



# AUSTRALIAN WAR MEMORIAL ANNUAL REPORT 2005–2006



**Australian War Memorial**

Australian Tourism Awards  
Major Tourist Attraction  
HALL OF FAME



**Australian War Memorial**

Australian Tourism Awards  
Major Tourist Attraction  
HALL OF FAME

**AUSTRALIAN WAR MEMORIAL**  
ANNUAL REPORT 2005–2006



Annual report for the year ended 30 June 2006,  
together with the financial statements and the report of the Auditor-General.



*Minister for Veterans' Affairs, The Hon. Bruce Billson, MP, speaks at the launch of Sport and war.*

**Previous Page:** *Prime Minister of Australia, The Hon. John Howard, and his wife Jeanette, lay a flower at the Tomb of the Unknown Australian Soldier on ANZAC Day 2006.*

ISSN 1441 4198



**Australian War Memorial**  
Australian Tourism Assets  
Major Tourist Attraction  
**HALL OF FAME**

September 2006

The Hon. Bruce Billson, MP  
Minister for Veterans' Affairs  
Parliament House  
CANBERRA ACT 2600

Dear Minister

We have pleasure in submitting the 2005–2006 Annual Report of the Australian War Memorial in accordance with section 9 of the *Commonwealth Authorities and Companies (CAC) Act 1997*.

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

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

Adrian Clunies-Ross AO MBE  
Chairman of Council

Steve Gower AO  
Director



## ACCEPTANCE OF THE REPORT

The Council of the Australian War Memorial is responsible under section 9 of the *Commonwealth Authorities and Companies Act 1997* for the preparation and content of the report of operation of the Australian War Memorial. The 2005-2006 Annual Report has been prepared in accordance with the Finance Minister's Orders for a report of operations of a Commonwealth Authority.

In accordance with a resolution of the Council of the Australian War Memorial, passed on 9 August 2006, the members of Council accept the 2005-2006 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.

Adrian Clunies-Ross AO MBE  
Chairman of Council

Kenneth R. Peacock AM  
Chairman of Finance, Audit  
and Compliance Committee

# INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2006 follows the format for an Annual Report for a Commonwealth Authority in accordance with the Commonwealth Authorities and Companies (CAC) (Report of Operations) Orders 2002 under the *CAC Act 1997*. Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

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

## Part One

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

## Part Two

**Director's Highlights and Overview** of the Memorial's performance during 2005–06.

## Part Three

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

## Part Four

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

## Part Five

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

## Part Six

**Report by the Auditor General** including the financial statements.

## Part Seven

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

### Contact Officer

The contact officer for enquiries about this report is:

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

Phone: (02) 6243 4290

Fax: (02) 6243 4330

Email: karen.ely@awm.gov.au

A copy of this report may be found on the Memorial's website at [www.awm.gov.au](http://www.awm.gov.au)

# CONTENTS

<b>Introduction</b>	<b>1</b>
<b>Highlights</b>	<b>4</b>
<b>1. Corporate Governance</b>	<b>7</b>
Chairman's Report	7
Council of the Memorial	9
<b>2. Director's Highlights and Overview</b>	<b>11</b>
<b>3. Corporate Summary</b>	<b>15</b>
Purpose and Outcome	15
Planning and Reporting Framework	15
Organisation Chart and Senior Staff	16
Branch Descriptions	16
<b>4. Performance Report</b>	<b>19</b>
Output Definition and Overall Performance	19
External Outputs	
Output 1.1 Commemoration Ceremonies	21
Output 1.2 The National Memorial and Grounds	24
Output 1.3 The National Collection	26
Output 1.4 Exhibitions	34
Output 1.5 Interpretive Services	39
Output 1.6 Promotion and Community Services	42
Output 1.7 Research, Information, and Dissemination	45
Output 1.8 Visitor Services	48
Internal Outputs	
Output 1.9 Corporate Governance	50
Output 1.10 Executive Strategic Management	51
Output 1.11 Resource Management	52
Output 1.12 Revenue Generation	56
Output 1.13 Team Management	57
<b>5. Accountability</b>	<b>59</b>
Enabling Legislation and Responsible Minister	60
External and Internal Audits	62
Effects of Ministerial Directions	62
Indemnities and Insurance Premiums	63
Legal Actions	63
Social Justice and Equity	63

Service Charter	64
Consultancy Services	65
Advertising and Market Research	65
<i>Freedom of Information Act 1982, Section 8 Statement and Statistics</i>	66
<i>Environmental Protection and Biodiversity Conservation Act 1999, Section 516A Statement</i>	68
Occupational Health and Safety	69
Commonwealth Disability Strategy Report	70

## **6. Financial Statements** **71**

Report by the Auditor-General and Financial Statements	71
--------------------------------------------------------	----

## **7. Appendices** **105**

1. Council Membership	106
Council Committee Membership	106
Council Members' Attendance	110
2. Council Profiles	111
3. Senior Staff Profiles	115
4. VIP Visits and Ceremonies	119
5. Acquisitions and Disposals	122
6. Travelling Exhibitions	128
7. Staff Publications, Lectures, and Talks	130
8. Staffing Overview as at 30 June 2006	142
Performance-Based Pay	142
People Development and Training Report	143
9. New Loans	144
10. Scholarship, Fellowship, and Grant Holders	174
11. Major Sponsors	175
12. Alliances, Partnerships, and Cooperation	177
Glossary	185
Compliance Index	188
Index	189

# HIGHLIGHTS OF THE AUSTRALIAN

## VP DAY 60TH ANNIVERSARY CEREMONY



*Prime Minister of the United Kingdom, The Right Hon. Tony Blair, and his wife, Cherie Blair.*

*His Majesty, Carl Gustaf King of Sweden.*



## SPECIAL VISITORS AND EVENTS



*The Queen's Baton Relay runners Sergeant Jason Moriarty and Keith Payne VC.*



*Following the Treasure Trail.*



*Seven thousand attending the annual Christmas carols.*

# WAR MEMORIAL 2005–06

## THE CONSTRUCTION AND OPENING OF THE C.E.W. BEAN BUILDING



## SITE DEVELOPMENT PLAN UPDATE



## POST-1945 CONFLICTS GALLERIES AND SIGNIFICANT SPONSORSHIP



*Dick Smith presents a cheque for \$1 million for the Iroquois helicopter object theatre display. A further \$1 million was donated by the Vincent Fairfax Family Foundation.*

# HIGHLIGHTS OF THE AUSTRALIAN WAR MEMORIAL 2005-06 CONTINUED

## TRAVELLING EXHIBITIONS PROGRAM SUCCESSES



Shared experience *exhibition.*



Australia under attack 1942-1943.

*The two millionth visitor to a Memorial travelling exhibition.*

## ANZAC DAY



*Record crowd at the 2006 Dawn Service*

## CORPORATE GOVERNANCE

### Chairman's Report

During the course of the year the Council and staff of the Australian War Memorial have directed their attention to the construction of the C.E.W. Bean building and the planning of displays for the Post-1945 Conflicts galleries. In April 2006 the C.E.W. Bean building was opened by the Minister for Veterans' Affairs, the Honourable Bruce Billson. This building was designed to provide purpose-built accommodation for elements of the administrative staff previously housed in the main Memorial building and off the site, but principally to provide additional space for the development of the Post-1945 Conflicts galleries. The building fulfils the aims admirably and has been well received by the relocated staff elements.

Early in 2006 Council approved the planning for the new galleries which will tell the story of Australia's involvement in war from the development of the Cold War in 1945 through to the current deployments in Iraq and Afghanistan. In this process the existing Korea, Vietnam, and Peacekeeping galleries will be redeveloped and four smaller galleries added. In addition, the Discovery Room, so popular with young Australians, will be entirely redeveloped and expanded. Council has been impressed with current planning which will incorporate the presentation of major episodes involving Australians in Korea and Vietnam together with a significant amount of additional detail. All gallery displays will be developed using the latest technology and a variety of techniques to produce what will undoubtedly be an outstanding result. Redevelopment of galleries on this scale is a major undertaking and Council will be guided by the same principles which have been employed so successfully in the past: significant management oversight to blend the technical skills of the contractors with the historical scholarship of the staff and extensive stakeholder consultation. This latter process is particularly important and has proven to be successful in previous developments. Beginning in late-2004, the staff contacted a wide variety of ex-service organisations and individuals in the community who have a direct interest in the new displays, explaining what is planned and listening to the views of the participants. Council is satisfied that the extensive planning that has taken place by a very experienced team of the Director and his principal staff, together with stakeholder consultation, will produce a result that will be a source of pride to all Australians.

The establishment of a Corporate Support Committee in 2005 has had positive results. So far two successful dinners have been held to interest past and potential supporters of the Memorial in current and future developments. Both dinners have been supported by notable guest speakers and have included a number of prominent Australians as guests. The dinners have included a guided tour and an object theatre display and have been well received. So far significant donations to the Memorial have resulted from this initiative, particularly \$1m each from Mr Dick Smith and the Vincent Fairfax Family Foundation. These gifts will be used in contributing to the development of specific displays in the new galleries and the Discovery Room and will greatly enhance their presentation. It is planned to continue with this process with at least two dinners each year. In addition, the Memorial received substantial funding from Government to complete the installation and display of the bridge of the HMAS *Brisbane*.

During the course of the year Council approved a comprehensive plan for the redevelopment of the eastern precinct and minor adjustments to the completed plan for the western precinct. This plan for the east involves an underground car park, a new café, significant changes to bus parking and pedestrian flows, and extensive landscaping. This plan will be implemented over time as funding becomes available and will greatly improve both practical and aesthetic aspects of the Memorial's grounds.

In the previous year the Uhrig Report was released which dealt with various aspects of corporate governance of Statutory Authorities and Office Holders. The report was of particular interest to Council as it potentially affected the relationships of the Chairman and the Director with the Minister and the Department of Veterans' Affairs. During the course of the year the Director and staff worked closely with the Department to produce a response to the report, which was considered by Council at the May meeting. From Council's viewpoint the report is entirely satisfactory as it re-affirms the present effective arrangements with some additional Statements of Expectations from the Minister and responses from Council.



***Prime Minister of the United Kingdom, The Right Hon. Tony Blair, and his wife Cherie Blair, tour the Memorial galleries, accompanied by the Chairman of the Council of the Australian War Memorial, Major General Adrian Clunies-Ross.***

Public events and ceremonies were again very well attended with the Dawn Service on ANZAC Day attracting an estimated 27,000 participants, the largest number ever, and the morning service and parade 16,000. The installation of unit plaques continues to be popular and over one hundred plaques have now been laid by a wide variety of units, ships, and squadrons. The high standard of organisation by the staff of all public events adds significantly to their importance and prestige in the eyes of the public.

