Military training copied to High Definition HDCAM SR video tape and MXF digital master file. Priority given to films relating to military technology items held in the collection. Recent donations: 5,000 ft of camera original 16 mm colour and B&W film copied to 16 mm polyester film. Includes rare colour film from the Second World War–period of the Memorial’s Amiens gun complete with rail carriage.
	In-house MXF master files produced from 110 hours of Iraq and Afghanistan HDV video, which has only been preserved tape to tape. Rob Nugent Iraq 2006 (75 hours), Shaun Hobbs Iraq/Afghanistan 2007 (15 hours) and George Gittoes Iraq/Afghanistan (20 hours).
	In house preservation 200 hours of “at risk” analogue video preservation copied to Digital Betacam and MXF digital Master file. Collections include interviews for <i>Kokoda: The Bloody Track</i> and <i>Black Knights</i> .
	Photographs preservation priorities through digitisation program: <ul style="list-style-type: none"> • The digital preservation and basic documentation of the Malayan Occupation DPR series, suffix beginning with MC/FEAF or MAL • Digital preservation (documentation completed) of the deteriorating acetate collection (DUKJ, HOBJ, LEEJ series) • Preservation of Second World War acetate/nitrate negative collections from the <i>Adelaide Advertiser</i>, the <i>Adelaide News</i> and the <i>Brisbane Telegraph</i> (secondary priority).
	Andy Mattay collection scoped and a plan developed for digital preservation and documentation.
	In conjunction with Collection Services devise a rehousing and digital preservation program for the First World War collection of panoramas.
	In conjunction with Collection Services staff monitor storage and work areas to ensure appropriate environment for collection; document areas that don’t meet environmental standards for collection material and discuss with Collection Services and Building Services.
Review Cold Store contents for more effective use of space for National Collection and with Collection Services develop long-term plan for onsite storage of PFS material.	
Training and support for photograph conservation staff to remain abreast of current professional and industry developments and standards.	
Active participation in, and advice provided as required for, the Collection revaluation process in conjunction with Finance by December 2011.	

Planned Activities	Performance Targets
6. Participate in the Memorial exhibitions program	1.4 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.
	All exhibitions as per list on page 3 supported with timely and professional advice through one PFS&MM rep on each team.
	Support development of <i>Nurses</i> exhibition through provision of Assistant Curator.
	Contribute to development of First World War displays and anniversary exhibitions.
	Work proactively on exhibition teams to promote the use of the PFS collection for inclusion in displays, and support exhibition teams in the selection, documentation and image management phases of the process.
	Contribute exhibition proposals for SEG, Travelling Exhibitions and Orientation Gallery displays.
	Support Gallery Maintenance Program.
	Participate in <i>Bring in Your Memorabilia</i> days and other Public Program events as required.
7. Promotion and Community Services	1.6 Promotion and Community Services
Provide support for Friends program and other public programs as required.	Support provided to Friends of the Memorial through presentation of lectures and talks at Friends functions and photography of Friends special events as requested.
	Promote the Photographs, Film and Sound collection and Memorial programs as requested by internal and external clients.
	Assistance and advice provided as required for <i>Big Things in Store</i> .
8. Research and dissemination of information	1.7 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.	Timely and professional advice provided to internal and external clients on use of the collection.
	Develop and document standards for appropriate and ethical use of PF&S collection material to assist consistent Memorial usage.
	High level curatorial support and research capacity provided in relation to the development of the <i>Collection book</i> .
	Provide image management and oversight of photography program for National Collection book.
	Provide image management services for all Memorial publications including Gallipoli publication and Peacekeeping official history.
	Support all Memorial publications with curatorial research, copyright advice, photography and collection documentation.
	Each curator developed at least one article for <i>Wartime</i> or external publication and additional material or vignettes for the Memorial's website.
	Forward program of research and potential exhibitions and publications workshopped and developed through monthly PFS Curators forum.
	Selected curatorial staff undertake an agreed research or professional development program and report the results of that project in an appropriate and agreed manner.
	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.
	Liaison with tertiary institutions and PMS undertaken to promote internships within the Memorial, including promoting the PFS collection as a place for research and employment.
	Support provided for <i>Wartime</i> , including presenting articles, providing copyright information and images and proofreading drafts.
	Leadership role in the museum sector continued through provision of advice and professional collaboration, particularly to service and unit museums.

Planned Activities	Performance Targets
9. Commercial Operations	1.12 Revenue Generation
Promote the Memorial's objectives through appropriate commercial activities.	Image and audiovisual service provided to ROS within agreed timeframes and to established standards for internal and external clients.
	Conservation, curatorial and administrative support provided for ROS requests.
	Work closely with ROS to maximise benefit from fee waivers for Memorial and reduce total fee waiver cost.
	With ROS and CS, review eSales process to identify opportunities to streamline and find efficiencies.
	Participate in a pricing review of eSales products.
	Work closely with ROS to investigate increasing revenue from film sales, including researching licensing and film partnership options.

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	1.4 National Collection – 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> .	<p>Action plans implemented as part of the revised <i>Collection Documentation Plan 2009–2012</i>.</p> <p>Off-site collections stored at Recall and Treloar C continue to be examined with a view to their removal to new AWM storage facilities.</p> <p>Official Records (OR):</p> <ul style="list-style-type: none"> Unprocessed collections documented, re-housed, accessioned (on Record Search), and audited (if required): <ul style="list-style-type: none"> • ongoing arrangement, description, and rehousing of residual small unprocessed collections (old 'OW' accessions) • arrangement, rehousing and description of AWM15 (AIF Depots, central registry files) • arrangement, rehousing and description of Royal Australian Regiment records, 1946–2001 • conservation and rehousing of Series AWM93, AWM Registry Files (1st Series), 1902–93 • ongoing maintenance of AWM315 (AWM Collections Correspondence files); organisation, rehousing, box labelling • 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 Record Search, conserved and rehousing • ongoing stocktake of targeted OR series. <p>Private Records (PR):</p> <ul style="list-style-type: none"> • 200 expected donations accessioned on MICA • 1,000 routine MICA amendments, including corrections and enhancements • Continuation of project to enhance DRL collections documentation on MICA. <p>Published:</p> <ul style="list-style-type: none"> • 200 books documented and on shelves within one month of receipt • 170 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. <p>Online databases:</p> <ul style="list-style-type: none"> • Databases (or an alternative arrangement) created for new digitised collections: AWM78, AWM52 – phase two, private records ANZACs online 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

