



Australian War Memorial Annual Report 2011-2012





Australian War Memorial Annual Report 2011–2012

Annual report for the year ended 30 June 2012,
together with the financial statements and the
report of the Auditor-General



Her Majesty Queen Elizabeth II during her visit in October 2011, accompanied by Senator The Honourable David Feeney, Parliamentary Secretary for Defence; The Honourable Warren Snowdon MP, Minister for Veterans' Affairs (obscured); Steve Gower AO AO(Mil), Director, Australian War Memorial; General Peter Cosgrove AC MC (Ret'd), then Chairman of the Council of the Australian War Memorial.

Images produced courtesy of the Australian War Memorial, Canberra

Cover image:

The newest addition to the grounds is a striking, contemporary sculpture in memory of those who died in Rabaul and on the *Montevideo Maru* during the Second World War.

Copyright © Australian War Memorial

ISSN 1441 4198

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced, copied, scanned, stored in a retrieval system, recorded, or transmitted in any form or by any means without the prior written permission of the publisher.

Australian War Memorial

GPO Box 345

Canberra, ACT 2601

Australia

www.awm.gov.au



Her Excellency Ms Quentin Bryce, Governor-General of Commonwealth of Australia, with The Honorable Barack Obama, President of the United States of America, in the Commemorative area during his visit in November 2011.



9 August 2012

The Hon Warren Snowdon, MP
Minister for Veterans' Affairs
Parliament House
CANBERRA ACT 2600

Dear Minister

We have pleasure in submitting the 2011-2012 Annual Report of the Australian War Memorial in accordance with section 9 of the *Commonwealth Authorities and Companies (CAC) Act 1997*.

It has been prepared in accordance with the requirements referred to in subsection 9(1) of the *CAC Act* and has been approved by the Council of the Australian War Memorial.

Subsection 9(3) of the *CAC Act* requires the Minister to cause a copy of the report to be laid before each House of the Parliament within fifteen sitting days after the day on which the Minister received the report.

Handwritten signature of Rear Admiral Ken Doolan.

Rear Admiral Ken Doolan AO RAN (Ret'd)
Chair of Council

Handwritten signature of Nola Anderson.

Nola Anderson
Acting Director

ONE OF THE WORLD'S GREAT MUSEUMS

GPO Box 345
Canberra ACT 2601
tel: (02) 6243 4211
fax: (02) 6243 4325
web: www.awm.gov.au



ACCEPTANCE OF THE REPORT

The Council of the Australian War Memorial is responsible under section 9 of the *Commonwealth Authorities and Companies Act 1997* for the preparation and content of the report of operation of the Australian War Memorial. The 2011-2012 Annual Report has been prepared in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Order 2005*.

In accordance with a resolution of the Council of the Australian War Memorial, passed on 9 August 2012, the members of Council accept the 2011-2012 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.

Rear Admiral Ken Doolan AO RAN (Ret'd)
Chair of Council

Air Vice-Marshal Julie Hammer AM CSC (Ret'd)
Chair of Finance, Audit, and Compliance
Committee



The Honourable Julia Gillard MP, Prime Minister of Australia, gives the address at the 2011 Remembrance Day Ceremony.

INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2012 follows the format for an Annual Report for a Commonwealth Authority in accordance with the *Commonwealth Authorities and Companies (CAC) (Report of Operations) Orders 2005* under the *CAC Act 1997*. Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

The report has been constructed to reflect the Memorial's Outcome and Outputs structure and to address Government reporting requirements.

PART ONE

Corporate Governance includes the Chair's Report and details of the Council and its operations and performance.

PART TWO

Corporate Operations includes the Director's highlights and overview of the Memorial's performance during 2011-12.

PART THREE

Corporate Summary provides information on the structure and reporting framework of the Memorial.

PART FOUR

Performance Report details performance information against the Memorial's Outcome and against external and internal Outputs.

PART FIVE

Accountability provides detailed information about the Memorial as required for reporting.

PART SIX

Financial Statements includes the Report by the Auditor-General and Financial Statements.

APPENDICES

Appendices provide additional information about the Memorial, including staff profiles, collection acquisitions and disposals, and major sponsors.

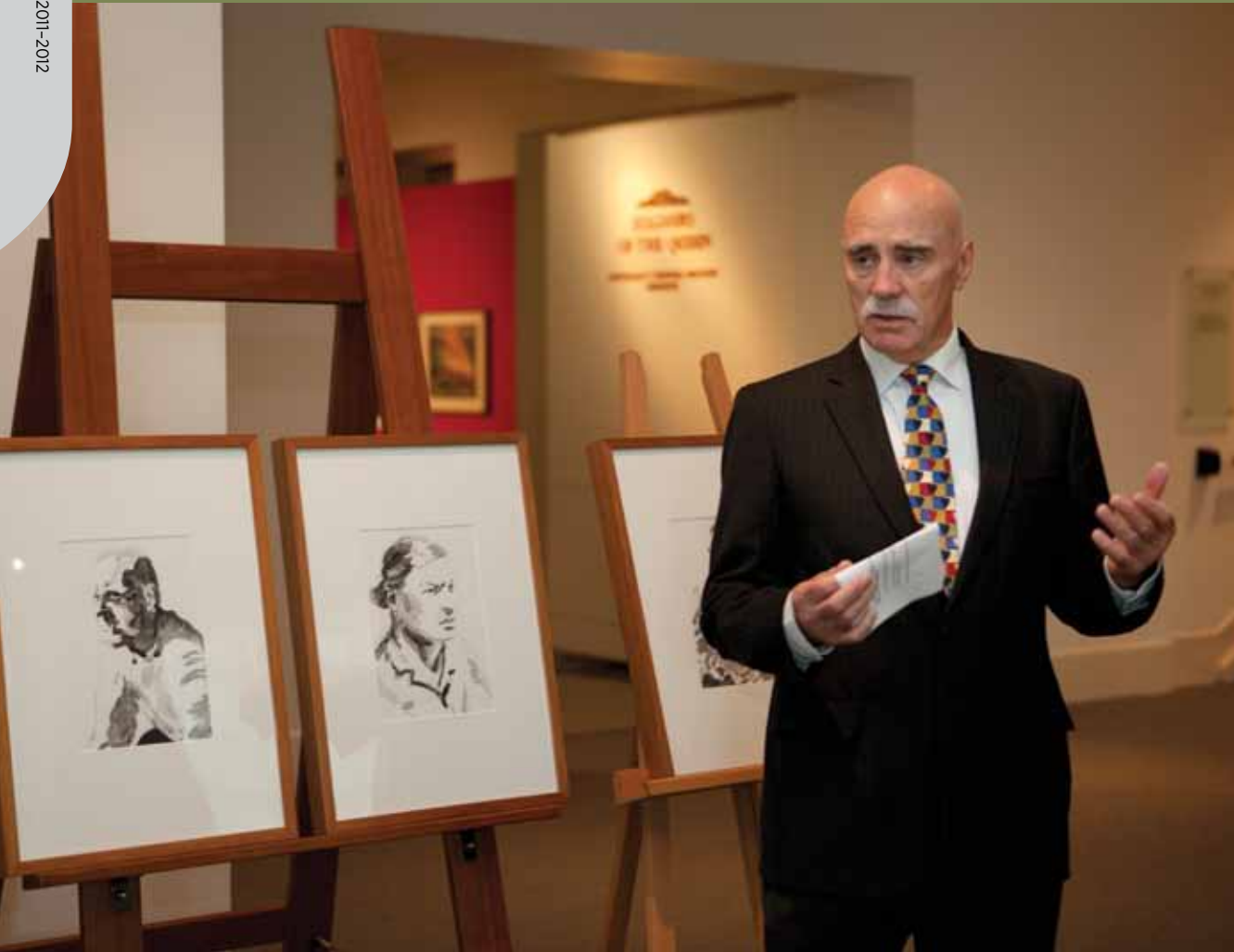
Contact Officer

The contact officer for enquiries about this report is:

The Executive Officer
Corporate Services
Australian War Memorial
GPO Box 345
Canberra ACT 2601

Phone: (02) 6243 4290
Fax: (02) 6243 4330
Email: executive@awm.gov.au

A copy of this report may be found on the Memorial's website at www.awm.gov.au



The Honourable Warren Snowdon MP, Minister for Veterans' Affairs, with a display from the sketchbook of official war artist and Archibald Prize winner Ben Quilty, recently returned from his assignment in Afghanistan.

CONTENTS

Introduction	vii
Highlights	xii
1 CORPORATE GOVERNANCE	1
Corporate Governance Structure	3
2 CORPORATE OPERATIONS	5
3 CORPORATE SUMMARY	9
Purpose	9
Mission	9
Vision for the Future	9
Values	9
Planning and Reporting Framework	10
Organisation Chart and Senior Staff	10
Branch Descriptions	11
National Collection	11
Public Programs	11
Corporate Services	11
4 PERFORMANCE REPORT	13
Outcome and Outputs Structure	13
OUTPUT 1.1 Commemorative Ceremonies	14
OUTPUT 1.2 The National Memorial and Grounds	16
OUTPUT 1.3 The National Collection	18
OUTPUT 1.4 Exhibitions	21
OUTPUT 1.5 Interpretive Services	23
OUTPUT 1.6 Promotions and Community Services	26
OUTPUT 1.7 Research, Information, and Dissemination	28
OUTPUT 1.8 Visitor Services	33

INTERNAL OUTPUTS	35
OUTPUT 1.9 Corporate Governance	35
OUTPUT 1.10 Executive Strategic Management	35
OUTPUT 1.11 Resource Management	38
OUTPUT 1.12 Revenue Generation	41
OUTPUT 1.13 Team Management	42
5 ACCOUNTABILITY	43
Legislation, Functions, and Powers	43
Internal and External Audits	44
Fraud Control	45
Effects of Ministerial Directions	45
Indemnities and Insurance Premiums	45
Legal Actions	45
Ombudsman	45
Social Justice and Equity	46
Service Charter report	46
Advertising and Market Research Expenditure	48
<i>Freedom of Information Act 1982, Section 8 Statement</i>	48
<i>Freedom of Information Act 1982, Statistics 2009-10</i>	50
<i>Environmental Protection and Biodiversity Conservation (EPBC) Act 1999, Section 516A Statement</i>	50
Work Health and Safety	50
Commonwealth Disability Strategy Report	51

6 REPORT BY THE AUDITOR-GENERAL AND FINANCIAL STATEMENTS	53
7 APPENDICES	91
APPENDIX 1 Council Membership	91
APPENDIX 2 Council Profiles	95
APPENDIX 3 Senior Staff Profiles	99
APPENDIX 4 VIP Visits, Events and Ceremonies	102
APPENDIX 5 Key Acquisitions and Disposals	106
APPENDIX 6 Travelling Exhibitions	108
APPENDIX 7 Staff Publications, Lectures, and talks	110
APPENDIX 8 Staffing	119
APPENDIX 9 Major Sponsors	120
Glossary	122
Compliance Index	123
Index	124

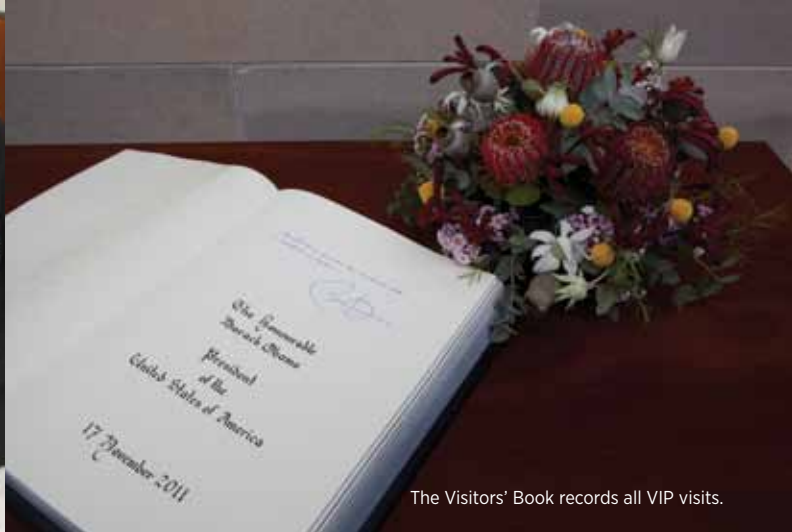
HIGHLIGHTS



Her Majesty Queen Elizabeth II meets veterans.



Mr Ashley Ekins at the launch of his *Fighting to the finish*, the final volume of the Official History of Australia's Involvement in Southeast Asian Conflicts 1948-1975. With him is Mr Graham Kells MC, who commanded 5 Platoon, B Company, 3RAR, at the battle of Long Khanh (Operation Overlord), 7 June 1971.



The Visitors' Book records all VIP visits.



Ms Elizabeth Porritt, National Capital Private Hospital, and Ms Megan Curran, Calvary John James Hospital, lay wreaths during the annual International Nurses and Midwives Week Wreathlaying Ceremony.

Crown Princess Mary signing the Visitors' Book during her visit with her husband, Crown Prince Frederik of Denmark.



Bomber Command veterans Arthur Edwin Loudon DFM, Clive Conrad Gesling OAM, and Francis John Ward DFM visit the Australian War Memorial to see the Lancaster bomber "G for George".



Dr Peter Pedersen with Corporal Benjamin Roberts-Smith VC MG after the launch of ANZACs on the Western Front: the Australian War Memorial battlefield guide, which has gone on to be a best seller.



Acting Director Nola Anderson escorts Secretary Janet Napolitano, United States Department of Homeland Security, through the Commemorative Area.





As part of the Canberra International Music Festival, "Music for stained glass windows" was presented in the Hall of Memory at the Australian War Memorial in May 2012.



Veterans at the annual National Servicemen's Association of Australia, ACT Branch, Wreathlaying Ceremony.

Captain Kristy Davies (née Sturtevant), with a photo of herself in East Timor in 1999, during the launch of the *Nurses: Zululand to Afghanistan* exhibition.



CORPORATE GOVERNANCE

It is pleasing to report that the Australian War Memorial has yet again maintained its high standard of achievement in a wide range of areas and activities. A new Corporate Plan was endorsed by Council following wide consultation with staff. This plan sets in place the institution's corporate direction for the period 2011-14 and will guide all activities through the next phase of an exciting and challenging program of projects and gallery redevelopment as we head towards the Centenary of ANZAC.

An event of particular significance was a visit by Prime Minister Gillard to the Australian War Memorial on 16 April 2012 and her announcement of \$27m in capital injection for

the redevelopment of our First World War galleries. Council endorsed the Concept Description for these galleries in August 2011, an important strategic stage in the gallery development process. The Concept Design is the next major milestone and Council's endorsement of it will be sought in due course.

It is also noteworthy that the Government increased general funding to the Memorial by \$5.3m over four years following the handing down of the 2012-13 Federal Budget. This is very welcome, as it will further assist the Memorial to prepare for the Centenary of ANZAC.

The Council acknowledges and thanks the Government and the Department of Veterans' Affairs for their ongoing support of the Memorial. This support covers a wide range of projects such as Travelling Exhibitions, Plaque Dedications and the School Wreathlaying Program. Also worthy of thanks and acknowledgement are the many benefactors from the corporate sector, particularly Boeing Australia, BAE Systems, the Lambert Largesse Foundation, Qantas, and TransACT. It is through support such as this that a significant number of our public programs are made possible.

The major national ceremonies of Remembrance Day and ANZAC Day were again well attended by the public. Sadly, Remembrance Day saw the addition of a further eight names to the Afghanistan Roll of Honour panel at a private ceremony with the families of the fallen. Council is mindful that Australians place great importance on the Roll as a public national symbol of commemoration and recognition, and the Memorial's ongoing role is given a deeper meaning on such occasions. ANZAC Day and Remembrance Day continue to hold a great deal of relevance for Australians – attendance at ANZAC Day was up on last year by 36 per cent – and we are committed to ensuring these commemorative ceremonies are delivered to a high standard.

On behalf of Council, it is an honour to acknowledge and recognise the long service of the retired Council Chairman, General Peter Cosgrove AC MC (Ret'd) and of Council member Mr Les Carlyon. General Cosgrove had two periods of service on Council, first as Chief of Army between 2000 and 2002, and the second from 2006 as a Councillor and then as Chairman from 2008. Mr Carlyon also made a long and committed contribution to Council over his two terms, beginning in 2006. These two most distinguished Australians can be very proud of the significant contributions they made to Council during their terms.



Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman of the Council of the Australian War Memorial (right) in the Commemorative Area with (from the right) NATO Secretary General Anders Fogh Rasmussen; The Honourable Stephen Smith MP, Minister for Defence; and Dr Brendan Nelson, Ambassador to Belgium and the European Union.



General Peter Cosgrove AC MC (Ret'd), then Chairman of the Council of the Australian War Memorial (right) with Her Majesty Queen Elizabeth II, and Senator The Honourable David Feeny, Parliamentary Secretary for Defence (left). His Royal Highness The Duke of Edinburgh Prince Philip is walking behind with the Honourable Warren Snowdon MP, Minister for Veterans' Affairs (left) and Steve Gower AO AO(Mil), Director of the Australian War Memorial (centre).

It is a pleasure to congratulate and welcome new Council members, Dr Allan Hawke AC, Mr Peter FitzSimons AM, and Major General Paul Stevens AO (Ret'd). Their appointments bring a wealth of public administration, military and veteran experience to Council. We also gratefully acknowledge the three Service Chiefs: Vice Admiral Ray Griggs AO CSC RAN, Lieutenant General David Morrison AO, and Air Marshal Geoff Brown AO. We welcome their contribution to Council and their steadfast support of the Memorial.

On behalf of Council past and present, Acting Director Nola Anderson, the Memorial's permanent staff and our volunteers, I sincerely and warmly thank Steve Gower AO AO(Mil), who completed his term as Director on 31 August 2012 after 16 dedicated years in the position. His extraordinary stewardship and legacy will be long remembered and admired. The Memorial has been most fortunate to have benefitted from the dedication, initiative and resourcefulness of a man of such rare talent.

The Director has been on extended personal leave since November 2011 with Ms Nola Anderson assuming the role of Acting Director. On behalf of Council, I thank Nola for

so effectively and successfully managing and leading the Memorial during this extended period.

On 23 August 2012 the Minister for Veterans' Affairs announced the appointment of the Honorable Dr Brendan Nelson as the the new Director. Council looks forward to working with Dr Nelson as we head toward the very exciting, yet challenging, Centenary of ANZAC.

On behalf of Council, it is a privilege to acknowledge the important work and diligence of all the Memorial staff, who day after day, engage the hundreds of thousands of people who visit this wonderful institution annually. They are to be commended for their dedication and attention to detail. Also deserving of high of praise are the Memorial's many volunteers. Their ongoing efforts do much to make the Memorial the highly respected institution that it is known to be by their fellow citizens, and the thousands of visitors from other lands who visit our nationally iconic Memorial.

**Rear Admiral Ken Doolan AO RAN (Ret'd)
Chairman**

Corporate Governance Structure

The Australian War Memorial was established as a statutory authority under, and draws its authority from, the *Australian War Memorial Act 1980* (the Act). The Act allows for the appointment of a Council and a Director as Chief Executive Officer of the Memorial.

The performance of the Memorial and the accountability of its Council and management are subject to the *Commonwealth Authorities and Companies Act 1997* (CAC Act), which imposes key reporting, financial and pecuniary obligations on the Memorial and its Council members. Many of these are modelled on provisions which apply under Corporations Law, particularly those for directors.

The Memorial is subject to other Acts that bear on its operation, and is accountable to the Government through the Minister for Veterans' Affairs. It has a strong link to the Department of Finance and Deregulation for budgetary processes, appropriations, grants and financial management processes; and it follows the Principles and Better Practice Guides produced and regularly updated by the Australian National Audit Office (ANAO). The Memorial adheres to Australian accounting standards in the preparation of its financial reports and follows best practice in its financial management.



The Council of the Australian War Memorial during one of its quarterly meetings in the Council Room.

Back (left to right): Major General Paul Stevens AO (Ret'd); Mr Peter FitzSimons AM; Mr Kevin Woods CSC OAM; Air Marshal Geoff Brown AO; Vice Admiral Ray Griggs AO CSC RAN; Lieutenant General David Morrison AO; Mr Kerry Stokes AC.

Front (left to right): Dr Allan Hawke AC; Air Vice-Marshal Julie Hammer AM CSC (Ret'd); Council Chairman Rear Admiral Ken Doolan AO RAN (Ret'd); Acting Director Ms Nola Anderson; Ms Wendy Sharpe; Ms Jane McAloon; The Honourable Graham Edwards AM.

Council of the Memorial

The Council of the Australian War Memorial is established by section 9 of the *Australian War Memorial Act 1980*.

The Council is responsible for the conduct and control of the affairs of the Memorial, and the policy of the Memorial with respect to any matters is determined by the Council. In particular, the Council:

- establishes the strategic direction and vision of the Memorial
- approves the goals and key objectives of the Memorial
- approves the annual budget and monitors expenditure and financial reporting, including for major projects
- ensures agreed corporate objectives are met
- adopts a strategic plan, which includes a business plan with objectives and key reporting measures
- ensures the Memorial has adequate financial resources to meet known and planned future commitments
- ensures that systems, processes, and internal controls are in place for effective management and monitoring of the principal risks to which the Memorial is exposed
- ensures that satisfactory procedures are in place for auditing the Memorial's financial affairs and that the scope of internal and external audit is adequate
- ensures decisions made are consistent with the ethos of the Memorial
- ensures that the Memorial communicates effectively with the public and key stakeholders
- monitors and evaluates the performance of the Director.

Council performance

Council reviews its performance at least annually in terms of the achievement of targets associated with the outputs specified in the Business Plan. A report on Council activities is included under Output 1.9.

New Council members are expected to undertake orientation training prior to attending a Council meeting, and all are provided with a manual that outlines the functioning of the Council in terms of applicable Acts and members' responsibilities.

Details of Council membership, Council Committee membership, and terms of reference for Committees are in Appendix 1.

Profiles of Council members can be found in Appendix 2.

CORPORATE OPERATIONS

Once again it has been a busy year. However, before I look at some of this year's highlights, I would like to acknowledge the contribution of Director Steve Gower, who has so ably led the Memorial for the last 16 years. This is the last annual report under his directorship, but unfortunately personal circumstances have kept him on long-term carer's leave since last November. Nonetheless, the year's achievements, no less than those throughout his entire tenure at the Memorial, are a testament to his enthusiasm, skill and dynamic leadership. The breadth of his contribution throughout his time at the Memorial has been exceptional. A few of the highlights include the redevelopment of all galleries, including most recently the Hall of Valour; the development of the Campbell Precinct Site Development Plan and the renewal of all the external grounds, including the western courtyard and sculpture garden, the parade ground, the eastern precinct and award-winning *the Terrace at the Memorial* café and underground car park; the construction of two buildings

– ANZAC Hall and the C.E.W. Bean Building – which has extended exhibition space considerably; the introduction of the Memorial's website and the Travelling Exhibitions program; and the reinstatement of the official commissions program which has seen artists, photographers, and cinematographers as well as curators travel to East Timor, the Solomon Islands, Iraq, Afghanistan, and Sinai. All the staff join me in extending our thanks for his outstanding contribution.

The Centenary of the First World War looms large on the Memorial's horizon, especially the redevelopment of our First World War galleries. During 2011-12 we developed a detailed business case and new policy proposal, and with the announcement in April this year of \$27m funding from the Federal Government, work can continue in earnest. Curatorial development and exhibition design are well under way, along with planning for primary works. A "soft opening" is proposed for late 2014, followed by



Steve Gower AO AO(Mil), Director of the Australian War Memorial, with General Peter Cosgrove AC MC (Ret'd), Chairman of the Council of the Australian War Memorial and Lynne Cosgrove; The Honorable Barack Obama, President of the United States of America; and Her Excellency Quentin Bryce, Governor-General of the Commonwealth of Australia, in the Commemorative Area during the President's visit.

the official opening in February 2015. There has already been substantial investigation into one of the most critical elements of the redevelopment, the conservation of the dioramas. These iconic collection items, firm favourites with our visitors which will remain a key feature of the new galleries, are now over 80 years old and in need of some conservation attention. This will be undertaken by our team of experts over the next year.

The Memorial is working on a range of Centenary activities which will assist and complement the wider national Centenary program. Of significance is *ANZACs Online*, a major web resource, which will offer interactive web access to a wide range of material. In its initial phase, this project will focus on making available digitised versions of some of the Memorial's vast collection of personal letters, diaries and ephemera. Further projects will provide more resources to assist the Australian community to participate in the Centenary in a wide variety of ways. Details of these will be available on our website over the coming year. We are also in the process of developing a temporary First World War exhibition which will be on display while the permanent First World War galleries are closed.

An enhanced online presence is critical to the delivery of a number of these activities. Over the past year the web team has focused on establishing a robust platform and structure that will make access to our resources and social media networks easier and faster. In conjunction with this, we have also been looking very closely at how our programs, both online and in the galleries, might make best use of innovations in Information and Communication Technologies.

The Memorial has also contributed to Government planning for the national Centenary Program. Linda Ferguson, Assistant Director and Branch Head Public Programs, continued to represent the Memorial on the Interdepartmental Taskforce convened by the Department of Veterans' Affairs. In addition, Dr Peter Pedersen, Acting Assistant Director and Branch Head National Collection, represented the Memorial on the Anzac Centenary Advisory Board's Military and Cultural History Group.

The Memorial places great emphasis on its program of high quality publications, especially where these assist a wide cross-section of the public in understanding Australia's military history and its impact on Australian society. It was a great pleasure to see the formal launch, on 6 March 2012, of the highly anticipated final volume of the Official History of Australia's Involvement in Southeast Asian Conflicts 1948-1975, *Fighting to the finish*. Writing an official history is a challenging task and Ashley Ekins, Head of the Memorial's Military History Section, is to be congratulated on producing such an outstanding volume. Work continues on the six-volume Official History of Peacekeeping and Post-Cold War Conflicts. Volume 6, *In their time of need: Australia's overseas emergency relief operations*, is being researched and written by Memorial historian Dr Steven Bullard.

In addition to the official history program, the Memorial produced a number of excellent volumes, including *ANZACs on the Western Front: the Australian War Memorial battlefield guide* by Dr Peter Pedersen, which was launched by Corporal Ben Roberts-Smith VC MG on 5 December 2011. Since then, this volume has become one of the Memorial's best-selling books and has been among the ten best-selling military history titles in Australia. This year has also been the culmination of three years' intensive work to produce *Australian War Memorial: treasures from a century of collecting*, which traces the history of the Memorial's Collection, written by myself, with research assistance by Dr Ian Jackson. The 600-page book, which includes over 1,000 images from the Collection, will be released by Murdoch Books in November 2012. During the year, Dr Peter Pedersen has also been working on the Memorial's next major publication, a volume on the Gallipoli collection, due out in 2014, and staff from the Military History section have been working on forthcoming publications *A ridge too far: climax on Gallipoli* (forthcoming 2013) edited by Ashley Ekins, *The Nek, the tragic charge of the Light Horse at Gallipoli* (revised edition, forthcoming 2013) by Peter Burness, and *Secret bureau: the story of Central Bureau, MacArthur's signals intelligence organisation in the South-West Pacific during the Second World War* (forthcoming 2013) by Dr Jean Bou.

Two major contracts were renegotiated during the year. Firstly, the contract to publish our long-standing magazine, *Wartime*, was awarded to Hardie Grant publishers and we look forward to an ongoing successful partnership. The second was the contract for the Memorial's catering facilities, awarded to Hudson Catering, covering the Landing Place café and *the Terrace at the Memorial*, as well as functions management.

It is always a pleasure to welcome visitors and guests to the Memorial; I believe we have established very high professional standards for such events. We have had the opportunity of welcoming a number of VIP visitors over the last year. In October 2011 Her Majesty the Queen and His Royal Highness the Duke of Edinburgh attended and laid a wreath at the Tomb of the Unknown Australian Soldier. The Honorable Barack Obama, President of the United States of America, visited in November 2011 as did Crown Prince Frederik and Crown Princess Mary of Denmark. Such visits are notable in their acknowledgement of the service and sacrifice of those in Australia's defence forces, and it is always a special occasion for staff and the public.

As part of our regular program, the Memorial staged several major ceremonies during the year, including the Remembrance Day ceremony and the ANZAC Day Dawn Service and National Ceremony. The Remembrance Day ceremony was attended by Their Excellencies Ms Quentin Bryce AC CVO, Governor-General of the Commonwealth of Australia, and Mr Michael Bryce AM AE, and the Honourable Ms Julia Gillard MP, Prime Minister of the Commonwealth of Australia, who gave



The Corporate Management Group inspects the Long Tan cross after its arrival. The cross is on loan from the Dong Nai Museum in Vietnam and will be displayed at the Memorial from August 2012 to April 2013.

Left to right: Dr Peter Pedersen, Acting Assistant Director, Branch Head National Collection; Ms Rhonda Adler, Assistant Director, Branch Head Corporate Services; Steve Gower, Director; Ms Nola Anderson, Acting Director, Assistant Director, Branch Head National Collection; Ms Linda Ferguson, Assistant Director, Branch Head Public Programs.

the Commemorative Address. Prior to the Remembrance Day ceremony, family members, representatives from the Australian Defence Force, the Director, and Mr Les Carlyon representing the Chairman were in attendance at a ceremony for the addition of eight names to the Roll of Honour. His Excellency Major General (Rtd) Martyn Dunne CNZM, New Zealand High Commissioner, and Senator the Honourable Kate Lundy, representing the Prime Minister of Australia, were in attendance for the ANZAC Day National Ceremony, with Air Marshal Mark Binskin AO, acting Chief of the Defence Force, giving the Commemorative Address. Interest in our national commemorative services continues to grow, and will no doubt be a major element of the national Centenary Program in 2015.

Working with veteran and community groups to realise a public memorial in the Memorial's grounds is an important and complex undertaking, and also one which is extremely satisfying. This year a memorial to Australian servicemen and women, and civilians, killed in the defence of New Britain and the neighbouring islands, and those who

died with the sinking of the *Montevideo Maru* in 1942, was installed in the grounds. This memorial is a beautiful stainless steel, contemporary piece designed by Melbourne artist James Parrett. It was unveiled on 1 July 2012 by Her Excellency Ms Quentin Bryce AC CVO, Governor-General of the Commonwealth of Australia, with the Honourable Peter Garrett MP representing the Prime Minister of Australia.

One of the Memorial's unique qualities is its role as a museum as well as a memorial. This means we have a responsibility to ensure the National Collection is continually developed, in particular to cover recent and current deployments. The Memorial has worked closely with the Australian Defence Force on a program of collecting from the field, especially through official commissions of artists, photographers and cinematographers, and field visits by curators. This year the program included official commissions to Afghanistan for artist Ben Quilty and cinematographer John Martinkus, and field visits to Afghanistan by Acting Assistant Director Branch Head National Collection, Dr Peter Pedersen, and to Operation Mazurka, Sinai by Acting Head Military Heraldry and Technology Rebecca Britt and photographer Michael Kosmider. Artist Tony Albert was also commissioned to cover Norforce operations in the Northern Territory. The commissioning program and field visits have proved very successful, and will ensure that treatment of these operations in future gallery displays will be engaging and authentic.

Our acquisition program is another important part of collection development. Significant acquisitions related to contemporary conflicts this year have included the sculpture *Six more* by Alexander Seton, a sculpture commemorating Australian soldiers killed in Afghanistan, and Afghanistan material, including the medals of Private Scott Palmer, 4RAR, who was killed in a helicopter crash in 2010. Of course we also continue to augment our collection dealing with past conflicts. The Allan Box collection of campaign medals and gallantry awards to over 40 individuals, including some highly significant Gallipoli and other First World War figures, was a major addition, as was *Darwin raid and other home movies* shot by Able Seaman Monty Tuckerman during the Japanese raid on Darwin in February 1942.

I would like to take this opportunity to acknowledge the ongoing generosity of Mr Kerry Stokes AC for his donation of over 800 glass photographic plates from the Louis and Antoinette Thuillier First World War collection. The recent discovery of these plates has been one of the most significant additions to the body of First World War photography relating to the Australian experience, and the Memorial is extremely pleased to be able to include them in the National Collection. They will feature in *Remember me: the lost diggers of Vignacourt*, a temporary exhibition due to open in November 2012.

As one of Australia's most significant national institutions, the Memorial is conscious of its responsibility to care for and maintain its building and grounds, both as an historic icon and as a place which many thousands of Australians visit each year. Our Site Development Plan for the Campbell site was reviewed in November 2011. The review focused on the capacity of the precinct for new building and landscape development, and potential for future plaque and memorial locations. A formal plan for the development of the Mitchell precinct, where our conservation and storage facilities are located, was also completed. Additional land (and buildings) became available at Mitchell during the past year, and the Memorial took the opportunity to lease, with the option to purchase, a site that is adjacent to existing Memorial facilities and provides much needed additional storage capacity.

An important aspect of moving into the new media environment has been the enhancement of our system to manage digital assets, both collection and corporate. Work has continued on developing the key platform for this, the Enterprise Content Management system. This facilitates the management of digital collection items to a standard required in the professional museum sector, as well as being an electronic document management system. The latter will provide electronic records management compliance. Continuing the shift to the digital environment, the old PABX phone system, which had become unsustainable, was replaced with a Voice over Internet Protocol (VoIP) system. The SAP Finance and Human Resource management systems were also upgraded, as was the Schools Booking System. We have over 127,000 school children visiting each year, and the upgraded system will provide much needed efficiencies.

In regard to corporate governance, a number of Government reforms have been implemented, including the amended *Freedom of Information Act*, *Work Health and Safety ACT*, *Fraud Control Guidelines*, *Protective Security Framework Manual* as well as the Legal Services Multi-Use List implemented by the Office of Legal Service Coordination.

Sadly, during 2011-12 the Memorial farewelled Carol Cartwright, our long-serving Head of Education and Visitor Services. In this position Carol's responsibilities included managing many ANZAC and Remembrance Day ceremonies, numerous high level VIP visits, as well as other popular events such as the Christmas Carols and Open Days. Carol also oversaw the finalisation of the *Conflicts 1945 to today* galleries, and spent some years managing the Travelling Exhibitions program. Her vibrant energy will be missed. I would also like to acknowledge the wonderful contribution by Lola Wilkins, Head of Art, who retired at the end of July after almost 30 years at the Memorial. During that time she has significantly enhanced our art holdings through a well planned acquisitions program, has made a wonderful contribution to overseeing the official artists scheme, and curated many exhibitions. The latter



Acting Director Nola Anderson at the launch of the *Nurses: from Zululand to Afghanistan* exhibition.

have included the major international exhibition *Shared experience: art and war – Australia, Britain and Canada in the Second World War*. Lola also edited the book of highlights from our art collection, *Artists in action: from the collection of the Australian War Memorial*. Lola's expertise and passion for the Memorial's art collection was extraordinary. I wish both Carol and Lola well for their retirement.

I know the Director joins me in thanking the Memorial's dedicated and talented staff, who have delivered excellent results across a diverse range of functions from curatorial and conservation work, to corporate administration, visitor services and public programs. Thanks also must go to our wonderful group of volunteers. Together, the staff and volunteers continue to ensure the Memorial retains its iconic national status.

I would also like to thank Rhonda Adler, Linda Ferguson and Dr Peter Pedersen for their unstinting support and commitment.

Highly valued oversight and strategic direction have once again been provided by the Council and its Chairman. I thank both General Peter Cosgrove AC MC (Ret'd), former Chairman, and Rear Admiral Ken Doolan AO RAN (Ret'd), current Chairman, and all members of Council for their commitment and support. I would also like to thank Mr Les Carlyon, who retired from Council in April 2012 and whose professional and engaging contribution, especially in the field of Australian military history, was greatly valued.

Nola Anderson
Acting Director

CORPORATE SUMMARY

Purpose

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

Mission

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

Vision for the Future

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

Values

In addition to complying with the Australian Public Service Code of Conduct, all staff are committed to the following identified values:

- respect for those who have served the nation
- a commemorative ethos reflecting the Australian identity
- the collection is the core of the museum
- leadership in our fields
- excellence and professionalism
- innovation and creativity
- fairness and equity
- high performance through teamwork.



Part of the 25,000-strong crowd gathered for the ANZAC Day 2012 Dawn Service.

Planning and Reporting Framework

The Memorial is a statutory authority within the Veterans' Affairs portfolio, and responsible for functions in accordance with the requirements of the *Australian War Memorial Act 1980*, the *Commonwealth Authorities and Companies Act 1997*, and other applicable acts. The Memorial's strategic direction and policies are set by its Council, which typically meets four times per year.

Management and implementation of strategies and policies are the responsibility of the Director, who is a Statutory Appointee under the *Australian War Memorial Act 1980*.

The strategic direction for the Memorial over 2011-12 has been provided by the Memorial's Corporate Plan 2011-14. The plan includes, among other things, the outcome to be achieved by the Memorial, its vision, corporate priorities, and values. The Corporate Plan, approved and regularly reviewed by Council, provides the framework for drafting the annual Business Plan and its related budget. This identifies the outputs that relate to the priorities: all Memorial activities are linked directly to these outputs with associated performance targets. Performance information related to these outputs is contained later in this report.

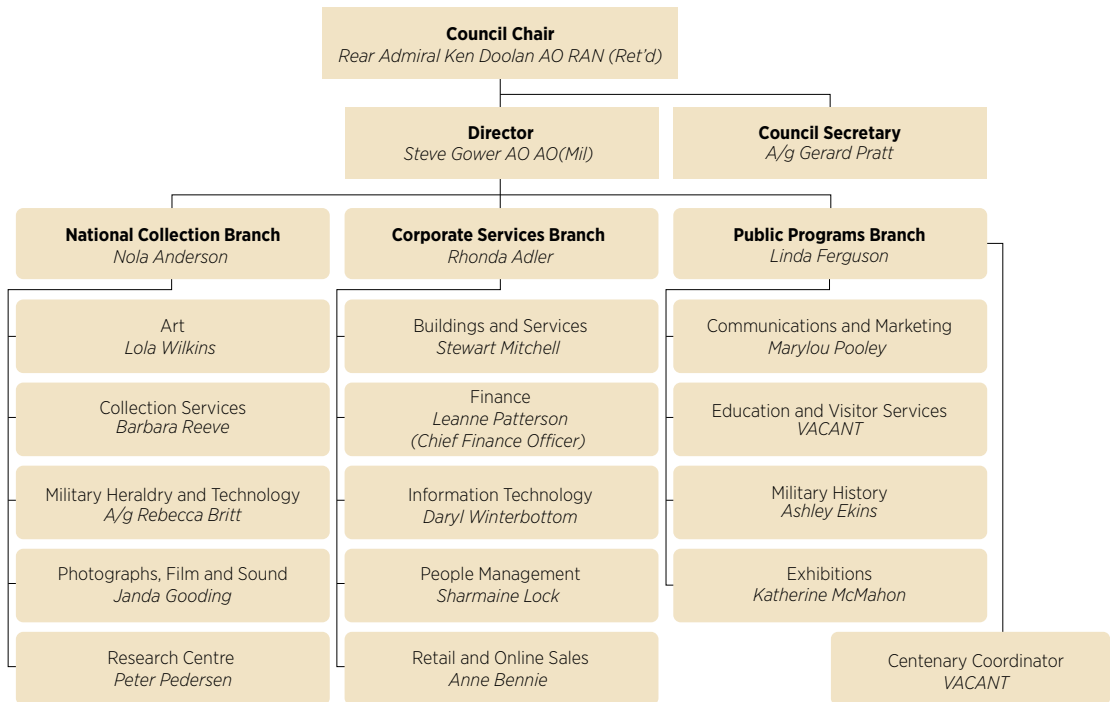
The Memorial has a number of other plans that focus on particular activities, including collection development, collection documentation, collection conservation, gallery and site development, audit, business risk, business continuity, budget, fraud control, information technology, workplace diversity, and security covering physical assets, people and information.

