



AUSTRALIAN WAR MEMORIAL

ANNUAL REPORT 2021-22





**AUSTRALIAN
WAR MEMORIAL**
ANNUAL REPORT
2021-22

Annual report for the
year ended 30 June 2022,
together with the financial
statements and the report
of the Auditor-General

Australian War Memorial Annual Report 2021–22

Annual report for the year ended 30 June 2022, together with the financial statements and the report of the Auditor-General

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Cover image: Visitors attended *Big Things in Store* at the Treloar Technology Centre and saw Lancaster “G for George” in its new home. (Photograph: David Whittaker)

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Australian War Memorial

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Acceptance of the Report



The Hon. Matt Keogh MP

Minister for Veterans' Affairs and Minister for Defence Personnel

Dear Minister

STATEMENT BY ACCOUNTABLE AUTHORITIES

On behalf of the Council of the Australian War Memorial, we have pleasure in submitting to you, for presentation to each House of Parliament, the Australian War Memorial's annual report for the period 1 July 2021 to 30 June 2022. Council formally accepted this report on 19 August 2022.

This report is submitted to you as required by section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and is consistent with the requirements of that Act and its associated Rules, Resource Management Guides, and associated resources issued by the Department of Finance.

Also presented in this report is the **annual performance statements** of the Australian War Memorial as required under paragraph 39(1)(a) of the PGPA Act, and its **annual financial statements** as required under paragraph 42(1)(a).

In our opinion, these statements are based on properly maintained records, accurately reflect the performance of the Memorial, and comply with subsection 39(2) and 42(2) of the PGPA Act.

A handwritten signature in black ink, appearing to read "Brendan Nelson".

The Hon Dr Brendan Nelson AO

CHAIRMAN

Date 24 August 2022

A handwritten signature in blue ink, appearing to read "Matthew Anderson".

Matthew Anderson PSM

DIRECTOR

Date 24 August 2022

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Governance

Enabling legislation

The Australian War Memorial is established as a corporation by the *Australian War Memorial Act 1980* (the Act). The Memorial's functions and powers, its ministerial oversight, and the role and functions of its Council, Chair and Director are outlined in the Act.

Governance structure

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 *Public Governance, Performance and Accountability Act 2013*, 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 government through the Minister for Veterans' Affairs. It has a strong link to the Department of Finance for budgetary processes, appropriations, grants, and financial management processes, and it follows the advice and guidance provided 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.

Functions

The *Australian War Memorial Act 1980* Part II, section 5, states:

1. The functions of the Memorial are:
 - a. to maintain and develop the national memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1962* as a national memorial of 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 that is otherwise in the possession of the Memorial;
 - d. to conduct, arrange for and assist in 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.
2. The Memorial shall use every endeavour to make the most advantageous use of the memorial collection in the national interest. These functions provide the framework around which the Memorial undertakes its mission of leading remembrance and understanding of Australia's wartime experience. As the custodian of Australia's military history, the Memorial works to maintain a place for commemoration; develop, maintain and exhibit a collection of historically significant material; provide an authoritative reference facility; and conduct, disseminate, and assist with research into Australia's military history.

Purpose

Drawing from the functions of the Memorial as described in the *Australian War Memorial Act 1980*, the purpose of the Australian War Memorial is to commemorate the sacrifice of those Australians who have died in war or on operational service and those who have served our nation in times of conflict.

Location

The Memorial's main site is located at the northern end of Anzac Parade in Campbell in the Australian Capital Territory, with storage and collection facilities known as the Treloar Complex approximately nine kilometres away in the northern Canberra suburb of Mitchell, and temporary office accommodation and multimedia facilities in Dickson.

Responsible minister

The Minister for Veterans' Affairs and Minister for Defence Personnel has portfolio responsibility for the Memorial.

During the reporting year the Honourable Darren Chester MP, the Honourable Andrew Gee MP and The Honourable Matt Keogh MP were the ministers responsible for the Memorial.

The Ministers had the following portfolio responsibilities:

- Minister for Veterans' Affairs; and
- Minister for Defence Personnel.

Accountable authority

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 matters as determined by the Council.

Name	Position title / Position held Executive / Non-Executive	Period as the accountable authority or member within the reporting period		
		Date of commencement	Date of cessation	Number of meetings of accountable authority attended
Mr Kerry Stokes AC	Council (Chairman); Remuneration Committee; Memorial Development Committee (MDC)	August 2007	March 2022	3 of 3
The Hon Dr Brendan Nelson AO	Council (Chairman); MDC	March 2022		1 of 1
The Hon Anthony (Tony) Abbott AC	Council	October 2019		4 of 4

Wing Commander (Ret'd) Ms Sharon Bown	Council; Finance, Audit, and Compliance Committee (FACC); MDC	June 2016		3 of 4
Lieutenant General Rick Burr AO DSC MVO	Council Ex Officio	January 2018		1 of 4 ¹
Air Marshal Mel Hupfeld AO DSC	Council Ex Officio	July 2019		2 of 4 ²
Corporal Daniel Keighran VC	Council; MDC	June 2016		4 of 4
Mr Glenn Keys AO	Council; MDC	February 2021		3 of 4
Mr James McMahon DSC, AM, DSM	Council; FACC (Deputy Chair), Remuneration Committee; MDC	October 2015		4 of 4
Major General (Ret'd) Greg Melick AO RFD FANZCN SC	Council (Interim Chairman) ³ , FACC (Chair), Remuneration Committee	March 2015		4 of 4
Colonel (Ret'd) Susan Neuhaus AM CSC	Council; MDC	April 2018		4 of 4
Vice Admiral Michael Noonan AO RAN	Council Ex Officio	July 2018		4 of 4 ⁴
Mrs Josephine Stone AM	Council; FACC, Remuneration Committee	February 2015		4 of 4
Ms Rhondda Vanzella OAM	Council	February 2021		3 of 4

1 Chief of Army sent an observer to 3 of 4 meetings.

2 Chief of Air Force sent an observer to 2 of 4 meetings and an approved delegate attended 1 of 4 meetings, counting to his attendance of 2 of 4 meetings.

3 Interim Chair served for the period of 1-22 April 2022.

4 Chief of Navy sent an approved delegate to 1 of 4 meetings counting to his attendance of 4 of 4 meetings.

Members of Council

Chair

Mr Kerry Stokes AC was elected as Chairman of the Australian War Memorial on 10 November 2015 with his term commencing on 12 November 2015. He was reappointed to Council in June 2017 for a further three-year term commencing in August 2017. Mr Stokes was previously appointed to Council in August 2007, April 2011, and August 2014, and formally resigned as Chairman on 31 March 2022. On 11 November 2015, he was inducted as a Fellow of the Australian War Memorial.

Through his private holdings, Australian Capital Equity, Mr Stokes has broad business interests and investments in a range of major business sectors, including property, construction, mining, resources, and oil and gas exploration. Mr Stokes was a 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 an Honorary Life Membership of the Returned and Services League of Australia and received an RSL Commendation Award for outstanding service to the ex-service community. He is a recipient of the Rotary Paul Harris Fellow Award and is also a former Chairman of the National Gallery of Australia.

The Hon Dr Brendan Nelson AO

A medical practitioner by training, Dr Brendan Nelson AO was appointed president and Chairman of Boeing Australia, New Zealand and Oceania in February 2020. He oversees Boeing's 4,200 Australian employees across advanced manufacturing, commercial aircraft, autonomous systems, defence, research and technology. Prior to his appointment, Dr Nelson served as Director of the Australian War Memorial for seven years.

President of the Australian Medical Association (AMA) from 1993 to 1995, Dr Nelson was elected to the Australian Parliament in 1996, going on to serve as Minister for Education, Science and Training, Minister for Defence and Leader of the Liberal Party and Opposition from 2007 to 2008. In 2010 he was appointed Australia's ambassador to the European Union, NATO, Belgium and Luxembourg. In 2016, he was appointed an Officer of the Order of Australia for his services to the community, parliament, diplomacy, and cultural leadership. He was awarded honorary life membership of the RSL and honorary citizenship of the Belgian city of Leper. He has received honorary doctorates from the Flinders University of South Australia, Australian National University and University of South Australia. He was awarded the Gold Medal of the AMA for "services to medicine and humanity".

Dr Nelson is Chairman of the American Chamber of Commerce in Australia (AmCham), a Director of the United States Studies Centre at the University of Sydney and member of the Council at the Australian Strategic Policy Institute (ASPI). He is patron or ambassador for charities including Lifeline ACT, Legacy, Soldier On and the Commando Welfare Trust.

Council Members

The Hon Anthony (Tony) Abbott AC was appointed by the Governor-General of Australia to the Council of the Australian War Memorial on 1 October 2019 for a three-year term. Tony Abbott became prime minister on 7 September 2013, and served for two years. In his time as prime minister, the carbon tax and mining tax were repealed, free trade agreements were finalised with China, Japan and Korea, the people smuggling trade from Indonesia to Australia was halted, and Australia became the second largest military contributor to the US-led campaign against Islamic State in Iraq. In 2014, and again in 2015, he spent a week running the government from a remote Indigenous community. Tony Abbott served as the member for Warringah in the Australian Parliament between 1994 and 2019. As the local MP, he was instrumental in the creation of the Sydney Harbour Federation Trust to preserve the natural and built heritage of his electorate. Prior to entering parliament, he was a journalist with *The Australian*, a senior adviser to opposition leader John Hewson, and Director of Australians for Constitutional Monarchy. He has degrees in economics and law from Sydney University and in politics and philosophy from Oxford which he attended as a Rhodes Scholar. Since 1998, he has convened the Pollie Pedal annual charity bike ride which has raised nearly \$7 million for organisations such as Soldier On and Carers Australia. He still does surf patrols with the Queenscliff Surf Life Saving Club and serves as a deputy captain with the Davidson Rural Fire Brigade. He is married to Margaret and they are the parents of three daughters: Louise, Frances and Bridget. Mr Abbott is a recipient of Australia's highest honour: the Companion in the General Division in the Order of Australia in 2020 for "eminent service to the people and Parliament of Australia".

Wing Commander (Ret'd) Sharon Bown was appointed to Council in June 2016 for a three-year term and re-appointed for a further three-year term in 2019. She is a member of the Roll of Honour Committee of Council as an advisory member to research, establish policy and provide recommendations for additions to the Roll of Honour, or to seek alternatives for recognition. Wing Commander Bown served as a nursing officer in the Royal Australian Air Force for 16 years, discharging from service in 2015. Wing Commander Bown deployed to Timor–Leste in 2000 and 2004; Afghanistan in 2008 as Officer-in-Charge of the Australian Medical Task Force in Tarin Kowt, Afghanistan; and on various aeromedical evacuation tasks, including Papua New Guinea in 2001, Solomon Islands in 2003, and Bali following the terrorist bombings in 2005. Having cared for Australian Defence Force personnel and their families in Australia and overseas, Wing Commander Bown is a passionate advocate within the field of military and veterans' health and demonstrates a unique insight into the welfare and healthcare needs of those

adversely affected by their service. She was appointed National Vice President of the Air Force Association in 2020. Wing Commander Bown has Bachelor of Nursing and Bachelor of Psychological Science degrees, and is undertaking a Master of Psychology as she continues to explore the effects of service. She is the author of *One Woman's War and Peace: A Nurse's Journey in the Royal Australian Air Force*, an ambassador for Phoenix Australia, Centre for Posttraumatic Mental Health, and a Fellow of the Australian College of Nursing.

Lieutenant General Rick Burr AO DSC MVO joined Council in July 2018 when he assumed command of the Australian Army. He joined the Australian Army in 1982, graduating from the Royal Military College, Duntroon in 1985 to the Infantry Corps. He has seen service in the 8th/9th Battalion, the Royal Australian Regiment, and the Special Air Service Regiment, which he commanded in 2003–04. His senior leadership roles have been diverse. He was the Deputy Chief of Army after serving as Deputy Commanding General US Army-Pacific, the first foreign officer to hold such a position. In 2011–12 he was Commander of the 1st Division and Deployable Joint Force Headquarters.

His operational commands include the theatre-level multinational command of all Special Forces assigned to the International Security Assistance Force in Afghanistan in 2008, and command of the Australian Special Forces Task Group in Afghanistan 2002 and Iraq 2003. He gained broad experience across army, defence and government in a range of staff, training and representational appointments.

Committed to the development of our future leaders, he has been an instructor at the Royal Military College, Duntroon, and Chief Instructor of the Australian Defence Force Warfare Centre, responsible for the education and training of Australian Defence Force officers in planning joint operations. He was the senior operations and plans officer in Special Operations Headquarters in 2001–02, and Military Assistant to the Chief of the Army in 2005. As a colonel he served as Director of Force Structure and then Director General Preparedness and Plans in Army Headquarters. In 2007 he was seconded as a senior adviser to the Department of Prime Minister and Cabinet. He was Director General Military Strategic Commitments in 2009–10. He was the Equerry to Her Majesty Queen Elizabeth II for the Royal Visit to Australia in 2000. Lieutenant General Burr is a Distinguished Graduate of the United States Marine Corps Command and Staff College and graduate of the United States Marine Corps School of Advanced Warfighting.

He holds a Bachelor of Arts degree from the University of New South Wales, a Master of Military Studies from the Marine Corps University, and has completed the Harvard Business School Advanced Management Program. His personal awards include Officer of the Order of Australia, Distinguished Service Cross, Member of the Royal Victorian Order and foreign awards for distinguished service. He was also the proud Patron of the Defence Australian Rules Football. On 2 July 2022, Lieutenant General Burr transferred Command of the Army to Lieutenant General Simon Stuart, AO, DSC.

