

Review of
Knowledge Resources Group

31st March 2011

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Executive Summary

This report sets out the findings and recommendations of a review of ANZCA's Library, Museum and Archives functions, collectively referred to as the Knowledge Resources Group.

Review methodology

As part of the review process, draft strategic plans have been developed for each of these functions. The purpose of this approach has been:

- to create a formal mechanism by which the views of the Honorary Curator and Honorary Archivist could be documented for consideration;
- to create a collaborative environment, where the facts could be presented, issues could be debated and opinions could be freely expressed; and, most importantly
- to facilitate the potential for innovation, creativity and process improvement that naturally emerges when all parties to the discussion are focused on achieving shared outcomes and are open to recognising and addressing issues that may be inhibiting the achievement of these outcomes.

The development of the plans required a significant number of workshops, meetings, email exchanges, draft documents and data collection activities. The resultant plans total more than 90 pages in length and comprise almost 30,000 words, many of which were written by staff and honorary appointees. The contributions of these individuals to the review has been significant and it could not have been performed without their assistance. Similarly, the input provided by Councillors and Fellows to this review has been particularly useful in contextualising the issues for consideration. Sections 6.6 and 6.7 provide an indication of the extensive consultation undertaken in performing this review

The summaries of the strategic plans for Library, Museum and Archives are set out in sections 6.2, 6.3 and 6.4 respectively. Each Summary was authored collectively by the persons named on those pages and, as such, represents *their* views regarding the strategic direction of the College's operations for which they have a level of responsibility.

Purpose of review

A major purpose of this review has been to consider the future direction of the Library, Museum and Archives and identify ways in which this direction can be more closely aligned with that of the College.

The terms of reference for this review are set out in section 6.1 of the report; these terms are wide-ranging and include consideration of:

- the strategic objectives of the Library, Museum and Archives functions;
- the degree of alignment with key College planning documents, such as ANZCA's Strategic Plan 2010-2013, the findings of the Fellows Survey and current Communications Strategy;
- the degree of alignment and interaction with Fellows and trainees;
- the efficiency of processes and systems;
- the management of resources within each unit, including both physical resources and staffing; and
- the financial impact of each unit.

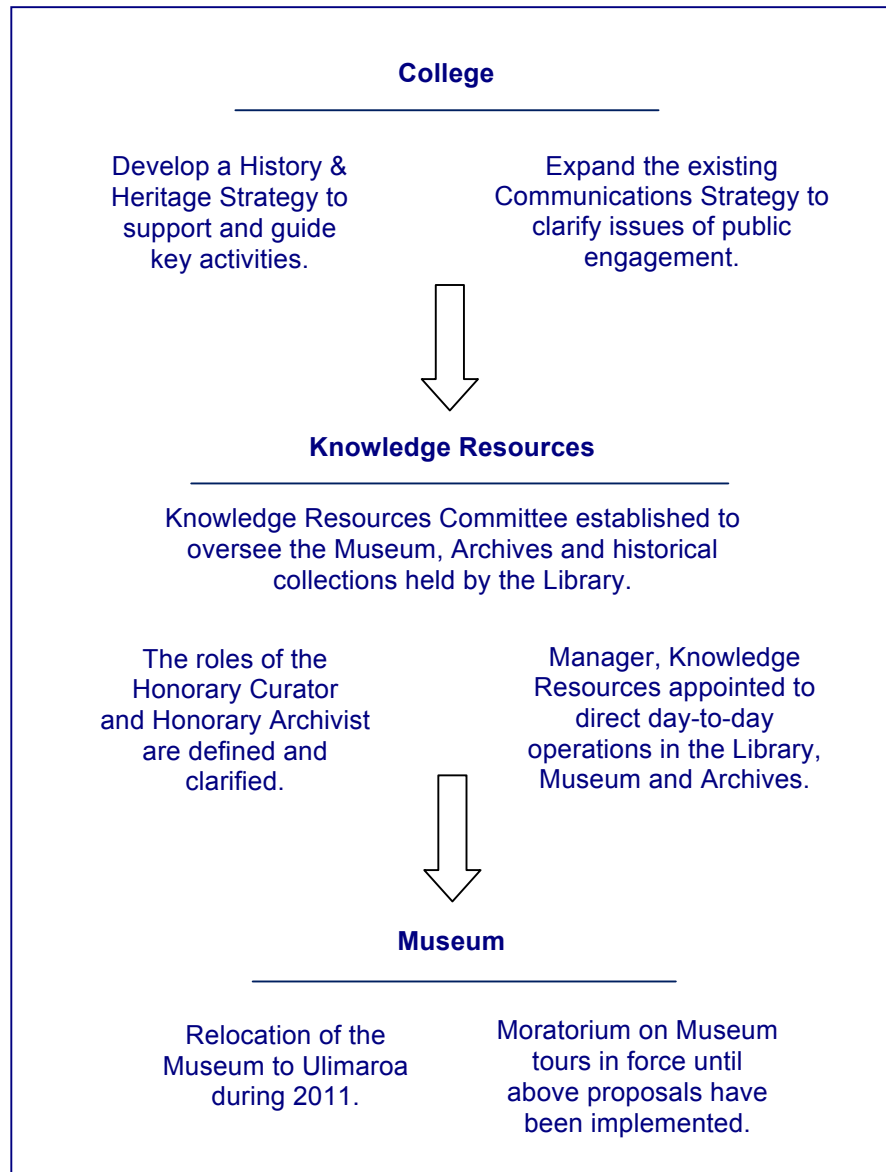
No limitations or constraints were placed upon this review and access was provided to all information, documentation and individuals, as required, throughout the review process.

Key Recommendations

A key issue that consistently arose during the review was the need for the College, through Council, to articulate a clear vision for how matters of history and heritage are to be captured, retained and shared amongst the Fellowship.

Matters of history and heritage tend to be important to members of professional education organisations; they are a tangible reminder of the high standards and achievements of previous generations of Fellows who dedicated their lives to the profession and they provide a link to the foundations of the College and the profession in a world that is changing rapidly.

OVERVIEW OF RECOMMENDATIONS



For ANZCA, this is primarily about how to preserve and share the history and heritage of:

- the anaesthesia profession in Australia & New Zealand;
- the College, its activities and major milestones in its development; and
- the contributions of notable Fellows in the research and/or practice of anaesthesia.

Each of these aspects of history and heritage need to have a clearly defined strategy – one that demonstrates a commitment to preserving the foundations of the College, and the profession, through the cost effective allocation of resources.

As the diagram on the left shows, this strategy is one of a number of recommendations set out in this report. For ease of use, all the recommendations in this report have been summarised in the table overpage, with references to the specific sections in which they are presented.

Many of these recommendations crystallised during the development of the strategic plans for the Library, Museum and Archives and, indeed, there is a high degree of alignment between the recommendations in this report and the recommendations set out by honorary appointees and staff in the executive summaries of their strategic plans.

The key difference lies not so much in the *content*, but in the need for *context*. This context primarily comes from developing a College-wide strategy for history and heritage and an updated Communications Strategy that defines key messages to the public about the quality and safety of anaesthesia. Without this contextualisation, it is not clear whether the current and proposed activities of the Library, Museum and Archives actively contribute to the goals and objectives of the College.

Through greater clarity of context, more clearly defined roles and improved communication channels, these functions will deliver tangible outcomes to the College for the benefit of current and future generations of Fellows.

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31st March 2011

Summary of recommendations

Focus	Item	Subject	Section ref	Brief description of recommendations	Completion Date	Key Considerations
College Council	1	History & heritage	1.1	<ul style="list-style-type: none"> Define and document a strategy for recording and preserving the history and heritage of the anaesthesia profession in Australia and New Zealand, the College and its activities and the contributions of notable Fellows. Circulate a draft strategy to the Fellowship and seek their input. This strategy is critical in supporting a <i>living history</i> within the College, one based on capturing the sharing the knowledge, experiences and contributions of Fellows working in clinical and research environments. 	October 2011	<ul style="list-style-type: none"> Allocate budgetary resources to support the implementation of this strategy in 2012.
	2	Communications strategy	1.2	<ul style="list-style-type: none"> Expand the existing Communications Strategy to define how the College wishes to implement objects 1.1.9, 1.1.13 and 1.1.14 of the Constitution; these objects set out the responsibilities of the College in promoting an understanding of anaesthesia and the profession within the public domain. 	October 2011	<ul style="list-style-type: none"> Finalise this strategy prior to the completion of item 8.
Knowledge Resources	3	Structure of operations	2.1	<ul style="list-style-type: none"> Establish the role of Manager–Knowledge Resources to provide a strategic and operational direction for the Library, Museum and Archives and to provide a consolidated reporting responsibility to the General Manager – Fellowship Affairs. Reframe the proposed position of Library Technician (approved in the 2011 budget) as Administrative Assistant – Knowledge Resources and increase this role from 0.4 FTE to 0.6 FTE, to provide additional resources across the Library and Museum, as well as administrative support to the Manager - Knowledge Resources. 	May 2011	<ul style="list-style-type: none"> The Librarian is well placed to assume the role of Manager – Knowledge Resources. The 2011 budget already contains the majority of costs associated with this recommendation.
	4	Knowledge Resources Committee	2.2	<ul style="list-style-type: none"> Establish a Knowledge Resources Committee with equal representation from Fellowship and management to oversee the Library’s historical collection, the Museum and Archives function. 	July 2011	<ul style="list-style-type: none"> Incorporate a rotational Chair protocol to underpin the collaborative approach required between members of this Committee.
	5	Roles & responsibilities	2.3	<ul style="list-style-type: none"> Develop an appropriate statement of authority, responsibility and accountability for the honorary roles within the Museum and Archives functions. 	June 2011	<ul style="list-style-type: none"> Document these roles and ensure all parties are in agreement.
	6	Collaboration & support	2.4	<ul style="list-style-type: none"> Formal processes and additional resources may be required in other business units (e.g. in IT, Communications, EDU) to support the initiatives that emerge from a History & Heritage Strategy. 	November 2011	<ul style="list-style-type: none"> Review this issue as part of the 2012 budgetary process.

Focus	Item	Subject	Section ref	Brief description of recommendations	Completion Date	Key Considerations
Museum	7	Collection management	3.1	<ul style="list-style-type: none"> Cataloguing the Museum collection is taking a considerable amount of time. A more urgent issue, however, is capturing the knowledge and experience of the Honorary Curator and Assistant Curator who, collectively, have over 45 years involvement with the Museum and an excellent understanding of the history of the anaesthesia profession. 	During 2011-12	<ul style="list-style-type: none"> Identify ways of capturing and sharing the knowledge held by the Honorary Curator and Assistant Curator.
	8	Facilities and infrastructure	3.2	<ul style="list-style-type: none"> Relocate the current Museum display to the Library and move the Museum work space to level 1 in Ulimaroa. As part of this move, purchase new cabinets for the Museum display. 	Prior to Dec 2011	<ul style="list-style-type: none"> The location of Library, VRC and FPM personnel - and the Regional Operations Manager – may also require consideration.
	9	Public tours	3.3	<ul style="list-style-type: none"> Establish a moratorium on further 'College Tour' bookings and cancel all bookings scheduled for the period from 1st July 2011. This moratorium should remain in place until the Museum is relocated to Ulimaroa and the role of public tours is clarified within the context of an enhanced Communications Strategy for public engagement. 	April 2011	<ul style="list-style-type: none"> This issue requires consideration within the context of item 2 above.
	10	Corporate collection	3.4	<ul style="list-style-type: none"> Re-allocate responsibility for ANZCA's corporate collection (comprising primarily of gifts and antiques) from the Museum. Establish a Corporate Collection Policy with input from relevant business units such as Finance and Business Administration. 	June 2011	<ul style="list-style-type: none"> Simplify the protocols and technology used in administering the corporate collection.
Library	11	Relocation of Library	4.1	<ul style="list-style-type: none"> Relocate the Library administration and 'high-use' book collection to the VRC Room in Ulimaroa. Retain the Library's historical book collections at their current location, in order to consolidate the Museum and Library collections in one place. Review the usage of, and required access to, all Library collections so that current and future storage requirements can be appropriately assessed. 	Prior to Nov 2011	<ul style="list-style-type: none"> Analyse the various collections held by the Library and allocate appropriate storage space for each part of the collection.
	12	Library services strategy	4.2	<ul style="list-style-type: none"> Review the Library Services Strategy, as proposed in the Library Strategic Plan, to consider the costs and benefits of various service options, as well as the service and cost impact of e-books and potential shifts in technology preferences amongst Fellows and trainees. 	September 2011	<ul style="list-style-type: none"> Consider these issues as part of the Library's budget submission for 2012.
Archives	13	Information architecture	5.1	<ul style="list-style-type: none"> Ensure the Information Architecture and Digitisation projects include appropriate input from, and outputs to, the Archives function. Review the archive storage requirements on a quarterly basis to balance in-house storage capacity with off-site storage costs. 	By Dec 2011	<ul style="list-style-type: none"> The role of the Archivist is likely to change with the digitisation of trainee files and other related projects in the College.