Further details of applicable legislation, functions, and powers can be found in Part Five.

Organisation Chart and Senior Staff

Day-to-day corporate operations are conducted by management in accordance with the policies and strategic direction set by the Council of the Memorial.

The management structure of the Memorial comprises three branches based on functional responsibilities, but outputs are achieved by cross-branch activities.



As at 30 June 2012.

Project teams for particular tasks are established as required. These draw on staff from sections across the Memorial, and are managed and coordinated by the Memorial's senior executive committee, the Corporate Management Group (CMG), comprising the Director and three Assistant Directors. CMG meets weekly and is responsible for overall leadership and management and implementation of strategies and policies, and for the regular review of performance. For all financial matters, the Chief Finance Officer attends CMG and also has direct access to the Director as necessary.

Profiles of senior staff are at Appendix 3.

Branch Descriptions

National Collection

The National Collection branch develops, manages, preserves, and researches the National Collection and makes it accessible through an extensive range of programs.

The Memorial's collection contains a wide range of historical and cultural heritage items representative of all facets of Australia's involvement in war or warlike operations. It provides the Memorial with authentic material with which to mount exhibitions and public displays, to educate and inform its visitors, and to meet the information needs of public enquiries, researchers, and academic and official organisations.

Each section of the branch covers a major portion of the collection or provides key support services, such as conservation and registration. Collection areas comprise Art; Military Heraldry and Technology; Photographs, Film and Sound; and the Research Centre. Curators in these areas are responsible for researching and developing the collection; for ensuring that it is accessible, well-documented, and properly preserved, and that its heritage value is understood; and for contributing to the development of exhibitions. A digitisation program contributes to the preservation of the collection and enhances access to it via the internet. Collection Services staff are responsible for the conservation, storage, movement, and physical control of collection items, and for the continuing management of the collection management system. The Research Centre also manages the Memorial's Roll of Honour, Commemorative Roll and Remembrance Book.

Public Programs

The function of the Public Programs branch is to engage all Australians and visitors in commemoration through exhibitions, education, interpretive, and marketing services.

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's

experience of war, in particular ANZAC Day and Remembrance Day. Through the Exhibitions program, the branch contributes to the remembrance and understanding of the Australian experience of war by developing and maintaining world-class museum exhibitions, incorporating multimedia and interactive displays, as well as the display of relics, photographs, and works of art. The Memorial's goals are further supported through a program of changing temporary exhibitions in the Special Exhibitions Gallery and by the Travelling Exhibitions program, which enables the Memorial's collection to be seen across Australia.

The branch conducts research to identify the needs and expectations of major interest groups, and evaluates the extent to which those needs are being met. It conducts a program of public events and a range of visitor services, including those provided by the Memorial's volunteers and the Battlefield Tours program. The branch develops and implements education programs that are linked with national education curricula, both for delivery on site and as part of its outreach strategy.

The branch is also responsible for seeking, managing, and servicing development and sponsorship opportunities; developing and coordinating marketing initiatives across the Memorial; providing public relations direction and support; supplying authoritative historical research and interpretation; maintaining and developing the Memorial's website; and researching and writing the official history of Australia's Involvement in Peacekeeping, Humanitarian, and Post-Cold War Operations.

The Public Programs Branch also has the responsibility for coordinating all Memorial activities in relation to the upcoming ANZAC Centenary.

Corporate Services

The Corporate Services Branch is responsible for delivery of a range of internal and external governance, compliance and resource management functions. Implementation of Government reforms relevant to the Memorial is also co-ordinated by the Branch.

The branch facilitates the management of the Memorial's resources, including staff, finances, facilities, information technology, and office services. It provides grounds and property management, communications strategies, and security and records management services. It is responsible for corporate planning and issues relating to administrative law, public liability, fraud control, risk management, and ethics. Corporate Services also manages tax administration, financial policy, internal audit, and asset management. The branch is also responsible for management of the Memorial Shop and e-Business.

Executive functions and Ministerial and Parliamentary liaison are also coordinated in this branch.



A bugler plays the haunting lament during the ANZAC Day 2012 Dawn Service.

PERFORMANCE REPORT

Outcome and Outputs Structure

Australian Government agencies are required to measure their performance in terms of Outcomes. These are the results, impacts, or consequences of their actions on the Australian community. The performance of the Australian War Memorial is expressed in terms of a single Outcome:

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

The Outcome will be achieved through the maintenance and development of the national memorial and a national collection of historical material, and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

The Memorial delivers 13 outputs, of which five are internally generated, to achieve the Outcome:

External Outputs

- Output 1.1 Commemorative Ceremonies
- Output 1.2 The National Memorial and Grounds
- Output 1.3 The National Collection
- Output 1.4 Exhibitions
- Output 1.5 Interpretive Services
- Output 1.6 Promotions and Community Services
- Output 1.7 Research, Information, and Dissemination
- Output 1.8 Visitor Services

Internal Outputs

- Output 1.9 Corporate Governance
- Output 1.10 Executive Strategic Management
- Output 1.11 Resource Management
- Output 1.12 Revenue Generation
- Output 1.13 Team Management



Local Scouts march with the ANZAC banner at the ANZAC Day 2012 National Ceremony.

Overall Performance against the Outcome

The Memorial continues to excel in delivering an effective and dynamic range of services and programs. These define it as not only one of the best known national tourist attractions but as a cultural institution that fulfils to the highest standards its commemorative purpose, mission, and vision for the future.

Commemoration performance indicator:

Whether people were actively involved in commemoration by attending the national ANZAC Day and Remembrance Day ceremonies and other commemorative ceremonies held at the Memorial.

Attendance at all Memorial commemorative ceremonies increased to 56,000 people. This year the ANZAC Day Dawn Service and National Ceremony attracted the largest crowds since 2008, with 39,500 people attending the two events. An increase of 11 per cent was also recorded at the 2011 Remembrance Day ceremony. Around 42,000 people attended these three major ceremonies, over 10,000 more than in the previous year.

Over 5,500 school students were involved in wreathlaying ceremonies, and over 5,800 people attended plaque dedication ceremonies and other commemorative or wreathlaying ceremonies.

Accessibility performance indicator:

Whether a significant number of Australians visited or had access to the Australian War Memorial and its services including exhibitions, travelling exhibitions, collections, website, Research Centre, and research and interpretive programs.

The Memorial maintained existing programs and introduced new initiatives aimed at attracting and holding audiences to ensure resources are accessible and relevant. Total interactions for the year included over 3.6 million visitors to the website, over 835,000 visitors to the Memorial and its storage facility in Mitchell, Canberra, over 136,000 visitors to travelling exhibitions, and assistance with more than 18,000 research enquiries. The Memorial's onsite visitation saw a continued increase in student numbers with a total of 127,730 this year. In addition over 22,000 visitors accessed the Memorial's Reading Room and more than 330,000 participated in interpretive programs and events. These figures do not include visitation to object theatre shows or performances, or visitation to exhibitions by other organisations that display items on loan from the Memorial's collection.

Knowledge and understanding performance indicator:

Whether as a result of their contact with the Memorial, visitors and clients had an increased level of knowledge and understanding of the Australian experience of war and its enduring impact on our society.

Evaluation results provide evidence that people's knowledge and understanding are enhanced as a result of their contact with the Memorial. Results from the evaluation of the *Rats of Tobruk 1941* exhibition reveal that 87 per cent of those surveyed could provide at least one example of an historical fact or demonstrate greater understanding of the Australian experience of war. Key learnings related to improved knowledge about the nationalities involved and their geographic relationships, the size and complexity of the defensive front, and the scale of what the Australians were facing.

The Memorial's General Visitor Survey recorded that 90 per cent of visitors surveyed thought that the Australian experience of war has been important in shaping the Australian identity, with 76 per cent saying it has been very or extremely important.

Evaluation feedback also confirms the role of the Memorial and its programs in providing for people who wish to commemorate or understand the experience of their relatives and friends. For example, comments received in feedback on the *Rats of Tobruk, 1941* exhibition include:

I knew someone who was a "Rat of Tobruk" and he was a complete wreck when he came home. It is good to be able to see what people had to deal with.

The connection and better understanding of what my Dad went through.

To experience a bit of what my grandfather went through.

I had not seen the map before and with what Dad had told me, it put it into perspective.

I just realised how big a front the whole battle was. My great-uncle served there.

These results demonstrate that the Memorial is successfully achieving its outcome. The remainder of this report assesses the Memorial's achievement against the performance measures and targets established in the Portfolio Budget Statements (PBS) for each of the Memorial's eight external and five internal outputs. Much of this data is drawn from the Memorial's continuing program of evaluation and visitor research.

OUTPUT 1.1 Commemorative Ceremonies

Major national ceremonies, particularly ANZAC Day and Remembrance Day, and other commemorative ceremonies are conducted in an engaging, dignified and appropriate manner, with assistance provided to organisations conducting commemorative ceremonies.

Overview

This year the Memorial conducted three major commemorative ceremonies: the ANZAC Day Dawn Service, the ANZAC Day National Ceremony, and Remembrance Day. All ceremonies attracted national media coverage and were attended by a large audience

with numbers up for each ceremony compared with last year. Lieutenant Colonel Philip Cairns of the Salvation Army delivered the Dawn Service address and Air Marshal Mark Binskin AO, Acting Chief of the Defence Force, delivered the National Ceremony commemorative address. The Honourable Julia Gillard MP, Prime Minister of Australia, delivered the Remembrance Day commemorative address.

In a private and meaningful ceremony held on Remembrance Day, the names of eight soldiers who lost their lives as a result of warlike service in Afghanistan were added to the Roll of Honour. Family members and representatives from the Australian Defence Force were in attendance.

The Memorial conducted over 100 VIP visits, of which nine were visits by Heads of State. These visits included Her Majesty the Queen and His Royal Highness the Duke of Edinburgh; The Honorable Barack Obama, President of the United States of America; His Royal Highness Crown Prince Frederik and Her Royal Highness Princess Mary of the Kingdom of Denmark.

A complete list of VIP visits and ceremonies is provided at Appendix 4.

Performance information: Commemorative Ceremonies

Key performance indicator **Attendance at and participation in a commemorative ceremony is an explicit act of remembrance. Therefore the KPI for measuring the effectiveness of this program is the total attendance figure at commemorative ceremonies.**

Result Just over 56,000 people attended commemorative ceremonies during 2011-12.

DELIVERABLE 1 **Three major ceremonies – the ANZAC Day Dawn Service, ANZAC Day National Ceremony, and Remembrance Day Ceremony.**

Result The Memorial held three major commemorative ceremonies during 2011-12.

1. ANZAC Day Dawn Service: approximately 25,000 visitors (20,000 last year)
2. ANZAC Day National Ceremony: 14,500 visitors (9,050 last year)
3. Remembrance Day ceremony: 3,230 visitors (2,900 last year)

DELIVERABLE 2 **At least 10 other commemorative ceremonies.**

Result The Memorial conducted 29 other commemorative ceremonies in association with various groups, including the Defence Indigenous Service Ceremony, the National Service Annual Ceremony, the Aged Care Annual Commemorative Ceremony, and the Bomber Command Annual Commemorative Day Foundation Wreathlaying.

In addition, the Memorial held 9 plaque dedication ceremonies, including 2/26th Battalion, HMAS *Vendetta*, and 131 Divisional Locating Battery.

Commemorative ceremony	Number	Attendees
Major ceremonies	3	42,728
Plaque dedications	9	1,021
Other ceremonies	29	4,832
School wreathlayings	110	5,674
Head of State wreathlaying	11	1,328
VIP wreathlayings	40	484
TOTAL	202	56,067

DELIVERABLE 3 **At least two ceremonies per week for the school wreathlaying program.**

Result School wreathlaying ceremonies continue to be a key educational experience for students visiting the Australian War Memorial; 110 ceremonies were held during the year, attended by 5,674 students. A number of the ceremonies were attended by a member of parliament. This important program continues to be funded by the Department of Veterans' Affairs Commemorations program. There has been a very positive response from schools who have participated in the ceremony, particularly in regards to students gaining a personal understanding of commemoration.

Additions to the Roll of Honour

In a private, dignified ceremony attended by General David Hurley AC DSC, Chief of the Defence Force, Lieutenant General David Morrison AO, Chief of Army, and family members, the names of eight soldiers who lost their lives as a result of warlike service in Afghanistan were added to the Roll of Honour. The soldiers were: Corporal Richard Edward Atkinson, 1st Combat Engineer Regiment; Sapper Jamie Ronald Larcombe, 1st Combat Engineer Regiment; Sergeant Brett Mathew Wood, 2nd Commando Regiment; Lance Corporal Andrew Gordon Jones, 9th Force Support Battalion; Lieutenant Marcus Sean Case, 6th Aviation Regiment; Sapper Rowan Jaie Robinson, Incident Response Regiment; Sergeant Todd Matthew Langley, 2nd Commando Regiment; Private Matthew Christopher Lambert, 2nd Battalion, Royal Australian Regiment.

National Student Leadership Forum

Each year the Memorial hosts a Poppy Laying Ceremony for the National Student Leadership Forum. This is a three-day symposium for tertiary students meeting in Canberra to discuss the foundations of effective leadership. The Shadow Minister for Defence Science, Technology and Personnel, Stuart Robert MP, was the keynote speaker this year. Forum organisers have provided feedback that the delegates believe this commemorative ceremony is an integral and meaningful aspect of the symposium.

OUTPUT 1.2 The National Memorial and Grounds

The Memorial building and grounds are conserved and developed as a national memorial to Australians who served and died at war.

Overview

In addition to the Roll of Honour and Hall of Memory, the surrounding grounds are maintained as an important commemorative area. Sculptures, memorials, and plaques throughout the grounds commemorate a range of groups and service units. During 2011–12 a new memorial to those who died in Rabaul and on the *Montevideo Maru* during the Second World War was added to the grounds. The abstract, stainless steel sculpture by James Parrett sits comfortably within the existing site, particularly in relation to the landscape, plantings and sight lines through to the Memorial dome. It was formally unveiled on 1 July 2012, with 1,700 veterans and other guests attending.

A maintenance program was continued to ensure that the grounds and buildings are presented to the highest possible standard. Replacement of trees and other plantings was undertaken as required, as was maintenance of all sculptures and memorials, buildings and the Pool of Remembrance.

Performance Information

Key performance indicator

Result

Attending the National Memorial is an explicit act of remembrance. Therefore, the KPI is the total attendance figure at the Australian War Memorial in Canberra.

834,756 visitors

DELIVERABLE 1

Result

The Memorial heritage building, commemorative area, and surrounding grounds maintained and presented to highest standard

High-quality building, garden and grounds presentation remains a top priority for the Memorial.

A review of the Campbell Site Development Plan was completed in November 2011, with particular emphasis placed on the capacity of the precinct for new building and landscape development, and potential for future plaque and memorial locations. A new memorial commemorating Australian losses at Rabaul and in the sinking of the *Montevideo Maru* has already been installed in one of the new identified locations in the Eastern Precinct; and a memorial to war correspondents is being planned for another identified location in the Western Precinct.

As part of the Eastern Precinct defect rectification process, the cracked topping slab in the Memorial Courtyard was replaced, as were any plants in poor condition. An historic Kurrajong tree perimeter planting had suffered over the years and new plantings of the species were made to replace missing trees. Overall, the new Eastern Precinct landscape has performed well and is contributing greatly to site aesthetic and visitor experience at the Memorial.

Rabbits continue to inhabit the grounds in moderate numbers, despite local poisoning programs. A change of landscaping in key areas, to make the site a less suitable habitat for rabbits, has been considered as an alternative control program. This will be further considered next year. Detailed garden maintenance of the Commemorative Area and the Memorial Courtyard

continues to occur weekly to keep these high profile formal gardens at their best. The pump and filter for the Pool of Reflection in the Commemorative Area were also upgraded, and the maintenance regime for the National Service memorial fountain in the Memorial Courtyard was refined.

DELIVERABLE 2

Access to the Memorial and visitor facilities of the highest standards

Result

The review of the Campbell Site Development Plan was completed. This is the second review of the Plan and is a regular process to ensure the progressive monitoring of site facilities and strategic planning to meet anticipated functional requirements. While no new major site developments for visitor amenity occurred this year, a minor refurbishment of the Landing Place café and kitchen was undertaken; and the existing glass balustrade in ANZAC Hall was replaced to bring the balustrade up to current building code requirements.

DELIVERABLE 3

Building works that comply with relevant standards, codes, and regulations

Result

All building works at the Memorial comply with relevant standards, codes, and regulations.

DELIVERABLE 4

Management and conservation of heritage elements using the Australia ICOMOS Burra Charter

Result

To assist in the heritage management and conservation of the Memorial, a panel for consultant heritage expertise was established. Following that process, International Conservation Services was engaged to review the Memorial's 1997 Heritage Conservation Master Plan and advise on future long-term heritage conservation requirements for the Memorial building. The work also includes review of the ongoing monitoring and maintenance requirements for the building fabric. The consultant's report will be delivered at the start of the 2012-13 financial year.

Work has begun on the lighting design and documentation required for the implementation of the Memorial's Lighting Master Plan. The intention is to deliver a significant lighting upgrade for the Memorial building and Hall of Memory, well in time for the 2015 ANZAC centenary. A heritage review for the Rabaul and *Montevideo Maru* memorial was also undertaken. This new memorial was completed and installed in the Eastern Precinct for dedication on 1 July 2012. The Memorial continues to undertake a range of general heritage conservation activities, including regular conservation and cleaning of key sculptural and stone elements, and refinements to bird-deterrent installations used around the building.

DELIVERABLE 5

Timely completion of works to minimise impact on visitors

Result

All minor works at the Memorial, including regular maintenance and cleaning, are scheduled when possible out-of-hours and in consideration of significant public events. Any major works that may be disruptive are scoped and planned to ensure that work on intrusive elements is scheduled at the most appropriate times, that alternative arrangements for visitors are made, and that the public is informed.

Other Related Activities

Plaque Dedication Program.

The Plaque Dedication Program continues to generate interest from unit associations, with an additional 12 plaques installed this year. This brings the total number of unit plaques installed in the Memorial's grounds to 200; there are currently 23 vacant plaque positions remaining. To cater for the expected continued demand for unit plaques, additional sites were identified in the 2011 review of the Site Development Plan.

Roll of Honour

The Memorial's bronze Roll of Honour panels continue to be updated for accuracy and a number of in-situ amendments to panels were made.

The Afghanistan panel was recast to include an additional eight names on Remembrance Day 2011.

OUTPUT 1.3 The National Collection

A national collection of historical material related to Australia's military history that is developed, managed, preserved, and interpreted to make it accessible

Overview

Major activities for 2011-12 for all areas of the National Collection branch focused on collection development, conservation, and research in preparation for the Centenary of ANZAC, as well as on exhibition development, and researching and writing for the monograph publication program.

The Collection Coordination Group (CCG) continued its excellent work of linking the Memorial directly to active units, including those in Afghanistan. John Martinkus, official cinematographer, Ben Quilty, official artist,

and Peter Pedersen, Head of Research Centre, deployed to the Middle East Area of Operations (including the United Arab Emirates and Afghanistan) with the Australian Defence Force from 11 October to 3 November 2011. A curatorial deployment was undertaken to Sinai, Egypt, in June 2012.

The CCG also manages a number of collection development programs, including the defence image project, a visual diaries project, and the official art and photography programs.

In addition, the branch commits a significant level of staff to handling public enquiries; this covers requests for information on collection and service history, copies of collection material, and offers of donation.

A list of key acquisitions and disposals is in Appendix 5.

Performance information:

Key performance indicator	The existence of an outstanding National Collection provides the necessary foundation for other programs to be able to occur. The KPIs for the effectiveness of this program are:
KPI 1 Result	The number of new items acquired, in accordance with the Collection Development Plan 11,897 items were acquired
KPI 2 Result	The number of items disposed of, in accordance with the Collection Development Plan 64 items were deaccessioned
KPI 3 Result	The number of items for which documentation has been enhanced or corrected Documentation was enhanced or corrected for 274,758 items.
KPI 4 Result	At least 80 per cent of the collection in storage that meets conservation standards for environmental conditions Photographs, Film and Sound – 93 per cent Art – 100 per cent Military Heraldry and Technology – 85 per cent Official records, private records, and printed and special collections – 100 per cent
KPI 5 Result	Number of collection items that can be accessed via the Memorial's online public databases A total of 332,482 items in the National Collection meet CAS requirements for public access via online public databases.

DELIVERABLE 1**The Australian War Memorial will deliver an outstanding National Collection of historical material with provenance that is related to Australia's military history.**

Result

The depth and breadth of the National Collection is extraordinary. It covers over a century of conflicts, all arms of the defence forces, and the home front. Its range includes artwork, large technology objects, letters and diaries, uniforms and medals, photographs, film and sound recordings.

Key acquisitions during 2011-12 included paintings by Shaun Gladwell and Ben Quilty as part of their official commissions to Afghanistan, and a painting by indigenous artist Julie Dowling; a Bell UH-1H Iroquois helicopter flown by No. 9 Squadron, RAAF, in Vietnam; and material recovered by the Unrecovered War Casualties section of the Australian Army from the mass grave at Pheasant Wood (Fromelles), including remains of uniforms, badges and equipment, and some personal items.

A photographic portrait of Norman Pope Macleod, who died during the Sandakan death march and who was previously missing from the Memorial's Sandakan photograph wall, was donated.

Twelve hours of high-definition digital video, forming the second of the Memorial's Visual Diary Projects, was shot by Senior Warrant Officer Stephen Pugsley, No. 37 Squadron, RAAF, during his six-month deployment to Australia's Middle Eastern Area of Operations. Based at Al Minhad air base, Pugsley used a Memorial-supplied camera to capture in detail the recreational and technical aspects of the lives of RAAF personnel and aircrew in Al Minhad and Australia's bases in Afghanistan.

Printed material acquired included the personal diary of Able Seaman Driver L.J. Smee of the Royal Australian Naval Bridging Train, First World War, covering service on Gallipoli and in Egypt; the handover report of CO 26th Battalion to CO 28th Battalion at Russell's Top, Gallipoli; and Records of a Detachment of 131 Divisional Locating Battery serving in Vietnam.

A list of key acquisitions and disposals is in Appendix 5.

Other Collection Activities**Documentation**

The program of documenting the collection to agreed standards, including the addition and upgrade of images, exhibition captions and conservation information, was continued throughout the year. As part of ongoing practice, information was upgraded for all new acquisitions, works included in collection displays, exhibitions, and loans; and the priority for cataloguing First World War items continued in preparation for the Centenary of ANZAC.

In addition to this, research images were added to the MICA database, artworks and objects were photographed to high resolution standard, and over 290,000 online records were enhanced by adding information contributed by the public.

Curatorial activities

During the year, curatorial staff have contributed to the development of new permanent, temporary and travelling exhibitions, including the redevelopment of the First World War galleries, *Nurses: from Zululand to Afghanistan*, and smaller gallery item changeovers. Staff are currently developing *Remember me: the lost diggers of Vignacourt*, *Salute: Canberra's Military heritage* and a temporary First World War exhibition. Curatorial support was also provided for publications, including *Australian War Memorial:*

treasures from a century of collecting and *ANZACs on the Western Front: the Australian War Memorial battlefield guide*.

Indigenous artist Tony Albert was commissioned by the Memorial to record the activities of Norforce. The commission will give Albert the opportunity to explore the relationship between the Australian Defence Force and Indigenous Australians, and to acknowledge the vital role played by indigenous communities in the defence of Australia since the Second World War. Albert visited Norforce from 14 to 27 May 2012 and from this visit will produce his commissioned work for the Memorial over the next year.

Ben Quilty was commissioned as an official war artist to Afghanistan in October 2011. He completed his commission, which consists of five studio paintings and 18 sketches done in the field. An exhibition of these works is currently being developed to tour nationally from 2013.

Rebecca Britt, Acting Head Military Heraldry and Technology, and Michael Kosmider, Audio Preservation Assistant, Photographs Film and Sound, visited the Australian contingent serving with the Multinational Force and Observers in the Sinai, Egypt, in June 2012, conducting video histories and collecting images.

Memorial staff continued to participate on the advisory groups for the Rabaul and *Montevideo Maru* memorial and the War Correspondents memorial, providing advice on the design briefs, artist selections, location of the memorials, and other planning processes. The Rabaul and *Montevideo Maru* memorial was unveiled on 1 July 2012.

All curatorial areas continue to answer a large number of research enquiries from the public. The level of enquiries is expected to increase further in the lead-up to the ANZAC Centenary.

The *ANZACs Online* project is under development to create a strong web presence for the Memorial's First World War collections in preparation for the Centenary. Historically significant private records have been selected, described in depth, digitised for preservation, and will be made available online.

The Official Records Working Group, including representatives from the National Archives of Australia and the Department of Defence, has continued its work on protocols for the orderly transfer of records to the Memorial. Official Records is also playing a key role in developing a system to capture the Memorial's electronic corporate records for archiving.

Memorial staff coordinated and delivered the annual in-house Military Museum Curators' Course, and delivered talks on conservation treatments to the volunteer guides and to the public in relation to travelling exhibitions. Conservation staff continued to provide assistance for the practical component of conservation training for the University of Canberra's Heritage Studies course.

Curatorial and conservation staff prepared for the Big Things in Store open day at Mitchell planned for September 2011. Unfortunately, the open day was cancelled because of a large fire in Mitchell. As usual, staff provided expert advice at Bring in Your Memorabilia days associated with travelling exhibitions in Launceston, Tasmania, and Benalla, Victoria.

Conservation – Preservation activities

The completion of the Mitchell Site Development Plan continued to be a priority for 2011-12.

Conservation staff contributed to all exhibition projects through conservation advice and treatment for collection items.

Good progress was made on large technology conservation, with work on the Ha.Go tank nearing completion, and the turret fitted to the Hudson aircraft. In other areas of the collection, conservation was completed on the 1889 tunic of the Honorary Colonel of the Adelaide Lancers, the Earl of Kintore; a survey of the Commemorative Area gargoyles was completed as part their ongoing preservation program; and the most appropriate packaging and storage of the fragile material recovered from the Pheasant Wood (Fromelles) gravesite was determined.

Significant planning was undertaken for the conservation of the dioramas in preparation for the redevelopment of the First World War galleries. The conservation of the dioramas will be completed *in situ* to minimise the risk of damaging these irreplaceable, iconic artworks.

Several series of photographs were digitised for preservation and uploaded to the Digital Asset Management System; over 4,800 film titles and over 600 hours of oral history recordings were preserved. Preservation scanning of the papers of Field Marshal Lord William Birdwood was completed. This collection consists of over 9,900 pages and includes diaries, letters, photographs and ephemera dating from the early 1900s to 1950.

OUTPUT 1.4 Exhibitions

Development and maintenance of the Memorial's permanent and temporary exhibitions and a program of travelling exhibitions.

Overview

Redevelopment of the First World War galleries

Following the submission of a New Policy Proposal to redevelop the First World War galleries in time for the ANZAC Centenary, seed funding of \$1.7m was provided by the Australian Government in the 2011-12 budget. This funding enabled the development of a detailed business case for full funding of the project, which was submitted in late September 2011. In April 2012 the Prime Minister announced funding of \$27m towards the project. The Memorial will provide additional funding from capital

reserves of \$3.82m to cover some building infrastructure costs.

Work on the construction and exhibition phases of the project commenced in 2012. Johnson Pilton Walker (JPW) was engaged as the project architect and Cunningham Martyn Design (CMD) as the exhibition designer.

Temporary exhibition: Remember me: the lost diggers of Vignacourt

Development of a temporary exhibition, featuring the Louis and Antoinette Thuillier collection of First World War photographs, commenced in February 2012. The collection provides a remarkable insight into military activity and occupations around the town of Vignacourt between 1916 and 1919. The exhibition will feature approximately 70 hand-printed photographs and will be staged in the Special Exhibitions Gallery from November 2012 to July 2013.

Performance information:

Key performance indicator	Attending a memorial exhibition is a deliberate act to find out more about the Australian experience of war. The KPIs are:
KPI 1	The total attendance figure at the Memorial exhibitions and travelling exhibitions
Result	A total of 924,936 people visited Memorial exhibitions and travelling exhibitions.
KPI 2	Qualitative or quantitative evidence about increases in visitors' understanding
Result	As a result of the <i>Rats of Tobruk 1941</i> exhibition, 87 per cent of visitors surveyed could recall at least one new thing they had learned. 75 per cent had learned something from the map table display alone. 87 per cent appreciated the inclusion of personal stories in the exhibition content.
KPI 3	Qualitative or quantitative evidence of affective or attitudinal change
Result	<p>The First World War front-end evaluation indicated that there was strong support for topics and stories that relate to the experience of "typical" Australian soldiers and all the places, battles and conditions that they would have faced. 92 per cent stated that it was important to include this type of information.</p> <p>Finding a connection with family or friends by gaining insight into their military experience is a smaller, but very powerful aspect of a visit to the Memorial for some visitors. The University of Queensland's School of Tourism released its findings from a study into the impact of a visit to the Memorial on visitors' understanding of the ANZAC spirit, understanding of what it means to be Australian, and sense of Australian national identity. An online follow-up survey highlighted that approximately one-quarter of those who responded in this phase mentioned that making some sort of connection with a friend or relative who had served in a war was an important part of the experience:</p> <ul style="list-style-type: none"> • to see their name <i>This was the first time I had looked for and found my mother's stepbrother on the wall of remembrance.</i> • to learn <i>Learning more about and having more information on what my father experienced.</i> • to connect <i>I had uncles that were killed in the war and I felt closer to them by ... seeing some of this they may have seen.</i> • to understand <i>I also felt proud of the fact my father fought in the second world war, I feel I understand him a little better.</i>

DELIVERABLE 1	Permanent exhibitions developed and maintained to the highest standard
Result	<p>All permanent exhibitions are carefully maintained throughout the year. Exhibition maintenance is performed by both curatorial staff and staff volunteers supervised by curators.</p> <p>A strong focus on maintaining the high standard of exhibitions and exhibition audio-visual infrastructure was continued throughout the year.</p> <p>The development of permanent exhibitions focused on planning for the redevelopment of the First World War galleries.</p>
DELIVERABLE 2	Travelling exhibitions exhibited at a minimum of 12 different venues across Australia
Result	Seven travelling exhibitions were exhibited at 15 different venues across Australia. See Appendix 6 for details.
DELIVERABLE 3	A minimum of two temporary exhibitions displayed per year in the Special Exhibitions Gallery
Result	<p>The temporary exhibitions program featured two exhibitions in the Special Exhibitions Gallery:</p> <p><i>Rats of Tobruk, 1941</i> (18 March 2011 to 16 November 2011) marked the 70th anniversary of Australia's first major battles of the Second World War. These actions and campaigns were fought in the Middle East and the Mediterranean, where the three Australian services were in action throughout 1941. The exhibition was well received by the visitors who saw it.</p> <p><i>Nurses: from Zululand to Afghanistan</i> (1 December 2011 to 17 October 2012) explores the involvement of nurses from the first known Australian in the Zulu War of 1879, right up to the experiences of the male and female nurses serving in recent conflicts and peacekeeping operations. To date, the exhibition has attracted approximately 200,000 visitors, which places it as one of the Memorial's most highly visited temporary exhibitions. It will tour nationally from February 2013.</p>

Other Exhibition Activities

Long Tan cross

A short-term loan of the Long Tan cross from the Dong Nai Museum in Vietnam has been negotiated for the period August 2012 to April 2013. The loan is in conjunction the 40th anniversary of the resumption of diplomatic relations between Australia and Vietnam, and will be an opportunity to acknowledge the service and sacrifice of Australians in the battle of Long Tan, and the contribution made by all Australian Defence Force personnel during the Vietnam War.

Temporary exhibition: Salute: Canberra's military heritage

Development of a temporary exhibition on the military heritage of Canberra commenced in January 2012. This exhibition is one of the Memorial's key contributions to a year-long program of activities to mark the centenary of Canberra in 2013. The exhibition will be staged in the Special Exhibitions Gallery from August 2013 to November 2013.

Temporary exhibition: First World War

In response to the planned closure of the First World War galleries for redevelopment, planning began on a temporary exhibition to be staged in the Special Exhibitions Gallery from December 2013 to February 2015. The exhibition will focus on the Memorial's private and official records.

Travelling Exhibitions program

This program is funded by the Department of Veterans' Affairs commemorations program, support which is greatly appreciated. The program is highly regarded by regional and state host venues and audiences across Australia.

During the past year, seven travelling exhibitions toured to New South Wales, Queensland, South Australia, Victoria, Western Australia and Tasmania. These exhibitions were:

- *A is for Animals*
- *Icon and archive: photography and the World Wars*
- *Framing conflict: Iraq and Afghanistan - Lyndell Brown and Charles Green*
- *Of love and war*
- *Perspectives: Jon Cattpan and eX de Medici*
- *Sidney Nolan: the Gallipoli series*
- *Shaun Gladwell: Afghanistan*

Bring in Your Memorabilia program

Developed in 1999, this program continues to increase public awareness of Australia's military heritage and to assist individuals with the identification and preservation of items which may be in their care.

The Department of Veterans' Affairs funds this highly successful program, which is run in conjunction with the Memorial's travelling exhibitions. Events were held at one venue in Tasmania and one venue in Victoria during 2011-12.

OUTPUT 1.5 Interpretive Services

Understanding of Australia's experience of war is enhanced through provision of interactive interpretation, including school and public education programs and public events.

Overview

The Memorial conducted a wide range of public programs and other events designed to engage varied audience groups. The increase to the Memorial's funding base allowed more programs to be run, 560 this year compared to 393 programs last financial year. Public programs included gallery talks by Memorial staff and expert guests,

curator-led gallery tours, and activities for children. The Australia's Federation Guard ceremonial program, which incorporates the catafalque party mounting the Tomb of the Unknown Australian Soldier, was conducted twice monthly.

This year's international annual history conference, *Korea: in from the cold* was fully subscribed with 191 delegates. Hosted in conjunction with the Department of Veterans' Affairs, the successful two-day conference offered a range of international keynote speakers, including Professor Robert O'Neill, Professor Allan Millett, and Sir William Purves CBE DSO.

Performance information:

Key performance indicator **Attending a Memorial program or event is a deliberate act to find out more about the Australian experience of war. The KPIs are:**

KPI 1

The total attendance figure at Memorial programs (not including major commemorative events)

Result

Type	Number	Attendees
Closing ceremonies	405	92,241
Education programs	1,648	85,996
Public programs	560	18,179
Tours	328	9,149
VIP tours	59	388
Events	23	1,727
Mitchell precinct tours and other offsite programs	359	1,351
TOTAL	3,382	209,031

In addition to special programs and events, each day a minimum of ten free highlight tours of the Memorial were conducted by Voluntary Guides.

KPI 2 and KPI 3

Qualitative or quantitative evidence about increases to participants' understanding
Qualitative or quantitative evidence of affective or attitudinal change

Result

Responses volunteered by visitors to the General Visitor Survey question *What did you most like about your visit to the Memorial today* indicate the value of Memorial closing ceremonies and programs:

The whole experience was so moving, I felt like I have just attended a funeral, but more beautiful.

The powerful reminder of how engagement in conflict has contributed to the definition of the Australian people.

The tour was interesting and the guide was full of knowledgeable information.

My 6-year-old participated in a talk aimed at her age group. We and (more especially) she thoroughly enjoyed the talk and interaction.

Feedback from participants in the Memorial Box program is routinely sought. The program continues to be a valued and important tool for students and community groups to engage with and learn more about the experiences of Australians at war. 98 per cent responded that they would borrow a Memorial Box again, a good indication of satisfaction:

It made it more significant to the students to be able to handle the real things and see actual photographs from the time.

An outstanding resource, we will definitely use it again.

The students could see the huge difference in items used/worn today compared to the wartime 1940s. I think the hands on component was also vital for students to maintain interest.

Thank you for allowing our school to borrow this wonderful resource.

Students found the Memorial Box session very moving and it has had a great impact on their research.

DELIVERABLE 1

A range of public programs and events for visitors to the Memorial.

Result

The Memorial provides a range of programs designed to engage different audience groups and to enhance their experience.

The hallmark Closing Ceremony program, with daily bugler or piper, continues to be the Memorial's most popular and moving public program. Twice a month this ceremony is enhanced by an Australia's Federation Guard catafalque party mounted at the Tomb of the Unknown Australian Soldier. On special occasions and holidays, the event is enhanced by a range of interpretive talks. These provide an overview of key events in Australia's military history as well as stories of the men and women who served in the defence forces.

Public program activities were delivered to 18,179 visitors. These programs included Hands-on-History, an interpretive program which allows people to handle military artefacts and objects; gallery talks for families; holiday craft workshops for children; and live museum theatre performances of *Radio silence* and *Last letters* during peak visitation periods.

The Memorial's 70th anniversary was marked by a range of events, including musical performances, public talks, tours and daily ceremonial closings as well as the annual Anniversary Oration, which was given by Air Chief Marshal Angus Houston AC AFC (Ret'd). The oration was titled "Service and sacrifice" and focused on the toll of war on Australian lives, families and society, as reflected within the Memorial's National Collection and exhibitions.

DELIVERABLE 2

A series of quality, engaging, curriculum-related school education programs for on-site education groups.

Result

Education programs at the Australian War Memorial are a key educational activity for Australian schools. In total 129,136 school students visited the Memorial during 2011-12 and 85,535, or 66 per cent, of those students chose a facilitated program. These programs are designed to assist students to remember, interpret and understand the Australian experience of war and its enduring impact on Australian society. As part of a three-year project, education programs are being reviewed in conjunction with the new Australian Curriculum.

The Discovery Zone continues to deliver a highly interactive and educational experience for school students and family visitors alike.

This year the Memorial produced a schools' resource in collaboration with the Defence Community Organisation titled *While you were away*, a publication which examines the impact that war and separation has on families. The booklet was distributed to schools across Australia through the Defence Community Organisation.

DELIVERABLE 3

73 Memorial Boxes for schools in all Australian states and territories to borrow during the year.

Result

The Memorial Box program continues to be a consistently used and highly regarded outreach resource. These unique boxes contain a variety of items, including resource books, models, case studies and DVDs, and military paraphernalia such as uniforms and ration-pack items. The boxes continue to be an important tool allowing students and community groups to learn more about the experiences of Australians at war.