Air Marshal Mel Hupfeld AO DSC joined the Royal Australian Air Force as an academy cadet in January 1980, winning the Flying Prize for his year and graduating with a Bachelor of Science degree in 1983. His early career was spent in a variety of flying positions on Mirage and F/A-18 aircraft, primarily with No. 3 Squadron (3SQN) and No 2 Operational Conversion Unit (2OCU), before qualifying as a fighter combat instructor in 1989. Following a period of service as B Flight Commander, 3SQN, Air Marshal Hupfeld was appointed as the Executive Officer of 2OCU in 1995. In 1997 Air Marshal Hupfeld was selected to attend the Royal Air Force Advanced Staff Course, graduating with a Master of Arts in Defence Studies from King's College, London before posting to the Deputy Director in Aerospace Development Branch. In 2001 he took command of No. 75 Squadron, leading it on Operations BASTILLE and FALCONER (Middle East) where he was awarded a Distinguished Service Cross. On promotion he was appointed Director Aerospace Combat Development (Australian Defence Headquarters) before an appointment as Officer Commanding No. 81 Wing in 2006. Promoted to air commodore in 2007, he became the Director of the Combined Air Operations Centre in the Middle East Area of Operations, before returning to Australia as the Director-General Air. In December 2009, he took command of Air Combat Group, overseeing the RAAF's fast-jet combat aircraft. Air Marshal Hupfeld became Air Commander Australia on 3 February 2012, providing specialist air advice on raise, train and sustain issues to the joint environment. In 2014 he was appointed Head Capability Systems. In 2015 he received an appointment as Officer of the Order of Australia for distinguished service to the Australian Defence Force. In August 2015 he was appointed to the role of Acting Chief Capability Development Group. On the disbandment of Capability Development Group in 2016, Air Marshal Hupfeld took up the position of Head Force Design in Vice Chief of Defence Force Group. He was appointed Chief Joint Operations in May 2018 and Chief of Air Force in July 2019. Air Marshal Hupfeld is married to Louise. His interests include running, fishing, and sailing.

Corporal Daniel Keighran VC was appointed to Council in June 2016 for a three-year term and re-appointed for a further three years in May 2019. Mr Keighran enlisted in the Australian Army at 17 and served his country as part of the 6th Battalion, the Royal Australian Regiment, discharging from full-time service in 2011. Mr Keighran deployed to Rifle Company Butterworth, Malaysia, in 2001 and 2004; Timor–Leste (East Timor) in 2003–04; Iraq in 2006; and Afghanistan in 2007 and 2010. Mr Keighran is the only Victoria Cross recipient from the Royal Australian Regiment in its proud 74-year history, with his citation reading, “For the most conspicuous acts of gallantry and extreme devotion to duty in action in circumstances of great peril at Derapet, Uruzgan province, Afghanistan, as part of the Mentoring Task Force One on Operation SLIPPER.” Since completing full-time service Mr Keighran has held various private sector roles including his current association with Thales Australia as a Key Account Manager.

Mr Glenn Keys AO is the founder, Executive Chairman and Director of Aspen Medical, one of the world's leading providers of outsourced healthcare solutions. In 2010, Mr Keys founded the Aspen Foundation, which funded the Australia-wide study into Ex-Service Support Organisations (ESO) Mapping Project to assist in understanding the range and

distribution of ESOs and how they can better support veterans. He was a founding director of the organisation that led the campaign to inaugurate the Invictus Games in Australia. He became Director of the Australian Invictus Games in 2018 and is now a board member of Invictus Australia, the legacy of the Australian Invictus Games. Mr Keys sits on a number of boards including the National Disability Insurance Agency, and is Chair of the Australian-ASEAN Council. He founded and chairs Project Independence, a unique charity that supports people with an Intellectual Disability to buy their own homes out of their Disability Support Pension. Prior to building and leading businesses in the private sector, Mr Keys had a distinguished career in the Australian Defence Force spanning 15 years. He completed officer training at Royal Military College, Duntroon and studied Mechanical Engineering. He studied Aeronautical Engineering with the United Kingdom Ministry of Defence and was the first army flight test engineer at the RAAF Aircraft Research and Development Unit. He was Chief Engineer, Army Aircraft Logistics Management Squadron, from 1992 to 1993.

Mr James McMahon DSC, AM, DSM was appointed to Council in October 2015. James is currently the Chief Operating Officer (COO) at Australian Capital Equity. Prior to this he was the Commissioner for Corrective Services WA, COO of the corporate advisory firm, Azure Capital, and spent 34 years full-time and allocated as a reservist with the Australian Defence Force, the majority within Special Operations, at the Special Air Service Regiment. Starting as an infantry soldier, he went on to become an officer and command an Australian SAS squadron. As the Officer Commanding in Timor Leste, his sub-unit was awarded the Meritorious Unit Citation for exemplary operational performance. As the Commanding Officer of the SAS regiment, equivalent to a Chief Executive Officer, the unit was awarded the Meritorious Unit Citation and Gallantry Citation for their operational performance in Afghanistan. He was awarded the Distinguished Service Cross and the Distinguished Service Medal for leadership and command in action in Timor-Leste, Afghanistan and Iraq. He has also served in Europe, Bougainville, Solomon Islands and south-east Asia. James was named Western Australian of the Year 2019 for his service to the Community and in 2022 was appointed Member of the Order of Australia in recognition of his significant service to veterans and their families, and to the community. He has been a board member and Deputy Chairman of the West Coast Eagles Football Club (2007–2015) and has remained part of its Leadership and Integrity Committee. James has been an advisor to RSL WA since 2017, Legacy WA in 2022 and is on the board of the SAS Resources Fund, St John of God Health Care. He is an ambassador for the Fathering Project and has a Masters in Management (Defence), a Graduate Diploma Management and a Master of Business Administration.

Major General (Ret'd) Greg Melick AO RFD FANZCN SC was appointed to Council in March 2015. He is a Hobart-based Senior Counsel who was a member of the Australian Defence Force Reserves from 1966 to 2018. He commanded at all levels from section to brigade before becoming Australia's most senior reserve officer in 2007. He became the Australian Defence Force's Head of the Centenary of Anzac Planning Team in 2011. He has served in the 2nd Battalion, Royal New South Wales Regiment, Sydney University

Regiment and One Commando Company. Units he has commanded include 40th Independent Rifle Company, 12th/40th Battalion, Royal Tasmania Regiment, 6 Training Group, and 8 Brigade. He is the President of the Australian Commando Association and Colonel Commandant of 1st Commando Regiment. He has been a Principal Crown Counsel in the Tasmanian Crown Law Office, a statutory member of the National Crime Authority and the NSW Casino Control Authority. He was appointed part-time Deputy President of the Administrative Appeals Tribunal in September 2014 and the part-time Chief Commissioner of the Tasmanian Integrity Commission in 2015. He has conducted several investigations, including the investigation into the Beaconsfield mine collapse and the COVID-19 outbreak in north-west Tasmania. He was appointed Cricket Australia's anti-corruption special investigator in 2000. He is a former Chairman of the Board of St John Ambulance (Tasmania) and in 2019 was elected National President of the RSL. He is patron of Friends of the 2nd Infantry Battalions, Army Museum Tasmania and ADF Cricket.

Colonel (Ret'd) Susan Neuhaus AM CSC was appointed to Council in April 2018. Susan is a Fellow of the Royal Australasian College of Surgeons, Fellow of the Australian Institute of Company Directors, and Fellow of the Australian Medical Association. Susan completed over two decades of service in the Australian Regular Army and Army Reserve, including deployments to Cambodia, Bougainville and Afghanistan, and is a graduate of Australian Command and Staff College (Res). She was the Commanding Officer, 3rd Health Support Battalion, promoted to colonel in 2008 and awarded the Conspicuous Service Cross in 2009 for military service.

Susan holds significant board appointments across not-for-profit, healthcare and commercial sectors. She is the current Chair and President of the South Australian-Northern Territory Division of the Australian Institute of Company Directors and Chair of the South Australian Sir John Monash Scholarship selection panel. Her former roles include Chair of the Repat Foundation – the Road Home, member of the South Australian Veterans Health Advisory Council, Co-Chair of the South Australian PTSD Centre of Excellence Ministerial Advisory Panel (now established as the Jamie Larcombe Centre), Chair of the Veterans' Advisory Council, South Australia, and Patron of the Virtual War Memorial, Australia. Susan is widely published in areas of military and operational health care, has undertaken national research investigating the gender specific effects of military service and deployment and is co-author of *Not for Glory: A Century of Service by Medical Women to the Australian Army and its Allies*. Susan was made a Member of the Order of Australia in 2020 for services to medicine and veterans and their families.

Vice Admiral Michael Noonan AO RAN joined Council in July 2018 upon assumption of command of the Royal Australian Navy. Joining the Royal Australian Navy in 1984, he trained as a seaman officer and completed the Principal Warfare Officer course, specialising in Air Direction and Above Water Warfare. Throughout his career, he has experienced a wide range of navy and Australian Defence Force operations through various sea and shore postings and operational roles. Highlights have included deployments to the Middle East and Southern Ocean, and being the Commissioning

Commanding Officer of the ANZAC class frigate HMAS *Parramatta*. He has fulfilled leadership positions at all levels of the Australian Defence Force, with senior positions including the Director of Military Strategic Commitments, Director General of Operations at Headquarters Joint Operations Command, Command of Maritime Border Command, and Deputy Chief of Navy. In June 2018, he was appointed an Officer of the Order of Australia in recognition of his distinguished service in significant senior Australian Defence Force command roles. Vice Admiral Noonan assumed command of the Royal Australian Navy on 7 July 2018 and is the 32nd professional head of the Royal Australian Navy, and the ninth officer to hold the title of Chief of Navy Australia. In this role, he is entrusted by government as its principal naval advisor, charged with the responsibility to raise, train and sustain Australia's naval forces to execute the Royal Australian Navy's mission as part of the joint force in an increasingly dynamic global region.

Mrs Josephine Stone AM was appointed to Council on 26 February 2015 and is currently completing her third term. Mrs Stone is a graduate of the Melbourne Law School and has worked in a number of public and private legal institutions in Victoria and the Northern Territory of Australia. Her previous professional involvements include being a statutory member of the Regional Telecommunications Independent Review Committee, Professional Standards Manager at the Northern Territory Law Society, Assignments Director at the Northern Territory Legal Aid Commission, solicitor with the Australian Government Solicitor, and positions with private firms in Melbourne, Alice Springs and Darwin. Mrs Stone is a director of a private family company. Her community engagements include Zonta Alice Springs, Darwin Private Hospital Advisory Board, Northern Territory Women's Advisory Board, Chairman of the Red Cross (Katherine) Flood Appeal, and a number of roles in school parents and friends committees and boards in Darwin and Brisbane. Her personal interests have included instigating the 100-year history of St Marys Primary School in Darwin and the political advancement of women, which has involved appearances at international conferences as moderator and speaker. Mrs Stone was made a Member of the Order of Australia in 2006 for services to the law and the community.

Ms Rhondda Vanzella OAM was appointed the National President of Australian War Widows Incorporated in October 2020. She has been a member of Australian War Widows NSW since 2014 and has served as its state president and chair. Rhondda received her Order of Australia for service to her communities. She has dedicated her career to mentoring and working with communities at a local, rural regional and national level. Her projects have included walking the Kokoda track to assist with building and opening of track memorials; helping lead the re-enactment of the Kangaroo March from Wagga Wagga to Sydney in 2015; and leading a fundraiser to build low-cost retirement units on RSL land in Batlow. Rhondda is co-founder and President of the Ozy Youth Choir Honouring Defence Service which brings civilians, veterans and serving defence families together in regional and rural areas through the arts. Bringing music and history together, Ozy inspires and develops young leaders with a focus on commemoration, education and welfare. Rhondda is a member of a number of boards, including those of the National Council for Woman and Families United by Defence Service, the Ex-Service Organisations

Round Table, and the Remembrance Driveway Committee, and is an affiliate member of the Bundanoon RSL sub-branch. She served as a committee member on the Centenary of ANZAC Advisory Council. As a war widow and woman united by defence service, Rhondda is passionate about finding and creating ways to bring organisations together to collaborate to better honour and support women, veterans and their families. She believes that the Australian War Memorial plays a vital role as Australia's national place to honour, learn and heal for all generations.

Audit Committee

The Finance, Audit and Compliance Committee (FACC) is established as an advisory committee to provide independent assurance and advice to Council on the Memorial's risk, control and compliance framework, financial statement responsibilities, performance reporting, legislative and policy compliance, and internal and external audit activities.

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration
Major General (Ret'd) Greg Melick AO AFD FANZCN SC	Senior Counsel with experience with corporate law, past and present Commonwealth and State statutory officer.	3 of 4	See note ⁵
Mr James McMahon DSC, AM, DSM	Master's in Business Administration (2007), Masters in Management (Defence)(2001), Graduate of the Australian Defence College – Staff College (2001), Graduate Diploma in Management (1996), Graduate of the Officer Cadet School New Zealand as an Australian student (1987), Commissioner for the Department of Corrective Services, Western Australia (2013-2017), Azure Capital: Chief Operating Officer (2007-2013), Corporate Advisory Firm (2007-2012), Managing Director, Management Consulting Division (Chauvel Group) (2012-2013), Australia Defence Force: Operational deployments to Iraq, Afghanistan and Timor Leste (1985-2007), Commanding Officer of the Special Air Service Regiment (2005-2006).	4 of 4	See note ⁵
Wing Commander (Ret'd) Sharon Bown	Bachelor of Nursing (1995), Registered Nurse (1995-ongoing), ISO Internal Auditor Course (2001), Bachelor of Psychological Science (2017), Graduate of the Australian Institute of Company Directors' Company Directors' Course (2017), Member of the Australian Institute of Company Directors, Ambassador Phoenix Australia-Centre for Posttraumatic Mental Health, Air Force Association, ACT Division Director (2019-present), Fellow of the Australian College of Nursing (2020-present).	3 of 4	See note ⁵

Mrs Josephine Stone AM	Bachelor of Laws (Melb).	4 of 4	See note ⁵
Matthew Broadfoot (Independent)	Fellow of the Institute of Chartered Accounts in Australia and NZ (FCA), Fellow of the Australian Institute of Company Directors (FAICD), retired partner of Deloitte Touche Tohmatsu (32 years).	4 of 4	\$4,400 ⁶

⁵ Audit committee members who are members of the Council do not receive additional remuneration to the remuneration received in their capacity as a Council Member, which is reported in the Executive Remuneration table. Direct link to the Memorial's FAAC of Council Terms of Reference:

https://www.awm.gov.au/sites/default/files/Finance%20Audit%20and%20Compliance%20Committee_Terms%20of%20Reference_April%202020%20update.pdf

⁶ \$4,400 FACC Sitting Fee (GST Exclusive) plus \$400 Superannuation (GST Free).