1. College Council

1.1 History & heritage

Many educational and professional membership organisations, such as ANZCA, have good reason to be proud of their history and heritage: the dedicated work of members in furthering the knowledge and practice of the profession; the benefits provided to the community through the hard work and dedication of its members; and the maintenance of high standards of education and professional development over successive generations.

The paradox for ANZCA - and most similar organisations - is that the majority of members pay little attention to this history and heritage on a day-to-day basis; however, if they believe it's not being preserved, respected and made accessible to members, this can be perceived as diminishing the standing of the College and the member's sense of belonging.

The most effective way to address issues of history and heritage is to define and implement a well-considered strategy and refine this strategy through feedback received from the Fellowship.

The overall objective here is to identify ways in which to create a *living history* that *contextualises* the past within the modern practice of anaesthesia and the role of the College in training and educating anaesthetists. It's about recognising and valuing the history and heritage of:

- the anaesthesia profession in Australia & New Zealand;
- the College, its activities and major milestones in its development; and
- the contributions of notable Fellows in the research and/or practice of anaesthesia.

Developing a history & heritage strategy

In developing this strategy, three key questions need to be answered:

1. What are the important events, stories, information and memorabilia that should be recorded, collected or retained as part of this strategy?
2. What are the most appropriate technologies and mechanisms for recording and preserving these? and

In Summary

- Draft a strategy document that defines how ANZCA will preserve and share its history & heritage:
 - Define the key events, stories, information and memorabilia to be recorded, collected and retained;
 - Determine the most effective facilities and technologies by which objects and stories can be shared; and
 - Create opportunities for the College to connect with its various audiences, so these stories, facts and artefacts can provide education and information to the Fellowship and the community-at-large.
- Upload a draft strategy document onto ANZCA's website and seek input and comment from the Fellowship.
- Incorporate their feedback into the final strategy and release this in final form to the Fellowship.
- Finalise the strategy before the 2012 budget review process is complete and allocate funds in that budget to key activities in the History & Heritage Strategy.

3. How can information be made accessible to Fellows and trainees, and also shared with the community-at-large to inform the modern practice of anaesthesia and the role of the College?

While the answer to the first question tends to be unique to each college and institution, the answer to the second question generally lies in one of the following five areas:

- documents, books and other written materials;
- physical objects and equipment used in anaesthesia;
- photographs - of individuals, buildings and objects of significance;

- presentations, interviews, and videos, copies of TV documentaries etc - that provide an insight into professional life; and
- audio visual recordings - of events, interviews and activities.

A key challenge for all medical colleges is how to record, preserve and share the history of their profession in ways that are *broadly accessible* to the Fellowship, in ways that *engage effectively* with their various audience groups (including the public) and in ways that are *relevant* to each of these groups.

Indeed, the Museum's strategic plan lists these principles as being fundamental to the operation of the Museum; as section 5.2 of the plan states:

"The core values of the Museum are:

- ***Heritage & History*** - *Preserving the history and science of anaesthesia in Australia in ways that can be shared with Fellows, trainees and the wider community.*
- ***Accessibility*** - *Making the Museum collection – and the Curator, Assistant Curator, Museum Collections Officer and supporting Fellows - accessible, in ways appropriate to each of our audiences.*
- ***Engagement*** - *Connecting in ways that communicate the living history behind the objects in the Museum and engaging with other medical college Museums to expand the educational opportunities available to us.*
- ***Relevance*** - *Providing relevant information on the history & science of anaesthesia in Australia to Fellows, the international anaesthesia community, medical professionals and the community."*

Accessibility

Feedback obtained from Fellows as part of this review, highlighted a common view that, in practical terms, the historical collections of the College are Melbourne-centric – that is, they are primarily accessible to Fellows who are able to visit ANZCA House.

Consequently, if interstate and overseas members wish to access the historical collections, they must set aside significant time and incur significant travel costs (airfares etc) to view and research the collection.

To address this problem, many curators and managers of historical collections are now combining audio-visual technologies with web-based interfaces to make information on history and heritage *accessible* to their members as well as the public.

Engagement

Furthermore, as the *stories* behind the objects, equipment, books, documents and photographs in the Museum and Archives have not been recorded, any detailed understanding of their significance is dependent upon the knowledge of the enquirer or upon the availability of, and information provided by, a knowledgeable Fellow – in most cases, the Honorary Curator or Honorary Assistant Curator.

For many recently qualified anaesthetists and members of the public, the objects in ANZCA's Museum are likely to mean little, without an understanding of the stories behind these objects. Accordingly, *engagement* – whether in person or via an audio-visual presentation - is a key element in any modern Museum or historical archive.

Of course, engagement can also be facilitated by going out to the public and the Fellowship in order to exhibit and present objects and information on the history of anaesthesia. In this regard, some good work has already been done by the Museum in forging links with medical Museums at The University of Melbourne; this approach provides a sound basis for connecting with the wider community to provide information on the evolution of anaesthesia to the current era.

Relevance

In cataloguing objects in the Museum's collection, the Museum Collections Officer has photographed items as part of the formal identification protocol that involves removing items from storage for viewing by the Honorary Curator and Honorary Assistant Curator.

While these photographs are a useful adjunct to the physical objects held within the Museum, they do not, in themselves, provide an explanation of how

the equipment was used, the limitations found by anaesthetists in its use and how the equipment evolved over time to deliver improvements in patient care.

Accordingly, a strategy that involves uploading static images of historical information is likely to be of limited value to the Fellowship, unless knowledge and information relevant to these images is also made available.

The key to embedding *relevance* within the College's historical collection is to understand the information needs and interests of the audience – whether this audience is the Fellowship or the public at large. With this understanding, the College is then in a position to determine what knowledge and information needs to be captured for access by, or presentation to, the various audiences.

Recommendations

The College and Fellowship would benefit from the development of a history and heritage strategy that guides the activities of the Library's historical collection, the Museum and the historical collection held in Archives.

Small Museums and historical collections are now recognising the role that technology can play in addressing the challenges of accessibility, engagement and relevance and it is appropriate that ANZCA considers these issues within the context of an overall strategy for the College.

The development of this strategy is not an onerous task; input can be provided by Councillors via individual telephone meetings and then consolidated into a draft document that goes to Council. Once discussed and agreed at a Council level, the draft can be circulated to the Fellowship for input. After this input has been reflected in the draft strategy, it can be resubmitted to Council for final approval and used to guide all related activities in the College.

The strategy document should be finalised prior to the completion of 2012 budgetary discussions to ensure:

- appropriate funds are allocated to any new initiatives arising from this strategy; and ensure
- the Fellowship remains confident that the history and heritage of the College and the profession in Australia and New Zealand, is being respected, safeguarded and made accessible in the most cost effective and appropriate manner.

1.2 Communications strategy

The public tours provided by the Museum have grown significantly over the last 5 years. The tours offer the College an opportunity to engage with the public and communicate important information on the science and practice of anaesthesia.

Indeed, the following clauses in ANZCA's Constitution (with emphasis in bold type) reinforce the importance of public education; they state the College has been established to:

- (1.1.9) *hold or sponsor meetings, lectures, seminars, symposia or conferences, within or outside of Australia and New Zealand, **to promote understanding in medicine and related subjects** and professional relations among members of the College, members of other health professions, scientists and **the community in general**;*
- (1.1.13) ***advance public education and awareness of the science and practice of anaesthesia, intensive care medicine and pain medicine; and***
- (1.1.14) ***provide authoritative advice, information and opinion to other professional organisations, to governments and to the general public.***

Due to the historical focus of the public tours, limited information is provided to the public on how anaesthetists function in a modern hospital environment; the majority of the message concerns the nature of anaesthesia in past times.

During the tours, however, members of the public are invited to ask questions about current practice in anaesthesia, the training provided by the College and any concerns or issues they have regarding the risks associated with anaesthesia. Inevitably, therefore, questions arise about issues such as:

- awareness in anaesthesia;
- allergic reactions to anaesthetic agents;
- blood salvaging and transfusion; and
- the steps taken by the College when a trainee fails an examination or fails critical questions in an examination.

Whether the Museum tours are providing appropriate information on these and other issues of quality and safety within the current practice of anaesthesia is not known, as it's outside the expertise of the consultant to assess and address this issue.

What is known is that the Museum does not conduct a formal training program for its tour guides or provide the guides with key messages and information for the public in relation to:

- the anaesthesia profession, its evolution and current practice;
- the College, its training and examination processes;
- the quality and safety of modern anaesthesia and the statistics that demonstrate the high degree of rigour governing the work of anaesthetists; or
- the College's formal response to questions and issues that can be raised in a public forum.

This information is critical in order to assist Fellows who engage with the public in responding to the many difficult and complex questions that can be raised at various points of contact.

One way of addressing this issue would be through the expansion of ANZCA's Communications Strategy. This strategy provides much guidance on communication with various layers of government and communication through formal media, including the ANZCA Bulletin and website. The strategy could be expanded to include a set of principles and guidelines on public engagement practices and how these can best be applied to "advance public education and awareness of the science and practice of anaesthesia".

The strategy could then be supplemented by subject-matter information sheets on key issues and topics that tend to arise in the public domain. The information sheets could be created and disseminated in the same way that Professional Standards are currently created within the College.

Without some form of guidance and training, there is a risk that the content, nature, consistency and quality of message provided during the Museum tours may be incorrect, inadequate, misleading or damaging to the College and the Fellowship.

Recommendations

In summary, both the College and Fellows engaged in delivering Museum tours would benefit from:

- an updated and expanded Communications Strategy – one that defines the ways in which the College wishes to engage with the public and "*advance public education and awareness of the science and practice of anaesthesia*" (per ANZCA's Constitution, section 1.1.13);
- a list of key messages, to be provided at various points of contact with the public, regarding issues of quality and safety in the modern practice of anaesthesia – whether these points of contact are in clinical practice, during a tour of the Museum or in presenting a public seminar on matters relevant to the science and practice of anaesthesia; and
- a selection of information sheets setting out the College's response to the risks associated with anaesthesia (such as death, awareness in anaesthesia, allergic reactions etc), as these are common issues that tend to be raised in public education events, such as a Museum tours.

With these foundations in place, the College and the Fellowship would be better placed to confidently and consistently communicate key messages about the practice of anaesthesia, the professional standards of the College, the risks inherent in anaesthesia and the practices followed by Fellows to mitigate these risks.

While there may be some time and cost involved in developing these documents, the cost of not doing so may be more significant.

2. Knowledge Resources Group

2.1. Structure of operations

Throughout the 2010 year, staff within the Library, Museum and Archives functions reported individually to the Regional Operations Manager, Ms Lee-Anne Pollard.

A management restructure, initiated just prior to the commencement of this review, has now resulted in each of these functions reporting to the Fellowship Affairs unit, which is a more appropriate location for these operations.

The implementation of this new reporting responsibility has, however, been in abeyance until the appointment of a General Manager–Fellowship Affairs and, now that this has occurred, it is appropriate to consider the best means of ensuring clear lines of reporting and accountability.

During the course of this review, it became apparent that staff in the Library, Museum and Archives have long recognised the synergies and connections between their three functions. For some time now, they have attempted to establish a number of informal mechanisms to reinforce these links.

These links exist because of natural overlaps in the management of the College's historical book collection, in the use of similar cataloguing technologies and in sharing common goals for the dissemination of information and research resources to Fellows.

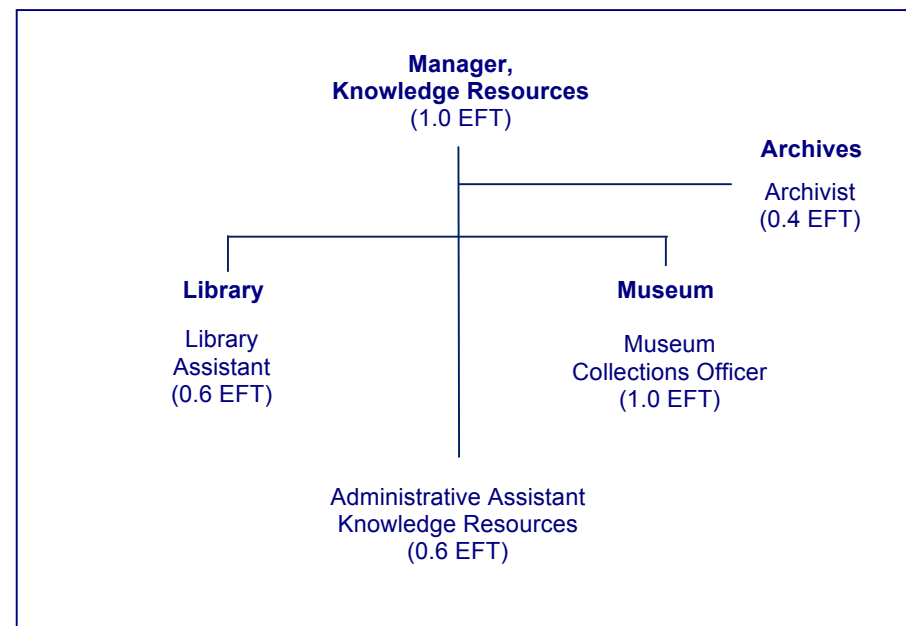
Recommendations

It is now time to formalise these links and establish a Knowledge Resources function within the College, one that brings together the Library, Museum and Archives under one umbrella – Knowledge Resources.