Support from Boeing, and ongoing funding by the Department of Veterans' Affairs, enable the program to continue.

The 73 Memorial boxes were loaned across all states and territories and were used by 32,000 students. An ongoing survey of all teachers who hired a Memorial Box indicated high satisfaction, with an average rating of 8.7 out of a possible 10.

DELIVERABLE 4**An education-specific section of the Memorial's website.**

Result

During 2011-12, the education-specific section of the Memorial's website recorded 184,902 unique page views. This 16 per cent increase on 2010-11 reflects continuing improvements to the education website, which disseminates information to a large and rapidly growing audience. Diary blogging also offers broad dissemination of information on specific topics to large audiences. The Memorial's blog series, *Tobruk*, recorded over 2,000 unique page views this financial year.

Other Interpretive Activities

Two publications were officially launched at the Memorial during 2011-12. The first was *ANZACs on the Western Front: the Australian War Memorial battlefield guide*, launched by Corporal Ben Roberts-Smith VC MG on 5 December 2011. Volume 9 of the Official History of Australia's Involvement in Southeast Asian Conflicts 1948-1975, *Fighting to the finish*, was formally launched by General Peter Cosgrove AC MC (Ret'd), then Chairman of the Council of the Australian War Memorial, on 6 March 2012. It has been well received by historians and veterans, and has attracted very positive reviews by authoritative scholars as well as considerable media attention. Sales of the book have been excellent.

The Memorial was pleased to be involved again with Australian Capital Tourism's Floriade festival in 2011-12.

In conjunction with the Canberra Institute of Technology, the Memorial developed a Victory Garden reminiscent of those grown by Australian families during the Second World War. To accompany the Victory Garden a program of talks focusing on the home front and commemoration was delivered in the Memorial's Reading Room and in the Victory Garden. A booklet featuring a number of recipes from the Memorial's Collection was produced and proved to be very popular, and has now become a product for sale in the Memorial's Shop. A copy of this booklet was presented to Her Majesty Queen Elizabeth II during her visit to Canberra.

The *30 days, 30 stories* public program, conducted in conjunction with the Closing Ceremony during Floriade, was also well received.



Students from the Ranfurly Primary School in Mildura, Victoria, lay a wreath on the Tomb of the Unknown Australian Soldier in the Hall of Memory during their School Wreathlaying ceremony, with Mr John Forrest MP, Federal Member for Mallee (left), and Commander Michael Taylor RAN (Ret'd) (right) in attendance.

OUTPUT 1.6 Promotions and Community Services

Promotion of the Memorial as an outstanding national institution, and assistance given to the community to understand the Memorial's roles, activities, programs, relevance and future

Overview

The Memorial continued its strategy of a national approach to marketing communications to ensure the greatest impact from our marketing expenditure. The ongoing integrated marketing communications strategy incorporated various channels such as the web, radio, print and television.

Worldwide coverage was received for the year's three significant VIP visits: Her Majesty Queen Elizabeth II and the Duke of Edinburgh, The Honorable Barack Obama, President of the United States of America, and Crown Prince Frederik and Crown Princess Mary of Denmark.

These included live crosses on all major networks during morning and evening programs. The value of this international exposure has been estimated to be in excess of \$30 million.

The main marketing focus this year was the promotion of the exhibition *Nurses: from Zululand to Afghanistan*. A highlight was the outdoor promotional display in Martin Place, Sydney, in June 2012 in the lead-up to the July school holidays. In addition, the three major commemorative ceremonies – ANZAC Day Dawn Service, ANZAC Day National Service, and Remembrance Day National Ceremony – received national coverage.

The internet continues to be a key component of the marketing communications strategy, with an increase in the use of social media as a key part of our online presence. The Memorial now has over 24,400 Facebook fans. A number of Memorial videos were uploaded on YouTube this year, including an interview with Robyn Siers, curator of *Nurses: from Zululand to Afghanistan*.

Performance information:

Key performance indicator	Effective promotion of the Memorial provides the necessary foundation for other programs to function effectively. The KPIs are:
KPI 1	Number of visits to the Memorial's website
Result	There were 3,697,800 visits to the Memorial's website.
KPI 2	Number of people to make their first visit to the Memorial
Result	It is estimated that 275,500 people visited the Memorial for the first time during the year.
KPI 3	Number of people to visit the Memorial's travelling exhibitions
Result	Over 136,000 visitors attended travelling exhibitions this year.
DELIVERABLE 1	An engaging website with accurate information
Result	<p>This year saw a 19 per cent increase in the number of visitors to the site. April in particular saw high traffic, with over 247,000 more visits than in April 2011. The majority of these visits came around ANZAC Day, with 369,000 visits between 22 and 26 April 2012. The web attracted many more first time visitors this year, which is reflected in a reduction in page views per visit, down 4 per cent this year, as new visitors tend to stay for a shorter period of time and look at fewer pages. The most visited areas of the site continue to be digitised collection material, including the biographical databases and the catalogue descriptions of collection items. An average of 63 per cent of visitors to these areas of the site are returning visitors, which indicates that the resources provided contain useful information</p> <p>The digitised version of an important archival series, <i>Reports of Proceedings, HMA Ships and establishments</i> was added to the website in mid-July 2011, and has been positively received, with over 40,000 page views. Content to support two special exhibitions, <i>Nurses: from Zululand to Afghanistan</i> and <i>Shaun Gladwell: Afghanistan</i>, was prepared and added to the site. The <i>Nurses</i> exhibition was supported by blog posts and videos, including one in which visitors described their responses to the exhibition.</p>

DELIVERABLE 2**A media website with current and accurate information and images**

Result

Media alerts and releases are routinely added to the media section of the website to ensure that journalists are informed of upcoming events and exhibitions. This area of the site incorporates an RSS feed for notification whenever material is added. A separate part of the media portal offers password-protected access for media to additional information and images about events, exhibitions, talks, tours, openings and collection handovers at the Memorial. The layout of the media area was slightly modified in 2011 to make it easier to find and download material. November and April were by far the busiest months in line with Remembrance and ANZAC Days and key VIP visits.

DELIVERABLE 3**High-quality service to media to encourage suitable coverage in all media forms**

Result

The Memorial has an effective and constructive relationship with the media sector. Print, television, radio and internet media are informed of events and exhibitions at the Memorial in a timely fashion through media alerts and releases, as well as via proactive direct approaches. Requests for interviews or information are given high priority. The Memorial has a strong and positive reputation as a result of its high-quality service delivery to the media. Our relationship with the media was further strengthened during the international visits that occurred this year.

DELIVERABLE 4**High-quality promotional activities at major trade shows and elsewhere as appropriate**

Result

During the year, Communications and Marketing joined forces with Australian Capital Tourism in showcasing Canberra's treasures at the Australian Tourism Exchange organised by Tourism Australia. This annual international tradeshow attracts several hundred international buyers of Australian product from around the world. Regionally, the team worked with the Research Centre in promoting our family history programs through information sessions at the Cooma, Mittagong, and Bega Visitor Information Centres. We also worked with the National Capital Attractions Association in promoting our exhibitions and events at the Annual Canberra on Display promotional event in Wagga Wagga.

Other Promotion and Community Services Activities***Friends of the Memorial***

Friends of the Memorial is the Memorial's membership loyalty program, offering a program of members-only events. Memberships are available to individuals, families, clubs and organisations. The program has continued to maintain a sound membership base of around 1,600 Friends.

Friends' events were hosted in conjunction with ANZAC Day, Remembrance Day, and exhibition openings. In conjunction with *Nurses: from Zululand to Afghanistan*, a special panel talk for Friends attracted a record number of attendees. Friends throughout Australia were also invited to attend the launches of the Memorial's travelling exhibitions.

ANZAC Centenary

Work commenced on the communication plan for the ANZAC Centenary. The plan will deliver online access to information on the latest updates, in particular regarding the redevelopment of the First World War galleries and a forward calendar of activities in the lead-up to 2015.

Website management

The web content management system, Drupal7, implemented in the previous year, has continued to provide a sound platform for the website. A new module for adding job advertisements to the website was completed, and work commenced on a new events module. Work has also started on a number of online components to support the Memorial's programs for the ANZAC Centenary.

OUTPUT 1.7 Research, Information, and Dissemination

The conduct and stimulation of historical research and dissemination of knowledge and understanding of Australia's military history.

Overview

Memorial staff undertook a wide range of research activities during the year. These included collection documentation, extensive digitisation of Research Centre material such as Official and Private Records, and the provision of assistance through the Reading Room and research enquiry service. Research was also undertaken for curatorial publications such as the extremely successful *ANZACs on the Western Front: the Australian War Memorial battlefield guide* and the forthcoming *Australian War Memorial: treasures from a century of collecting*, and for collection items to be included in exhibitions and the *ANZACs Online* project.

The final volume of the Official History of Australia's Involvement in Southeast Asian Conflicts 1948-1975, *Fighting to the finish*, was formally launched on 6 March 2012 by General Peter Cosgrove AC MC (Ret'd), then Chairman of the Council of the Australian War Memorial.

It provides readers with a comprehensive, authoritative, and accessible account of the experiences of those who served in the final years of the Vietnam conflict. Publication of this book concludes the nine-volume series produced by the Australian War Memorial and published in association with Allen and Unwin. The Memorial has ensured that the book was produced to the highest publication and presentation standards, in keeping with its standing as the national record of Australian military involvement in the long and controversial conflict in Vietnam.

The Research Centre continued to promote its collection through topical showcases in the Memorial's Online Gallery, Treasures showcase, and the Reading Room. The Online Gallery display focused on Field Marshal Lord Birdwood. The Treasures showcase displayed items related to nurses and the 70th anniversary of the Memorial. In the Reading Room, themes included Victoria Cross ephemera and food rationing.

Memorial historians Dr Karl James and Dr Steven Bullard attended a major international conference, "From Pearl Harbor to New Orleans", convened at the National WWII Museum in New Orleans on 7-9 December 2011. Both delivered research papers that were well received and they made valuable contacts among military historians in the field of Second World War studies.

Performance information:

Key performance indicator **Conducting one's own research at the Memorial's Research Centre, viewing digitised website resources, searching through the Memorial's online databases, making research enquiries, attending lectures and conferences or reading material produced by the Memorial's military historians are all deliberate actions to interpret and understand the Australian experience of war and its enduring impact on Australian society. The KPIs are:**

KPI 1 **Sales figures for *Wartime* magazine and other publications produced by the Memorial**

Result	Type	Sales
	<i>Wartime</i>	22,913
	Books*	3,161
	Exhibition catalogues	513
	Souvenir publications	16,123

* Sales of books through e-Business and the Shop only. Does not include sales through other book stores.

KPI 2 **Successful publication of books from the Memorial's publishing program.**

- Result
- A number of books were published including:
- Volume 9 of the Official History of Australia's Involvement in Southeast Asian Conflicts 1948-1975, *Fighting to the finish: the Australian Army and the Vietnam War 1968-1975* by Ashley Ekins with Ian McNeill
 - *ANZACs on the Western Front: the Australian War Memorial battlefield guide* by Dr Peter Pedersen with Chris Roberts

KPI 3	Number of visits to the Research Centre Reading Room and Online Gallery
Result	Just over 22,600 people visited the Reading room and an estimated 334,000 visited the Online Gallery.
KPI 4	Number of collection items retrieved for and accessed by Reading Room clients
Result	7,144 items were retrieved and accessed by Reading Room clients.
KPI 5	Number of research enquiries answered by Memorial staff
Result	The total research enquiries answered in 2011-12 by Memorial staff across all Sections was just over 18,850.
KPI 6	Number of page views accessing the Memorial online research facilities
Result	There were 11,471,340 page views accessing the Memorial's online research facilities.
KPI 7	Number of queries on the Memorial's online databases
Result	There were 8,021,351 queries on the Memorial's online databases.
KPI 8	Number of collection reproduction items provided to external customers
Result	7,976 reproduction items were provided to external customers.
KPI 9	Total attendance at Memorial conferences
Result	The <i>Korea: in from the cold</i> conference attracted a full capacity of 191 delegates.
DELIVERABLE 1	A publishing program that produces high quality publications including <i>Wartime</i>, curatorial monographs, exhibition catalogues and joint publications.
Result	<p><i>Fighting to the finish: the Australian Army and the Vietnam War 1968-1975</i> by Ashley Ekins with Ian McNeill was published by Allen and Unwin in association with the Australian War Memorial in March 2012.</p> <p>Production of the Memorial's popular magazine, <i>Wartime</i> continued during 2011-12. Four issues (numbers 55-58) were published with a balance of high quality and engaging, popular articles. A high proportion of articles in <i>Wartime</i> continued to be written by Memorial staff. Each issue had a particular focus, including the Korean War to commemorate the 60th anniversary of the conflict, military intelligence with an exclusive interview with Corporal Ben Roberts-Smith VC MG, and military nurses at war to link with the <i>Nurses: from Zululand to Afghanistan</i> exhibition.</p> <p><i>ANZACs on the Western Front: the Australian War Memorial battlefield guide</i> is the definitive guide to the Western Front battlefields, written by Dr Peter Pedersen with Chris Roberts. Meticulously researched, this landmark publication guides readers chronologically through the battles in which Australians and New Zealanders fought on the Western Front from 1916 to 1918. It was launched by Corporal Ben Roberts-Smith VC MG on 5 December 2011 and has become one of the Memorial's best-selling books ever.</p> <p>The major Memorial publication <i>Australian War Memorial: treasures from a century of collecting</i>, written by Assistant Director Nola Anderson, is on track for publication in November 2012 following three years of research. This is a high-quality, 600-page book with over 1000 images showing the breadth of the Memorial's collection. It is the first publication to highlight both the story of how the Memorial's collection was developed, and the wealth of material held within it. It will be a major resource for scholars as well as the general public.</p> <p><i>The Nek: the tragic charge of the Light Horse at Gallipoli</i> by Peter Burness (revised edition) is planned for publication in 2013.</p> <p>The manuscript for <i>Secret bureau: the story of Central Bureau, MacArthur's signals intelligence organisation in the South-West Pacific during the Second World War</i>, commissioned by the Central Bureau unit's association, was completed by Dr Jean Bou. The draft manuscript has been edited and publication is being progressed.</p>

DELIVERABLE 2 Excellent research facilities providing access to collection items and information about military history through a reading room and online research facilities as well as authoritative research enquiry service

Result The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. A total of 22,609 people visited the Reading Room, requesting 7,144 collection items. There were 838,723 online visitors to the Information Sheets, Encyclopaedia and other Research Centre web pages. The Research Centre's digitised collection items are also very popular, with 366,374 visits to the war diaries and 6,800 to the official histories.

The most visited area of the website is the digitised collection material, particularly that relating to the service of individuals. This material also continued to attract a rate of return visitation of over 60 per cent. The Memorial continues to enhance the research, documentation and digitisation of this valuable material.

The web platform for public access to digitised private records is being developed through the major Centenary program, *ANZACs Online*. The project includes the completion of the papers of Field Marshal Lord Birdwood.

The Memorial acquired 12,522 digital images of war diaries for higher level formations related to the service of Australians in Korea to supplement our existing holdings. These will be available on the website later this year. The war diaries for Independent Companies are now also available online as part of AWM52 Second AIF and CMF war diaries, 1939-45 war. Scanning of AWM78 RAN *Reports of Proceedings* continued, with almost 20,000 images captured during the year. These images are now available online and more images from AWM78 will become available as scanning progresses.

Research Centre staff answered over 14,130 enquiries made online or by telephone, fax and letter during 2011-12. Telephone and online enquiries (via ReQuest and email) continue to vastly outnumber letter enquiries. Research Centre clients continue to be satisfied with the quality of service they receive. Just under 1,640 emails and letters of appreciation were received in 2011-12.

Military History Section staff also answered over 1,100 research enquiries during 2011-12. The enquiries include those made online, by telephone and mail from the public, the media and those referred by the Minister's office and other government agencies. In addition, historians answered a substantial number of mail and email enquiries sent to the editors of *Wartime*.

DELIVERABLE 3 A comprehensive range of internal research projects including support for the Official History of Peacekeeping and Post-Cold War Conflicts, the Summer Scholars program, and 25 lectures/papers given by Memorial staff and 60 articles written by Memorial staff

Result Support continued for the following major research projects:

- the six-volume Official History of Peacekeeping and Post-Cold War Conflicts through the contribution of one full-time writer. Volume 6, *In their time of need: Australia's overseas emergency relief operations*, is being researched and written by Memorial historian Dr Steven Bullard and is expected to be published in 2014. (Volume 3, *The good international citizen: Australian peacekeeping in Asia, Africa and Europe, 1991-1993* by Professor David Horner and Dr John Connor, and Volume 5, *Good neighbour operations: Australian peacekeeping operation in the South Pacific, 1980-2007*, by Dr Bob Breen, have both been completed and are awaiting clearance by the relevant government departments before publication.)
- *A ridge too far: climax on Gallipoli* edited by Ashley Ekins, forthcoming 2013.
- A five-year Gallipoli Centenary Research Project (funded by an ARC grant in collaboration with Macquarie University) to identify and translate Ottoman records of the Gallipoli campaign in Turkish archives and to publish significant findings based on this material.
- A major investigation into Australian involvement in post-Second World War Japanese war crimes trials (funded by an ARC grant in collaboration with the University of Melbourne) to produce a multi-volume law report series covering 310 trials and a separate volume on their historical and legal significance.
- *The battle of Kokoda* by Dr Karl James, is due for publication in 2013.

- Work continued on a companion volume to the collection book, *The Gallipoli collection book* (working title), by Dr Peter Pedersen, which is on track for publication in 2014.
- *The bounds of silence: Australian prisoners in German captivity during the Great War, 1916-1918*, by Aaron Pegram (PhD research).

The Memorial continued to support its annual Summer Scholars program. Scholars are selected through a competitive, merit-based selection process that is open to university students at a late stage of their history degrees, customarily honours graduates. They are assigned individual research projects and are supervised and professionally guided by Memorial historians. Three scholars successfully completed research projects related to the Memorial's collections, publications and conference program. After editing, all the scholars' research reports will be published on the Memorial's website:

- Seth Kowal (Monash University) undertook a comparative study of the experiences of Australian soldiers serving in the 3rd and 33rd Battalions of the First AIF.
- Emma Rogerson (University of Wollongong) explored the realities underlying the popular memory of the "Fuzzy Wuzzy Angels", celebrated for their contributions during the 1942 battle for Kokoda.
- Leah Riches (Monash University) examined the effectiveness of Australian tactics and enemy counter-measures employed under the aggressive policy of patrolling adopted by Major General Leslie Morshead during the siege of Tobruk in 1941.

The staff participating in the Gallipoli staff study tour with the Imperial War Museum in May 2012 completed research into a wide range of topics including John Simpson Kirkpatrick, the *AE2* submarine, and nurses during the Gallipoli campaign:

Memorial staff disseminated military history in many ways during the year. They:

- delivered research papers and public talks at seminars, conferences and in association with Memorial exhibitions and other public programs.
- provided military history advice for a wide range of corporate needs, including in-house training, media requirements, major commemorative functions, and official Government programs.
- planned, in association with the Australian National University, an international history conference to be convened in Canberra in March 2015 to mark the centenary of the Gallipoli campaign
- contributed to the development of Memorial permanent and travelling exhibitions.
- published both scholarly and popular articles on a wide range of Australian military history subjects.

In total, Memorial staff presented 16 conference papers or lectures (22 last year) and wrote 43 articles (38 last year) during the year as well as delivering 71 onsite talks (60 last year) and 65 offsite talks (35 last year) and completed 94 interviews (21 last year).

A select list of staff talks, lectures, and publications is included in Appendix 7.

DELIVERABLE 4

An annual history conference

Result

In October 2011 the Memorial convened a highly successful international history conference, *Korea: in from the cold*, to coincide with the 60th anniversary of the year of landmark Australian battles in Korea, at Kapyong in April, and Maryang San in October 1951. This conference assembled leading military historians from around the world, including keynote speaker Professor Robert O'Neill, the Australian Official Historian of the Korean War and former Chichele Professor of History at Oxford University, and experts from Australia, the United States, Britain, China, and South Korea. Distinguished Australian veterans of the Korean War also presented their perceptions of the conflict. The conference papers are being compiled and will be edited for publication in a volume to be released in 2013.

DELIVERABLE 5

A shop that provides quality military books and exhibition publications

Result

The Memorial Shop continues to stock a wide range of quality military and historical books as well as exhibition publications.

See Output 1.12 for more detail.

Other Research Activities

Bryan Gandevia Prize for Australian military-medical history

On 20 April 2012 the inaugural Bryan Gandevia Prize was presented to the winner, Dr David Henderson of La Trobe University, for his PhD thesis on the internment of Germans in Australia during the Second World War. A generous bequest by the family of the late Professor Bryan Gandevia enabled the establishment of this biennial prize of \$5,000 to be awarded to an outstanding honours or postgraduate history thesis in the fields of Australian military history, military-medical or military-social history. Bryan Gandevia's son, Professor Simon Gandevia (Deputy Director, Neuroscience Research Australia), attended the prize presentation at the Memorial.

The prize will again be awarded in April 2014 for theses completed in 2012-13; applications will close on 31 January 2014.

Staff Gallipoli study tour

In May 2012, 23 Memorial staff (selected from 34 applications) joined eight staff from the Imperial War Museum to undertake a study tour of the Gallipoli battlefields. Tour costs for ten non-executive-level staff were supported by the Memorial from its staff development budget and research grants scheme; the remainder either paid their own way or used their executive staff development allowances. In the course of an intensive five-day exploration of significant historical sites on Gallipoli, speakers gave presentations based on their research into aspects of the Gallipoli campaign. The tour was highly successful in providing a unique opportunity for staff to increase their knowledge and understanding of the history of the campaign by studying the battlefields in depth with fellow professionals.

Family history outreach

From late 2011 to early 2012, the Research Centre and Communications and Marketing section offered an outreach program through visitor centres in the Canberra region. The program focused on teaching the public how to research their family history using the Research Centre's collections, and encouraged people to visit the Memorial to explore the galleries and collections further. Visits were held in Cooma, Tumut, Bega, Mittagong and Yass.

Treasure trove ABC 666

Research Centre staff regularly participated in the *Treasure trove* program on ABC 666 radio, in which the story behind a particular collection item, and its broader historical context, is presented. A web story is developed to complement the radio interview. Stories presented included "A very close shave" (Private Charles Henry Lester's shell-damaged pocket Testament and writing tablet), "First World War aerial photographs", "Greek escape map belonging to Captain Bruce Brock", "Lectures from Changi University" and "Operation Bataan, highlighting the RAN Reports of Proceedings".

ANZACs Online

Website development continued for *ANZACs Online*, the Memorial's key online resource for the ANZAC Centenary. This resource will enhance the community's access to the Memorial's First World War collections, create linkages between the various collection items, and facilitate more effective searching of online material. Options to allow visitors to share and link to images, upload and share their own stories, add comments or tags, and to transcribe handwritten documents, are also being explored.

It is planned to launch *ANZACs Online* in September 2013 to coincide with the opening of the temporary First World War exhibition. The launch will enable online access to over 100 private record collections, selected on the basis of their value, use and fragility. Currently over 50 of the selected records have been digitised. They consist of the records of ordinary Australians who served, as well as those of commanders such as Field Marshal Lord William Birdwood.

Roll of Honour

Research Centre work continued throughout the year in managing the Memorial's three honour rolls: the Roll of Honour, the Commemorative Roll, and the Remembrance Book. This included ongoing maintenance and improvement of the data for the online rolls (involving over 14,000 database amendments), researching new and existing cases, and responding to public requests for information. Work on several large-scale projects also continued during the year.

OUTPUT 1.8 Visitor Services

Visitors to the Memorial and its outreach programs are provided with a standard of service that enhances their experience and encourages them to return and promote others to visit.

Overview

Interacting with our visitors on a daily basis provides the front-of-house team with an invaluable understanding of our visitors and their personal stories.

The front-of-house team at the Memorial consists of paid full-time, part-time and casual staff, as well as a committed team of volunteers. They work together to provide an excellent standard of service to all our visitors. Their success can be measured in terms of visitor satisfaction,

demonstrated by the many letters of appreciation received each year; visitor survey results indicating a 97 per cent satisfaction rate; and the high percentage of return visitors to the Memorial. An example of the comments received is:

Thank you, amazing staff! You are a wonderful example of how to look after the needs of visitors, many that could be experiencing a very emotional time. We are so impressed with everything. You certainly do belong in the "Hall of Fame". Once again congratulations (visitor from New South Wales, October 2011).

As well as our dedicated staff, the superb facilities at the Memorial also contribute to the visitor experience. The addition of underground parking and the beautiful eastern precinct during 2010–11 enhanced the extensive and well maintained facilities, as well as improving visitor safety.

Performance information:

Key performance indicator	The provision of high-quality visitor services provides the necessary foundation for other programs to function effectively. The KPIs are:
KPI 1	At least 90 per cent of surveyed visitors believe that their visit had met or exceeded their expectations.
Result	97 per cent of surveyed visitors stated that their visit to the Memorial had met or exceeded their expectations.
KPI 2	At least 80 per cent of surveyed visitors believe that the Memorial has maintained or improved its standard of service since their last visit.
Result	95 per cent of surveyed visitors who were making a repeat visit to the Memorial said that the Memorial had maintained or improved its standard of performance since their last visit.
DELIVERABLE 1	Front-of-house staff and volunteers are trained in customer service and have at least an introductory level of military history.
Result	<p>The Memorial continues to place a high priority on training front-of-house staff and volunteers. All front-of-house staff received extensive training in emergency and evacuation procedures and first aid training. Full-time front-of-house staff are also encouraged to attend the Memorial-run Military History Course. In-house training relating to military history and the galleries, in particular the Online Gallery and Discovery Zone, is also provided to all front-of-house staff and volunteers as required.</p> <p>Voluntary Guides undertake a three-month training program run by the Memorial, which is accredited by the Canberra Institute of Technology and provides the Guides with a Statement of Attainment in Guiding. In addition, continuous training in the form of guest speakers is arranged for the Voluntary Guides on a monthly basis. During the past year speakers included Karl James, Memorial historian, on the battle of Tobruk; Karin Huckstepp, Education Officer, on the Touch Trolley program; and Nick Fletcher, First World War gallery redevelopment Concept Team Leader, on the redevelopment of the First World War galleries.</p>
DELIVERABLE 2	High-quality and suitable public facilities such as restrooms, café, and way-finding signage
Result	The Memorial is a safe and well presented facility, with appropriate signage in the grounds and galleries that ensures visitors are aware of all public facilities available, such as restrooms, first aid and parents' room. This year the Memorial welcomed Hudson's Catering as the provider of café services in two purpose-built facilities, the Landing Place in ANZAC Hall, and in the grounds at the Terrace at the Memorial.

Deliverable 3

Opportunities for visitor feedback, such as Service Charter, Visitors' Book and evaluation services.

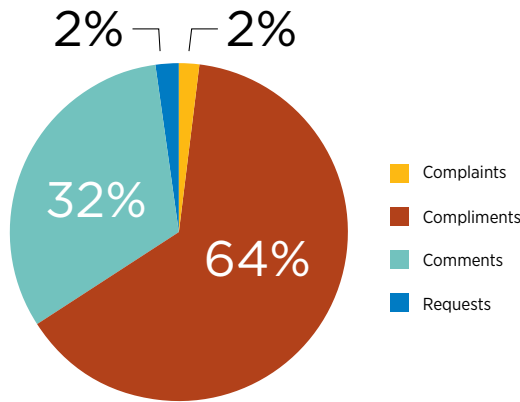
Result

The Memorial welcomes feedback from visitors. A Visitors' Book is located in the Orientation Gallery and the Service Charter is available online.

This year 121 compliments were received via the Service Charter and Visitors' Book. Several aspects of the Memorial received compliments, including the standard of exhibits and displays, and the high standard of service provided by staff and voluntary guides.

Three complaints were received via the Service Charter and Visitors' Book. These comprised two about exhibitions and displays and one about parking. A written response was made to each complainant and action was taken where appropriate.

Visitor Book and Service Charter



An extensive program of evaluation services monitors standards of services and visitor satisfaction. Further information about the Memorial's evaluation and visitor research activities is provided under Output 1.10.

Other Visitor Services Activities

Volunteer services

Volunteers at the Memorial continued to make a significant contribution, with over 270 people volunteering to support both front-of-house functions and projects in curatorial and conservation areas. This level of service and dedication is gratefully acknowledged.

During 2011-12, the voluntary guides delivered 13 free highlight tours each day, in addition to conducting almost 60 VIP tours and a number of after-hours tours. The Memorial's volunteers also assisted the public to

gain access to family history information in the Online Gallery, and engaged with family and student visitors in the Discovery Zone. Volunteer veterans participated in the Memorial's school wreathlaying program by talking to students about their service experience. This successful program provides students with a more comprehensive and meaningful understanding of service and commemoration.

The Memorial continues to provide training for volunteers in conjunction with regular information and development sessions.

INTERNAL OUTPUTS

Internal outputs contribute to the achievement of all Memorial external outputs.

OUTPUT 1.9 Corporate Governance

Council of the Memorial provides a strategic framework of policy and direction that guides the achievement of the Memorial's outcome.

In accordance with its schedule, the full Council and the Finance, Audit and Compliance Committee each met four times during the year. The Remuneration Committee met once.

The Minister was formally briefed after each Council meeting. The Memorial's senior management team also met with senior representatives of the Department of Veterans' Affairs to discuss matters of business relevant to both parties.

Through the Council and Committee meeting process, detailed papers and recommendations from the Memorial's management were presented. Key considerations and decisions undertaken by Council related to potential Centenary of ANZAC programs, in particular redevelopment of the First World War galleries, allocation of additional funding provided by Government in the 2011-12 Budget and implementation of the new Work Health Safety legislation.

Members of the Australian National Audit Office (ANAO) and internal auditors RSM Bird Cameron attended each of the Finance, Audit and Compliance Committee meetings. The outcomes of reviews undertaken in accordance with the approved internal audit plan were presented at each meeting.

As the contract with RSM Bird Cameron for internal audit services expired at 30 June 2012, an approach to the market was undertaken in accordance with the Commonwealth Procurement Guidelines. Based on that process, the Memorial entered into a contract with Price Waterhouse Coopers (PWC) for the provision of internal audit services from 1 July 2012. The Memorial's Council and management team looks forward to a professional and successful partnership with PWC. It is also appropriate to recognise the contribution and services provided by RSM Bird Cameron over the past six years.

As Government gives a high priority to the efficient and professional functioning of the boards of statutory authorities, Council reviewed its performance in August 2012 via a survey completed by Council members, the Acting Director and senior management. Overall, the results of the review indicate that performance of Council during 2011-12 was highly satisfactory, with 21 of the 23 criteria achieving an average score of 4 out of 5 or higher.

Membership of the Council changed during the year with the Chair, General Peter Cosgrove AC MC (Ret'd), standing

down to take up another commitment and Mr Les Carlyon ending his term. New appointments to the Council included Mr Peter FitzSimons AM, Dr Allan Hawke AC, and Major General Paul Stevens AO (Ret'd). All new appointments are for a period of three years.

Rear Admiral Ken A. Doolan AO RAN (Ret'd) was elected as Chair of the Council and Air Vice-Marshal Julie M. Hammer AM CSC (Ret'd) was elected as Chair of the Finance, Audit and Compliance Committee.

Details of Council members are included in Appendices 1 and 2.

OUTPUT 1.10 Executive Strategic Management

Effective leadership and management of the Memorial in accordance with the requirements of the Australian War Memorial Act 1980.

Executive Leadership

The Memorial's executive leadership and management framework includes a Corporate Management Group (CMG), which consists of the Director and three Assistant Directors, and a Senior Management Group (SMG), which consists of all section heads and members of CMG.

CMG meets weekly and considers a wide range of matters either brought forward by its members or via papers from section heads. Monthly reports are presented to monitor performance against the approved Business Plan as well as to review management of any identified business risks. Under the framework of the Work Health Safety legislation that came into effect on 1 January 2012, a monthly report against the key components of the "due diligence" framework is presented to CMG and then to the full Council. The Chief Finance Officer presents a set of financial statements on a regular basis and is able to provide independent and direct advice to senior management. An annual increase in Government appropriation from 2011-12 included funding to support activities for the Centenary of the First World War. A reserve of funds has been established to provide for additional staffing resources as demands for information and support increase. During 2011-12 additional resources were allocated to Communications and Marketing to assist with the design of enhanced access and information on the Memorial's website; to Information Technology for the development of software solutions to support Centenary-related initiatives; and to Multimedia Services to support increased demand for access to the photographic collection.

The Information Management Steering Group (IMSG) meets monthly and is key in the determining the strategic direction of Information Management, Information and Communication Technologies and web initiatives. This area of business continues to grow and underpins many of the Memorial's corporate objectives. The prioritisation of available resources is a major focus of IMSG.

A wide range of statistical information is collated and presented on a monthly basis to access trends across business activities. Where possible, comparatives are also provided against performance of other collecting institutions.

Planning continued during the year for the upcoming First World War centenaries in 2014–18. Council has endorsed in principle a range of related projects. Seed funding of \$1.7m was provided in the 2011–12 Budget for the initial planning stages for the redevelopment of the First World War galleries. A detailed business case was prepared and presented to Government and as a result, funding of \$27m will be provided over the next three years to redevelop the galleries.

Efforts to secure corporate support and sponsorship continued throughout 2011–12. Funding was secured for activities including the forthcoming *Kokoda: beyond the legend* conference and enhanced displays. Work commenced on reviewing the effectiveness of sponsorship activities, including ongoing management of those relationships.

SMG meets weekly and is a forum for exchange of information and discussion of corporate issues. Feedback from CMG and SMG meetings is provided to all staff through weekly section meetings.

In addition to weekly CMG meetings, Project Control Groups (PCGs) met monthly to monitor performance of major projects that are under way. The focus of these meetings was to ensure these projects were meeting their objectives, timeframe and budget. Regular scope and budget reconciliations were undertaken and involved the CFO and where appropriate, an external quantity surveyor. The Memorial's well developed and mature project delivery model and associated governance arrangements were adopted for major projects, including the Electronic Records Management system, refurbishment of First World War galleries and an upgrade to the Financial and Human Resource Management System (SAP).

Strategic Management

The Memorial's strategic planning framework encourages participation by all staff, promoting the concept of "one team working to achieve common goals" and recognising the importance of communication and ownership of decisions. Annual Business Plans and accompanying Budgets are developed to support Council directions and Corporate Plan priorities. Once developed, annual Business Plans influence day-to-day operations, and achievements are monitored and reported to CMG and to Council on a quarterly basis.

Risk Management

The Memorial's Risk Management and Fraud Control Plans for 2011–14 were implemented during the year. Risk management was monitored across the organisation, and

for all major events and activities, specific risk management plans were developed in advance. Planning for emergency evacuation continued, with trial evacuations completed in all buildings. CMG and Council received quarterly reports against the Risk Register and the Fraud Control Plan's key performance indicators.

CMG approved two tests for the 2010–11 Business Continuity Plan (BCP) testing program. However, due to three real tests of the BCP, these were held over until 2012–13.

The BCP was activated on Friday 16 September 2011 when a major chemical fire broke out in Mitchell. None of the Memorial's five buildings was directly affected by the fire. However, as the suburb of Mitchell was closed for three days, Memorial business was affected. *Big Things in Store* had been scheduled to be held at the Treloar conservation annex in Mitchell on Sunday 18 September 2011 and was cancelled as a result of the fire and the closure of the suburb.

Overall the BCP worked effectively during this incident. Effective communication was established, providing staff at Mitchell with information relating to access into Mitchell and the Memorial's buildings there, including clearance of any possible contamination following the fire. Communication was maintained with the ACT's Emergency Services Agency, ensuring that CMG was regularly updated as to the status of the fire and suburb closure.

The BCP was again activated on 28 September 2011 when an unscheduled power outage affecting the Campbell precinct occurred just before midnight. The Uninterruptable Power Supply (UPS) activated and kept all essential network and server services running for almost an hour and half, after which time the UPS battery banks were exhausted. Mains power was restored soon afterwards. However, the exhausted UPS battery banks resulted in an ungraceful IT systems shutdown which led to the unavailability of some systems when they were restarted.

The recovery took an extensive period of time owing to the complex nature of the network and the need to ensure that no data had been lost. Documented recovery procedures were implemented effectively and some areas of potential improvement were identified.

The BCP was activated for a third time early on the morning of Friday 27 April 2012, when a cistern in the male toilets on the upper level of the Administration Building was found to be leaking. The leak affected all levels of the building, in particular the Retail and Online Sales section, the IT server room, and carpet in the corridors near and downstairs from the toilets. The flood also had a minor impact on the Photographs, Film and Sound section. Water to the site was cut off to prevent further flooding and power to the building was also cut to avoid any risk of electrocution. This resulted in an ungraceful shutdown of the IT network, including phone services. Phone services were restored reasonably quickly and IT services were

largely restored by late afternoon. Some minor issues still needed resolution the following Monday.

Staff were contacted and advised to stay at home until further notice. Later the building was closed for the day because of the clean-up operations and related health and safety considerations. As a result of this incident, some enhancements will be made to communication and building access procedures.

The Memorial participated in Comcover's annual risk management benchmarking survey in 2012 and achieved a good rating of 6.8 out of 10, slightly better than last year. The Memorial reached the selected target maturity level for all the elements, and management and Council are satisfied with this result.

The Memorial continued its active participation in the Cultural Agencies Risk Management and Insurance Forum, believing that this network provides invaluable support and information sharing.

Copyright

The Memorial continues to make progress on the development of specific policy on administering orphaned works in the National Collection. The Memorial is an active participant in several working groups that have been established by national and state cultural institutions to address issues of orphan works and law reform. The Research Centre is continuing to develop test cases for the use of Section 200AB of the *Copyright Act* for orphan works, and staff have spoken at several conferences to share issues and information about the use of this Section. In the first half of 2012 the Memorial actively participated in several forums and round table discussions in relation to the Australian Law Reform Commission's inquiry into existing copyright exceptions in the digital environment.

Evaluation and Visitor Research

Evaluation and visitor research addressed a range of Memorial activities in 2011-12.

At the end of the last reporting period a front-end evaluation study (survey and observation tracking study) was concluded, which reviewed visitor knowledge and movement through the existing First World War galleries. Respondents were asked a range of questions to gauge their prior understanding of the conflict and to see how knowledgeable our general visitors are when it comes to the Australian experience of the First World War. The results provided the team developing the new First World War galleries with guidance on some significant gaps in our visitors' general knowledge about the experience of Australians during that war, and also suggested opportunities to strengthen what people already know about the conflict. The next stage of this project in the year ahead will involve focus group testing of exhibition concepts and proposals.