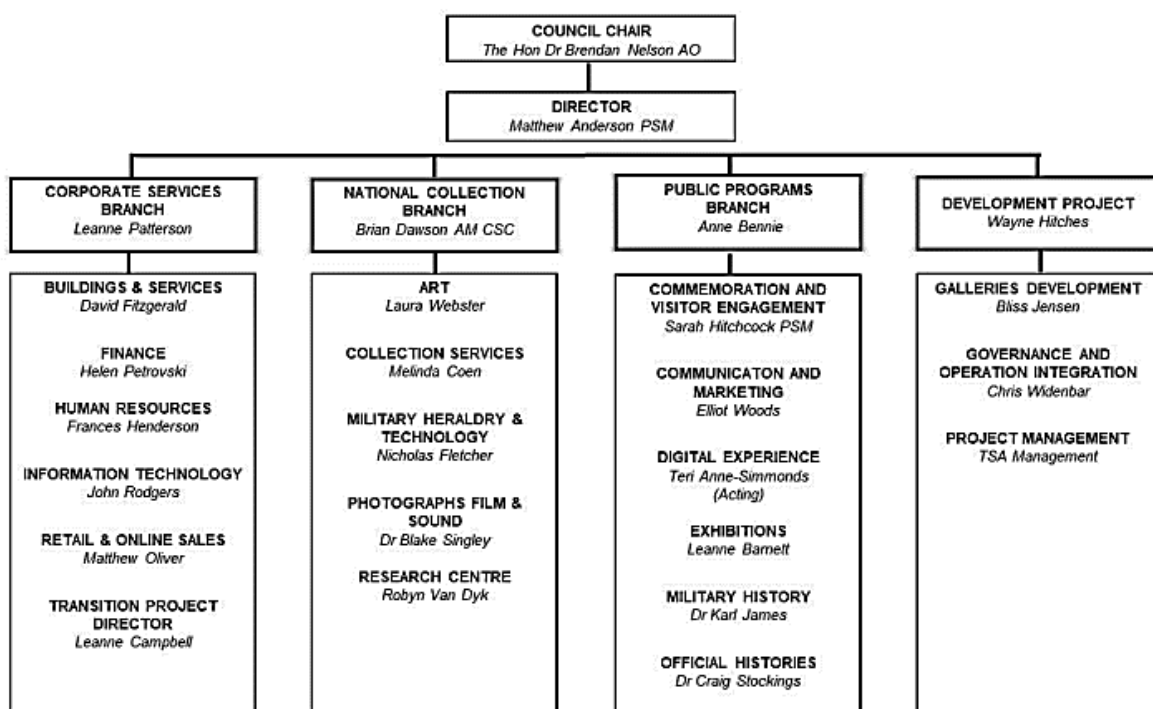
Organisation structure

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

The management structure of the Memorial comprises three branches based on functional responsibilities with outputs achieved by cross-branch activities. A separate project team has been established for the life of the Memorial's Development Project from 2019–2028. The Memorial's senior executive committee, the Corporate Management Group (CMG), is comprised of the Director and the three assistant directors. CMG is responsible for the overall leadership, management and implementation of strategies and policies, and the regular review of performance.

Project teams for particular tasks are established as required, drawing on staff from sections across the Memorial, with oversight from CMG.

Organisation chart



Organisational structure as of 30 June 2022

Organisational demographics

The following is an overview of the metrics of the staff at the Memorial, as at 30 June 2022.

Current period (2021/2022)

All Ongoing Employees Current Report Period (2021-22)

	Male			Female			Indeterminate			Total
	Full time	Part time	<i>Total Male</i>	Full time	Part time	<i>Total Female</i>	Full time	Part time	<i>Total Indeterminate</i>	
ACT	102	3	105	122	12	134	0	0	0	239
<i>Total</i>	102	3	105	122	12	134	0	0	0	239

All Non-Ongoing Employees Current Report Period (2021-22)

	Male			Female			Indeterminate			Total
	Full time	Part time	<i>Total Male</i>	Full time	Part time	<i>Total Female</i>	Full time	Part time	<i>Total Indeterminate</i>	
ACT	24	5	29	32	16	48	0	0	0	77
<i>Total</i>	24	5	29	32	16	48	0	0	0	77

*Includes 21 casuals (part-time). Excludes statutory officer(s)

Previous period (2020/2021)

All Ongoing Employees Previous Report Period (2020-21)

	Male			Female			Indeterminate			Total
	Full time	Part time	<i>Total Male</i>	Full time	Part time	<i>Total Female</i>	Full time	Part time	<i>Total Indeterminate</i>	
ACT	110	3	113	130	10	140	0	0	0	253
<i>Total</i>	110	3	113	130	10	140	0	0	0	253

All Non-Ongoing Employees Previous Report Period (2020-21)

	Male			Female			Indeterminate			Total
	Full time	Part time	<i>Total Male</i>	Full time	Part time	<i>Total Female</i>	Full time	Part time	<i>Total Indeterminate</i>	
ACT	26	9	35	25	16	41	0	0	0	76
<i>Total</i>	26	9	35	25	16	41	0	0	0	76

**Includes 23 casuals (part-time). Excludes statutory officer(s).*

Executive remuneration

Information about remuneration for key staff

Senior Executive		Short-term benefits			Post-employment benefits	Other long-term benefits	Termination benefits	Total remuneration
	Position title	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave		
Mr Matthew Anderson PSM	Director	388,679	41,000	0	65,320	-8,394 ¹	0	486,605
Mrs Anne Bennie	Assistant Director (Branch Head)	268,912 ²	0	0	46,751	-4,384 ¹	0	311,279
Major Gen (Ret'd) Brian Dawson AM CSC	Assistant Director (Branch Head)	216,721	0	0	33,603	544	0	250,868
Ms Leanne Patterson	Assistant Director (Branch Head)	247,464 ²	0	0	44,414	-10,900 ¹	0	280,978
Mr Wayne Hitches	Executive Director (Development)	155,407	68,272	212,813	66,276	13,301	0	516,069

Council								
Mr Kerry Stokes AC (Ceased 31 March 2022)	Council Chair	62,010	0	0	6,201	0	0	68,211
The Hon Dr Brendan Nelson AO (Commenced on 31 March 2022)	Council Chair	0 ³	0	0	0	0	0	0
The Hon Anthony (Tony) Abbott AC	Council Member	41,340	0	0	4,134	0	0	45,474
Wing Commander (Ret'd) Sharon Bown	Council Member	41,340	0	0	4,134	0	0	45,474
Corporal Daniel Keighran VC	Council Member	41,340	0	0	4,134	0	0	45,474
Mr Glenn Keys AO	Council Member	41,340	0	0	4,134	0	0	45,474
Mr James McMahon DSC DSM	Council Member	41,340	0	0	4,134	0	0	45,474
Major General (Ret'd) Greg Melick AO RFD FANZCN SC	Council Member	41,340	0	0	4,134	0	0	45,474
Colonel (Ret'd) Susan Neuhaus AM CSC	Council Member	41,340	0	0	4,134	0	0	45,474

Mrs Josephine Stone AM	Council Member	41,340	0	0	4,134	0	0	45,474
Ms Rhondda Vanzella OAM	Council Member	41,340	0	0	4,741 ⁴	0	0	46,081

1. Negative balances reflect the decline in valuation of employee entitlements on-costs due to Government bond (discount) rate, average staff service levels and timing of entitlement payments (in service versus out of service).

2. Base Salary includes prior year salary underpayments.

3 Dr Nelson AO has elected to waive his entitlement to remuneration for his appointment to Council.

4 Includes correction of prior year underpayments.

Some Members of Council, including the former Chair have elected to donate their fees to the Memorial.

Information about remuneration for senior executives

Senior executives are included in the key management personnel table above.

Information about remuneration for key staff

No other Memorial staff met the reporting threshold during the reporting period.

Annual Performance Statements

Following are the performance statements against each of the Memorial's key outcome deliverables as described in the Portfolio Budget Statement.

Outcome 1

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.

Output 1.1 Commemorative events

A range of commemorative ceremonies will be delivered, including three major ceremonies (Anzac Day Dawn Service, Anzac Day National Ceremony, and Remembrance Day Ceremony), other ceremonies linked to key anniversaries, a school wreath-laying program, and the daily Last Post ceremony.

1.1.1. Deliver major commemorative ceremonies and events as scheduled

Target:

All major commemorations delivered as scheduled, in modified formats if required, and in accordance with public health directions.

Analysis:

Anzac Day

During the Development the Anzac Day commemorations relocated to the Captain Reg Saunders Courtyard and Sculpture Garden. After two years of restricted attendance, more than 18,000 visitors gathered to hear the Dawn Service Commemorative Address by Mr Michael Ruffin OAM, a veteran of Malaya, Borneo and Vietnam.

Mid-morning, more than 1,800 members of the public attended the Memorial to pay their respects to the 650 veterans and serving members who participated in the ACT Branch of the Returned and Services League of Australia veterans' march. The march was reviewed by His Excellency, General the Honourable David Hurley AC DSC (Ret'd), Governor-General of the Commonwealth of Australia. Following the veterans' march, the Governor-

General delivered the Anzac Day address to the nation which was televised and livestreamed from the Memorial's Commemorative Area.

A multi-faceted digital campaign supported the Memorial's Anzac Day commemorative events, providing opportunities for Australians to engage in commemoration across the nation. A total of 85 social media posts were published across the Memorial's social media channels with a combined audience reach of 1.23 million. Facebook stories were utilised to provide real-time information, share photos from the events and engage audiences unable to attend the Memorial.

The Memorial's website was the central hub for public event information and a diverse range of engaging military history content. On 25 April 2022 the awm.gov.au website received around four times its usual daily traffic with a total of 292,900 unique page views. During the four-week period from 28 March to 26 April, the awm.gov.au website received 1,572,253 unique website views.

Remembrance Day

While the Memorial remained closed to the public, the Remembrance Day National Ceremony was held on 11 November 2021 in the Captain Reg Saunders Courtyard to a reduced audience of 500 invited guests in line with COVID-19 pandemic restrictions. The ceremony was broadcast nationally. The Commemorative Address was delivered by Memorial Director, Mr Matt Anderson PSM.

The Memorial developed a strong digital presence across its social media channels and the awm.gov.au website, encouraging Australians to pause for a minute's silence at 11 am on Remembrance Day; visit the website for ways to commemorate; watch the Remembrance Day National Ceremony live; and share photos on *Places of Pride*, the National Register of War Memorials. Eighty-one social media posts related to Remembrance Day were published over a five-week period, resulting in a total audience reach of 1.58 million.

1.1.2 Deliver minor commemorative ceremonies and events as scheduled

Target:

All minor commemorations delivered as scheduled or in modified formats where required, and in accordance with public health directions.

Analysis:

The Memorial and grounds were closed to the public from 12 August to 16 November due to an ACT COVID-19 pandemic lockdown. Many scheduled annual minor

commemorations were cancelled by various groups or associations due to such restrictions. A total of 558 visitors attended six minor commemorations conducted at the Memorial between July 2021 and 30 June 2022.

On 5 March 2022 the Memorial's Treloar Technology Centre was opened to the public for the first time in three years, for the *Big Things in Store* event; 2,800 visitors were able to view objects in the National Collection not on display in the Memorial galleries.

A total of 856 school visitors participated in 19 School Wreath Laying Ceremonies, delivered in a revised, pandemic-safe format.

Source: *Australian War Memorial attendance records.*

1.1.3 Deliver daily Last Post ceremonies including online streaming.

Target:

Last Post ceremony delivered daily, with 95% uptime for online streaming.

Analysis:

The Memorial's Last Post Ceremony continued to be affected by the ongoing COVID-19 pandemic, reducing attendance numbers. During the closure of the Memorial from 12 August to 16 November 2021, daily streaming of archived ceremonies assisted in highlighting significant anniversaries and important occasions.

During 2021-22 a total of 268 Last Post Ceremonies were conducted live with 32,102 people in attendance over the period. A total of 1,321,058 viewers watched a Last Post Ceremony online, with 99.3 per cent uptime achieved for online streaming.

Source: *Australian War Memorial attendance and online user records.*

Output 1.2 The National Memorial and grounds

The Memorial building and grounds are conserved and developed as a dignified, moving, and impressive national memorial to Australians who served and died in war or on operational service, and those who have served the nation in times of conflict.

1.2.1 Staged implementation of the Development Project, including:

- a) Commencement of new Anzac Hall, Southern Entrance and CEW Bean Building extension construction works.
- b) Continuing to minimise visitor experience disruption.

Target:

AWM Development Project activities delivered in line with approved project program, budget and reported to Government by Annual Project update, including:

- a) Works on New Anzac Hall, Southern Entrance and CEW Bean Building extension progressed as scheduled.
- b) Main Building lower level refurbishments progresses as scheduled.

Analysis:

a) The Memorial let contracts for Early Works Packages 1–4 (perimeter hoarding, services relocations, Anzac Hall demolition, civil and excavation). The first stages of work on the new buildings were delivered on time in quarter 1 FY21–22.

Works were delayed in quarter 2 by the COVID-19 pandemic. The project lost more than 1,100 person days of productivity across construction, exhibition development and content research activities as a result of the ACT COVID-19 lockdown from August to November 2021. Smaller, but still significant, productivity losses have also occurred due to COVID-19 cases through the first half of 2022, particularly in the construction work force, leading to further delays.

Latent conditions for excavation and services relocations, such as unexpected asbestos finds and the extensive quantity and hardness of rock to be removed, have also been a cause for delay, with these being close to the worst case predictions. The maximum inclement weather expectations for the period have been exceeded, leading to significant delays in completion of the Early Works packages.

These delays have impacted the programs for Main Works Packages 1–3 (New Southern Entrance, C.E.W. Bean Building expansion and Central Energy Plant, New Anzac Hall) by four to six months depending on the package, however this is being managed within the overall project program.

b) The Memorial let the contract for Main Building soft demolition works, the first stage of the refurbishment, on time in quarter 3 FY21–22.

Like the Early Works packages, it has been affected by trades availability as a result of the COVID-19 pandemic, and unexpected finds of hazardous materials delaying completion by approximately six weeks.

1.2.2 In conjunction with Development Project, ensure the ongoing care and management of AWM Buildings and Grounds consistent with high standards.

Target:

Buildings and grounds are maintained to a standard consistent with a pre-eminent national institution undergoing construction. Visitor satisfaction levels with the Memorial grounds and Sculpture Gardens remains positive during construction, as measured through onsite surveys and targeted evaluation.

