

COUNCIL OF AUSTRALASIAN MUSEUM DIRECTORS

MINUTES GENERAL MEETING

Questacon – National Science and Technology Centre, King Edward Terrace,
Parkes, Canberra, Australia, 12-13 May 2011

NAME	MUSEUM/ORGANISATION
Ms Margaret Anderson	Director, History South Australia
Mr Alan Brien	CEO, Scitech Discovery Centre, Perth
Dr Dawn Casey	Director, Powerhouse Museum
Ms Kate Clarke	Director, Historic Houses Trust of NSW
Mr Alec Coles OBE	Director, Western Australian Museum
Prof. Graham Durant	Director, Questacon - National Science and Technology Centre
Dr Ian Galloway	Director, Queensland Museum
Major General Steve Gower AO AO MIL	Director, Australian War Memorial
Dr Patrick Greene OBE	Chief Executive Officer, Museum Victoria
Mr Michael Houlihan	Chief Executive Officer, Museum of New Zealand Te Papa Tongarewa
Mr Frank Howarth	Director, Australian Museum
Mr Jeremy Johnson	Chief Executive Officer, Sovereign Hill Museums Association
Dr Suzanne Miller	Director, South Australian Museum (via teleconference)
Mr Richard Mulvaney	Director, Queen Victoria Museum and Art Gallery
Mr Laurence Paine	Business and Operations Manager, deputising for Mr Bill Bleathman, Director, Tasmanian Museum & Art Gallery
Mr Andrew Sayers	Director, National Museum of Australia
Mr Tony Sweeney	CEO, Australian Centre for the Moving Image
Ms Mary-Louise Williams	Director, Australian National Maritime Museum

APOLOGIES

NAME	MUSEUM/ORGANISATION
Ms Michelle Hippolite	Kaihautū, Museum of New Zealand Te Papa Tongarewa
Ms Darlene Lion	A/Director, Museum and Art Gallery of the Northern Territory
Mr Shimrath Paul	Chief Executive, Otago Museum & Discovery World
Mr Anthony Wright	Director, Canterbury Museum

IN ATTENDANCE

NAME	MUSEUM/ORGANISATION
Dr Meredith Foley	Executive Officer, CAMD (all items)
Dr Darryl McIntyre	National President, Museums Australia (item 26)
Ms Angela Magarry	Executive Director, CHASS (Item 10)
Ms Rebecca Pinchin	Regional Services Coordinator, Powerhouse Museum (item 13)

DAY ONE – Thursday 12 May 2011

I. WELCOME

The CAMD Chair, Margaret Anderson, opened the meeting and welcomed delegates to the 2011 General Meeting of the Council of Australasian Museum Directors. Margaret extended CAMD's thanks to Prof. Graham Durant and Questacon for hosting the meeting.

New members Michael Houlihan, Chief Executive Officer of the Museum of New Zealand Te Papa Tongarewa and Richard Mulvaney, the Director of the Queen Victoria Museum and Gallery were welcomed to their first CAMD Meeting. The meeting also welcomed Laurence Paine, Business and Operations Manager, Tasmanian Museum and Art Gallery who was deputising for Director, Bill Bleathman.

Margaret also congratulated Jeremy Johnson, Chief Executive Officer, Sovereign Hill Museums Association who has been awarded an Honorary Doctorate by the University of Ballarat.

The meeting also noted the appointment of Pierre Arpin as the new Director of the Museum and Art Gallery of the Northern Territory and Roy Clare CBE as the new Director of the Auckland War Memorial Museum. It was agreed that they would be contacted and invited to join CAMD.

2. CONFIRMATION OF MINUTES AND BUSINESS ARISING

It was agreed:

Resolution:

That the minutes of the CAMD Annual General Meeting held in Adelaide on 7-8 October 2010 be accepted.

Carried

3. CHAIR'S REPORT

Margaret spoke to her circulated report, noting in particular that:

- there was a need to address the current shortfall in the **Museum Metadata Exchange** (MME) project, which was widely seen as a landmark project for the humanities, arts and social sciences sector and as an exemplar of museum collaboration. Margaret noted, with gratitude, the contributions made to date by some members. She advised that consultations with academics on the project will be held next week;
- she had been appointed to the 'Understanding Cultures and Communities' working group as part of the **National Research Infrastructure Council** (NRIC) strategic roadmap process and contributed, along with Rebecca Johnson (Australian Museum) and Alec Coles (Director, Western Australian Museum) to the development of the draft capabilities incorporated in the Exposure Draft Roadmap circulated in June. The Roadmap acknowledged the importance of humanities, arts and social sciences as well as collections. A final Roadmap was scheduled to be completed in August, in time for the preparation of 2012-13 budget bids; and
- she attended a one day symposium organized by the Australian Academy for the Humanities to consider an **Australian Association for e-Humanities**, which seems very likely to be formed later this year. Margaret also chaired a session at the inaugural meeting in July of the Australian Association of Humanities Research Centres, on a similar theme. Margaret noted that the contribution of museums and collections to humanities research is increasingly recognized and valued.

Margaret thanked Jeremy Johnson for his ongoing dedication as Treasurer and her fellow Executive members for their contributions and support. She also thanked Meredith Foley for her hard work as Executive Officer. The meeting in turn thanked Margaret for her

efforts as Chair on behalf of CAMD and commended the considerable inroads she had made in gaining acknowledgement of the contribution of museum research.

4. **FINANCIAL REPORT**

The CAMD Treasurer, Jeremy Johnson (CEO, Sovereign Hill Museums Association), spoke to the circulated financial documents. He noted that CAMD was in a healthy financial position which allowed him to maintain current subscription levels and that there was sufficient surplus to fund some additional projects.

It was agreed:

Resolution:

That CAMD accepts the Treasurer's Financial Report for the period to 31 March 2011 and the CAMD Budget 2011-12 and that the subscription levels remain at current levels.

Carried

5. **EXECUTIVE OFFICER'S REPORT**

Meredith Foley, CAMD Executive Officer, spoke to her circulated report, noting in particular that:

- *Inspiring Australia*, the national science engagement strategy, had been allocated \$21m over three years in the Federal budget while the Cooperative Research Centres had seen a cut of 30%;
- ensuring museums had a profile in relevant national debates had been a focus of a series of Canberra meetings in recent months. Information on CAMD museums' regional activities was assembled for use in briefing material for the **Minister and Office for the Arts** – those members yet to provide this advice were asked to do so as soon as possible. A further meeting was scheduled later that day between Margaret, Meredith and the Minister's Arts Advisor;
- CAMD submissions were made to the NBN inquiry and in response to the NRIC review of the **Strategic Research Infrastructure Roadmap** for 2011;
- material on the **value of museums** was prepared for inclusion in submissions and other public material;
- tenders for design and construction of the **CAMD website** are under consideration although Meredith expressed concern about the impact of the additional work which would arise for in creating and ongoing maintenance of the site; and that
- she has been providing separate support for the MME Steering Committee.