Council has again been most satisfied with the management of the Memorial's finances, which is a very significant aspect of corporate governance. The work of the financial staff in conjunction with the oversight of the Finance, Audit, and Compliance Committee of Council has produced a result which Council considers to be stringently controlled, properly recorded, and in compliance with government requirements. The financial staff are to be congratulated on the continuous high standards they set themselves and attain.

During the course of the year Air Chief Marshal Angus Houston, Vice Admiral Chris Ritchie, Lieutenant General John Grey, Major General Peter Phillips, and Rear Admiral Ian Crawford completed their appointments on Council, and I thank them for their dedication to the Memorial and their significant contributions. Vice Admiral Russ Shalders and Air Marshal Geoff Shepherd joined the Council in July 2005, and Major General Bill Crews, General Peter Cosgrove, and Mr Les Carlyon have recently been appointed to Council and will be warmly welcomed.

The year has again been a very active and productive one and the staff have reacted in their usual fashion with dedication, efficiency, and enthusiasm. Council records its appreciation to the Director and all members of staff for again achieving outstanding levels of performance in the face of significant challenges.

***Adrian Clunies-Ross AO MBE***

Chairman

## Council of the Memorial

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

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

## Council Performance

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

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

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

Profiles of Council members can be found in Appendix 2.

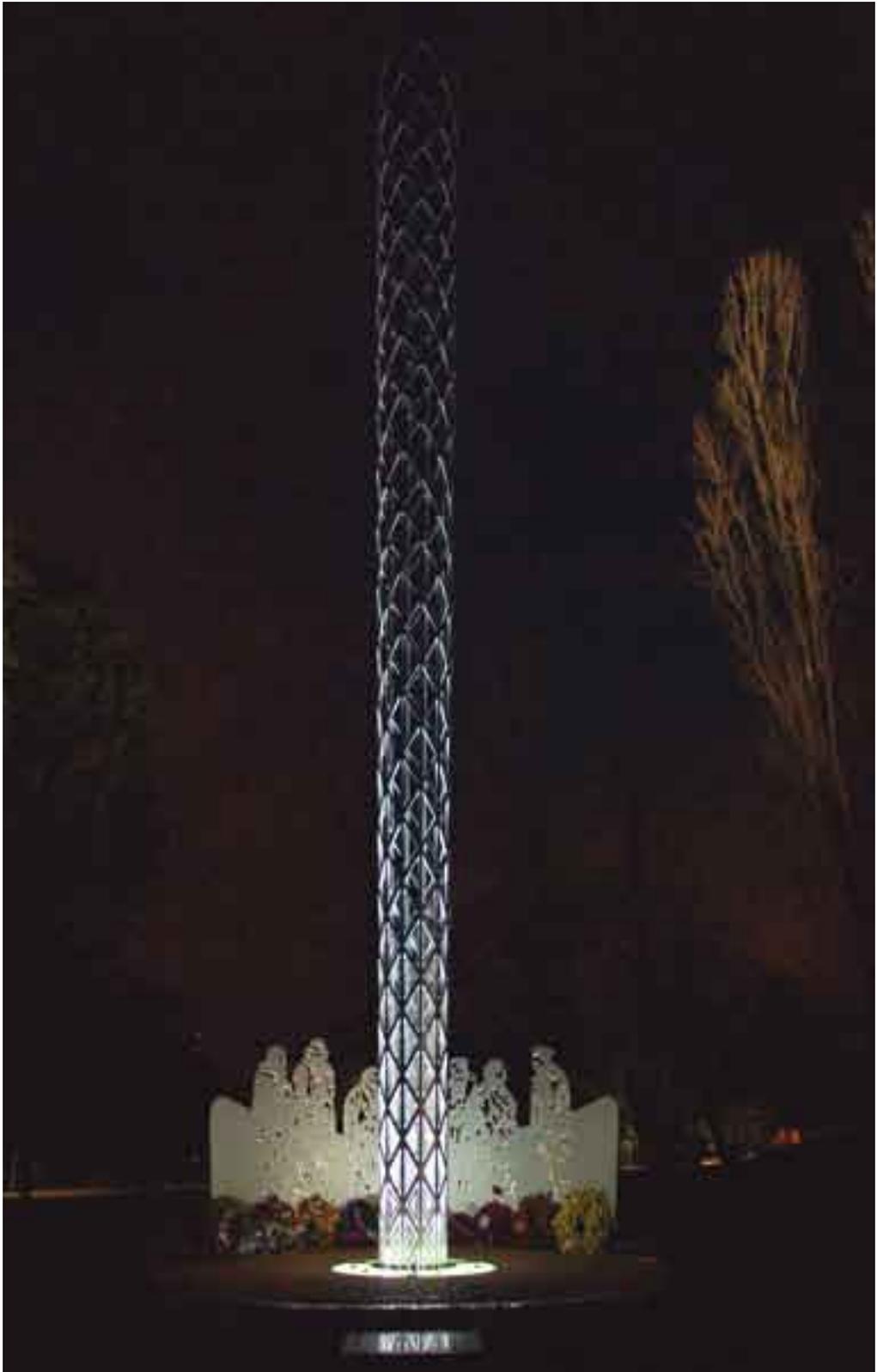


### *Members of the Australian War Memorial Council*

*Front row (left to right): The Hon. Mrs Jocelyn Newman; Major General Adrian Clunies-Ross (Ret'd), Chairman; Ms Wendy Sharpe*

*Back row: Air Marshal Doug Riding (Ret'd); The Right Reverend Dr Tom Frame; Major General Bill Crews (Ret'd); Mr Ken Peacock; Air Marshal Geoff Shepherd; Mr Les Carlyon; Dr Ross Bastiaan.*

*Absent: General Peter Cosgrove (Ret'd); Lieutenant General Peter Leahy; Vice Admiral Russ Shalders.*



*The Bomber Command memorial at night.*

## DIRECTOR'S HIGHLIGHTS AND OVERVIEW

During the last year I completed 10 years as the Memorial's Director. It has been a great privilege to be in that appointment for so long. During that time some major developments have occurred, and I believe it worth a pause to reflect on them.

With the on-going and much appreciated support of Government, along with the generous support of many sponsors and donors, it has been possible to realise most of the dreams and aspirations that were outlined a decade ago in both the precinct and gallery master plans. Over 60 per cent of galleries have now been refurbished to the highest level of exhibition practice and the innovative technique of object theatre – telling the story of a major relic by the dramatic use of sound, light, and images – has been introduced to popular acclaim. Two new buildings, the award winning ANZAC Hall and the C.E.W. Bean building, have been constructed and opened. A sculpture garden now exists to the west of the main building, and the Parade Ground surrounds have been totally refurbished using the same granite and sandstone as in the main building. Over one hundred units have had their wartime service commemorated with plaques in the grounds. Major additions to the Memorial's collection have been made, and the collection itself has become more accessible to the Australian people through our website and the touring exhibition program that has seen 27 exhibitions travel to over 335 venues in all states and territories. This program has been made possible by funding from the Minister's commemorative program *Saluting Their Service*.

The high standard of corporate governance exercised by the Memorial's Council has strongly underpinned this decade of achievement: but above all it has been made possible by the dedication, loyalty, and hard work of our very talented and creative staff. And I must also acknowledge the tremendous contribution made by our



*The Hon. Edward Gough Whitlam views his portrait, featured in the exhibition Fifty Australians, with Director Steve Gower.*

front-of-house voluntary guides and all our other volunteers who contribute so wonderfully behind the scenes: there are more than 200 of them!

Turning to the past year, the new Corporate Plan 2005–08 gave us a renewed set of priorities and direction. Corporate planning at the Australian War Memorial involves all staff and senior management prior to the plan's endorsement by Council.

Two of the major priorities in the plan are the construction of the C.E.W. Bean building, which is now completed, and the development of an outstanding set of Post–1945 Conflicts galleries. The building is not open to the public: it houses collections and staff displaced from the main building so as to maximize the floor area available there for the new galleries. In addition, the building houses a suite of photographic laboratories for our multimedia team and our workshop, which is now back on site after many years in hired accommodation. Our Education and Visitor Services staff, along with those in the Research Centre and our voluntary guides, tell me they are delighted with the new building.

Work on the Post–1945 Conflicts galleries is well underway with the concepts endorsed by Council and the designer, Cunningham Martyn Design (CMD), engaged. I am confident that CMD, working with our Gallery Development staff and in consultation with key stakeholders, will come up with outstanding design solutions. I am equally excited about the design concepts for the Discovery Room, which is to be located beside the existing Education Centre in a space vacated by the Research Centre. Mothers Art, the designers, have produced some great ideas that I am sure will be appealing to our many family groups and younger visitors.

The alterations to the main building to transform it into gallery spaces have been overseen by our long-term architects Denton Corker Marshall (DCM). It is with pleasure that I record DCM's great success with their ANZAC Hall design that won the Sir Zelman Cowan Award for the best public building in October 2005. We were delighted with the design of ANZAC Hall, and it is very pleasing to see it recognised with such a prestigious award.

All the new galleries will feature the maximum use of interactive technologies to engage and enliven the experience of visitors. In particular we are looking forward to the challenge of producing outstanding experiences incorporating our Iroquois helicopter display, the battle of Long Tan, and the HMAS *Brisbane* bridge, which will be installed outside and linked by a walkway to the gallery proper.

The approval in principle by Council in March 2006 of a new Site Development Plan was another milestone for the Memorial. This marks the beginning of a project that will see the eastern precinct developed over time, and in a manner that reflects the existing landscape design found in the Memorial's western grounds. The plan has been developed by leading architect Richard Johnson, who has overseen all previous work in the precinct. Like the work completed to date, implementation will be staged.

There was a major addition to the Memorial's Sculpture Garden during the last year. At a well-attended ceremony in July 2005, a memorial to those who served in Bomber Command was unveiled and dedicated. It was conceived by New Zealand sculptor Neil Dawson and features a slender 16.5 m perforated column that symbolizes a searchlight. A surrounding metal wall carries silhouettes of both air and ground crew. This project has been in existence in various manifestations for many years, and it was very satisfying to see this tribute to many thousands of brave men finally realised.

The one hundredth unit plaque was unveiled and commemorated within the Memorial's grounds during the year. This program has become very popular, with associations across Australia applying to have their active service commemorated by a simple cast bronze plaque being installed in the gardens. The one hundredth plaque commemorating the service of the 2/8th Armoured Regiment was unveiled on 23 May 2006.