Analysis:

Eighty-seven per cent of visitors surveyed agreed that the Memorial buildings and grounds were presented in a state consistent with their expectations of a national institution; 59 per cent strongly agreed.

Ninety-three per cent of visitors who included the Memorial's grounds and Sculpture Garden in their visit stated that they were very satisfied or satisfied; 65 per cent were very satisfied. An additional sculptural project entered production for the Memorial grounds. The sculptural installation *The Sufferings of War and Service*, once completed, will recognise and commemorate the suffering caused by war and military service.

Visitation to the grounds and sculpture garden continued during the COVID-19 pandemic closure, as did Roll of Honour projections. An estimated 495 visitors attended the Memorial ground viewing the projections in the evenings.

Source: *General Visitor Survey 2021–22 and Australian War Memorial attendance records.*

Output 1.3 The National Collection

An outstanding national collection of historical material with provenance that is related to Australia's military history and heritage.

1.3.1 Continued development and maintenance of a National Collection, including items relating to peacekeeping and peacetime operations, to add to the existing Collection and support the delivery of the Development Project.

Target:

Items appropriate for the National Collection are identified, acquired and conserved in accordance with AWM policy as demonstrated by major acquisitions or commissions and total number of acquisitions recorded.

Analysis:

The Private Records Collection accepted 107 collections in the past 12 months, many of which were donated by service personnel and relate to recent operations and contemporary conflicts. A number of the collections expand understanding of how individuals record their own stories of conflict. These include, but are not limited to:

- The diary of Private Benjamin Clarke who maintained entries during his deployment to Afghanistan with 5 Battalion, the Royal Australian Regiment, between 2010 and 2011. The final entry, dated the day before Clarke donated the record to the Memorial, is a poignant reflection on Clarke's experience in and his journey since leaving the Australian Defence Force.
- The collection relating to ex-RAAF engineer and forensic archaeologist Kerrie Grant, who worked with the Mass Graves Investigation Team in Iraq to recover the remains of victims of the genocide carried out by the regime of Saddam Hussein and provide evidence admissible in the Iraqi Special Tribunal.
- A collection of 24 children's artworks, mostly in coloured pencil, that had been taped to a tent at Al Minhad Air Base by evacuees from Kabul following the 2021 Taliban Offensive which saw the fall of Kabul, and the end of the war in Afghanistan.

Notable amongst the transfers and donations to the Official Records Collection are:

- The research records of Brendan G. O'Keefe who wrote Volume 3 of *The Official History of Australia's Involvement in Southeast Asian Conflicts 1948-1975*, *Medicine at War: Medical Aspects of Australia's involvement in Southeast Asia*

1950-72. This large set of records is invaluable for anyone researching medicine in south-east Asian conflicts.

Significant acquisitions in this period included:

- A collection of images from renowned Australian photographer Ben Bohane chronicling the civil war in Afghanistan in the early 1990s.
- 43 handkerchiefs from *Making Marks: Australia and Afghanistan – Unfolding Projects*, an arts exchange project between women artists in Australia and women undertaking literacy and vocational classes at the Organisation of Promoting Afghan Women's Capabilities in Kabul. Handkerchiefs were selected as an easily transportable object that could carry different media, including printmaking and needlecraft. Artists worked on the handkerchiefs in a variety of media in Australia and then sent them to Afghanistan.
- Five hand-altered digital prints created by Hazara-Australian artist Khadim Ali in response to the fall of Afghanistan to the Taliban in August 2021 and end of US and Australian involvement in that conflict.
- Two new works by senior Pitjantjatjara artist Noreen Parker: a painting, *Maralinga*, and a sculpture created from found materials, *Camouflage Army Taraka (truck)*. These two works provide an insight into the personal experience and impact on Aboriginal communities of the nuclear weapons testing program in Australia at Maralinga during the Cold War. Of key relevance to the Memorial's collection is that both works show rare depictions of the activities of the Australian Army in the region and their interaction with the communities there.
- F/A-18A Classic Hornet A21-40, which has seen extensive service over northern Iraq and Syria on Operation OKRA.
- Long Range Patrol Vehicle ARN 50865, a veteran of Operation FALCONER and the capture of al Asad Air Base in 2003.
- Material relating to Australian Army CH-47 Chinook operations in Afghanistan, supporting Chinook A15-202 which is already held in the collection.

Activities supporting the National Collection during this period included:

- The Oral History Program has returned to pre-COVID 19 pandemic levels with numerous interviews conducted in support of the new galleries.
- The final commissioning of the Metis large format scanner.

1.3.2 Continued compliance with the collection management strategy, including regular review of collection priorities.

Target:

Collection management strategy adhered to, and all conservation and digitisation standards and targets met.

Analysis:

Collection management priorities have been managed in line with the Preservation Plan, the Documentation Plan and the Hazard Management Plan. This has included the survey and condition reporting of 2,952 items planned for new exhibitions and conservation photography of 1,641 items.

All official and private records have all now been moved to safe storage during construction works.

Documentation and rehousing of photo, film and sound collection material has commenced in preparation for moving.

Hazard management is on track with the continued progress of standard operating procedures and safe work method statements for known hazards in the collection.

Strategic storage projects continue on track to update condition of existing and install new storage furniture to facilitate collection growth. Rehousing programs for at risk material continue.

1.3.3 The Memorial maintains a cost-recovery based digital access program in support of telling stories of Australian service and sacrifice.

Target:

Digital access program available and accessible as evidenced by usage data.

Analysis:

The Research Centre has digitised 162,832 pages in 2021–2022. An additional 337,927 pages of archival series AWM52, Second Australian Imperial Force and Citizen Military Forces unit war diaries 1939-45 war, were copied for the Memorial's major Digitisation Project.

Public requests for digital access to records are known as digitisation on demand. In 2021–22, these public requests funded the digitisation of 43,373 pages. Two significant

digitisation sponsorships were also delivered in 2021–22. The Department of Veteran Affairs sponsored the digitisation of post-1945 private records, with 145 private records collections of over 16,000 pages completed this reporting period. Singapore Archives sponsored the digitisation of 85 private records collections (13,478 pages) and 102 official records files (6,344 pages) relating to the fall of Singapore.

1.3.4 Continuation of the Major Digitation Project, with a focus on Second World War unit war diaries and other ‘at risk’ collection.

Target:

Complete the current Digitisation Project, with some ongoing work continuing as business as usual.

Analysis:

Closure of four year major Digitisation Project. On 8 May 2018, the Government announced \$8.2 m towards a digitisation program for the Australian War Memorial. The objective of the Digitisation Project is the preservation of and provision of widest possible access to material from the National Collection. The Digitisation Project began in July 2018. Funding was spent on increasing the rate of digitisation with additional staff, purchase of new equipment, outsourcing and information technology upgrades. Eleven different types of collections, including paper records, film, audio and images, were put forward for digitisation under this project. Additional material was added during a mid-point review of the project in July 2020. The project was expected to be substantially completed by mid-2022 but two digitisation workflows are transitioning to an ongoing separate project, the Second World War army unit diaries and magnetic tape digitisation, under relevant Memorial curatorial sections. Collections digitised under the project have been identified on the Memorial’s website with a credit line, “This item has been digitised with funding provided by Commonwealth Government”. The project enabled the Memorial to deliver the digital preservation of 11,867 fragile and at risk collections. Now available on the Memorial’s website, these collections were generally published using existing platforms and serve to enhance the richness of the Memorial’s website.

Output 1.4 Exhibitions

Development and maintenance of outstanding permanent, temporary and touring exhibitions.

1.4.1 Development of exhibition content for new galleries and public spaces as part of the Development Project, in accordance with Gallery Master Plan.

Target:

Gallery Master Plan is delivered in accordance with the approved program and budget as reported to Government in the Annual Project update.

Analysis:

Development Project - Concept and developed designs for Anzac Hall and Glazed Link exhibitions were completed, including early concepts for audio visual and interactive displays. The developing gallery designs respond to a range of visitor and operational needs identified in the front-end visitor evaluation which include:

- Linking the National Collection displays with personal stories of veterans and Australian Defence Force
- Pacing the exhibitions with a mix of different interpretive strategies
- Exploring emotional storytelling aspects for the visitor engaging with personal stories
- Providing comfortable spaces for visitors to dwell and deep dive into content
- Adopting innovative technology for engaging young audiences
- Presenting content warnings and providing choices for the visitor to engage with difficult content

A total of 864 engagement activities with veterans, families of veterans, and current serving members of the Australian Defence Force ensured all content has been identified for inclusion in the modern conflicts exhibits in Anzac Hall and Glazed Link.

Existing Permanent exhibitions - Object and work on paper assessment and decant for transfer to the Gallery Development and the reopening to the public of the Post-45 galleries has resulted in change requiring continued reassessment and revision to ensure the continuation of quality experiences for visitors.

Maintenance of permanent, temporary displays and wayfinding signage remains a priority activity during the Gallery Development, as change to Memorial spaces continue to require planning and reorientation of visitors.

Ninety per cent of visitors of all visitors surveyed; were overall satisfied with their entire visit; 62 per cent indicated they were very satisfied.

Of those who attended permanent exhibitions located on the entry level including Hall of Valour, Aircraft Hall and the Commemorative Area, 93 per cent were satisfied; 62 per cent indicated they were very satisfied.

Of those who attended permanent exhibitions located on the lower level of the Memorial, which consists of the Post-45 Galleries, 91 per cent of visitors were overall satisfied; 60 per cent indicated they were very satisfied.

Post-45 galleries were closed to visitors after the Memorial entry moved temporarily to the east via Aircraft Hall. A decision to reopen the Post-45 galleries on Wednesday and Saturday mornings was made and has operated since 24 November 2021.

Source: *General Visitor Survey 2021–2022*

1.4.2 Delivery of temporary exhibitions to further tell stories of Australian experience of war and expand upon the Permanent Exhibitions

Target:

Temporary displays delivered where and when possible during the Development Project.

Analysis:

The Memorial continues to deliver temporary exhibitions and displays while galleries are closed due to the Development Project.

Seventy-three per cent of visitors were aware of the ongoing Development Project at the Australian War Memorial, and 86 per cent of overall visitors surveyed supported increasing gallery spaces and displays for modern conflicts such as Iraq and Afghanistan, and humanitarian and peacekeeping operations. Eighty-seven per cent of visitors who attended the Development Information Gallery during their visit indicated that they were satisfied with the gallery, with 60 per cent indicating they were very satisfied. Overall under one per cent of visitors who attended the Development Information Gallery indicated they were either dissatisfied or very dissatisfied.

The Napier Waller Art Prize, now in its fourth year of presentation, was launched in June 2022 at Australian Parliament House. This exhibition engaged onsite and online visitors, with positive and engaged responses from audiences and media.

Construction hoardings installed in the heritage southern entry of the Commemorative Area display a new interpretation of the view to Parliament House.

The Alex Seton *As of today ...* sculptural monument series commemorates Australian soldiers who have lost their lives as a result of their service in Afghanistan. The artwork continues to evolve, with the inclusion of two sculptures in May marking the addition of two names to the Roll of Honour. The popular Tarin Kowt Wall was relocated at the end of 2021 and now sits alongside Seton's work. An interactive digital screen allows visitors to view signed sections of the wall currently in storage. Completing the Afghanistan War corridor is a photographic installation of 31 images. Installed in April 2022, the images will remain on display for three years, until the new Afghanistan galleries are opened.

A highlight for the period was the design and implementation of the display for the temporary visitor entry. Installed in June 2022, this display provides a quality introduction to the Memorial.

1.4.3 Delivery of touring exhibitions to an Australia-wide audience to further tell stories of Australian experience of war, that are additional to, and expand upon, the Permanent Exhibitions.

Target:

Touring exhibition program delivered to a minimum of four interstate venues.

Analysis:

The Australian War Memorial's Exhibition Touring Program has delivered two unique exhibition programs to four venues during 2021–2022, while continuing to develop a strong touring program for the following reporting year.

Ink in the Lines

Tour Development for *Ink in the Lines* occurred from July to October 2021, with the tour launching at Wagga Wagga Art Gallery on November 2021, where it was sited until January 2022. The continuing tour to Ipswich Art Gallery (March–May 2022) had a visitation of 11,875, followed by Bundaberg Regional Gallery in June 2022. The full tour continues until February 2024. To date the exhibition tour has reached a unique and new audience for the Memorial of 15,915 visitors for the period November 2021–June 2022.

"I served in the ADF and the Ink in the Lines exhibition was very moving. I even saw a guy I served with in Timor up there! Thank you for bringing this to Ipswich."

"Ink in the Lines was powerful, glad I visited."

"My dad is a Vietnam vet and passed away in 2011. I can't wait to be able to get a tattoo to be a memorial to him." (Facebook comment)

Source: Ipswich Art Gallery Exhibition Closing Report

Art in Conflict

Exhibition design and tour development were completed from June 2021 to March 2022. The first venue of the tour was Shepparton Art Museum, reaching over 25,000 visitors over four months between March and June 2022.

"What an impressive Exhibition. I spent the majority of the afternoon in Art in Conflict."

"Exhibition was intense but very moving (AIC)."

"An incredible Exhibition, Art in Conflict is certainly not for the faint hearted but a real treat."

"We are so happy we stopped by. Art in Conflict took our breath away."

Source: Shepparton Art Museum Exhibition Draft Closing Report

Action! Film and War

Exhibition and tour development continued in 2021 and 2022 with an 80 per cent completion and will launch at the Museum of Tropical Queensland in Townsville in late October 2022.

Output 1.5 Interpretive services

Provision of interactive interpretation, including the delivery of innovative on-site, outreach and online education and public program as well as special events.

1.5.1 Deliver a series of quality, engaging curriculum-related school education programs for on-site education groups, as well as online option.

Target:

Strong anecdotal evidence of understanding of Australia's experience of war through education program participant and teacher feedback.

Analysis:

The Memorial welcomed 23,145 school audience visitors: 21,142 students and 2,003 accompanying adults. Students participated in a facilitated program delivered by Memorial staff. A 22 per cent decrease from the previous year's numbers was due to ongoing COVID-19 pandemic restrictions and changing state and territory directives. Curriculum-linked gallery programs were adapted to ensure school visitors had a meaningful, pandemic-safe experience. Schools that cancelled their visits were encouraged to access a variety of outreach learning resources, including Memorial Box loans, virtual excursions and web-based, themed education packages.