In discussion, the meeting agreed that:

- to delegate to the Executive the authority to provide an additional day for the EO in order to allow her to complete additional work on the website;
- members would provide their logos for inclusion on the website; and
- the EO would include a section on the website to advertise vacancies at member museums.

Meredith thanked Margaret and members of the CAMD Executive for their valuable support and also Suzanne Miller (Director, South Australian Museum) who has provided much input on science issues.

6. NATIONAL CULTURAL POLICY

Mary-Louise Williams (Director, Australian National Maritime Museum) introduced the discussion noting that, while little was known about the new policy development process, it did seem to follow on from the work commenced by the former Minister. The Minister has hinted that new funding associated with the policy would be limited but that its aim was to 'mainstream' the arts. It is understood that a draft version of the new NCP will be released mid-year for consultation with the arts sector.

In discussion, members noted the increasing trend for social instrumentalities to drive cultural initiatives. The major themes for CAMD to pursue were:

- that culture was wider than the arts alone
- that cultural memory and identity were key
- education and the national curricula
- cultural content and the National Broadband Network (NBN)
- closing the gap for Indigenous Australians
- regional Australia
- telling local and National stories
- innovation and new industries
- nurturing young talent
- museums are part of the distributed national collection
- improving formal links across Government following the demise of the Cultural Ministers Council and the Collections Council of Australia
- fostering world class endeavour.

Suzanne Miller reported that a recent Canberra meeting had led her to believe that the process was firmly focused at this stage on the creative and performing arts. Patrick Greene

(Director, Museum Victoria) reported that Sally Bassar (Assistant Secretary, Office for the Arts) had claimed museums would be well represented in the forthcoming discussion paper.

Margaret and Meredith will raise these issues in their meeting with Arts Advisor, Helen O'Neill. Members also encouraged them to seek further meetings with those developing the policy.

Andrew Sayers (Director, National Museum of Australia) noted that a key part of the policy was the educational role already played by museums and he urged CAMD to demonstrate how museums contributed to Government priorities. He advised members that the National Museum of Australia intended to hold a wide-ranging public discussion on the policy later in the year.

It was agreed that the meeting would issue a media release welcoming the National Cultural Policy (see *attachment A*).

7. VISIONS OF AUSTRALIA POLICY

Mary-Louise Williams, (Acting) Chair of the *Visions of Australia* program, reported that the program had not been moved to the Australia Council as feared but has been situated in the regional touring section within the Office for the Arts.

Members agreed that CAMD would support an international Visions program and that this recommendation should be included in the CAMD submission on the National Cultural Policy.

8. MITCHELL REVIEW - PRIVATE SECTOR SUPPORT

Patrick Greene introduced discussion of the review of private sector support for the arts in Australia which was to be chaired by Harold Mitchell, a former President of the Museums Board of Victoria. Patrick offered to speak further with him on the nature and extent of the review. It was agreed that CAMD should make a submission to the review which included the following:

- comment on the Australian Business Arts Fund (ABAF) which at present provides little assistance to museums but can operate as a competitor;
- support for the introduction of a form of Gift Aid as collected in the United Kingdom; and
- comment on the current treatment of charities and the need for a charitable commission.

Jeremy Johnson, Frank Howarth, Patrick Greene and Steve Gower offered to assist Meredith in the preparation of the submission.

9. NATIONAL PICTURE

Margaret asked members to consider how best to position CAMD in a situation where the existing framework for coordination of the nationally distributed collection has been rolled back. She noted the need for some mechanism to link and leverage public investment in collecting institutions in the national interest and attract financial support for strategic programs.

Members discussed the potential for collective action between peak groups; in particular, it was agreed that a conversation should be pursued on this issue with the Council of Australian Art Museum Directors (CAAMD) and a back to back meeting held to discuss issues in common such as immunity from seizure and the Mitchell enquiry. Ian Galloway (Director, Queensland Museum) argued that he would prefer to make CAMD work more strongly than set up another Collections Council of Australia-like group.

10. CHASS PRESENTATION

Ms Angela Magarry, Executive Director of the Council of Humanities, Arts and Social Sciences (CHASS), joined the meeting to speak to members about CHASS activities and their implications for CAMD. Angela outlined her work with CHASS since moving from Universities to this position in January. One of her major aims is to foster the connection between the HASS sector and society which she would do through a range of events committed to improving the alignment between institutions and Government and encouraging a convergence between science, art and culture. She confirmed that CHASS had been funded by the Government for the next three years.

In discussion members noted their continuing interest in the developing National Cultural Policy and also the arrangements for ERA and rankings. Angela noted that the guidelines for ERA round 2 were yet to be issued. It was agreed that the conversation between CHASS and CAMD should continue over the coming months.

11. CULTURAL VALUE OF MUSEUMS

Alec Coles, Director, Western Australian Museum, presented on work he commissioned in the UK on the social and cultural impacts of museums which he believed may resonate with museums in Australia. He noted the need for museums to gather evidence for economic and cultural claims made as had been done by the National Museums' Directors Conference (NMDC). Alec argued that it was unhelpful to use some of the existing models relating to cultural value and supported the continued use of qualitative data in making the case for museums. He noted that Morris, Hargreaves and McIntyre had developed a useful model for assessing visitor engagement. The role of museums in underwriting mental health should also be investigated. In summary he suggested that museums avoid trying to measure the immeasurable; that they avoid monetarising non-monetary impacts; put more into evaluating people's experiences and use what they say in support of museums.

In discussion, members agreed on the importance of gathering together the good research already undertaken by museum staff such as Linda Kelly at the Australian Museum, and share this data across institutions. Other work mentioned included:

- the research of David Throsby;
- economic impact studies carried out by Museum Victoria in relation to the Winter Masterpieces series;
- work also being undertaken by Museum Victoria on tracking the attitudes of those visiting the Indigenous gallery;
- research undertaken by the US Institute of Museums and Library Services (IMLS) on value;
- basic resources for doing evaluations provided by the Heritage Office;
- longitudinal study planned for the afterschool homework classes held at the Powerhouse Museum.

Michael Houlihan (Director, Museum of New Zealand, Te Papa Tongarewa) argued that value evidence needed to be applied pragmatically, as was done in the UK to demonstrate the contribution of museums (economically, in relation to jobs, health, skills development etc) during a recession.

Members were asked to send suggested research, which might be useful to CAMD submissions, to the Executive Officer.

It was also agreed that the provision of evidence needed to be backed up by the development of a public profile with the community via high profile commentators who can articulate important messages about museums.

The possibility of holding a symposium on the value of museums was discussed. It was suggested that it could be held in Parliament and that the Minister would be invited to speak.

(Suzanne Miller left the meeting).