The highlight of this year's program of exhibitions and commemorative events saw the staging of *Shared experience: art and war – Australia, Britain, and Canada in the Second World War*. It recently concluded its run at the Imperial War Museum, where I attended the opening in March 2006 by His Royal Highness The Duke of Kent. The exhibition had previously opened at the Memorial in November 2005 and ran for the duration of the summer period. This collaboration between the Canadian War Museum, the Imperial War Museum, and the Australian War Memorial has been a great success, with the exhibition attracting large visitor numbers in all three countries.



***The Sport and war exhibition, developed as a part of the Memorial's travelling exhibition program, will now tour Australia-wide.***

A major travelling exhibition *Sport and war* was launched in our temporary exhibition space on 30 March 2006. This exhibition contains some wonderful artefacts, such as the Melbourne Football Club's "Bluey" Truscott shield, the King's cup for interstate rowing (originally won by the AIF crew at Henley in 1919), Keith Miller's cricket bat, "Weary" Dunlop's Australian rugby cap, and items from tennis player Thelma Long.

A commemorative ceremony was held at the Memorial on 15 August 2005 to mark VP Day. This was part of other activities in the national capital. The Ambassador of Japan was invited to lay a wreath at the ceremony. This gesture had also been extended to the German Ambassador at the earlier occasion for VE Day.

While the local tourism market remains subdued, visitor numbers over the year remained satisfactory. For the second year in a row there was an increase in the number of school students visiting the Memorial, with 110,000 attending. The Memorial's travelling exhibition program also celebrated its two millionth visitor.

A major corporate project was launched during this year to develop an electronic content management system for the Memorial. This will manage and preserve the Memorial's digital data and improve staff and public access to the records and collections of the institution.

It is appropriate to acknowledge the outstanding contribution of over eight years of our Head of Gallery Development, Vicky Northey. She has left on promotion to take up an appointment as an assistant director at the Western Australian Museum. She leaves with our best wishes and full acknowledgement of the outstanding contribution she made to gallery redevelopment.

The unstinting support and encouragement of our Chairman, Major General Adrian Clunies-Ross, and his Council is warmly acknowledged, and I should mention my deep appreciation of Mr Ken Peacock's outstanding contribution as Chairman of the Memorial's Finance, Audit, and Compliance Committee.

Overall an excellent year, and the staff now is focused on the challenge of achieving a set of outstanding Post-1945 Conflicts galleries.

### **Steve Gower AO**

Director



*Keith Payne VC signs copies of Victoria Cross between RSL–ACT Branch President Gary Brodie OAM and Memorial Director Steve Gower AO at the book launch.*

## CORPORATE SUMMARY

### Purpose

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

### Outcome

Australians remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society through the maintenance and development, on their behalf, of the National Memorial and a National Collection of historical material, and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

### Planning and Reporting Framework

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

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

The strategic direction for the Memorial over 2005–06 has been provided by the Memorial's Corporate Plan 2005–08. The plan includes, among other things, the outcome to be achieved by the Memorial, its vision, corporate priorities, and values. The Corporate Plan, approved and regularly reviewed by Council, provides the framework for drafting the annual Business Plan and its related budget. This identifies the outputs that relate to the priorities: all Memorial activities are linked directly to these outputs with associated performance targets. Performance information related to these outputs is contained later in this report.

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

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

## Organisation Chart and Senior Staff

The day-to-day corporate operations are conducted by management in accordance with the policies and strategic direction set by the Council of the Memorial. The management structure of the Memorial comprises three branches based on functional responsibilities, but outputs are achieved by cross-branch activities.



## Branch Descriptions

### Public Programs

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

The branch develops and conducts activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war; in particular, ANZAC Day and Remembrance Day. Through gallery development the branch contributes to the remembrance and understanding of the Australian experience of war by developing and maintaining world-class museum exhibitions, incorporating multimedia interactive displays, as well as the display of relics, photographs, and works of art. The Memorial's goals are further supported through a program of changing temporary exhibitions in the Special Exhibitions Gallery and by the Travelling Exhibitions program, which enables the Memorial's collection to be seen across Australia.

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

The branch is also responsible for developing and coordinating marketing initiatives across the Memorial, providing public relations direction and support, supplying authoritative historical interpretation for the Memorial's public presentations, maintaining and developing the Memorial's website, and researching and writing the official history of Australia's involvement in South-east Asian conflicts from 1948 to 1975, and peacekeeping and post-Cold War operations.

## **National Collection**

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

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

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

## **Corporate Services**

The function of the Corporate Services branch is to provide planning, resource management, and other business services.

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

Executive functions, corporate governance, evaluation, and Ministerial and Parliamentary liaison are also co-ordinated in this branch.

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

Profiles of senior staff are at Appendix 3.



*The Memorial's Corporate Management Group, including the Chief Finance Officer review the film presentation to be shown at the Vietnam Veterans' Day Concert in August 2006.*

*Left to Right: Helen Withnell, Assistant Director, Branch Head Public Programs; Nola Anderson, Assistant Director, Branch Head National Collection; Steve Gower, Director; Mark Dawes, Assistant Director, Branch Head Corporate Services; Rhonda Adler, Chief Finance Officer.*

# PERFORMANCE REPORT

## Outcome and Outputs Structure

### Outcome

Australians remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society through maintenance and development, on their behalf, of the National Memorial and a National Collection of historical material and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

### External Outputs

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

### Internal Outputs

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

## Outcome Definition

To meet the requirements of annual reporting to the Commonwealth Parliament under accrual accounting arrangements, the function of the Memorial is expressed in terms of a single outcome:

*Australians remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society through the maintenance and development, on their behalf, of the National Memorial and a National Collection of historical material, and through commemorative ceremonies, exhibition, research, interpretation, and dissemination.*

### Overall Performance against the Outcome

The following have been set as overall indicators of performance in achieving the above outcome:

- whether a significant number of Australians visited or had access to the Australian War Memorial and its services including exhibitions, travelling exhibitions, collections, website, Research Centre, and research and interpretive programs
- whether people were actively involved in commemoration by attending the national ANZAC Day and Remembrance Day ceremonies and other commemorative ceremonies held at the Memorial
- whether as a result of their contact with the Memorial, there was an increase in the level of knowledge and understanding demonstrated by Memorial visitors and clients.

The Memorial continues to reach significant numbers of people throughout Australia and around the world: more than 4.3 million interactions occurred with the Memorial, up from 3.6 million last year. This included more than 3 million visits to the website; almost 800,000 visits to the Memorial in Canberra; over 476,000 visits to travelling exhibitions throughout Australia and in Canada and England; and assistance with more than 13,400 research enquiries. The Memorial's onsite visitation included just under 111,000 school students, the highest student attendance the Memorial has achieved.

Commemorative ceremonies were attended by almost 68,000 people over the course of the year. Major ceremonies on ANZAC Day and Remembrance Day were attended by 45,800 people. Some 7,800 school students participated in wreathlaying ceremonies, while another 13,730 people attended other commemorative ceremonies or wreathlaying services.

Evaluation results provide robust evidence that people's knowledge and understanding increases as a result of their contact with the Memorial. Examples include:

- An evaluation of the travelling exhibition *Shared experience: art and war – Australia, Britain and Canada in the Second World War* found that visitors had a greater appreciation and understanding of how war affects ordinary people, the human qualities and emotions experienced in war, and other nations' experience of the Second World War.
- In an evaluation of the *Fifty Australians* special exhibition, most respondents agreed that the exhibition helped people understand the enduring impact of war on Australians and Australian society.
- An evaluation of *KidsHQ* found that the activities and challenges on this website increases students' understanding of the Australian experience of war. For example, teachers reported that *KidsHQ* helped students to think differently about war, while students and other young users were inspired by *KidsHQ* to learn more about wartime experiences and to explore related topics.

Together, these results demonstrate that the Memorial is successfully achieving its outcome.

The remainder of this report covers the Memorial's achievement against the performance measures established for each of the Memorial's eight external and five internal outputs for the period July 2005 to June 2006. Relevant comparisons and trend data have also been reported where available. Much of this data is drawn from the Memorial's continuing program of evaluation and visitor research.



***Service and ex-servicemen and women enter the Parade Ground and march past the Stone of Remembrance and Her Excellency Professor Marie R. Bashir, Administrator of the Commonwealth, representing the Governor-General at ANZAC Day 2006.***

## OUTPUT 1.1 Commemorative Ceremonies

*Major national ceremonies, particularly ANZAC Day and Remembrance Day, and other commemorative ceremonies conducted and promoted in a fitting and dignified manner.*

### Overview

Attendance at major commemorative events continued to increase in 2005–06, in particular ANZAC Day, with the Dawn Service drawing a record 27,000 people. Her Excellency Professor Marie R. Bashir AC CVO, the Administrator of the Commonwealth of Australia, accompanied by Sir Nicholas Shehadie AC OBE, represented the Governor–General and took the salute of the veterans at the main national ceremony. The Prime Minister and Mrs Howard also laid a wreath in front of 16,000 people. The Remembrance Day ceremony was attended by an estimated 2,800 people, including the Governor–General and the Prime Minister.

The National VP Day Ceremony was the culmination of the Salute to Veterans weekend (13–14 August), which recognised the service of those who served in the Pacific theatre in the Second World War and celebrated the 60th anniversary of the end of the war. The Honourable John Howard, Prime Minister of Australia, delivered the commemorative address.

There was a significant increase in the number of smaller ceremonies, with the Events and Ceremonies team continuing a strong coordination role. School wreathlayings continue to be in high demand.

A large number of VIP visitors were again hosted at the Memorial during the year. Of particular note were the visits by The Right Honourable Tony Blair, Prime Minister of the United Kingdom, and Mrs Cherie Blair; His Majesty Carl XVI Gustaf King of Sweden and Her Majesty Queen Silvia; and His Excellency Mr Lee Hsien Loong, Prime Minister of the Republic of Singapore.

A full list of VIP visits and ceremonies is in Appendix 4.



*His Excellency Major General Michael Jeffery AC CVO MC, Governor–General of the Commonwealth of Australia, speaks with veterans at the national VP Day Ceremony commemorating the 60th anniversary of the end of the Second World War.*

## Performance measures

### Quantity:

1. Public support for major Memorial ceremonies.
2. Number of other commemorative ceremonies held at the Memorial.

### Quality:

3. Quality ceremonies assessed on the basis of standard of protocol met.
4. Visitor response based on feedback received.

## Achievements

1. The Memorial held four major commemorative ceremonies during 2005–06.

A record **27,000** people attended the ANZAC Day Dawn Service at the Memorial. Another **16,000** people attended the National ANZAC Day Ceremony. Total attendance at these ceremonies was the same as last year, the 90th anniversary of the landing at Gallipoli (25,000 and 18,000).