The Memorial continues to produce digital education resources aligned with Australian curriculum learning outcomes. The year resulted in significant growth in the audience numbers of virtual excursions: 134 programs were delivered to approximately 54,160 students, over seven times more than the previous reporting year. This was largely due to the delivery of four interactive webinars delivered (one of which saw 26,649 students participate in "A week in Canberra" in September 2021) in collaboration with the NSW Education Department's Distance and Rural Technology network, which assisted with the technical platform and widespread promotion. This proved to be particularly effective when various states were in lockdown and students were engaging in remote learning. Most virtual excursion bookings came from New South Wales and Victoria. Early childhood, primary and secondary schools, special education units, and hospital schools were represented. Several professional development sessions were delivered for preservice teachers.

New classroom learning resources added to the website including education packages to accompany the *Ink in the Lines* exhibition and *Art in Conflict* exhibition, along with the Education poster for 2022, which was themed to portray the contribution of women in the Second World War. Case studies related to Memorial Box contents were also reviewed and updated.

"We would like to thank you for giving us the opportunity to visit the Australian War Memorial with our school. To see the amount of people who fought and served in previous wars was mind blowing. The best experience we had was to see the machinery that soldiers used in past wars. For example, the gigantic plane such as the Sea Fury. Looking at the planes made us wonder what it might be like to fly a plane in the war. One thing that we took away from this experience was thoughts of soldiers fighting for their country and the many that did not come home."

Year 6 students - The King's School, NSW

"I was with the Surrey Hills Primary School group that visited and wanted to pass on some feedback. The personal stories that were told as part of the small groups were a highlight for some of our students – particularly the group of girls that I was with that had two stories of females told to them and they found one of their names on the Roll of Honour. This made a wonderful personal connection for them. It was nice to have a tour guide to provide information about the reflection pool, Roll of Honour and the memorial to the unknown (Australian) soldier. Overall we wanted to thank the team at the AWM for our visit and we look forward to returning in the future."

Marika Smith - Surrey Hills Primary School, VIC

Promotion of online classroom resources was increased during periods of lockdown, with additional social media posts encouraging visitation to the online classroom resources.

"Thank you AWM!! Awesome resources - well-presented and so helpful. Thank you on behalf of teachers everywhere." -Comment from Facebook.

The "learn" section of the Memorial's website houses educational content for students and teaching professionals and received 478,606 page views for the reporting period, with online visits from across the country.

Source: Google Analytics

Source: Australian War Memorial attendance records.

(The method of capturing data has changed from previous reporting periods.)

Output 1.6 Promotions and community services

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

1.6.1 Facilitate online engagement, involvement and outreach through delivery of the Digital Strategy

Target:

Strong website visitation including collection searches, social media engagement and delivery of quality digital content and digital initiatives.

Analysis:

Social media and online engagement continue to play a vital role in informing the public about Australia's military history and Memorial activities. Underpinned by the Memorial's Digital Engagement Strategy 2019–2022, delivery of digital initiatives enabled exploration of new ways to engage and learn about Australia's military history for a wide range of audiences.

The Memorial, in collaboration with Southern Cross Austereo's LiSTNR app, released a new podcast, *Up Close: Conversations with modern veterans*, providing insights into the experiences of four veterans: Fred Campbell OAM, former Royal Australian Navy Warrant Officer; Auntie Lorraine Hatton OAM, Quandamooka Elder of the Noonuccal and Ngughi tribes in south-east Queensland and Indigenous Elder for the Australian Army; David Nicolson, former Australian Army Trooper; and Dr Kim Morgan-Short, a former Royal Australian Air Force Reservist and widow of two serving officers.

The Memorial's website continues to be an avenue for members of the public to access the National Collection, with 5.87 million collection page views for the reporting period. The Memorial continued to create content in multiple formats, such as text, video and audio, to increase audience understanding and engagement. The website received a total of 15.53 million page views for the reporting period.

The Memorial expanded its online three-dimensional exhibition, *3D Treasures*, with the addition of 25 three-dimensional scans from the National Collection.

The Memorial's social channels continue to have an exceptional level of audience engagement and continued growth in followers across all channels.

- Facebook: 155,396 followers and 27 million people reached through social posts.
- Instagram: 36,395 followers, with a noticeable 19.6 per cent increase in followers from the previous reporting period.
- Twitter: 31,632 followers.
- LinkedIn: 11,400 followers, a 33 per cent increase in followers from the previous reporting period.

More than a thousand posts were produced and published on the Memorial's social media channels. Published posts tell the stories of the nation's military history, reflect the diversity of the National Collection and are carefully curated to inform, educate and inspire audiences.

AWM Object of the Week posts feature stories about unique objects such as the binoculars case worn by Lieutenant Charles Ernest Steadman, 51st Battalion, Australian Imperial Force, when he was blown up by a shell near Harbonnieres, France on 24 August 1918. Unwounded, he was nonetheless evacuated suffering from concussion. This equipment was kept by the commanding officer of his battalion, who handed to the Australian War Records Section shortly afterwards.

Publishing posts drawing from the vast collection of historical photographs held in the National Collection highlights experiences from conflicts and peacekeeping operations across Australia's military history. During NAIDOC Week 2021, a post was published featuring Corporal Dolly Batcho, who was part of the Larrakia mob, a member of the Danggalaba clan and the number one member of the Aboriginal Women's Hygiene Squad at the 69th Australian Women's Army Service Barracks during the first bombing of Darwin in the Second World War.

Each week, a post is published for #AWMemorialMonday, featuring the diversity of memorials from towns and cities across the nation, drawn from Places of Pride, the National Register of War Memorials. Contributions to Places of Pride are made by members of the public, local councils and libraries, RSL sub-branches and other community organisations.

Social media is also used to promote and amplify the Memorial's public programs, events and activities, such as the Napier Waller Art Prize. The announcement of retired major Mrs Anneke Jamieson as the winner of the 2022 Napier Waller Art Prize for her portrait *The Promotion* had the highest audience reach and engagement for the reporting period, with 503, 538 people viewing the post. There was resounding support for the winning artwork.

“Outstanding contribution to the creative arts, to Defence, and to the nation's understanding of what it is 'to serve'. Congratulations and ubiquie!” – 1st Regiment, Royal Australian Artillery

“Today I had the pleasure of attending the launch of @AWMemorial's Napier Waller Art Prize at @Aust_Parliament. The awards are an opportunity for current & former ADF to share stories through art. Congratulations to this year's winner, Anneke Jamieson, & to all artists involved.” - MAJGEN Natasha Fox

Source: Google Analytics

1.6.2 Ensure an active stakeholder consultation strategy for the Development Project, with proactive outreach

Target:

Consultation sessions well attended and advisory groups conducted with strong engagement and positive outcomes attained.

Analysis:

Community engagement activities focused on feedback for National Capital Authority approvals and content development for the new galleries. A total of 979 activities with 30,236 engagements were recorded. Key activities included:

- 26,970 visitors to the development information gallery;
- 310 engagements with current serving members of the Australian Defence Force;
- 567 engagements with veterans;
- 13 engagements with defence families and descendants;
- 2,343 engagements with the general public
- 179 development related web and social media activities

Two meetings were each held with the Memorial's four advisory groups (Aboriginal and Torres Strait Islander, Veterans, Access, and Youth) for the purposes of gathering feedback on proposed visitor experiences and initial ideas for gallery design.

A total of 1,126 stakeholders were engaged in assisting curatorial teams with story development, oral history recordings and information for various exhibition elements including interpretation of the National Collection relating to operational service. Highlights include:

- Oral history recordings of navy personnel who served on HMAS *Brisbane* for incorporation in the HMAS *Brisbane* bridge interactives;
- Interviews and new object acquisitions from 5 Aviation Regiment for the Afghanistan Chinook display;
- Communication with Australian High Commission in Cyprus regarding repatriation of a damaged vehicle for the Peacekeeping gallery;
- Acquisition of veterans' sketch books, diaries and other personal items for the Afghanistan exhibition;
- Various veteran donations of Royal Australian Navy flag, personal diaries, medical pack, boots and sketch book for Afghanistan gallery;
- Acquisition of tools used by forensic archaeologist Kerrie Grant for the Iraq Gallery;
- Discussions with veterans to inform various displays around Long Range Patrol Vehicles, Bushmaster, and Armoured Personnel Carriers, RF-111, DDG (guided missile destroyers) vessels, Kiowa helicopters and improvised explosive devices across exhibitions nominated in Anzac Hall and Glazed Link.

Output 1.7 Research, information and dissemination

The stimulation of an interest in and understanding of Australia's military history by the production of and dissemination in print, broadcast and online media of articles, papers and presentations, conferences, publications and encouraging the conduct of historical research and dissemination of knowledge and understanding of Australia's military history.

1.7.1 Support for research about Australian military history including:

- Encouragement, fostering and contribution to research to further promote the understanding of Australian military history including publication of Wartime magazine.
- Continue to deliver the Official Histories of East Timor, Iraq and Afghanistan Project.
- Facilitating access to collection items and military history information including:
 - Temporary reading room facilities
 - An authoritative research enquiry service
 - Online research facilities
 - Military history publications available through retail and online sales channels
- The provision of expert advice to internal and external stakeholders.

Target:

Continued strong demand for Memorial historical advice, uptake of Memorial research facilities, and as evidenced by statistical analysis relating to Research Centre and online records access. Deliver the remaining five volumes of the Official Histories Project to achieve authoring completion.

Analysis:

During the reporting year, Memorial staff published and presented the following:

- Books chapters: 1
- Articles: 13
- Book reviews: 7

- Conference papers: 4
- Talks, lectures, webinars: 15
- Online articles/blog posts: 13
- Media Interviews: 20+
- Podcast: 4
- Last Post Ceremony stories: 368

Historians answered over 300 research enquiries from members of the public, the media, government and the Australian Defence Force.

Research enquiries – During 2021–2022, 9,737 research enquiries were answered. This number was slightly lower than 2020–2021, likely due to a lower number of enquiries received from August to November 2021 when the Australian Capital Territory was in lockdown. Many clients believed our service was paused during the lockdown and work from home period. We received higher than normal numbers of enquiries from November 2021 to February 2022 once the Memorial reopened.

In person research - The Research Centre welcomed 978 visitors in 2021–2022. Visitation numbers were greatly impacted by the COVID-19 lockdown that commenced 13 August 2021. The Research Centre reopened on 17 November 2021, with the service operating from the new Temporary Reading Room. The Temporary Reading Room, located in a separate building, will be in use until the C.E.W. Bean Building development has concluded. The Temporary Reading Room can accommodate seven researchers at a time, with visits by appointment only to facilitate retrieval of collections from storage. Delays can occur due to development works or inclement weather impacting the transit between buildings. The Family History Volunteer service remains paused due to space constraints in the Temporary Reading Room.

Roll of Honour and the Commemorative Roll – The Research Centre continues to investigate the potential inclusion of additional names for the Roll of Honour. In 2021–2022, the names of 70 individuals were added to the Roll of Honour database, and the names of five individuals were added to the Commemorative Roll database.

New nominal rolls - Two new nominal rolls were published on the Memorial's website in 2021-2022: *The Middle East – Recovered Prisoners of War Rolls, 1939-45* and *Nominal Roll of 1st Battalion Royal Australian Regiment, deployed with the United Nations Operations in Somalia*. Data for these rolls was indexed by staff and volunteers during the

COVID-19 lockdown in 2020. The rolls are an invaluable source of information for veterans and their families, and for military history research.

Output 1.8 Visitor Services

Visitors to both the Memorial and its outreach programs are provided with a standard of service that enhances their experience and encourages them to re-use services and promote them to others.

1.8.1 Provide a visitor experience that is welcoming and professional, including well-trained staff and accessible public facilities, noting potential for temporary arrangements due to the Development Project.

Target:

Feedback and satisfaction levels remain positive during the period of Development, and commensurate with the level of disruption.

Analysis:

To ensure a memorable experience for visitors to the Memorial, a high priority is placed on training the Memorial's front-of-house staff and volunteer guides. Reopening after the COVID-19 pandemic lockdowns has required staff to be flexible and resilient to provide high level customer service in a changing work environment. The Memorial's Development Project required significant modifications to front of house emergency and evacuation procedures. These are continually reviewed and modified to suit evolving conditions. This has required visitor services staff to undertake regular training to ensure the required levels of proficiency are maintained.

February 2022 saw the return of volunteer guides and the delivery of free daily tours after an extended period of absence due to the COVID-19 pandemic. The return of volunteer guides has been greatly appreciated by visitors as is evident by the comments left via feedback mechanisms such as TripAdvisor *"The best part of our visit was the absolutely incredible 80 minute guided tour, which was free ... It certainly brought the museum to life and thoroughly recommend this tour!"* (Diane M - May 2022)

Ninety-four per cent of visitors who received staff assistance during their visit indicated that they were satisfied with the level of service received; 84 per cent indicated they were very satisfied. Guided tours feedback was overwhelmingly positive, with all visitors who experienced a guided tour indicating they were satisfied, with 85 per cent of those indicating they were very satisfied.

Eighty-nine per cent of visitors who used an available accessibility service indicated that they were satisfied with the service; 53 per cent indicated they were very satisfied. Ninety-five per cent of visitors who experienced an audio highlight or AUSLAN tour indicated that they were satisfied with the experience; 71 per cent indicated they were very satisfied.

Source: *General Visitor Survey 2021–2022*

1.8.2 Offer feedback mechanisms to patrons, including the Visitors' Book; evaluations services and the Australian War Memorial website.

Target:

Feedback and satisfaction levels remain positive during the period of Development, and commensurate with the level of disruption.

Analysis:

Visitor satisfaction for the year remains high. The General Visitor Survey was used to gauge visitor satisfaction with the Memorial, with 90 per cent of visitors indicating they were satisfied overall with their visit. Of these, 69 per cent indicated they were very satisfied with their visit. During this period the Australian War Memorial was undergoing significant construction for its Development Project. Building capacity was limited for safety reasons, and construction noise and dust has impacted the visitor experience. Despite construction works, visitor satisfaction has remained high, with most visitors not reporting disruption to their visit to the Memorial's galleries. Almost three quarters of respondents noted they were aware of expansion plans and/or activity.