This can be achieved by creating the role of Manager-Knowledge Resources and enhancing the current position description of the Librarian to include authority, responsibility and accountability for Museum and Archives.

The 2011 budget currently includes funding for a new position of Library Technician at 0.4 FTE. In view of the above recommendations, it would be appropriate to amend this role to Administrative Assistant-Knowledge Resources and expand the work allocation to 0.6 FTE, to allow for additional

CONSOLIDATION OF LIBRARY, MUSEUM & ARCHIVES



administrative support to the new Manager-Knowledge Resources, as well as the Museum and Archives functions.

As the current budget for 2011 already includes funding for a Library Technician, the additional cost burden of these recommendations may not be significant.

A key benefit of the recommendations is that the College would now have a manager who has a good understanding of the underlying issues across all three functions. As noted in section 3.4 of this report, it is important to have a manager who understands the functioning of the Museum in order to address any potential conflicts that may arise in relation to the actions and activities of staff.

2.2. Knowledge Resources Committee

At the Council meeting of 23rd February 2008, a resolution was passed to disband the Library and Museum Committees. The resolution from the Chair read:

That the Library Committee and the Museum Committee be disbanded, and that equivalent interest groups be created with appropriate input from Fellows.

No 'equivalent interests groups' were established following this decision, despite attempts by staff within the Library, Museum and Archives functions to encourage their formation, as part of the informal Knowledge Resources Group.

While the removal of these committees was an appropriate decision at the time, it left a vacuum in communication between the Honorary Curator and Council. Accordingly, with no strategic guidance provided by Council and no reporting and accountability protocol in place to review the Museum's activities, the Honorary Curator has had little direction or feedback to guide the Museum's activities.

As section 2.3 highlights, these activities are significant. A problem can arise, however, if these activities are not in line with the expectations and aspirations of Council, as there is no formal reporting line in place through which to communicate this and request a change in strategy or activity.

The situation has been further exacerbated due to underlying difficulties associated with a joint reporting relationship that exists within the Museum's operations. During 2010, the Museum Collections Officer took direction from both the Honorary Curator and the Regional Operations Manager. This joint reporting relationship has been a source of conflict between these parties for some time. Ultimately, it is the structure of the relationship that needs to be addressed if this conflict is to be managed appropriately.

The structural difficulty underpinning joint reporting relationships is that the employee is placed in a situation where they take direction and guidance from both:

- a Staff Director or Manager; and
- an honorary appointee of the College.

This situation is problematic because the staff member often has to decide whether to prioritise the work set out in their position description (as agreed with management) or to prioritise the work directed by the honorary appointee.

Furthermore, as no description of the authority, responsibility and accountability exists for the roles of Honorary Curator, Honorary Assistant Curator and Honorary Archivist, it is unclear what Council expects of these appointees.

As a result of these circumstances, there is a high potential for conflict between Fellowship and management regarding the staff member's work priorities and performance and the authority vested in the honorary appointees to direct the activities of staff.

The most effective means of addressing this issue is by establishing a Committee of Management to guide strategic decisions and actions. The primary objective of this type of committee is to ensure a high quality of communication between the honorary appointees and those managers having staff responsibilities; this approach is designed to ensure the prompt identification and referral of any potential conflicts before they escalate further.

The Committee would, for example:

- Review quarterly statistical information for each function setting out activity levels in each key area. Review outcomes achieved since the previous meeting;
- Discuss and agree the broad focus of activities for the coming quarter, including each staff member's work priorities and timelines for the delivery of outcomes;
- Consider any College projects (e.g. Curriculum Redesign, digitisation of trainees records, information architecture project) that may impact the operations within these functions;
- Discuss budget submissions for the year ahead; and
- Escalate any issues of conflict or confusion to nominated Council and management representatives for resolution or clarification.

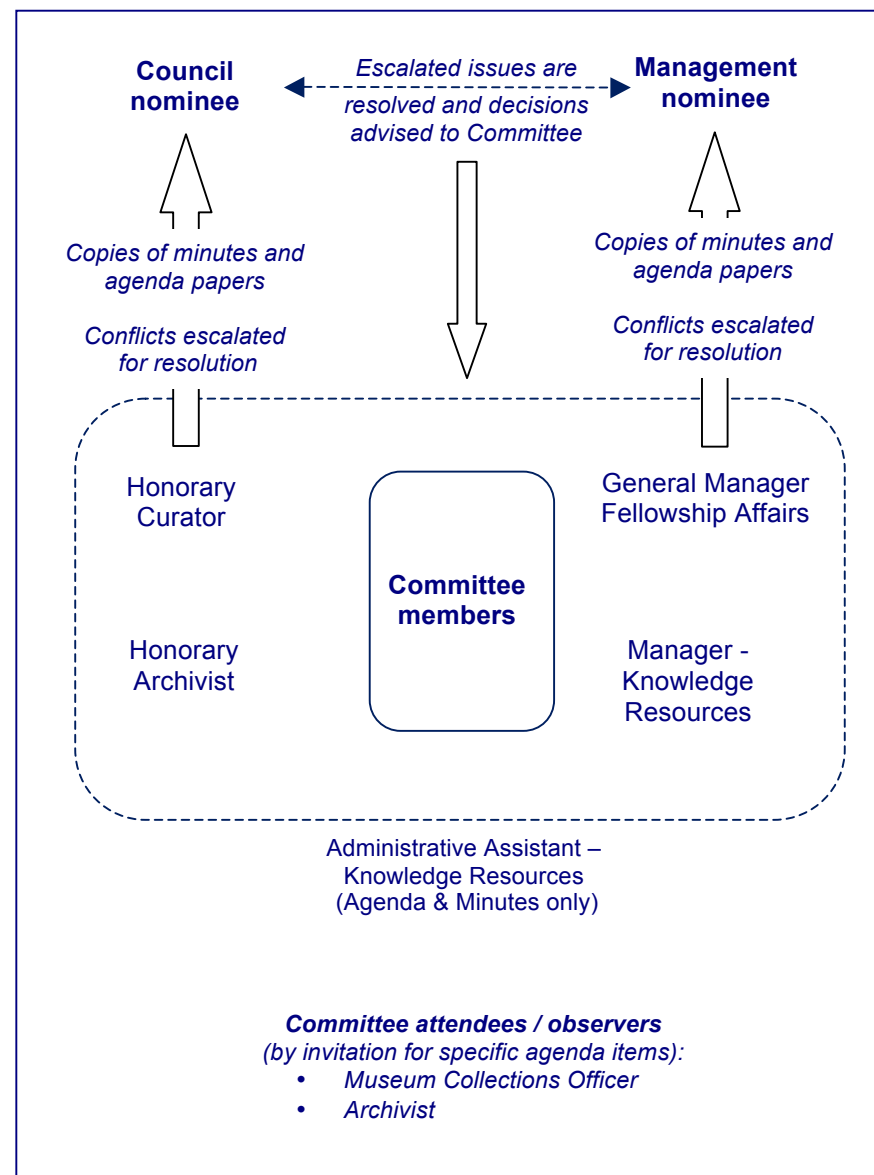
Recommendations

The key recommendations in this section are that:

1. A Knowledge Resources Committee is established to guide the operations of the Library, Museum and Archives functions. Terms of reference are created for this committee which would comprise four members - two from Fellowship and two from management;
2. The two Fellowship representatives comprise the Honorary Curator and Honorary Archivist. The role of Honorary Assistant Curator would cease with the creation of this Committee;
3. The two management representatives are the General Manager-Fellowship Affairs and the Manager-Knowledge Resources;
4. The Committee meets quarterly to consider issues relating to the strategic and operational activities of the Library (in particular, its historical book collections), the Museum and Archives. The role of Committee Chair rotates between all 4 members, so each representative chairs the meeting once per year;
5. The agenda and minutes are administered by the Administrative Assistant-Knowledge Resources;
6. Agendas, agenda papers and minutes are copied to a nominated member of Council and a nominated member of senior management, for example, the Vice President and the Deputy CEO respectively;
7. Any contentious issues between the Fellowship representatives and management representatives are referred to both the senior management and Council nominees for resolution;
8. The Museum Collections Officer and Archivist attend Committee meetings to address specific agenda items requiring their input.

The above recommendations are designed to address a number of issues currently undermining (1) good communication, (2) the need for greater collaboration between Fellowship and management, (3) clarity of authority, responsibility and accountability and (4) the ability to resolve issues and conflicts before they become problematic.

STRUCTURE OF THE KNOWLEDGE RESOURCES COMMITTEE



2.3. Roles and responsibilities

The roles of Honorary Curator, Honorary Assistant Curator and Honorary Archivist are perceived by the incumbents as having a proactive function in documenting, safeguarding, promoting and making accessible the historical resources currently held under the custodianship of the College.

As there are currently no College documents that define or describe these roles, it is not possible for the reviewer to determine whether the roles being performed are, indeed, the honorary roles for which the incumbents have been appointed. What is clear is that these roles are somewhat different from those of committee chair and committee member within the College. A review of the work performed by the Honorary Curator and Assistant Curator found that the roles are currently wide-ranging and involve a large variety of tasks; a sample of current activities is set out adjacent.

The issue here is that, regardless of whether the recommendations in section 2.2 of this report are implemented or not, there is a strong need to define and clarify the work of honorary appointees within the Museum and Archives functions. The current lack of clarity has exacerbated confusion and conflict between management and the honorary appointees and, until the roles are defined more clearly, this confusion and conflict is likely to continue.

In particular, the College needs to clarify:

- the authority of the honorary appointees in guiding and directing staff; this is critical because of problems that arise when a staff member takes direction from management as well as a nominated Fellow; and clarify:
- the responsibilities and accountabilities of the honorary appointees, so no confusion exists between the appointees' personal interest activities and those being performed on behalf of the College.

Recommendation

A position description, or statement of authority, responsibility and accountability, should be developed to clarify the expectations of both the College and the appointee in relation to these roles.

Current activities undertaken by the Honorary Curator & Assistant Curator

- **Support for Museum staff**, including cataloguing support eg. design, layout, nomenclature, classifications etc, identification of objects, providing history of and information about objects, prioritising tasks eg. restoration, digitisation, providing advice on hazards and pharmaceuticals, advice regarding acquiring and de-accessioning items.
- **Administering Museum displays**, including designing displays, researching and writing material for displays, selecting objects and assembling displays, taking display materials to national meetings.
- **Museum storage**, including overseeing the safe and appropriate storage of objects in the collection.
- **Tours**, including designing and conducting tours for general public, history groups and others, providing staff orientation tours and other staff related functions such as evening tours, conducting individual tours by request for visiting Fellows, overseas visitors, etc.
- **Research**, including providing research support for trainees, Fellows, historians (eg. PhD students) and overseas researchers.
- **Teaching**, including conducting teaching sessions for groups of registrars in the Museum, often with hands-on display and use of cut away equipment.
- **Oral histories**, including identifying appropriate Fellows to research and interview (at times including their patients); conducting interviews - some at the College and some in people's homes; providing the data recording equipment and transferring the recording onto a DVD; ensuring appropriate level of informed consent and permission is obtained.
- **Presentations & meetings**, including representing the college internationally and overseas by presenting at national and international anaesthesia meetings, presentations with other medical history groups (eg. the free public lectures given at Melbourne Uni), providing support to the College for media requests, organising a history quiz for the registrars lunch held at the 2010 NSC meeting.
- **Publications**, that is, responding to requests for publications in the Bulletin (eg. Harold Chan obituary), publishing articles on anaesthetic history including a regular cover note in *Anaesthesia and Intensive Care* journal, featuring an item from the Museum (numbering over 120 to date).

2.4. Collaboration and support

Earlier in the report, it was noted that the Library, Museum and Archives functions have some natural overlaps in their areas of operation.