The National Remembrance Day ceremony was attended by approximately **2,800** people, up from the previous year (2,600).

The National VP Day Ceremony commemorating the 60th anniversary of the end of the Second World War was attended by **3,600** people.

Each of these major ceremonies attracted national media coverage.

2. The Memorial held 94 other commemorative ceremonies, including Battle for Australia, Reserve Forces Day, BCOF 60th Anniversary Ceremony, numerous wreathlayings for VIPs and service groups, and twenty plaque dedication ceremonies.

The following numbers of commemorative ceremonies were held at the Memorial during 2005–06:

Commemorative ceremony	Number	Attendees
Major commemorative ceremonies	4	49,400
Total other commemorative ceremonies	94	10,790
Total school wreathlaying ceremonies	131	7,790
<b>TOTAL</b>	<b>229</b>	<b>67,976</b>

The Memorial conducted 52 VIP visits, including five head-of-state visits. Of the VIP visits, 16 included a formal wreathlaying ceremony.

School wreathlaying ceremonies continue to be popular, with 131 held during 2005–06, compared to 134 for the previous year. This included 18 ACT schools, almost 900 students, attending as part of the *Canberra Commemorates* program in Term 1 of 2006. The wreathlayings were attended by 7,790 people. Eleven of the ceremonies were attended by Members of Parliament.

3. All ceremonies were conducted in a fitting and dignified manner, in accordance with appropriate protocol, and after widespread consultation with stakeholders. Debriefings and feedback indicate that the Memorial is meeting the required standards.
4. The Memorial received many letters of thanks or appreciation regarding commemorative ceremonies indicating their pleasure and satisfaction with arrangements at some of the smaller ceremonies such as plaque dedications.

Survey results confirm that visitors are very pleased with the Memorial's commemorative ceremonies, with 94% of respondents rating them as good or very good.

### ***Other Commemorative Activities***

A number of special events were conducted this year. A commemorative ceremony was held to dedicate the new Bomber Command memorial, located in the Sculpture Garden. The dedication ceremony was attended by some 2,400 family members. The then Minister for Veterans' Affairs, Mrs De-Anne Kelly, the Chief of the Defence Force, Air Chief Marshal Angus Houston AO AFC, and Chief of Air Force, Air Marshal Geoff Shepherd AO, were also present.

The annual Aged Care Wreathlaying ceremony was coordinated with the assistance of the Department of Veterans' Affairs. This ceremony is held before ANZAC Day in the Western Courtyard and was attended by 300 residents of various regional aged care facilities who are unable to participate in an ANZAC Day ceremony. The National President of the Returned and Services League of Australia, Major General Bill Crews AO (Ret'd), delivered the commemorative address.



***Veterans lay a wreath during the Aged Care Wreathlaying Ceremony held in the Western Courtyard of the Memorial prior to ANZAC Day 2006.***

## OUTPUT 1.2 The National Memorial and Grounds

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

### Overview

The successful completion of construction of a new building to the east of the main Memorial building occurred in February 2006. It houses displaced staff and collection items, thereby freeing up much needed exhibition space for the planned Post-1945 Conflicts galleries. The building was named the C.E.W. Bean building to acknowledge the contribution of Charles Bean as the founder of the Memorial. The official opening by the Minister for Veterans' Affairs, The Honourable Bruce Billson, took place on 11 April 2006.

The Memorial is already listed on the Commonwealth Heritage List and on ANZAC Day 2006 it was announced by the Prime Minister that it would now be listed on the National Heritage List as well. The conservation and presentation of the unique heritage qualities of the Memorial are of paramount importance, and during the year a number of heritage management activities were completed. They included the continuation of repairs to the front foyer building fabric and finishes, ongoing façade cleaning, and the conservation cleaning of the front of the Memorial and the Hall of Memory entrance.

In response to heritage amendments to the *Environment Protection and Biodiversity Conservation Act 1999*, the Memorial submitted to the Department of the Environment and Heritage a draft Heritage Strategy. The further development of the strategy continues and this process will include review and update of the Memorial's existing Conservation Management Plan and Heritage Conservation Masterplan.

The Memorial's focus on quality planning for the development of the precinct and close liaison with the National Capital Authority on grounds maintenance contributes to the very high standard of site presentation. Site development planning at the Memorial provides an overall vision for development of the site and a review of the 2001 Site Development Plan was completed this year. The 2001 Plan has been substantially implemented in the western precinct and Parade Ground and the 2005 review focuses on refinements to these areas, the design of the eastern precinct and the challenge of providing an appropriate level of amenity for increasing visitor numbers while maintaining the character of the site. The updated Site Development Plan is expected to be implemented from 2008 as budgets allow.



***Wreaths laid during the 60th Anniversary Ceremony of the British Commonwealth Occupation Force.***

## Performance measures

### *Quantity:*

1. Maintenance and development work conducted on buildings and grounds.
2. Amount spent on the National Memorial and grounds, also expressed as a percentage of annual expenditure.

### *Quality:*

3. Compliance with relevant codes and regulations.
4. Timely completion of works to minimise impact on visitors.

## Achievements

1. The following maintenance and development works were performed on the buildings and grounds during 2005–06:
  - Completion of the C.E.W. Bean building
  - Completion of heritage conservation cleaning works to front façade of the Main Building, and restoration and cleaning of Commemorative Roll stairwell
  - Primary building works commenced for Stage 2 of Gallery Redevelopment
  - 20 commemorative plaques were installed in the Memorial grounds
2. Expenditure on the national memorial and grounds amounted to \$4.4m and 11% of direct expenditure (\$4.3m and 11% last year).
3. All building works have complied with relevant standards, codes, and regulations.
4. All building and maintenance works were scheduled to avoid major activities, events, and peak visitation periods; all works were completed according to schedule.

## ***Other Building-related Activities***

### *Roll of Honour and Commemorative Roll*

The listing of names on the bronze Roll of Honour panels represents enduring remembrance, and efforts continued towards ensuring that the Roll of Honour panels are as accurate as possible in all respects. Amendments included the casting of a new supplementary panel for the Merchant Navy and research into new supplementary panels to correct names found to be either inaccurately recorded or omitted from the original casting of the First and Second World War Roll of Honour panels.

### *Plaque dedication program*

A high level of interest in the plaque dedication program, which aims to provide a lasting tribute in the grounds for those units who have seen active service, has continued. Twenty new unit commemoration plaques have been installed this year. In total, 105 unit plaques have now been installed and interest from unit associations remains high with another 40 plaques currently in various stages of production. Construction of new plaque sites has also occurred throughout the year, and more are planned.

## OUTPUT 1.3 The National Collection

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

### Overview

Major activities for 2005–06 again focused on collection development, conservation, and enhanced documentation and research, particularly in support of exhibition programs, public access, and the redevelopment of the Post–1945 Conflicts galleries.

Two works of art by well-known Australian artists were purchased for the First Gulf War 1990–1991 collection: Elwyn Lynn's *Road to Baghdad* 1996 and Brian McKay's *Gulf* 1991. The Memorial has a fine collection of works by the First World War official war artist George Lambert and the acquisition of *The trooper and the maid* 1919 provides a new viewpoint on the work of this significant Australian artist. Photograph, film, and sound acquisitions for the Post–1945 Conflicts galleries include a major collection of over 10,000 Vietnam images donated by Denis Gibbons and a large collection of images taken by the late Andrew Mattay that documents his experiences in Malaya and Vietnam, as well as with the Peacekeeping Force in the Sinai. A number of oral histories and recorded letters relating to Post–1945 conflicts have also been acquired. The Memorial also commissioned an official cinematographer to Iraq, Robert Nugent, who was hosted in the field by the Australian Army History Unit. The footage consists of a mix of on location interviews and film covering operations, training, living conditions, leisure activities, and the environment.



*The Memorial acquired many works of art during the year including George Lambert's *The trooper and the maid*. This painting is now on display in the First World War gallery.*

There were many acquisitions during the year across the broad range of heraldry and technology. Of particular note was the collection of material relating to the career of Sergeant G.E. Watkins of the 39th Battalion. The collection includes a Distinguished Conduct Medal, firearms, uniform, badges, diaries, maps, and photographs. The items are well integrated and mutually supporting: for example the capture of the German rifle in the collection is documented in the diaries. Research Centre acquisitions include official documents and notebooks relating to the service of Major Cambridge with INTERFET in East Timor and with Operation *Sumatra Assist*, as well as a donation from the Department of Defence of over 40 maps of Iraq.

The manuscript for the photography book, *Contact: photographs from the Australian War Memorial collection*, has been completed and it is expected to be launched in December 2006. Funding assistance for the publication of this book by the Gordon Darling Foundation is gratefully acknowledged. The Memorial continued its active contribution to the Australian Research Council (ARC) linkage project on dyes and fading, and was instrumental setting up a joint ARC project with ANU, the Art Gallery of NSW, Artlab Australia, the Naval Heritage Collection, and Army History Unit to investigate short-pulse laser cleaning for conservation.

Other major programs have included digitisation of various components of the collection, particularly from the Research Centre and the photography collection.

Overall, another busy year has ensured that the National Collection is being developed and managed to ensure public awareness of the Australian experience of war is enhanced, and specific Memorial public programs, particularly the Post-1945 Conflicts gallery redevelopment project, are well supported.

The full list of acquisitions and disposals is in Appendix 5.

## Performance measures

### Quantity:

1. Number of new items acquired.
2. Number of items disposed of.
3. Number of collection items that have been documented to a minimum standard on the Memorial's collection management systems.
4. Number of collection items for which documentation has been enhanced or corrected.
5. Number of collection items surveyed to record their condition.
6. Number of collection items receiving conservation treatment.
7. Number of collection damage incidents.
8. Number of collection items that can be accessed via the Memorial's online public databases.

### Quality:

9. Percentage of the collection in storage that meets conservation standards for environmental conditions.
10. Range, variety, and provenance of the collection.

## Achievements

1. A total of 6,800 items were acquired for the National Collection (6,254 last year).
2. As part of collection development, 37 items were disposed of from the National Collection (1,081 last year which included 1,016 munitions disposed of as a result of a revision of Memorial policy). Details of these items are contained in Appendix 5.
3. In addition to new acquisitions, the following numbers of items were documented to required standards during the year: 13 technology items; 18 heraldry items; 1,900 photographs; 440 films; 30 items from the education collection; 940 books and serials; 400 other published records; and 59.6 shelf meters of official records.