- 73 per cent of visitors were aware that the Australian War Memorial was undergoing an expansion
- 90 per cent of visitors said their visit to the Australian War Memorial exceeded or met their expectations; 45 per cent said it exceeded their expectations
- 86 per cent of visitors agreed that the Australian War Memorial was presented in a state consistent with their expectations of a national institution; 65 per cent strongly agreed that presentation was appropriate
- 87 per cent of Memorial visitors stated that the standard of service had been satisfactory during their visit; 55 per cent stated that the standard of service had improved since their last visit

Source: *General Visitor Survey 2021–2022*

1.8.3 Cafes, Retail and Online Sales facilities that enhance the visitor experience and generate revenue to help support broader Memorial priorities

Target:

Revenue generation across retail and cost recovery lines meets or exceeds targets.

Analysis:

The financial year 2021–22 forecast for retail, eBusiness and the catering contract was based on consideration of reduced visitation due to ongoing COVID-19 pandemic impacts and reduced operational activity during the Development construction period. The Memorial Shop moved to the new Aircraft Hall entrance in November 2021 and operates in a reduced footprint of 45 square metres. The demolition of Anzac Hall has resulted in the loss of the Landing Place café and events revenue from this location. A reduced events offer is available in Aircraft Hall for the duration of the Development construction period.

Despite the reductions to visitation and operational capability, the revenue and net operating profit results for the catering contract and retail and online sales exceeded forecast targets.

Annual Financial Statements

For the period ending 30 June 2022.

Independent Auditors report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Veterans Affairs'

Opinion

In my opinion, the financial statements of Australian War Memorial (the Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards – Simplified Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2022 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2022 and for the year then ended:

- Statement by the Council; Finance, Audit and Compliance Committee; Director; and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Council is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosure Requirements and the rules made under the Act. The Council is also responsible for such internal control as the Council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit 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 Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Peter Kerr

Executive Director

Delegate of the Auditor-General

Canberra

22 August 2022

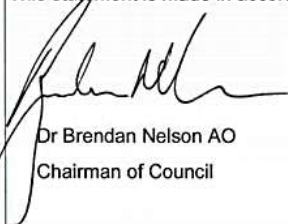
Australian War Memorial

STATEMENT BY THE COUNCIL, FINANCE, AUDIT AND COMPLIANCE COMMITTEE, DIRECTOR AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2022 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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



Dr Brendan Nelson AO
Chairman of Council



Major General Greg Melick AO SC (Ret'd)
Chair of Finance, Audit and Compliance Committee



Mr Matt Anderson PSM
Director



Ms Helen Petrovski
Chief Finance Officer

19 August 2022

Australian War Memorial Statement of Comprehensive Income

for the period ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000	Ref	Original Budget \$'000
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	23,491	24,164	i	27,956
Suppliers	1.1B	16,953	17,075	viii	16,278
Depreciation and amortisation	2.2A	15,402	12,750	ii	13,166
Write-down and impairment of other assets		11	32		-
Finance costs		2	2		-
Losses from asset sales		22	1,003		-
Total expenses		55,881	55,026		57,400
Own-Source Income					
Own-Source Revenue					
Revenue from contracts with customers	1.2A	1,177	1,661	iii	1,594
Interest	1.2B	1,016	1,001	vi	821
Donations and sponsorships	1.2C	4,291	5,152	iv	1,083
Rental income	1.2D	157	153		150
Other revenue	1.2E	604	524		103
Total own-source revenue		7,245	8,491		3,751
Gains					
Gains from sale of assets		37	8		2,500
Total gains		37	8		2,500
Total own-source income		7,282	8,499		6,251
Net cost of services		(48,599)	(46,527)		(51,149)
Revenue from Government	1.2G	46,093	44,241		46,093
(Deficit)/Surplus on continuing operations		(2,506)	(2,286)		(5,056)
OTHER COMPREHENSIVE INCOME					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserve		338	11,075	v	-
Total comprehensive income/(loss)		(2,168)	8,789		(5,056)

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2021-22.

Australian War Memorial Statement of Financial Position

as at 30 June 2022

	Notes	2022 \$'000	2021 \$'000	Ref	Original Budget \$'000
ASSETS					
Financial Assets					
Cash and cash equivalents	2.1A	5,925	5,194		2,717
Trade and other receivables	2.1B	1,179	862		604
Investments		190,000	107,000	vi	79,500
Accrued interest		542	591		603
Total financial assets		197,646	113,647		83,424
Non-Financial Assets¹					
Land and buildings	2.2A	282,032	232,497	vii	374,626
Heritage and cultural	2.2A	1,185,872	1,175,424		1,186,325
Plant and equipment	2.2A	10,401	11,159		11,405
Exhibitions	2.2A	18,395	21,525		18,687
Software	2.2A	4,204	4,613		5,529
Inventories	2.2B	152	201		429
Prepayments		207	144		47
Total non-financial assets		1,501,263	1,445,563		1,597,048
Total assets		1,698,909	1,559,210		1,680,472
LIABILITIES					
Payables					
Suppliers	2.3A	3,629	3,987	viii	2,833
Contract liabilities	2.3B	1,264	1,237		-
Other payables	2.3B	722	592		468
Total payables		5,615	5,816		3,301
Interest bearing liabilities					
Leases	2.4A	699	1,076		3
Total interest bearing liabilities		699	1,076		3
Provisions					
Employee provisions	3.1	8,755	9,864	i	9,750
Other provisions	2.5	145	-		-
Total provisions		8,900	9,864		9,750
Total liabilities		15,214	16,756		13,054
Net assets		1,683,695	1,542,454		1,667,418
EQUITY					
Contributed Equity		366,948	223,539		366,948
Reserves		769,699	769,361		758,286
Retained Surplus		547,048	549,554		542,184
Total equity		1,683,695	1,542,454		1,667,418

1 Right-of-use assets are included in the Land and Buildings and Plant and Equipment line items.

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2021-22.

Australian War Memorial Statement of Changes in Equity

for the period ended 30 June 2022

	2022 \$'000	2021 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	223,539	168,233	223,539
Adjusted opening balance	223,539	168,233	223,539
Contributions by owners			
Equity injection - Appropriations	143,409	55,306	143,409
Total transactions with owners	143,409	55,306	143,409
Closing balance as at 30 June	366,948	223,539	366,948
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	549,554	551,840	547,240
Adjusted opening balance	549,554	551,840	547,240
Comprehensive income			
Surplus/(Deficit) for the period	(2,506)	(2,286)	(5,056)
Total comprehensive income	(2,506)	(2,286)	(5,056)
Closing balance as at 30 June	547,048	549,554	542,184
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	769,361	758,286	758,286
Adjusted opening balance	769,361	758,286	758,286
Comprehensive income			
Other comprehensive income	338	11,075	-
Total comprehensive income	338	11,075	-
Closing balance as at 30 June	769,699	769,361	758,286

Australian War Memorial Statement of Changes in Equity

for the period ended 30 June 2022

	2022 \$'000	2021 \$'000	Original Budget \$'000
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	1,542,454	1,478,359	1,529,065
Adjusted opening balance	<u>1,542,454</u>	<u>1,478,359</u>	<u>1,529,065</u>
Comprehensive income			
Surplus/(Deficit) for the period	(2,506)	(2,286)	(5,056)
Other comprehensive income	338	11,075	-
Total comprehensive income	<u>(2,168)</u>	<u>8,789</u>	<u>(5,056)</u>
Transactions with owners			
Contributions by owners			
Equity injection - Appropriations	143,409	55,306	143,409
Total transactions with owners	<u>143,409</u>	<u>55,306</u>	<u>143,409</u>
Closing balance as at 30 June	<u>1,683,695</u>	<u>1,542,454</u>	<u>1,667,418</u>

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2021-22.

Australian War Memorial Cash Flow Statement

for the period ended 30 June 2022

	2022	2021	Original Budget
Notes	\$'000	\$'000	Ref \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	46,093	44,241	46,093
Sale of goods and rendering services	1,061	1,801	1,744
Interest	1,065	988	821
Net GST received ²	7,149	4,429	-
Donations and sponsorships	1,515	2,027	1,083
Other	788	1,904	1,186
Total cash received	57,671	55,390	49,844
Cash used			
Employees	24,470	24,011	i 27,924
Suppliers	24,550	19,363	viii 15,784
Interest payments on lease liabilities	2	2	-
Total cash used	49,022	43,376	43,708
Net cash from operating activities	8,649	12,014	6,136
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment	37	8	-
Investments	126,500	100,500	vi 118,000
Total cash received	126,537	100,508	118,000
Cash used			
Purchase of property, plant and equipment	67,996	43,304	167,889
Investments	209,500	122,000	vii 104,000
Total cash used	277,496	165,304	271,889
Net cash (used by) investing activities	(150,959)	(64,796)	(153,889)
FINANCING ACTIVITIES			
Cash received			
Contributed equity	143,409	55,306	143,409
Total cash received	143,409	55,306	143,409
Cash used			
Principal payments of lease liabilities	368	47	-
Total cash used	368	47	-
Net cash from financing activities	143,041	55,259	143,409
Net (decrease)/increase in cash held	731	2,477	(4,344)
Cash and cash equivalents at the beginning of the reporting period	5,194	2,717	7,061
Cash and cash equivalents at the end of the reporting period	5,925	5,194	2,717

2 GST Received and Paid recorded on a gross basis in the Original Budget (GST Received: \$17,351; GST Paid: \$17,351; Net GST Received: \$nil).

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2021-22.

Australian War Memorial Budget Variances Commentary

for the period ended 30 June 2022

The following table provides an explanation of major variances between the 2021-22 Portfolio Budget Statements and the 2021-22 final outcome as presented in accordance with Australian Accounting Standards for the Memorial. The budget is not audited.

The Memorial has already received a portion of the approved \$548m in funding for the Development project, with the remainder of the funding to be received over the next four year period. This project will have a significant impact on the financial performance and financial position of the Memorial over the next three to five years. This has been reflected in an increased cash balance as well as a resultant increase in our asset base, in particular building and exhibition assets. Depreciation in relation to these assets will rise significantly towards the end of the construction period; however there is no corresponding increase in our government appropriation to offset this.

Ref	Variance	Affected line items (and statement)	Explanation of major variances
i	(15.4)%	Expenses - Employee Benefits (Statement of Comprehensive Income)	Decline in short-term and long-term valuation of employee entitlements on-costs due to
	(10.2)%	Liabilities - Employee Provisions (Statement of Financial Position)	Government bond (discount) rate, average staff service levels and timing of entitlement payments
	(11.8)%	Operating Activities - Cash Used - Employees (Cash Flow Statement)	(in service versus out of service). Continued reduction in need for casual staff with Covid and re-development operating requirements.
ii	17.0%	Expenses - Depreciation and Amortisation (Statement of Comprehensive Income)	Increased depreciation charges for temporary assets required as part of the Development project which have short useful lives compared to their cost to construct.
iii	(26.2)%	Own-Source Revenue - Revenue from Contracts with Customers (Statement of Comprehensive Income)	Commercial revenue (retail, catering and education program) continued to be impacted by the lockdowns in the first half of the financial year and the closure of Memorial galleries for re-development activities.
iv	296.2%	Own-Source Revenue - Donations and Sponsorships (Statement of Comprehensive Income)	Donations of large technology collection items from the Department of Defence, including an FA-18A Hornet aircraft. These items are budgeted for as an 'other gain' (\$2.5 million) rather than Sponsorships and Donations. Budget for other gains split between gifted assets (\$0.5 million) and resources received free of charge (\$2.0 million). Donations continue to be adversely impacted by the lockdowns in the first half of the financial year and the closure of Memorial galleries for re-development activities. Progressive recognition of sponsorship revenue in line with project spend.
	(98.5)%	Own-Source Revenue - Gains from Sale of Assets (Statement of Comprehensive Income)	
v	100.00%	Change in Asset Revaluation Reserve (Statement of Comprehensive Income)	Increase in fair value of plant and equipment following formal independent revaluation in 2022.
vi	23.8%	Own-Source Revenue - Interest (Statement of Comprehensive Income)	Movements in investments reflect the deferral of expenditure due to the impact of delayed approvals, lockdowns and the need to undertake value management activities to mitigate the impact of construction price inflationary pressures. Interest rates on offer across financial institutions continue to improve with the increase in the cash rate.
	139.0%	Assets - Financial Assets - Investments (Statement of Financial Position)	
	7.2% and 101.4%	Investing Activities - Cash Received/Used - Investments (Cash Flow Statement)	
vii	(24.7)%	Assets - Land and Buildings (Statement of Financial Position)	Delay in acquisition activities for purchase of land parcel in Mitchell.

Australian War Memorial Budget Variances Commentary

for the period ended 30 June 2022

Ref	Variance	Affected line items (and statement)	Explanation of major variances
viii	3.2%	Expenses - Suppliers (Statement of Comprehensive Income)	Reflects increased Development project activity at year end as lockdowns eased in second half
	28.1%	Liabilities - Payables - Suppliers (Statement of Financial Position)	of the financial year and the closure of Memorial galleries for re-development activities. However,
	54.6%	Operating Activities - Cash Used - Suppliers (Cash Flow Statement)	actual capital costs still less than expected as a result of delayed approvals and lockdowns. Payables variance reflects timing of payments at year end.

The Memorial determines major variances to exhibit the following attributes:

- * more than 10% of the line item budget (provided the amount is material);
- * more than 2% of the relevant sub-total (expenses, income, assets and liabilities); and
- * qualitative factors such as disclosure in the public interest and for completeness in analysing performance.

Australian War Memorial

Notes to and forming part of the financial statements

Overview

The Basis of Preparation

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*. The financial statements have been prepared in accordance with:

- Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*; and
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 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 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, where specified, values are rounded to the nearest thousand.

New Accounting Standards

All new, revised or amended standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material impact on the Memorial's financial statements.

Standard / Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities	AASB 1060 applies to annual reporting periods beginning on or after 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no impact on the reported financial position, financial performance and cash flows of the Memorial.

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.

Change in Accounting Policy

The Memorial has amended the accounting policy it applies in relation to the recognition threshold for its Heritage and Cultural (Collection) Assets. The current recognition threshold for Heritage and Cultural (Collection) Assets has been amended from \$10,000 to \$2,000. The change was endorsed by the Memorial's Chief Finance Officer on 16 June 2021 with a date of effect from 1 July 2021.

The effect of the change in accounting policy will be recognised prospectively from 1 July 2021 on the basis that the change in accounting policy has been assessed as immaterial. Accordingly, the comparative information presented for 2021 has not been restated and there has been no adjustment made to the current 2022 results.