Planned Activities	Performance Targets
	<ul style="list-style-type: none"> • remedial cataloguing and data clean-up continued according to Collection Documentation Plan • ongoing liaison with NAA over Record Search continued • contribution to MICA management continued through participation in relevant forums • all appropriate staff participated in a monitored and focused research program on documentation standards.
2. Digitising the Collection	1.4 National Collection – Collection Management for Access and 1.4 National Collection – 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 AWM52 – phase two of Second World War army war diaries; Records from the First World War (in preparation for the 100th anniversary of outbreak of First World War and Gallipoli in 1915, AWM78 – RAN Reports of Proceedings and other records targeted on a case by case basis requiring digital preservation.</p> <p>Long-term preservation, migration, storage, and management procedures, standards, and processes established for all RC digital collection objects and assets.</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	1.4 National Collection – 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 DAMS or at NAA continued for an anticipated growth in born digital collections.</p> <p>Collection development opportunities pro-actively exploited including purchases at auction etc. in accordance with <i>Collection Development Plan 2008–2011</i> and within budget.</p> <p>Material outside the <i>Collection Development Plan 2008–2011</i> or duplicate material appropriately identified and de-accessioned.</p> <p>All donations appraised, responded to, and processed in a timely manner (adhering to donor agreements and legislation), subject to resource constraints. Acquisition guidelines reviewed in line with the <i>Collection Development Plan 2008–2011</i>.</p> <p>Existing professional networks used to coordinate collecting priorities, and achieve operational efficiencies and shared resources.</p>

Planned Activities	Performance Targets
4. Collection Preservation	1.4 National Collection – 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:
	• Selected collections re-housed in accordance with preservation, documentation and digitisation projects.
	• Quarterly meetings held with CS (Paper Lab).
	• Items surveyed and conserved in preparation for digitisation projects and exhibitions.
	• Preventative conservation of selected material undertaken.
	Active participation in, and advice provided as required for, the Collection revaluation process in conjunction with Finance by December 2011.
5. Exhibitions	1.4 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	1.6 Promotion and Community Services
Promote the RC and its Collections to the community.	Active participation in conferences and visits and via contributions to Memorial publications such as <i>Wartime</i> and blogs, as well as external publications. 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 <i>Archives & Manuscripts</i> .
	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.
	Assistance and advice provided as required for <i>Big Things in Store</i> .

Planned Activities	Performance Targets
7. Information Dissemination	1.7 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"> • all enquiries regarding the Roll of Honour (and CROLL and RB) investigated and actioned to defined guidelines and standards. Full participation with, and support to, ROHAG • 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 visits to the Reading Room facilitated to provide high quality advice and access to the collections • 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 weekly and with appropriate transport to facilitate retrievals from Treloar 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 Memorial sections <p>RC staff to participate 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 <i>Collection book</i> as required</p> <p>Support and assistance provided for the <i>Gallipoli centenary book</i> as required</p> <p>Support and assistance provided for the curatorial monographs as required</p> <p>All staff directly providing RC services to the public to have access to a broadly based, in-house training program.</p> <p>Plan, organise and conduct conference on the Korean War to be held at the Memorial in October 2011.</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, publications and promotional material, including recruitment, is consistent with the branding style including words, images and layout.
	New branding implemented in all advertising and promotional material including events programs, publications and education material including Memorial letterhead and other corporate stationery.
	New style guide for use of logo and corporate colours implemented.
	Memorial branding effectively managed including: <ul style="list-style-type: none"> • the Memorial brand including the logo, corporate colour, sub brand logos and key champion images and key messages • Corporate stationery range developed and managed effectively and efficiently.
	Ongoing refinement of Memorial logo, colour suite, font suite undertaken and implemented, including: <ul style="list-style-type: none"> • Assessment undertaken of new products and their placement within the product range • Print and production advice provided to other sections as required.
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 advertising and marketing activities for <i>Rats of Tobruk</i> , <i>Nurses</i> and <i>Big Things in Store</i> undertaken in collaboration with the Visitor Research and Evaluation Manager.
	Identification and involvement in major events off-site continued as appropriate. 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 2012 packaged by July 2011 • 2012 Battlefield Tours brochure distributed by end July 2011.
	BAE Systems Theatre and other hireable spaces promoted and marketed in cooperation with the contractor in a limited capacity.
	Networks developed and maintained including “families” within the business and leisure tourism sectors, including Australian Capital Tourism, Canberra Convention Bureau, and other attractions.
	Promotional collateral developed, designed, 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 2012.
	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.	<p>Selection of main media channels reviewed and aligned against our audiences</p> <p>Advertising campaigns (including concept development) planned and implemented for major ceremonies, events and exhibitions (see list pg. 3).</p> <p>Advertisements placed in destination and general interest magazines, depending on budget.</p> <p>Joint campaigns with partners, including ACTC, accommodation houses, and other institutions, investigated and secured.</p> <p>Liaison with in-kind sponsors undertaken to ensure value for money and potential sponsorship arrangements</p>
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.	<p>Media campaigns planned and implemented for major ceremonies, events and exhibitions (see list pg. 3) to achieve national coverage.</p> <p>Negative media issues managed and resolved.</p> <p>Proactive approach to media coverage continued:</p> <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 <i>Wartime</i> and <i>Vetaffairs</i> prepared on schedule • images and film of the Memorial and our collection supplied to the media on request. • items added to <i>News</i> category of Memorial blog when appropriate. <p>News/commercial film crews fully supervised when on Memorial premises.</p> <p>Media training for staff provided as follows:</p> <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. <p>Media monitoring continued and weekly media summary collated for distribution to Memorial Council members and staff.</p> <p>Dedicated media website maintained:</p> <ul style="list-style-type: none"> • manage the password-protected website for journalists to access Memorial collection materials • media releases added to the website in a timely manner.
5. Website	1.6 Promotion and Community Services 1.7 Research and 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.	<p>Memorial's web presence managed effectively and efficiently.</p> <p>In conjunction with IT and PMS, co-ordinated the design and delivery of training for all staff and the ongoing management of the Search module.</p> <p>In conjunction with IT, completed the implementation and continue the maintenance of the web content management component of the ECM.</p> <p>Content on the website, the blog and social media channels coordinated to support Memorial events, ceremonies, exhibitions (see list p 3).</p> <p>The Memorial's social media channels/pages updated, maintained and used to promote events and activities at the Memorial: YouTube, Facebook, Flickr and Flickr Commons and Twitter.</p> <p>Digital access policy developed and implemented in conjunction with Web Strategy Group.</p>