4. Existing documentation was enhanced for the following numbers of items: 1,730 heraldry and technology items; 1,620 works of art; 925 private records; 4,190 official records; almost 440 books and serials; 890 other published records; 2,400 sound recordings; 2,500 film titles; and 10,690 photographs.
5. A total of 21,820 items were surveyed to assess and record their condition (25,041 last year).
6. A total of 15,110 items received conservation treatment (17,964 last year).
7. There were 11 incidents in which collection items received damage (28 last year). These comprised 7 accidents resulting in minor damage; 2 incidents in which an item on display was deliberately tampered with; 1 instance of graffiti; and 1 theft of a small component that was part of a display. All damage incurred was minor and has been repaired.
8. A total of 284,830 collection records can be accessed via the Memorial's online public databases (276,950 last year).
9. The proportion of the collection held in storage with higher quality environmental conditions remains unchanged.

	<b>2005–06</b>	<b>2004–05</b>
	%	%
Photograph, film, and sound collections	98	98
Art collection	100	100
Military heraldry and technology	88	88
Official records, private records, and printed and special collections	85	85

10. The sculpture collection has been enhanced by the acquisition of works by John Perceval and Diana Williams. Works of art by contemporary artists including Elizabeth Ashburn, Gordon Bennett, Mahmoud Zein Elabdin, Chris Langton, Harry Hummerston, and Elwyn Lynn were acquired covering a range of Post–1945 conflicts. Michael Winters also donated a collection of works relating to the exhibition *Looking back: Australians on Crete – works of art by Michael Winters*. Also acquired were works of art by George Lambert and D.M. Elliott with reference to the First World War, Dorrit Black and Albert Dell relating to the Second World War, and Bob Faulkner covering the Vietnam War. Military heraldry and technology acquisitions included the uniforms worn by Australians in Iraq and Korea, a rare Soviet PPsh sub-machine gun, and a vehicle used in the Second World War. A range of medals were also acquired, including several Military Crosses and Military Medals, a Distinguished Conduct Medal, and a Distinguished Flying Cross. The donation of images by Denis Gibbons and the footage by official cinematographer, Robert Nugent, have been significant additions to the photograph and film collections and the ongoing program of oral histories has focussed on Post–1945 conflicts.

## Other Collection Activities

### Art

#### *Collection Development*

Through purchase, donation, and the Cultural Gifts Program, a total of 290 items were acquired for the art collection. The primary focus this year, in line with the Collection Development Plan, was works from post-1945 conflicts. Considerable investigation into sourcing works related to the war in Iraq culminated in the purchase of works by Elwyn Lynn, Brian McKay, Elizabeth Ashburn, Gordon Bennett, and Christopher Langton.

The Second World War collection was augmented by the acquisition of Joy Hester's pen and ink drawing *A group of soldiers* 1945, Howard Taylor's watercolour *Stalag Luft 111 prison camp, Germany* 1943, Dorrit Black's linocut *The canteen* c.1943, as well as two drawings by Keith Vaughan. Following the *Looking back* exhibition in June 2005 a number of works by the artist were donated. Through the Cultural Gifts Program the Memorial received a significant donation of five rare German posters relating to the First World War.

The sculpture collection was enhanced by the acquisition of John Perceval's bronze *Reclining angel* 1957, Ian Howard's bituminous plaster *Vietnam memorial* 1990, and two ceramic sculptures by Diana Williams.

After a number of years in development the Bomber Command memorial, designed by Neil Dawson and undertaken with the RAAF Association, was installed and formally dedicated on 23 July 2005. This new element in the Sculpture Garden provides a dramatic focal point for visitors.

#### *Access and Dissemination*

Staff provided significant curatorial advice and support for the development and promotion of several exhibitions during the year including *Shared experience*, *Allies in adversity*, *Looking back*, *Fifty Australians*, and *Sport and war*.

Research, curatorial selection, and planning for the 2006-07 travelling exhibition program included the *George Lambert exhibition*, the *Sidney Nolan exhibition*, and *Focus: photography and war 1945-2005*, as well as for the Post-1945 Conflicts galleries redevelopment.

Providing public access to the collection through public enquiries, loans, visits, publications, and lectures continues to be a high priority. Staff presented many lectures and public talks, including a series of intensive lectures and workshops for 15 volunteer art guides, a number of behind-the-scenes tours for visitors, tertiary students, and 17 Summer Scholars from the National Gallery of Australia. These lectures provide an excellent opportunity to showcase the art collection held at the Memorial.

#### *Collection Documentation*

The program of documenting the collection to agreed standards was continued throughout the year with a total of 1,836 items being documented. While the documentation program continued to have an emphasis on post-1945 works for the new galleries, it also included new acquisitions, works for exhibitions, and the photography of the art collection in the new digitisation format. In total 420 works were photographed through the Art Core project.

## Collection Services

### *Preservation*

The major conservation project to prepare the UH-1B Iroquois helicopter for display in the Post-1945 Conflicts galleries has been completed. The preparation of the bridge section of the HMAS *Brisbane* for display is well underway.

Newly acquired relics, including the First World War engineer's tool cart, have been surveyed and prepared for storage, and a program of treatment and rehousing for vulnerable textiles has improved both the condition and efficient storage of these items. Preservation of photographs has also progressed, with over 14,000 negatives cleaned and treated for the Negatives Duplication Program.



***An armoured personnel carrier being moved as a part of the redevelopment of the Post-1945 Conflicts galleries.***

Major work on collection management procedures included the substantial review and updating of the Loans Policy and Procedures and the Subdivision Guidelines and Procedures, and a substantial review of the Disaster Recovery Plan has been completed.

#### *Exhibition Support*

The demount of the Vietnam, Korean, and other minor galleries, and the return to storage of the objects which had been on display in those galleries, was completed.

The cleaning of a large number of sporting trophies, and the completion of a complex stabilization treatment for the shattered silk championship flag of the Imperial Camel Corps was undertaken for the *Sport and war* exhibition, and dozens of other First World War relics were conserved for installation in *ANZACs in France, 1916*, including a 10.5 cm light field howitzer and the remains of the wooden cross erected at Mouquet Farm.

Staff have also been involved with various “Bring in your memorabilia” days in association with the Travelling Exhibition programs, and assisted with the timely implementation of changeovers and post-exhibition re-integration projects.

Conservation of items such as 9th Battalion, The Royal Australian Regiment (9RAR), colours was completed for a range of ceremonies and public programs including the 9RAR plaque dedication and the Treasure Trail program. The Treloar complex was made available for special behind-the-scenes tours for the public, the Friends of the AWM, and the Voluntary Guides.

#### *Collection Management*

Significant work has been undertaken during the year to improve storage efficiency, including the creation of an armoury, and active participation in the storage and accommodation review. Furthering the objectives of this review will be a major project next year.

Work to improve the functioning of the Collection Management System (CMS) continued, including the rigorous testing and installation of the software Mimsy XG 1.2 upgrade. The system was used to support exhibition development, website development, and e-Sales. The quality of data on Memorial Integrated Collection Access (MICA) system continues to improve, with enhancements made to reporting facilities and data entry.

The efficiency and accuracy of the Stocktake program has been substantially improved through the introduction of barcode technology.

### *Research and Outreach*

Management of the Memorial's inward and outward loans enabled the Memorial's collection to be shared with institutions across Australia and as far afield as London and the Maluku Islands. Principal loans for the year included items for *My melancholy duty* at Old Parliament House; the Sybil Craig exhibition at the Castlemaine Art Gallery; the *The sound of the sky* exhibition at the Museum and Art Gallery of the Northern Territory; the *The animals, war* exhibition at the Imperial War Museum, London; and an exhibition at the Moluccan Historical Society.

As well as the organisation and presentation of a *BigStuff* workshop, which provided participants with an opportunity to learn how to develop comprehensive plans for the assessment, conservation, and maintenance of large technology objects, staff presented several papers at professional conferences. The most significant of these were "Map overlays from the First World War: a treatment option" to a paper conservation conference in New Zealand, "Paint layers and the story of war" to a painting conservation conference in Brisbane and a description of the Memorial's contributions to Canberra's Bushfire Recovery programs to the Museums Australia conference in Brisbane. A guest lecture was presented by Large Technology Conservation staff for the Conservation Masters Course at Melbourne University.

Research projects continued on the deterioration of vintage aircraft fabric dopes and the care of food and pharmaceuticals in the collection.

## ***Military Heraldry and Technology***

### *Collection Development*

A number of interesting heraldry and technology acquisitions were made during the year. Uniforms worn by five members of the Al Muthanna Task Group in Iraq were acquired. These have particularly good supporting information and objects, including personal items such as photographs and local money. Other acquisitions include a Diamond-T Wrecker truck as used by the Australian Army in the Second World War and Korea, and the uniform and equipment worn by Lance Corporal G.C. Ralston while serving in Korea with 1st Battalion, The Royal Australian Regiment, 1952–53, including a rare Soviet PPsh sub-machine gun with excellent provenance. A number of medals were acquired during the year including a Military Cross and Bar awarded to Captain K.B. Muirson of 15th Machine Gun Company, AIF for gallantry and leadership at Gueudecourt and Polygon Wood in 1917, a Military Cross awarded to Captain C.H. Stubbings, 12th Battalion, AIF, for ability and initiative at the battle of Messines in 1917, and the Military Medal to Sergeant A.E. Green, 9th Battalion, AIF, for the rescue of two wounded men under fire at Le Barque in 1917.

### *Access and Dissemination*

Public access to view objects of the National Collection and the dissemination of information about the collection was enhanced by a range of activities throughout the year. Presentations were made to the public, several articles were published in *Wartime* and other local and overseas journals, and information and advice provided to the Official History Unit. Staff also contributed to numerous public programs including an Open Day at the Treloar Annex. There were also a large number of conducted tours for special interest groups, individuals and veterans, and curators also contributed to the Memorial's Battlefield Tours program.

Curators also contributed to exhibition development through extensive object research such as the Iroquois helicopter, the M113A1 APC, and the bridge section of HMAS *Brisbane*, all of which are to be included in the new Post-1945 Conflicts galleries. Staff also curated exhibitions such as the successful *Sport and war* exhibition and the – exhibition, *Allies in adversity*.

### *Collection Documentation*

The quality of collection records was further enhanced through detailed research into the provenance and history of a wide variety of objects to enhance the catalogue records. Public access was increased by making more than 7,600 collection item records from across the collection available through the Memorial website. Of these, over 7,000 have images attached.