For example:

- the Library holds much of Geoffrey Kaye's personal book collection, comprising reference books on anaesthesia from the first half of the 20th century;
- the Museum holds trade literature, flyers and books that provide an insight into the use of objects within its collection; and
- the archive holds books and reference materials used by Dr Gwen Wilson in writing 'One Grand Chain', as well as historical documents and photographs of Fellows from the period when the Faculty of Anaesthetists existed within the Royal Australasian College of Surgeons (RACS).

Staff within these three functions have been aware of these and other overlaps for some time and this has fostered a series of informal meetings where issues of common interest are discussed and considered.

A key driver in proposing the consolidation of these functions as 'Knowledge Resources' is to provide a formal mechanism for closer collaboration and interaction. Collectively, these functions will be better placed to provide an improved quality of service to the Fellowship in relation to issues of history and heritage within the constraints of limited financial resources.

As noted previously, technology has a major role to play in capturing historical information and recording the stories behind the evolution of equipment, drugs and protocols used in anaesthesia. The information and stories can then be shared with Fellows and trainees via podcasts and files on ANZCA's website, making them digitally accessible for use in presentations and talks and in multimedia presentations to the public.

Fortunately, ANZCA already has much of this technology in place and the main requirement is for this to be made available, with appropriate collaboration and support from other relevant business units.

One area where this collaboration and support would be well received is from the Education Development unit (EDU). The Education Project Officer (e-learning), Ms Susan Batur, has already recorded and uploaded a number of educational podcasts to ANZCA's website and has the ability to train the Manager-Knowledge Resources in how to use this technology to record and upload presentations by suitably qualified and experienced Fellows on matters of historical significance to the Fellowship.

In addition, if appropriate space were allocated on ANZCA's website, the College would have the ability to create a low cost mechanism for recording and uploading historical information from the Library, Museum and Archives areas.

The key to realising this potential is through creating a high degree of collaboration between:

- the Library, Museum and Archives operations – in order to ensure their collective resources are consolidated in appropriate ways for access by Fellowship; and between
- the Knowledge Resources and other business units, such as:
 - EDU - in the use of recording and broadcasting technologies;
 - Communications - in the re-design of the web pages for Library, Museum and Archives; and
 - the IT unit - in providing the support required to make information in the Library, Museum and Archives catalogues accessible to the Fellowship.

Recommendation

Although collaboration between business units may seem like a natural part of organisational life, many staff struggle with the practicalities of this approach because of budgetary and performance pressures in delivering outcomes within their own area of responsibility.

The recommendations in this report cannot be implemented by the Library, Museum and Archives alone; formal processes and additional resources will be required from other business units to support Knowledge Resources in achieving the outcomes in this report.

3. Museum

The Museum collection primarily contains 4 types of historical items:

- Three-dimensional objects, including anaesthesia apparatus and equipment, sectioned apparatus (created by Dr Geoffrey Kaye to assist in educating trainee anaesthetists), surgical equipment and pharmaceuticals;
- Documents, including trade literature and catalogues, historical books, correspondence papers (e.g. between Dr Geoffrey Kaye and Dr Peter Penn), published articles and engineering drawings;
- Photographs, including glass slides, negatives, films, historical photographs, and digital photographs of items in the collection; and
- Audio visual materials, including oral histories of 8 retired anaesthetists, which have been recorded on DVD.

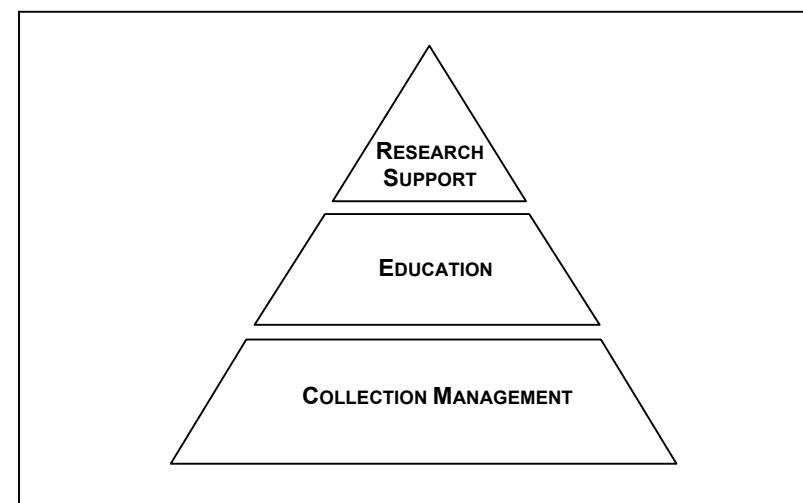
Overall, the above collection is estimated to contain some 8,000 items, 3,000 of which have yet to be formally identified and/or entered into the Museum's catalogue database.

In summary, the three major aspects of the Museum's operations are collection management, education and research support.

Collection management is the most fundamental aspect and comprises:

- Preventative conservation – including the proper storage and treatment of hazardous items in the collection;
- Materials identification and research – which ensures each item is correctly identified by a Fellow familiar with the equipment of the era;
- Recording and registration – whereby the Museum Collections Officer enters the information provided by the Honorary Curators into the Museum's catalogue database; and
- Catalogue Management – including the provision of reports to both Honorary Curators and management on the status of the cataloguing process.

KEY RESULT AREAS - MUSEUM



The Museum's strategic plan also lists education as a significant aspect of its operations. In broad terms, the plan defines education as the provision of information on the history of anaesthesia and the role of the College to:

- the community-at large, including 'consumers of anaesthesia', that is, those primarily over 50 years of age (e.g. retiree groups such as Probus etc), public interest groups (such as historical societies, medical historians, the wider public audience for Museums) and members of the health care industry, such as nurses and administrators, who wish to gain a better understanding of the modern role of the anaesthetist;
- Fellows and trainees, through information and displays at the Annual Scientific Meeting (ASM) and National Scientific Congress (NSC) on the history of anaesthetic equipment, drugs and practices; and through Museum tours to trainees of local Melbourne-based hospitals (such as The Alfred Hospital, where the Honorary Assistant Curator is based); and
- overseas anaesthetists, who have an interest in the history of anaesthesia.

Lastly, the Museum provides a limited level of research support to Fellows and trainees conducting research into the history of anaesthesia and the Museum collection. Some trainees have already used the collection to support their Formal Project (Module 11) and 3 members of the History Specialist Interest Group (SIG) have conducted historical research projects within the College using the Museum collection.

3.1. Collection management

The appointment of the Museum Collections Officer in 2008 was made with a view to ensuring the Geoffrey Kaye collection was suitably preserved, identified and catalogued.

This project is at least 18 months from completion for a number of reasons, including the limited availability of the Honorary Curator and Assistant Curator, competing staff priorities and problems in accessing suitable space to decant the collection for identification and cataloguing etc.

The most significant issue, however, has been a lack of clear communication to management regarding the status of the cataloguing project. Prior to this review, no reports were created to provide information on the status of the project. Accordingly, management were of the opinion that the project was nearing completion, particularly as less significant activities, such as cataloguing the College's gifts, antiques and donated items, had been assigned a higher priority over the Geoffrey Kaye collection.

This issue has been a source of significant confusion and conflict between management and, on the other hand, the Honorary Curators and the Museum Collections Officer.

As the adjacent table shows, there are still major gaps in the documentation of the Geoffrey Kaye Collection and, if the project is to be finalised, the additional 18 months required to complete the work will cost the College over \$100,000 in contract payments to the Museum Collections Officer.

In addition, only a small number of Fellows have the required knowledge and experience of the Museum objects to be of assistance in identifying and cataloguing the collection. This knowledge and experience is critical to the success of the project; if it is not captured in a timely manner, key information may be lost to the College and in recording the history of anaesthesia in Australasia.

Status of the Geoffrey Kaye Collection

Key Activity	% Complete	Comments on Status
Preventative Conservation	70%	<ul style="list-style-type: none"> All floor standing and bulky items have been appropriately stored and conserved. All vulnerable items re-packed and re-stored. A large number of smaller items currently held in boxes in the store room and the work room have yet to be housed appropriately.
Materials Identification	70%	<ul style="list-style-type: none"> Some 6,000 items have been identified, but approx 2,000 of these have yet to be entered into the catalogue database.
Recording & Registration	65%	<ul style="list-style-type: none"> Approximately 5,000 items have been registered out of the estimated 8,000 items in the collection. Approximately 4870 items were transferred from the original inventory into the current database in 2006; 57 additions were created in 2007 and 284 additions were created in the 3 years from 2008 to 2010. Only 232 of the 4,900 items in the catalogue have images attached and only 814 of the 4,900 items in the catalogue have a current location reference.
Catalogue Management	20%	<ul style="list-style-type: none"> The key fields within the catalogue have not been finalised and are now being changed as a result of discussions during this review. No management reports were printed from the catalogue during 2008-10, therefore the status of the catalogue project was not known. Reports are now being designed to provide the Honorary Curator and Assistant Curator with information to assess the status of the catalogue and each individual item. The ownership status of items in the collection is not known and has yet to be formally addressed.

One way of addressing this issue is to utilise the approach adopted by the Honorary Assistant Curator, Dr Christine Ball, in recording the knowledge and experiences of long-standing Fellows using audio visual technology.

For example:

- recordings of the Honorary Curators presenting a talk on the evolution of equipment used in anaesthesia could be created as a podcast and uploaded to the College's website;
- selected items from the Geoffrey Kaye collection could be shown in these recordings to provide examples of how the evolution of equipment in anaesthesia occurred; and
- over a series of these recordings, each category of equipment used in anaesthesia over the last 150 years could be described in terms of its development, the problems associated with its use and the breakthroughs that led to enhancements in the design of equipment and improved protocols in clinical practice.

Initial indications are that it would require 10 recordings – each addressing one category of anaesthesia equipment – to capture this important historical information for the College and the Fellowship. Using this approach, the College could then make these recordings available via its website, thereby addressing the logistical challenges associated with both the Museum collection, and the knowledge of the Honorary Curators, being based in Melbourne.

The College's e-learning function with the Education Development unit (EDU) already has significant experience and expertise in recording and uploading podcasts. These skills could be utilised to great effect in delivering a timely and economical solution.

Recommendations

The use of audio-visual technology to capture the knowledge and expertise of Fellows and uploading this as a podcast on the ANZCA website is an approach that's not new to the College. This approach, however, requires consideration as part of an overall History and Heritage Strategy, as noted in section 1.1 of this report.

The approach is recommended in this report because the benefits of creating recordings and making them available to the Fellowship via the ANZCA website are obvious. In particular:

- it addresses the limitations of having a physical Museum that's only accessible to Fellows and trainees who are able to visit ANZCA's head office;
- it provides a mechanism to tell the stories behind the objects with the Museum – thereby creating a *living history* that is more easily understood by those wishing to know more about the equipment previously used in anaesthesia; and
- it affords an opportunity to combine history with current practice, by juxtaposing recordings of historical practice with audio visual recordings of current practice – thereby providing the public with a cohesive link to what happens in a modern hospital environment.

The cataloguing of the collection can then be seen in the context of a more urgent issue - capturing the knowledge and experience of the Honorary Curator and Assistant Curator who, collectively, have over 45 years involvement with the Museum and who are passionate about the history of the anaesthesia profession.

Although there is no single approach that defines the role of the Museum and its place as an educational and research support facility, the adoption of electronic media technology offers the College an exciting opportunity to bring the Museum into the current era as part of an overarching History and Heritage Strategy. While this strategy is being developed, additional support for data entry into the Museum catalogue can be provided through the role of Administrative Assistant – Knowledge Resources.

3.2. Facilities & equipment

As part of this review, a strategic plan was developed for the Museum to ensure the views and the vision of those working in the Museum – the Honorary Curator, Assistant Curator and Museum Collections Officer – are recorded and considered.

The Summary of this plan contains a 'summary of proposed initiatives', the first of which is that the Museum is relocated to Ulmaroa.

Museum Operating Costs: 2007-2011

The rationale for locating the Museum in Ulimaroa is compelling:

- It would allow:
 - the Library's historical collection of books;
 - the Museum's historical collection of objects and supporting literature; and
 - the Archives historical collection of photographs and other memorabilia
 to be consolidated in one location;
- It would support the use of Ulimaroa as a place where Fellows and trainees can connect with the College;
- It would reduce the occupational health and safety risks associated with having around 1,000 elderly visitors each year (primarily from ladies' Probus groups) moving through the College to visit the Museum on level 5 of ANZCA House;
- It would eliminate the noise and disruption to staff at ANZCA House resulting from the public tours organised by the Museum; and
- It would provide additional space on level 5 for other College activities.