12. MUSEUM METADATA EXCHANGE

Dawn Casey, Director of the Powerhouse Museum which has hosted the Museum Metadata Exchange (MME), reported on progress with the project. To date 557 collection level descriptions (CLDs), including a small number from regional museums, had been received towards the target of 700; Dawn asked that Directors of museums still to fulfil their promised quota follow up the finalisation of this work as soon as possible after the Annual General Meeting. She noted that there had been strong feedback from academics on the usefulness of the data and that Meredith and Margaret would be leading workshops in Melbourne next week to seek further comments.

Margaret noted that the project would also be funding the development of a model in the KE-EMu collections module to allow automatic publication of CLSs to the ANDS system.

Margaret raised the question of whether further funding should be sought to extend the project and take in university and regional collections for example. Members observed that it was not clear as yet whether ANDS had received further funding for this type of project.

13. AUSTRALIAN DRESS REGISTER

Rebecca Pinchin, Regional Services Coordinator, Powerhouse Museum, made a presentation on the *Australian Dress Register*. She noted that only the front end of the register was currently up and running and that the cut-off date at present was 1945; both women and men's clothing were covered. The site was managed by a formal advisory committee and that they were working mostly with small, volunteer run organisations where the significance of costumes might be overlooked and items may not be well conserved. The entries include photographs but their quality can vary; training is being run to address this. Associated material concerning the provenance of the clothing is also being scanned. A resource page provides support and instructions to users about preparing their entries. There is also a time line which aggregates garments.

The audience is mainly museum staff but it is clear that the resource is also being used by teachers, drama specialists, costume designers, jewellery designers and others in film and theatre. While focussed currently on NSW clothing, the organisers are aspiring to an Australian-wide project.

14. OBJECT SEIZURE LAWS

The Executive Officer noted that, following the preparation of several submissions, CAMD is currently awaiting the production of a Government discussion paper on immunity from seizure legislation.

Frank Howarth noted that sticking points concerned the relationship between Commonwealth and State law (as the States will need to abrogate some powers) as well as the larger questions concerning the coverage of Indigenous objects and art objects stolen by the Nazis. It was noted that the forthcoming Picasso exhibition would be missing some items due to concerns about their seizure. It was believed that the release of the discussion paper was imminent and would merit CAMD consideration.

15. CAMD SURVEYS

The Executive Officer reported that the long delays in obtaining responses for the 2009-10 survey from a number of members had caused a flow on effect to the 'Snapshot Survey' for 2010-11.

It was suggested by some members that the survey had become too large and would benefit from a rationalisation of questions. The Executive Officer is to look at this possibility and return suggested changes to the next meeting.

16. CAMD WEBSITE

The Executive Officer outlined the proposed structure of the website which will include:

- a public section with information concerning the Council, its members and policies;
- a restricted member's only section providing access to correspondence, policy, planning and amalgamated survey results;
- a private survey tool where CAMD surveys can be completed and saved online.

17. ICOM AUSTRALIA REPORT

Frank Howarth (Director, Australian Museum) updated members in his capacity as the Chair of the International Council of Museums (ICOM) Australia. He noted that there had been an increase in membership, the award of travel bursaries and involvement with Blueshield. Frank also noted that ICOM International was the first non-government organisation on the ground in Haiti after the earthquake.

ICOM Australia is currently rethinking where it can add value and would be meeting alongside Museums Australia in the following week. He welcomed members' suggestions about what ICOM might focus on. He noted that there was tension evident at the recent Shanghai conference in relation to the excessive centralisation of ICOM control. The next international conference would be held in Rio de Janeiro.

Frank also noted that he would be attending a Commonwealth association of museums triennial conference in Singapore. The association was based in Canada but had a high level of interest in, and involvement by, developing countries.

DAY TWO – Friday 13 May 2011

18. NAME AND TOURING EXHIBITIONS

Minutes from the Network of Australasian Museum Exhibitors (NAME) were tabled at the meeting (see attachment B). It was suggested that NAME might time its meetings so that a report could be provided to CAMD.

19. MUSEUM DISASTER RESPONSE

Ian Galloway (Director, Queensland Museum) outlined the impact of the recent floods and cyclones in Queensland on museums. He noted that all museums had been impacted in some way with the worst damage in Brisbane; a number of metres of water went through the car park at South Bank. Museums in Toowoomba were out of action for a week but received swift community assistance. Ipswich had no water but was isolated by the events.

Numbers across all museums was down and revenue depleted. The chain of events had ensured that there was no longer any complacency about disaster planning.

Ian summarised some of the impacts and lessons learnt in Queensland:

- the downside of shared services was that when one went down, everyone went down eg websites were inaccessible across the state;
- the air conditioning went out affecting collections and particularly specimens;
- the performing arts centre was to have opened the musical *Wicked* that week and subsequently lost \$2.5m a week;
- the flooding affected the emergency generators which were located in the car park areas which were inundated;
- the freezers were not working;
- there were lots of building issues with the 45 lifts in the cultural precinct out of action and there was a city-wide call on elevator repairs;
- there were lots of problems communicating with staff; as there was no email they were forced to rely on telephone trees;
- consideration had to be given to industrial issues as they were out of the museum for a month – decisions needed to be made about whether to ask staff to take leave ; the whole of government response took ages;
- big impact on staff morale; some worked from home but not all able to do this;
- buildings had to be recertified before entry.

An independent report on these issues would be prepared to guide future planning.

Jeremy Johnson reported on the flash flood which inundated the Gold Museum at Sovereign Hill and did substantial damage. He noted that it highlighted the need to plan for assistance across the Ballarat collections network. Jeremy tabled a copy of a Memorandum of Understanding reached with others in this network and which addressed the issue of disaster response. See attachment C to the minutes.

Richard Mulvaney, Director, Queen Victoria Museum and Gallery, noted that there had been evacuations recently in Launceston due to the risk of flooding. While this did not eventuate, the action revealed that communication was bad and that better defence planning was necessary.

Dawn Casey and Patrick Greene noted that they had recently experienced situations where hazardous substances affected staff. Equipment and new procedures have been brought in but this highlighted the need to look more proactively at potential hazards. Patrick indicated that they would put material about this on their website.

It was noted that Anthony Wright, as well as being keen to host the CAMD Annual General Meeting towards the end of the year, is also considering offering a one day disaster seminar

on a date adjacent to the AGM to share staff experience and practical responses to the Christchurch earthquake. He would appreciate input from other institutions threatened by or encountering disasters.

20. NATIONAL RESEARCH INFRASTRUCTURE

Suzanne Miller (Director, South Australian Museum) [who joined the meeting earlier via teleconference link] provided an update on the work of the National Research Infrastructure Council (NRIC) and the associated work of the Australian eResearch Infrastructure Council (AeRIC) which oversees all e-research investments. She noted that due to the efforts of a number of contributors, museums and their needs were well represented throughout the strategic roadmap document. In addition, the humanities, arts and social sciences were getting a firm toehold in the roadmap process and within the AeRIC council.

Suzanne reported that a number of new organisations and countries had signed on to be members of **SciColl** including Australia which had signed on for a minimum of three years; others included Belgium, the Netherlands, Spain, USA and Taiwan. The next SciColl meeting, which will be held in Kuala Lumpur, Malaysia in June, will focus on biological collections.