### *Conservation*

Curatorial support through historical research and enhanced object documentation was provided for various projects, particularly those relating to exhibitions and the forthcoming new galleries.

### *Disposals*

Only one major item, a 120 mm battalion anti-tank gun, was disposed of during the year, by gift to the Royal Australian Infantry Museum at Singleton. The Memorial retained one example of this weapon type in the collection.

### **Photographs, Film and Sound**

The business plan targets for this year were again on the acquisition and preservation of material to support the new galleries, the completion of the manuscript of the publication *Contact: photographs from the Australian War Memorial collection*, and the development of the photography exhibition *Focus: photography and war 1945–2005*.

A major event was the transfer of multimedia operations from the Main Building to a purpose designed and built photographic laboratory in the new C.E.W. Bean building. The multimedia workload was temporarily re-directed during the move to minimise disruption to the servicing of both external and Memorial-wide clients.

### *Collection Development, Documentation, and Preservation*

Among the contemporary photograph acquisitions and donations are works by photojournalists Denis Gibbons, Tim Page, Ben Bohane, and Stephen DuPont. There are now 4,000 photographs linked to the online version of the Roll of Honour.

The conservation team cleaned 14,000 negatives for duplication. Rapid changes are taking place in the photographic industry as digital processes replace analogue formats. A new digital photographic printer which can print on black and white and coloured photographic paper has been ordered and will allow greater efficiency and flexibility.



**Former Minister for Veterans' Affairs, Bruce Scott, MP, views the new Multimedia area with Hans Reppin, Manager Multimedia, during the opening of the C.E.W. Bean building.**

### *Access and Dissemination*

Items documented for Collection Access System (CAS) have increased in the past year. Progress was made in digitising original sound recordings directly to the Memorial's network as preservation audio files, with MP3 files attached to the CMS for research and reference. Thirty-five oral histories for the new galleries were filmed this year for incorporation into audio-visual programs.

An interview program was commenced in the sound studio to support the Official History of Australian Peacekeeping and Post-Cold War Operations. Oral history interviews are also now being filed to provide a source of material for new exhibition programs.

## **Research Centre**

### *Collection Development*

The Research Centre's collections continue to develop largely through donations and an ongoing book purchasing program. An increasing number of donations relate to the new galleries.

Acquisition highlights not previously mentioned include administrative and operational instructions and maps from the United Nations Military Observation Group India-Pakistan used in Kashmir, India, and Pakistan from 1958-59 and records of the RAAF Aircraft Research and Development Unit (ARDU). Two rare Berrima prisoner-of-war camp concert programs/postcards made for the German prisoners were purchased and a collection relating to the New South Wales Division of the Women's Auxiliary Australian Air Force (WAAAF), 1946-1991 was also acquired.

A number of private records were acquired, including the personal diary and notebook of Captain G.M. Knowles relating to his service in East Timor in 2002 and the diary written by Lieutenant Colonel J.V. Hodge in 2001 while serving as Public Health Physician for United Nations Transitional Administration in East Timor.

A collection of letters by Lieutenant P. Winter written during his service in Vietnam with the 7th Battalion, The Royal Australian Regiment, during 1970-71 (published in his book *The year I said goodbye*) and a collection of private papers collected by Robert Nugent, official cinematographer, Operation Catalyst Iraq 2006, have also been added.

### *Collection documentation, storage, preservation, and access*

A substantial focus this year has been planning the move to the new building. This was completed as planned, while maintaining all service standards to the public.

Good progress continues to be made with major programs to preserve original documents by creating digital copies for preservation and public access purposes. Work continues in digitising the official monthly Commanders' Diaries detailing operations in the Malayan Emergency, Indonesian Confrontation, and Vietnam. These will shortly be available to the public on the Memorial's website. Preparation of the documents to be digitised from the First World War unit diaries has been completed. A successful pilot test has been completed. In addition, all 22 volumes of the published official history of Australia's involvement in the Second World War are now publicly available on the website.

A collection of 106 Vietnam propaganda leaflets were digitised and are now available on the website. In addition, enhanced images have been created for several hundred pages of the *Recommendation Files for Honours and Awards, AIF, 1914-18 War*.

The Memorial actively participated as a partner in Pandora, Australia's Web Archive, by archiving approximately twenty military-related websites.

### *Dissemination*

Staff promoted enhanced knowledge of the collection through a wide range of activities, including small thematic and anniversary-related presentations for History Week, Floriade, ANZAC Day, behind-the-scenes tours, significant anniversaries, and visiting professional and other groups. Articles by staff were published in *Ancestor*, *Limited addition: newsletter of the ASA Collecting Archives Special Interest Group*, and *Wartime*.

### *Knowledge Management*

ReQuest, our online knowledge base for remote reference enquiries, continued to contribute to the Memorial's knowledge management program. This year 84 new entries were made to the ReQuest knowledge database.

In collaboration with the Memorial's Information Technology Section, Research Centre staff have contributed to planning for the Memorial's Enterprise Content Management (ECM) system.

## OUTPUT 1.4 Exhibitions

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

### **Overview**

The Memorial applied to the Public Works Committee in December 2005 for approval to proceed with the primary works contract for Gallery Development Stage 2. The public hearing was held in February 2006 with Parliament endorsing the positive report in March 2006. DCM completed the design development and documentation for the primary works design for the new gallery and back of house areas in May 2006. The tender for the construction of all primary works was issued and it is expected that the tender will be let in July 2006 with work beginning on site by early August 2006.

CMD and Mothers Art Design were appointed as the design teams to the Post–1945 Conflicts galleries and Discovery Room respectively. The concept design process was completed and endorsed by the Memorial's Council for all galleries by May 2006 with design development phase to be completed by end of July 2006. The Memorial also successfully applied to the Department of Environment and Heritage to allow the temporary display of the bridge section from HMAS *Brisbane* at the rear of the Memorial building. This display will be attached to the Memorial building by a link which will allow visitors to move easily from the galleries to this object. Visitors will be able to enter the bridge and experience what it would have been like to be on operations during the Vietnam War and First Gulf War.

*Shared experience: art and war – Australia, Britain and Canada in the Second World War* was a joint exhibition which explored how Second World War artists observed and interpreted the war, and highlighted the shared human experience. For the first time, art from three of the world's major military history museums – the Australian War Memorial, the Canadian War Museum, and the Imperial War Museum – came together in an international exhibition marking the 60th anniversary of the end of the Second World War. Having begun its tour in Ottawa in May 2005, the exhibition was displayed at the Memorial from November 2005 to February 2006 and concluded in London in June 2006. This first major international art exhibition for the Memorial was seen by approximately 230,000 visitors at the three venues.



*His Excellency Major General Michael Jeffery AC CVO MC, Governor-General of the Commonwealth of Australia, tours the Shared experience exhibition with Head of Art, Lola Wilkins.*

## Performance measures

### Quantity:

1. Number of visits to the Memorial's exhibitions and travelling exhibitions.
2. Number of tour venues across Australia.

### Quality:

3. Qualitative or quantitative evidence about increases in visitors' satisfaction / understanding.
4. Percentage of visitors satisfied with the quality of exhibitions based on a sample survey.

## Achievements

1. The Memorial's exhibitions attracted just over 721,000 visitors during 2005–06, a decrease of 2% on the previous year (733,975 last year).

The Memorial's travelling exhibitions were visited by almost 476,250 people during the year, an increase of 33% (357,335 last year).

2. Travelling exhibitions were exhibited 31 times at 30 different venues across Australia. In addition, one exhibition toured to the Canadian War Museum, Ottawa, and the Imperial War Museum, London.
3. An evaluation of the travelling exhibition *Shared experience: art and war – Australia, Britain and Canada in the Second World War* exhibition found very high levels of satisfaction among visitors, with 76% rating the exhibition as very good, 18% rating it good, and a large majority saying that it had met or exceeded their expectations. Around four-fifths of surveyed visitors could provide an example of something they had learnt during their visit to the exhibition.

Similarly, an evaluation of the special exhibition *Fifty Australians* found high levels of visitor satisfaction, with 61% of respondents rating the exhibition as very good and 37% rating it as good. On a scale of 1 to 10 representing how much people felt they'd learnt in the exhibition, *Fifty Australians* received an average rating of 7.23; this is one of the highest scores yet achieved for special exhibitions at the Memorial. Most respondents agreed that the exhibition had fully achieved the Memorial's aim of helping people understand the enduring impact of war on Australians and Australian society.

4. At least 90% of surveyed visitors rated the Memorial's exhibitions as good or very good:

	2005–06	2004–05
	%	%
First World War galleries	98	99
ANZAC Hall	98	99
<i>Air power in the Pacific 1941–53</i>	98	98
Second World War galleries	98	99
Orientation gallery	96	97
Hall of Valour	97	95
Special exhibitions	93	95
Discovery Room	92	94
Colonial galleries	91	90
Post–1945 Conflicts galleries	90	90

84 compliments (73 last year) were received via the Service Charter and Visitors' Book about the high standard of the Memorial's exhibitions and displays.

## Other Exhibition Activities

### *Temporary Exhibitions*

The temporary exhibitions program featured a range of exhibitions in the Special Exhibitions Gallery, including:

***Looking back: Australians on Crete – works of art by Michael Winters*** (10 June to 7 August 2005) was a small exhibition of work by a local artist that reinterpreted the stories and experiences of Australian soldiers and Cretans who fought against the Germans in 1942. The exhibition, sponsored by the Hellenic Club of Canberra, enabled the Memorial to work with the Canberra Greek community on a bilingual brochure and publication.

***Fifty Australians*** (19 August to 23 October 2005) told the stories of some famous and not-so-famous Australians whose lives were defined by their war experiences. Some of the people featured included Sir Roden Cutler, Tilly Devine, and Keith Miller. The exhibition was very successful and the concept may be used again in the future. Andrew Denton, of the ABC's *Enough Rope* program, launched the exhibition.

***Allies in adversity: Australia and the Dutch in the Pacific War*** (27 March 2006 to 20 February 2007, online exhibition ongoing). As part of the celebrations of 400th anniversary of Dutch discovery of Australia, an online exhibition and small temporary display were produced that documented the Dutch and Australian involvement during the Pacific war. The display features artworks and photographs. The online exhibition has attracted a large response from the Dutch community, and is a useful ongoing resource for students and historians.

Work continued on *ANZACs in France, 1916*, an exhibition to open in July 2006 which will mark the 90th anniversary of Australia's involvement in the First Battle of the Somme. Development commenced for a new exhibition to mark the 90th anniversary of actions on the Western Front during 1917. A third "object theatre" production is also currently being planned for ANZAC Hall. It is to feature First World War aircraft.