Some additional disruption and cost would, of course, result from such a move. The location proposed in the Museum's strategic plan is currently occupied by the Library and therefore these staff members would need to be relocated elsewhere in Ulimaroa. The Museum's plan also proposes the use of an office on level 1 of Ulimaroa (which is currently used by the Faculty of Pain Medicine) and it is likely that new display cabinets would need to be purchased to replace the existing ones, as these are 25 years old and in a fragile condition. In summary, there are many issues that require consideration for this proposal to be evaluated in full.

Notwithstanding these issues, the proposal has merit and, in principle, it is recommended in this report as an appropriate solution to an issue that has been a source of conflict within Council, and between the Honorary Curator and management, over a number of years.

The relocation was, in fact, planned and costed in the College's 2008 financial budget. A review of the Museum's total operating costs over the last 5 years highlights that, while significant funds were allocated in 2008 for relocating the Museum to Ulimaroa, the plan was not implemented.

Year	Budget \$	Actual \$	Variance \$	Comments
2011	83,172	N/A	N/A	Not applicable (N/A)
2010	98,875	88,827	10,048	Budgeted facility costs not expended
2009	85,837	79,002	6,835	Budgeted consulting support not utilised
2008	142,761	77,578	65,183	Planned relocation to Ulimaroa not implemented
2007	159,466	52,645	106,821	Exhibition designers and other contractors not utilised as planned
Unutilised funds			\$188,887	

Indeed, the Museum has not expended almost \$190,000 in budgeted funding over the last 5 years, as indicated in the above table. This under-utilisation of previous funding is no justification for additional funding now, it is merely an indication that previous budgets have considered funding a relocation to Ulimaroa as well as additional spending on the Museum display.

Recommendation

In summary, the proposed relocation to Ulimaroa, as outlined by the Honorary Curators in the Museum Strategic Plan, is recommended for more detailed consideration. As well as the location of the Museum display itself, consideration needs to be given to the location of a work room facility for the Museum and whether new display cabinets should be purchased.

If the benefits of the relocation are found to outweigh the costs involved, it would be appropriate to implement the relocation as soon as possible during the current 2011 financial year. This would allow the move to be undertaken at a time when other recommendations in this report are being considered, thereby delivering a package of new initiatives to the Fellowship prior to the end of this calendar year.

The number of attendees on these tours since 2006 is as follows:

3.3. Public tours

The Museum operates 'College Tours' as part of its overall education strategy, as set out in the Museum's Strategic Plan.

The tours are approximately 2 hours in duration, comprising:

- a welcome to the College, with morning tea & coffee and a selection of pastries in the Douglas Joseph Room (approximately 15 minutes);
- an overview of the role and history of the College in training anaesthetists (approximately 15 minutes);
- a tour of Ulimaroa, highlighting its significance as an historical building (approximately 30 minutes); and, lastly
- a guided tour of the Museum and brief history of anaesthesia (which takes approximately 45 minutes).

These tours explain the early years of anaesthesia from the mid 1840's, particularly the use of ether, chloroform and nitrous oxide as agents in clinical practice. Through the current exhibition, 'All in a Day's Work', a selection of equipment and objects of significance are used to demonstrate the evolution of anaesthesia, predominately through the late 1800s to the mid 1900s. As the guides explain, the size of most modern anaesthetic equipment is too large to be accommodated in the Museum and provide a visual insight into current practices in anaesthesia.

The tours are delivered by up to 2 Fellows (depending on the size of the group) from a total of 4 who currently offer their services in guiding the tours; these comprise the Dr Rod Westhorpe, Dr Christine Ball, Dr Ian Rechtman and Associate Professor Michael Davies. The Museum Collections Officer receives bookings for the tours, negotiates a suitable date with the available guides, arranges catering and assists in setting up catering in the Douglas Joseph Room in Ulimaroa.

The public tours commenced some five years ago; a review of Council minutes has found no evidence that approval was sought for the tours either prior to their establishment or after commencement.

Public participation in College Tours

Year	No of visitors
2006	190
2007	221 (to April 2007)
2008	303
2009	536
2010	913
2011	1,100 (budget)

The budgeted number of tour participants for the current 2011 year is 1,100 over a series of approximately 40 tours.

The success of this service is primarily due to the engaging and interactive style of the guides, the attraction of viewing one of the few remaining historical houses in St Kilda Road and the level of interest generated by the guides' stories and anecdotes of primitive techniques during the early years of anaesthesia.

A review of services offered by other medical Museums also suggests the ANZCA service is unmatched by others located within Melbourne and this, too, may be contributing to why the public tours have been so well received. Indeed, since the establishment of this review, a number of letters - and a petition - have been received from attendees of the tours, expressing support for the Museum and supporting its continued operation.

On the other hand, the tours are problematical in four key ways:

- the average age of tour participants is over 65 (as 'consumers of anaesthesia' are a major focus of the Museum's education strategy) and some visitors would be over 75 years of age. This exposes the College

to a higher level of occupational health and safety risk in relation to the proper care of visitors to its head office premises;

- the level of noise generated by these groups at times disrupts the attention and activities of administrative staff located in close proximity to the foyer, near the Museum's exhibition on level 5 of ANZCA House and in Ulimaroa; and lastly, as mentioned in section 1.2 of this report,
- no direction or support has been provided by the College regarding information to be provided to members of the public who participate in these tours; and
- the tour groups are not made aware of ways in which they can contribute to the College and its research activities through the ANZCA Foundation or afforded the opportunity to make a donation.

The key issues for the College now lie in defining and confirming (1) the role of the Museum in engaging with the public, (2) the mechanisms through which this engagement and interaction should occur and (3) the key messages and responses to questions that are to be delivered as part of this engagement.

Furthermore, if the Museum is to relocate to Ulimaroa, it will not be possible to continue with public tours while the process of relocation is being implemented.

Recommendations

To provide the College with sufficient time to address these issues, this report recommends:

1. a moratorium on the receipt of 'College Tour' bookings is implemented immediately;
2. all bookings already scheduled for the period from 1st July 2011 are cancelled and applicants advised appropriately; and that
3. this moratorium remains in place until the role of public tours is clarified within the context of an updated and expanded Communications Strategy, an agreed History and Heritage Strategy and the relocation of the Museum to Ulimaroa.

3.4. Corporate collection

Over the years, the College has acquired a number of antiques, gifts and other items of value from Fellows, donors and anaesthesia colleges and associations around the world. These items are collectively referred to as the corporate collection.

The Museum Collections Officer has recently documented the corporate collection to museum standard. While documenting this collection has been of value to the College, the activity does not fall within the responsibility of the Museum Collections Officer and the corporate collection does not form part of the Geoffrey Kaye Museum of Anaesthesia.

Projects of this nature are best approached as a collaborative process with other key functions in the College, to ensure all aspects – financial, legal and procedural – are considered and to ensure the nature and volume of information recorded on each item in the collection is appropriate.

The collection has currently been catalogued using CS/Textworks database software; this is a specialist software package primarily used by the Museum and Archives functions. Accordingly, the use of this software limits the ability of staff in other functions to update, maintain or access information on the corporate collection.

Recommendations

Responsibility for the corporate collection should be reassigned within the College. This responsibility may be best placed within Finance, Business Administration or the Office of the CEO; the decision as to where to place this activity is a matter for further consideration.

A decision is also required in relation to the manner and the means by which the collection is to be documented. Firstly, consideration needs to be given to the depth of documentation and information required for the collection. Secondly, a proprietary software package, such as Microsoft Excel, may be a more appropriate medium for recording this information; if this is deemed appropriate, the information currently set out in the CS/Textworks database can be exported to Excel to provide a starting point for the new process.

Lastly, a Corporate Collection Policy & Procedure should be created once the above protocols have been developed and finalised.

4. Library

4.1. Relocation of Library

A key recommendation of this review is that the Museum is moved to the current location occupied by the Library within Ulimaroa. While this proposed relocation may result in some disruption to the Library's activities, it is a timely opportunity for recognising the major changes that have occurred in the Library in recent years.

The review of the Library has highlighted that the vast majority of Fellows and trainees access the Library's resources via the internet; on a weekly basis, only one or two Fellows, at most, attend the Library to view the book collection. Indeed, the statistics of Library usage below confirm the manner in which Fellows and trainees are accessing the Library's resources.

Books borrowed from the Library each year are primarily forwarded to Fellows and trainees by courier delivery and returned in the same manner.

As the Library is rarely accessed physically by the Fellowship, it operates more in a support capacity to address research queries and other issues requiring the technical expertise of librarians.

With this in mind, it's no longer appropriate to house and present the Library's collection of books in the same manner as a public Library. Some books in the Library's collection are rarely accessed by Fellows or trainees and, while many of these are historical or reference in nature, others have been superseded by more recent editions.

The Library Strategic Plan has highlighted a number of statistical reports the Librarian will be developing to identify:

- books that are actively used by Fellows and trainees;
- books of historical significance – which can be held adjacent to the Museum collection;
- books that are accessed for reference purposes only; and
- books no longer used or accessed (i.e. with no borrowing request received in the last 2 years).

Clearly, different storage and holding solutions are appropriate for different categories of books and other materials

Library Resources – Usage Summary

Year	Number of online Journals accessed	Subscribed database searches by members	Number of Books Borrowed
2005	N/A	N/A	574
2006	N/A	N/A	593
2007	32,859	N/A	227
2008	95,430	105,360	542
2009	236,470	120,538	698
2010	224,511	128,464	645

Therefore, if the Library is to be relocated, this move would provide an ideal opportunity to reconfigure the storage of Library materials and resources.

Based on the statistics of book usage within the Library, it is likely that, of the current collection of some 2,500 books in the collection, between 500 and 700 of these are actively used by Fellows and trainees; the remainder primarily being of a reference or historical nature. If this is confirmed through the more detailed analysis proposed by the Librarian, the storage requirements of the Library can be modified to suit a significantly reduced number of 'active' books.

In addition, as the Library's Strategic Plan is signalling a shift towards a higher proportion of e-books within the collection, the storage requirements of the Library may reduce even further in the years ahead.

Recommendation

The most suitable space for relocating the Library is the room currently occupied by Victorian Regional Committee (VRC) Coordinator and Course Coordinator. Indeed, this room was previously occupied by the Library and its book shelves are still located within the VRC room.

Any relocation of the Library must involve a review of the usage of, and access to, the book collection so that current and future storage requirements can be appropriately assessed.

4.2. Library services strategy

As noted in the previous section, the methods and technologies used by Fellows and trainees to access Library services have been shifting significantly in recent years – from a physical presence to a virtual connection online.

In addition, the Library has found that even Melbourne-based members have difficulties visiting the Library during opening hours, due to busy work schedules; and members outside Melbourne only have access to the Library services online or via telephone/email during these hours. For regions and countries with significantly different time-zones, such as Western Australia and New Zealand, the access to Library services is limited even further.

As well as those Fellows and trainees within Australasia, the College has a number of Fellows who work for periods of time in other countries (including the UK and US) and who may require Library and other services from the College.

While Library members in other countries have access to online resources, such as journals and databases, they are not able to borrow Library books or receive Library training, and calls to the Library for assistance during opening hours can be restricted, because the hours of opening are based on Australian Eastern Standard Time (AEST). While the Library is current reviewing its access and resources policy for NZ members, Fellows and trainees located outside of Australasia also need to be considered.

The Library has recognised that not all services are equally available to all members and therefore plans to investigate this issue in order to design a more appropriate Library services strategy.

The principle of equality of access to information is difficult to achieve when resources are physically based in one location. With the emergence of new technologies, the College is better placed to move towards achieving this principle in a measured and orderly manner – one that recognises the costs involved and balances these with the benefits to Fellows and trainees.

Recommendation

The Library Strategic Plan has noted that equality of access can best be improved by the expansion of electronic textbooks and online training in coming years.

New technologies undoubtedly offer the College and Fellowship significant benefits in improved connectivity and access to information. The College's strategy, however, requires careful analysis, due to the high costs involved, the varying quality of e-book formats available and the natural shifts that will occur in the technology preferences of Fellows and trainees.

Number of Fellows and Trainees by Location/Region

Status	Location / Region														
	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	TOTAL AUST.	NZ	SING	HK	MAL	Other	GRAND TOTAL
Fellows	66	1,233	18	789	365	106	973	381	3,931	565	71	200	50	214	5,031
Trainees	34	476	9	314	111	30	332	112	1,418	254	81	102	50	37	1,942
Total	100	1,709	27	1,103	476	136	1,305	493	5,349	819	152	302	100	251	6,973
% across all Regions	1.4%	24.5%	0.4%	15.8%	6.8%	2.0%	18.7%	7.1%	76.7%	11.7%	2.2%	4.3%	1.4%	3.6%	100.0%

5. Archives

5.1 Information management

The major strategic improvement in the Archives function lies in implementing a more appropriate structure within the Archives catalogue. The current catalogue structure was inherited from RACS in 1992 and has been unchanged since then.