Planned Activities	Performance Targets
	<p>Historical, educational and corporate material on the website reviewed and updated in close consultation with sections, including:</p> <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 • People Management Section • other sections as required. <p>Intranet content reviewed, refreshed and removed as required, in consultation with sections, and in line with EDRMs developments.</p> <p>Memorial's email newsletter coordinated and produced each month. Assistance provided to Online sales with their newsletters.</p> <p>Support provided to the Friends program through promotion on the website and in e-Memorial, and on social media sites where appropriate.</p> <p>Information and advice regarding the website provided regularly:</p> <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.	<p>The operation of the Friends of the Memorial managed effectively and efficiently within limits of revenue raised.</p> <p>An annual <i>what's on</i> program developed including identifying opportunities for 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, interstate visits.</p> <p>Special Friends discounts and packages developed in consultation with various accommodation houses</p> <p>A framework developed for planning, organising and holding Friends events in conjunction with travelling exhibitions in other states</p> <p>Friends' 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 <i>Wartime</i> revised prepared and co-ordinated • Friends subscription lists compiled and sent to publisher of <i>Wartime</i> • 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>Friends' data managed and maintained to streamline workflow and accurate records maintained to ensure correct receipting of payments.</p>

Planned Activities	Performance Targets
7. Corporate Publications	1.6 Promotion and Community Services 1.12 Revenue Generation 1.10 Executive Strategic Management
Manage the publication of a range of corporate publications ensuring high quality design and printing.	Publications and print products: <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"> - Communications and Marketing: AWM botanical products, Gallipoli Rose and ANZAC Rosemary, promotional brochures - Military History: Official History of South-east Asian Conflicts, <i>Fighting to the finish</i>, Battlefield Tours brochures, archiving of <i>Wartime</i>, and the Military History Conference brand - National Collections: <i>Collection book</i> - Exhibitions: catalogues, banners, invitations, posters and flyers - Education: Education posters, Memorial Box and associated material - ROS: Education Resource flyer and shop merchandising material: <i>Western Front battlefield guide book</i>; <i>A place to Remember</i>; <i>Wartime</i> subscription brochure - Education and Visitor Services: Memorial Guide Brochure, ANZAC Day and Remembrance Day • Project managed production and budget for the <i>Annual Report 2010–2011</i>.
8. Copyright	1.12 – Revenue Generation
Manage copyright issues for the Memorial.	Copyright Memorial Agreements and copyright requests for official histories managed.
	Copyright queries managed and responded to accordingly for text-based issues. Photograph queries forwarded to ROS.
	Revenue managed and received for CAL digital collections, illustration collection and publication collection.
	CAL agreements and surveys managed and copy counts forwarded.
	Legal advice regarding copyright sought as appropriate.
Active participation continued in AWM Copyright Group meetings.	

Development and 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 2011–2014.	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 2011–2014.	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	
Effectively manage donor and sponsor information and effectively communicate through website presence.	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 coordinate 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 3).
	Minor ceremonies conducted as appropriate and as resources allow.
	Plaque dedications conducted as appropriate and as resources allow (target two per month).
	School Wreathlaying ceremonies conducted as appropriate and as resources (target three 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
	126,500 student visitors to the Memorial managed effectively.
	77,000 (over 60 per cent) students participated in a facilitated program and revenue target of \$220,000 achieved.
	Training provided to the following groups to ensure quality delivery of school programs: <ul style="list-style-type: none"> • Education Assistants and Information Assistants • Discovery Zone Volunteers • School wreathlaying ceremony veterans (in conjunction with Visitor Services).
	Education web pages enhanced, including: <ul style="list-style-type: none"> • nurses education, • Memorial Box case studies, • input material on YouTube • curriculum-linked tools for teachers • Web 2.0 tools where appropriate.
	Online booking system, PICTION, maintained and developed as required.
	<ul style="list-style-type: none"> • Discovery Zone maintained as an engaging and safe area for visitors; and Animals theme enhancement development continued • Pre-planning undertaken with Exhibitions for half-life refurbishment.
	Stage 2 of National Curriculum program suite trialled in quarter 2 and implemented in quarter 3.
	Program and pricing reviewed in line with certified agreement for 2012–2013
	Education materials contributed for <i>Nurses</i> exhibition.
	Opportunities explored to work cooperatively with DVA on education programs.
	Active participation in the wider education community, in particular, through Department of Education, Employment and Workplace Relations (PACER) and Association forums.
	The Memorial Box Program managed and promoted effectively and all reporting requirements completed.
	Significant contribution provided as required to the development of the <i>Children's exhibition</i> .