This amendment to the recognition threshold for Heritage and Cultural (Collection) Assets will allow the Memorial greater scope to acquire objects for our collection that hold historical significance for Australia's military history. The ability to acquire these items of Australian military historical significance is at the core of the Memorial's purpose as per its enabling legislation, the *Australian War Memorial Act 1980*.

Events After the Reporting Period

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

Australian War Memorial

Notes to and forming part of the financial statements

1. Financial Performance

This section analyses the financial performance of the Australian War Memorial for the year ended 30 June 2022.

1.1. Expenses

	2022	2021
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	20,301	20,187
Superannuation		
Defined contribution plans	2,086	2,509
Defined benefit plans	1,261	805
Leave and other entitlements ³	(329)	616
Separation and redundancies	172	47
Total employee benefits	23,491	24,164

- 3 The negative balance in 2022 reflects the decline in short-term and long-term valuation of employee entitlements on-costs due to Government bond (discount) rate, average staff service levels and timing of entitlement payments (in service versus out of service).

Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

Note 1.1B: Suppliers

Goods and services supplied or rendered

Property and Support Services	5,277	5,738
Professional Services	4,906	4,941
Agency/Contract Staff Costs	3,383	2,496
Information Technology	1,213	1,082
Costs of Good Sold	329	463
Advertising and Promotions	515	326
Travel	137	107
Exhibitions	279	466
Financial Statement Audit Services	67	67
Other	657	939

Total goods and services supplied or rendered **16,763** **16,625**

Goods supplied **1,395** **1,799**

Services rendered **15,368** **14,826**

Total goods and services supplied or rendered **16,763** **16,625**

Other suppliers

Workers compensation expenses	157	255
Short-term/low value asset leases	33	195

Total other suppliers **190** **450**

Total suppliers **16,953** **17,075**

The Memorial has no short-term lease commitments (2021: \$360). Prior year short-term lease commitments represented leases of motor vehicles. The Memorial has no low-value asset lease commitments (2021: \$2,804). Prior year low value asset lease commitments represented leases of IT equipment. The above lease disclosures should be read in conjunction with the accompanying notes 2.2 and 2.4.

Accounting Policy

Short-term leases and leases of low-value assets

The Memorial has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The Memorial recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Australian War Memorial

Notes to and forming part of the financial statements

1.2. Own-Source Revenue and Gains

	2022	2021
	\$'000	\$'000
Note 1.2A: Revenue from Contracts with Customers		
Sales of goods	1,013	1,588
Rendering of services	164	73
Total revenue from contract with customers	1,177	1,661
Disaggregation of revenue from contracts with customers		
Major product / service line:		
Physical and online shops sales	928	1,362
Commission from café sales	47	-
Revenue from functions	2	6
Education and National Collection Loan Programs	134	168
Other commercial activities (audio and facilitated tours, certificates etc)	66	125
Total revenue from contract with customers	1,177	1,661
Type of customer:		
Australian government entity	1	2
Non-government entity	1,176	1,659
Total revenue from contract with customers	1,177	1,661
Timing of transfer services		
Point in time	1,177	1,661
Total revenue from contract with customers	1,177	1,661

Accounting Policy

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

The following is a description of principal activities from which the Memorial generates its revenue: appropriation funding through the Department of Veterans' Affairs; donations of goods/services/assets/funds from external parties or other government entities; sponsorships from external parties in exchange for promotional benefit; sales from a physical and online shop; commission from café sales; and, revenue from functions held on Memorial premises.

The transaction price is the total amount of consideration to which the Memorial expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

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

Contract Liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Memorial has received compensation (or an amount of consideration is due) from the customer. If a customer pays consideration before the transfer of goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Memorial performs under the contract. Contract liabilities are disclosed in 'Note 2.3B - Other Payables'.

Australian War Memorial

Notes to and forming part of the financial statements

	2022	2021
	\$'000	\$'000
Note 1.2B: Interest		
Deposits ⁴	1,016	1,001
Total accrued interest	1,016	1,001

- 4 The Memorial's investments represent term deposits held with Australian banks with current terms of between 11 months and two years. Maturity dates range from July 2022 to July 2023. Effective interest rates range from 0.27 per cent to 2.54 per cent (2021: 0.52 per cent to 0.95 per cent).

Accounting Policy

Interest revenue is recognised using the effective interest method.

Note 1.2C: Donations and Sponsorships

Donations	252	1,038
Sponsorships	1,289	989
Donated Heritage and Cultural Items	2,750	3,125
Total Donations and sponsorships	4,291	5,152

Accounting Policy

Sponsorship

Sponsorship funding is recorded as revenue when the Memorial obtains control of the contribution or the 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.

Donated Heritage and Cultural items

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

Note 1.2D: Rental Income

Operating lease:		
Lease income	157	153
Total rental income	157	153

Note 1.2E: Other Revenue

Resources received free of charge	483	341
Royalties	14	34
Friends of the Memorial	76	88
Comcare reimbursements	22	34
Paid Parental leave income	9	27
Total other revenue	604	524

Australian War Memorial

Notes to and forming part of the financial statements

Note 1.2F: Volunteer Services

The Memorial engages volunteers in a wide variety of roles, both at the front-of-house and behind the scenes. Volunteers assist with both the management of the national collection and the delivery of the Memorial's public programs, including but not limited to:

- delivery of free and paid guided tours to the general public and dignitaries within the Memorial's commemorative area and public galleries; and
- assisting the public with military history research within the Memorial's Research Centre.

All volunteers of the Memorial receive appropriate training relevant to the roles that they perform, unless they have been recruited because of a special skill that they possess. Recruitment processes for volunteers are conducted throughout the year as and when volunteers are required for specific areas.

The Memorial is also provided with advertising services from time to time for no charge for promotion of both the Memorial and its activities in general and for specific exhibitions that are on display in the Memorial's various galleries.

Accounting Policy

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.

Volunteer Services

On the initial recognition of volunteer services as an asset or an expense, the Memorial recognises any related amounts in accordance with the relevant standard. The Memorial recognises the excess of the fair value of the volunteer services over the recognised related amounts as income immediately in the income statement. Refer to resources received free of charge in 'Note 1.2E: Other Revenue' for further detail.

	2022	2021
Note 1.2G: Revenue from Government	\$'000	\$'000
Department of Veteran's Affairs		
Corporate Commonwealth entity payment item	46,093	44,241
Total revenue from Government	46,093	44,241

Accounting Policy

Revenue from Government

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the non-corporate Commonwealth entity as a corporate Commonwealth entity payment item for payment to the Memorial) is recognised as Revenue from Government by the Memorial unless the funding is in the nature of an equity injection or a loan.

Australian War Memorial Notes to and forming part of the financial statements

2. Financial Position

This section analyses the Australian War Memorial's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

2.1. Financial Assets

	2022 \$'000	2021 \$'000
Note 2.1A: Cash and Cash Equivalents		
Cash on hand	5	5
Deposits	5,920	5,189
Total cash and cash equivalents	5,925	5,194
Note 2.1B: Trade and Other Receivables		
Goods and services receivables		
Goods and services	1,101	830
Total goods and services receivables	1,101	830
Other receivables		
Other	78	37
Total other receivables	78	37
Total trade and other receivables (gross)	1,179	867
Less impairment loss allowance	-	(5)
Total trade and other receivables (net)	1,179	862

Credit terms for goods and services were within 30 days (2021: 30 days).

Accounting Policy

Financial assets

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

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest that are not provided at below-market interest rates are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Accounting Judgements and Estimates

The Memorial recognises an allowance for expected credit losses ("ECL's") for trade receivables in the Statement of Comprehensive Income. For trade receivables, the Memorial applies a simplified approach in calculating ECLs.

Australian War Memorial Notes to and forming part of the financial statements

22. Non-Financial Assets

Note 2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

	Land \$'000	Buildings \$'000	Heritage and cultural \$'000	Plant and equipment ⁵ \$'000	Exhibitions \$'000	Software \$'000	Total \$'000
As at 1 July 2021							
Gross book value	13,502	219,023	1,175,424	13,170	28,774	8,234	1,458,127
Accumulated depreciation, amortisation and impairment	-	(28)	-	(2,011)	(7,249)	(3,621)	(12,909)
Total as at 1 July 2021	13,502	218,995	1,175,424	11,159	21,525	4,613	1,445,218
Additions							
Purchase	241	56,578	7,698	1,495	603	700	67,315
Internally developed	-	-	-	-	-	365	365
Donation/Gift	-	-	2,750	26	-	-	2,776
Right-of-use assets	335	15	-	-	-	-	350
Revaluations and impairments recognised in other comprehensive income	-	-	-	338	-	-	338
Depreciation and amortisation	-	(7,128)	-	(2,545)	(3,733)	(1,474)	(14,880)
Depreciation on right-of-use assets	(168)	(338)	-	(16)	-	-	(522)
Other movements on right-of-use assets	-	-	-	(34)	-	-	(34)
Disposals	-	-	-	(22)	-	-	(22)
Total as at 30 June 2022	13,910	268,122	1,185,872	10,401	18,395	4,204	1,500,904
Total as at 30 June 2022 represented by							
Gross book value	14,078	275,616	1,185,872	10,443	29,377	9,299	1,524,685
Accumulated depreciation, amortisation and impairment	(168)	(7,494)	-	(42)	(10,982)	(5,095)	(23,781)
Total as at 30 June 2022	13,910	268,122	1,185,872	10,401	18,395	4,204	1,500,904
Carrying amount of right-of-use assets	167	648	-	49	-	-	864

5 Plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.

6 The heritage and cultural assets class is not depreciated as it has an indefinite useful life and appropriate preservation/curation policies and procedures are in place.

No non-financial assets are expected to be sold or disposed in the next 12 months.

Australian War Memorial Notes to and forming part of the financial statements

Revaluations of non-financial assets and intangible assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 2.2A. On 30 June 2022, independent valuers conducted a revaluation of Plant and Equipment (2021: Land and Building) assets.

Contractual commitments for the acquisition of property, plant, equipment and intangible assets

The Memorial has entered into net future commitments for the acquisition of buildings, heritage and cultural, plant and equipment, exhibitions and software of \$33,386,905 (2021: \$28,144,449).

The majority of commitments relate to the Memorial's development project with significant individual commitments within the project relating to:

- project management services for the Memorial's development project (\$7,772,149);
- procurement of plant and material for the main works package three which consists of Anzac Hall and Glazed Link (\$4,890,000); and
- civil excavation and bulk earth works under early works package four which consist of Anzac Hall, Bean Building and Southern Entrance (\$3,077,934, \$1,338,219 and \$1,192,430).

Australian War Memorial

Notes to and forming the financial statements

Accounting Policy

Property, Plant and Equipment Assets (excluding Heritage and Cultural)

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. Non-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.

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which 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

Following initial recognition at cost, property, plant and equipment (excluding leased Right of Use assets) are carried at fair value (or an amount not materially different from fair value). Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did 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.

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.

Depreciation

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

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:

	2022	2021
Buildings	2 to 154 years	4 to 154 years
Plant and equipment	3 to 25 years	3 to 35 years
Exhibitions	1 to 15 years	3 to 15 years

The depreciation rates for Right of Use (ROU) assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2022. 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.

The recoverable amount of an asset is the higher of its fair value less costs of disposal 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 entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Significant accounting judgements and estimates

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.

Australian War Memorial

Notes to and forming the financial statements

Heritage and Cultural (Collection) Assets

Heritage and Cultural (Collection) 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. Non-financial assets are initially measured at their fair value plus transaction costs where appropriate.

Heritage and Cultural (Collection) 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.

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:

- Works of art (various media);
- Film;
- Large technology objects;
- Audio;
- Military heraldry and technology items;
- Photographs;
- Official and private records; and
- 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 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; and
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 settling priorities for collection management and conservation resources.

The Memorial's Collection Development Plan for Heritage and Cultural Assets can be found at:
<https://www.awm.gov.au/about/organisation/corporate/national-collection-development-plan>

The Memorial's preservation and curatorial policies for Heritage and Cultural Assets can be found at:
<https://www.awm.gov.au/about/our-work/projects/conservation>

Recognition Threshold

Purchases of Heritage and Cultural (Collection) Assets are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which 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.

The recognition threshold for Heritage and Cultural (Collection) Assets was amended from \$10,000 to \$2,000 on 1 July 2021. The change in recognition threshold is prospective. Refer to 'Overview' Section for further detail.

Revaluations

Heritage and Cultural (Collection) Assets are 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, Heritage and Cultural (Collection) Assets are carried at fair value less 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 at the reporting date.

The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Depreciation

From 1 July 2018, Heritage and Cultural (Collection) Assets are no longer depreciated as they have indefinite useful lives given the Memorial has appropriate curatorial and preservation policies and procedures in place. All Heritage and Cultural (Collection) Assets are subject to regular impairment testing when there is an indication that the assets may be impaired.

Significant accounting judgements and change in estimates

The fair value of Heritage and Cultural (Collection) Assets 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.

Australian War Memorial

Notes to and forming the financial statements

Owing to the size of the National Collection, the items have been stratified into High Value Items and Collections (HVIC) and Low Value Pool (LVP) items. HVIC are valued on a cyclical basis through an external valuation performed by an independent valuer. LVP items are subject to an annual management valuation and impairment assessment.

Leased Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

Intangibles

The Memorial's intangibles comprise purchased and internally developed software, which are 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 1 to 8 years (2021: 1 to 8 years). All software assets were assessed for indications of impairment at 30 June 2022.

	2022 \$'000	2021 \$'000
Note 2.2B: Inventories		
Inventories held for sale:		
Finished goods	152	201
Total inventories held for sale	152	201

Accounting Policy

The Memorial holds inventory for sale only, and this 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:

- a) stores – average purchase cost; and
- b) finished goods and work-in-progress – cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.

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

2.3. Payables

	2022 \$'000	2021 \$'000
Note 2.3A: Suppliers		
Trade creditors and accruals	3,629	3,987
Total suppliers	3,629	3,987

Settlement terms are 30 days.

Note 2.3B: Other Payables

Salaries and wages	722	592
Contract liabilities ⁷	1,264	1,237
Total other payables	1,986	1,829

⁷ Contract liabilities from contracts with customers relate to online shop sales where the revenue has been received however the related goods/services have not been provided or project funding that has been received but the project has not yet been delivered.