Suzanne was thanked for her work on these committees and as CAMD representative on the management committee of the *Atlas of Living Australia*.

[Margaret Anderson and Meredith Foley left the meeting].

21. NEW ZEALAND – ISSUES UPDATE

Michael Houlihan (Chief Executive, Museum of New Zealand Te Papa Tongarewa) reported that the New Zealand Government had signed new treaty settlements to settle all indigenous rights claims by 2014.

He also reported on the task facing Christchurch in rebuilding after the recent earthquake: the cost had been estimated at \$30 billion. The cultural and social costs are still being realised.

22. INSPIRING AUSTRALIA UPDATE

Graham Durant (Director, Questacon National Science and Technology Centre) provided an update for members on activity under the *Inspiring Australia* program. Graham noted that, of the \$21m Government grant for *Inspiring Australia* for the next three years, over half had been committed to current programs including National Science Week and the Prime Minister's science awards.

23. MEETING WITH ARTS ADVISOR

Margaret Anderson and Meredith Foley re-joined the meeting and reported on their discussions with Helen O'Neill, Arts Advisor to Minister Crean. In relation to the National Cultural Policy Helen advised that:

- museums needed to make their links with the NBN roll-out and cultural content clearer;
- evidence of collaboration across sectors within culture was needed;
- there is interest in what museums can evidence in relation to social enterprise and welfare;
- she confirmed that the major areas in which to demonstrate contributions are education, the national curriculum and connected classrooms, regional activities and the impact of the NBN;
- the Minister is keen to project a Labor version of cultural policy with an emphasis on 'closing the gap', social inclusion and the promotion of tolerance.

Margaret noted that Helen seemed interested in including a broader definition of culture in the policy. Graham Durant suggested that any submission include case studies. Members also wanted to see an emphasis on the reach of institutions into the region through travelling exhibitions and programs. It was agreed that there was also a need to ensure that science and its interactions with culture were included.

24. INTERNATIONAL YEARS OF BIODIVERSITY AND CHEMISTRY

Graham Durant provided a final wrap up on the CAMD *International Year of Biodiversity 2010* project commending the work undertaken by Geoff Crane and others on the project. Thirty grants were made plus a number of supplementary grants.

The activities of the International Year of Chemistry can be seen at <http://chemistry2011.org.au>. International year of Chemistry original artworks are currently being commissioned; the artwork includes 110 individual pictures by various artists. The artwork will be available for no cost to display at science centres. Geoff Crane is the contact person for interested centres.

25. SCIENCE COMMUNICATION

Frank Howarth (Director, Australian Museum) reported on the '*Communicating humanities research through scientific partnerships workshop*' organised by CHASS and the *Hot Science, Global Citizens Research Symposium*, held in Sydney on 5-6 May), which dealt with the role of museums and science centres as creative agents in the climate change debate. The events highlighted the need for more proactive communication between the humanities and sciences.

26. MUSEUMS AUSTRALIA

Dr Darryl McIntyre, National President, Museums Australia (MA), joined the meeting to speak on recent MA activities. A copy of his paper is included at Attachment D.

27. NRIC STRATEGIC ROADMAP

Margaret Anderson noted that the roadmap had been discussed earlier in the meeting. She thanked those museums (particularly those within History South Australia, the Australian Museum, Queensland Museum and Museum Victoria) which provided advice to assist in preparing the CAMD response to the discussion paper. The exposure draft will be released for further input in June.

28. STRATEGIC PLAN

Members discussed the circulated draft strategic plan and members agreed on the following amendments and additional key tasks:

- a review of the CAMD survey
- to promote and inform commentary in the media about museums
- to actively encourage good governance, leadership and management education
- to encourage an active exchange between members on museum developments
- to support the *Inspiring Australia* initiative
- amend reference to object seizure legislation to 'immunity from seizure' legislation
- remove reference to advocacy of national review of distributed national collection and replace with 'ensure that CAMD advice is sought on the distributed national collection'.

Resolution:

That, following inclusion of the agreed amendments, the meeting endorse the CAMD Strategic Plan for 2011-13.

Carried

[A copy of the amended plan is included at Attachment E of these minutes].

The Executive was encouraged to develop implementation plans linked to the Strategic Plans.

29. MEMBERS' ITEMS

The following items were raised by members:

National Cultural Heritage Fund

Patrick Greene (Chair, National Cultural Heritage Fund) encouraged those with an interest in acquiring important objects to approach the National Cultural Heritage Fund for assistance. He also noted the continued need for expert examiners and offered to circulate a new leaflet produced on the trade in illicit materials.

Anzac Commemoration

Steve Gower (Director, Australian War Memorial) noted that the Anzac Commission had recently published a report on the commemoration of the 100th anniversary of Gallipoli. The report was considering a variety of community projects such as the restoration of old monuments around small country towns; other suggestions had included a road train and peace institute. See <http://www.anzaccentenary.gov.au/publications.htm>

The Australian War Memorial (AWM) is involved in 4-5 partnership exhibitions and the Australian National Maritime Museum is talking to museums in South Australia about a partnership. Steve advised that the AWM would be happy to work with other museums on joint projects but, if they wish to do this, they should attempt to approach the AWM as early as possible.

SKA Telescope

Graham Durant reported that the Australia and New Zealand are bidding to host the SKA telescope which will be able to process massive amounts of data from geographically dispersed regions. For further details see <http://www.skatelescope.org/>.

30. GENERAL BUSINESS

Venue for Next Meeting & Meetings in 2012

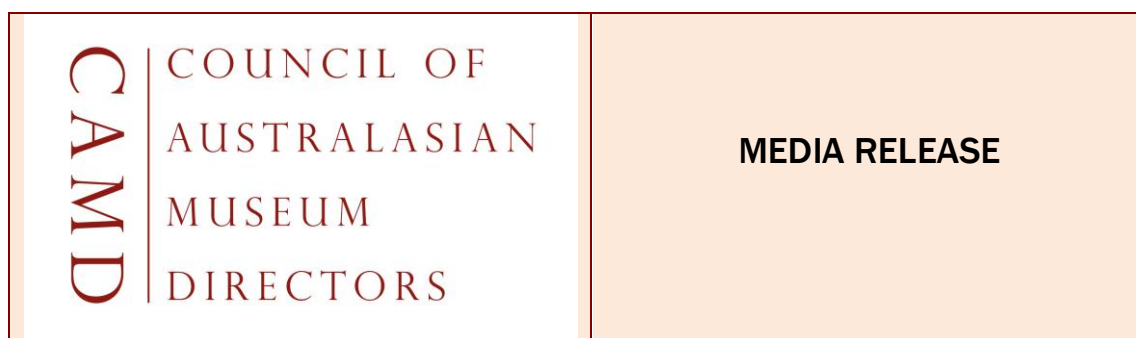
It was agreed that the next CAMD meeting would be held in Christchurch in early or late November 2011 and would be combined with a Disaster Workshop.