Planned Activities	Performance Targets
	<p>Opportunities explored to develop curriculum-aligned printed resources to be marketed directly to schools.</p> <p>A new performance piece developed through Queensland TPI servicemen's' sponsorship.</p> <p>Professional development programs provided for pre-, in-service and experienced teachers, including events, fellowships, tours and "famils".</p> <p>Promotion</p> <p>Marketing strategy developed and implemented to target education industry (e.g., coach companies, schools and education professionals)</p> <p>Regularly communicated with education industry and coach companies</p> <p>Participated in a range of promotional activities initiated by National Capital Educational Tourism Project including newsletters, excursion planner and teacher seminars</p> <p>Participated in education industry initiatives such as the National History Challenge and Simpson Prize, IMAGE.</p> <p>Evaluation</p> <p>New/updated education programs (including Discovery Zone) evaluated.</p>
3. Interpretive Services – Public Programs	1.5 Interpretive Services
<p>Plan, develop, implement, and evaluate appropriate public programs and events which strongly enhance the visitor experience of the Memorial.</p>	<p>Events</p> <p>Developed and delivered events across the Memorial, including:</p> <ul style="list-style-type: none"> • Major events as per list on page 3 • Exhibition launches as resources allow as per list on page 3 • Books and other Memorial product launches as resources allow as per list on page 3 <p>Public programs</p> <p>Developed and delivered an engaging program for a range of audiences, including development and delivery of a premium tour, and the Memorial's 70th anniversary.</p> <p>Delivered tours for ADF recruits to meet their curriculum requirements.</p> <p>Actively pursued opportunities within the Memorial to leverage and integrate education programs.</p> <p>Developed and delivered a range of programs and holiday activities for children and lifelong learners.</p> <p>Hyatt package tours negotiated.</p> <p>Communication and marketing</p> <p>Completed reporting requirements for sponsors and stakeholders.</p> <p>Information for the marketing and promotion of Memorial programs provided to CAM, including website updates.</p> <p>Up-to-date information provided to front-of-house staff, Hyatt and all relevant parties.</p> <p>Risk management plans provided for programs that require infrastructure or have high levels of public interaction outside normal operating procedures.</p> <p>Active participation continued in the development and management of the Forward Exhibition Program through Exhibition Planning Group (EPG).</p>
5. Dissemination of Information	1.7 Research and Information Dissemination
<p>Provide up-to-date information about the Memorial's Education and Visitor programs.</p>	<p>Information disseminated about the section's operations through presentation of lectures, active participation in conferences and networks and via contributions to <i>Wartime</i>, <i>DVA News</i> and other publications. Particular programs and events promoted through radio, TV and newspaper interviews.</p>

Planned Activities	Performance Targets
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 • deliver daily closing ceremony program • promote and market Roll of Honour Certificates, <i>Wartime</i> and other saleable items at front desk, including Memorial Guide book. Service Charter and Visitors' Book responses managed efficiently and effectively Continued interpretive roles for IAs (trolley programs) Weekend Duty Manager training/procedures managed to ensure consistent service delivery on weekends. Information resources developed, updated, and distributed. Visitor services web information reviewed and updated quarterly Visitor services policies and procedures updated. Overall coordination of the use of Memorial building and spaces, including weekly VTC document and admin briefs. Liaison undertaken with the Hyatt to deliver catering services on site (both cafés for visitor services, corporate and after-hours functions).
8. Volunteer Services	1.8 Visitor services
Volunteers enhance the visitor's experience at the Memorial by providing research assistance and a range of interpretation and public program services.	Volunteers across the Memorial effectively managed to provide: <ul style="list-style-type: none"> • free guided tours at agreed times • conducted and VIP tours as required • assistance with services in the Online Gallery • assistance with interpretation in the Discovery Zone • assistance delivering school wreathlaying program. Booking liaison and facilitation of ADF Kapooka tours continued. Memorial requirements monitored and volunteer numbers maintained for: <ul style="list-style-type: none"> • Voluntary Guides • Online gallery • Discovery Zone • School Wreathlaying program. Volunteer candidates supported through the Guides Statement of Attainment. Contribution provided to way finding and cross-site signage project. Capability and service levels monitored and programs implemented where required (incl. induction, continuing training etc.). The contribution made by volunteers recognised via: <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.

Planned Activities	Performance Targets
	Regular and effective communications maintained with the volunteers base through: <ul style="list-style-type: none">• Volunteers component of website• regular meetings reporting frequency per quarter.

Exhibitions

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

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:
	<p>First World War galleries: redevelopment</p> <ul style="list-style-type: none"> • Concept development phase of the First World War galleries redevelopment project managed effectively to ensure requirements of the <i>First Stage Approval for Capital Works Proposals</i> are met. This may include: project schedule and key milestones; cost plan; procurement plan; risk management plan; and Concept Description by August 2011 (as defined in the Memorial's Exhibition Development Process) and development of NPP by October 2011. Project completion planned for 2014–2015 financial year (dependent on funding). • Redevelopment of the Online Gallery as a First World War display in preparation for the closure of the First World War galleries.
	<p>Discovery Zone: upgrade</p> <p>Pre-development planning for half-life refurbishment of Discovery Zone managed effectively, including establishment of project schedule, milestones and budget. Project completion planned for 2012–2013 financial year.</p>
	<p>External Consultancy: Western Front Interpretative Trail, Office of Australian War Graves (OAWG)</p> <p>In conjunction with MHS, provided OAWG with consultancy services as required producing an exhibition design brief for each element of the Western Front Interpretative Trail.</p>
	<p>External way-finding signage: redevelopment</p> <p>In conjunction with Manager, Evaluations and Research, redeveloped external wayfinding signage in line with outcome of review of external wayfinding signage undertaken following the completion of East Precinct redevelopment project and in accordance with CMG direction.</p>
	MAINTENANCE:
<p>Exhibitions and galleries</p> <ul style="list-style-type: none"> • all installations, demounts, and changeovers managed through the monthly Galleries and Exhibitions Coordination Meeting (GECM) • maintenance of all exhibition, gallery, and signage (external and internal) infrastructure, including Discovery Zone, 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. 	
<p>Audiovisual</p> <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 upgrade finalised which will complete the full rationalisation of control system structure for all audiovisual infrastructure - upgrade completed of BAE Systems Theatre facilities, including IP-based video conferencing, rationalised control and renewed infrastructure (project continued from October 2011) - continued improvement to the stability of audiovisual infrastructure displays through application of appropriate technology - maintenance provided for the database of asset control, maintenance cycle, media standards, records and backup - electrical safety testing undertaken of all audiovisual appliances in the galleries in accordance with OHS legislation and advice of consulting electrical engineer - medium-term (five-year) cost analysis of audiovisual maintenance continued to ensure value for money in the maintenance cycle and 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>Nurses: from Zululand to Afghanistan</i> Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met, including: - construction/production completed by 25 November 2011 - exhibition installation in SEG completed for launch by 30 November 2011 - exhibition open to the public on 2 December 2011.</p>
	<p>Travelling exhibition: <i>Children's exhibition</i> Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met, including: - construction/production completed by November 2012 (TBC) - exhibition installation in SEG completed for launch by November 2012 (TBC) - exhibition open to the public on December 2012 (TBC).</p>
	<p>Temporary exhibition: <i>Centenary of Canberra</i> Exhibition development phases managed effectively to ensure project schedule, milestones and budget are met. Exhibition development scheduled to commence in August 2011. Project completion scheduled for August 2013.</p>
	<p>Joint touring exhibition: <i>Centaur</i> With the Queensland Museum (QM) for display at QM and Memorial investigated the potential development of a joint exhibition.</p>
	<p>Administration of temporary and travelling exhibitions program - analysis of travelling exhibitions program structure and funding undertaken and liaison with DVA continued, as appropriate, on travelling exhibitions program funding and acquittals - review and update Loan Agreement for travelling exhibitions - undertake survey of venues to ascertain interest in future travelling exhibitions - <i>Visions of Australia</i> grants developed as appropriate - <i>Visions of Australia</i> grants reconciled as appropriate.</p>