*Relatives of Reg Saunders at the opening of the Fifty Australians exhibition.*



*His Excellency Mr Niek van Zutphen, Ambassador of the Netherlands, speaks at the opening of the Allies in adversity exhibition, commemorating the 400th anniversary of the Dutch discovery of Australia.*

### **Gallery Maintenance**

To maintain the high standard of exhibitions and presentations, the maintenance and changeover of collection items is a continuing activity. An example is the special display relating to the work of the camouflage artists which was installed in the Link Gallery in the Second World War galleries in March 2004. The Memorial's audiovisual team works seven days a week to ensure all of the elaborate multimedia presentations run at optimum levels.

### **Travelling Exhibitions Program**

The travelling exhibitions program continues to be a significant part of the Memorial's exhibition and outreach programs, with two new exhibitions beginning during 2005–06. Nine travelling exhibitions were exhibited 31 times at 30 venues across Australia (one venue displayed more than one exhibition).

This activity is made possible by funding through the Department of Veterans' Affairs as part of the Minister's commemorative program *Saluting Their Service*. The travelling exhibition program is highly regarded by regional and state host venues across Australia and includes the following exhibitions:

***In enemy hands: Australian prisoners of war*** is a modified version of the earlier larger exhibition *Stolen years: Australian prisoners of war* designed to tour to smaller regional venues. It presents a very personal perspective through the stories of servicemen and women and civilian internees. Commencing in December 2002, the 19-venue tour of this exhibition concluded in Dalby in September 2005. Almost 56,000 visitors viewed the exhibition in Western Australia, South Australia, Tasmania, Victoria, New South Wales, and Queensland.

**Captured in colour: rare photographs from the First World War** highlights the significance of the Memorial's collection of rare colour photographs by Frank Hurley and Hubert Wilkins. The exhibition provided an opportunity to compare the work of Hurley and Wilkins to that of the French autochromists of the same period – Paul Castelnau, Fernand Cuville, Albert Samama Chikli, Jules Gervais-Courtellemont, and Léon Gimpel. It features three panoramas taken by Frank Hurley on the Western Front and in Palestine; this is the first time that these rare images have been produced and displayed together. Having begun touring in April 2004 in Queensland, this exhibition continued to Adelaide, Albury, Geraldton, and Fremantle.

**Gallipoli: a Turkish view** is based on the version of the exhibition *Çanakkale* developed for the Australian Embassy in Ankara to coincide with ANZAC Day 2004. The selected photographs were drawn from the Memorial's collection and from a private Turkish source. These represent the very few photographs which document the Turkish experience of Gallipoli. Supported by a bilingual brochure, this exhibition commenced touring in October 2004 and with assistance from a *Visions of Australia* touring grant, Memorial-led public programs have been conducted at host venues.

**Witness to war: official art and photography 1999–2003** brings together selected work from the Memorial's most recent official artists and photographers. Covering Australian commitments in East Timor, Afghanistan, Iraq, and Solomon Islands, the exhibition documents Australia's participation in these regions and reflects the artists' own experiences and interpretations. It began touring in March 2005, and this year has included Cairns, Coffs Harbour, Gosford, and Armidale.

**Australia under attack 1942–1943** presents the experiences of Australians at a time when our nation was under attack and faced the perceived threat of invasion from February 1942 to October 1943. It is based on recorded perspectives of contemporary Australians and others who lived through this period. This exhibition began its tour in May 2005, and continued to Townsville and Sydney.

**Backyard frontline: Australia under attack 1942–1943**, a smaller graphic version of *Australia under attack 1942–1943*, has been developed for tour to smaller regional and remote venues; it began touring in April 2005 and has continued to venues in New South Wales, Victoria, and Tasmania.

**Sport and war** explores the relationship between sport and war and focuses on the qualities we associate with both – courage, teamwork, leadership, physical prowess, mateship, and loyalty. The exhibition features strong personal stories of well known sporting personalities whose lives and careers were affected by war. The exhibition was displayed at the Memorial from March to June 2006 and will commence its tour in Wagga Wagga in September 2006.

**All together: sport and war**, a smaller graphic version of *Sport and war*, has been developed for tour to smaller regional and metropolitan venues; it began touring in Melbourne in April 2006.

The "Bring in your memorabilia" program was developed in 1999 and is intended to increase public awareness of Australia's military heritage, and to assist individuals with the identification and preservation of items which may be in their care. The Department of Veterans' Affairs has continued to fund this highly successful program, which is run in conjunction with the Memorial's travelling exhibitions. Three events occurred during the year: Ipswich and Townsville in conjunction with *Australia under attack*; and Fremantle with *Captured in colour*.

*Focus: photography and war 1945–2005* is an exhibition under development which will provide an overview of the Memorial's extensive photography collection through the images and experiences of fifteen photographers working during the period 1945 to 2005. It will open at the Memorial in December 2006 and begin touring in the following year.

*George Lambert exhibition* is another exhibition under development. It aims to present the Memorial's outstanding collection of paintings by official war artist George Lambert by tracing his work through Palestine and the Sinai in 1918, and those he completed during the Australian Historical Mission to Gallipoli in 1919. This exhibition is due to open at the Memorial in March 2007.

## OUTPUT 1.5 Interpretive Services

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

### Overview

The Memorial continues to offer a diverse range of programs to the general public and school students to enhance their visit.

The Treasure Trail program was a major initiative in December and January. It featured significant and, in some cases, rarely seen objects from the collection. Visitors had a chance to win a trip for two to Gallipoli and participate in our battlefield tour. The Treasure Trail was developed to encourage visitation over the summer holiday period, with a focus on family audiences. A total of 12,100 people visited the Memorial specifically to enter the competition. The summer promotion included extended opening hours and a series of late-night openings.

The Memorial worked in partnership with the Australian Choreographic Centre to produce *Reckless valour*, a contemporary dance performance by young people, which premiered at the Canberra Playhouse Theatre in July. This unique project was the first time dance had been used to interpret the Memorial's building and collection and proved to be successful. An excerpt of *Reckless valour* was performed in the Commemorative Area for delegates of the NSW Secondary Deputy Principals conference.

The Memorial again held a concert of traditional Christmas carols. The event featured a number of prominent artists supported by the band of the Royal Military College of Australia and a choir of 350 local schoolchildren. The concert was attended by 7,000 people. Legacy benefited from a collection taken during the evening.



*Treasure Trail, a special summer program, featured rarely seen objects from the collection such as Roff, a Dobermann message dog.*

## Performance measures

### Quantity:

1. Range and number of interpretive programs and events on offer.
2. Number of visitors who attend events or participate in programs.
3. Number of school students who visit the Memorial and/or participate in programs, including programs delivered off-site.

### Quality:

4. Qualitative or quantitative evidence about increases to participants' understanding.
5. Percentage of clients satisfied with quality of program/event, based on a sample survey.

## Achievements

- 1./2. A total of 1,150 public programs and events took place in 2005–06 (1,515 last year). Overall attendance at public programs and events (not including commemorative events such as ANZAC Day or Remembrance Day) declined to 102,644 people from 144,678 last year which included 25,000 at the Edinburgh Tattoo and 13,000 at Open Day, neither of which were held during 2005–06.

Type of public program / event	Number	Participants
Closing ceremonies	364	55,630
Programs	388	26,288
Tours	300	9,484
Events	24	9,499
Off-site programs	107	2,102
<b>TOTAL</b>	<b>1,183</b>	<b>103,003</b>

In addition to special programs and events, each day a minimum of 6 free highlight tours of the Memorial were conducted by Voluntary Guides. These attracted 37,970 visitors (37,820 last year). Another 614 people participated in Voluntary Guide-led children's tours (304 previous year).

3. The Memorial was visited by 110,840 students during 2005–06, a 0.3% increase on the previous year (110,540). Of these, 35,950 students from 722 schools did a staff-facilitated, curriculum-linked education program, a 21% increase on last year (29,800 students from 609 schools). There were 13 staff-facilitated curriculum-linked programs on offer to students, as well as 5 self-guide programs. In addition to on-site programs and services, 408 schools borrowed a Memorial Box during the year, and more than 2.25 million pages were viewed on the *KidsHQ* website.
4. An evaluation of the *KidsHQ* website has found that this interpretive program increases students' understanding of the Australian experience of war. Teachers have reported that *KidsHQ* helped students to think differently about war: to realise that war was something that happened to real people, the reality of the physical conditions faced by soldiers in war, and the effect of war on many people, not just soldiers. Students and other young users have also been inspired by *KidsHQ* to learn more about wartime experiences and to explore related topics.
5. From the Memorial's visitor exit survey, at least 91% of participants rated the Memorial's events and activities as good or very good:

	2005–06 %	2004–05 %
Object theatre	97	96
Special events	95	95
Public talks	95	92
Guided tours	93	96
Education programs	92	93
Family holiday activities	91	97

### ***Other Interpretive Activities***

The Anniversary Oration marked the Memorial's 64th Anniversary; the oration, titled "Vietnam: 30 years on", was presented by Mr Paul Kelly, Editor-at-large of *The Australian*.

As part of the lead-up to the Commonwealth Games in Melbourne in March, the Memorial hosted the 2006 Queen's Baton Relay, with Victoria Cross winner Mr Keith Payne VC OAM carrying the baton in the Commemorative Area. The relay travelled to all 71 nations of the Commonwealth.

A musical performance, *Homage*, took place in February. Commemorative songs were performed by local choirs and musicians, and combined new with traditional music. Over 300 people attended two performances.



***Paul Kelly delivers the oration entitled "Vietnam: 30 years on" on the occasion of the 64th anniversary of the opening of the Australian War Memorial.***

## OUTPUT 1.6 Promotions and Community Services

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

### Overview

A series of excellent temporary exhibitions and a number of special commemorative ceremonies have provided good opportunities for the Memorial to be promoted in the national media. For example the *Shared experience* exhibition generated strong interest with its international flavour, while *Sport and war* highlighted the nation's passion for two of the most important influences on our identity.

Media monitoring indicated a wide cover of ANZAC Day and other commemorative events in all media. The lead-up to a number of anniversaries were the subject of feature cover in national and local press.

Marketing staff combined to be very active in tourism promotion, particularly through the Australian Capital Tourism Corporation (ACTC). This body has successfully provided an integrated and coordinated approach to ACT tourism and its recent disbandment is seen as a serious retrograde step given the difficult prevailing conditions for tourism. The Memorial, along with all other national attractions, participated in the Directors' Cut promotion at Parliament House which was attended by many Federal politicians. This initiative was organised by the ACTC.