Australian War Memorial Notes to and forming the financial statements

2.4. Interest Bearing Liabilities

	2022 \$'000	2021 \$'000
Note 2.4A: Leases		
Lease Liabilities		
Buildings	650	972
Plant and equipment	49	104
Total leases	699	1,076
MATURITY ANALYSIS - CONTRACTUAL UNDISCOUNTED CASH FLOWS		
Within 1 year	409	362
Between 1 to 5 years	394	823
More than 5 years	-	-
Total leases	803	1,185

The Memorial in its capacity as lessee has entered into arrangements for the lease of motor vehicles (terms vary between 36 and 48 months) and office space which includes car parking (36 month term) for which rent is payable monthly over the duration of each lease. Motor vehicle leases are recognised as part of plant and equipment and the lease of office space is recognised as part of buildings.

The Memorial in its capacity as lessee is party to a leasing arrangement with below market terms. The lease is for a block of land with a term of 36 months. There is no requirement for monthly lease payments, however, there is a requirement to make good at the end of the lease for which a provision for make good has been recognised. The lease has been recognised at the market value of the leasehold interest based on an independent valuation and is recognised as part of land.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D and 2.5.

Accounting Policy

For all new contracts entered into, the Memorial considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the Memorial's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Australian War Memorial

Notes to and forming the financial statements

2.5. Other Provisions

	2022 \$'000	2021 \$'000
2.5: Other Provisions		
Provision for make good	145	-
Total other provisions	145	-

	Provision for make good \$'000	Total \$'000
As at 1 July 2021	-	-
Additional provisions made	145	145
Amounts used	-	-
Amounts reversed	-	-
Total as at 30 June 2022	145	145

The Memorial in its capacity as lessee is party to a leasing arrangement with a make good requirement. The lease is for a block of land with a term of 36 months. The Memorial has constructed a carpark on the land for the use of Memorial contractors for the duration of the Development Project. There is a requirement to make good the site at the end of the lease for which a provision has been recognised above. The provision has been recognised based on estimated costs to 'make good' the site. This includes: the removal of the carpark; the removal of the driveways; re-instatement of pathways and kerbs; and, seeding of the land.

Australian War Memorial Notes to and forming the financial statements

3. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

3.1. Employee Provisions

	2022	2021
	\$'000	\$'000
3.1. Employee Provisions		
Leave	8,755	9,864
Total employee provisions	8,755	9,864

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as the 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 for sick leave.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The Memorial recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

The Memorial's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS 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 in the Department of Finance's administered schedules and notes.

The Memorial makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Memorial accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

Australian War Memorial Notes to and forming the financial statements

3.2. Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Memorial, directly or indirectly, including any director (whether executive or otherwise). The Memorial has determined the key management personnel to be the Director, Chairman, Council Members, Assistant Directors and other highly paid executives. Key management personnel remuneration is reported in the table below:

Note 3.2A: Key Management Personnel Remuneration

	2022 \$'000	2021 \$'000
Short-term employee benefits	2,033	1,829
Post-employment benefits	300	268
Other long-term employee benefits ⁸	(10)	31
Total key management personnel remuneration expenses⁹	2,323	2,128

The total number of key management personnel that are included in the above table are 16 (2021: 16).

- 8 The negative balance in 2022 reflects the decline in short-term and long-term valuation of employee entitlements on-costs due to Government bond (discount) rate, average staff service levels and timing of entitlement payments (in service versus out of service).
- 9 The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Memorial.

3.3. Related Party Disclosures

Related party relationships:

The Memorial is an Australian Government controlled entity. Related parties to the Memorial are the Director, Chairman, Council Members and Assistant Directors.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens.

Significant transactions with related parties can include:

- purchases of goods and services; and
- asset purchases, sales transfers or leases.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Memorial, it has been determined that there are no related party transactions to be separately disclosed (2021: no transactions).

Australian War Memorial Notes to and forming the financial statements

4. Managing Uncertainties

This section analyses how the Australian War Memorial manages financial risks within its operating environment.

4.1. Contingent Assets and Liabilities

The Memorial has two contingent assets. One in respect of a future transfer of cash from the Australian War Memorial Anzac Foundation which is estimated at \$500,000 and a second in respect of a future bequest of a Heritage and Cultural item which is estimated at \$1 million (2021: nil). There were no contingent liabilities (2021: nil) in the current reporting period.

Accounting policy

Contingent assets and liabilities are not recognised in the statement of financial position but contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

4.2. Financial Instruments

	2022 \$'000	2021 \$'000
Note 4.2A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash at bank	5,925	5,194
Trade and other receivables	1,179	862
Deposits in short-term investments	190,000	107,000
Accrued interest revenue	542	591
Total financial assets at amortised cost	197,646	113,647
Total financial assets	197,646	113,647
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	3,629	5,816
Total financial liabilities measured at amortised cost	3,629	5,816
Total financial liabilities	3,629	5,816
Note 4.2B: Net Gains or Losses on Financial Assets		
Financial assets at amortised cost		
Interest revenue	1,016	1,001
Impairment	7	5
Net gains/(losses) on financial assets at amortised cost	1,023	1,006
Net gains on financial assets	1,023	1,006

The net interest income from financial assets not at fair value through profit or loss is \$1,015,951 (2021: \$1,001,279).

Australian War Memorial

Notes to and forming the financial statements

Accounting Policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the Memorial classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on the Memorial's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the Memorial becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

- the financial asset is held in order to collect the contractual cash flows; and
- the cash flows are solely payments of principal and interest on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

The Memorial classifies its financial liabilities as either 'at fair value through profit and loss' or 'other financial liabilities'. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

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).

Australian War Memorial Notes to and forming the financial statements

4.3. Fair Value Measurement

Accounting Policy

The Memorial procured independent valuation services from Australian Valuations Pty Ltd for plant and equipment assets in 2022 (2021: Pickles Valuations for land and buildings assets). All other non-financial assets were subject to a management valuation. For independent valuations, the Memorial relies on the valuation models provided by our valuers. These valuation models are reviewed and tested by the Memorial as part of its inspection of the valuers' work each independent valuation.

The basis of determining fair value for the valuation of the Memorial's plant and equipment assets was a combination of the market approach where level two inputs were used and the cost approach where level three inputs were used. The majority of plant and equipment assets where level three inputs were used related to internal fitouts within each of the Memorial's buildings which were separated based on Sections or Galleries. Total useful lives and remaining useful lives were based on the valuer's professional judgement. All assessed values allow for impairment, where appropriate.

The significant inputs used in the fair value measurement of the Memorial's plant and equipment assets are identical or similar items sold through recorded auction sales, catalogues and known private collections. Significant increases (decreases) in any of those inputs in isolation would not result in a significantly higher (lower) fair value measurement.

Generally, a change in the assumption used for professional appraisals of similar items is accompanied by a directionally similar change in the assumption used for private sales of similar items.

For those non-financial assets subject to management valuation, an annual impairment assessment is undertaken and where an indication of impairment exists, an estimate of the carrying value of the asset(s) is made. Suitably qualified and experienced curatorial staff provide professional commentary and valuation opinions on Heritage and Cultural (Collection) assets each year where an independent valuation is not completed.

No assets were transferred between Levels 1 and 2 during the reporting period. The highest and best use of all non-financial assets is the same as their current use.

Note 4.3A: Fair Value Measurement

	Fair value measurements at the end of the reporting period	
	2022 \$'000	2021 \$'000
Non-financial assets		
Land	13,910	13,502
Buildings on freehold land	268,122	218,995
Exhibitions	18,395	21,525
Heritage and Cultural (Collection)	1,185,872	1,175,424
Plant and equipment	10,401	11,159
Total non-financial assets	1,496,700	1,440,605

Liabilities measured at fair value comprise \$0.700 million, for lease liabilities over buildings and plant and equipment (2021: \$1.076 million). Fair value is represented by the present value of the remaining lease payments, discounted using the incremental borrowing rate.

Australian War Memorial

Notes to and forming the financial statements

5. Other Information

5.1. Aggregate Assets and Liabilities

Note 5.1A: Current/non-current distinction for assets and liabilities

	2022 \$'000	2021 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	5,925	5,194
Trade and other receivables	1,179	862
Investments	175,000	72,000
Accrued Interest	542	591
Inventories	152	201
Prepayments	102	138
Total no more than 12 months	182,900	78,986
More than 12 months		
Land	13,910	13,099
Buildings	268,122	219,398
Heritage and cultural	1,185,872	1,175,424
Plant and equipment	10,401	11,159
Computer software	4,204	4,613
Exhibitions	18,395	21,525
Investments	15,000	35,000
Prepayments	105	6
Total more than 12 months	1,516,009	1,480,224
Total assets	1,698,909	1,559,210
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	3,629	3,987
Other payables	1,986	1,229
Leases	380	361
Employee provisions	3,322	3,564
Total no more than 12 months	9,317	9,141
More than 12 months		
Leases	319	715
Employee provisions	5,433	6,300
Other provisions	145	-
Other payables	-	600
Total more than 12 months	5,897	7,615
Total liabilities	15,214	16,756

Australian War Memorial

Notes to and forming the financial statements

5.2. Assets Held in Trust

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

Note 5.2A: 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:

	2022 \$'000	2021 \$'000
DONATIONS AND BEQUESTS		
As at 1 July	21	21
Receipts	-	-
Payments	-	-
Total as at 30 June	21	21
Total monetary assets held in trust	21	21

Non-monetary assets

The current policy is for the trust fund to contribute the interest earned (2022 Interest: \$69; 2021 Interest: \$94) on the account towards the costs of fares associated with the transportation of disadvantaged children to the Memorial, as part of Anzac Day commemorations (2022 Transfer: \$63; 2021 Transfer: \$367). The Legacy Coordinating Council and the Memorial together meet the balance of the fares' cost.

Note 5.2B: Australian War Memorial Krait 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 (2022 Interest: \$134; 2021 Interest: \$182) is transferred to the National Maritime Museum of Australia (2022 Transfer: \$117; 2021 Transfer: \$782) for maintenance work on the MV Krait. The financial position of the Fund, which is reported on a cash basis, is as follows:

DONATIONS AND BEQUESTS		
As at 1 July	40	41
Receipts	-	-
Payments	-	(1)
Total as at 30 June	40	40
Total monetary assets held in trust	40	40

Legislative Compliance

Advertising and Marketing

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, media advertising organisations, and market research organisations. The Memorial made no payments to polling organisations or direct mail organisations in the reporting period. As required, particulars of payments of less than \$14,300 have not been included.

Service provider	Total amount paid (inc. GST)	General advertising	Market research
iSentia	\$47,630		\$47,630
Coordinate	\$165,764	\$165,764	
National Museum of Australia (CI collaboration marketing campaign)	\$22,000	\$22,000	
Fivefold Creative	\$39,303	\$39,303	
Torchmedia	\$17,600	\$17,600	
Total	\$292,297	\$244,667	\$47,630

Energy consumption and environmental management

Protection of the environment and sustainable development remain key objectives for the Memorial and are applied to the development of plans for the enhancement and maintenance of the Memorial's buildings, grounds, and operations.

The Energy and Environment Committee (EEC) oversees and monitors the Memorial's energy use and impact on the environment. The EEC meets quarterly and reports to the Senior Management Group and the Corporate Management Group providing focus and continuous improvement in managing water consumption, energy efficiency, waste disposal (including chemicals), paper usage, legionella reporting and the appropriate control of hazardous materials (including asbestos, lead paint, mould and radiation).

The Memorial does not administer legislation or have any appropriation directly related to the principles of environmental sustainability and development.

During the reporting period, the Memorial's activities have accorded with the principles of ecologically sustainable development by striving to reduce the Memorial's carbon footprint, and reduce reliance on non-renewable resources. Data analytics software is used to monitor electricity, water and gas usage and its application will be expanded across both sites. Real time analysis has been beneficial in fault finding issues such as identifying construction water leaks and testing the effectiveness of the solar system at Treloar E. The system continues to allow the Memorial to proactively monitor lighting and air conditioning which has contributed to reduced utilities costs.

A new wireless technology tested for in-ground water pits was successfully rolled out and will be adopted for any new meters installed as part of the Development Project.

The ongoing improvements to lighting controls and upgrades of old lighting to LED technology continues, including high bay warehouse lighting at the Treloar facility. Gallery lighting continues to be replaced, achieving a reduction in energy consumption and also delivering zero ultra-violet light emission for protection of the National Collection.

The sustainability principle of sell, reuse or recycle is actively promoted and was utilised to refurbish the leased commercial premises and Treloar buildings in preparation for the Bean Building construction. The Memorial is committed to repurpose as much plant and equipment as possible. Recent examples from Anzac Hall, Bean Building and grounds works include reuse of air conditioning systems and controls, fire extinguishers and emergency lighting, security cameras and poles, external lighting, flag poles and irrigation systems.

Appendix A: List of Requirements -

Corporate Commonwealth Entities

PGPA Rule Reference	Part of Report	Description	Requirement
17BE	Contents of annual report	Contents of annual report	
17BE(a)	<i>Governance</i>		Mandatory
17BE(b)(i)	<i>Governance</i>	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	<i>Governance</i>	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	<i>Governance</i>	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	<i>Governance</i>	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	N/A	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	N/A	Particulars of non-compliance with:	If applicable, mandatory

		(a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	
17BE(g)	<i>Annual Performance Statements</i>	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h),17BE(i)	<i>Financial Statements</i>	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	<i>Governance</i>	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	<i>Governance</i>	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	<i>Governance</i>	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:	Mandatory

		(a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	
17BE(l)	<i>Governance</i>	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	<i>Legislative Compliance</i>	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n),17BE(o)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the	If applicable, mandatory

		aggregate of value of the transactions	
17BE(p)	N/A	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	N/A	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	N/A	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity	If applicable, mandatory

		against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	
17BE(taa)	<i>Governance</i>	<p>The following information about the audit committee for the entity:</p> <p>(a) a direct electronic address of the charter determining the functions of the audit committee;</p> <p>(b) the name of each member of the audit committee;</p> <p>(c) the qualifications, knowledge, skills or experience of each member of the audit committee;</p> <p>(d) information about each member's attendance at meetings of the audit committee;</p> <p>(e) the remuneration of each member of the audit committee</p>	Mandatory
17BE(ta)	<i>Governance</i>	Information about executive remuneration	Mandatory