Planned Activities	Performance Targets
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>Travelling exhibition: <i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green (ongoing tour):</i> feasibility of extending the tour to Western Australia and Tasmania investigated (dependent upon successful <i>Visions of Australia</i> tour grant funding).</p> <p>Travelling exhibition: <i>A is for Animals (ongoing tour):</i> Queensland Museum, Brisbane: 3 June – 28 August 2011</p> <p>Travelling exhibition: <i>Sidney Nolan: the Gallipoli series (ongoing tour):</i> Academy Gallery, University of Tasmania, Launceston, TAS: 5 August – 16 October 2011; Bunbury Regional Art Galleries, Bunbury, WA: 11 November 2011 – 22 January 2012; City of Wanneroo Cultural Centre, Wanneroo, WA: 3 February – 8 April 2012; Anne and Gordon Samstag Museum of Art, University of South Australia, Adelaide: 20 April – 8 July 2012</p> <p>Travelling exhibition: <i>Icon and archive: photography and the world wars (ongoing tour):</i> Ipswich Art Gallery, Ipswich, QLD: 9 July – 28 August 2011</p> <p>Travelling exhibition: <i>Of love and war (ongoing tour):</i> - State Library of Queensland, Brisbane: 5 November – 20 February 2011; Queen Victoria Museum and Art Gallery, Launceston, TAS: 25 June – 28 August 2011</p> <p>Travelling exhibition: <i>Perspectives: Jon Cattapan and eX de Medici (commencement of tour):</i> - Tweed River Art Gallery, Murwillumbah, NSW: 23 September – 13 November 2011; Artspace Mackay, Mackay, QLD: 3 February – 25 March 2012; Wagga Wagga Regional Gallery, Wagga Wagga, NSW: 1 June – 29 July 2012; two additional venues to be confirmed.</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 and 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 ongoing implementation of ECM components (SharePoint, MediaBin) 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 developing staff historians and expanding areas of professional expertise, consolidating existing strategic relationships, developing new relationships, 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 to project continued by one MHS historian-author, Steve Bullard, working on Volume 6, <i>In their time of need: Australian overseas emergency relief operations</i> - due to be completed 2011-12, for publication on date to be confirmed - Volumes 3 & 5 to go to the publishers in 2011–2012, for publication in 2012–2013.
	<ul style="list-style-type: none"> • Volume 9 of Official History of South-east Asian Conflicts, <i>Fighting to the finish</i>, published and launched in March 2012
	<ul style="list-style-type: none"> • Papers from August 2010 conference, <i>Gallipoli: A Ridge Too Far</i>, compiled and edited for publication in August 2012
	<ul style="list-style-type: none"> • Revised and updated edition of book, <i>The Nek</i>, written and prepared for publication in August 2012
	<ul style="list-style-type: none"> • The History of Central Bureau completed for publication in Army History Unit series.
	Planning and preparation undertaken for a range of projects for the Gallipoli centenary in 2015, to include:
	<ul style="list-style-type: none"> • international Gallipoli conference in March 2015 in partnership with ANU, including preparation of NPP in consultation with Finance
	<ul style="list-style-type: none"> • Lambert Gallipoli fellow (2010–2015) activities continued
	<ul style="list-style-type: none"> • Commence research and writing volume on the Gallipoli campaign based on Ottoman records translated by joint Australian War Memorial–Macquarie University Gallipoli centenary research project (for publication in 2014–2015).
	<ul style="list-style-type: none"> • Web-based materials on the Gallipoli campaign developed
	<ul style="list-style-type: none"> • Further appropriate projects developed in partnership with ANU under MOU arrangement.
	10 per cent of staff time devoted to research projects that increase professional development and enhance the Memorial's reputation as an authoritative centre of Australian military history.
2. Dissemination	1.7 Research and Information Dissemination
Disseminate knowledge and assist in the dissemination of knowledge of Australian military history	Issues 55–58 of <i>Wartime</i> edited and produced, containing a good balance of high-quality, engaging, popular articles and with an emphasis on covers with popular appeal.
	Program developed, speakers confirmed for Memorial history conference on 1942 Kokoda campaign in 2012 (date TBC).
	Dissemination of Australian military history research continued through MHS staff delivering conference and seminar papers, media presentations and interviews, and publication of articles and books: <ul style="list-style-type: none"> • papers delivered by MHS historians at Australian and overseas conferences to enhance the Memorial's standing as a principal centre for research, knowledge, and dissemination of military history, including, papers delivered by two MHS historians at international conference convened by US National World War II Museum, New Orleans, in December 2011, marking 70th anniversary of Japanese attack on Pearl Harbor and start of South-West Pacific Area campaigns.
	Assistance provided to the Battlefield Tours program by appropriately qualified and experienced MHS historians leading tours and participating in their planning.
	Historical material contributed to the Memorial's website as required and advice provided on historical content. Review and update historical material on the website, as required, in conjunction with the web team; and posts prepared, where appropriate, for Memorial website blogs.