Dawn Casey agreed to host the following meeting at the Powerhouse Museum in April 2012 and Jeremy Johnson has offered to host the Annual General Meeting at Sovereign Hill, Ballarat in 2012.

Thanks

Margaret extended the thanks of all members to Graham and his staff for their role in organising an excellent conference and for funding associated CAMD events.

Attachment A



13 May 2011

Museum Directors from around Australia today applauded the Federal Government's commitment to a new vision for culture in Australia through the planned National Cultural Policy. Speaking in Canberra at the conference of the Council of Australasian Museum Directors (CAMD), Chair, Margaret Anderson welcomed the timing of the rethink. 'As the NBN rolls out', she said 'Australians will look to their cultural institutions for authentic Australian stories linking collections and communities all over Australia'.

Australia's major museums are already leading in this space, opening digital doors to amazing resources, whisking bush classrooms to videoconference dates with experts and bringing Australia's past, present and future online for people of all ages. The museums, with more than 14 million visits through their front doors each year, are finding that this impact is extended online with over 41 million regular users on their online sites.

'A broadly conceived national cultural policy has an immense amount to offer the Australian people linking communities in new, inclusive ways with museums, science centres, libraries, archives, research centres, the visual and performing arts and with each other'.

For further information contact:

Ms Margaret Anderson
Chair CAMD
Mobile: 0401128 582

Dr Meredith Foley
Executive Officer, CAMD
Mobile: 0438 890 902

Attachment B - NAME Minutes

NAME Meeting

Network of Australasian Museum Exhibitors

24-25 March 2011

National Museum of Australia, Canberra

MINUTES OF MEETING

Attendees:

Alan Rowe – Western Australian Museum
Jo Wilson – National Archives of Australia
Sally D'Addio – Questacon
Nat Williams – National Library of Australia
Clare Wilson – Otago Museum
Eve Almond – Melbourne Museum
Genevieve Fahey – ScienceWorks
Mariea Fisher – Aust National Maritime Museum
Bernadette McCormack – Queensland Museum
Mark Judd – South Australian Museum
Allison Russell – History Trust of SA
Gary Foxton – Scitech
Max Riksen – Auckland Museum
Rebecca Coronel – National Museum of Australia
Glenn Ferguson – Australian Museum

Guest attendees:

Bronwyn Campbell – Assistant Manager, Travelling Exhibitions, National Gallery of Australia

Apologies:

Jeff Fox – Te Papa
Tim Gilchrist – SA Museum
Beth Hise – Historic Houses Trust
Jane Murray – Australian War Memorial
Wendy Wood – Museum and Art Gallery of Northern Territory
Rebecca Bushby – Powerhouse Museum

1. ADMINISTRATION

1.1 Minutes of previous meeting were reviewed and agreed.

ACTION: Minutes to be uploaded to NAME website

1.2 The next meeting is confirmed for 17-18 November 2011, to be hosted by Perth. 17th November at the Maritime Museum, 18th at SCITECH. There is an exhibition opening at Scitech on the evening of the 17th November. It was noted that the Museums Australia/Interpretation Australia conference will be held 14th to 16th November for those who might be attending both.

1.3 Website – Attendees noted that with the closure of CAN, and new email listing or communication tool was required.

ACTION: Glenn to investigate a low cost, low maintenance possibility with numerous administrators, options include Ning, Facebook or LinkedIn. The Group will need to include contact details and contract only. Agreed that upon set-up, Namespace will be closed.

- 1.4 Bernadette McCormack reported on the recent management of the Brisbane floods on affected Museums and Art Galleries. Key points included:
- All objects were removed before waters rose – some other venues around SouthBank needed to take action to protect objects.
 - Over 20 million litres of water was pumped out of the Museum's carpark.
 - Found the BCP was not an effective management tool as many communication networks were severely affected
 - Social networking sites were highly useful in communicating with staff, and seeking accurate information and updates from authorities
 - Security is an important issue to consider during a disaster
 - Consider payment options for staff during disasters
 - Ensure hard copies available of all staff contacts, including personal mobiles and personal emails.

- 1.5 NAME noted significant staff changes in the Commonwealth Office of the Arts, effecting Visions of Australia and NCITO programs. Nat advised of the changes to AGIEIP, which is moving from an insurance program to a grant program where the minimum value is \$50 million, creating a grant to cover a private insurance premium. Further info at www.arts.gov.au/_data/assets/pdf_file/000/000000/agiei-guidelines-181109.pdf

ACTION: Nat to send around the AGIEIP staff structure

NOTE: Applications for NCITO due 1 April 2011.

- 1.6 Glenn raised a contractual issue regarding anti-seizure legislation where immunity from seizure of items has been requested. Noted Government approval or written agreement to this does not eliminate the possibility of seizure of items. Rebecca advised that the NMA are seeking community agreeance to not make claims against items in a similar situation faced by the NMA.
- 1.7 Rebecca noted that interested people are being sought to join the Museums Australia Special Interest Groups meetings, including the Temporary and Travelling Exhibitions group. It was also noted that the TTX group are seeking speakers, national or international, for an upcoming conference on 'pushing the boundaries'.

2. HOT NEWS

- 2.1 Gary suggested including as an ongoing standing item, discussion of incoming international exhibitions with the intention of sharing associate touring costs. Some interest across the board for particular international exhibitions, including Wallace and Gromit.
- 2.2 Bronwyn Campbell from NGA reported on the touring exhibition focus of the NGA, key points included:
- Looking at cutting back the program through postponing some exhibitions and extending the display periods.
 - More time is currently spent on seeking funding than exhibition development and management
 - Looking at creative options for displays and touring, e.g. touring educational suitcases
 - Looking at collaborating to increase the reach of touring programs
- 2.3 Gary noted that ASPAC is being held in Guangzhou, North of Hong Kong in May, Excite is being held in Warsaw.

3. MARKETPLACE

Detailed venue reports are attached. A few actions and items of note:

ACTION: Sally to advise Rebecca, Max, Eve and Genevieve of contacts for child friendly designers.

NOTE: Glenn noted AQIS has approved the use of compressed bamboo flooring

NOTE/ACTION: Nat advised of the recent review of the Library's lighting policy and loans and travelling policy. Nat to circulate these for info.

NOTE/ACTION: Max noted Auckland is installing a new booking system, Tessitura <http://www.tessituranetwork.com/en/Products/Software.aspx> . Max to report at next NAME on this.

NOTE/ACTION: Max also to reported that Auckland are focusing on master planning, including reviewing circulation, exhibitions and lighting with the use of LED's. Max to report back to NAME at next meeting.

4. OTHER BUSINESS

4.1 Mariea queries the status of any future workshops or program related to the Sustainable Exhibition Design group. NAME members to check with their respective design teams on any progress to a next meeting.