A summative evaluation was conducted for the *Rats of Tobruk 1941* exhibition, which was on display in the

Memorial's Special Exhibitions Gallery from 18 March to 16 November 2011. This anniversary exhibition coincided with the 70th anniversary of Australia's first major battles of the Second World War. Visitor feedback was sought through survey interviews. Almost 140 people were interviewed; of these, 30 per cent came especially to see this exhibition; 21 per cent cited a personal connection to the subject, through family or friends, as the reason for wanting to see it. Over half of those surveyed rated the exhibition as very good, with a total of 98 per cent rating it good and very good. Ninety-nine per cent of the respondents agreed or strongly agreed that the information provided by this exhibition was interesting. Ninety-five per cent agreed that they would recommend the exhibition to friends, a good indicator of satisfaction.

The Memorial continued its regular visitor surveys throughout 2011-12, monitoring what visitors did during their visit and what they thought of the Memorial's facilities and services. In this reporting period, 880 randomly selected visitors completed the general visitor survey: results from this study have been used to report on the Memorial's performance elsewhere in this report.

A partnership study with University of Queensland School of Tourism concluded this year. This study aimed to investigate the impact of a visit to the Australian War Memorial on visitors' understanding of the ANZAC spirit, understanding of what it means to be Australian, and their sense of Australian national identity. The results of this study indicate that the most common feelings reported by visitors to the Memorial were those of respect (67 per cent), pride in others (57 per cent), being privileged (42 per cent), appreciation (42 per cent), a sense of empathy (42 per cent), and sadness (42 per cent). The authors of the report indicate that at other types of museums, these words are typically endorsed by 20 to 30 per cent of visitors. For many people, the visit engendered a sense of pride in and respect for the achievements of past generations, and a greater sense of connection to Australia's history. Some were prompted to consider their own commitment to their country, and their likely responses in the face of similar challenges:

- *I feel more connected to Australia's recent history.*
- *Australia is my adopted home and I have always been a loyal citizen. The Memorial experience underpins and reinforces that sense of loyalty and privilege.*
- *I continue to feel proud and humbled of the contributions of servicemen and women over many years, and I often reflect on whether I could achieve the same things if in the same position.*

Many of the visitors had reflected on the meaning they had created as a result of the experience. These included reflections about the enormity of the sacrifice, the futility of war, the need to remember, and the human spirit.

OUTPUT 1.11 Resource Management

Management of the Memorial's buildings and grounds, and its financial, human, and general service resources to the best advantage of external outputs.

Buildings and Services

Buildings

Energy management continues to be a priority for the Memorial and technical initiatives undertaken in the last financial year have maintained efficient energy consumption on the site. The refinement of the control strategy for building climate control is ongoing, with emphasis still on managing temperature and humidity parameters to efficiently achieve both material conservation and energy efficiency needs. The Research Centre collection stacks area lighting was upgraded to reduce both the impact of ultra violet light on the collection and the energy consumption of lighting in that space.

Over the last five years, there has been detailed consideration of the Mitchell precinct's capacity for increased storage of the collection. This year, a formal plan for the development of the Mitchell precinct was completed. The plan considers the precinct footprint and the functioning of the facility, and outlines options for staged new development, and the renovation and/or extension of existing buildings. Additional land and buildings, adjacent to existing Memorial facilities at Mitchell, became available last year. The Memorial has entered into a lease agreement for use of this property, which includes an option to purchase from July 2014. The Enrico Taglietti-designed Annex A building, which meets a number of Commonwealth heritage criteria, is to undergo an upgrade of its air conditioning and main switchboard. The mechanical and electrical design and documentation were completed this year and the design respects the Commonwealth heritage criteria of the building. Early purchase of the new mechanical equipment occurred this year to take account of supply time and scheduled installation next financial year.

A range of general building and infrastructure initiatives have also been made: a site-wide audit of handheld fire extinguishers and an upgrade to current standards; an asbestos audit of Annex A and removal of asbestos fire doors and panels in preparation for the mechanical and electrical upgrade mentioned earlier; improvements to UPS (uninterrupted power supply) for audiovisual displays in the Memorial's galleries; minor improvements to collection storage access, lighting and building dust sealing; refurbishment of some critical staff accommodation in the Administration Building; repaint of the steel façade feature of the Administration Building; ongoing consolidation and digitisation of building drawings and manuals; and the design and installation of secure glass screening for the security control room.

Grounds

The primary grounds maintenance contract is managed to ensure outstanding grounds presentation at all times. This year a detailed pruning exercise was undertaken to improve deciduous tree presentation and visitor safety around some of the larger *Eucalyptus sp* on site. As already mentioned, additional *Eucalyptus sp* and Kurrajong plantings have also occurred and some garden plantings in the eastern precinct have also been enhanced.

A specialist gardener is contracted for the detailed garden maintenance of the Commemorative Area and the Memorial Courtyard and these locations remain at a very high standard.

Heritage

The Memorial's Heritage Management Plan (HMP) guides management of the Memorial's heritage precinct and the range of conservation and development works undertaken on the site. A consultant review of the Memorial's 1997 Heritage Conservation Master Plan and the status of the Memorial building was undertaken late in the financial year. This review will result in a report documenting ongoing and future heritage conservation requirements for the Memorial building. The report will be delivered at the start of the 2012-13 financial year.

Planning continues for the development of the First World War galleries (for completion in early 2015) and a significant element of this work is the heritage management and treatment of the building, the historic Sinai Palestine Gallery, and the dioramas.

Security (including emergency planning)

Compliance with the new Protective Security Policy Framework has been a focus this year and the Australian Federal Police (AFP) have been engaged to assist with this and also to undertake the regular site-wide review of security risk. Liaison with the AFP also occurs for all high profile visits and events at the Memorial. Activity was significant this year, with a number of high level visits which included Her Majesty Queen Elizabeth II and The Honorable Barack Obama, President of the United States of America.

The secure master key system was reviewed this year and the electronic secure key system was upgraded to provide greater capacity for key storage and to improve audit and reporting capability. The Emergency Planning Committee met four times, and planning for and conducting emergency evacuation drills for all Memorial buildings has continued.

Workshop services

The Memorial's workshop supports a wide range of Memorial activities with work this year including trades support for the *Nurses: from Zululand to Afghanistan* exhibition, and the design and construction of display units for the *Shaun Gladwell: Afghanistan* travelling exhibition. The scheduled First World War gallery redevelopment

will include significant conservation work on the gallery dioramas, and the workshop has assisted with preliminary investigations into diorama construction and installation. The workshop has also assisted with a range of office fit-out and building works, gallery maintenance and general building and grounds maintenance works.

Finance

Financial planning and monitoring

Following the increase in annual Government funding from July 2011, the Memorial's internal budget now includes a reserve established to manage resources over the ANZAC Centenary commemorative period. Increased demand for services and support is already being experienced in some areas, and the effective management of this reserve will ensure the Memorial has adequate resources to meet stakeholder needs.

Funding strategies were developed for a range of capital projects planned over the next eight years, including gallery refurbishments, building works, site development, software upgrades and IT hardware replacement.

Regular financial reporting to management, Council, and DoFD during the year included Memorial-wide financial results, budget review and analysis, cash balance reporting, capital management planning, and commercial operations.

The National Collection was formally re-valued during 2011-12, resulting in a net increase in fair value of \$70m.

Financial policy

The Chief Finance Officer continued to participate in the development of whole-of-government budget and financial policy reforms by attending formal working groups and developing input to key discussion papers.

The Chief Finance Officer also continued to be involved in activities to ensure the funding strategies for major capital projects are achieved, including resource analysis and forecasts for the refurbishment of the First World War galleries and projects associated with the Centenary of ANZAC.

The Memorial's procurement policy was reviewed and updated to reflect changes in the Commonwealth Procurement Rules, effective from 1 July 2012.

Support services and systems

The Finance section provides a range of services to support Memorial activities, including accounts payable and receivable, domestic and overseas travel arrangements, budget management, procurement advice, assets management, Fringe Benefits Tax (FBT), contracts management and superannuation advice, and investment management.

There continues to be a strong focus on the provision of high quality procurement and contract advice, and a number of customised training sessions have been

delivered to inform staff of the key features of the revised policy noted above.

Several financial management induction and training sessions were presented throughout the year, in addition to ongoing end-user financial system support services.

Finance staff undertook training in a range of areas relating to financial management and procurement, and professional staff undertook necessary training to maintain their CPA or CA status.

The Memorial's financial management information system upgrade was successfully implemented in early 2012. During the technical upgrade, future opportunities for more efficient processes have been identified and will be considered for a possible second phase of the upgrade.

An enhanced electronic banking solution was also introduced during the year, which provides more efficient processes to manage Memorial funds and facilitate vendor and staff payments.

Information Technology

Enterprise Content Management

As reported last year, the Memorial has established a sound platform for Digital Asset Management (DAM), Electronic Document & Records Management (EDRM), Web Content Management (WCM) and Enterprise Search. The year saw further consolidation of these systems.

As forecast, there has been a concerted effort to plan an important upgrade of the EDRM component, to better address Government electronic record-keeping requirements. A dedicated project team was established and a senior consultant with specialist experience in electronic records management was engaged to assist with this work. Having reviewed the SharePoint 2007 solution, previously implemented by Alphawest, the consultant produced a detailed report outlining a revised solution design with records management improvements which can be achieved using the later 2010 version of SharePoint software. Microsoft Consulting has been engaged to provide the technical design for the hardware and software support infrastructure, and this work will commence in the new financial year.

Archival quality storage for digital collection assets within the DAM system reached forecast capacity and was expanded from 50TB to 100TB.

Corporate systems

Support was maintained for the full range of corporate business systems; major achievements included:

- technical support for the successful upgrade of the SAP Finance and Personnel systems
- upgrade of the Microsoft Exchange email and the Office suite of products, as prerequisites for the planned upgrade of SharePoint

- conclusion of an upgrade of the schools booking system (Piction)
- addition of web servers to cope with peak site visitation around ANZAC Day
- commencement of upgrade of the shop inventory and point of sale system (Advanced Retail)

Considerable effort was also put into the documentation and testing of system recovery procedures.

Network infrastructure

Achievements include the following:

- regular replacement of servers and further expansion of the server virtualisation environment
- replacement of all notebook computers, involving deployment on the Windows 7 standard operating environment (SOE). Equipment was again sourced from the Whole of Government IT Procurement panel.
- upgrade of Virtual Private Network (VPN) facilities for staff and contractor remote access
- removal of remaining network authentication dependencies on Novell Netware as a network operating system
- expansion of Storage Area Network (SAN) disk capacity to support a range of applications served by the virtual server environment
- replacement of automated units for the production of CDs and DVDs.

Replacement of the telephone system (previously forecast for 2012-13) needed to be brought forward because of an increasing risk of failure and declining support from the supplier. As this involved a move from analogue to digital technology, responsibility transferred from the Building Services Section. Implementation of the digital VoIP system brought forward part of the network infrastructure upgrade which had been forecast for 2012-13. Consequently, all network edge switches were replaced and the new phone system went live in December 2011. This was a significant achievement in the timeframe.

Two incidents impacted IT services. One involved protracted disruption to electricity supply while the other involved minor flooding of the data centre. Both incidents were well addressed by staff and on each occasion, all systems were successfully recovered within a day and without loss of data.

Strategic planning and governance

The Information Management Steering Group continued monthly meetings and there was considerable focus on the planning and IT resourcing associated with the Centenary of ANZAC.

The Information Security Policy was rewritten to take account of recent guidance from the Government's Protective Security Policy Framework (PSPF) and the

Information Security Manual (ISM) and also in response to findings from ANAO's audit on the financial statements.

A more comprehensive IT Disaster Recovery Plan and IT Change Control procedures were also developed.

People Management

Strategic people management – workforce planning

Work on the development of a new Enterprise (Teamwork) Agreement for the Memorial for 2011-14 concluded in the first half of the year, with the new Agreement implemented on 1 December 2011.

An upgrade of the pay roll system was undertaken successfully in the second half of the year in conjunction with Finance.

Workforce development

An extensive People Development Program was initiated, which addresses the training and development needs of individuals in line with the Memorial's annual Business Plan and general work requirements. The program implemented for 2011-12 incorporated several management programs: the Cultural Management Development and Advanced Workplace Skills Programs, which were run in cooperation with our cultural institution partners; the Workplace Skills program; participation in the Public Sector Management Program; and the Memorial leadership program. The Memorial Business Acumen Program, which is directed at enhancing the knowledge and skills of executive level staff in key business areas, continued throughout the year and has been very well received by participants.

An overseas study tour of Gallipoli was conducted jointly with the Imperial War Museum in May-June 2012; during the tour, participating staff members presented talks on various aspects of the Gallipoli campaign.

Two Australian Military History courses were delivered to staff during the year, with the course continuing to provide key subject knowledge and skills. Other learning and development programs conducted during the year, including those required to meet individual Personal Development Plan requests, included recruitment, coaching, defensive training, research, writing and editing, and presentation skills.

People management and services

The Workplace Relations Committee conducted four meetings during the year while the Occupational (now Work) Health and Safety Committee met on six occasions. Both committees provide highly valuable forums for consultation between management, staff and their union representatives on workplace issues.

The Memorial's Workplace Harassment Contact Officer (WHCO) program continued to operate effectively during the year; a provider was selected to conduct a program of anti-workplace harassment workshops for each work area, starting in July 2012 and to run throughout the coming year. One formal grievance was received at the end of

June. The complaint will be investigated in the first quarter of the new financial year.

The Memorial provides a valued Employee Assistance Program (EAP) to support staff and their family members. A process was conducted to select a new EAP provider, with PPC Worldwide being the successful tenderer. The program continued to deliver effective support during the year; statistics provided by PPC Worldwide on the operation of the program indicate that usage continued to be mainly for personal issues not related to work.

Records management

The unit assisted in the ongoing post-implementation of the electronic document management system (EDMS) during the year. The unit's other principal achievements during the year included processing of new e-file requests and mail according to internally documented procedures, including the scanning of mail required for the EDMS. The transfer of seldom-accessed records to the new Treloar D storage facility at Mitchell began towards the end of the year. This has helped to alleviate pressure on the records management storage facility at the main Campbell site.

OUTPUT 1.12 Revenue Generation

Generation of revenue in support of the Memorial's mission and purpose.

Memorial Shop

Shop revenue of \$1,603,654 was achieved against a target of \$1,600,000. The net profit for the shop was \$268,841 before notional overhead costs.

Quarterly results throughout the year varied considerably, with performance in some quarters better than the previous year. Key indicators of Shop performance are the average transaction value (\$19.53), number of Shop transactions (77,287) and the overall profit margin (56 per cent). The transaction value and profit margin are both consistent with last year, despite a 5 per cent decrease in the number of Shop transactions.

2011-12 was the first full year of sales of the new *Memorial guidebook*. The guide is available through the Orientation Gallery and the Shop and was produced with the aim of assisting visitors plan their visit. It features the must-see items, object theatre timings, as well as maps of the galleries and sculptures in the Memorial grounds. Visitors have embraced the guide with sales averaging 35 per day, generating \$58,514 in revenue this year.

A number of new products were introduced this year. To achieve a point of difference and offer something unique to the Memorial, development of these products focused on objects and information from the National Collection.

New products developed during 2011-12 include:

- A pocket-book publication, *Australia's wartime kitchen recipes*. This was produced as a Floriade marketing initiative and contains recipes and leaflets from the

Research Centre collections. This product will continue to be stocked in the Shop.

- A replica Christmas Comfort Box was on sale in November, with a design based on the First World War Comfort Box held in the National Collection. The Red Cross Organisation kindly provided permission to use its logo which was part of the original box design. The contents of the box consisted of existing Shop products, including ANZAC biscuits, the *Australia's wartime kitchen recipes* pocket-book, poppy flower seeds, *In Flanders fields* poem postcard, and a paper poppy. These replica boxes were ideal Christmas gifts and resulted in strong sales through both the Shop and online.
- A range of merchandise to accompany the exhibition *Nurses: from Zululand to Afghanistan* which opened in March 2012.
- A range of products featuring imagery from the Hall of Memory. These include a 32-page souvenir publication designed as a companion to *A place to remember*; an attractively packaged paperweight containing an image of the dome; and a series of magnets featuring the three different sets of stained-glass windows.
- A 3D do-it-yourself model kit based on the Memorial building. The detailed model includes the landscaping in the commemorative area and is a stunning souvenir of the iconic, heritage-listed Memorial building.

These new items offer a product range featuring the Memorial building, which has been welcomed by visitors.

e-Business

e-Business revenue of \$870,649 was 5 per cent below target. This revenue is a combination of:

- costs associated with reproductions from the National Collection;
- user fees associated with commercial use of the material;
- the value of charges waived where use of the material is for educational, private or commemorative purposes; and
- Shop products sold online.

Revenues from user fees and the value of waivers were lower than in previous years, indicating a reduced demand for use of the National Collection material in major film and publishing projects. In contrast, revenue from sale of Shop products via online orders was the highest since the Memorial's eBusiness system was implemented. This result is largely due to the high number of orders placed online for two Memorial publications: *ANZACs on the Western Front: the Australian War Memorial battlefield guidebook* and the official history *Fighting to the finish: the Australian Army and the Vietnam War, 1968-1975*. Sales of the featured Department of Veterans' Affairs commemorative publications *Greece and Crete* and *Home front* were also strong.

A DVD *The bombing of Darwin – an awkward truth* also proved to be a successful product. This documentary was originally screened on Foxtel's History Channel to commemorate the 70th anniversary of the bombing of Darwin and was based on Peter Grose's book of the same name. The Memorial accepted a proposal from the producers of the DVD for it to be sold exclusively through the Memorial's retail operations for a nine-month period. The DVD was promoted through various channels and has been popular among veterans.

Each year a brochure featuring education resources is distributed to schools through DVA. The most popular items from those featured were *ANZACs on the Western Front: the Australian War Memorial battlefield guidebook*, accompanied by a free poster of the poem *In Flanders fields* and sets of First World War and Second World War recruitment posters.

A pricing review of production and user fees was completed, with changes and new fine art print products implemented in July 2012.

Other revenues

Overall, non-government cash receipts were \$7.6 million, 8 per cent higher than the 2011-12 target. Total independent revenue (including the value of goods and services provided free of charge) was \$11.8 million, and a number of activities exceeded expectations, including publications, education programs, and interest.

OUTPUT 1.13 Team Management

Sections/teams are managed and administered to achieve Memorial outputs and foster equity, teamwork, and open communication.

This is a common output across the Memorial and recognises the promotion of teamwork to achieve corporate priorities. The Business Management and Performance Feedback Scheme (BMPFS) is a key strategy for ensuring individual work plans are aligned with Business Plan activities.

Weekly senior management and section meetings continue to provide the vehicle for effective communication across the Memorial. All-staff meetings are held periodically to provide updates from senior management on key strategic issues and major project developments. More specialist committees, such as Work Place Relations, Work Health and Safety, Exhibition Planning, Emergency Planning and Evacuation, Environment and Energy, and Information Management are essential forums for addressing cross-branch matters of importance.

A formal change management process was implemented during the year to assist staff to understand and adapt to proposed changes in policies and procedures associated with the implementation of Electronic Records Management.

Staff and management contributed to and/or participated in community programs through fundraising activities.

An indicator of the effectiveness of teamwork at the Memorial is the willingness of staff to contribute to major events such as ANZAC and Remembrance days. The contribution made by staff here is very much appreciated and fundamental to the success of these important days, which are in themselves very good for building teamwork across the organisation.

The dedication of staff and their commitment to achieving corporate priorities as approved in the Business Plan is very much appreciated by senior management and Council.

ACCOUNTABILITY

Legislation, Functions, and Powers

Enabling Legislation

The Australian War Memorial is established as a corporation by the *Australian War Memorial Act 1980*. The functions of the Memorial and the powers of the Memorial, the Minister, the Council, the Chair, and the Director are outlined in the Act.

Functions of the Memorial

The functions of the Memorial are detailed in section 5(1) of the Act. They are:

- (a) to maintain and develop the national Memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1980* as a national memorial to Australians who have died:
 - (i) on or as a result of active service; or
 - (ii) as a result of any war or warlike operations in which Australians have been on active service;
- (b) to develop and maintain, as an integral part of the national Memorial referred to in paragraph (a), a National Collection of historical material;
- (c) to exhibit, or to make available for exhibition by others, historical material from the Memorial Collection or historical material that is otherwise in the possession of the Memorial;
- (d) to conduct, arrange for, and assist research into matters pertaining to Australian military history; and
- (e) to disseminate information relating to:
 - (i) Australian military history;
 - (ii) the national Memorial referred to in paragraph (a);
 - (iii) the Memorial Collection; and
 - (iv) the Memorial and its functions.

Powers of the Memorial

The powers of the Memorial are detailed in section 6 of the Act. They are:

to do all things necessary or convenient to be done for or in connection with the performance of its functions, including the power:

- (a) to purchase, take on hire, accept as a gift, or take on deposit or loan historical material;
- (b) to lend or hire out or otherwise deal with (other than by way of disposal) historical material;
- (c) to accept gifts, devises, bequests, or assignments made to the Memorial, whether on trust or otherwise, and whether unconditionally or subject to conditions; to act as a trustee or to comply with the condition, as the case may be;



Nurses: from Zululand to Afghanistan has received over 200,000 visitors, making it one of the Memorial's most highly visited temporary exhibitions. It will tour nationally from February 2013.

- (d) to collect and make available (whether in writing or in any other form and whether by sale or otherwise) information relating to Australian military history;
 - (e) to make available (whether by sale or otherwise) reproductions, replicas, or other representations (whether in writing or in any other form) of historical material;
 - (f) to make available (whether in writing or in any other form and whether by sale or otherwise) information relating to the Memorial and its functions;
 - (g) to provide facilities to stimulate interest in Australian military history;
 - (h) to assist educational institutions in matters relating to Australian military history;
 - (j) to train members of the staff of the Memorial, and other such persons as the Council approves, in developing, caring for, and undertaking research in relation to the Memorial collection;
 - (k) to assist, on request, in the creation and maintenance of military museums in Defence Force establishments;
 - (m) to occupy, use, and control any land or building owned or held under lease by the Commonwealth and made available to the Memorial under section 7;
 - (n) to erect buildings;
 - (o) to purchase or take on hire, or to accept as a gift or on deposit or loan, and to dispose of or otherwise deal with furnishing, equipment, and other goods;
 - (p) to act as trustee of monies or other property vested in the Memorial on trust; and
 - (q) to act on behalf of the Commonwealth or of an authority of the Commonwealth in the administration of a trust relating to historical material or related matters.
- (iii) the transfer to the Memorial of the ownership of, or the deposit in the custody of the Memorial of, such other goods or equipment owned by the Commonwealth as he or she considers to be of use to the Memorial, upon such terms and conditions as are specified in the arrangement [section 7(2)].
 - (c) to approve the disposal of historical material if the value of that material exceeds \$5,000 [section 8(4)];
 - (d) to approve the appointment of a deputy to a member of Council [section 12(1)];
 - (e) to convene a meeting of Council at any time [section 17(2)];
 - (f) to grant leave of absence to the Director [section 23];
 - (g) to appoint a person to act in place of the Director, determine terms and conditions of the appointment, and terminate such an appointment [section 26];
 - (h) to approve contracts under which the Memorial is to pay or receive:
 - (i) in the case of historical material, an amount exceeding \$250,000*; or
 - (ii) in any other case an amount exceeding \$150,000* [section 35]; and
 - (i) to delegate his or her powers under the Act [section 39].

* Note: the financial limits in this clause were amended by AWM Regulations 2007 (No.1) to \$1,000,000 for both historical material and any other case.

Internal and External Audits

Internal audit

The *Internal Audit Plan 2011-12* was approved by Council in May 2011 and audits were completed as follows:

- review of emergency and security procedures
- review of cash handling and receipting
- review of Memorial investments and credit card processes
- security of Collection items in storage
- protective security.

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the 2012-13 Business Plan.

The *Internal Audit Plan 2012-13* was approved by Council in May 2012. The new plan will include:

- review of leave and recruitment policies and processes
- review and update of Fraud Control Plan
- review of weapons management
- review of the effectiveness of security and stocktake procedures associated with backlogs of Collection items awaiting assessment and accessioning

Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Honourable Warren Snowdon MP was the minister responsible for the Memorial for 2011-2012.

Powers of the Minister

The Minister has the following powers under the Act:

- (a) to make available to the Memorial for the purposes of the Memorial land owned or held under lease by the Commonwealth and any building, structure or other improvements on that land [section 7(1)];
- (b) on behalf of the Commonwealth, to make arrangements, in writing, with the Memorial for:
 - (i) the transfer of the ownership of historical material from the Commonwealth to the Memorial for the purpose of inclusion of the material in the Memorial's Collection;
 - (ii) the deposit in the custody of the Memorial of historical material owned by the Commonwealth; and

- review of IT security against requirements of the Protective Security Policy Framework.

The Memorial recently tendered for the provision of internal audit services for the period July 2012 to June 2016. Price Waterhouse Coopers was selected as the Memorial's internal audit provider for this period.

External audit

The audit of the 2011-12 Financial Statements was undertaken by Moore Stephens on behalf of the ANAO and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's 2011-12 Financial Statements is at page 54-55.

Fraud Control

As required by the Commonwealth Fraud Control Guidelines 2011, the Memorial implements practices and procedures for effective fraud control. During 2011-12 the Memorial implemented the prevention, detection, and reporting procedures and processes as outlined in the Memorial's *Fraud Control Plan 2011-14*, which is based on the Fraud Risk Assessment undertaken in December 2010. All reasonable measures were taken to minimise the incidence of fraud at the Memorial. There were no significant fraud incidents reported during 2011-12.

A number of initiatives that relate to fraud control were undertaken during 2011-12. These include increasing the number of front-of-house staff (information assistants and security officers) by four positions; commencing implementation of the new Protective Security Framework Manual; reviewing and updating Director's Instruction Financial 8 Fraud Control, Insurance and Indemnities; and updating the IT Security Plan. Fraud control training was undertaken in conjunction with the Business Acumen training program for staff at middle management level. The development of online fraud control training also commenced during the year and will be completed and made available to all staff in 2012-13. The Memorial responded to the 2010-11 annual survey by the Australian Institute of Criminology in September 2011.

The Memorial has one identified significant fraud risk. It relates to the potential loss of Collection items in storage. The strategies in place to manage this risk include:

- continuous improvements to the stocktake program
- adherence to collection movement and security plans
- high-quality security arrangements with controlled access
- continuing to seek funding to ensure continual improvements to storage area security systems and stocktake procedures.

Effects of Ministerial Directions

General Policy under section 28 of the *Commonwealth Authorities and Companies Act 1997*

Under section 28 of the *Commonwealth Authorities and Companies Act 1997* the directors of a Commonwealth authority must ensure that the authority complies with a General Policy Order to the extent that the Order applies to the authority. No General Policy Orders that apply to the Memorial were issued during 2011-12. The Memorial continued to comply with the following policies applied previously by Ministerial Directions:

- foreign exchange
- cost recovery
- a national code of practice for the construction industry.

Indemnities and Insurance Premiums

The total insurance premium for 2011-12, including the 6.6 per cent discount received through the annual Risk Management Benchmarking Survey in 2011, was \$285,135 (excluding GST) which was approximately \$24,000 higher than in 2010-11. The policy provided comprehensive cover for property and general liability, with the premiums being \$186,501.15 and \$43,608 respectively. Council members are provided with indemnity insurance through directors' and officers' liability cover and the premium for this was \$8,112.

Legal Actions

A claim for potential liability against the Memorial relating to a fall on the internal eastern steps in the front foyer area during 2005 continued during 2011-12. Comcover is managing the case and Blake Dawson Waldron is the appointed legal provider for the matter. The Commonwealth is continuing to attempt to settle the claim; however, there have been many delays.

Two further claims for potential liability against the Memorial were received in May 2012. The first is relating to a contractor fall on the underground car park steps during December 2011, and the second to a fall by a member of the public on the internal stairs in January 2012. Both claims have been forwarded to Comcover and investigators have been appointed.

Ombudsman

Two issues both concerning the Finding Sydney Foundation and the discovery of HMAS *Sydney* [11] were raised with the Ombudsman during 2011-12. The Memorial provided documentation to the Ombudsman and both matters were closed.

Social Justice and Equity

The Memorial makes every effort to ensure that its facilities are available to all visitors, and strives to increase understanding of the Australian experience of war and its impact on Australian society. The Memorial undertakes regular research to ensure it is informed about the changing needs of its diverse national and international audience.

The results of visitor surveys indicate that the proportion of visitors to the Memorial who live in Australia but were born overseas is lower than that of the Australian population as a whole. However, gallery plans are developed with specific consideration of this fact, with use of easy-to-interpret signs, signals, and multimedia. Consideration is also given to catering for mobility-impaired access.

The Memorial identifies audience groups and specific needs through varied and dedicated visitor research and evaluation. The Memorial regularly surveys its visitors to identify and monitor how well needs are being met.

Results for 2011-12 indicate:

- About 2 per cent of the Memorial's general visitors have a disability.
- Visitors with a disability, and their carers, are just as satisfied with the Memorial's facilities and services as visitors without a disability. Among visitors who used facilities and services for people with disabilities, the following proportions gave a rating of satisfied or very satisfied:
 - ▶ 97 per cent – mobility-impaired access into the building (95 per cent in 2010-11)
 - ▶ 97 per cent – mobility-impaired access within galleries and between floors (95 per cent)
 - ▶ 90 per cent – accessible toilets (87 per cent)
 - ▶ 90 per cent – free wheelchairs (86 per cent)
 - ▶ 89 per cent – mobility-impaired parking (86 per cent)

These findings indicate that satisfaction with access has increased across all of the categories for Memorial visitors with disabilities.

- The percentage of Australian visitors identifying as Aboriginal or Torres Strait Islanders (2.5 per cent of the Australian population) increased this year from less than 1 per cent to just over 1 per cent. Indigenous Australians were equally satisfied by their visit to the Memorial as non-Indigenous Australians.
- About 22 per cent of Australian visitors were born overseas – a lower proportion than that found in the Australian population (30 per cent). Satisfaction levels were equal for all Australian visitors, regardless of their country of birth.
- About 17 per cent of Australian visitors speak a language other than English at home (up from 16 per cent), a lower percentage than that found in the Australian population

(23 per cent). Those Australians who speak a language other than English at home rated their satisfaction with their visit slightly below those who speak only English at home.

In 2011-12 a wide range of facilities and services were made available for visitors, including:

- strollers for visitors with children
- wheelchairs for visitors
- support for special needs groups attending activities, such as the Aged Care Wreathlaying program
- improved seating area for visitors with special needs, including the provision of seating for veterans who march on ANZAC Day
- improved restroom facilities provided for veterans who march on ANZAC Day
- first aid support on ANZAC Day and Remembrance Day and
- lifts in galleries where appropriate.

As part of the Memorial's broad strategy to constantly improve access and facilities for visitors with a disability, the Memorial's Disability Action Plan is available to all staff. A report assessing the plan against the Commonwealth Disability Strategy can be found at page 51.

Improved information was made available on the Memorial's website for visitors with special needs, including parking and access advice for major ceremonies. The website aims to conform where possible to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines.

Service Charter report

The Memorial's Service Charter, *Setting the standard*, was introduced on 1 July 1998 and addresses the full range of services provided by the Memorial. It provides clear statements of the expected standards of service and who is responsible should the expected service not be provided. It also provides guidance on how to lodge a complaint if service falls short of expectations.

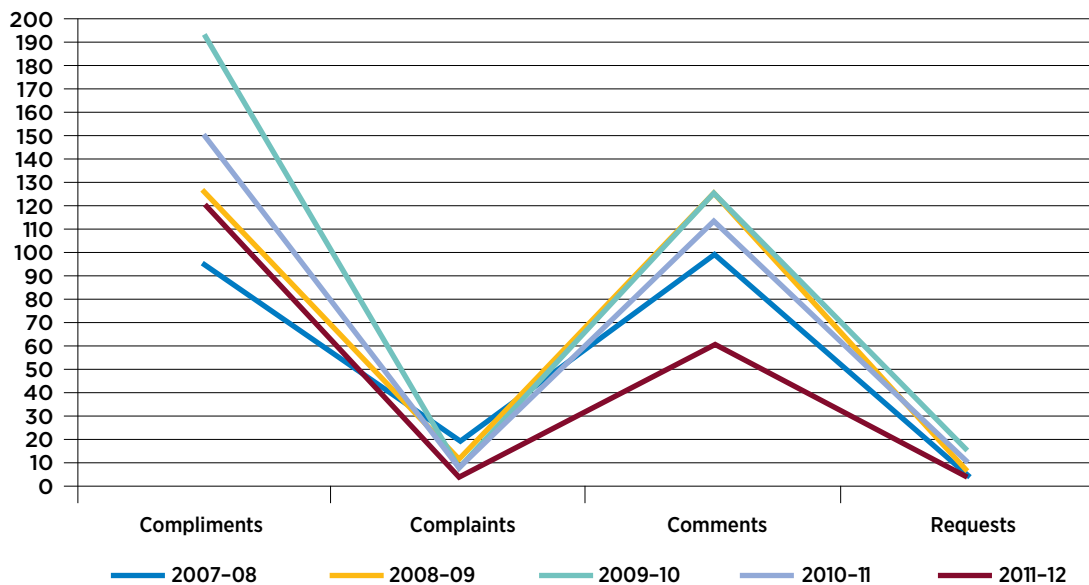
A total of 121 compliments, 65 suggestions, comments or requests, and 3 complaints were received through the Service Charter or the Visitors' Book during 2011-12.

A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 34.

Of the comments and suggestions received, almost 70 per cent (41 out of 61) related to the Memorial's galleries and to the correction of captions. All comments and suggestions were considered, and action taken where appropriate. Other comments made by visitors related to signage, shop product, wheelchair access, and opening the storage facility in Mitchell more often.

Staff continue to promote the Memorial's Service Charter to visitors and users of the Memorial's services as an appropriate medium for communicating complaints, suggestions, and other comments to the Memorial.

Visitor Book and Service Charter



Dr David Henderson of La Trobe University (centre) won the inaugural Bryan Gandevia Prize in 2012 for his PhD thesis on the internment of Germans in Australia during the Second World War; with Simon Gandevia and Linda Ferguson, Assistant Director, Branch Head Public Programs.

Advertising and Market Research Expenditure

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, the following is a summary of amounts paid by the Memorial to advertising agencies, market research organisations, and media advertising organisations. As required, particulars of payments of less than \$10,000 have not been included. The Memorial did not pay for the services of any polling or direct mail organisations.

Name	Services Provided	Amount Paid
Department of Veterans' Affairs	Recruitment advertising	\$57,828.11
Chief Minister's Department	General Memorial advertising	\$14,018.18
Canberra FM Radio Pty Ltd	General Memorial advertising	\$10,683.00
City News	General Memorial advertising	\$10,784.11
Grey Advertising Canberra Pty Ltd	General Memorial advertising	\$123,414.24
Grey Advertising Canberra Pty Ltd	Recruitment advertising	\$65,681.99
Bearcage Productions	General Memorial advertising	\$20,526.38
Hardie Grant Magazines	General Memorial advertising	\$18,926.90
Canongate Partners P/L - Highlife	General Memorial advertising	\$10,777.50
Act Economic Development Director	General Memorial advertising	\$20,800.00
Rural Press Regional Publishing	General Memorial advertising	\$14,781.08
	Advertising Expenditure	\$368,221.49
	Market Research Expenditure	Nil
	TOTAL	\$368,221.49

Freedom of Information Act 1982, Section 8 Statement

This statement is correct to 30 June 2012.

Establishment

The Memorial was established as a corporation under the *Australian War Memorial Act 1980*. The Memorial has perpetual succession, a common seal, may acquire, hold, and dispose of real and personal property, and may sue and be sued in its corporate name.

Organisation

Section 9 of the Act establishes the Memorial's Council. The Council is responsible for the conduct and control of the affairs and policy of the Memorial. Section 20 of the Act makes provision for the appointment of a Director by the Governor-General. The Director is the chief executive officer of the Memorial and, subject to the general directions of the Council, manages the affairs of the Memorial. The staff of the Memorial are appointed or employed under the *Public Service Act 1999*. An organisation chart appears at page 10.

Functions

The functions of the Memorial are described in sections 5 and 6 of the *Australian War Memorial Act 1980*.

Arrangements for Outside Participation

The Memorial regularly receives representations from the public concerning its operations. The Memorial welcomes these expressions of public interest.

The Memorial's policy is determined by its Council, established under sections 9 and 10 of the *Australian War Memorial Act 1980*.

Members of the Council elect one of their number as Chair.

Categories of Documents

The Memorial has custody of four categories of documents which are treated differently for the purposes of the *Freedom of Information Act 1982*.

The four categories are:

- administrative files and papers relating to all aspects of the Memorial's functions. These are subject to the Act, and charges relating to the provision of these are applied and calculated in accordance with the nature and extent of the request.

- (b) items in the Memorial collection within the meaning of the *Australian War Memorial Act 1980*, other than documents placed in the Memorial collection by any agency. By virtue of section 13(1) of the Act, these are not deemed to be documents of an agency, and therefore are not subject to the provisions of the Act. They are, however, made available to the public as part of the Memorial's public reference facility.
- (c) items in the Memorial collection, within the meaning of the *Australian War Memorial Act 1980*, that have been placed in the collection by or on behalf of an agency. By virtue of section 13(2) of the Act these are deemed for the purposes of the Act to be in the possession of the agency that placed them in the Memorial collection. Access to these documents under the Act is through the controlling agency.
- (d) Commonwealth records owned by other agencies but in the custody of the Memorial. These are documents of the controlling agency and access to them under the Act is through that agency.

Facilities for Access

The Memorial caters for public access to its collections, with reading rooms and staff available to assist with reference inquiries. The Memorial's Research Centre specialises in the provision of public reference services. The facilities are available to any member of the public having gained approval for access to documents under the Act. The access point at which members of the public may make inquiries on Freedom of Information (FOI) matters, submit formal requests for access to documents, or inspect documents to which access has been granted, is given below. The access point is open for business from 8.30 am to 4.51 pm, Monday to Friday (excluding public holidays). Information about access for people with disabilities can be obtained by contacting the FOI officer at the access point given below.

FOI Procedures and Initial Contact Points

Inquiries may be made in writing, by telephone, or in person at the official FOI access point given below. It is suggested that inquirers give a telephone number.

Reception Desk
Australian War Memorial
ANZAC Parade
CAMPBELL ACT 2612

or

GPO Box 345
CANBERRA ACT 2601
Tel: (02) 6243 4290

If difficulty arises within the Memorial in identifying a document or in providing access in the form requested, an officer of the Memorial will contact the applicant with a view to resolving the difficulty. In consultation with applicants, documents will be made available as follows:

- (a) by mail to an address specified by the applicant;

- (b) at the official FOI access point; or
- (c) at the information access office located within the regional office of the National Archives of Australia nearest to the applicant's normal place of residence.

Officers authorised to make decisions under the *Freedom of Information Act 1982*

The classification and designation of officers authorised to approve and deny access to documents, to impose charges, and to remit charges and application fees under the Act and FOI (Charges) Regulations are set out below:

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Executive Officer
Corporate Services
Executive Level 1

Executive Officer
National Collection
Australian Public Service Class 6

Executive Officer
Public Programs
Australian Public Service Class 6

The classification and designation of officers authorised to conduct an internal review under section 54 of the Act are set out below:

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Information Publication Scheme (IPS)

From 1 May 2011 agencies subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. The Memorial's plan showing what information is published in accordance with the IPS requirements is accessible on our website, as is a range of information published in accordance with the IPS.