Based on the current structure, all items within the archive are assigned (1) a series number - a sequentially assigned number that reflects the function or business unit providing the archival documentation - and then (2) an item number, issued sequentially for item in the series. The Archives catalogue currently contains some 500 series numbers and around 15,000 item numbers.

Problems with this approach have arisen because successive archivists in the College have applied a strict interpretation of archival practice, whereby, each time the *name* of a business unit or function changes, a new series number is created. In this way, files received from the 'Specialist Assessment' function, Overseas Trained Specialist (OTS) function and International Medical Graduate Specialist (IMGS) function have each been assigned different series numbers, although they primarily relate to the same fundamental activity within the College.

Accordingly, to retrieve documents in the archive, it is often important to know the terminology used at specific periods of time in the evolution of the College, as the Keyword facility in the catalogue provides little assistance.

Information architecture

Redefining a more appropriate structure for the Archives catalogue is not something that should be undertaken without reference to the broader information architecture that exists across the College as a whole.

Indeed, the structure and operation of the College archive is something that should be aligned with the structures and mechanisms by which all College files and records are managed.

With this in mind, the Business Administration function received approval in the 2011 budgetary process for a project to design and disseminate a standard information architecture for the College. This issue is part of a project currently scheduled for review by the Manager-Administration, Ms Cherie Wilkinson.

Digitisation of files

Another project that is likely to impact the Archives function is the digitisation of trainee files in T&A. The archive contains a significant volume of trainee files and the digitisation of files during 2011 will dramatically reduce the volume of documentation that requires archiving. Whether this digitisation will extend to retrospectively digitising trainee files currently held archive is not yet clear, however, if this did occur, it would have an even greater impact on the function.

Following the completion of projects addressing information architecture and digitisation, archival records should be restructured between *administrative* Archives and *historical* Archives. A key initiative in the Archives Strategic Plan is the development of an Archives Policy and Procedure document which will provide some initial guidance on this issue.

Archival storage

Archival documents are held in the level 4 Archives room in ANZCA House and at an outsourced storage provider. The capacity of the in-house archive, in terms of linear metres, requires monitoring and reporting on a quarterly basis. Reports should provide a breakdown of the quantities held for each category of record, such as temporary files, financials, permanent correspondence, College memorabilia etc. to enable the costs and capacities of onsite and offsite storage to be regularly reviewed.

In summary, the above issues highlight the broad range of issues impacting the effective, efficient and economical operation of the Archives function. These issues require close consideration over the coming 12 months to ensure the function is best meeting the needs of the College.

6. Appendices

6.1. Terms of reference

The overall purpose of the review is to study and make recommendations to management on the operations of the three functions that comprise the Knowledge Resources Group; that is, the Museum, Library and Archives functions. The overall aims of the review are to ensure that:

- each function realises the objectives set for it by Council and management;
- the services provided by each function are effective, efficient, accessible and aligned with the College's Strategy Plan 2010-2013; and
- each function is providing the best possible service to Fellows, trainees, the profession and the community.

This Strategic Plan has been prepared to support the achievement of these overall aims.

Background

The College has been undertaking an ongoing plan of modernising and improving the effectiveness of service delivery to Fellows and trainees and has now created a Fellowship Affairs department to better focus the College's engagement with Fellows. As a result of this re-structure, elements of the Corporate unit have been transferred to other functional units.

The Knowledge Resources unit will now be part of the Fellowship Affairs unit. In the light of this, it is considered timely and appropriate to conduct an assessment of the various elements of the Knowledge Resources unit to determine how they can best deliver their respective services to their various internal and external clients and stakeholders.

Scope

The study is to consider all aspects of Knowledge Resources activities with particular attention - *but not limited* - to:

- strategic objectives of the Knowledge Resources units;

- alignment with key College planning documents, i.e. ANZCA's Strategic Plan 2010-2013, findings of the Fellows Survey and current Communications Strategy;
- the degree of alignment and interaction with Fellows and trainees;
- the degree of alignment with ANZCA functional units;
- the nature and extent of external relationships, outside of ANZCA;
- the efficiency of processes and systems;
- any similar services delivered by other medical colleges, other affiliated bodies and other not-for-profit entities;
- the management of resources within each unit, including both physical resources and staffing;
- the financial impact of each unit, including costs and revenue analysis; and
- the management of risks, including Occupational Health and Safety risks.

In each of the aforementioned areas, the review considers the effectiveness of currently operations and the identification of areas for improvement in:

- strategic and future directions;
- content;
- methodologies;
- delivery of service mechanisms;
- financial viability.

Conclusions and recommendations drawn from the study are to give due consideration to the future direction of each element of the Knowledge Resources Group in the context of the College as a self-funding educational and training institution for medical specialists.

Consultation

Stakeholders to be consulted as part of this review include the following:

- key service users, including Fellows and trainees;
- members of Council;
- the Honorary Curators and Honorary Archivist;
- ANZCA management; and
- Knowledge Resources staff.

6.2. Summary - Library Strategic Plan 2011-13 (draft)

A draft strategic plan for the Library has been developed as part of this review, through a series of facilitated workshops with Ms Laura Foley, Librarian. This document has been developed to present the views of the Librarian concerning the strategic direction of the Library for the period 2011-13.

The following two pages of this appendix are a copy of the Summary of the draft Strategic Plan. The plan provides a platform for:

- the development of a budgetary submission for the Library in respect of the 2012 financial year; and for
- further dialogue to clarify and refine the details within each of the strategic and operational initiatives in the draft plan.

Summary – Library Strategic Plan 2011-13 (draft)

As a core service of the College that offers support to all ANZCA Fellows and trainees and many ANZCA Business Units, it is important for the Library to enable equal access to information while providing adequate and current resources in line with educational and technological developments. This Strategic Plan has identified a number of key initiatives to achieve these results.

By analysing the current services and the gap in some areas, it has become clear that a Library Services strategy would address issues such as services to NZ and outside Australasia, define eligibility of Library users, and set into place, a number of essential Library policies. The following two initiatives are designed to expand services to all members, develop the research skills of the Fellows and trainees, and support the Curriculum Redesign:

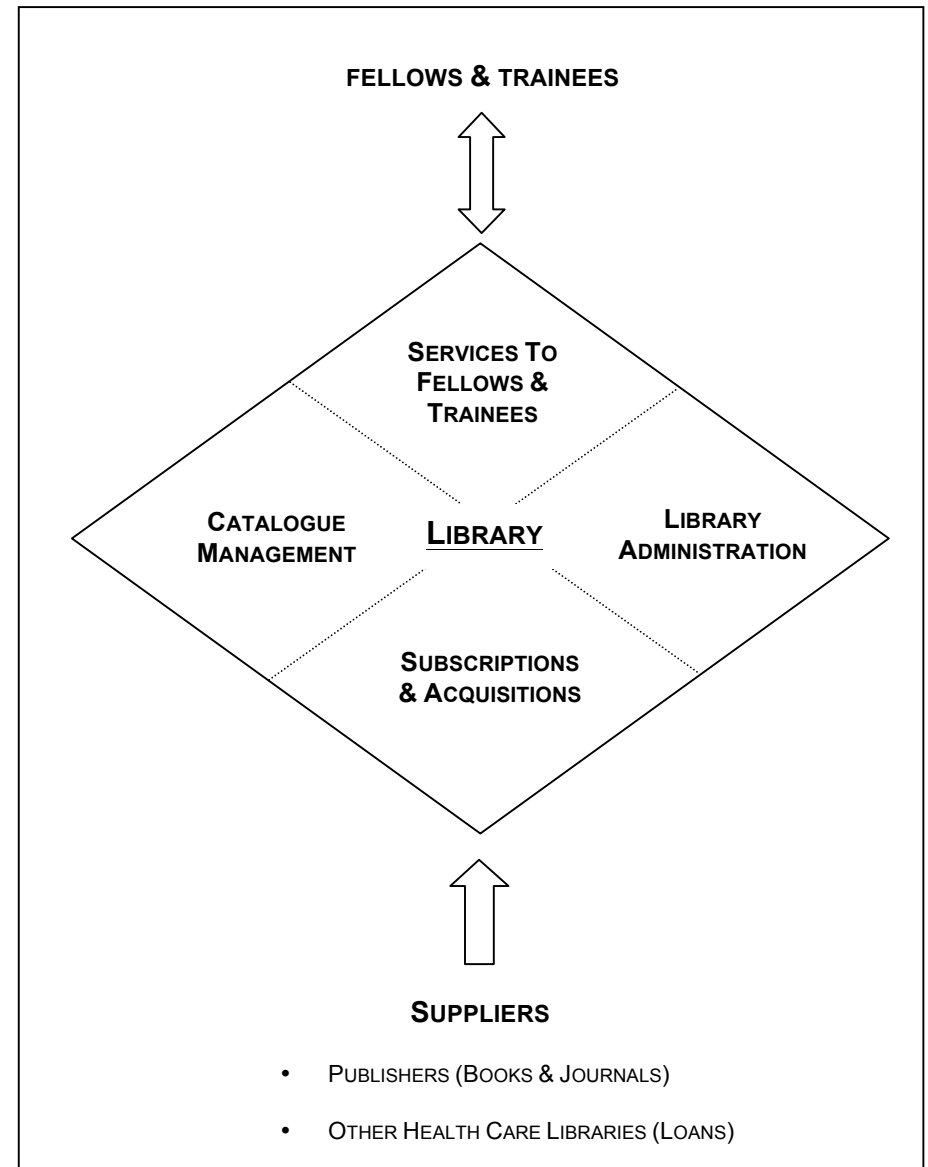
- The first initiative involves training the Library users in using the Library resources, acquiring research skills, and improving information literacy. The Library has identified skill levels and a training program with a wider range of formats such as online tutorials and live online training. Depending on the revised Curriculum, the Library could assist with embedding information literacy and assessment into the new training program.
- E-books, or online books, is the second initiative that has clearly arisen as a high priority. Books are still a popular information resource amongst the Fellows and trainees, however issues have surfaced relating to freight, restricted access and time and cost to provide the book loan service. The current small e-book collection is being well-used and as members become more familiar with the format, transition to e-books will be a natural process.

The Library seeks to expand assistance and services to specific user groups such as SIGs with the anticipation that the support will also encourage active feedback from these groups regarding relevant Library resources. In concluding, the Library Review and Strategic Plan has identified some areas where more constructive analysis and reporting could provide improved planning and communication to management and the Fellowship. These and other initiatives noted above are set out in the summary overpage.

Ms Laura Foley
(Librarian)

18th March 2011

KEY RESULT AREAS – LIBRARY



Summary of key initiatives

Key Result Areas	Key Activity Areas	Ref	Description of Initiative	Benefits & Costs
Services to Fellows & Trainees	Services to NZ	2.2	<ul style="list-style-type: none"> Establish an appropriate mechanism for the provision of books to Fellows and trainees located across New Zealand. Consider the cost and benefit of expanding the Library's e-book collection to provide improved access to outlying members. 	<ul style="list-style-type: none"> NZ Fellows and trainees have prompt access to the most frequently used books; however, many Library books are not available in an appropriate e-book format. Additional costs are likely to be incurred in expanding the Library's e-book collection.
	Library Services Strategy	2.3	<ul style="list-style-type: none"> Develop a Library Services Strategy document that clarifies issues such as the Library's hours of opening and level of service to Fellows and trainees located outside Australasia, in New Zealand and within Australia, for regions such as Western Australia, where major time differentials exist. 	<ul style="list-style-type: none"> Clarification of the levels of service expected by Fellows and trainees located throughout the world. Primary cost involved is the time required by the Librarian to develop these programs – no external cost.
	Training to Library Users	2.1	<ul style="list-style-type: none"> Design and develop a series of training program for Fellows and Trainees to provide support at a basic, intermediate and advanced level of usage, as appropriate. Structure these training programs for a face-to-face and online training environment. 	<ul style="list-style-type: none"> Improve the research capabilities of Fellows and Trainees to meet their specific needs. Primary cost involved is the time required by the Librarian to develop these programs – no external cost.
	SIG Support	2.4	<ul style="list-style-type: none"> Develop a new range of information services to meet the needs of specialist Fellows, including topic and subject updates based on articles in journals. Build close ties with nominated members of each Specialist Interest Group (SIG) in order to receive the input and feedback required to support this service. 	<ul style="list-style-type: none"> Improve the quality and specificity of information being provided to Fellows. Time required by Library staff to design and develop the updates – no external cost.
Subscriptions and Acquisitions	e-Books	3.2	<ul style="list-style-type: none"> Develop an e-book strategy and business case that defines the most appropriate direction for the College in moving towards the greater use of electronic media. Incorporate key outcomes from this strategy in the Library's 2012 budget submission. 	<ul style="list-style-type: none"> Address current inequities in access between Australian and overseas Fellows and improve speed of access for all Library users. Additional costs are likely to be incurred in extending the existing e-book catalogue in 2012 and beyond.
Catalogue Management	Analysis and Reports	4	<ul style="list-style-type: none"> Expand the existing suite of statistical and other reports used to guide the purchasing and administrative decision making within the Library. 	<ul style="list-style-type: none"> Improved breadth and depth of information available to the Librarian and the GM – Fellowship Affairs. Some additional internal IT costs may be required in 2012 – no external cost.
Library Administration	Policies and Procedures	5	<ul style="list-style-type: none"> Develop a comprehensive suite of policies and procedures to address all activities within the Library. 	<ul style="list-style-type: none"> While 75% of the libraries procedures are already documented, significant work is required to develop guidance at a policy level. Development time required – no external cost.