4.2 Name Contract Clause

This proposed additional clause addresses the use of hazardous substances in the preservation of objects for touring exhibitions. It was agreed to include a clause in the contract addressing this identification as a responsibility of the touring venue. This clause will refer to an attachment of a risk assessment of hazardous substances to identify the hosting venue of the associated risks and appropriate management.

ACTION: Genevieve to draft and circulate this.

Attachment C

Ballarat Collections Network

MEMORANDUM OF UNDERSTANDING

This MEMORANDUM OF UNDERSTANDING is made between the signatories named in *Schedule 1*.

The signatories recognise that there are other key institutions, which are not parties to this MOU that care for and maintain Collections and have designated staff and equipment and agree to review, at a later stage, appropriate cooperative relationships with these institutions.

1. Background

In November 2007 the Public Record Office Victoria (PROV) held a meeting of its Ballarat stakeholders. It was agreed that the group should explore the benefits of establishing a disaster recovery support network within the region initially consisting of members of the PROV stakeholders group.

The initial meeting of the group determined that an MOU should be established between the parties to support institutions in the case of a disaster event affecting any of the signatories.

2. Objective

This Memorandum of Understanding (MOU) sets out a framework for cooperation between the collecting institutions named. The aim is to promote cooperation between these institutions in the event of a disaster which affects one or more of the institutions. This MOU is not intended to be legally binding or enforceable upon the parties to it, except in so far as they agree to indemnify one another as per the provisions of Section Ten of this document – Relationship of the Parties. In all other respects this MOU sets out only the broad understanding and intentions about co-operation in disaster recovery arrangements between the institutions.

3. Responsibilities

The parties to this MOU recognise their stewardship responsibilities to have adequate arrangements in place to care for the collections in the event of unforeseen circumstances such as natural disasters.

This MOU recognises that each of the signatories will have its own Counter Disaster Plan. However, the intention of this MOU is to improve the efficiency of response to a disaster, share experience and enhance cooperation between the institutions.

Each signatory to this MOU has its own operational response procedures to collection emergencies and any staff participation from other institutions will operate under the aegis of the host institution.

Each signatory will be responsible for the participation of its own staff in joint collection emergency assistance, and the institutions will effect public liability insurance for no less than \$20,000,000 for any one occurrence, and Victorian WorkCover insurance in accordance with statutory requirements, ensuring that such insurances are maintained throughout the period of this MOU.

Public liability insurance consistent with this provision of the MOU is held by Ballarat City Council for its own staff and actions as well as for the following named parties to this agreement:-

- (1) The Art Gallery of Ballarat
- (2) Central Highlands Regional Library Corporation (Australiana Research Room)
- (3) The Eureka Centre

The host institution will ensure that a safe working environment is maintained for all participants in joint collection emergency recovery assistance, and will effect and maintain public liability insurance, for no less than \$20,000,000 for any one occurrence, throughout the period of this MOU.

Recognising that there are different levels of available resources between institutions, and that these resources may change over time, the spirit of this MOU is that signatories intend to provide assistance as they are able to, and in proportion to their available resources.

4. Initiation and coordination of mutual emergency assistance

The parties to this MOU agree that, when an emergency is experienced by one of the parties, help from other parties to the MOU may be requested by any of the parties. Such help may be requested by telephone from the Disaster Recovery Coordinator of the affected party to the officer responsible for Disaster Recovery Coordination at the institutions from which help is being sought.

Requests for assistance might include provision of:

- Equipment for collection emergency response
- Materials for collection emergency response
- Designated staff with collection management response and/or recovery skills, for an initial period of up to 48 hours and thereafter as mutually agreed.

The request for assistance from the affected institution at the time of a disaster should be as specific as possible about the type of resources sought and the period of time for which they are being sought to assist. It is the

responsibility of the assisting institutions to provide staff with appropriate skills.

5. Sharing of information

During the course of this MOU the parties will

- Undertake to share information through activities such as participation in joint training exercises.
- Provide information to a working group with representatives from each party to assist joint arrangements such as common use contracts for providers of resources (eg freezer facilities);
- Provide information to a working group with representatives from each party listing materials and equipment that are available for emergency use by the parties to this MOU.
- Share in debriefing after an incident occurs

Training exercises and seminars will be organised, resourced and promoted by parties to the MOU on a rotational basis. Training exercises may include the participation of relevant tertiary and other institutions.

6. Cost of assistance

The parties will provide support to the party affected by a disaster without charge except for replacement of any recovery materials used, or where there is a prior agreement to pay for services. Any such agreement between the parties will be entered into separately from this MOU.

7. Responsibility for staff

The host institution acting in accordance with their own Disaster Recovery plan will be responsible for the safety of all staff both internal and external. The institution experiencing a disaster event will coordinate the requests for assistance.

Staff provided upon a request for assistance will take their direction from the host institution regardless of position and/or experience.

8. Intended period of arrangements

The MOU will come into effect upon signing. The parties agree to an operational period of two years after which the MOU will be formally reviewed and re-signed. The MOU can be reviewed at any time agreed by the parties, such as following the occurrence of a major disaster.

9. Variation

The signatories may amend this MOU at any time by unanimous written agreement.

10. Relationship of the Parties

Except as expressly provided in this MOU:

- nothing in this MOU shall constitute or create or be deemed to constitute or create a legal partnership; nor does this MOU constitute or create or be deemed to constitute or create an agency, franchise, trust or fiduciary relationship between any or all of the institutions.
- none of the institutions shall enter into, have authority to enter into, or represent that they have authority to enter into, either directly or indirectly, through their employees or agents, any agreement or arrangement which purports to bind any or all of the other institutions, or to impose any liability on any or all of the other institutions in any way or for any purpose.
- All named parties to this MOU agree to indemnify and hold harmless each other against any claim for property damage or personal injury arising out of any activities undertaken in accordance with the provisions of this document.
- This indemnity extends to exclude any actions for loss or threatened loss deriving from accusations of professional negligence by The Host against any of the other named parties to this MOU.

The parties to this MOU further agree to indemnify each other for any losses occasioned by the use of materials and physical resources of their institutions due to such materials or resources proving unfit for their intended purpose. This clause is not intended to void the rights of any parties to this MOU to seek recovery in accordance with the provisions of the Trade Practices Act.

Additionally, nothing in this MOU is intended to void the subrogation rights of any of the public liability insurers who provide cover to the named parties to this agreement.

11. Confidentiality

For the purpose of this MOU "Confidential Information" means all information concerning the trade secrets of an institution and/or other information designated as confidential by that institution, including the terms of this MOU, which (an)other institution(s) receives, becomes aware of, develops, creates or generates in the course of or incidental to the operation of this MOU. Each institution will make its best endeavours:

- not to use or disclose to any person or entity any of the Confidential Information, either during the operation of this MOU or at any time thereafter;
- to hold the Confidential Information in trust and confidence; and

- to prevent the unauthorised use or disclosure of any of the Confidential Information by third parties, including storing all Confidential Information safely and securely; immediately notifying the other institutions in writing of any actual, threatened or suspected unauthorised disclosure of any Confidential Information; taking all reasonable measures to minimise any unauthorised dissemination of any Confidential Information which is in any way related to or resulting from an act or failure to act by the institution, and to ensure that any of its representatives, employees or contractors agree to and make the same undertakings in respect of the Confidential information as are set out above.