Freedom of Information Act 1982, Statistics 2011-12

In 2011-12 the Memorial received four requests for access to documents under the *FOI Act*. Two of the requests were granted in full with all charges waived and one request was transferred to the Department of Veterans' Affairs. One request was for documents managed under the *Archives Act 1983* therefore access was provided under that Act rather than the *FOI Act*. No outstanding requests were carried over from 2010-11.

Environmental Protection and Biodiversity Conservation (EPBC) Act 1999, Section 516A Statement

In accordance with section 516A of the *Environmental Protection and Biodiversity Conservation (EPBC) Act 1999* (Cwth), Australian government Agencies are required to include in their annual reports information detailing the environmental performance of the organisation and the organisation's contribution to ecologically sustainable development. This remains a key objective for the Memorial and is being applied to the development of plans for the enhancement and ongoing maintenance of the Memorial's buildings and its operations. The Memorial does not administer any legislation nor have any appropriation directly related to the principles of environmental sustainability and development. Accordingly, the Memorial's involvement relates to environmental practices within the Memorial. Social and equitable practices are included in the Memorial's Teamwork Agreement 2011-14.

Energy consumption and environmental management

Energy management continues to be a priority for the Memorial. Consumption of electricity, gas and water is monitored closely and remained within trend for 2011-12. Technical initiatives undertaken last year, such as the lighting upgrade for the Research Centre collection stacks area, have maintained efficient energy consumption on the site; the refinement of the control strategy for building climate control is ongoing.

The Memorial also continues to recycle paper, cardboard, toner cartridges and glass and plastic bottles in the administration areas.

Heritage management

The Memorial considers heritage issues in accordance with the endorsed Heritage Management Plan (HMP), which guides management of the Memorial's heritage precinct and all conservation and development works undertaken on the site. This includes consulting recognised heritage specialists before any building works are performed in heritage-sensitive areas. Any impact on heritage values as a result of the redevelopment of the First World War

galleries will be assessed in accordance with the Memorial's HMP and if required, independent assessment of this impact will be sought.

A range of general heritage conservation activities were undertaken during the year, including regular conservation and cleaning of key sculptural elements and stonework, and refinements to bird deterrent installations used around the building.

A consultant was engaged to review the Heritage Conservation Master Plan and the status of the Memorial building in June 2012. This review produced a report documenting ongoing and future heritage conservation requirements for the Memorial building.

Work Health and Safety

With the implementation of the new *Work Health Safety (WHS) Act 2011* (Cth) the Memorial's Occupational Health & Safety Committee changed its name to the Work Health and Safety Committee. The WHSC continued to meet bi-monthly to discuss issues, to review policies and procedures, and to monitor all incident reports, recommending follow-up action as necessary. Briefings on the new WHS legislation were provided by Comcare for staff, health and safety representatives, and the Memorial's Council members. All Memorial staff were required to complete the E-learning tool provided by Comcare in order to ensure that they understood their responsibilities under the new Act.

The review of the Memorial's health and safety policy and associated arrangements was completed following the implementation of the new *WHS Act*, with all workers and WHSC members consulted on the development of the new policy and arrangements.

The Memorial entered its second cycle of plant and equipment audits, completing the first round in June 2012. This involves an audit of equipment maintained by various sections to ensure that the management and operation of the equipment complies with the requirements of the *WHS Act*.

Nearly 50 per cent of staff participated in the annual influenza vaccination program, conducted in March-April. Extensive consultation was undertaken with staff, including through the use of an all-staff survey during the year, to develop a reinvigorated Health Awareness Program, scheduled to begin in July 2012.

Training in manual handling techniques continued to be provided to all staff assisting with ANZAC Day and Remembrance Day activities; and briefings on manual tasks were conducted extensively throughout the Memorial during the second half of the year.



Horses have a symbolic role in the ANZAC Day National Ceremony.

Commonwealth Disability Strategy Report

The Australian War Memorial fits the categories of both purchaser-provider and employer under the Commonwealth Disability Strategy Performance Reporting Framework. The Memorial reports against its employer role through the Australian Public Service Commission's State of the Service agency survey.

A number of services are maintained by the Memorial to ensure that the needs of our visitors with disabilities are met. These include the provision of accessible parking, lifts and wheelchairs. The quality of these services is regularly included in visitor surveys. The results of the surveys are monitored to ensure that appropriate standards of service and satisfaction are maintained.

The Memorial's Service Charter invites feedback on the provision of services. Comments and complaints received through the Visitors' Book and Service Charter are responded to within ten days and action is undertaken as appropriate. The Service Charter is available on the Memorial's website.

Extensive consultation with relevant community members is undertaken during all exhibition and Memorial development.



Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman of the Council of the Australian War Memorial, with Her Excellency Ms Yingluck Shinawata, Prime Minister of the Kingdom of Thailand, and Nola Anderson, Acting Director at the Pool of Reflection.

REPORT BY THE AUDITOR-GENERAL AND FINANCIAL STATEMENTS



Presentation of certificates for the Memorial's 2012 Summer Scholars.

Left to right: Ashley Ekins, Senior Historian and Head Military History Section; Leah Riches, Summer Scholar; Emma Rogerson, Summer Scholar; Linda Ferguson, Assistant Director, Branch Head Public Programs; and Seth Kowal, Summer Scholar.



INDEPENDENT AUDITOR'S REPORT

To the Minister for Veterans' Affairs

I have audited the accompanying financial statements of the Australian War Memorial for the year ended 30 June 2012, which comprise: a Statement by Council, Director and Chief Finance Officer, the Statement of Comprehensive Income; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; and Notes to and forming part of the Financial Statements comprising a Summary of Significant Accounting Policies.

The Council's Responsibility for the Financial Statements

The Council of the Australian War Memorial is responsible for the preparation of the financial statements that give a true and fair view in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, including the Australian Accounting Standards, and for such internal control as is necessary to enable the preparation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian War Memorial's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian War Memorial's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Opinion

In my opinion, the financial statements of the Australian War Memorial:

- (a) have been prepared in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, including the Australian Accounting Standards; and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the Australian War Memorial's financial position as at 30 June 2012 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Peter Kerr
Executive Director
Delegate of the Auditor-General
Canberra
9 August 2012

Australian War Memorial**STATEMENT BY COUNCIL, DIRECTOR AND CHIEF FINANCE OFFICER**

In our opinion, the attached financial statements for the year ended 30 June 2012 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, as amended.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Memorial will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with a resolution of Council.



Rear Admiral Ken Doolan AO RAN (Ret'd)
Chairman of Council

9 August 2012



Air Vice-Marshal Julie Hammer AM CSC (Ret'd)
Chair of Finance, Audit and Compliance
Committee

9 August 2012



Ms Nola Anderson
Acting Director

9 August 2012



Ms Leanne Patterson
Chief Finance Officer

9 August 2012

STATEMENT OF COMPREHENSIVE INCOME for the period ended 30 June 2012

	Note	2012 \$	2011 \$
EXPENSES			
Employee benefits	3A	20 187 062	18 601 924
Supplier expenses	3B	14 082 531	12 789 884
Depreciation and amortisation	3C	18 210 383	17 988 320
Write-down and impairment of assets	3D	91 675	27 979
Losses from asset sales	3E	802	-
Total expenses		52 572 453	49 408 107
Less:			
OWN-SOURCE INCOME			
Own-source revenue			
Sale of goods and rendering of services	4A	3 367 691	3 584 896
Interest		3 000 284	2 437 439
Resources received free of charge	4B	2 051 562	1 705 991
Other revenue	4C	2 826 232	4 330 316
Total own-source revenue		11 245 769	12 058 642
Gains			
Sale of assets	4D	-	1 049
Total gains		-	1 049
Total own-source income		11 245 769	12 059 691
Net cost of services			
Revenue from Government	4E	40 418 000	30 858 000
Surplus (Deficit) attributable to the Australian Government		(908 684)	(6 490 416)
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus		70 069 090	3 631 612
Total other comprehensive income		70 069 090	3 631 612
Total comprehensive income (loss) attributable to the Australian Government	19	69 160 406	(2 858 804)

The above statement should be read in conjunction with the accompanying notes.

BALANCE SHEET as at 30 June 2012

	Note	2012 \$	2011 \$	2010 \$
ASSETS				
Financial Assets				
Cash and cash equivalents	5A	4 440 095	4 193 016	3 976 773
Trade and other receivables	5B	1 462 974	365 832	396 177
Investments	5C	52 500 000	39 000 000	35 000 000
Other financial assets		1 342 029	1 125 300	991 682
Total financial assets		59 745 098	44 684 148	40 364 632
Non-Financial Assets				
Land and buildings	6A, F	119 233 198	122 397 615	124 643 721
Property, plant and equipment	6B, F	3 761 475	3 822 664	4 165 551
Heritage and cultural assets	6C, F	1 023 057 033	956 989 965	959 890 818
Exhibitions	6D, F	23 186 717	24 350 182	19 520 359
Intangibles	6E, F	4 984 811	4 560 563	3 199 870
Inventories	1.17	649 343	638 942	589 059
Other non-financial assets	6G	193 831	198 889	246 978
Total non-financial assets		1 175 066 408	1 112 958 820	1 112 256 356
Total assets		1 234 811 506	1 157 642 968	1 152 620 988
LIABILITIES				
Payables				
Suppliers	7A	789 455	1 106 593	822 566
Other payables	7B	643 013	517 940	430 944
Total payables		1 432 468	1 624 533	1 253 510
Provisions				
Employee provisions	8A	7 767 744	7 303 547	7 002 786
Total provisions		7 767 744	7 303 547	7 002 786
Total liabilities		9 200 212	8 928 080	8 256 296
NET ASSETS		1 225 611 294	1 148 714 888	1 144 364 692
EQUITY				
Contributed equity		47 325 000	39 589 000	32 380 000
Asset revaluation reserves		598 757 022	528 687 932	525 056 320
Retained surplus		579 529 272	580 437 956	586 928 372
Total equity		1 225 611 294	1 148 714 888	1 144 364 692

The above statement should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY for the period ended 30 June 2012

	Retained Earnings		Asset Revaluation Surplus		Contributed Equity / Capital		Total Equity	
	2012	2011	2012	2011	2012	2011	2012	2011
	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	580 437 956	585 920 372	528 687 932	525 056 320	39 589 000	32 380 000	1 148 714 888	1 143 356 692
Adjustment for errors	-	1 008 000	-	-	-	-	-	1 008 000
Adjusted Opening Balance	580 437 956	586 928 372	528 687 932	525 056 320	39 589 000	32 380 000	1 148 714 888	1 144 364 692
Comprehensive Income								
Other comprehensive income	-	-	70 069 090	3 631 612	-	-	70 069 090	3 631 612
Surplus (Deficit) for the period	(908 684)	(6 490 416)	-	-	-	-	(908 684)	(6 490 416)
Total comprehensive income attributable to the Australian Government	(908 684)	(6 490 416)	70 069 090	3 631 612	-	-	69 160 406	(2 858 804)
Transactions with Owners								
Equity injection					7 736 000	7 209 000	7 736 000	7 209 000
Sub-total Transaction with owners					7 736 000	7 209 000	7 736 000	7 209 000
Closing balance at 30 June	579 529 272	580 437 956	598 757 022	528 687 932	47 325 000	39 589 000	1 225 611 294	1 148 714 888
Closing balance attributable to the Australian Government	579 529 272	580 437 956	598 757 022	528 687 932	47 325 000	39 589 000	1 225 611 294	1 148 714 888

The above statement should be read in conjunction with the accompanying notes.

CASH FLOW STATEMENT for the period ended 30 June 2012

	Note	2012 \$	2011 \$
OPERATING ACTIVITIES			
Cash received			
Receipts from Government		40 418 000	30 858 000
Goods and services		2 165 027	4 231 984
Interest		2 783 554	2 303 821
Net GST received		1 145 196	1 555 862
Other		2 751 707	2 240 216
Total cash received		49 263 484	41 189 883
Cash used			
Employees		(19 629 479)	(18 196 772)
Suppliers		(13 454 767)	(12 307 640)
Total cash used		(33 084 246)	(30 504 412)
Net cash from operating activities	9	16 179 238	10 685 471
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		2 668	4 659
Investments		43 000 000	41 800 000
Total cash received		43 002 668	41 804 659
Cash used			
Purchase of property, plant, equipment and intangibles		(10 170 827)	(13 682 887)
Investments		(56 500 000)	(45 800 000)
Total cash used		(66 670 827)	(59 482 887)
Net cash used by investing activities		(23 668 159)	(17 678 228)
FINANCING ACTIVITIES			
Cash received			
Contributed equity		7 736 000	7 209 000
Total cash received		7 736 000	7 209 000
Net cash from financing activities		7 736 000	7 209 000
Net increase in cash held		247 079	216 243
Cash and cash equivalents at the beginning of the reporting period		4 193 016	3 976 773
Cash and cash equivalents at the end of the reporting period	5A	4 440 095	4 193 016

The above statement should be read in conjunction with the accompanying notes.

SCHEDULE OF COMMITMENTS as at 30 June 2012

	Note	2012 \$	2011 \$
BY TYPE			
Commitments receivable			
Sponsorship		(566 500)	(252 100)
GST recoverable on commitments		(2 205 065)	(978 996)
Total commitments receivable		(2 771 565)	(1 231 096)
Commitments payable			
Capital commitments			
Exhibitions	1.18	56 282	-
National Collection		151 024	50 602
Total capital commitments		207 306	50 602
Other commitments			
Operating leases	1.18	838 753	761 659
Project commitments		191 333	107 436
Other		23 584 825	9 849 263
Total other commitments		24 614 911	10 718 358
Total commitments payable		24 822 217	10 768 960
Net commitments by type		22 050 652	9 537 864
BY MATURITY			
Commitments receivable			
One year or less		(1 475 073)	(581 137)
From one to five years		(1 296 492)	(649 959)
Total commitments receivable		(2 771 565)	(1 231 096)
Commitments payable			
Capital commitments			
One year or less		177 860	50 602
From one to five years		29 445	-
Total capital commitments		207 305	50 602
Operating lease commitments			
One year or less		465 574	340 827
From one to five years		373 179	420 832
Total operating lease commitments		838 753	761 659
Other Commitments			
One year or less		11 698 272	4 659 026
From one to five years		12 077 887	5 297 673
Total other commitments		23 776 159	9 956 699
Total commitments payable		24 822 217	10 768 960
Net commitments by maturity		22 050 652	9 537 864

Capital commitments are primarily contracts for the purchase of National Collection items and Exhibition works in progress.

Other commitments are primarily contracts for the provision of casual staff, buildings and grounds maintenance and services.

The above statement should be read in conjunction with the accompanying notes.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 Objectives of the Memorial

The Memorial was established by section 4 of the *Australian War Memorial Act 1980* and is a not-for-profit Australian Government controlled entity.

The objective and outcome of the Memorial is to assist Australians remembering, interpreting, and understanding the Australian experience of war and its enduring impact through maintaining and developing the National Memorial, its collection and exhibition of historical material, commemorative ceremonies and research.

The continued existence of the Memorial in its present form and with its present programs is dependent on Government policy and on continued funding by Parliament for the Memorial's administration and programs.

1.2 Basis of Preparation of the Financial Statements

The financial statements are general purpose financial statements and are required by clause 1(b) of Schedule 1 to the *Commonwealth Authorities and Companies Act 1997*.

The financial statements and notes have been prepared in accordance with:

- Finance Minister's Orders (FMOs) for reporting periods ending on or after 1 July 2011; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and are in accordance with the historical cost convention, except for certain assets at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and in some cases values are rounded to the nearest thousand unless disclosure of the full amount is specifically required.

Unless an alternative treatment is specifically required by an Accounting Standard or the FMOs, assets and liabilities are recognised in the Balance Sheet when and only when it is probable that future economic benefits will flow to the Memorial, or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executor contracts are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments.

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the Statement of Comprehensive Income when, and only when, the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgements and Estimates

In the process of applying the accounting policies listed in this note, the Memorial has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of the National Collection is considered to be market selling price (where such a market exists), or depreciated replacement cost, taking into consideration the intrinsic value of historically significant objects. Due to the size of the National Collection, a representative sample of all major categories is selected, valued and extrapolated to determine a total fair value.
- The fair value of land and buildings is considered to be the market value of similar assets, taking into account the heritage aspects of the buildings where appropriate, and using depreciated replacement cost if no active market is identified.
- The Memorial's primary liability, employee provisions, includes an estimation component in respect of long-term employee benefits measured as the present value of estimated future cash outflows.

No accounting assumptions and estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.

1.4 New Accounting Standards

Adoption of new Australian Accounting Standard requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. Of the new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to the current reporting period, none have had a financial impact on the Memorial.

Future Australian Accounting Standard requirements

Of the new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to future periods, none are expected to have a future financial impact on the Memorial.

1.5 Revenue

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the Memorial retains no managerial involvement nor effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Memorial.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the Memorial.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services, which have 30-day payment terms, are recognised at the nominal amounts due less any impairment allowance. Collectability of debts is reviewed at balance date. Allowances are made when collectability of the debt is no longer probable.

Project-specific sponsorship funding which meets the requirements of a contribution in accordance with *AASB 1004: Contributions*, is recorded as revenue when the Memorial obtains control of the contribution or right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Memorial, and the amount can be measured reliably.

Interest revenue is recognised using the effective interest method as set out in *AASB 139 Financial Instruments: Recognition and Measurement*.

Revenues from Government

Funding received or receivable from agencies (appropriated to the agency as a CAC Act body payment item for payment to the Memorial) is recognised as Revenue from Government unless they are in the nature of an equity injection or a loan.

Resources received free of charge

Resources received free of charge are recognised as revenue when and only when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Resources received free of charge are recorded as either revenue or gains depending on their nature, i.e. whether they have been generated in the course of ordinary activities of the Memorial.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as revenue at their fair value when the asset qualifies for recognition.

1.6 Gains

Sale of assets

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

1.7 Transactions with the Government as Owner

Equity injections

Amounts that are designated as equity injections for a year are recognised directly in contributed equity in that year.

1.8 Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119) and termination benefits due within twelve months of balance date are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Other long term employee benefits are measured as the net present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Memorial is estimated to be less than the annual entitlement.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Memorial's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave is recognised and measured at the net present value of the estimated future cash flows to be made in respect of all employees at 30 June 2012. In determining the present value of the liability, including related on-costs, attrition rates and pay increases through promotion and inflation have been taken into account.

Superannuation

Employees of the Memorial are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the Australian Government Employees Superannuation Trust (AGEST), or the PSS Accumulation Plan (PSSap). The CSS, PSS and AGEST are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported by the Department of Finance and Deregulation as an administered item.

The Memorial makes employer contributions to the employee superannuation schemes at rates determined by an actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of the Memorial's employees. The Memorial accounts for the contributions as if they were contributions to defined contribution plans.

1.9 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains all such risks and benefits.

Where an asset is acquired by means of a finance lease, the asset is capitalised at either the fair value of the lease property of, if lower, the present value of minimum lease payments at the inception of the contract and a liability is recognised at the same time and for the same amount.

The discount rate used is the interest rate implicit in the lease. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed on a straight line basis which is representative of the pattern of benefits derived from the leased assets.

The Memorial does not hold any finance leases.

1.10 Cash

Cash and cash equivalents include cash on hand and any deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

Pursuant to Section 18 of the *Commonwealth Authorities and Companies Act 1997*, moneys held by the Memorial may be invested on deposit with a bank, in securities of Australia, or in any other manner approved by the Treasurer. The Memorial's investments represent term deposits held with banks only and are initially measured at their fair value.

The Memorial has cash in the bank and on short term investment as at 30 June 2012 to cover future commitments and expenses. Cash is also reserved for a number of projects including the First World War Gallery redevelopment, Travelling Exhibition programs, Centenary of ANZAC activities, and conservation works on the National Collection.

1.11 Financial Assets

The Memorial classifies its financial assets in the following categories:

- held-to-maturity investments
- receivables

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. Financial assets are recognised and derecognised upon trade date.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets at fair value through profit and loss.

Held-to-maturity investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the Memorial has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Receivables

Trade receivables and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'receivables'. Receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of financial assets

Financial assets are assessed for impairment at each balance date.

- *Financial assets held at amortised cost* – if there is objective evidence that an impairment loss has been incurred for receivables or held to maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the Statement of Comprehensive Income.

1.12 Financial Liabilities

The Memorial classifies its financial liabilities as other financial liabilities.

Financial liabilities are recognised and derecognised upon trade date.

Other financial liabilities

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

1.13 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition. Significant donated National Collection items are recognised at the time of acquisition, and other donated Collection items are brought to account at the time of revaluation.

1.14 Property, Plant and Equipment

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Balance Sheet, except for purchases costing less than \$500, which are expensed in the year of acquisition (other than where they form part of a group of similar items that are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Revaluations

Fair values for each class of assets are determined as shown below.

Asset Class	Fair Value Measured at:
Land	Market selling price
Buildings	Market selling price / depreciated replacement cost
Exhibitions	Depreciated replacement cost
Plant & Equipment	Market selling price / depreciated replacement cost

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency such that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve, except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit, except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual values over their estimated useful lives to the Memorial using the straight-line method of depreciation in all cases.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2012	2011
Buildings & building improvements	10 to 175 years	10 to 175 years
Plant and equipment	2 to 30 years	2 to 30 years
Exhibitions	5 to 15 years	5 to 15 years

Impairment

All assets have been assessed for impairment at 30 June 2012. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2012

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Memorial were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

1.15 Heritage and Cultural Assets

The Memorial's collection of heritage and cultural assets comprises a wide range of objects relating to Australia's military history, including but not limited to:

- Artwork (various mediums)
- Large technology objects
- Photographs
- Official and private records
- Film
- Military heraldry and technology items
- Audio
- Ephemera

Pursuant to Section 8 of the *Australian War Memorial Act 1980*, the Memorial has the authority to dispose of heritage and cultural items which are not required as part of the National Collection, or are unfit for inclusion. Section 8 of the *Australian War Memorial Act 1980* dictates the appropriate approvals to dispose of National Collection assets. The Australian War Memorial Act 1980 can be found at:

http://www.austlii.edu.au/au/legis/cth/consol_act/awma1980244/

The decision whether or not to acquire or retain an item for the National Collection is based on two criteria:

1. Assessment to establish that the item is of significance to Australian military history;
2. Assessment that the benefit and resource implications of acquiring or retaining the item are acceptable.

The evaluation process ensures that the history and provenance of objects is recorded at the time of acquisition and records the significance of the item to the Australian community, provides a systematic assessment of the values of objects against the existing collection and other collecting institutions, and assists in setting priorities for collection management and conservation resources.

The Memorial's Collection Development Plan for heritage and cultural assets can be found at:

http://www.awm.gov.au/about/collection_development_plan.pdf

The Memorial's preservation and curatorial policies for heritage and cultural assets can be found at:

<http://www.awm.gov.au/collection/conservation>

Revaluations

The National Collection is carried at fair value, which is measured at depreciated replacement cost or market selling price (for items where a market exists).

Following initial recognition at cost, the National Collection is carried at fair value less accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency such that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Depreciation

All items in the National Collection are written off over their estimated useful life to the Memorial using the straight-line method of depreciation.

Depreciation rates (useful lives) have been estimated based on the condition and physical composition of items in each sub-class, and range from 10 – 600 years. Rates and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

1.16 Intangible Assets

The Memorial's intangibles comprise purchased software, which is carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight line basis over its anticipated useful life. The useful lives range from 2 to 10 years (2011: 2 to 10 years).

All software assets have been assessed for indications of impairment and appropriate actions were taken at 30 June 2012.

1.17 Inventories

The Memorial holds inventory for sale only, which is reported at the lower of cost and net realisable value. Costs incurred in bringing each item of inventory to its present location and condition, are assigned as follows:

- stores – average purchase cost; and
- finished goods and work in progress – cost of direct materials and labour plus attributable costs that are capable of being allocated on a reasonable basis.

Inventories acquired at no cost or nominal consideration are measured at current replacement cost at the date of acquisition.

1.18 Commitments

Capital commitments include current undertakings and contractual payments related to the provision of items for the National Collection and Exhibition works in progress. Other Commitments are related to contracts for provision of casual staff and buildings and grounds maintenance. Commitments are GST inclusive where relevant.

The nature of operating lease commitments is as follows:

Nature of operating lease	General description of leasing arrangement
Agreements for the provision of motor vehicles	The lessor provides vehicles required for senior executives and pool vehicles as required. There are no purchase options available to the Memorial, and no contingent rentals exist.
Lease of computer equipment	The lessor provides all computer equipment designated as necessary in the supply contract for three years plus a further year at the Memorial's option, with a reduction of fees available. The initial equipment has, on average, a useful life of three years from the commencement of the lease. The Memorial may take out additional leases at any time during the contract period. The Memorial has an option to purchase the equipment at the end of the lease.

1.19 Contingent Assets and Contingent Liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

The Memorial has no contingent assets or liabilities in either the current or immediately preceding reporting period.

1.20 Taxation

The Memorial is exempt from all forms of taxation except Fringe Benefits tax (FBT) and the Goods and Services Tax (GST). Revenues, expense and assets are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

1.21 Prior Period Error

During the 2011-12 financial year an error was discovered relating to prior financial reporting periods. In accordance with *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*, the Memorial has restated the affected comparative figures in the 2011-12 financial statements.

These adjustments relate to the recognition of sponsorship revenue received in a reporting period other than the year in which the program is run. As this error was made in a reporting period prior to the comparative period, the Balance Sheet as at 30 June 2010 was restated as follows:

- Decrease in other payables and increase in retained earnings of \$1,008,000.

The tables below show the restatement of each line item affected by the error.

30 June 2010 (Comparative year opening balances)

Note	2010 Original \$	2010 Movement \$	2010 Restated \$
Statement of Comprehensive Income (Extract)			
Own source revenue			
Other revenue	3 511 323	1 008 000	4 519 323
Total own source revenue	10 103 842	1 008 000	11 111 842
Surplus (Deficit) attributable to the Australian Government	(7 199 552)	1 008 000	(6 191 552)

Balance Sheet (Extract)

Liabilities

Other payables	1 438 944	(1 008 000)	430 944
Total liabilities	9 264 296	(1 008 000)	8 256 296
Net Assets	1 143 356 692	1 008 000	1 144 364 692

Statement of Changes in Equity (Extract)

Retained Earnings

Closing balance	585 920 372	1 008 000	586 928 372
Total retained earnings	585 920 372	1 008 000	586 928 372
Total Equity	1 143 356 692	1 008 000	1 144 364 692

In addition, the financial statements were overstated as at 30 June 2011, and required the restatement of the following line items:

- Increase in other revenue of \$712,000;
- Deficit attributable to the Australian Government was decreased by \$712,000;
- Decrease in other payables of \$1,720,000 (\$1,008,000 for 2010 and \$712,000 for 2011); and
- Retained earnings increased by \$1,720,000 (\$1,008,000 for 2010 and \$712,000 for 2011).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2012

30 June 2011 (Comparative year)

	Note	2011 Original \$	2011 Movement \$	2011 Restated \$
Statement of Comprehensive Income (Extract)				
Own source revenue				
Other revenue		3 618 316	712 000	4 330 316
Total own source revenue		11 346 642	712 000	12 058 642
Surplus (Deficit) attributable to the Australian Government		(7 202 416)	712 000	(6 490 416)
Balance Sheet (Extract)				
Liabilities				
Other payables		2 237 940	(1 720 000)	517 940
Total liabilities		10 648 080	(1 720 000)	8 928 080
Net Assets		1 146 994 888	1 720 000	1 148 714 888
Statement of Changes in Equity (Extract)				
Retained Earnings				
Opening balance		585 920 372	1 008 000	586 928 372
Surplus (Deficit) for the period		(7 202 416)	712 000	(6 490 416)
Total retained earnings		578 717 956	1 720 000	580 437 956
Total Equity		1 146 994 888	1 720 000	1 147 714 888

2 EVENTS AFTER THE REPORTING PERIOD

There are no events occurring after balance sheet date that materially affect the financial statements.

2012
\$

2011
\$

3 EXPENSES

3A. Employee benefits

Wages and salaries	15 086 900	14 067 428
Superannuation		
Defined benefit plans	1 866 150	1 647 254
Defined contribution plans	1 301 633	1 026 974
Leave and other entitlements	1 444 378	1 370 272
Separation and redundancy	-	143 822
Other employee benefits	488 001	346 174
Total employee benefits	20 187 062	18 601 924

3B. Supplier expenses

Goods and services

Property and support services	4 697 886	4 322 548
Professional services (Contractors & Consultants)	1 596 563	1 505 910
Staff support	1 995 783	1 840 802
Advertising and promotions	2 013 449	1 655 511
Cost of goods sold	975 496	1 090 988
IT services	751 519	573 392
Exhibitions	248 759	240 413
Travel	421 982	334 380
Other	810 059	748 436
Total goods and services	13 511 496	12 312 380

Goods and services are made up of:

Provision of goods – related entities	1 688	12 801
Provision of goods – external parties	1 612 409	1 665 868
Rendering of services – related entities	1 584 542	1 079 949
Rendering of services – external parties	10 312 857	9 553 762
Total goods and services	13 511 496	12 312 380

Other supplier expenses

Operating lease rentals – external parties		
Minimum lease payments	439 368	365 025
Workers compensation expenses	131 667	112 479
Total other supplier expenses	571 035	477 504
Total supplier expenses	14 082 531	12 789 884

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2012

	2012	2011
	\$	\$
3C. Depreciation and amortisation		
Depreciation:		
Buildings and building improvements	3 766 434	3 752 684
Property, plant and equipment	1 208 336	1 234 457
Heritage and cultural assets	10 128 429	10 205 330
Exhibitions	2 458 517	2 328 957
Total depreciation	17 561 716	17 521 428
Amortisation:		
Intangibles (computer software)	648 667	466 892
Total amortisation	648 667	466 892
Total depreciation and amortisation	18 210 383	17 988 320
3D. Write down and impairment of assets		
Asset write downs and impairment from:		
Impairment of receivables	65 687	185
Impairment of financial assets	-	425
Impairment of inventories	25 988	27 369
Total write down and impairment of assets	91 675	27 979
3E. Losses from asset sales		
Property, plant and equipment		
Proceeds from sale	(2 668)	-
Carrying value of assets sold	3 470	-
Total losses from asset sales	802	-
3F. Operating expenditure for heritage and cultural assets		
Operating expenditure	7 176 052	7 000 588
Total operating expenditure	7 176 052	7 000 588

Operating expenditure is contained in the Statement of Comprehensive Income; however, it is not disclosed as a separate line item. It is merely a representation of expenditure relating to heritage and cultural assets.

	2012 \$	2011 \$
4 INCOME		
Own-source revenue		
4A. Sale of goods and rendering of services		
Provision of goods – related entities	31 799	51 047
Provision of goods – external parties	2 280 358	2 293 938
Rendering of services – related entities	36 373	8 056
Rendering of services – external parties	1 019 161	1 231 855
Total sale of goods and rendering of services	3 367 691	3 584 896
4B. Resources received free of charge		
Resources received – related entities	889 733	991 775
Resources received – external entities	1 161 829	714 216
Total resources received free of charge	2 051 562	1 705 991
4C. Other revenue		
Donations	1 000 640	720 637
Sponsorships	1 577 404	2 046 615
Friends of the Memorial	131 004	129 702
Donated Collection Items	74 525	1 378 100
Royalties Income	42 193	55 088
Other	466	174
Total other revenue	2 826 232	4 330 316
Gains		
4D. Sale of assets		
Property, plant & equipment		
Proceeds from sale	-	4 659
Carrying value of assets sold	-	(3 610)
Total net gain/(loss) from sale of assets	-	1 049
Revenue from Government		
4E. Revenue from Government		
Department of Veterans' Affairs		
CAC Act body payment item	40 418 000	30 858 000
Total revenue from Government	40 418 000	30 858 000
5 FINANCIAL ASSETS		
5A. Cash and cash equivalents		
Cash balance comprises:		
Cash on hand	9 600	9 140
Deposits	4 430 495	4 183 876
Total cash and cash equivalents	4 440 095	4 193 016

For further information on cash holdings, refer to Accounting Policy Note 1.10 Cash.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2012

	2012	2011
	\$	\$
5B. Trade and other receivables		
Goods and services		
Goods and services – related entities	1 250 105	-
Goods and services – external parties	272 305	305 814
Total receivables for goods and services	1 522 410	305 814
Other receivables		
GST receivable from the Australian Taxation Office	-	58 761
Other receivables	6 382	1 475
Total other receivables	6 382	60 236
Total trade and other receivables (gross)	1 528 792	366 050
Less impairment allowance (goods and services)	(65 818)	(218)
Total trade and other receivables (net)	1 462 974	365 832

Receivables are expected to be recovered in no more than 12 months (2011: no more than 12 months).

Current terms for receivables are net 30 days (2011: 30 days).

Receivables are aged as follows:

Not overdue	1 304 812	346 532
Overdue by:		
– less than 30 days	62 446	8 023
– 31 to 60 days	45 963	221
– 61 to 90 days	79 047	5 389
– more than 90 days	36 523	5 885
Total trade and other receivables (gross)	1 528 791	366 050

The impairment allowance relates to receivables overdue for 90 days or longer.

Reconciliation of the impairment allowance account:

	Goods & services 2012 \$	Goods & services 2011 \$
Opening balance	(218)	(33)
Amounts written off	-	-
Amounts recovered and reversed	1 019	2 836
Increase /decrease recognised in net surplus	(66 619)	(3 021)
Closing balance	(65 818)	(218)

	2012 \$	2011 \$
5C. Investments		
Deposits	52 500 000	39 000 000
Total investments	52 500 000	39 000 000

Total investments are expected to be recovered in:

No more than 12 months	52 500 000	37 500 000
More than 12 months	-	1 500 000
Total investments	52 500 000	39 000 000

The Memorial's investments represent term deposits held with Australian banks with terms greater than 90 days. Maturity dates range from July 2012 – June 2013. Effective interest rates range from 5.09% to 6.23% (2011: 6.14% to 6.50%).

For further information on investments, refer to Accounting Policy Note 1.10 and 1.11.

6. NON-FINANCIAL ASSETS

6A. Land and buildings

Land – at fair value	9 190 000	9 190 000
Buildings		
Buildings – at fair value	122 190 232	121 588 215
Accumulated depreciation	(12 147 034)	(8 380 600)
Total buildings	110 043 198	113 207 615
Total land and buildings	119 233 198	122 397 615

No indicators of impairment were found for land and buildings.

No land and buildings are expected to be sold or disposed of within the next 12 months.

6B. Property, plant and equipment

Property, plant and equipment – at fair value	9 305 074	8 237 128
Accumulated depreciation	(5 543 599)	(4 414 464)
Total Property, plant & equipment	3 761 475	3 822 664

No indications of impairment were found for property, plant and equipment.

No property, plant and equipment is expected to be sold or disposed of within the next 12 months.

6C. Heritage and cultural assets

National Collection – at fair value	1 028 038 076	1 002 209 605
Accumulated depreciation	(4 981 043)	(45 219 640)
Total Heritage and cultural assets	1 023 057 033	956 989 965

No indicators of impairment were found for heritage and cultural assets.

No heritage and cultural assets are expected to be sold or disposed of within the next 12 months.

A revaluation increment of \$70,069,090 (2011: \$0) for Collections was credited to the asset revaluation reserve by asset class and included in the equity section of the Balance Sheet; no increments were expensed (2011: nil expensed).

The Memorial's Collection was revalued as at 31 December 2011 by an independent valuer, in accordance with the policy stated in note 1.15. The fair value was determined by reference to the assets' depreciated replacement cost or market selling price (for items where a market exists). The carrying amount is included in the valuation figures above and is separately disclosed in Table 6F below.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2012

	2012	2011
	\$	\$
6D. Exhibitions		
Assets under construction – at cost	1 257 219	-
Exhibitions – at fair value	25 947 878	25 910 057
Accumulated depreciation	(4 018 380)	(1 559 875)
Total exhibitions	23 186 717	24 350 182

A revaluation increment of \$0 (2011: \$3,631,630) for Exhibitions was credited to the asset revaluation reserve by asset class and included in the equity section of the Balance Sheet; no decrements were expensed (2011: nil expensed).

The Memorial's exhibitions were revalued as at 8 November 2010 by an independent valuer, in accordance with the policy stated in note 1.14. The fair value was determined by reference to the assets' depreciated replacement cost. The carrying amount is included in the valuation figures above and is separately disclosed in Table 6F below.

Assets under construction comprise the redevelopment of the World War I galleries.

No indicators of impairment were found for exhibition assets.

No exhibitions are expected to be sold or disposed of within the next 12 months.

6E. Intangibles

Computer software:

Purchased	9 549 811	8 476 895
Accumulated amortisation	(4 565 000)	(3 916 332)
Total intangibles	4 984 811	4 560 563

No indicators of impairment were found for intangible assets.

No intangibles are expected to be sold or disposed of within the next 12 months.

6F. Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2011-12)

	Land \$'000	Buildings \$'000	Total land and buildings \$'000	Other property, plant and equipment \$'000	Heritage & Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles purchased \$'000	Total \$'000
As at 1 July 2011								
Gross book value	9 190	121 589	130 779	8 237	1 002 209	25 910	8 477	1 175 612
Accumulated depreciation / amortisation	-	(8 381)	(8 381)	(4 414)	(45 219)	(1 560)	(3 916)	(63 490)
Net book value 1 July 2011	9 190	113 208	122 398	3 823	956 990	24 350	4 561	1 112 122
Additions:								
By purchase	-	601	601	1 258	6 052	1 295	1 073	10 279
By donation/gift	-	-	-	-	75	-	-	75
Revaluations recognised in other comprehensive income	-	-	-	-	70 069	-	-	70 069
Depreciation / amortisation expense	-	(3 766)	(3 766)	(1 208)	(10 129)	(2 458)	(649)	(18 210)
Disposals	-	-	-	(112)	-	-	-	(112)
Net book value 30 June 2012	9 190	110 043	119 233	3 761	1 023 057	23 187	4 985	1 174 223
Net book value as at 30 June 2012 represented by:								
Gross book value	9 190	122 190	131 380	9 305	1 028 038	27 205	9 550	1 205 476
Accumulated depreciation / amortisation	-	(12 147)	(12 147)	(5 544)	(4 981)	(4 018)	(4 565)	(31 253)
	9 190	110 043	119 233	3 761	1 023 057	23 187	4 985	1 174 223


6F. (Cont') Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2010-11)

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2012

	Land	Buildings	Total land and buildings	Other property, plant and equipment	Heritage & Cultural Assets (Collection)	Exhibitions	Intangibles purchased	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2010								
Gross book value	9 190	120 082	129 272	7 394	994 905	26 851	6 649	1 165 071
Accumulated depreciation / amortisation	-	(4 628)	(4 628)	(3 228)	(35 014)	(7 331)	(3 449)	(53 650)
Net book value 1 July 2010	9 190	115 454	124 644	4 166	959 891	19 520	3 200	1 111 421
Additions:								
By purchase	-	1 507	1 507	882	7 304	3 540	1 828	15 061
Revaluations recognised in other comprehensive income	-	-	-	-	-	3 632	-	3 632
Depreciation / amortisation expense	-	(3 753)	(3 753)	(1 235)	(10 205)	(2 329)	(467)	(17 989)
Assets transferred in / (out)	-	-	-	13	-	(13)	-	-
Disposals	-	-	-	(3)	-	-	-	(3)
Net book value 30 June 2011	9 190	113 208	122 398	3 823	956 990	24 350	4 561	1 112 122
Net book value as at 30 June 2011 represented by:								
Gross book value	9 190	121 589	130 779	8 234	1 002 209	25 911	8 477	1 175 610
Accumulated depreciation / amortisation	-	(8 381)	(8 381)	(4 411)	(45 219)	(1 561)	(3 916)	(63 488)
	9 190	113 208	122 398	3 823	956 990	24 350	4 561	1 112 122

	2012 \$	2011 \$
6G. Other non-financial assets		
Prepayments	193 831	198 889
Total other non-financial assets	193 831	198 889

No indicators of impairment were found for other non-financial assets.