6.3. Summary - Museum Strategic Plan 2011-13 (draft)

A draft strategic plan for the Museum has been developed as part of this review, through a series of facilitated workshops with:

- Dr Rod Westhorpe, Honorary Curator;
- Dr Christine Ball, Honorary Assistant Curator; and
- Ms Maria Drossos, Museum Collections Officer

This document has been developed to present the collective views of the above personnel regarding the strategic direction of the Museum for the period 2011-13. The following two pages of this appendix are a copy of the Summary of their draft Strategic Plan.

The plan provides a platform for:

- the development of a budgetary submission for the Museum in respect of the 2012 financial year; and
- further dialogue to clarify and refine the details within each of the strategic and operational initiatives in the draft plan.

Summary – Museum Strategic Plan 2011-13 (draft)

At the commencement of this review, the President of the College asked for a vision for the Museum. This strategic plan, which has arisen from the many hours of the review process, is our vision - for the Museum and the College. This document outlines its history, the recent significant achievements and its current activities. It also presents an opportunity for the future - to engage the Fellowship, to provide them with a space to work, learn and research in a College they are proud to belong to.

The Geoffrey Kaye Museum of Anaesthetic History is a collection of great international significance. Recognised as one of the three major collections of anaesthesia related artefacts and memorabilia, and the most comprehensive. The collection was gifted, for safekeeping, to the then Faculty of Anaesthetists in 1954, by Geoffrey Kaye and the Australian Society of Anaesthetists, when he withdrew the Society's lease on the property being used as headquarters.

The Museum collection has since undergone a number of moves with varying support by individuals and Boards or Councils. The current Honorary Curators became involved in the 1980s when the collection had languished for several years. They were encouraged by the Dean of Faculty, the late Dr Robin Smallwood and some board members, especially Professor Michael Davies, who ensured investment in display cases and the allocation of exhibition space.

Since the move to St Kilda Road, enormous progress has been made despite two relocations of exhibition space and three relocations of storage space. The appointment of a full-time professional curator in 2003 was a major step in taking the collection from being a series of objects on shelves managed by enthusiastic amateurs, to become a professionally managed Museum.

Besides preparing an exhibition space to inform the visiting public, Fellows and Trainees of the heritage of the specialty, many other tasks have occupied the time of the Honorary Curators and Collections Manager. The principle task has been the complete cataloguing of all items in the collection, including apparatus, pharmaceuticals, documents, photographs and memorabilia, totalling over 8,000 objects.

As a result of the magnitude of this task and limitations of personnel, this remains a significant ongoing project in 2011 and beyond.

The project involved first defining the nomenclature; something that *no-one* had done before. This has now been achieved after much international collaboration. Finding and refining suitable cataloguing software has taken over 20 years and has been beset with repeated difficulties; however this is now nearing satisfactory completion.

Since 2004, a program of public tours has been undertaken, primarily by the Honorary Curators, assisted in recent times by other Fellows. These are consistent with Geoffrey Kaye's vision for the Museum as a means of education.

Although the public are attracted by the historical collection and the heritage building "Ulimaroa", the focus is on educating the public on the role of the College and of anaesthetists. The response from attendees has been overwhelmingly positive, and we believe that this is a very effective and economical public education program.

We believe that the service these tours provide is inadequately understood by Council and Management as we have not had the necessary communication and reporting lines to Council. We, both staff and Honorary Curators, have been working very hard and achieving a great deal, but in isolation. It is an essential part of this Strategic Plan that communication and reporting lines together with a collaborative environment are restored.

The College is now at a crossroads. The problems identified at the commencement of this review are well known to Council. The review process has been extensive and time consuming and the resultant report and strategic plan is long and will not be easy to read. We ask that you give it the time and energy that it deserves. The Fellowship has stated very clearly that it wants your support for the Museum. We have given our full support to the review and presented you with a vision. The challenge is now for you to analyse it and decide whether you can see, as we do, that the Geoffrey Kaye Museum is a significant international collection with great potential as an educational and research facility and a means of engaging the Fellowship of the College. Only once you have absorbed the detail of this plan will you be in a position to make a firm decision about the future of the Museum.

Dr Rod Westhorpe
(Honorary Curator)

Dr Christine Ball
(Honorary Assistant Curator)

Ms Maria Drossos
(Museum Collections Officer)

Date: 18th March 2011

Summary of proposed initiatives

Key Result Area	Item ref	Strategic initiative	Section ref	Description of proposed initiative	Benefits to the College
Facilities & equipment	1	Relocation to Ulimaroa	1.1	Relocate the Museum display to the Library and consider creating a multi-purpose area by integrating the Fellows Room within this area.	<ul style="list-style-type: none"> The Museum's operations are contained within Ulimaroa and are more readily available for Fellows and the public at large.
	2	Display in foyer	1.2	Create a small informative display in the foyer of ANZCA House to welcome Fellows, trainees and visitors to the College and provide a link to the Museum in Ulimaroa.	<ul style="list-style-type: none"> The entrance at ANZCA House has a point of interest that's relevant to the profession.
	3	Work room facilities	1.3	Relocate the Museum work space to level 1 in Ulimaroa.	<ul style="list-style-type: none"> This will allow stored items to be sorted and catalogued without the OH&S risks associated with moving them via stairs to ANZCA House.
	4	Replacement of display cabinets	1.4	Purchase new cabinets for the Museum display; the current cabinets are dated (as they are some 25 years old) and would be susceptible to damage when updating the current display..	<ul style="list-style-type: none"> New cabinets will provide much needed storage and display space and allow Fellows greater access to the collection.
	5	Financial Resources	5.3	Review the financial allocation of funds to the Museum to support the cost of relocating to Ulimaroa, the purchase of new display cabinets, the oral history project etc.	<ul style="list-style-type: none"> The Museum is adequately resourced to move to this new phase in its development within the College.
Collections Management	6	Staff resources	2.1	Conduct a review of the staffing needs of the Museum and the position description of the Museum Collections Officer to support and reflect the many projects planned and currently undertaken.	<ul style="list-style-type: none"> The initiatives and current activities outlined in this document are recognised and adequately supported by staff resources.
	7	Museum accreditation project	2.2	Redefine the Museum Collection Officer's position description to encompass all current and future activities, such as the Museum Accreditation Project.	<ul style="list-style-type: none"> Confirm support for Museum accreditation and, in doing so, open up opportunities for industry support and government funding of Museum activities.
Education Strategy	8	Oral history project	3.1	Provide technical, administrative and budgetary support for expanding the Oral History Project commenced by Dr Chris Ball	<ul style="list-style-type: none"> The history of Fellows of the College, and the profession, is captured for future generations.
	9	Admin Support for ISHA 2013	3.2	Provide administrative support for a 2 day satellite meeting in Melbourne as part of the International Symposium on the History of Anaesthesia (ISHA).	<ul style="list-style-type: none"> The College's historical collections are showcased to an international audience.
Research Support Strategy	10	Research resources	4.1	Allocate space in the proposed Museum work room for Fellows and trainees to examine the Museum collection and access information held in the catalogue's database.	<ul style="list-style-type: none"> Fellows and trainees have a space, close to the storage room, where research into the collection can be conducted.

6.4. Summary - Archives Strategic Plan 2011-13 (draft)

A draft strategic plan for the Archives function has been developed as part of this review, through a series of facilitated workshops with:

- Dr Christine Ball, Honorary Archivist; and
- Mr Fraser Faithful, Archivist

The following pages of this appendix set out the Introduction and Summary of key initiatives within the plan.

The purpose of developing the draft strategic plan is to provide a basis for:

- the development of a budgetary submission in respect of the 2012 financial year;
- further dialogue to clarify and refine the details within each of the strategic initiatives in the draft plan;

Summary – Archives Strategic Plan 2001-13 (draft)

The key initiatives arising out of this plan are as follows:

Policies: Existing documentation will be consolidated and a set of updated Archives Policies and Procedures will be developed to clearly define protocols across each of the key result areas and activity areas within Archives. Agreement will be sought on a definition of the College historical archive collection vis-à-vis the administrative [or current College business] records collection. Formal ratification will be sought for other documents that form a foundation for record-keeping practices across the College, such as the Records Disposal Schedule and policies regarding access to and use of College Archives.

Catalogue Management: The underlying structure of the Archives electronic catalogue will be reconfigured by incorporating indexing hierarchies and key terms from the forthcoming College Information Architecture Project. Simpler front-end access to the electronic catalogue [eg. by means of a Library “Open Access” style search module] will be provided for the use of Fellows and administrative personnel. Assistance will be provided to the Digitisation Project underway within the Training and Assessments Unit.

Document Retrieval: Effective staffing backup for the part-time archivist is a priority. Protocols for the effective use of the hard copy guides to Archives holdings and the computerised catalogues will be simplified and updated as part of the Archives Policies and Procedures documentation initiative. Improved tracking of loans from Archives will also be a priority.

Preservation & Storage: The capacity of the collection in terms of linear metres of the various types of materials held onsite or numbers of boxes held offsite will be regularly monitored and reported. This will provide a regular breakdown of the quantities held of records such as temporary financials, permanent correspondence, College memorabilia etc. and enable the costs of onsite and offsite storage to be regularly balanced.

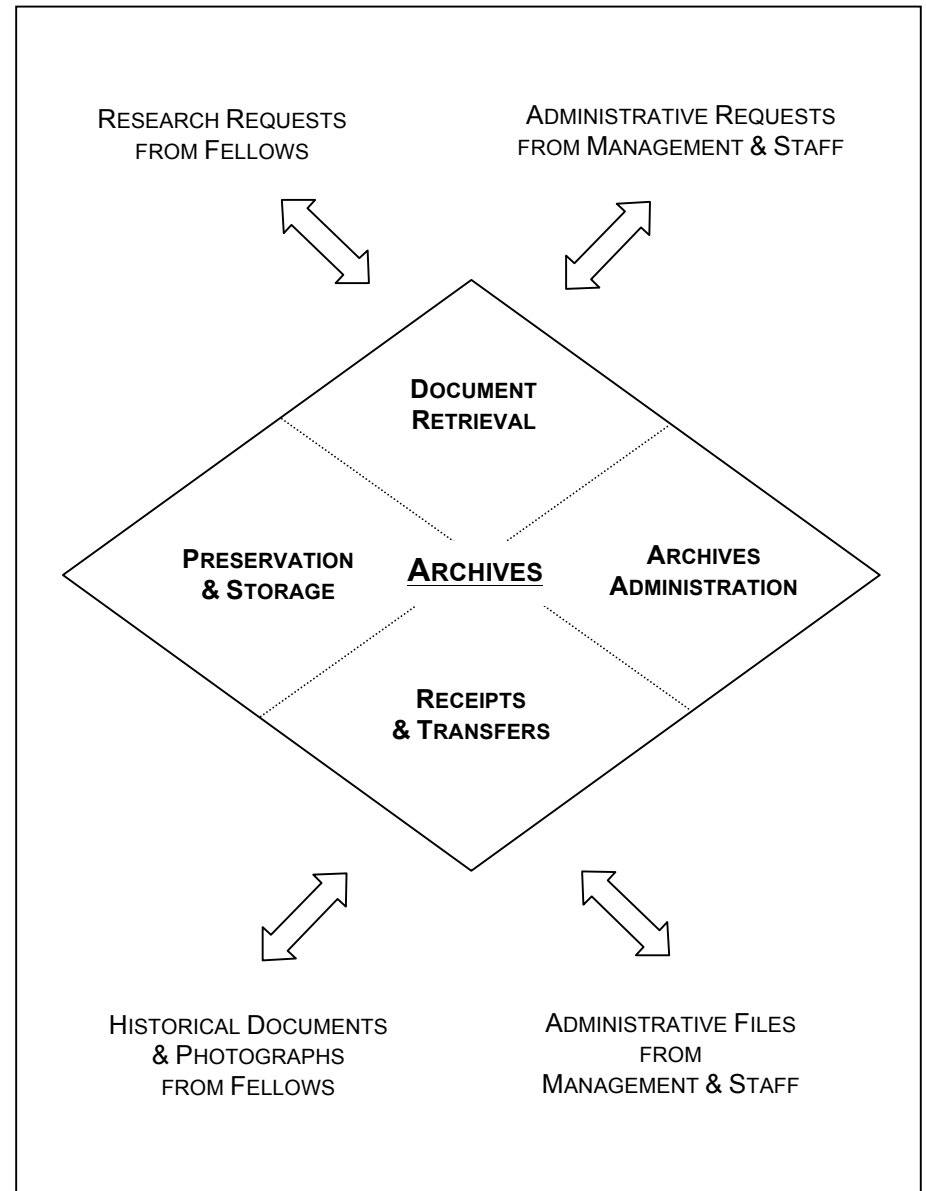
The above items point to a closer relationship with the College Library, particularly the ability to create an integrated front-end search module for Fellows researching the Archives of the College.