For the avoidance of doubt, Confidential Information does not include any Confidential Information which:

- is in the public domain other than due to a breach of an obligation of confidence under this MOU; and

the institution is required by law to disclose, although the institution will make best endeavours to notify the other institution(s) immediately upon becoming aware that it is required to disclose Confidential Information.

12. Administration and Facilitation

The Ballarat Collections Network will meet for at least two business meetings per year with scope for other meetings to be scheduled at the discretion of the Group.

At the first meeting of each year the Group will nominate a convenor and facilitator for the following twelve months. This person will be responsible for the institution and administration of the Group's meetings. This might include:

- Minute taking and distribution
- Scheduling meeting dates and venues
- Coordinating maintenance of the Directory of Resources

Schedule 1

This Memorandum of Understanding is signed for and on behalf of:

Public Record Office Victoria (ABN 36 081 905 761) of Level One, State Public Offices Cnr Doveton and Mair Streets, Ballarat, Vic 3350

By: Ms. Justine Heazlewood, Director & Keeper of Public Records:

Signature: _____

Date: _____

Gold Museum, Ballarat - The Sovereign Hill Museums Association (ABN 87 565 053 651) of Bradshaw Street, Ballarat, Vic 3350

By: Mr. Jeremy Johnson, CEO:

Signature: _____

Date: _____

Ballarat Historical Society (Incorporation Registration Number A007322F) (ABN 57 934 755 725) of Bradshaw Street, Ballarat, Vic 3350

By: Mr. Andrew Wallace, Secretary:

Signature: _____

Date: _____

Central Highlands Historical Association Inc (Incorporation Registration Number A0018616X) (ABN 27 337 482 850) of Old Shire Offices High St, Learmonth, Vic 3352

By: Mr. David Spenceley, President:

Signature: _____

Date: _____

Ballarat City Council (ABN 37 601 599 422) of 25 Armstrong Street South,
Ballarat, VIC 3350

By: Mr. Anthony Schinck, CEO:

Signature: _____

Date: _____

Ballarat and District Genealogical Society (ABN 40 041 783 778) of 178
Doveton Street North, Ballarat, VIC 3350

By: Ms. Joan Hunt, President:

Signature: _____

Date: _____

**Central Highlands Regional Library Corporation (Australiana Research
Room)** (ABN 95 231 247 664) of 178 Doveton Street North, Ballarat, VIC
3350

By: Ms. Tania Paull, CEO:

Signature: _____

Date: _____

Friends of the Ballarat Botanical Gardens (Incorporation Registration
Number A0028089F) (ABN 323 4657 3092) of The George Longley Rooms,
Ballarat Botanic Gardens, Gillies Street North, Ballarat West, VIC 3353

By: Ms. Elizabeth Sheedy, Secretary:

Signature: _____

Date: _____

University of Ballarat (ABN 51 818 692 256) of University Drive, Mt. Helen,
Vic 3350

By: Ms. Leeanne Pitman, University Librarian

Signature: _____

Date: _____

The Eureka Centre (ABN 37 601 599 422) of Corner of Eureka & Rodier Streets, Ballarat, Vic 3350

By: Mr. Ron Egeberg, Manager Cultural Development, City of Ballarat:

Signature: _____

Date: _____

Art Gallery of Ballarat (ABN 37 601 599 422) of 40 Lydiard Street North, Ballarat, VIC 3350

By: Mr. Gordon Morrison, Director:

Signature: _____

Date: _____

Attachment D - Museums Australia Report

ISSUES TO BE DISCUSSED AT MEETING WITH CAMD FRIDAY 13 MAY, 12.00PM, QUESTACON, CANBERRA

Thanks to Margaret for the invitation to meet with CAMD members and provide an update on MA activities and priorities.

Conferences and activities – CAMD institutions' participation

MA is writing to the Directors and CEOs of museums and other institutional members of MA to propose that their staff attend, if possible, national conferences and also workshops and seminars organized by state branches of the national association, such as the recent workshop organized by the NSW Branch of MA and held at the Macquarie University. We are keen for the proceedings of these conferences and workshops to be uploaded onto the MA website and be accessible to all members. The proceedings of the 2010 national conference, attended by more than 600 delegates and generating a modest surplus for MA, are now on the MA website and can be downloaded and printed as a permanent record.

Specialist work of the approximately 22 National Networks of MA

MA is also keen for staff of museums to participate in one or more of the National Networks, recently reviewed during a Networks interface meeting in Canberra with the aim of reactivating (or closing) Networks whose activities have decreased in recent years, to make way for new Networks arising or better profiling some of the longstanding active Networks (such as Education). Re-profiling the 22 National Networks is a key objective for MA's service to the museums sector, so that MA members (institutional and individual) can benefit from discussions with their colleagues about key issues, and seek information in response to current questions they might have. MA is also encouraging the National Networks to manage their own sessions at the national conferences.

National Conferences – forward planning

Planning for the 2011 National Conference, to be held in Perth from 16 to 19 November this year, is well underway. The themes include the situations facing museums in the Middle East, Africa and South-East Asia and the Pacific regions. We plan to meet with the Cultural Diplomacy Branch of DFAT to see if they might fund speakers from the UN (Human Rights Commission),

important African museums and museums in the Pacific region to attend the conference. We are keen to explore with Cultural Diplomacy Branch about funding for training of museum staff in the south-east Asian and Pacific regions at museums in Australia (or Australian museum staff undertaking the training in those countries). We can provide an update on the conference program shortly to CAMD members.

Minister's opening of Perth Conference

We will check with Minister Crean's office shortly to see if the Minister will open the Perth conference and maybe attend one or two sessions.

The 2012 National Conference will be held in Adelaide and I might discuss the conference program with Margaret shortly. The 2013 National Conference will be held in Canberra (during the centenary of the foundation of Canberra as the national capital) and work has already started with the dates for the conference, the conference venue and the program and themes. Again I can provide an update to CAMD members as the conference program and themes are further developed.

Common Ground meetings

In March this year Museums Australia organised a second Common Ground meeting, which Margaret, Meredith, Dawn, and Frank attended. We will circulate shortly a summary document emerging from the meeting, which Meredith and Margaret might wish to circulate to CAMD members. MA will likely organise an annual Common Ground meeting, which has drawn attendance by about 30 or more people representing various colleague bodies across the museums and cultural heritage sectors.

We will also give a copy of the Common Ground record to Sally Bassier (FAS, Arts and Culture in the federal Office for the Arts, Department of the Prime Minister and Cabinet) and to Helen O'Neill, Minister Crean's Arts Adviser. We plan to meet with Helen and Sally shortly, and then aim to meet with Minister Crean as he has expressed interest in a meeting to discuss the work of MA as well as conferring on a range of collections and museum related issues (especially following the demise of the CCA).