Other non-financial assets are expected to be recovered in no more than 12 months (2011: no more than 12 months).

7 PAYABLES

7A. Suppliers

Trade creditors	789 455	1 106 593
Total supplier payables	789 455	1 106 593

All supplier payables are expected to be settled within 12 months.

Supplier payables – related parties	-	21 249
Supplier payables – external parties	789 455	1 085 344
Total supplier payables	789 455	1 106 593

Settlement is usually made net 30 days (2011: 30 days).

7B. Other payables

	2012 \$	2011 \$	2010 \$
Salaries and wages	580 107	492 097	387 705
Payments received in advance	2 229	-	15 340
Paid Parental Leave	5 376	-	-
GST Payable	35 134	-	-
Customer orders not yet supplied	20 167	25 843	27 899
Total other payables	643 013	517 940	430 944

Other payables are expected to be settled in no more than 12 months (2011: no more than 12 months).

Please refer to Note 1.21 for the change in accounting treatment for payments received in advance.

	2012 \$	2011 \$
--	------------	------------

8 PROVISIONS

8A. Employee provisions

Leave	7 305 539	6 817 226
Other	462 205	486 321
Total employee provisions	7 767 744	7 303 547

Employee provisions are expected to be settled in:

Less than 12 months	3 408 691	5 647 667
More than 12 months	4 359 053	1 655 880
Total employee provisions	7 767 744	7 303 547

2012	2011
\$	\$

9 CASH FLOW RECONCILIATION

Reconciliation of cash and cash equivalents as per Balance Sheet to Cash Flow Statement

Cash and cash equivalents as per:

Cash Flow Statement	4 440 095	4 193 016
Balance Sheet	4 440 095	4 193 016
Difference	-	-

Reconciliation of net cost of services to net cash from operating activities:

Net cost of services	(41 326 684)	(37 348 416)
Add revenue from Government	40 418 000	30 858 000
Surplus (Deficit)	(908 684)	(6 490 416)

Adjustment for non-cash items

Depreciation and amortisation	18 210 383	17 988 320
Net write down of other assets	91 675	27 978
Loss (gain) from disposal of assets	802	(1 049)
Donated assets	(74 525)	(1 378 100)

Change in assets/liabilities

(Increase)/Decrease in net receivables	(1 162 828)	29 735
(Increase)/Decrease in inventories	(36 389)	(77 251)
(Increase)/Decrease in accrued interest	(216 730)	(133 618)
(Increase)/Decrease in other non-financial assets	3 400	48 089
Increase/(Decrease) in trade creditors	(317 137)	284 026
Increase/(Decrease) in other payables	125 073	86 996
Increase/(Decrease) in employee provisions	464 198	300 761

Net cash from operating activities	16 179 238	10 685 471
---	-------------------	------------

Credit arrangements

The Memorial has a credit card facility for the purchase of minor items.

Credit facilities:

Credit card limit	80 000	100 000
Credit used	(1 338)	-
Credit unused	78 662	100 000

10 REMUNERATION OF COUNCIL MEMBERS

The Council of the Australian War Memorial is responsible for the conduct and control of the affairs of the Memorial, and the policy of the Memorial with respect to any matters as determined by the Council (section 9(2) of the Australian War Memorial Act 1980).

	2012	2011
The number of Council members included in these figures are shown below in the relevant remuneration bands:		
Nil - \$10,000	2	5
\$10,001 - \$20,000	8	5
\$20,001 - \$30,000	1	1
Total	11	11
Total remuneration received or due and receivable by the Memorial Council members	\$141 728	\$123 596

11 RELATED PARTY DISCLOSURES

No loans or grants were made to any members of the Council and no Council member has received or become entitled to receive a benefit by reason of a contract made by the Memorial with the Council member or an entity in which she/he has a substantial financial interest.

Council members are paid in accordance with Remuneration Tribunal determinations as provided by section 13 of the *Australian War Memorial Act 1980*.

12 SENIOR EXECUTIVE REMUNERATION

12A. Senior executive remuneration expenses for the reporting period

	2012	2011
	\$	\$
Short-term employee benefits		
Salary (including annual leave taken)	853 596	762 874
Annual leave accrued	74 022	22 157
Performance bonuses	44 088	48 271
Other ¹	180 533	123 376
Total short-term employee benefits	1 152 239	956 678
Post-employment benefits:		
Superannuation	121 679	106 245
Total post-employment benefits	121 679	106 245
Other long-term benefits:		
Long-service leave	48 030	9 031
Total other long-term benefits	48 030	9 031
Termination benefits	-	48 780
Total employee benefits	1 321 948	1 120 734

Note 12A is prepared on an accrual basis (there the performance bonus expenses disclosed above may differ from the cash 'Bonus paid' in Note 12B).

Note 12A excludes acting arrangements and part-year service where total remuneration expensed for a senior executive was less than \$150,000.

Notes:

¹ 'Other' includes motor vehicle and other allowances.



12B. Average annual reportable remuneration paid to substantive senior executives during the reporting period

Average annual reportable remuneration ¹	As at 30 June 2012					
	Senior executives No.	Reportable salary ² \$	Contributed superannuation ³ \$	Reportable allowance ⁴ \$	Bonus paid ⁵ \$	Total \$
Total remuneration (including part-time arrangements)						
less than \$150,000	-	-	-	-	-	-
\$150,000 - \$179,999	1	144 838	21 036	-	-	165 874
\$180,000 - \$209,999	1	149 181	56 827	-	-	206 008
\$210,000 - \$239,999	1	151 815	70 369	-	-	222 184
\$240,000 - \$269,999	1	229 479	33 546	-	-	263 025
Total	4					

Average annual reportable remuneration ¹	As at 30 June 2011					
	Senior executives No.	Reportable salary ² \$	Contributed superannuation ³ \$	Reportable allowance ⁴ \$	Bonus paid ⁵ \$	Total \$
Total remuneration (including part-time arrangements)						
less than \$150,000	1	115 434	15 528	-	1 793	132 755
\$150,000 - \$179,999	1	84 628	60 208	-	15 339	160 175
\$180,000 - \$209,999	2	136 290	49 676	-	15 339	201 305
\$270,000 - \$299,999	1	179 987	74 954	-	42 352	297 293
Total	5					

Notes:

1. This table reports substantive senior executives who received remuneration during the reporting period. Each row is an averaged figure based on headcount for individuals in the band.
2. 'Reportable salary' includes the following:
 - (a) gross payments (less any bonuses paid, which are separated out and disclosed in the 'bonus paid' column);
 - (b) reportable fringe benefits (at the net amount prior to 'grossing up' to account for tax benefits); and
 - (c) exempt foreign employment income.
3. The 'contributed superannuation' amount is the average actual superannuation contributions paid to senior executives in that reportable remuneration band during the reporting period, including any salary sacrificed amounts, as per the individuals' payslips.
4. 'Reportable allowances' are the average actual allowances paid as per the 'total allowances' line on individuals' payment summaries.
5. 'Bonus paid' represents average actual bonuses paid during the reporting period in that reportable remuneration band. The 'bonus paid' within a particular band may vary between financial years due to various factors such as individuals commencing with or leaving the entity during the financial year.
6. Various salary sacrifice arrangements were available to senior executives including superannuation, motor vehicle and expense payment fringe benefits. Salary sacrifice benefits are reported in the 'reportable salary' column, excluding salary sacrificed superannuation, which is reported in the 'contributed superannuation' column.

12C. Other highly paid staff

During the reporting period, there were 0 employees (2011: 0 employees) whose reportable remuneration was \$150,000 or more.

13 REMUNERATION OF AUDITORS

	2012	2011
	\$	\$
The cost of financial statement audit services provided to the Memorial were:	54 000	53 000
No other services were provided by the Auditor-General.		

14 FINANCIAL INSTRUMENTS

14A. Categories of financial instruments

	2012 \$	2011 \$
Financial assets		
Held-to-maturity financial assets		
Deposits on short-term investment	52 500 000	39 000 000
Total held-to-maturity	52 500 000	39 000 000
Loans and receivables		
Cash at bank	4 430 495	4 183 876
Trade and other receivables	1 462 974	307 071
Accrued interest revenue	1 342 029	1 125 300
Total loans and receivables	7 235 498	5 616 247
Carrying amount of financial assets	59 735 498	44 616 247
Financial liabilities		
at amortised cost:		
Trade creditors	789 455	1 106 593
Total	789 455	1 106 593
Carrying amounts of financial liabilities	789 455	1 106 593

14B. Net income and expense from financial assets

Held-to-maturity financial assets		
Interest revenue	2 758 125	2 357 228
Net gain held-to-maturity	2 758 125	2 357 228
Loans and receivables		
Interest revenue	242 159	80 211
Impairment	(65 818)	(218)
Net gain loans and receivables	176 341	79 993
Net gain from financial assets	2 934 466	2 437 221

14C. Fair value of financial instruments

Financial assets

The net fair values of cash, short-term deposits and trade and other receivables approximate their carrying amounts.

None of the classes of financial assets are readily traded on organised markets in standardised form.

Financial liabilities

The net fair values for trade creditors, which are short-term in nature, approximate their carrying amounts.

None of the classes of financial liabilities are readily traded on organised markets in standardised form.

14D. Credit risk

The Memorial's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Balance Sheet. The Memorial has no significant exposures to any concentrations of credit risk. The Memorial does not hold collateral or other security and therefore the figures for credit risk represent the maximum credit risk exposure.

The following table illustrates the Memorial's gross exposure to credit risk, excluding any collateral or credit enhancements.

	2012	2011
	\$	\$
Financial assets		
Trade and other receivables	1 528 791	366 050
Cash at Bank	4 430 495	4 183 876
Accrued interest revenue	1 342 029	1 125 300
Deposits on short-term investment	52 500 000	39 000 000
Total	59 801 315	44 675 226



Credit quality of financial instruments not past due or individually determined as impaired.

	Not past due nor impaired 2012 \$	Not past due nor impaired 2011 \$	Past due or impaired 2012 \$	Past due or impaired 2011 \$
Financial assets				
Deposits on short-term investments	52 500 000	39 000 000	-	-
Cash at bank	4 430 495	4 183 876	-	-
Trade and other receivables	1 304 812	346 532	223 979	19 518
Accrued Interest Revenue	1 342 029	1 125 300	-	-
Total	59 577 336	44 655 708	223 979	19 518

Ageing of financial assets that are past due but not impaired for 2012:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	62 446	45 963	49 408	344	158 161
Total	62 446	45 963	49 408	344	158 161

Ageing of financial assets that are past due but not impaired for 2011:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	8 023	221	5 389	5 667	19 300
Total	8 023	221	5 389	5 667	19 300

14E. Liquidity risk

The Memorial's financial liabilities are trade payables. The exposure to liquidity risk is based on the notion that the Memorial will encounter difficulty in meeting its obligations associated with financial liabilities. This is highly unlikely due to appropriation funding and internal policies and procedures put in place to ensure there are appropriate resources to meet the Memorials' financial obligations. All trade payables will mature within 1 year (2011: within one year).

14F. Market risk

The Memorial holds basic financial instruments that do not expose the entity to certain market risks. The Memorial is not exposed to 'currency risk' or 'other price risk'.

Interest rate risk

Interest rate risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Memorial is exposed to interest rate risk primarily from held-to-maturity investments and cash at bank.

The table below details the interest rate sensitivity analyses of the Memorial at the reporting date, holding all other variables constant. A 140 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk.

Risk Variable	Change in variable	Effect on		Effect on		
		Profit or loss 2012 \$	Equity 2012 \$	Profit or loss 2011 \$	Equity 2011 \$	
Interest rate risk	Interest	+1.40% (2011: +1.75%)	797 161	797 161	755 878	755 878
Interest rate risk	Interest	-1.40% (2011: -1.75%)	(797 161)	(797 161)	(755 878)	(755 878)

The method used to arrive at the possible risk of 140 basis points was based on both statistical and non-statistical analysis. The statistical analysis has been based on the cash rate for the past five years issued by the Reserve Bank of Australia (RBA) as the underlying dataset. This information is then revised and adjusted for reasonableness under the current economic circumstances.

15 FINANCIAL ASSETS RECONCILIATION

	2012 \$	2011 \$
Financial assets		
Total financial assets as per balance sheet	59 745 098	44 684 148
Less: non-financial instrument components	9 600	67 901
Total financial assets as per financial instruments note	59 735 498	44 616 247

16 COMPENSATION AND DEBT RELIEF

The Memorial has not made payments or provided for any provisions in relation to compensation and debt relief, including either act of grace payments; waivers of debt owed to the Memorial; payments made under the Scheme for Compensation for Detriment caused by Defective Administration; payments approved under ex-gratia programs or payments made under special circumstances relating to APS employment pursuant to section 73 of the *Public Service Act 1999*. (2010-11: Nil)

17 ASSETS HELD IN TRUST

The following monies are not available for other purposes of the Memorial and are not recognised in the financial statements.

17A. Florance Foundation Trust Fund – monetary asset

During 1979-80 an amount of \$3,000 was provided by Mrs D. Florance of Bowral, NSW, on condition that it is invested and the interest used to bring disadvantaged children to the Memorial. To this the Memorial added \$5,000, bringing the total of the Florance Foundation to \$8,000. In 1985-86 the Australian War Memorial Fund paid a further \$10,000 into the Florance Foundation so that sufficient interest is generated to ensure the purpose of the Florance Foundation can continue. The Florance Foundation's current financial position, which is reported on a cash basis, is as follows:

	2012	2011
	\$	\$
Total amount held at the beginning of the reporting period	21 528	20 799
Interest received	729	729
Payments made	(1 438)	-
Total amount held at the end of the reporting period	20 819	21 528

The current policy is for the Trust Fund to contribute the interest earned on the account towards the cost of fares associated with the transportation of disadvantaged children to the Memorial, as part of the ANZAC Day commemorations. The Legacy Co-ordinating Council and the Memorial together meet the balance of the fares cost.

17B. Australian War Memorial *Krait* Trust Fund – monetary asset

In April 1985 the Memorial received the MV *Krait* and \$50,000 from the Z Special Unit Association *Krait* Public Museum Fund. The monies, together with interest, are held in a separate bank account as provided for in the agreement with the trustees of the *Krait* Fund. These funds are for the conservation of the MV *Krait*. The interest earned is transferred to the National Maritime Museum for maintenance work on the MV *Krait*. The financial position of the Fund, which is reported on a cash basis, is as follows:

	2012	2011
	\$	\$
Total amount held at the beginning of the reporting period	41 646	40 951
Interest received	1 410	1 410
Payments made	(2 822)	(715)
Total amount held at the end of the reporting period	40 234	41 646

18 REPORTING OF OUTCOMES

18A. Outcome of the Memorial

The Memorial is structured to meet the following outcome:

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

18B. Net cost of outcome delivery

	Outcome 1 2012 \$	2011 \$
Expenses	52 572 453	49 408 107
Own-source income	11 245 769	12 059 691
Net cost (contribution) of outcome	41 326 684	37 348 416

18C. Major classes of departmental expense and income by outcome

	Outcome 1 2012 \$	2011 \$
Expenses	52 572 453	49 408 107
Income from non-government sector		
Activities subject to cost recovery	3 299 520	3 525 793
Interest	3 000 283	2 437 439
Resources received free of charge – external entities	1 161 829	714 216
Other	2 544 547	2 505 894
Total income from non-government sector	10 006 179	9 183 342
Other own sourced income		
Sale of goods and services – to related entities	68 172	59 104
Resources received free of charge – related entities	889 733	991 775
Other	281 685	1 825 470
Total other own sourced income	1 239 590	2 876 349
Net cost (contribution) of outcome	41 326 684	37 348 416

The net costs shown include intra-government costs that would be eliminated in calculating the actual Budget outcome.

NET CASH APPROPRIATION ARRANGEMENTS

	2012	2011
	\$	\$
Total comprehensive income (loss) less depreciation/amortisation expenses previously funded through revenue appropriations	79 288 835	7 346 526
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	(10 128 429)	(10 205 330)
Total comprehensive income (loss) – as per the Statement of Comprehensive Income	69 160 406	(2 858 804)

From 2009–10, the Government introduced net cash appropriation arrangements, where revenue appropriations for depreciation/amortisation expenses ceased. The Memorial now receives a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required. If the funding continued to be provided as revenue instead of equity, the net result (excluding asset revaluations) would have been a surplus in each year.

The depreciation/amortisation expenses included above relate to the Memorial's collection of heritage and cultural assets.

APPENDICES

APPENDIX 1

Chairman

General P.J. Cosgrove AC MC (Ret'd) – stood down 6 March 2012 as both Chairman and a member of Council

Rear Admiral K.A. Doolan AO RAN (Ret'd) – elected Chairman 8 March 2012

Members

Air Marshal M.D. Binskin AO – appointment expired 3 July 2011

Air Marshal G.C. Brown AO – appointed 4 July 2011

Mr L.A. Carlyon – appointment expired 29 April 2012

The Honourable G.J. Edwards AM

Mr P.J. FitzSimons AM – appointed 30 April 2012

Vice Admiral R.J. Griggs AO CSC RAN

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)

Dr A.D. Hawke AC – appointed 21 March 2012

Ms J.F. McAloon

Lieutenant General D.L. Morrison AO

Ms W.E. Sharpe

Major General J.P. Stevens AO (Ret'd) – appointed 21 March 2012

Mr K.M. Stokes AC

Mr K.J. Woods CSC OAM

Profiles of Council Members can be found in **Appendix 2**.



Air Chief Marshal Angus Houston AC AFC (Ret'd), Chair of the ANZAC Centenary Advisory Board, delivering the annual Anniversary Oration on 11 November 2011.

Council Committee Membership

Note: The Chief of Navy, the Chief of Army, and the Chief of Air Force (*ex officio* members of Council) are usually not formally Committee members, but are invited to attend all Standing Committee meetings other than Remuneration.

Finance, Audit, and Compliance Committee

Rear Admiral K.A. Doolan AO RAN (Ret'd) – Chairman until 8 March 2012 (when elected Chairman of the Council); remains a member of the Committee

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)
– Chair from 8 March 2012

General P.J. Cosgrove AC MC (Ret'd) – until 6 March 2012

The Honourable G.J. Edwards AM

Ms J.F. McAloon – until 8 March 2012

Ms W.E. Sharpe

Mr K.J. Woods CSC OAM – from 8 March 2012

In attendance:

Director, Australian War Memorial

Assistant Director, Branch Head Corporate Services

Chief Finance Officer

Invited members for relevant portions of the meeting:

Representatives from Australian National Audit Office

Representatives from Internal Audit

Terms of reference

The Finance, Audit, and Compliance Committee is established as an advisory committee to provide oversight and advice on the risk management and control framework, financial statements, legislative compliance, and internal and external audit activities of the Memorial. It will make recommendations to Council on matters pertaining to the financial management, audit, and compliance of the Memorial, and advise the Director on the development of budgets and financial estimates.

The principal responsibilities of the Committee are:

- approval of internal annual and strategic audit plans
- review of all audit reports and advice to the Director on action to be taken on any matters of concern raised in a report of the internal or external auditors
- scrutiny and monitoring of the management and reporting of financial performance and recommendation on certification of the annual financial statements
- assurance, through the audit function, that a suitable risk management and internal control framework is developed and implemented by Memorial management
- assurance, through the audit function, that the Memorial management activity is fully compliant with relevant laws and regulations.

Membership of the Committee

Membership of the Committee will comprise up to five members of Council, all of whom shall be independent of management. Members will be appointed on a rotating basis for an initial term of three years. An extension of the term will be subject to review of the Member's performance and contribution to the Committee. The Chair of Council should not also chair the Committee. The Director, the Assistant Director Branch Head Corporate Services, and the Chief Financial Officer also attend the Committee meetings.

Frequency of meetings, quorum, and operation of the Committee

The Committee will meet at least quarterly, prior to Council meetings, and at other times, as necessary. A quorum will be deemed to exist when a majority of members are present.

Members, through the Chair, will have direct access to the Director; to the Assistant Director, Branch Head Corporate Services; to the Chief Financial Officer; and to external and internal auditors, as necessary, on matters relating to the Committee's function.

Minutes of Committee meetings will be provided to Council for each quarterly meeting, based on the agenda of the Committee meeting and its principal responsibilities. Copies of the minutes will be available, as necessary, to ANAO or its subcontractor, as part of the annual audit process. A summary report of matters dealt with will be issued to Council by the Committee after each meeting.

The Committee will review the performance of internal audit with Memorial management annually, and formally evaluate its own performance against its charter with input sought from management, Director, Council, and internal and external audit.

Skills, experience, and qualities of Committee members

To be fully effective in supporting the Council and Director, the Committee must be independent of management; understand the accountability relationships and their impact on financial performance, risk, and controls; and maintain a good relationship with management and with internal and external auditors.

Members must have an understanding of the business of the Memorial and the ability to ask relevant questions of management and of internal and external auditors. Members should have sufficient understanding of the Memorial's financial reports and audit requirements and some broad business and/or financial management experience. At least one member of the Committee should have accounting or related financial management experience and/or qualifications and an understanding of accounting and auditing standards. If necessary, the Committee will seek external financial advice.

The Chair of the Committee should have the qualities and abilities to lead discussions, encourage openness and transparency in discussions, facilitate the participation

of other members, and conduct meetings in a manner that establishes effective communications with all stakeholders for continuous improvement. The Chair should be appointed for a minimum period of three years and preferably have served as a member of the Committee before becoming Chair. An alternative Chair will be appointed at any meeting where the Chair is unable to attend.

Gallery Redevelopment Committee

General P. J. Cosgrove AC MC (Ret'd) – Chairman until 6 March 2012

Rear Admiral K.A. Doolan AO RAN (Ret'd) – Chairman from 8 March 2012

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)

Ms W.E. Sharpe

In attendance:

Director, Australian War Memorial

Terms of reference

To the maximum extent possible, briefing Council and seeking Council's guidance or direction on gallery redevelopment matters will be undertaken at Council meetings. However, with the pace of developments, it is inevitable that input from Council will be needed from time to time between Council meetings. The role of the Gallery Redevelopment Committee is to provide that input and also to make decisions on behalf of Council.

The Committee's tasks will therefore include:

- monitoring developments
- providing guidance and direction as necessary to the Director and staff on gallery redevelopment
- making necessary decisions.

At the discretion of the Chair and dependent on the nature of the matter involved, the Committee may exercise its powers with a minimum of two members present. It will generally operate "out of session".

Remuneration Committee

General P.J. Cosgrove AC MC (Ret'd) – Chairman until 6 March 2012

Rear Admiral K.A. Doolan AO RAN (Ret'd) – Chairman from 8 March 2012

Mr L.A. Carlyon – from 18 May 2011 until 29 April 2012

The Honourable G.J. Edwards AM

Terms of reference

- On Council's behalf, agree annually with the Director of the Australian War Memorial, the basis for his/her performance appraisal.
- On Council's behalf, conduct the performance appraisal of the Director of the Australian War Memorial in accordance with the agreed Performance Appraisal and

the Remuneration Guidelines laid down by the Minister for Veterans' Affairs.

- Communicate, as necessary, with the Remuneration Tribunal in relation to remuneration arrangements for the Director of the Australian War Memorial.
- Consider and pursue other matters that may be referred by Council concerning the Director or other senior management of the Australian War Memorial in relation to remuneration and conditions of service.

Council Membership Committee

General P.J. Cosgrove AC MC (Ret'd) – Chairman until 6 March 2012

Rear Admiral K.A. Doolan AO RAN (Ret'd) – Chairman from 8 March 2012

Mr L.A. Carlyon – from 18 May 2011 until 29 April 2012

Ms J.F. McAloon

Terms of reference

To provide advice to the Minister for Veterans' Affairs through the Chair.

Corporate Support Committee

Mr K. Stokes AC – Chairman

Members of Council as required

Terms of reference

To recommend to Council a strategy to identify, engage, and maintain key corporate supporters of the Australian War Memorial.

Council Members' Attendance

Member	Council		Committees	
	Eligible Meetings	Att	Eligible Meetings	Att
Air Marshal M.D. Binskin AO	0	0	-	-
Air Marshal G. Brown AO	4	1 (3 ^a)	-	-
Mr L.A. Carlyon	3	3	1	1
General P.J. Cosgrove AC MC (Ret'd)	2	2	3	3
Rear Admiral K.A. Doolan AO RAN (Ret'd)	4	4	4	4
The Honourable G.J. Edwards AM	4	4	5	5
Mr P.J. FitzSimons AM	1	1	-	-
Vice Admiral R.J. Griggs AO CSM RAN	4	3(1 ^b)	-	-
Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)	4	4	1	1
Dr A. Hawke AC	1	1	-	-
Ms J.F. McAloon	4	3	4	2
Lieutenant General D.L. Morrison AO	4	4	-	-
Ms W.E. Sharpe	4	4	4	4
Major General J.P. Stevens AO (Ret'd)	1	1	-	-
Mr K.M. Stokes AC	4	3 (1 ^b)	-	-
Mr K.J. Woods CSC OAM	4	4	1	1

a - Attended by Deputy

b - Briefed separately by the Acting Director

NB. During Financial Year 2010-11, in accordance with Council Minute 1988 (10 August 2010), the number of annual Council meetings was reduced from 4 to 3 in response to the financial constraints during the reporting period. Council reinstated the March Council meeting in November 2011 following the Prime Minister's March 2011 funding announcement.

APPENDIX 2

Council Profiles

Chairman

General Peter Cosgrove AC MC (Ret'd) was appointed to Council in June 2006 for a three-year term, having been an *ex officio* member in 2000–02. General Cosgrove was subsequently elected Chairman on 14 November 2007. Following his graduation from the Royal Military College, Duntroon, in 1968, he served in Malaysia as a lieutenant in 1st Battalion, Royal Australian Regiment, before joining the Australian reinforcement unit in South Vietnam. There he commanded an infantry platoon and was awarded the Military Cross for his work during an assault on enemy positions. In 1999, as Commander of the Deployable Joint Force Headquarters, he assumed command of the International Force East Timor (INTERFET), overseeing East Timor's transition to independence. On returning to Australia, General Cosgrove was appointed Chief of Army, and then Chief of the Defence Force. He retired from this latter position in 2005. General Cosgrove was Australian of the Year in 2001. He is a non-executive director of Qantas, a consultant to Deloitte Touche Tohmatsu, and Chair of the South Australian Defence Industry Development Board. In addition, he is a member of the Australian Institute of Company Directors and a member of the board of Cardno, an engineering consultancy company, and Chair of the General Sir John Monash Foundation and of the Australian Rugby Union Board. General Cosgrove stood down as both the Chairman and as a member of Council on 6 March 2012.

Rear Admiral Ken Doolan AO RAN (Ret'd) was appointed to the Council in November 2009. He was elected Chairman on 8 March 2012. Admiral Doolan joined the Royal Australian Navy as a 13-year-old cadet midshipman in 1953 and completed full-time service in 1993 in the rank of rear admiral. He served in the destroyer *Vampire* during Confrontation with Indonesia in 1966 and in the guided missile destroyer *Perth* in 1970–71 during the Vietnam War. He was the first commanding officer of the amphibious heavy lift ship *Tobruk* and commanded the guided missile destroyer *Brisbane* in the mid-1980s. During the Gulf Crisis and Gulf War of 1990–91, Admiral Doolan was Maritime Commander Australia, and was operational commander of all Australian combatant forces deployed to that conflict. He was appointed an Officer in the Order of Australia in January 1991. Admiral Doolan has filled several remunerated and honorary positions, including membership of the Defence Force Remuneration Tribunal, National Secretary of the Order of Australia Association and President of the Australian Institute of Navigation. He has written several books and established a publishing firm. Admiral Doolan has served for many years as a member of the National Defence Committee of the Returned and

Services League of Australia and in 2009 was elected RSL National President. He was re-elected to this position in 2010. From 2010 to 2011 Admiral Doolan was a member of the National Commission for the ANZAC Centenary. Other appointments include Chairman of the Forces Entertainment Board; Vice President of the Australian Institute of Navigation; member of the Defence Reserves Support Council and member of the Hoc Mai Australia Vietnam Medical Research Foundation.

Council Members

Air Marshal Mark Binskin AO was appointed to Council in July 2008. Air Marshal Binskin has served in various joint and single service staff positions including Headquarters Australian Defence Force as Deputy Director Airspace Control and as Staff Officer to the Chief of Defence Force; in the Defence Materiel Organisation as Officer Commanding the Airborne Early Warning and Control System Program Office; and in Air Force Headquarters as Director General Performance Management Audit and Director General Capability Planning. During Australia's 2003 contribution to the war in Iraq, Air Marshal Binskin served as Chief of Staff at Headquarters Australian Theatre. Following this, he served as the first dedicated non-USAF Director of the US Central Air Force Combined Air and Space Operations Centre where he was responsible for the conduct of all Coalition air operations in support of Operation Iraqi Freedom and Operation Enduring Freedom (ADF Operations Catalyst and Slipper). For this service he was awarded a Commendation for Distinguished Service. Air Marshal Binskin is a graduate of the Harvard Business School Advanced Management Program, Australian Institute of Company Directors and RAAF Command and Staff Course where he was awarded the Chief of Staff's Prize for Professional Excellence. Air Marshal Binskin concluded his term on Council on 4 July 2011.

Air Marshal Geoff Brown AO was appointed to Council in July 2011. Air Marshal Brown joined the RAAF in 1980, graduating from No. 111 Pilot's Course in 1981. During the first half of his career, he served in a number of positions, including No. 12 Squadron, RAAF Base Amberley, flying Chinooks; No. 2 Flying Training School, RAAF Base Pearce, as a flying instructor; Central Flying School, RAAF Base East Sale, as a member of the Roulettes; RAAF Base Williamtown for Hornet conversion; No. 77 Squadron; and No. 75 Squadron, RAAF Base Tindal, as a flight commander. In 1993 Air Marshal Brown was posted back to No. 77 Squadron as the Executive Officer and in 1995 and was posted to HQ Air Command as Staff Officer Operational Evaluation. From 1997 to 2000, he commanded No. 3 Squadron. In 2000 he completed F-111 conversion and assumed the position of Officer Commanding No. 82 Wing.

In 2003 he commanded all F/A-18 and C-130 operations in Operation Iraqi Freedom and was appointed a Member of the Order of Australia and a Legion of Merit for his service in the operation. He was Officer Commanding Airborne Early Warning and Control Systems Program Office from June 2003 until December 2004 and spent 2005 at the Centre for Defence and Strategic Studies. He then commanded Air Combat Group from 2006 until taking up an appointment as Director General Capability Planning in Air Force Headquarters. Air Marshal Brown was appointed Deputy Chief of Air Force in June 2008 and Chief of Air Force in July 2011. He was appointed an Officer in the Order of Australia in the Australia Day 2012 Honours List for his outstanding contribution to the RAAF and the Australian Defence Force.

Mr Les Carlyon was appointed to Council in May 2006 for a three-year term, and in April 2009 for a further three-year term. He has had a distinguished career in journalism, having been editor of *The Age*, editor-in-chief of the *Herald* and *Weekly Times* group and a visiting lecturer in journalism at RMIT. As one of Australia's most respected journalists he has received both the Walkley Award (1971 and 2004) and the Graham Perkin Australian Journalist of the Year Award (1993). He is the author of *Gallipoli*, a best seller in both Australia and Britain, and has authored several other books on sport and Australian history. His most recent book, *The Great War* was published in 2006 and was the joint winner of the Prime Minister's award for Australian history. Mr Carlyon concluded his term on Council on 29 April 2012.

The Honourable Graham Edwards AM was appointed to Council in June 2010. He is a Vietnam veteran and former MP. He attended Christian Brothers College, Perth, and later Leederville Technical College. Following school, Mr Edwards was employed by West Australian Government Railways, and served in the regular army for three years (1968-71) seeing active service in Vietnam with the 7th Battalion, Royal Australian Regiment in 1970. Mr Edwards was wounded twice in Vietnam, the second time losing his legs to a "jumping jack" anti-personnel land mine. After discharge from the army and a period of rehabilitation, he spent ten years with the Commonwealth Public Service in Defence, Veterans' Affairs and the Vietnam Veterans' Counselling Service. Mr Edwards was elected as a Councillor with the City of Stirling in 1980 and in 1983 he was elected to the Parliament of WA where he served for fourteen years including seven years as a minister. In 1998 he was elected to the House of Representatives and retired in 2007. Graham was recognised by the RSL with the Anzac of the Year award in 1991 for service to the veteran community; he has also been awarded as the Rotary Paul Harris Fellow and the Lions Melvin Jones Fellow. He is a life member of the Vietnam Veterans Association. Mr Edwards was recently made a Freeman of the City of Wanneroo in WA, and is a member of the Prime Minister's Advisory Council on Veterans. Mr Edwards was appointed

as a Member of the Order of Australia in the 2012 Queen's Birthday Honours List for service to the parliament and to the community through contributions to the welfare of veterans and the disabled.

Mr Peter FitzSimons AM was appointed to Council in March 2012. Mr FitzSimons is a renowned sports columnist, writer, journalist and author. He was Australia's bestselling non-fiction writer in 2001 and 2004 and is the author of nearly 20 books, including *Kokoda*, *Tobruk* and biographies of Kim Beazley, servicewoman Nancy Wake and several sportsmen. He is a former Australian rugby union player and radio host on Sydney's 2UE. He is currently a member of the ANZAC Centenary Advisory Board. Mr FitzSimons was appointed as a Member of the Order of Australia in the 2011 Queen's Birthday Honours List for service to literature as a biographer, sports journalist and commentator; and for service to the community through contributions to conservation, disability care, social welfare and sporting organisations

Vice Admiral Raymond Griggs AO CSC RAN was appointed to Council in June 2011. During the first half of his career, Vice Admiral Griggs served in a number of vessels, including the aircraft carrier HMAS *Melbourne*, HMA ships *Yarra*, *Advance*, *Cessnock*, *Torrens*, *Tobruk*, *Jervis Bay*, HMS *Jersey* and twice in HMAS *Perth*. Between 1995 and 1997 Vice Admiral Griggs served as commissioning Executive Officer of HMAS *Anzac* and in 2001 assumed command of HMAS *Arunta* involved in border protection duties and deploying to the Persian Gulf to enforce sanctions against Iraq and in support of the war on terror. He was promoted to commodore in 2006 and appointed as the Deputy Maritime (Fleet) Commander until assuming the position of Director General Navy Strategic Policy and Futures. In 2009 he attended the UK Higher Command and Staff Course and was subsequently promoted to rear admiral and appointed as Deputy Head Strategic Reform and Governance. In June 2011, Vice Admiral Griggs was promoted to his current rank and appointed Chief of Navy. He was awarded the Conspicuous Service Cross in 1997 and a Commendation for Distinguished Service in 2003 for his work in the Persian Gulf. Vice Admiral Griggs was appointed as a Member of the Order of Australia in 2009 and upgraded to an Officer of the Order of Australia in June 2012.

Air Vice-Marshal Julie Hammer AM CSC (Ret'd) was appointed to Council in April 2011. She joined the Royal Australian Air Force in 1977 and served for 28 years as an electronic engineer in the fields of aircraft maintenance, technical intelligence, electronic warfare, and information and communications technology. She was the first serving Australian Defence Force female to achieve one and two star ranks and to command an operational RAAF unit. From 1996 to 1998 she was one of the Prime Minister's representatives on the on the Governor-General's Australian Bravery Awards Council. She is an active member of professional associations representing engineers, and has served as the National President of

Engineers Australia. Her contribution has been recognised through a number of awards including: being awarded the Conspicuous Service Cross in 1997; appointed as a Member of the Order of Australia in 2004; named the 2003 University of Queensland Alumnus of the Year; named as ACT Australian of the Year in 2005; and being awarded a Doctor of Engineering Honoris Causa by the University of New South Wales. She is a non-executive Director of the .au Domain Administration Ltd, the administrator of the Australian country code top level internet domain.

Dr Allan Hawke AC was appointed to Council in March 2012. Dr Hawke was previously High Commissioner to New Zealand, President of the Repatriation Commission, Secretary of the Departments of Veterans' Affairs, Transport and Regional Services, and Defence. He is a Fellow of the Australian Institute of Public Administration, the Australian Institute of Management and the Australian Institute of Company Directors. He served a three-year term as Chancellor of the Australian National University from 2006 to 2009 and now serves on a range of public and private sector boards. Until recently he was Chair of the Prime Ministerial Advisory Council on Ex-Service Matters. He is also involved in charitable, community and sporting organisations and was appointed a Companion of the Order of Australia in the 2010 Queen's Birthday Honours List.

Ms Jane McAloon was appointed to Council in April 2011 for a three-year term. She has extensive business expertise and experience in government and business administration. She is currently the Group Company Secretary of BHP Billiton and has held senior positions in the Australian Gas Light Company. She previously held various State and Commonwealth government positions, including Director General of the NSW Ministry of Energy and Utilities and Deputy Director General for the NSW Cabinet Office, as well as working in private legal practice. She is a Fellow of the Institute of Chartered Secretaries.

Lieutenant General David Morrison AO was appointed to Council in June 2011. He joined the Army in 1979 and graduated from the Officer Cadet School, Portsea to the Royal Australian Infantry Corps. Senior appointments include Commanding Officer of the 2nd Battalion, Royal Australian Regiment; Chief Instructor Command – Staff Operations Wing, Colonel Operations – Headquarters International Force East Timor (INTERFET) and Chief of Staff Deployable Joint Force Headquarters. On promotion to brigadier in 2002, he commanded the 3rd Brigade until 2004. Lieutenant General Morrison was appointed Director – General Preparedness and Plans – Army in 2004, until his promotion to major general in 2005. Between 2006 and 2008 he was Commander of the Australian Defence Colleges, Head Military Strategic Commitments, and the Deputy Chief of Army. He was appointed Land Commander Australia in 2008 and became Army's first Forces Commander in 2009. Lieutenant General Morrison

was made a Member of the Order of Australia in 1999 for his services as Brigade Major, Director of Preparedness and Mobilisation and as Commanding Officer 2RAR, and was upgraded in 2010 to an Officer in the Order of Australia for his service as Commander Australian Defence College, Head Military Strategic Commitments and Deputy Chief of Army. Lieutenant General Morrison was appointed Chief of Army in June 2011.