Dr Christine Ball
(Honorary Archivist)

Mr Fraser Faithfull
(Archivist)

18th March 2011

KEY RESULT AREAS – ARCHIVES



Summary of key initiatives

Key Result Areas	Key Activity Areas	Refs	Description of Initiative	Benefits & Costs
Archives Administration	Policies & Procedures	2.1 3.3 4.1 4.3	<ul style="list-style-type: none"> Develop an Archives Policies and Procedures document to define protocols across each of the key result areas and activity areas within Archives. The document should cover issues such as: <ul style="list-style-type: none"> Authority of access to Archives and privacy implications; Definitions of administrative and historical Archives; A standard list of keywords for entries in the catalogue; Disposal protocols, including legislative issues requirements for the retention of records; Logging of all receipts into and loans from Archives; Escalation protocols for unreturned loans. Circulate this draft document to representatives of both management and Fellowship, as part of a formal approval process and distribute the final document to relevant users of the Archives. 	<ul style="list-style-type: none"> Greater clarity of archival procedures through the consolidation of existing documentation. Primary cost is additional time required by the Archivist and Honorary Archivist to develop the draft document.
	Structure of catalogue database	5.1	<ul style="list-style-type: none"> Define a new hierarchical reference structure for recording items within the archive catalogue, using outputs from the forthcoming Information Architecture Project. Contribute an Archives perspective to the Information Architecture Project and the Digitisation Project currently underway within Training & Assessments. 	<ul style="list-style-type: none"> Greater ease of access to information in the existing catalogue on the part of Fellows and administrative personnel. Alignment of Archives with a standard information architecture across ANZCA as a whole.
Document Retrieval	Protocols	4.1 to 4.4	<ul style="list-style-type: none"> Update and simplify existing training materials to explain the protocols for identifying and retrieving materials from the Archives. Review the protocols for back-up support for archival activities during the 3 days per week that the Archivist is not present. Incorporate these protocols within an updated Archives Policies and Procedure document. Establish a new protocol for recording and following up loans from Archives to ensure all items are logged and returned within a reasonable timeframe. 	<ul style="list-style-type: none"> Enhanced retrieval capabilities when the Archivist is not present to perform document searches and retrievals.
Preservation & Storage	Capacity Planning	3.1	<ul style="list-style-type: none"> Prepare a schedule setting out the shelf metres of space currently in use within Archives for each major class of materials (e.g. trainee files, exams, memorabilia, Council minutes, finance documents etc). Update this schedule on a quarterly basis for reporting purposes and consideration of items for transfer off-site. Provide input to the Digitisation Project within T&A in relation to the digitisation of trainee files and other files currently held in Archives. 	<ul style="list-style-type: none"> Efficient storage and use of space within ANZCA Head Office, balanced with the cost of off-site storage and retrieval.

6.5. The Strategic Planning Process – Library, Museum & Archives

Draft strategic plans were developed as part of this review to facilitate a deeper understanding of the issues facing the Library, Museum and Archives functions.

The overall purpose of the strategic planning process was to assess whether:

- each function is realising the objectives set for it by Council and management;
- the services being provided are effective, efficient, accessible and aligned with the College's Strategy Plan 2010-2013; and
- the functions are providing the best possible service to Fellows, trainees, the profession and the community.

The Planning Process

The three key questions considered as part of the strategic planning process were:

1 Where are we now?

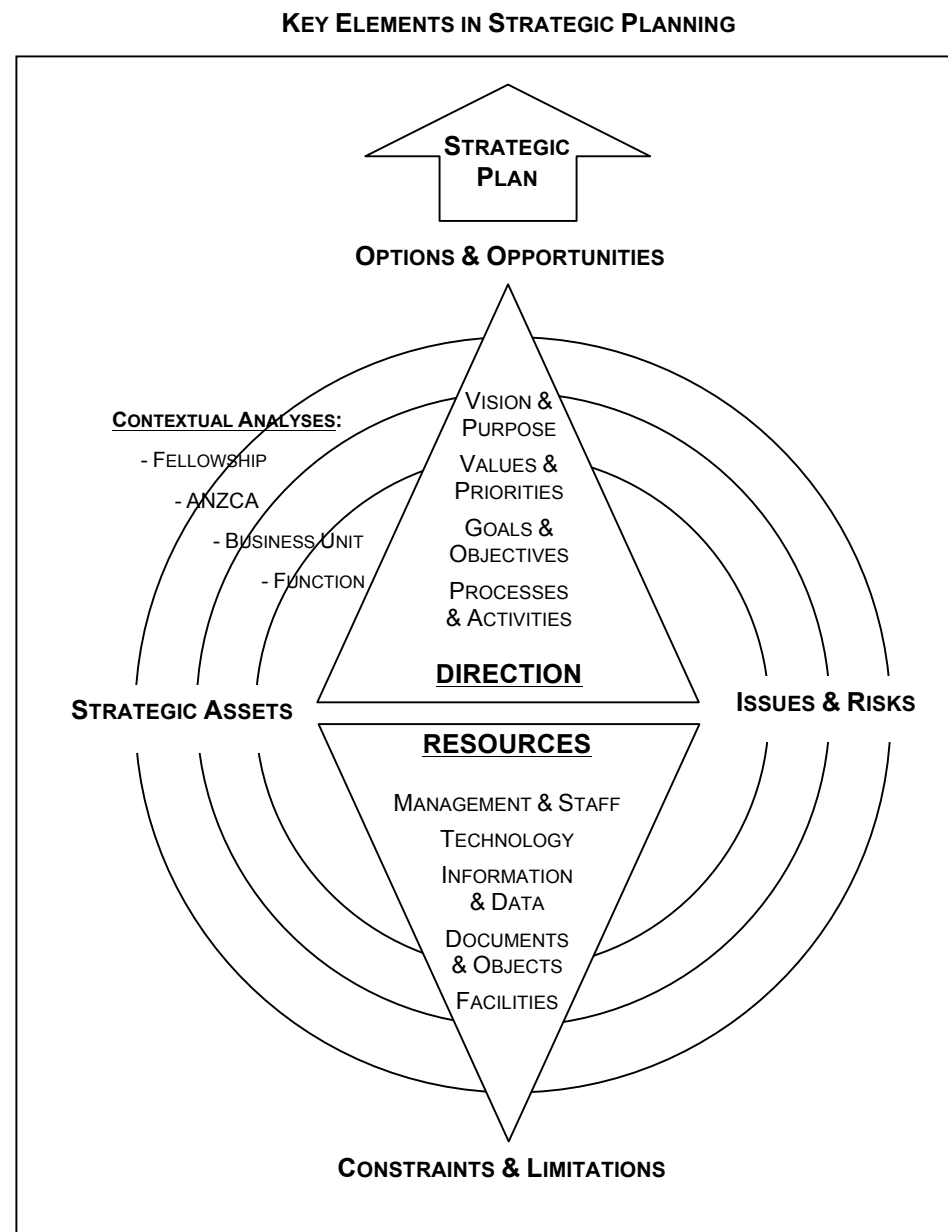
- What are the issues and risks, as well as the constraints and limitations facing each function?

2 Where would we like to be?

- What opportunities and options would allow us to better meet the strategic needs of the College as a whole?
- What opportunities could we develop if we had the appropriate resources?

3 How can we get there?

- After considering all options, what are our priorities for the current year through to 2013?
- What infrastructure and resources do we need to support the strategic initiatives in the plan?
- What issues do we have to address in order to provide the most appropriate quantity and quality of service?



6.6. Workshops and meetings with Honorary Curators and key staff

The following is a list of the *formal* workshops and meetings held with key participants in this review. The formal meetings below were supplemented by informal email exchanges, telephone conversations and other communications that occurred naturally as part of the review process.

Dates (2010 / 2011)	Honorary Curator	Honorary Archivist & Assistant Curator	Librarian	Museum Collections Officer	Archivist
14 th December	9.30 – 10.30am	9.30 – 10.30am	9.30 – 10.30am	9.30 – 10.30am	9.30 – 10.30am
15 th December			2.00 – 3.00pm	9.00 – 10.00am	4.00 – 4.30pm
16 th December				10.00 – 10.30am	
17 th December			2.00 – 2.30pm	4.30 – 5.00pm	
10 th January				2.00 – 4.00pm	
11 th January	10.00am – 12.00pm			2.00 – 3.30pm	
12 th January		2.00 – 3.30pm		10.00 – 11.00am	
13 th January				10.00 – 11.30am	
14 th January				2.00 – 2.30pm	
17 th January				2.00 – 3.00pm	
18 th January			10.00am – 12.00pm		2.00 – 4.00pm
19 th January	2.00 – 5.00pm	2.00 – 5.00pm		2.00 – 5.00pm	10.00am – 12.00pm
21 st January				1.30 – 2.30pm	
24 th January	10.30am – 12.00pm			10.30am – 12.00pm	
25 th January			2.00 – 4.00pm	4.30 – 5.00pm	10.00am – 12.00pm
31 st January			10.30am – 12.30pm	2.00 – 2.30pm	
1 st February				11.00am – 1.00pm	11.00am – 1.00pm
1 st February					2.00 – 4.00pm
2 nd February	2.00 – 5.00pm	2.00 – 5.00pm		2.00 – 5.00pm	9.00 – 11.00am
4 th February			10.00am – 12.00pm		
7 th February				10.00 – 11.00am	
8 th February			2.00 – 4.00pm		
9 th February	2.00 – 5.00pm	2.00 – 5.00pm		2.00 – 5.00pm	10.00 – 11.00am
7 th March			2.00 – 4.00pm	9.30 – 10.30am	
8 th March				9.00 – 9.30am	2.00 – 4.00pm
9 th March	2.00 – 5.00pm	1.30 – 5.00pm		2.00 – 5.00pm	1.30 – 2.00pm
11 th March			10.00am - 12.00pm		
15 th March			10.00 - 11.30am		2.00 – 4.00pm
16 th March	2.00 – 5.00pm	1.30 – 5.00pm		2.00 – 5.00pm	1.30 – 2.00pm
17 th March			1.00 - 1.30pm		
18 th March			10.00 – 11.00am	11.30am - 12.00pm	
Total Hours	19.5 hours	18.5 hours	20.5 hours	35 hours	19.5 hours

6.7. Key contacts

Input to this review has been provided by the following individuals, either through meetings, teleconferences, workshops or written submissions. The information provided has assisted in shaping and developing the recommendations within this report.

Name	Title / Organisation
Dr Mike Richards	CEO
Carolyn Handley	Deputy CEO
Lee-Anne Pollard	Regional Operations Manager
Laura Foley	Librarian
Maria Drossos	Museum Collections Officer
Fraser Faithfull	Archivist
Geoffrey Down	Museum Curator, RACS
Elizabeth Milford	Archivist, RACS
Rosalind Winspear	Archivist, RANZCOG
Dr David Wilkinson	Fellow – The Association of Anaesthetists of Great Britain and Ireland; Laureate – Wood Library Museum of Anaesthesia, Chicago.
Trish Willis	Heritage and Records Manager The Association of Anaesthetists of Great Britain & Ireland

Name	Title / Roles
Professor Kate Leslie	President
Dr Lindy Roberts	Vice President & Treasurer
Professor Alan Merry	Councillor, Chair – Q&S Committee & Research Committee
Dr Leona Wilson	Councillor & Past President Chair – IMGS Committee
Dr Richard Willis	DPA – IMGS and Past President
Assoc. Professor David Scott	Councillor Chair of Examinations
Dr Rod Mitchell	Rod Mitchell - Councillor, Chair – CPD Committee
Dr Justin Burke	New Fellow Councillor
Professor Michael Cousins	Chair – Foundation, Past President
Dr Rod Westhorpe	Honorary Curator
Dr Christine Ball	Honorary Archivist and Honorary Assistant Curator
Dr Ian Rechtman	Fellow
Dr Rajesh Haridas	Fellow and History SIG member
Dr Kester Brown	Fellow