Planned Activities	Performance Targets
	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.
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 significant and relevant projects in Jan–Feb 2012. Memorial staff study tour to Gallipoli planned and conducted in May 2012 with appropriate mix of authoritative Memorial and external experts, together with Memorial staff trainees selected to benefit relevant sections and enhance Memorial staff understanding and knowledge in preparation for major Gallipoli gallery refurbishment for 2015. 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, accurate and authoritative 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 where possible (given reduced MHS staff and resources), 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 to DVA, as required, for OAWG Western Front Australian Interpretative 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 Memorial reporting, budgeting and admin requirements completed • Training undertaken to ensure familiarity and understanding of new procedures after introduction of ECM.

Buildings and Services

Purpose: To provide high quality facilities and a range of services including property management, security, workshop and office services.

Planned Activities	Performance Targets
1. Buildings	1.2 National Memorial and Grounds
1.1 Strategic management of maintenance, repair, and renovation of the Memorial's buildings and grounds.	Buildings and infrastructure maintained to the highest standard with well integrated essential services and facility operation.
	Treloar A HVAC and electrical (switchboard) upgrade staged implementation completed by 30 June 2012.
	Facilities maintenance contract managed to ensure high performance and value for money. Monthly contract and performance meetings held with facilities maintenance contractor, and quarterly senior executive meetings held. Variations to contract made to cover new regular maintenance items.
	Cleaning contract managed to ensure high performance and value for money. Monthly contract and performance meetings held with cleaning contractor, and bi-annual senior executive meetings held. Variations to contract made to cover new regular cleaning items.
	Grounds and garden maintenance contracts managed to ensure high performance and value for money.
	Condition appraisal and life-cycle plan for the replacement of plant, equipment, and building engineering infrastructure managed and updated as necessary.
	Building and Exhibition Maintenance system managed effectively. All Memorial galleries maintained to a high standard as a priority.
	Facilities documentation, including building plans, drawings and manuals, managed effectively.
	All works performed by contractors managed to ensure they met the appropriate standard and did not endanger or damage internal or external fabrics.
	Energy management and energy audit initiatives prioritised for implementation dependant on funding and approval by CMG. Staff alignment with environmental initiatives encouraged.
	All minor new work requests managed and implemented appropriately and effectively.
1.2 Management of the Memorial's heritage precinct.	All site development including new memorials, facilities, landscapes, maintenance and repairs compliant with the Memorial's <i>Heritage Management Plan</i> and <i>Site Development Plan</i>
	Buildings and landscape, including Commemorative Area and Memorial Courtyard, maintained and presented to the highest standard.
	Main Building heritage conservation works identified documented and prioritised for implementation dependant on funding and approval by CMG.
	Highly qualified advice on landscape development and management of significant plantings obtained with key advice prioritised for implementation dependant on funding and approval by CMG.
	Consultative and productive relationships maintained with DSEWPC (<i>EPBC Act</i> controlled development, Energy Efficiency).
	Consultative and productive relationship maintained with NCA (works approvals, Memorial/ANZAC Parade and Parliament House Vista Heritage listings).
1.3 Development of the Memorial site.	ANZAC Centenary proposal (<i>Site Lighting Master plan</i>) progressed to extent proposal funded by Government; or developed and implemented dependant on funding and approval by CMG.
	<i>Site Development Plan</i> initiatives prioritised for implementation dependant on funding and approval by CMG.
	New precinct memorials, facilities and landscapes designed and constructed compliant with the <i>Heritage Management Plan</i> and <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.
1.4 Support exhibition development and travelling exhibitions.	Timely advice and assistance provided for in-house and travelling exhibitions and to EPG as required.
	Workshop program includes delivery of scheduled and ad hoc works within galleries and support for the travelling exhibitions program.
	Building engineering and infrastructure expertise and advice provided to Exhibitions and Collection Services sections 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.	Building public and staff areas cleaned, rubbish removed and furnishings maintained.
	Advice and assistance provided for management of facility aspects of catering contract.
	Increased corporate knowledge of BS promoted and high level of client service provided.
	Paper stationery supply managed and paper distributed
	PABX phone services maintained. Liaison with IT on alternatives including VOIP conducted.
	Movement of furniture and removal/storage/disposal of excess items facilitated.
2.2 Strategically manage accommodation and storage.	Ongoing accommodation and storage requirements managed; and development prioritised dependant on funding and approval by CMG. Issues raised by staffing increases at Campbell site prioritised.
	Advice and input provided as required on development of long term strategies for collection storage including the development of a strategic Site Development Plan for the Mitchell site.
	Opportunities for improvements to existing accommodation and storage at Mitchell site reviewed and facilitated dependant on funding and approval by CMG.
	Review undertaken of accommodation/storage requirements for Campbell site.
2.3 Strategically manage the Memorial's security services and systems.	High level of security services provided and customer service role of Security 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.
	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 implemented and updated as required.
	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 the building master key system reviewed annually. Advice on implementation of the master key system for gallery display cases provided to Exhibitions as required.
	Security resource and advice provided to sections as required for collection, storage and safe transfer of high value/at risk items.
2.4 Administer and regularly review emergency evacuation planning and procedures.	Emergency Planning Committee convened quarterly. Emergency Control Organisation (wardens) maintained and trained with membership and training details available on intranet.
	Regular emergency evacuation drills for all buildings conducted (including environmental emergency) in close cooperation with VS, CS and other appropriate staff.
	Emergency activity issues reported to CMG.
3. 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.