Ms Wendy Sharpe was appointed to Council in June 2005, reappointed in 2008, and again for a further two years in 2011. She is a major Australian artist who in 1999 was commissioned by the Australian War Memorial as an official war artist to East Timor. She was the first woman to have such a commission since the Second World War. She has won many awards including the Sulman Prize, the Portia Geach Memorial Award (twice) and the Archibald Prize. She was commissioned by the city of Sydney to paint an Olympic pool-sized mural for the Cook and Philip Park Aquatic Centre and has been awarded two important travelling scholarships. In 2011 she held a major retrospective of her work at the S. H. Ervin Gallery, Sydney, and a monograph has been published on her work. She exhibits regularly in Sydney, Brisbane, Perth and Melbourne and is a visiting lecturer in painting at the National Art School, Sydney. She holds a Bachelor of Arts (Visual Arts), a Graduate Diploma (Art), a Graduate Diploma of Education (Art), and a Master of Fine Arts.

Major General Paul Stevens AO (Ret'd) was appointed to Council in March 2012. Major General Stevens was previously the Repatriation Commissioner from 1997 to 2003 and Director of the Office of Australian War Graves from 2006 to 2010. He graduated from the Royal Military College Duntroon in 1967 and served in Vietnam with the 105th Field Battery and the Headquarters of the 1st Field Regiment, Royal Australian Artillery. He was the Australian Army's Chief of Personnel from 1993 until his retirement in 1997. He was made an Officer of the Order of Australia in 1998 and was recently appointed Chair of the Ceremonial and Commemorative Working Group of the Anzac Centenary Advisory Board. General Stevens holds a Bachelor of Arts degree from the University of Queensland.

Mr Kerry Stokes AC was appointed to Council in August 2007 and again in April 2011. Mr Stokes is Chairman of Seven Group Holdings and Seven West Media. Seven Group Holdings – through WesTrac, one of the five biggest Caterpillar dealerships in the world – has a market-leading presence in media in Australia and the resources services sector in Australia and China. The company also has a significant investment in media with major shareholdings in Seven West Media and Consolidated Media. Seven West Media brings together a market-leading presence in broadcast television through the Seven Network, magazines and newspaper publishing through Pacific Magazines and West Australian Newspapers, and online through Yahoo!7 and other expanding new communications platforms. Through his private holdings,

Australian Capital Equity, Mr Stokes has broad business interests and investments in a range of major business sectors: property, construction, mining resources, and oil and gas exploration. Mr. Stokes was the recipient of Australia's highest honour, the Companion in the General Division in the Order of Australia in 2008, having earlier been awarded the Officer in the General Division of the Order of Australia in 1995. He holds a Centenary Medal for Corporate Governance, and presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. Mr Stokes holds a Life Membership of the Returned and Services League of Australia and is a recipient of the Rotary Paul Harris Fellow Award. He is also a former Chairman of the National Gallery of Australia.

Mr Kevin Woods CSC OAM was appointed to Council in June 2011. Mr Woods joined the Army in 1973, and after recruit training was allocated to the Royal Australian Infantry Corps. Early postings included the 10th Independent Rifle Company and the 5th/7th Battalion, Royal Australian Regiment. Promoted to sergeant in 1981, he served as an Instructor at the 2nd Training Group and as Rifle Platoon Sergeant and Reconnaissance Platoon Sergeant at 5th/7th Battalion. In 1986 he was promoted to warrant officer class two and posted to the Land Warfare Centre Detachment Singleton and later back to 5th/7th Battalion as a Company Sergeant Major. Promoted to warrant officer class one in 1990. His postings in this rank include: Wing Sergeant Major – Field Training Wing – Royal Military College Duntroon; Instructor and later Regimental Sergeant Major – School of Infantry; Regimental Sergeant Major – 49th Battalion, The Royal Queensland Regiment; Instructor – Land Warfare Centre; Regimental Sergeant Major – 3rd Brigade (which included the Brigade deployment to East Timor); Regimental Sergeant Major – Training Command Army; and Academy Sergeant Major – Australian Defence Force Academy. Mr Woods was appointed Regimental Sergeant Major Army in December 2003 and retired from the regular army in February 2008.

APPENDIX 3

Senior Staff Profiles

Director

Steve Gower AO AO(Mil) has been Director since March 1996, subsequent to a career in the Australian Army. He was Chair of the Council of Australian Museum Directors (2000–04) and member of the Executive Board for Museum Management, International Council of Museums (2001–07). He is Chair of the Board, Canberra Convention Bureau; patron of ACT Cricket; and an honorary ambassador for Canberra. He was a board member of the former Australian Capital Tourism Corporation. He is a Vietnam veteran and served there as an artillery forward observer. He has a Bachelor of Engineering (First Class Honours) from the University of Adelaide and was later awarded a Master's degree for research in fluid mechanics. His published work includes *Guns of the regiment* (1981) and contributions to the *Australian dictionary of biography*.

Senior Staff

Rhonda Adler was appointed to the position of Assistant Director, Branch Head Corporate Services, in December 2007. Before taking up this role she held the position of Chief Finance Officer and Head of the Finance Section. She has a Bachelor of Economics from the Australian National University, majoring in accounting. Since joining the Memorial in 1981 she has held a number of different positions across all branches within the Memorial; she has project managed a number of initiatives, and sponsored the implementation of e-Business. She has instigated many accounting reforms within the Memorial and has been recognised for her contribution to "whole of government" initiatives. She participates actively in external forums, especially to represent cultural agencies, and attended the 2003 Museum Leadership Program at the University of Melbourne Business School.

Nola Anderson has been Assistant Director and Branch Head of the National Collection Branch since September 2003 and has been acting Director since November 2011. She joined the Memorial in 1987, having worked previously as a lecturer in art history and a freelance writer on Australian arts. Since coming to the Memorial she has worked in various areas, including curatorial, collection management, and exhibition development. In 1998 she was awarded a 12-month residential Smithsonian Research Fellowship in Museum Studies. After a period as Council Secretary she was appointed Head of Photographs, Film and Sound in January 2003. She has a Bachelor of Arts, a Graduate Diploma of Education, and a Graduate Certificate in Public Sector Management from Flinders University. In 2005 she attended the Getty Institute's Museum Leadership Program in Los Angeles. Her book on

the Memorial's collection, *The Australian War Memorial: treasures from a century of collecting*, will be released in November 2012.

Anne Bennie joined the Memorial in 2003 as e-Business Manager and in 2004 was appointed Head, Retail and Online Sales, which brought together the e-Business Unit and Memorial Shop. Anne's background is in private enterprise, where she held numerous analytical roles with Nielsen market research, followed by senior account management roles in advertising agencies. She delivered strategy across a number of websites and e-commerce initiatives with a strong focus on web integration, usability, and business outcomes. She completed the Cultural Management Development Program in 2005 and a Graduate Certificate in Public Sector Management in 2009.

Rebecca Britt has been the Acting Head of Military Heraldry and Technology since March 2011. She joined the Memorial in 2001 and has worked with MHT since 2003. Rebecca curated the travelling exhibition *Of love and war* in 2009 and co-curated *Sport and war* in 2006. She is also the author of *Stories of love and war*, published by New Holland in 2010. Rebecca is a graduate of the Australian National University and the University of Canberra and also holds an MA specialising in material culture studies from the University of Brighton in the UK. In 2010 she completed a Graduate Diploma in Public Sector Management.

Ashley Ekins was appointed Head of the Military History Section in 2007. A graduate of the University of Adelaide, he specialises in the First World War and the Vietnam War. He has published widely, presented at many international conferences, and led the Memorial's battlefield tours to Gallipoli. His most recent books include *War wounds: medicine and the trauma of conflict* (co-edited with Elizabeth Stewart, 2011); and *A ridge too far: climax on Gallipoli* (forthcoming 2013). He wrote two volumes of the Official History of Australian Involvement in Southeast Asian Conflicts 1948–1975, covering Australian Army ground operations in Vietnam: volume 8, *On the offensive: the Australian Army in the Vietnam War, 1967–1968*, with the late Dr Ian McNeill and published in 2003; and the final volume, *Fighting to the finish: the Australian Army and the Vietnam War 1968–1975*, released in February 2012.

Linda Ferguson was appointed Assistant Director, Branch Head Public Programs in early 2011. Prior to this, she was the Memorial's Evaluation and Visitor Research Manager. She is a founding member of the Evaluation and Visitor Research Special Interest Group (EVRSIG) of Museums Australia, and served on the EVRSIG Executive as Treasurer (1996–2001) and President (2001–05). She has contributed to two significant research projects funded by the Australian Research Council, and has published and

delivered papers at national and international conferences in the areas of museology, tourism research, organisational learning, and exhibition text writing. Linda holds a Master of Assessment and Evaluation from the University of Melbourne and a Bachelor of Arts (Communications) (Honours) from the University of Technology, Sydney.

Janda Gooding joined the Memorial in 2005 as Senior Curator of Art and was appointed Head of the Photographs, Film, Sound and Multimedia Section in August 2010. Previously she had worked in curatorial positions at the Art Gallery of Western Australia from 1979. With degrees in Fine Art, Australian Studies and a doctorate in History, she has published widely and delivered research papers at national and international conferences. In 2007 she curated the exhibition *George Lambert: Gallipoli and Palestine landscapes* and in 2010 completed the book *Gallipoli revisited*, which examines the work of the Australian Historical Mission to Gallipoli, 1919.

Sharmaine Lock has worked in human resources for a variety of public service departments, including Primary Industries and Energy; Finance; and Administrative Services. Her first period of service with the Memorial was in 1993, working in payroll. After periods in other organisations she returned to the Memorial and became Head of People Management in 2002. She holds a Graduate Certificate in Public Sector Management from Macquarie University.

Katherine McMahon was appointed as the Head of Exhibitions in July 2006. She joined the Memorial in September 2002 as the Manager of Personnel Operations in People Management, and was Council Secretary from January 2004 to June 2006. Before that she spent nine years working in human resources. During her tenure as Head of Exhibitions, she has overseen the Memorial's extensive temporary and travelling exhibitions program; the redevelopment of the permanent *Conflicts 1945 to today* galleries; and the development of the permanent ANZAC Hall exhibition, *Over the front: the Great War in the air*. She has a Bachelor of Arts (Art History and Curatorship) from the Australian National University.

Stewart Mitchell is Head of Buildings and Services. He holds a Bachelor of Applied Science in Natural Resource Management and has experience working in national park, outdoor recreation, and business management roles. Stewart joined the Memorial in 1994 and worked in the Public Programs Branch in museum interpretation and visitor service positions. In 2001 he moved to Corporate Services as Assistant Manager Buildings and Services, becoming head of the section in 2004. Stewart has had significant involvement in the development of the Memorial site and has a particular interest in heritage management, landscape design, and architecture. He is a member of Australia ICOMOS (International Council on Monuments and Sites).

Leanne Patterson has been Chief Finance Officer and Head of Finance since December 2007. She joined the Memorial in December 1999 as Manager, Financial Reporting and Analysis, and since that time has focused on the Memorial's financial reporting obligations, including issues relating to the valuation and depreciation of heritage and cultural assets. She is a CPA and has a Bachelor of Commerce (Accounting) from James Cook University. She is a member of the ACT CPA Public Sector Accountants Committee and completed the Cultural Management Development Program in 2003.

Peter Pedersen was appointed Head of the Research Centre in August 2010. He has written eight books on the First World War, including the Memorial's guide to the ANZAC battlefields of the Western Front. Peter appears frequently on Australian television and radio and has spoken at military history conferences worldwide. He has guided many tours to the Western Front and other battlefields in Europe and Asia, which included overseeing the first British tour to Dien Bien Phu in Vietnam. In February and October 2011, Peter visited Afghanistan as an Official Curator. A graduate of the Royal Military College, Duntroon, the Australian Command and Staff College, and the holder of a doctorate in military history from the University of New South Wales, Peter commanded the 5th/7th Battalion, Royal Australian Regiment, and was a political-strategic analyst in the Australian Office of National Assessments.

Marylou Pooley is Head of Communications and Marketing and joined the Memorial in 1997. She heads a team responsible for all aspects of print and electronic media, publishing, branding, and the Memorial's online presence to ensure that the Memorial has an integrated marketing communications strategy. She is a member of the National Capital Attractions Association, the Australian Capital Tourism's Events Assistance Panel, and the Canberra Business Council – Arts Sport and Tourism Group. She holds a Master of Tourism Management from the University of Canberra and is an honorary ambassador for Canberra. In 2008 Marylou was recognised by the tourism industry for her outstanding contribution.

Barbara Reeve has been the Head of Collection Services since 1998. She was the inaugural Head of Conservation at the Australian National Maritime Museum from 1993 to 1998. She has a BSc (Hons) in Archaeological Conservation and Materials Science from the University of London and a BA (Hons) in Classical and Near Eastern Archaeology, from Bryn Mawr College. She completed the Museum Leadership Program at the University of Melbourne Business School and was a Visiting Scholar at Wolfson College, Cambridge, in 2010. She has extensive international experience, including the establishment of conservation training at Hong Kong University; conservation and collection management work for museums, collectors, and archaeological excavations in Europe, the Asia-Pacific, and

the Middle East; and teaching for Cambridge University's Classical Tripos. Her professional interests and publications include collection management, conservation, community bushfire recovery, and eco-effectiveness in the heritage sector.

Lola Wilkins began work in the Art Section in 1984 and is now Head of Art. She has a Bachelor of Arts with majors in art history and Spanish from Flinders University. She played a key role in the reactivation of the official war artist program and has curated major touring art exhibitions, including *Through women's eyes: Australian women artists and war, 1914-1994*; *Ivor Hele: the heroic figure*; *Stella Bowen: art, love and war*; *Sydney Nolan: the Gallipoli series* and the major international exhibition *Shared experience: art and war - Australia, Britain and Canada in the Second World War*. In 1999 she completed the Museum Leadership Program and in 2000 received a Gordon Darling Foundation Grant to research the work of Stella Bowen. In 2003 she edited *Artists in action: from the collection of the Australian War Memorial*.

Daryl Winterbottom joined the Memorial in 1989 to direct implementation of the Collection Management System, and then established the Information Technology Section in 1992. Previously his career involved electronics and computer technology, and included development of astronomy instrumentation at Mount Stromlo; the establishment of electronics support sections at the Royal Military College Duntroon; and implementation of computer networks at Australian Defence Force Academy, the University of New South Wales. He holds a Diploma of Applied Science from the University of Canberra. He has managed the establishment, maintenance, and development of the Memorial's information technology infrastructure and business-critical applications. He is an active member of IMSG, which sets and monitors strategic directions for information technology and management. He initiated and manages the Memorial's new Enterprise Content Management project. He also represents the Memorial as the Chief Information Officer in Government forums.

Council Secretary

Gerard Pratt assumed the role of Acting Council Secretary in October 2010. Gerard joined the Memorial's Visitor Services' team in November 2005 after a period of service in the Royal Australian Navy. Following positions in Visitor Services, he undertook the role of Assistant Manager for Events and Ceremonies. Gerard holds a Graduate Certificate in Public Sector Management from Flinders University.

APPENDIX 4

VIP Visits, Events and Ceremonies

VIP Visits during 2011-12

5 July 2011	Lieutenant General Claude Christianson (Ret'd), Director of the Center for Joint Strategic Logistics, National Defense University, United States of America
5 July 2011	Delegation from the Prime Ministerial Advisory Council on Ex-Service matters, Australia
11 July 2011	Lieutenant General Duane D. Thiessen, Commander Marine Pacific Forces, United States of America
18 July 2011	His Excellency Mr Jeffrey L. Bleich, Ambassador of the United States to Australia, United States of America
25 July 2011	The Honourable Chief Justice of the Republic of Korea, Lee Yong-hoon, Republic of Korea
3 August 2011	General Kim Sang-Ki, Chief of Staff of the Republic of Korea Army, Republic of Korea
15 August 2011	Mr Bob Zoellick, President of the World Bank
23 August 2011	His Excellency Mr James Alix Michel, President of the Republic of Seychelles
23 August 2011	Dr Usi Landau MK, Minister of National Infrastructures, State of Israel
31 August 2011	Secretary Michael Donley, Secretary of the Air Force, United States of America
5 September 2011	His Excellency Mr José Manuel Barroso, President of the European Commission
10 September 2011	Professor Farhad Rahbar, President of the Tehran University, Islamic Republic of Iran
11 September 2011	Mr Alain Juppé, Minister of Foreign and European Affairs, France
12 September 2011	The Honourable Mr Peter Mackay, Minister for National Defence, Canada
26 September 2011	Rear Admiral Tokuhiro Ikeda, Director General of Operation and Plans Department, Japan
30 September 2011	Admiral Sir Trevor Soar KCB OBE, Commander-in-Chief Fleet of the Royal Navy, United Kingdom
7 October 2011	Lieutenant General Shin Hyun-don, Commander of the Republic of Korea Special Warfare Command, Republic of Korea
11 October 2011	Lieutenant General Neo Kian Hong, Chief of Defence Force, Singapore Armed Forces, Republic of Singapore
11 October 2011	The Honourable Mr Peter O'Neill CMG MP, Prime Minister of Papua New Guinea, and Mrs Lynda May Babao
12 October 2011	The Honourable Mr Michael Frendo MP, Speaker of the Parliament of the Republic of Malta
12 October 2011	Mr Hidehisa Otsuji, Vice President of the Japanese House of Councillors, Japan
13 October 2011	His Excellency Monsignor Mario Grech, Bishop of Gozo, Republic of Malta
13 October 2011	Lieutenant General Syed Atahr Ali (Ret'd), Secretary of Defence, Islamic Republic of Pakistan
21 October 2011	Mr Sun Young Jae, Director General of the Korean War Memorial, Republic of Korea
25 October 2011	Her Majesty the Queen and His Royal Highness the Duke of Edinburgh
1 November 2011	Lieutenant General Khalid Rabbani, Commandant of the Command and Staff College, Islamic Republic of Pakistan
2 November 2011	First Admiral Abdul Aziz, Commander of the Joint Forces Headquarters, Royal Brunei Armed Forces, State of Brunei Darussalam
9 November 2011	Mr John Adams, Chief of the Communications Security Establishment, Canada
16 November 2011	The Honorable Barack Obama, President of the United States of America
21 November 2011	The Right Honourable Nick Harvey, Minister of State (Minister for Armed Forces) for the Ministry of Defence, United Kingdom
22 November 2011	Lieutenant General Francis Wiercinski, Commanding General of the United States Army Pacific Forces, United States of America
22 November 2011	His Royal Highness Crown Prince Frederik and Her Royal Highness Princess Mary of the Kingdom of Denmark

28 November 2011	Mr Detlef Senhausen, National Armament Director, Ministry of German Defence, Federated Republic of Germany
10 December 2011	Mr Jens Stoltenberg, Prime Minister of the Kingdom of Norway
19 January 2012	His Excellency Mr Jeffery L. Bleich, Ambassador of the United States of America to Australia
24 January 2012	The Honourable Mr Benjamin Philip, Minister for Tourism, Arts, and Culture, Papua New Guinea
1 February 2012	Delegation of Ambassadors to the United Nations
7 February 2012	Ambassador David Satterfield, Director General of the Multinational Forces and Observers, United States of America
9 February 2012	His Excellency Mr Yiannakis Omirou, President of the House of Representatives, Republic of Cyprus
12 February 2012	His Excellency Mr Christian Weneweser, Permanent Representative of Liechtenstein to the United Nations
15 February 2012	His Excellency Professor Ekmeleddin Ihsanoglu, Secretary General of the Organisation of Islamic Cooperation
15 February 2012	Mr Ivica Dacic, First Deputy Prime Minister and Minister of Interior, Republic of Serbia
18 February 2012	Mr Hamidreza Shakeri, Director-General of the Iranian Ministry of Foreign Affairs, Islamic Republic of Iran
18 February 2012	Lieutenant General Sir Mark Francis Noel Mans KCB CBE AG, Adjutant General to the Forces, United Kingdom
21 February 2012	Major General Ravinder Singh, Chief of Army, Singapore Armed Forces, Republic of Singapore
28 February 2012	Major General Steve Bowes, Commander Canadian Land Forces Doctrine and Training Systems, Canadian Armed Forces, Canada
29 February 2012	Minister Shalom Simhon MK, Minister for Trade, Industry, and Labour, Israel
1 March 2012	His Excellency Mr Trajko Veljanoski, President of the Assembly of the Republic of Macedonia
5 March 2012	Mrs Rebecca Bleich, spouse of the Ambassador of the United States of America to Australia
9 March 2012	Major General Pierre Forgues, Commander of the Canadian Defence Academy, Canada
15 March 2012	His Excellency Mr Purnomo Yusgiantoro, Minister for Defence, Republic of Indonesia, and Minister Marty Natalegawa, Minister for Foreign Affairs, Republic of Indonesia
20 March 2012	Mr Alan Shatter, Minister for Defence, Republic of Ireland
20 March 2012	His Excellency Mr Patrick Renault, Ambassador of the Kingdom of Belgium to Australia
21 March 2012	Mr Charles Cutler, Director of the Joint Intelligence Task Force – Counter Terrorism, United States of America
2 April 2012	The Honorable Mr Ray Mabus, Secretary of Navy, Department of Defense, United States of America
2 April 2012	Major General Wisnu Bawa Tenaya, Head of the Indonesian Special Forces, Indonesian Defence Forces, Republic of Indonesia
4 April 2012	Vice Admiral Dato' Seri Ahmad Kamarulzaman bin Ahmad Badaruddin, Joint Forces Commander of the Malaysian Armed Forces, Malaysia
4 April 2012	Brigadier General Ali Awwad Yousef Al-Sharqi, Jordanian Armed Forces, Hashemite Kingdom of Jordan
4 April 2012	Admiral Sir Mark Stanhope GCB OBE, First Sea Lord and Chief of the Naval Staff, United Kingdom
5 April 2012	Brigadier General Jong Sik Lee, Chief of the Policy Office, Republic of Korea Air Force, Republic of Korea
9 April 2012	Brigadier General Kevin O'Connell, Director Logistics, Engineering and Security Assistance, United States Pacific Command, United States of America
12 April 2012	Admiral James Stavridis, Supreme Allied Commander Europe, NATO
16 April 2012	His Excellency General Michel Sleiman, President of the Republic of Lebanon, and Her Excellency Mrs Waffaa Sleiman
24 April 2012	Lieutenant General Raif Akbash, Commander of the 2nd Army Corps, Gallipoli, Turkey

24 April 2012	Mr Alan Bersin, Assistant Secretary of International Affairs, Department of Homeland Security, United States of America
1 May 2012	Admiral Nirmal Verma, Chairman of the Chiefs of the Staff Committee and Chief of Naval Staff, Indian Navy, Republic of India
3 May 2012	Ms Janet Napolitano, Secretary of Homeland Security, United States of America
4 May 2012	Mr John Mckinnon, Secretary of Defence, New Zealand, and Lieutenant General Rhys Jones, Chief of the Defence Force, New Zealand
14 May 2012	Colonel General Aleksey Fyodorovich Kazyura, Head of the International Cooperation Directorate, Russian Federal Security Service, Russian Federation
22 May 2012	Rear Admiral Arief Rudianto, Commandant of the Indonesian Naval Command and Staff College, Republic of Indonesia
22 May 2012	Rear Admiral Ravindra Gaikwad NM, Senior Directing Staff, Indian Navy, Republic of India
24 May 2012	Major General Dato' Zulkiflee Mazlan, Director General of the Malaysian Armed Forces Veterans' Affairs Department, Malaysia
24 May 2012	His Most Eminent Highness the Prince and Grand Master of the Sovereign Order of Malta, Fra Matthew Festing OBE TD DL
25 May 2012	His Excellency Professor Anibal Cavaco Silva, President of the Republic of Portugal, and Dr Maria Cavaco Silva
27 May 2012	His Excellency Mr Jeffrey L. Bleich, Ambassador of the United States to Australia
28 May 2012	Her Excellency Ms Yingluck Shinawatra, Prime Minister of the Kingdom of Thailand
30 May 2012	Lieutenant General Kazuya Hayashi, Commandant of the Joint Staff College, Japan Ground Self-Defense Force, Japan
2 June 2012	Rear Admiral Evangelos Apostolakis, Chief of Staff of the Hellenic Armed Forces, Hellenic Republic
07 June 2012	Ms Genevieve O'Sullivan, Director General of the Materiel Systems and Supply Chain, Canada
08 June 2012	Admiral Masahiko Sugimoto, Chief of Maritime Staff, Japan Maritime Self-Defense Force, Japan
14 June 2012	Mr Anders Rasmussen, Secretary General NATO, and the Honourable Stephen Smith MP, Minister for Defence, Department of Defence, Australia
15 June 2012	General Eiji Kimizuka, Chief of Staff, Japan Ground Self Defence Force, Japan
18 June 2012	Senator Andrés Allamand, Minister for Defense, Chile, and the Honourable Stephen Smith MP, Minister for Defence, Australia
19 June 2012	Ms Claire Perry MP, United Kingdom Conservative Party, and Sir Robert Russell MP, United Kingdom Liberal Democratic Party, United Kingdom
20 June 2012	The Honourable Khunying Kalaya Sophonpanich MP President of the Thailand-Australia Parliamentary Friendship Group
21 June 2012	Admiral Edmundo González Robles, Commander in Chief, Chilean Navy
26 June 2012	Mr Rasool Mohajer, Director General, Ministry of Foreign Affairs, Islamic Republic of Iran
28 June 2012	The Honourable Sally Thomas AM, Administrator of the Northern Territory

List of Ceremonies and Events, 2011-12

6 July 2011	Department of Defence Indigenous Wreathlaying Ceremony
9 July 2011	Reserve Forces Day Wreathlaying Ceremony
11 July 2011	Department of Veterans' Affairs Leadership Wreathlaying Ceremony
24 July 2011	Australian Army Training Team Vietnam (AATTV) Wreathlaying Ceremony
3 August 2011	2/26th Battalion, Australian Imperial Force, Plaque Dedication Ceremony
23 August 2011	Lutheran Principals Wreathlaying Ceremony
31 August 2011	Malaya and Borneo Veterans Association Wreathlaying Ceremony
2 September 2011	National Servicemen's Association Wreathlaying Ceremony

5-7 September 2011	<i>Korea: in from the cold</i> Conference
7 September 2011	Battle for Australia Wreathlaying Ceremony
15 September 2011	Battle of Britain Wreathlaying Ceremony
20 September 2011	The Totally and Permanently Incapacitated Annual Congress Wreathlaying Ceremony
23 September 2011	2/17th Light Anti-Aircraft Airborne Association Plaque Dedication
25 September 2011	"The Enigma story – cracking the code" public talk by Professor Mike Gore
11 October 2011	Defence Widows Support Group Ceremony
14 October 2011	HMAS <i>Vendetta</i> Plaque Dedication Ceremony
16 October 2011	Ashfield RSL Wreathlaying Ceremony
16 October 2011	3rd Battalion, Royal Australian Regiment, Wreathlaying Ceremony
18 October 2011	2/16th Australian Infantry Battalion Plaque Dedication Ceremony
21 October 2011	Royal Military College Alamein Company Wreathlaying Ceremony
8 November 2011	Campbell High School Wreathlaying Ceremony
9 November 2011	Royal Australian Corps of Signals Wreathlaying Ceremony
10 November 2011	HMAS <i>Hobart</i> Plaque Dedication Ceremony
11 November 2011	Roll of Honour Ceremony
11 November 2011	Remembrance Day National Ceremony
11 November 2011	Anniversary Oration "Reflections on service and sacrifice" by Air Chief Marshal Angus Houston AC AFC (Ret'd)
22 November 2011	49th Battalion Plaque Dedication
1 December 2011	<i>Nurses: from Zululand to Afghanistan</i> Exhibition Launch
14 February 2012	2nd, 54th, 13th, and 24th Australian Infantry Battalions
14 February 2012	National Servicemen and Women's Association of Australia (ACT Branch) Wreathlaying Ceremony
21 February 2012	45th Australian Infantry Battalion Plaque Dedication Ceremony
28 February 2012	HMAS <i>Perth</i> Wreathlaying Ceremony
1 March 2012	Army Birthday Ceremony
6 March 2012	Reservoir RSL Wreathlaying Ceremony
6 March 2012	<i>Fighting to the finish</i> Official History Launch
3 April 2012	ANZAC Aged Care Wreathlaying Ceremony
25 April 2012	ANZAC Day Dawn Service
25 April 2012	ANZAC Day National Service
4 May 2012	131 Divisional Locating Battery Plaque Dedication Ceremony
8 May 2012	Nurses and Midwives Wreathlaying Ceremony
14 May 2012	AHS <i>Centaur</i> Wreathlaying Ceremony
18 May 2012	Canberra International Music Festival Performance
29 May 2012	Sandakan Wreathlaying Ceremony
3 June 2012	Bomber Command Wreathlaying Ceremony
15 June 2012	ACT RSL Annual Congress Wreathlaying Ceremony
30 June 2012	Reserve Forces Day Wreathlaying Ceremony

APPENDIX 5

Key Acquisitions and Disposals

Acquisitions

Art

- 1 Two prints by German artist George Grosz from his portfolio *Im Schatten* [In the shadows]. The portfolio focuses on the lives of Weimar Germany's underclass after the First World War.
- 2 *Six more*, by Australian artist Alexander Seton, comprises six ceremonial flags carved from marble, with halyards tied around the centre, which are part of a series of sculptures that commemorate Australian soldiers who have been killed in the Afghanistan war. Each flag stands for a fallen soldier; his name is etched on the sculpture's underside.
- 3 Two paintings by Shaun Gladwell, 2009 official war artist to Afghanistan, as part of his official commission.
- 4 Five paintings and 18 drawings by Ben Quilty, 2011 official war artist to Afghanistan. The artworks reflect his experience and those of the Australian soldiers in Afghanistan.
- 5 A painting by Indigenous artist Julie Dowling, *The dance*, 2000, which captures the marriage proposal between her grandparents, Robert Arthur Dowling and Mary Latham at a dance in 1946. It is both an intimate homage to her grandparents and an exploration of the wider Indigenous wartime issues of the period.
- 6 *Drawing for blackout train*, 1944 by Australian artist John Perceval. The drawing depicts the interior of a train with seated passengers during an enforced blackout.

Military Heraldry and Technology

- 1 A Bell UH-1H Iroquois helicopter, A2-773, which was flown by No. 9 Squadron, RAAF, in Vietnam from mid-1968 until late 1971. It saw extensive operational service as a Bushranger (gunship), and was hit by enemy fire on at least five occasions.
- 2 The Allan Box medal collection, consisting of campaign medals and gallantry awards to over 40 individuals. It includes some highly significant Gallipoli and other First World War figures.
- 3 Material recovered by the Unrecovered War Casualties section of the Australian Army from the mass grave at Pheasant Wood (Fromelles), including remains of uniform, badges and equipment, as well as some personal items.
- 4 Afghanistan material, including the medals of Private Scott Palmer of 4RAR, who was killed in a helicopter crash on 21 June 2010.
- 5 First World War medal group to Australian air ace Lieutenant Claude Robert James Thompson. He claimed at least six enemy aircraft during the 3rd battle of Ypres in 1917. Thompson was killed in a flying accident in July 1918.

Photographs, Film and Sound

- 1 Collection of photographs by Gary Ramage, including 67 high resolution colour digital photographs; ten 35-millimetre panoramic black and white negatives; and three medium format black and white negatives, depicting the operations of 2RAR Mentoring Task Force Three in September 2001 in the Khod and Mirabad Valleys, Afghanistan.
- 2 Photographic portrait of Norman Pope Macleod who died during the Sandakan death march, an addition to the Memorial's Sandakan photograph wall in the Second World War gallery.
- 3 Eleven hours of high definition digital SLR and helmet camera footage shot by freelance photographer Gary Ramage. The footage is of 6RAR Battle Group MTF-1 during their operations in Deh Rawood Valley, Patrol Bases Coyote and Razaq, and was shot in June and July 2010. The high-quality footage features interviews with gunners, medics and combat engineers; it covers a particularly harrowing time as six of the battalion members were killed during this summer period. The acquisition features the first extensive helmet camera footage in the collection.
- 4 Twelve hours of high-definition digital video forming the second of the Memorial's Visual Diary Projects shot by Senior Warrant Officer Stephen Pugsley, No. 37 Squadron, RAAF, during his six-month deployment to Australia's Middle Eastern Area of Operations. Based at Al Minhad air base, SWO Pugsley used a Memorial-supplied camera to capture in detail the recreational and technical aspects of the lives of RAAF personnel and aircrew in Al Minhad and Australia's bases in Afghanistan.
- 5 *Darwin raid and other home movies*, shot by former Able Seaman Monty Tuckerman. This donation, consisting of 600 feet (approximately one hour) of 8-millimetre colour footage, includes film shot during the Japanese raid on Darwin in February 1942 from the deck of HMAS *Warrambool*, moored in Darwin's harbour.

Research Centre

- 1 The personal diary of Able Seaman Driver L.J. Smee of the Royal Australian Naval Bridging Train, First World War, which covers service on Gallipoli and in Egypt.
- 2 A hand-painted Boer War certificate presented as a welcome-home gift to Sergeant E.J. Cummings of B Squadron, New South Wales Bushmen's Contingent.
- 3 The handover report of CO 26th Battalion to CO 28th Battalion at Russell's Top, Gallipoli.
- 4 Records of Detachment of 131 Divisional Locating Battery serving in Vietnam.
- 5 Published material, including maps, collected by Peter Pedersen, Head of the Research Centre, during deployment to Middle East Area Operations (United Arab Emirates and Afghanistan) in October and November 2011.
- 6 Digital copies of approximately 18,000 pages of Korea War diaries from the National Archives, United Kingdom. These cover the higher level formations that most closely relate to Australian service in Korea.

Disposals

Art

- 1 Ten First World War prints by Will Dyson, to be donated through the Office of Australian War graves to the Franco-Australian Museum at Villers-Brettonneux as part of the Australian Remembrance Trail. The Memorial owns multiple sets of these prints.

Military Heraldry and Technology

- 1 Vickers machine-gun ammunition belt and 20 inert .303 cartridges. These were on long-term loan to the Royal Military College Museum and surplus to Memorial requirements. They were transferred permanently to the Royal Military College.
- 2 German other-ranks shoulder straps. These were not relevant to collection policy and were used as trade for a Women's Royal Australian Army Corps uniform, which fills a gap in the collection.
- 3 Commercial jewellery box, incorrectly accessioned into the collection, that had been used to store a Distinguished Conduct Medal.
- 4 First World War leather leggings worn by an Artillery NCO. These were on long-term loan to the Artillery Museum at North Head, Sydney, and could not be found when the museum relocated.
- 5 Vietnam-era flying suit, (part of the prop collection) was returned to the donor at his request for use in RSL education programs.