National advocacy

Museums Australia has continued steady and committed work on national advocacy since we last reported to CAMD. National submissions to Commonwealth government inquiries or public consultations have been as follows:

- Submission to National Volunteering Consultation (June 2010);
- Submission to National Cultural Policy consultation (May 2010);
- Submission to Australian Government's 2010 Collections Organisations Survey (September 2010);
- Submission to IBSA (industry and Business Skills Australia) review of TAFE-sector training offered for mainly Certificate level courses in museum sector skills, alongside library sector training (January 2011);
- Submission to Inquiry into the role and potential of the National Broadband Network (NBN).

Meanwhile supplementing the above national submissions to Commonwealth government policy agencies, further submissions were made by divisions of Museums Australia throughout the year to relevant ministers or ministerial officers at the State/Territory branch levels.

Government budget cuts

As you will be aware, national cultural institutions are facing an increase in the efficiency dividend (increased from 1.25% to 1.50%) which is already leading to voluntary redundancies and cuts to exhibitions, public programs and delivery of high quality services to the public, as well as a reduction in the delivery of national services and programs.

Collecting activities might be reduced as well as the potential to digitize collections (which is a very expensive program) and some collections might be placed at risk if conservation and preservation programs are reduced. Opportunities for sponsorship, fundraising and commercial activities could meanwhile be restricted, since the government might reduce the budgets of cultural institutions even further if they generate additional income

from non-government sources (and financial gains could be subject to the efficiency dividend, as has been the case in New South Wales). Curatorial and other staff recently met (in Canberra, in early May) and protested against these increases, as well as the impact of the efficiency dividend with staff cuts, reduced services and more years of budget reductions. The CPSU will now take the case forward to government, and there might be some lobbying by ACT House of Representatives members and Senators to the government.

The MME project

MA is pleased with progress of the MME project, and Margaret and I co-chair the Steering Committee. I would particularly like to thank Meredith for all her hard work as well as Dawn and her team at the Powerhouse Museum, where the project is based, as well as Darren Peacock (based in Adelaide) for all their exceptionally hard work. ANDS secretariat has been pleased with the project's progress to date, including the uploading of hundreds of datasets, including most recently a large number from the CAN datasets, so that collection data relating to regional and remote museums is not lost and can be made accessible.

We would be happy for the MME project team to give an update on the project to the MA National Conference in Perth in November, as well as providing updates in the MA Magazine as the project progresses.

Happy to take any questions on this report.

Thank you.

Dr Darryl McIntyre, FAIM
National President, MA

Attachment E - CAMD Strategic Plan

As amended at the CAMD General Meeting 13-14 May 2011:

COUNCIL OF AUSTRALASIAN MUSEUM DIRECTORS STRATEGIC PLAN 2011-13

POSITIONING MUSEUMS
STRATEGY: Position museums as valued scientific and cultural organisations in the community.

Objectives	Key Tasks
Create and sustain an authoritative evidence base on the impact of major museums.	<ul style="list-style-type: none">• Collect and analyse annual CAMD survey data and review survey tools as required.• Align CAMD Survey with ABS Guidelines.• Develop standardised approach to web metrics.• Commission research analysis of the social, cultural and economic benefit of museums.• Promote and inform commentary in the media about museums.
Assess the contribution of major museums and the museum domain to an enquiring, creative and cohesive society.	<ul style="list-style-type: none">• Utilise survey information and further research to highlight the impact of major museums in material distributed to Government and media.• Ensure CAMD advice sought on the distributed national collection.• Create CAMD website to provide public access to advocacy documents and information about the impact of major museums.

Highlight the contribution of museums to natural and HASS based science	<ul style="list-style-type: none"> • Seek CAMD involvement in and representation on key scientific bodies funding and supporting research and infrastructure development.
Highlight the role of museums in contributing to education	<ul style="list-style-type: none"> • Encourage research and disseminate results on impacts of out of classroom education.
Highlight the economic prosperity delivered by museums through cultural tourism.	<ul style="list-style-type: none"> • Undertake research on cultural tourism impacts for inclusion in CAMD briefing papers to relevant Federal and State Government authorities to encourage the coordinated marketing of museums.
Highlight the significant role of museums in cultural diplomacy	<ul style="list-style-type: none"> • Undertake survey of member's role in cultural diplomacy to provide basis for position paper to Government on the need for coordination and resourcing of this role on a national level.
Pacific Region	<ul style="list-style-type: none"> • Seek support and funding for development of online Federated Pacific Collections Platform.

LEADING MUSEUMS
STRATEGY: Lead strategy and policy development in the museum domain.

Objectives	Key Tasks
Enhance CAMD's profile and status as a leading strategic body in the museum sector.	<ul style="list-style-type: none"> • Involve CAMD on relevant national and state/territory/region working groups. • Develop opportunities for regular contact with key government and non-government representatives at national, state/territory/regional and local levels.

Foster collaboration

- Represent the sector to key external stakeholders at meetings, conferences, seminars etc
- Encourage an active exchange between members on museum developments.
- Participate in and promote collaborative activities designed to enhance museum outcomes for the community.
- Support an active network of CAMD natural science museums through the Science Alliance.
- Support an active network of CAMD humanities, arts and social science museums through the HASS committee.
- Contribute through collaboration to policy on research and collections as science infrastructure.
- Investigate opportunities for collaborative activity on digital access to Indigenous knowledge in Australian and New Zealand collections.

Develop museum domain strategy and policy in partnership with key government and non-government organisations.

- Support measures designed to fully integrate the work of museums across Australia with Government at a national level.
- Advise Government on the development of policies and programs for the museum domain.
- Encourage development of Government mechanism to coordinate and showcase Australia's heritage, art, culture and design internationally

Develop opportunities for museums to shape, contribute and deliver on key national issues.

- Coordinate museum funding bids for major collaborative projects as required by members.
- Explore ongoing opportunities for the involvement of museums in education and learning networks.
- Support the Atlas of Living Australia Project
- Support the *Museum Metadata Exchange* (MME) Project.
- Support the *Inspiring Australia* science engagement initiative.
- Seek the introduction of immunity from seizure legislation.

STRENGTHENING MUSEUMS

STRATEGY: Contribute to a best practice museum domain in the Australasian region.

Objectives	Key Task
Promote innovation, modernisation and best practice in order to strengthen, advance and invigorate the domain.	<ul style="list-style-type: none"> • Provide benchmarking information to members through collection and analysis of the annual CAMD Survey. • Support funding for touring exhibitions program for museums • Champion a national support program to conserve and preserve collections • Support environmentally sustainable conditions in museums through collaboration with AICCM

- Develop a coordinated advisory, outreach and partnership program for rural and regional Australia.
- Actively encourage good governance, leadership and management education.
- Support the development of an effective disaster management framework for collections.