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.	MIBIS Help (ext 333) and FinanceHelp@awm.gov.au services provided in accordance with advertised turn-around times: <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.
	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.
	SAP technical upgrade implemented in 2011.
	Daily and weekly reconciliations of PICTION/MIBIS and AR/MIBIS interface undertaken.
	Continued cross-training of Finance section staff to develop financial operations and system skills and provide backup arrangements during staff absences.
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.	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.
	Directors Instructions (Financial) enhanced and/or amended as required.
	Financial Delegations reviewed and amended as required.
	Implementation of procedures and administrative arrangements as required to support Enterprise Bargaining Agreement 2011–2012/2013–2014 initiatives, including Fringe Benefits Tax (FBT).
	Continued attendance at Chief Finance Officer and Finance Manager Working Group meetings.
	Policy advice, training, and central monitoring of Commonwealth Procurement Guidelines provided.
	Memorial procurement policy reviewed in accordance with Commonwealth Procurement Guidelines and, as necessary, liaison with DoFD facilitated.
Active participation in financial management of major projects, including: <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 five years.	Salary sacrifice funding arrangements monitored and reconciled at end of term and end of year, by end August 2011.
	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. Monthly reporting of cash at bank, investment, and borrowing balances.
	Monthly accrual financial statements presented to CMG by mid-month, including capitalisation of all building works and other assets.

Planned Activities	Performance Targets
	The Memorial's forward estimates developed, entered into Central Budget Management System (CBMS) in accordance with DoFD timeframes, documented and monitored so that management and Council are aware of the expected financial resources available to the Memorial over the next five years.
	All funding opportunities reviewed and bids included for items under accrual budgeting / net cash funding framework.
	The 2011–2012 budget monitored to ensure there are no budget over-runs and a full review undertaken in a consultative manner in November 2011 and March 2012.
	The <i>Internal Audit Plan 2010–2011</i> implemented in accordance with the approved <i>Strategic Audit Plan</i> .
	Recording and follow up of actions resulting from Internal Audit reviews reported to Council quarterly.
	Tender for internal audit services prepared and provider appointed by June 2012.
	DoFD guidelines, Finance Minister's Orders, Australian Accounting Standards and Australian National Audit Office better practice guides reviewed and implemented, where relevant.
	The 2012–2013 internal budget developed by May 2012.
	Revenue targets for 2012–2013 developed by May 2012.
	Development of 2012–2013 Annual Procurement Plan by mid-June 2012, to be published by 1 July 2012.
4. Financial Services	1.11 Resource Management - Financial
Provide support services to the Memorial in relation to: (a) Purchasing (b) Accounts Processing (c) receipting of revenues (d) asset management (e) contracts and tendering.	Financial Statements prepared and audited on schedule for inclusion in the 2010–2011 Annual Report by July 2011 to meet Council meeting timeframe. (Hard close set of accounts at end March 2011).
	Compliance Certificate completed and signed by Council and forwarded to Ministers for Finance and Veterans' Affairs by 15 October 2011.
	Feedback from sections monitored to evaluate if processing of transactions is timely and meets their operational needs – any proposed changes fed into internal budget review process.
	Provide financial support for ad hoc corporate Business Plan activities (e.g. public events, conferences, special event sales and promotions, as per Business Plan timeframes).
	Input into staff induction program as required.
	The level of donations monitored and reported to management monthly as part of statistics to CMG.
	Domestic and overseas travel co-ordinated on behalf of Memorial staff in a timely manner. Promotion of agreed timeframes for staff travel request forms submitted to Finance. Timely follow-up of travel acquittal completed in accordance with Memorial procedures.
	Evaluation of existing travel processes including online booking tool to achieve further efficiencies for Memorial travel.
	Evaluation of and participation in Whole of Australian Government travel contract Phase 2 (accommodation and short term car hire), if relevant to Memorial travel needs.
	Establish panel for stationery supplies, in conjunction with Whole of Government co-ordinated procurement activities as appropriate.
	Support services provided for Shop and eBusiness transactions in a timely manner.
	Asset stocktake undertaken so as to support financial statement balances by end of April 2012.
	Cash float management undertaken monthly in accordance with Director's Instructions.
	Surplus cash funds managed and invested in order to maximise interest funds.
	FBT procedures monitored to ensure they support changes to tax reporting requirements.
	Business Activity Statement submitted by 21st day of each month.
	Collection assets revalued by December 2011 for inclusion in CBMS Forward Estimates update in February 2012. Other asset classes subject to in-house management valuation as at 30 June 2012, supported by independent opinion if required by ANAO to meet accounting standards.
	Bank statements processed daily and reconciliation of MIBIS to bank accounts, including monthly review of outstanding deposits and cheques, completed.
	Contracts register maintained on behalf of Memorial and advice and assistance provided with completion of standard contracts in a timely manner according to agreed timeframes (minimum three days' notice).

Planned Activities	Performance Targets
	Review and implementation of Whole of Government contract templates where relevant. Unders and overs against takings recorded on till registers and reported to Finance Manager on monthly basis.
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. Operational assistance provided to eBusiness as required ensuring delivery of timely services.
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.

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.	Consolidation of ECM components completed to realise maximum corporate benefit, as monitored by IMSG. Development and implementation of strategies undertaken to further improve electronic document and records management.
	Upgrade of Microsoft SharePoint to 2010 completed by March 2012.
	System interfaces completed as part of the overall DAM solution.
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.
	Timely and effective help desk assistance provided to users of the network and deployed applications.
	Technical support provided for SAP(MIBIS – finance/HR) upgrade
	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.	Further Virtualisation of the server environment undertaken to improve management and achieve efficiencies.
	Remaining legacy Novell network dependencies eliminated by June 2012.
	Upgrade of Windows Exchange server to Server 2010 completed by August 2011.
	Upgrade of Microsoft Office applications completed by September 2011.
	Notebook computer upgrade completed by December 2011.
	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.	

Planned Activities	Performance Targets
	Reliable and appropriate backup and recovery systems maintained to ensure continuity of services and ability to recover from disaster.
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 provided for the Digital Asset Management System (DAMS) for the archival storage and management of digital National Collections.
	Technical and strategic support provided 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.
	Feasibility study for VoIP conducted by June 2012.