APPENDIX 6

Travelling Exhibitions

Total Travelling Exhibitions visitation: 3,611,943 to 30 June 2012

	From	To
<i>A is for Animals: an A-Z of animals in war</i>		
1. Queensland Museum, Brisbane, Qld	18.06.2011	28.08.2012
<i>Icon & Archive: photography and the World Wars</i>		
2. Ipswich Art Gallery, Ipswich, Qld	18.07.2011	28.08.2012
<i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i>		
3. Wondai Art Gallery, Wondai, Qld	21.03.2012	25.04.2012
4. Wagga Wagga Art Gallery, Wagga Wagga, NSW	04.05.2012	15.07.2012
<i>Of love and war</i>		
5. Queen Victoria Museum and Art Gallery, Launceston, Tas.	01.10.2011	15.01.2012
6. Benalla Art Gallery, Benalla, Vic.	08.04.2012	10.06.2012
7. The Glasshouse Gallery, Port Macquarie, NSW	30.06.2012	09.09.2012
<i>Perspectives: Jon Cattapan and eX de Medici</i>		
8. Tweed River Art Gallery, Murwillumbah, NSW	23.09.2011	13.11.2011
9. Cairns Regional Gallery, Cairns, Qld	16.12.2011	22.01.2012
10. Artspace Mackay, Mackay, Qld	03.02.2012	25.03.2012
11. QUT Art Museum, Brisbane, Qld	21.04.2012	24.06.2012
<i>Sidney Nolan: the Gallipoli series</i>		
12. Academy Gallery – University of Tasmania, Launceston, Tas.	05.08.2011	16.10.2011
13. Bunbury Regional Art Galleries, Bunbury, WA	11.11.2011	22.01.2012
14. Wanneroo Library and Cultural Centre, Wanneroo, WA	03.02.2012	10.04.2012
15. Anne and Gordon Samstag Museum of Art, Adelaide, SA	20.04.2012	01.06.2012
<i>Shaun Gladwell: Afghanistan</i>		
16. Cairns Regional Gallery, Cairns, Qld	15.06.2012	19.08.2012
Bring in Your Memorabilia days		
Queen Victoria Museum and Art Gallery, Launceston Tas., in association with <i>Of love and war</i>	03.12.2011	
Benalla Art Gallery, Benalla, Vic., in association with <i>Of love and war</i>	09.06.2012	



APPENDIX 7

Staff Publications, Lectures, and talks

- Adler, Rhonda “Resource management”, talk, Cultural Management Development Program, McKillop House, Lyneham, ACT, 24–25 August 2011
- Baines, Stuart “Gallipoli and beyond: exploring theatres of war in the context of curriculum”, conference paper, *History Teachers Association of NSW state conference 2011*, University of Sydney, 22 July 2011
- “Gallipoli: sacrifice, sentiment and reality”, conference paper, *History Teachers Association Victoria state conference 2011*, Morrabbin Conference Centre, Melbourne, 26 July 2011
- “Museums as tools for the classroom”, talk, Newcastle University, Newcastle, NSW, 6 September 2011
- “The ANZAC memory”, conference paper, *History with a difference: History Teachers Association of Australia annual conference*, Loretto College, Marryatville, SA, 6 October 2011
- Bell, Adam “Bringing history alive: telling stories with linked data and open source tools”, conference paper, *Web Directions South*, Convention Centre, Darling Harbour, Sydney, NSW, 13 October 2011
- Berelle, Craig “Avenues of honour”, talk, Australian War Memorial, 6 October 2011
- “Scope and extent of Official Records series AWM372 – Records of Detachment 131 Divisional Locating Battery, Royal Australian Artillery – Vietnam”, talk, Veterans and friends of the 131 Loc Bty Plaque Dedication ceremony, Australian War Memorial, 4 May 2012
- Blakely, Shelley “An austerity diet? Food rationing in Australia during the Second World War”, talk, Australian War Memorial, 29 September 2011
- Blanch, Craig “A soldier’s soldier”, article, *Wartime* 55, July 2011
- “Victoria Cross and the new Hall of Valour”, talk, University of the Third Age, Hughes, ACT, 19 July 2011
- “The Hall of Valour”, talk, The Orders and Medals Research Association, Australian War Memorial 21 October 2011
- “Blackburn VC (and other VC actions)”, talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Bou, Jean “Ambition and adversity: developing an Australian Military Force, 1901–1914”, Peter Dennis and Jeffrey Grey (eds), *1911: preliminary moves*. Printed proceedings of the 2011 Chief of Army History Conference, Sydney, Big Sky Publishing, 2011, pp. 169–83
- “Allenby, Field Marshal Edmund”; “ANZAC”; “Gallipoli Campaign”; “Townshend, General Charles”, Gordon Martel (ed.), *The encyclopaedia of war*, Wiley-Blackwell, 2012
- Boyle, Stephanie “Collecting in action in Afghanistan, and preservation practice, at the Australian War Memorial”, lecture, Charles Sturt University, Wagga, Audiovisual Archiving course, Australian War Memorial via internet, 22 May 2012
- “Curating from Afghanistan”, talk, Women’s International Club, Hellenic Club Canberra, Woden, ACT, 27 May 2012
- Bradley, Joyce “Gallipoli war graves – pilgrimages”, talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey May – June 2012
- Brian, Jennifer “Preventative conservation at the Australian War Memorial”, talk, University of Canberra Preventative Conservation students, Australian War Memorial, 2 April 2012

- Britt, Rebecca "AE2 submarine", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Bullard, Steven "Japan in the Second World War", lecture, *Individual, State and Society*, Australian National University, 17 August 2011.
- "Australian peacekeeping", Military History Course, Australian War Memorial, 9 November 2011
- "Japanese intentions in New Guinea: prelude to an invasion of Australia?", conference paper, *Pearl Harbor to Guadalcanal: International Conference on World War II*, National World War II Museum, New Orleans LA, 7-9 December 2011
- "Japanese intentions towards Australia", conference paper, *In the shadow of war: Australia 1942: Military History and Heritage Victoria conference*, Melbourne, 21 April 2012
- "Australian peacekeeping", talk, Volunteer Guides Training Course, Australian War Memorial, 1 May 2012
- Burness, Peter "The Nek, a battle revisited", conference paper, *Narratives of war*, University of South Australia, Adelaide, 29 September 2011
- "Secrets of the Australian War Memorial", talk, Australian War Memorial, 10 November 2011
- "*That ragged mob*", book review, *Wartime*, 57 Summer 2012
- "Vignacourt", article, *Wartime*, 58, April 2012
- "ANZAC Day ceremony narration", talk, ABC TV, Australian War Memorial, 25 April 2012
- Butler-Stratton, Sophie "Visitor profile: segmentation study summary", talk, CIT Museum Practice students, Australian War Memorial, 2 May 2012
- Campbell, Emma "Medal for Maryang San", article, *Wartime*, 56, October 2011
- "The battle of the Somme – 95 years on", article, Australian War Memorial website, 1 July 2011
- "Don't forget me, cobber': the battle of Fromelles", article, Australian War Memorial website, 19 July 2011
- "The bomb: what it meant to Australians", article, Australian War Memorial website, 5 August 2011
- "Tilly Devine: a war bride of ill-repute", article, Australian War Memorial website, 13 September 2011
- "Revisiting the charge at The Nek", article, Australian War Memorial website, 27 September 2011
- "Hot patrols in a cold war", article, *Wartime*, 56, October 2011
- "Remembering the first-year battles of the Pacific war", article, Australian War Memorial website, 15 November 2011
- "Dreaming of sponge cake in Yokohama", article, Australian War Memorial website, 19 January 2012
- "Missing Australian Spitfire pilot found", article, *Wartime*, 57, Summer 2012
- "Halfway to hell", article, *Wartime*, 57, January 2012
- "Historians and Hollywood: the best war movies", article, Australian War Memorial website, 21 February 2012
- "A view to Gallipoli", article, *Wartime*, 58, Autumn 2012
- "Bougainville's hard slog", article, Australian War Memorial website, 28 May 2012
- "Beevor to attend Memorial history conference", article, Australian War Memorial website, 26 June 2012

- Cartwright, Carol "Commemorative ceremony", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- "What is the Bureau – case study, working at the Australian War Memorial and Museums Australia national conference preparation", talk, guests of the Canberra Convention Bureau, Rydges Hotel, Canberra, 9 August 2011
- Cassar, Danielle "Australian nurses during the Gallipoli campaign – Bessie Pocock", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Challenor, Catherine; Firth, Jessie; Kirkpatrick, Bridie "Frozen in time: freezing as part of the Australian War Memorial's integrated pest management program", poster presentation, *Conservation in Australia: past, present, future*, 2011 Australian Institute for Conservation of Cultural Materials National Conference, National Library of Australia, Canberra, ACT, 19–21 October 2011
- Chapman, Chris "Gallipoli war graves – growth and role of the Commonwealth War Graves Commission", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Clayton, Sarah; Dodd, Wendy; Kirkpatrick, Bridie; Gill, Victoria "Clear as mud: how cultural significance determines preservation choices", article, *Changing views of textile conservation*, ed. M. Brooks and D. Eastop, Getty Publications, November 2011
- Cronk, Theresa "Farming in the Northern Territory during the Second World War", talk, Australian War Memorial, 13 October 2011
- "Birdwood and the evacuation from Gallipoli", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Cronk, Theresa; Thomson, Alana "Wartime food production and farming: a behind-the-scenes tour of the Memorial's archives", talk, Australian War Memorial, 27 September 2011
- Curry, Andrew "20th Battalion, AIF, at Russell's Top and the evacuation from ANZAC", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Curtis, Laura; Bailey, George "The impact of iron stabilisation treatments on industrial paints", Poster presentation, *Conservation in Australia: past, present, future*, 2011 Australian Institute for Conservation of Cultural Materials National Conference, National Library of Australia, Canberra, ACT, 19–21 October 2011
- Ducker, Sue "Personal stories – gardening at Tatura", talk, Floriade, Commonwealth Park, Canberra, 24 September 2011
- "Personal stories – gardening at Tatura", talk, Floriade, Commonwealth Park, Canberra, 14 October 2011
- "John Simpson Kirkpatrick", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Ekins, Ashley "A very close thing indeed: the battle of Long Tan", article, *Wartime*, 55, July 2011
- "Unique memorial – the Long Tan Cross", article, *Wartime*, 55, July 2011
- "Unravelling the riddles of Long Tan" (with Ian McNeill), article, *Wartime*, 55, July 2011
- "Battle for hearts and minds", article, *Wartime*, 55, July 2011
- "Vietnam, the battle of Long Tan 45 years on – unravelling the riddles", talk, United Services Institute of the ACT, Spender Theatre, Australian Defence College, Weston Creek, ACT, 3 August 2011
- "Recalling Vietnam: on the occasion of the 45th anniversary of the battle of Long Tan", commemorative closing address, Australian War Memorial, 18 August 2011

"Military history at the Australian War Memorial", talk, annual meeting of delegates of the National Council of the National Servicemen's Association, Olim's Hotel, 1 September 2011

"The history of the Australian War Memorial: Charles Bean's vision realised?", talk, Australian War Memorial, 9 November 2011

"The 70th anniversary of the opening of the Australian War Memorial", Commemorative Closing address, Australian War Memorial, 11 November 2011

Fighting to the finish: the Australian Army and the Vietnam War 1968-1975, vol. 9, The Official History of Australian Involvement in Southeast Asian Conflicts 1948-1975, book (with Ian McNeill), Allen and Unwin in association with the Australian War Memorial, 27 February 2012

"Surrounded by enemy: last stand in Vietnam", article, *Weekend Australian, Inquirer*, 3-4 March 2012

"Launch of *Fighting to the finish*", talk, Australian War Memorial, 6 March 2012

"Lessons from a long war: the Australian Army in Vietnam", talk, United Services Institute of the ACT, R1 Theatre, Russell Offices, Department of Defence, Canberra, 20 June 2012

Etzel, Mike "Firepower and protection", talk, Capability & Technical Management College, Australian War Memorial, 29 February 2012

Ferguson, Linda "Perspectives: Jon Cattapan and eX de Medici", talk, official opening of *Perspectives: Jon Cattapan and eX de Medici*, Queensland Museum, Brisbane, 23 September 2011

"Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green", talk, official opening of *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*, Wagga Wagga Art Gallery, Wagga Wagga, NSW, 11 May 2012

"AIF Roll of Honour statistics and the Gallipoli Story", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012

Gist, David "Re-treads for feet", article, *Wartime*, 55, July 2011

"Got a light?", article, *Wartime*, 55, July 2011

"Medals of a Rat", article, *Queensland RSL News*, Vol. 1, January 2012

Gooding, Janda "From physical to virtual: the life story of a collection of photographs", conference paper, *The Versatile Image: Photography in the era of Web 2.0*, Sunderland University, Sunderland, United Kingdom, 1 July 2011

"In a bohemian atmosphere: Kathleen O'Connor in Paris", talk, National Gallery of Australia Lecture Series, National Gallery of Australia, Canberra, ACT, 17 August 2011

Grant, Lachlan "The Second AIF and the end of empires: soldiers' attitudes toward a 'Free Asia'", *Australian Journal of Politics and History*, 57, December 2011, pp. 479-94

"Fall of Rabaul: 70th anniversary", Commemorative Closing Address, Australian War Memorial, 23 January 2012

"Fall of Singapore: 70th anniversary", Commemorative Closing Address, Australian War Memorial, 15 February 2012

"ANZAC Day", Commemorative Closing Address, Australian War Memorial, 25 April 2012

- Heywood, Warwick "Tracing conflict", conference paper, *The World and World-Making in Art*, Australian National University, Canberra, ACT, 12 August 2011
- "Lyndell Brown and Charles Green's war art", talk, Charles Sturt University, Wagga Wagga, NSW, 2 May 2012
- "Shaun Gladwell: Afghanistan", talk, Cairns Regional Gallery, Cairns, Qld, 14 June 2012
- "Printing in a social world: Bayu Widodo at Megalo Print Studio", article, *Imprint*, 47, 1, Autumn 2012
- Shaun Gladwell: Afghanistan*, exhibition brochure, Australian War Memorial, June 2012
- Hicks, Kathryn "The Turkish counter-attack of 19 May and the armistice of 24 May", talk, AWM / IWM Gallipoli study tour, Gallipoli, Turkey, 24 May – 3 June 2012
- Hicks, Kathryn; Atkinson, Cameron "The wartime table: a behind the scenes tour of the Memorial's archives", talk, Australian War Memorial, 11 October 2011
- Hobbs, Cassandra "Loans at the Australian War Memorial", talk, CIT Museum Practice students, Australian War Memorial, 2 May 2012
- "Aviation and the air war during the Gallipoli campaign", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- James, Karl "Rats of Tobruk, 1941", talk, Australian War Memorial, 20 July 2011
- "The Rats of Tobruk", conference paper, History Teachers Association of NSW State Conference 2011, University of Sydney, Sydney, 22-23 July 2011
- "Desert war", article, *Capital*, 52, June – August 2011
- "Rats of Tobruk, 1941", talk, Australian War Memorial, 21 September 2011
- "Rats of Tobruk, 1941", curator-led tour, Australian War Memorial, 15 November 2011
- "Australia's Thermopylae: the Kokoda Trail", conference paper, The National World War II Museum, New Orleans, Louisiana, USA, 7-9 December 2011
- "Resources on the war in the Pacific at the Memorial", Conference paper, *War in the islands: the Second World War in the Pacific*, Australian National University, Canberra, 9 February 2012
- "The unnecessary waste: Australians in the late Pacific campaigns", book chapter in Craig Stockings (ed.), *Anzac's dirty dozen: twelve myths of Australian military history*, NewSouth Publishing, Sydney, March 2012
- "On Australia's doorstep: Kokoda and Milne Bay", conference paper, *In the shadow of war: Australia 1942, Military History and Heritage Victoria Conference*, Melbourne, 21-22 April 2012
- The hard slog: Australians in the Bougainville campaign, 1944-45*, book, Cambridge University Press, 2012
- "Morshead at Gallipoli", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Kelly, Michael "9th Battalion AIF, Wilder-Nelligan and Chatham's Post on Bolton's Ridge", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012
- Kennedy, Laura "Innovations in museum and gallery exhibition practice", talk, ANU Institute for Professional Practice in Heritage and the Arts, Australian War Memorial, 6 February 2012
- "Newfoundland Regiment – Caribou and Donnelly's Hills", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May – June 2012

- Kosmider, Michael "Ellis Ashmead-Bartlett and extant movie film of Gallipoli in 1915", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May - June 2012
- McConchie, Lee-Anne "From bully beef to bolognaise: food on the frontline", talk, Floriade, Commonwealth Park, Canberra, 8 October 2011
- Mitchell, Stewart "Heritage management and planning at the Australian War Memorial", talk, University of Canberra Summer School Cultural Heritage Management, Australian War Memorial, 20 January 2012
- Morschel, Kate "Sergeant Harry Freame, AIF, and trench raiding", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May - June 2012
- Myers, Suzanne "Throssell VC and medal group donations", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May - June 2012
- Nichols, Robert "*Handwritten: ten centuries of manuscript treasures from Staatsbibliothek zu Berlin*", review, *reCollections*, 7, 1
- "The Japanese midget submarine raid: 70th anniversary", Commemorative Closing Address, Australian War Memorial, 1 June 2012
- Norberry, Jennie "The Australian Comforts Fund: 'keeping the fit man fit'", talk, Floriade, Commonwealth Park, Canberra, 30 September 2011
- "Discover your family's military service story", talk, Public Library, Tumut, NSW, 29 February 2012
- "Discover your family's military service story", talk, Visitor Centre, Bega, NSW, 21 March 2012
- "Discover your family's military service story", talk, *Shake your family tree*, The National Archives of Australia, Canberra, 31 March 2012
- "Discover your family's military service story", talk, Australian War Memorial, 4 April 2012
- "Research Centre collections and services", talk, Australian War Memorial, 19-20 June 2012
- "Chaplain Andrew Gillison", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May - June 2012
- O'Connell, Garth "Indigenous Australians at War since 1901", talk, University of Technology Sydney, 20 April 2012
- Pedersen, Peter *ANZACs on the Western Front: the Australian War Memorial battlefield guide*, book, John Wiley and Sons, 2011
- "The falling leaves of Tizak", article, *Wartime*, 57, January 2012
- "Writing the Australian War Memorial's guide to the ANZAC Western Front battlefields", talk, Atheneum Club, Melbourne, 5 March 2012
- Pedersen, Peter; Hyde, Penny "A special behind-the-scenes tour of the Memorial's archives", talk, Australian War Memorial, 4 October 2011
- Pegram, Aaron "*Fighting Nineteenth: history of the 19th Infantry Battalion, AIF, 1915-1918*", review, *Wartime*, 56, October 2011
- "Black bread, barbed wire: Australian prisoners and the German spring reprisals of 1917", talk, Canberra's First World War study group *Estaminet*, National Museum of Australia, Canberra, 25 November 2011
- "Giving the game away: the German army learned a great deal from Australian prisoners captured on the Western Front", article, *Wartime*, 57, January 2012
- Preston, Lenny "From DOMS to DAMS: Media Asset Management at the Australian War Memorial", conference paper, *Raising the standards*, Australasian Sound Recordings Association, International Association of Music Libraries, Archives and Documentation Centres Australia, and Preservation and Archiving Special Interest Group, National Library of Australia, Canberra, 23 November 2011

- Prosser, Cherie "The war on malaria", conference paper, *International arts and health conference*, National Gallery of Australia, Canberra, 16 November 2011
- "Ivor Hele centenary: 'Go and paint the bloody war!'", article, *The Australian*, 16-17 June 2012
- Reeve, Barbara "Fakes, forgeries and little white lies", talk, Questacon, Canberra, 9 and 13 February 2012
- Robertson, Jane; Ducker, Sue; Bennington, Stuart; Berelle, Craig; Hicks, Kathryn; Atkinson, Cameron "Research Centre collections and services", talk, Charles Sturt University students, Australian War Memorial, 19 April 2012
- Rutherford, Dianne "Gallipoli war graves - Lieutenant Cyril Hughes and graves registration units", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May - June 2012
- Schroer, Ron "*The Anzac book*: soldiers' contributions, origin and place in history", talk, AWM / IWM Gallipoli Study Tour, Gallipoli, Turkey, May - June 2012
- Siers, Robyn "A flying angel", article, RAAF quarterly magazine *Wings*, 26 September 2011
- "Bringing order out of chaos", article, *Baby Boomer*, 14 October 2011
- "Nurses: from Zululand to Afghanistan", article, *This week in Canberra*, Summer edition, 20 October 2011
- "Care, comfort courage", article, *Capital*, December - January, 2011-12
- "Nurses: from Zululand to Afghanistan", article, *Australian Peacekeeper*, December - January, 2011-12
- "Nurses: from Zululand to Afghanistan", article, *Canberra Times*, 4 November 2011
- "Nurses: from Zululand to Afghanistan", talk, Canberra Probus group, Australian War Memorial, 16 February 2012
- "Friends, sisters, and pioneers", article, *Wartime*, 58, April 2012
- "Nurses: from Zululand to Afghanistan", talk, Australian War Memorial, 11 April 2012
- "Nurses: from Zululand to Afghanistan", talk, National Seniors group - North Canberra, Southern Cross Club, Cook, ACT, 12 April 2012
- "Nurses: from Zululand to Afghanistan", talk, Australian War Memorial, 18 April 2012
- "In my own words: conversations with nurses", talk, Australian War Memorial, 6 May 2012
- "Nurses: from Zululand to Afghanistan", talk, Nurses and Midwives wreathlaying ceremony, Australian War Memorial, 8 May 2012
- "Nurses: from Zululand to Afghanistan", talk, North Canberra Seniors group, Australian War Memorial, 15 May 2012
- "Nurses: from Zululand to Afghanistan", talk, Australian War Memorial, 18 May 2012
- Smedley, Joanne "Nurses: from Zululand to Afghanistan", talk, Weston Creek Probus group, Australian War Memorial, 21 March 2012
- "Portraits from Lemnos", article, *Wartime*, 58, April 2012
- "The matron, the photographer and the tango dancing colonel", article, *Timelines*, Museum Historians' National Network Newsletter, 11, March-April 2012

- Tibbitts, Craig "C.E.W. Bean: Research Centre collections", talk, Australian War Memorial, 9 November 2011
- "The Research Centre: background, collections and services, honour rolls", talk, seminar of Records & Information Professionals Australasia, Queanbeyan, NSW, 10 November 2011
- "A military fervour akin to religious fanaticism': the extent of Scottish military identity in the 4th and 56th Infantry Battalions, Australian Imperial Force", conference paper, *"Wha bears a blade for Scotland?": the construction of Scottish diasporic military identities, c. 1880 to the present day*, University of Edinburgh, 24 March 2012
- Tibbitts, Craig; Robertson, Jane "Record-keeping and archives at the Australian War Memorial", talk, Records and Information Management Professionals Australasia, Australian War Memorial, 24 May 2012
- Treasure, Alana "Art conservation", talk, Radford College art students, Australian War Memorial, 12 June 2012
- "SR-QXRF in the analysis of iron gall ink parchments", poster presentation, *European Conference on X-Ray Spectrometry*, Vienna, 18-22 June 2012
- "Mysteries of the masterpieces: detecting forged artworks", talk, Questacon, Canberra, 7 and 16 February 2012
- "The study of iron gall inks on parchment: preliminary experiments at the Australian Synchrotron", Poster presentation, *Australian Synchrotron User Meeting*, Melbourne, 8-9 December 2011
- van Dyk, Robyn "The RAN *Reports of Proceedings* – records to discover the story of Australian naval personnel and history", talk, family history course, Heraldry and Genealogy Society of Canberra, Canberra, 31 July 2011
- "Digging for victory", talk, Floriade, Commonwealth Park, Canberra, 17 September 2011 and 7 October 2011
- "Wartime kitchens and gardens: a behind-the-scenes tour of the Memorial's archives", talk, Australian War Memorial, 20 September 2011
- "The Western Wolfpack guerrillas", article, *Wartime*, 56, October 2011
- "The Australian Women's Land Army", talk, Floriade, Commonwealth Park, Canberra, 1 and 15 October 2011
- "The Australian War Memorial's digitisation and access program – issues, future developments and directions", talk, NSW public library local studies meeting, Goulburn Community Hall, Goulburn, NSW, 11 October 2011
- "Issues of orphan unpublished works for cultural institutions", conference paper, *Biennial Copyright Symposium* co-hosted by the Copyright Society of Australia and the Australian Copyright Council, Australian National Maritime Museum, Darling Harbour, Sydney, 14 October 2011
- "Food production on the homefront: wartime Sydney, 1939-1945", talk, Museum of Sydney, Sydney, 6 May 2012
- "ANZACS Online – commencing a major digitisation project", conference paper, *VALA – libraries, technology and the future* conference, Melbourne Convention and Exhibition Centre, Melbourne, 9 February 2012
- Walker, Carlie "Any old place will do me after this", article, *Wartime*, 58, April 2012
- Webb, Jessie "Poppies and rosemary: we will remember them", talk, Floriade, Commonwealth Park, Canberra, 23 September 2011

- Webster, Laura "Commissioning official war artists at the Australian War Memorial", talk, Museums Australia ACT Branch, Museum of Australian Democracy, Canberra, 1 July 2011
- "*Perspectives: Jon Cattapan and eX de Medici*", talk, Tweed River Art Gallery, Murwillumbah South, NSW, 24 September 2011
- "Behind the scenes: the AWM art collection", talk, Visual Arts Educators' Conference workshop, Australian War Memorial, 25 January 2012
- "The AWM art collection", talk, Newcastle Australian Decorative and Fine Arts Society, Australian War Memorial, 6 March 2012
- "*Perspectives: Jon Cattapan and eX de Medici*: discussion with Jon Cattapan", talk, Australian War Memorial Art Museum, Brisbane, 21 April 2012
- "Prints in the AWM art collection", talk, Australian National University School of Art Print Workshop, Australian War Memorial, 18 May 2012
- Wilkins, Lola "*Sidney Nolan: the Gallipoli series*", talk, Academy Gallery, University of Tasmania, Launceston, Tas., 5 August 2011
- "What does it take to be an official war artist?", talk, Moruya Library, Moruya, NSW, 9 September 2011
- "What does it take to be an official war artist?", talk, Bega Valley Regional Gallery, Bega, NSW, 10 September 2011
- "*Sidney Nolan: the Gallipoli series*", talk, Wanneroo Library and Cultural Centre, Perth, 4 February 2012
- "Russell Drysdale and Donald Friend during the Second World War", talk, S.H. Ervin Gallery, Sydney, 18 March 2012
- Winterbottom, Daryl "Implementing enterprise content management systems", conference paper, *At the Frontier: Exploring the Possibilities Museums Australia Conference*, State Theatre Centre, Perth, 15 November 2012

APPENDIX 8

Staffing Overview as at 30 June 2012

The staff of the Memorial are appointed or employed under the *Public Service Act 1999*.

	Ongoing Full time		Ongoing Part time		Non-ongoing Full time		Non-ongoing Part time		Casual		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
APS Level 1	0	0	0	0	0	0	0	0	0	0	0
APS Level 2	17	11	0.8	0	3	8	0	1.12	0	0	40.92
APS Level 3	8	11	0	1.14	0	4	0	0.41	5.34	1.25	31.14
APS Level 4	14	15	0	0	1	2	0	0	0	0	32
APS Level 5	8	9	0.71	0	0	5	0	0.6	0	0	23.31
APS Level 6	20	19	0.4	1.4	2	2	1.01	0	0	0	45.81
AWM BBB	1	0	0	0	0	0	0	0	0	0	1
AWM BB 1	2	0	0	0	1	0	0	0	0	0	3
AWM BB 2	1	0	0	0	0	0	0	0	0	0	1
AWM BB 3	12	18	0	2.78	4	8	0	1.10	0	0	45.88
AWM BB 4	3	1	0	0	1	0	0	0	0	0	5
EL 1	14	18	1.34	1.4	2	0	0	0	0	0	36.74
EL 2	8	8	0	0	0	0	0	0	0	0	16
SES	0	3	0	0	0	0	0	0	0	0	3
Stat Off Holder	1	0	0	0	0	0	0	0	0	0	1
<i>Sub-totals</i>	<i>109</i>	<i>113</i>	<i>3.25</i>	<i>6.72</i>	<i>14</i>	<i>29</i>	<i>1.01</i>	<i>3.23</i>	<i>5.34</i>	<i>1.25</i>	<i>285.8</i>
TOTALS											

Total Ongoing	231.97
Total Non-ongoing	47.24
Total Casual	6.59
Total Staff	285.8
Total Females	153.2
Total Males	132.6

People Development and Training Report 2011-12

A total of 1,113 person days were spent in formal training during 2011-12 and 297 staff (155 females and 142 males) participated in eligible training activities during the year.

The People Development formal expenditure rate* for the Australian War Memorial for 2011-12 was 1.85%. Total People Development expenditure was \$424,306.

Salary for participants	\$204,635
People Development staff salary	\$102,292
People Development administration (course costs, etc.)	\$90,487
Studybank costs (reimbursement of fees, expenses, and salary)	\$26,892
TOTAL	\$424,306

* Expressed as a percentage of the annual 2011-12 salary expenditure of \$22,899,734, which comprised 26 pay periods.

APPENDIX 9

Major Sponsors

The Australian War Memorial gratefully acknowledges the generous support of the following individuals and organisations.

Benefactors

Benefactors are those who have contributed over \$250,000

Australia and New Zealand Banking Group Ltd	Mr Kerry Stokes AC
Australian Submarine Corporation	Qantas
BAE Systems Australia	Rio Tinto Ltd
Boeing Australia	Seven Network Limited
Coles Myer Ltd	State Government of New South Wales
Commonwealth Government of Australia	State Government of Victoria
Dame Beryl Beaurepaire AC DBE and the late Mr Ian Beaurepaire CMG	Tattersall's
De Lambert Largesse Foundation	Telstra
Estate of the late Mr Edgar Henry King	Tenix Pty Ltd
Estate of the late Ruth Margaret Jenkins	The late Mr Kerry Packer AC
John T. Reid Charitable Trusts	Thyne Reid Foundation
Mr Dick Smith AO and Pip Smith	Vincent Fairfax Family Foundation
Mr Richard Pratt AC	Wingnut Films

Companions

Companions are those who have contributed over \$50,000

ActewAGL	National Australia Bank Ltd
ADI Limited	Newcrest Mining Ltd
Broken Hill Proprietary Company Ltd	News Limited
Commonwealth Bank of Australia	Oracle Corporation
CSR Limited	Pacific Dunlop
Estate of the late Ella Maud Clarke	SEDCOM Communications Pty Ltd
Estate of the late Elsie Ada McGrath	Sir Bruce and Lady Watson
Estate of the late James Frederick Blythe	State Government of Queensland
Estate of the late Kingsley Juan Clark	State Government of South Australia
Foster's Brewing Group Ltd	State Government of Tasmania
General Dynamics Land Systems Australia	State Government of Western Australia
Gordon Darling Foundation	Thales Australia
Government of the Australian Capital Territory	The Australian Women's Weekly
Howard Smith Ltd	The Balgownie War Memorial Fund
Lambert Vineyards	The Bruce and Joy Reid Foundation
Mr Harry O. Triguboff AO	The Pratt Foundation
Mr John Wicking AM	The Sidney Myer Fund
Mr Robert Strauss MBE	TransACT
Mr T.V. Fairfax	Wesfarmers Limited
Sir James Balderstone AC	Weta Digital

Patrons

Patrons are those who have contributed over \$20,000

Australia Remembers – ACT Committee

Aviation Art

Bearcage Productions

Burmah Castrol

Casinos Australia International

Dr Ron Houghton DFC and Mrs N. Houghton

Emu Botton Homestead

Estate of the late Beryl Martin

Estate of the late Mr J.S. Millner AM

Government of the Northern Territory

Incapacitated Servicemen and Women's Association of Queensland

John and Betty Skipworth

Lady C. Ramsay

Macquarie Bank Foundation

Mr Dugald Mactaggart

Mrs Margaret Ross AM

OPSM

PricewaterhouseCoopers

Raytheon Australia Pty Ltd

Renison Goldfields Consolidated Ltd

Rosebank Engineering Pty Ltd

Shell Company of Australia

Sir William Durrant and Lady Durrant AM

Spicers Paper

Teys Bros (Holdings) Pty Ltd

The Laminex Group

WESFI Limited

GLOSSARY

AC	Companion in the Order of Australia	IMSG	Information Management Steering Group
ACT	Australian Capital Territory	INTERFET	International Force East Timor
ADF	Australian Defence Force	IT	Information Technology
AE	Air Efficiency Award	KidsHQ	interactive website for kids
AIF	Australian Imperial Force	MBE	Member of the British Empire
AM	Member in the Order of Australia	MC	Military Cross
ANAO	Australian National Audit Office	MG	Medal for Gallantry
ANU	Australian National University	MIBIS	Memorial Integrated Business Information System
ANZAC	Australian and New Zealand Army Corps	MICA	Memorial Integrated Collection Access System
AO	Officer in the Order of Australia	MP	Member of Parliament
APS	Australian Public Service	NSW	New South Wales
ARC	Australian Research Council	NT	Northern Territory
AWM	Australian War Memorial	OAM	Medal of the Order of Australia
BCP	Business Continuity Plan	OBE	Order of the British Empire
BMPFS	Business Management Performance Feedback Scheme	PCG	Project Control Group
BMS	Building Management System	PICTION	Collection management and ordering system
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>	PSM	Public Service Medal
CAS	Client Access System	Qld	Queensland
CBE	Commander of the Order of the British Empire	RAAC	Royal Australian Armoured Corps
CCG	Collection Coordination Group	RAAF	Royal Australian Air Force
CCTV	Closed circuit television	RAE	Royal Australian Engineers
CFO	Chief Finance Officer	RAN	Royal Australian Navy
CIT	Canberra Institute of Technology	RN	Royal Navy
CMG	Corporate Management Group	RSL	Returned and Services League
Comcover	Commonwealth insurance company	SA	South Australia
CPA	Certified Practising Accountant	SMG	Senior Management Group
CSC	Conspicuous Service Cross	SOE	standard operating environment
CSM	Conspicuous Service Medal	Tas.	Tasmania
DAMS	Digital Asset Management System	UK	United Kingdom
DCM	Distinguished Conduct Medal	UPS	uninterruptable power supply
DFC	Distinguished Flying Cross	USA	United States of America
DoFD	Department of Finance and Deregulation	USAF	United States Air Force
DSC	Distinguished Service Cross	USMC	United States Marine Corps
DVA	Department of Veterans' Affairs	USN	United States Navy
D-Zone	Discovery Zone	VC	Victoria Cross
ECM	Enterprise Content Management	Vic.	Victoria
EDRMS	Electronic Document and Record Management System	VIP	Very Important Person
EEC	Energy and Environment Committee	WA	Western Australia
EPBC	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>	WCM	Web Content Management
FACC	Finance, Audit, and Compliance Committee	WHCO	workplace harassment contact officer
FBT	Fringe Benefits Tax	WHS	Work Health and Safety
FIRST	Memorial's library management system		
FOI	Freedom of Information		
FMIS	Financial Management Information System		
GC	George Cross		
GST	Goods and Services Tax		
HMAS	His/Her Majesty's Australian Ship		
HMP	Heritage Management Plan		
ICT	Information and Communications Technology		

COMPLIANCE INDEX

The table below shows compliance with *Commonwealth Authorities and Companies (Reports of Operations) Orders 2008*, issued by the Minister for Finance and Administration, 9 June 2008, and the *Fraud Control Guidelines 2011*.

Requirement	Page
Letter of Transmittal	iv
Table of Contents	ix-xi
Enabling Legislation and Responsible Minister	43-44
Organisational Structure	10
Review of Operations and Future Prospects	5
Judicial Decisions and Reviews by Outside Bodies	45
Effects of Ministerial Directions	45
Directors	
Members of Council	91
Council Member Profiles	95
Acceptance of Report by Council	v
Governance	1-4, 35
Indemnities and Insurance Premiums for Officers	45
<i>Commonwealth Electoral Act 1918</i>	48
Section 311A statement – Advertising and Market Research Expenditure	
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	50
Section 516A Statement	
<i>Freedom of Information Act 1982</i>	48-50
Subsection 8(1) Statement and Statistics	
<i>Occupational Health and Safety (Commonwealth Employment) Act 1991</i>	50
Section 74 Statement	
Commonwealth Disability Strategy Report	51
Fraud Control Report	45
Service Charter Report	46
Financial Statements	53-90
Glossary	122
Alphabetical index	124-126

INDEX

- Acting Director, iv, 2, 8, 35, 96
- Afghanistan, 1, 5, 7, 15, 16, 17, 18, 19, 22, 26, 27, 29, 38, 41, 106, 115, 116, 118, 119, 121, 124, 125, 127, 128
- Anniversary Oration, 24, 115
- ANZAC Day, 1, 6, 7, 11, 14, 15, 26, 27, 40, 46, 50, 115, 122, 124
- ANZACs on the Western Front: the Australian War Memorial battlefield guide*, 6, 19, 28, 29
- ANZACs Online, 6, 20, 28, 30, 32
- Australian Defence Force, 7, 15, 18, 19, 22, 97, 99, 100, 103, 108
- Australian National Audit Office, 3, 35, 92
- Australian War Memorial Act 1980*, 3, 4, 10, 35, 43, 48, 49
- Australian War Memorial: treasures from a century of collecting*, 6, 19, 29
- BAE Systems, 1, 131
- Barack Obama, 6, 15, 26, 38, 109
- BCP. See Business Continuity Plan
- Big Things in Store, 20, 36
- Boeing, 1, 24, 131
- Boeing Australia, 1, 131
- Bring in Your Memorabilia program, 20, 22, 119
- Bryan Gandevia Prize, 32
- Business Continuity Plan, 36
- Business Plan, 4, 10, 35, 40, 42, 44
- CAC Act. See Commonwealth Authorities and Companies (CAC) Act 1997*
- CCG. See Collection Coordination Group
- Centenary of ANZAC, 1, 2, 11, 18, 19, 20, 27, 39
- Centenary of First World War 5, 35
- Chairman, v, 1, 2, 7, 8, 28, 91, 92, 94, 97, 102, 113
- Chief Finance Officer, 11, 39, 92, 104, 106
- Closing Ceremony, 24, 25
- CMG. See Corporate Management Group,
- Collection Coordination Group, 18
- Collection Development Plan*, 18
- Commemorative Roll, 11, 32
- Commonwealth Authorities and Companies Act 1997*, iv, v, x, 3, 10, 45
- Commonwealth Disability Strategy Report, x, 51, 134
- Commonwealth Fraud Control Guidelines, 45
- Corporate Management Group, 11, 35
- Corporate Plan 2011-2014, 10
- Council, iv, v, vii, x, 1, 2, 3, 4, 8, 10, 25, 28, 35, 36, 37, 39, 42, 43, 44, 45, 48, 50, 91, 92, 94, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 108, 109, 124, 128, 134
- Department of Veterans' Affairs, 1, 6, 15, 22, 23, 24, 35, 41, 50, 109, 114
- Discovery Zone, 24, 33, 34

East Timor, 5, 97, 101, 103
 Eastern Precinct, 16, 17
 Enterprise Content Management, 8, 39, 108
Environmental Protection and Biodiversity Conservation (EPBC) Act 1999, x, 50
 Federation Guard, 23, 24
Fighting to the finish, 6, 25, 28, 29, 41, 105, 115, 124
 First World War galleries, 1, 5, 6, 19, 20, 21, 22, 27, 33, 35, 36, 37, 38, 39, 50
 First World War gallery redevelopment, 33, 38
 Floriade, 25, 41, 123, 126, 128, 129
Freedom of Information Act, x, 8, 48, 49, 50, 134
Friends of the Memorial, 27
 Gladwell, Shaun, 19, 22, 26, 116, 119, 125
 Governor-General of the Commonwealth of Australia, 6, 7
 Hall of Valour, 5, 121
 Her Majesty Queen Elizabeth II, 6, 15, 25, 26, 38, 109
 Heritage, 17, 20, 38, 50, 122, 125, 126
 IMSG. See Information Management Steering Group
 Information Management Steering Group, 35, 40
 Iraq, 5, 22, 97, 99, 119, 124
Korea: in from the cold, 23, 29, 31
 Lambert Largesse Foundation, 1, 131
 Landing Place café, 6, 17
Last letters, 24
 Legal Services Multi-Use List, 8
 Long Tan cros, 22
 Martinkus, John, 7, 18
 Memorial Box, 23, 24
 Minister for Veterans' Affairs, iv, 3, 44, 94
Montevideo Maru, ii, 7, 16, 17, 20
 National Collection, ix, 6, 7, 11, 13, 18, 19, 24, 37, 39, 41, 43, 49, 104
Nurses: from Zululand to Afghanistan, 22, 26, 38
 official history of Australia's involvement in Peacekeeping, Humanitarian, and Post-Cold War Operations, 11
 Ombudsman, x, 45
 Organisation Chart, ix, 10
 Parrett, James, 7, 16
 Plaque Dedications, 1
 Pool of Remembrance, 16
 Portfolio Budget Statements, 14
 Prime Minister, 1, 6, 15, 21, 96, 99, 100, 109, 111, 113
 Princess Mary of Denmark, 6, 15, 26, 110
 Qantas, 1, 97, 131
 Quilty, Ben, 7, 19, 116
Radio silence, 24

Rats of Tobruk 1941, 14, 21, 22, 37, 125

Reading Room, 14, 25, 28, 29, 30

Remember me: the lost diggers of Vignacourt, 19, 21

Remembrance Book, 11, 32

Remembrance Day, 1, 6, 7, 8, 11, 14, 15, 17, 26, 27, 46, 50, 115

Risk Management, x, 36, 37, 45

Roll of Honour, ix, 1, 7, 11, 15, 16, 17, 32, 115, 124

Salute: Canberra's military heritage, 19, 22

School Wreathlaying, 1, 115

Service Charter, x, 34, 46, 47, 51, 134

Shop, x, 11, 25, 28, 31, 41, 104

Sinai, 5, 7, 18, 19, 38

Site Development Plan, 5, 8, 16, 17, 20

Special Exhibitions Gallery, 11, 22, 37

Staff Gallipoli study tour, 32

Summer Scholars program, 30, 31

the Terrace at the Memorial, 5, 6, 33

Thuillier First World War collection, 7

TransACT, 1, 131

Travelling Exhibitions, xi, 1, 5, 8, 11, 14, 19, 20, 21, 22, 26, 27, 31, 106, 119

Treasure trove ABC 666, 32

Visitors' Book, 34

Voluntary Guides, 23, 33

Wartime, 6, 28, 29, 30, 121, 122, 123, 124, 126, 127, 128

Work Health and Safety ACT, 8, 50

Workplace Relations Committee, 40