People and Records Management

Purpose: To provide innovative and effective people and records 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. Any necessary changes implemented by 1 January 2012.
	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"> • Tender process for new Agency Staffing contract. New contract managed to ensure timely provision of casual and temporary staff provided to sections. • Employee Assistance Program tender process conducted for new service provider.
	New Teamwork Agreement 2011–2014 implemented in accordance with agreed timeframes.
	Implementation of the HRMIS SAP upgrade undertaken in conjunction with Finance consistent with the business case.
Workforce plans developed in accord with relevant section heads.	
Research undertaken for possible upgrade of ECM for Records Management functions.	
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.
	Development of an enhanced relationship with the ANU to support the attraction of staff.
	On-going employees managed such that turnover does not exceed market expectations. Employee diversity targets groups (women, Aboriginal and Torres Strait Islanders, people from non-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 five days is maintained or improved consistent with the Teamwork Agreement.
	2011–2012 People Development Program 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 2011–2012 <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 ongoing employee facilitated.</p> <p>Funding and selection of an employee (below Executive Level) managed for 2011–2012 Battlefield Tours or exchange to 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 2011–2012.</p> <p>Business Program implemented for selected staff; content reviewed in relation to expected finalisation of CMDP program; program developed for APS4–APS5</p> <p>Cultural Management Development and Advanced Workplace Skills programs delivered to selected employees in 2011 and steering committee membership maintained.</p> <p>Cultural Diversity program delivered.</p> <p>Leadership program for Executive Level officers delivered.</p> <p>Workplace Skills Program for entry level staff delivered 2011–2012.</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 and Editing Program delivered 11/2012.</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 (e.g., 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, coordinated.</p> <p>OH&S actively coordinated, 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 focusing staff on positive health initiatives and benefits.</p> <p><i>Corporate Chatter</i> coordinated, edited and published monthly for Memorial employees and further developed to capitalise on new online technology.</p>

Planned Activities	Performance Targets
	<p>Flexible family-friendly working arrangements, as provided for in the Agreement, facilitated to suit the needs of employees and the Memorial, attract people to the Memorial, and enhance their contribution and job satisfaction.</p> <p>Statistics maintained and provided to CMG and relevant external agencies.</p>
4. Workplace Relations	1.11 Resource Management – Human
Promote a cooperative high trust workplace culture that successfully delivers the Memorial's corporate goals.	<p>Secretariat support and information awareness provided to the Workplace Relations Committee, which met at least four times.</p> <p>The flow and sharing of information from the Workplace Relations Committee to employees fostered.</p> <p>Agreed processes facilitated to avoid disputes and resolve any grievances.</p> <p>Contact maintained with relevant workplace relations networks and publications to remain aware of developments and the remuneration environment.</p>
5. Records Management	1.11 Resource Management – Corporate Information
Administer records management.	<p>All files and mail processed according to internal documented procedures (including scanning of mail as required for EDRMS), NAA recordkeeping (DIRKS) standards, EDRMS requirements and client expectations.</p> <p>Records and document management policy, including recordkeeping standards and procedures reviewed and developed for EDRMS implementation.</p> <p>Annual file census completed with minimum disruption to Memorial activities.</p> <p>Policy development coordinated effectively to support EDRMS implementation.</p> <p>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.</p>
6. 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>

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 wholesale sales, including exhibition catalogues.
	Administration support and sales strategies provided for Memorial contracted publications, including <i>Western Front battlefield guidebook</i> (Nov 2011) , <i>Fighting to the finish</i> (Mar 2012) and other Official Histories as appropriate, Collection Book, MHS conference papers, and other approved publications.
	Administration and management provided for <i>Wartime</i> publishing contract.
	Active promotion of <i>Wartime</i> to Shop and Online Shop customers undertaken.
	Stock management and production of <i>AWM Guidebook</i> (including revenue reporting) undertaken.
	Annual stocktake for Memorial publications undertaken and completed by 30 June 2012. Results of stocktake reported to management and required write-offs approved.
	Wholesale orders of Memorial publications administered and supplied by Memorial Shop to trade customers 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 Publications Steering Group through provision of advice on sales, marketability and 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 \$920,000 achieved, including \$100,000 in corporate waivers.
	Corporate waiver process managed through Head ROS, financial delegation and quarterly submissions to CMG 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.
	Maintained profitability via ongoing RRP, cost and margin review of products as required.
	Product identified, photographed, and visible within Online Shop within an appropriate timeframe.
	Reviewed and monitored the operation of discounts, user fee waivers, freight, handling times, and inventory management as necessary.
	Review undertaken 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 2012 and results reported to management.

Planned Activities	Performance Targets
	<p>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.</p> <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>Identified 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 PICTION workflow with production team and IT system administrator. • 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>Continued to review and assess the Online shop functionality post-Dec 2009 upgrade ensuring 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 • 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 undertaken 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>Support/training provided for IAs required to use POS system and staff within curatorial sections required to use PICTION Internal Ordering.</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 2011–2012 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 cooperative <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>

Planned Activities	Performance Targets
	<p>Shop online website promoted on all correspondence sent by the Shop and Online Shop.</p> <p>Education resources and publications to schools (teachers and librarians) marketed through DVA distribution</p> <p>Development of contact and marketing strategy undertaken with E&VS to leverage pre and post school visits to the Memorial.</p> <p>Development undertaken of corporate packaged products from existing inventory/products.</p> <p>Maintained dedicated product ranges for the Online Shop where necessary to ensure market position online as preeminent supplier of military history merchandise and information.</p> <p>Dedicated function maintained 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>Marketing and sales opportunity through DVA <i>VetAffairs</i> newspaper coupon utilised to target 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"> • replica document packs/newspapers and further “Home Front” products • continued development of product range that extends and leverages on the in-gallery experience with objects, themes and personal stories (Hall of Valour, Hall of Memory) • investigation of potential “Home Front” product range. <p>Information dissemination among IAs, 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>Corporate information kept and updated appropriately within SharePoint.</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>