*Peter FitzSimons at the launch of the travelling exhibition Sport and war.*

## Performance measures

### Quantity:

1. Amount of feature media coverage of the Memorial, based on number of media articles and television and radio reports.
2. Range and number of promotional activities undertaken by Memorial staff.
3. Number of user sessions to the Memorial's website and their average length of stay.
4. Number of visits to the Memorial's travelling exhibitions.
5. Geographic spread of travelling exhibition visitors.
6. Number of visits to the Memorial.
7. Percentage of Memorial visitors that are making their first visit.

### Quality:

8. Percentage of remote visitors whose visit met or exceeded their expectations.

## Achievements

1. The Memorial achieved the following media coverage: 490 print articles (486 last year), 670 radio reports (656 last year), and 200 television reports (272). Approximately 97% of reports were favourable.
2. Memorial staff undertook 50 promotional activities during the year (37 last year). Promotional activities included familiarisation tours for the tourism industry, attendance at industry meetings, and marketing and advertising campaigns for special exhibitions and events such as *Fifty Australians*, *Shared experience*, *Sport and war*, and the Treasure Trail. Staff also attended major trade shows and carried out joint marketing exercises with other organisations, including the Australian Capital Tourism Corporation and other tourist attractions. 2 battlefield tours were marketed and implemented during the year.
3. The Memorial's website received more than 3 million visitors during 2005–06, a 25% increase over the previous year (2.4 million). Average visit time was 15:39, down slightly from last year (16:22).
4. In all, just over 476,000 people visited Memorial travelling exhibitions, an increase of 33% on the previous year (357,335 last year).
5. Travelling exhibitions toured through 6 Australian states and territories, and 1 went on display internationally at the Canadian War Museum and Imperial War Museum. The following visitation was recorded:

	<b>2005–06</b>	<b>2004–05</b>
Victoria	163,850	154,800
New South Wales	140,550	17,830
International	86,150	47,240
Queensland	47,550	20,655
Tasmania	20,870	1,100
Western Australia	13,460	41,490
South Australia	3,780	24,590
Northern Territory	0	49,630
Total	476,210	357,335

A total of 252,250 people visited exhibitions in 9 metropolitan venues (247,880 visitors at 11 metropolitan venues last year).

A total of 137,850 people visited exhibitions in 22 regional venues (62,215 people at 21 regional venues last year).

6. Almost 800,000 people visited the Memorial in 2005–06, a small but acceptable decrease from the previous year given the difficult tourism conditions.
7. Approximately 32% of the Memorial's visitors were making their first visit to the Memorial (35% last year). A majority of these (52%) said they had heard about the Memorial not long before their visit.
8. During the year, 137 visitors were surveyed attending Memorial travelling exhibitions in Western Australia, Queensland, and New South Wales. Most respondents were satisfied with their visit to the travelling exhibition, with 45% rating the exhibition as very good, 38% rating it as good, and 88% saying that the exhibition they had visited had either met or exceeded their expectations.

## ***Other Promotion and Community Services Activities***

### *Marketing*

The Memorial's high profile and presence in the business and leisure tourism sectors was maintained in joint ventures with the ACTC, Tourism Australia, National Capital Attractions Association, and the Canberra Convention Bureau. Highlights included participation in the Top Secret weekend for conference/meetings organisers, attendance at Australian Tourism Exchange, and involvement in Australian Tourism Export Council. In addition to the previously mentioned Directors' Cut, we joined forces with ACTC and several other national institutions for a number of joint campaigns such as From the Vault, designed to showcase the nation's treasures not usually on display, and Sports Force promoting how our nation was shaped through sport which coincided with the *Sport and war* exhibition.

A major highlight was the development and implementation of the marketing communications campaign for the international exhibition *Shared experience*. This exhibition attracted excellent visitation. Two-thirds of survey respondents were aware of the exhibition before their visit, and 44% came to the Memorial especially to see it. This is one of the highest levels of pre-awareness that the Memorial has had for a special exhibition.

### *Public Affairs*

The Memorial has continued to be the subject of considerable media interest. All media were used widely to promote exhibitions and provide coverage of commemorative events. Of particular note was the interest shown by national programs *Today* and the *A Current Affair* show, both of which produced live telecasts from the Memorial for ANZAC Day, and *Sunrise* to promote the *Sport and war* exhibition.

Well-known personalities such as Andrew Denton and Peter FitzSimons have opened exhibitions such as *Fifty Australians* and *Sport and war*, thereby promoting positive exposure.

### *Friends of the Memorial*

The Friends of the Memorial program continues to run strong and maintain a sound member base. A membership provides an opportunity for people to support the Memorial while offering special benefits. The program's members are made up of individuals, families, clubs, organisations, and schools.

Members participated in VP Day, ANZAC Day, and Remembrance Day, as well as the opening of exhibitions including, *Fifty Australians*, *Shared experience*, and *Sport and war*. Members received invitations to the Anniversary Oration and to travelling exhibitions.

## OUTPUT 1.7 Research, Information and Dissemination

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

### Overview

The Official History of Australian Peacekeeping and Post-Cold War Operations, a collaborative project between the Memorial and the ANU, continued under the leadership of Official Historian Professor David Horner. He has the full-time assistance of three Memorial historians (Drs Peter Londey, John Connor, and Garth Pratten). A further three research officers are provided by the ANU and funded by an Australian Research Council grant. Work has been progressing at a satisfactory rate and several overseas field trips have been undertaken by team members.

The Memorial continues its collaboration with the School of Humanities and Social Sciences at the Australian Defence Force Academy. A highlight of this relationship was the conference held in July 2005, "ANZAC Day to VP Day: arguments and interpretations" at which over one hundred Australian and international historians debated emerging trends in the practice of military history.

Significant additions to the website included the digitised version of the Second World War official histories, one online exhibition, online versions of two special exhibitions, and a series of online talks or podcasts. The digitised versions of the 22 volumes of the official history of Australia's involvement in the Second World War were added to the website in late September 2005, and have been positively received.

### Performance measures

#### Quantity:

1. Number of Memorial and Memorial-supported research projects undertaken.
2. Number of lectures given, articles or books published, and documentaries made by Memorial staff.
3. Sales figures for *Wartime* magazine.
4. Number of visits to the Memorial's Research Centre.
5. Number of collection items retrieved for and accessed by Reading Room clients.
6. Number of research inquiries answered by Memorial staff.
7. Number of website page views that access the Memorial's research directories or database collections.

#### Quality:

8. Percentage of Research Centre standards of service that are met.
9. Percentage of Research Centre clients satisfied with quality of visit.

### Achievements

1. Memorial historians worked on eight military history research projects during 2005–06: Anne-Marie Condé, *Treloar as archivist*; John Connor, *Protecting and rebuilding: Australian peacekeeping in internal conflicts 1991–2002*; Ashley Ekins and Ian McNeill, *Fighting to the finish*; Karl James, unit history profiles; Peter Londey, *Treading lightly: observer missions since 1947*; Brad Manera, *Retimo*; and Peter Stanley, *1942: battle for Australia* and Private Lawrence Saywell.

The Memorial supported five other research projects: two doctoral theses (Dr Garth Pratten, Deakin University, "Australian battalion commanders in the Second World War"; and Dr Michael Carrel, University of Melbourne, "Australian war crimes trials investigations"); and three annual scholar projects ("Battle for Australia research", Mr Chris Baker, University of Newcastle; "Lawrence and the Light Horse exhibition research", Ms Claire Higgins, University of Melbourne; and "Post-1945 exhibition research and writing", Ms Kerry Neale, Australian National University).

2. Memorial staff delivered 85 talks (138 last year); 43 lectures /papers (55); 85 articles (92); and 1 book (3). These figures do not include talks that are regularly given throughout the year as part of public programs, although it does include special gallery talks such as those for anniversaries.
3. The Memorial published the usual four issues of *Wartime* magazine during 2005–06. This is provided to Friends of the Memorial, sold at the front desk and Shop, on subscription, and through newsagents. Circulation declined marginally from 30,945 to 30,714, however, the magazine continues to be seen as an important vehicle for the dissemination of Memorial news and military history, and a number of initiatives to lift circulation are being implemented.
4. The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. A total of 27,293 people went to the Reading Room (32,319 last year). In addition, 37% of general visitors (268,000 people) went to the Research Centre online information gallery (302,000 last year).
5. Reading Room clients accessed 41,272 collection items, 32% more than the previous year (31,170).
6. Research Centre staff answered 12,926 enquiries during 2005–06 (12,135 previous year). The enquiries include those made online, by telephone, fax, and letter. Answers to the most frequently asked enquiries are made available as online resources on the Memorial's website.

In addition, approximately 500 research enquiries were answered by Military History staff during the year.

7. Page views of the Memorial's digitised website resources increased 28% over the previous year (9.3 million this year, up from 7.3 million last year).
8. There was a 15% increase in the number of searches conducted on the Memorial's Client Access System: 1,155,757 (compared to 1,006,056 last year).
9. The following levels of achievement were obtained in servicing clients in the Research Centre Reading Room:

<b>Target</b>	<b>2005–06</b> %	<b>2004–05</b> %
Stack retrievals (on-site): 30 minutes	99	99
Stack retrievals (off-site): 14 days	99	100
Photocopying requests: various times	90	99
Letter enquiries: 10 days	97	97
Web form enquiries: 5 days	98	98
Telephone enquiries: 90% answered in person	92	98

10. Research Centre clients continue to be satisfied with the quality of their visit. In the visitor exit survey, more than 90% of visitors rated the Research Centre's facilities as good or very good:

<b>Target</b>	<b>2005–06</b> <b>Good or</b> <b>very good</b> %	<b>2004–05</b> <b>Good or</b> <b>very good</b> %
Online information gallery	93	92
Reading Room	91	94

In addition, 574 emails and letters of appreciation were received by the Research Centre.

## Other Research, Information, and Dissemination Activities

### Publications

Writing continued on the final volume of the Vietnam official history, *Fighting to the finish*, by Ashley Ekins and the late Dr Ian McNeill. The manuscript is at an advanced stage of preparation and is expected to be published in late 2007.

Issues 31 to 34 of the Memorial's popular quarterly magazine *Wartime* were published under the editorship of Dr Robert Nichols and Michael Thomas. *Wartime* includes a high proportion of articles written by Memorial staff.

The tenth year of the Australia–Japan Research Project (AJRP), led by Dr Steve Bullard, has been funded by the Japanese Embassy in Canberra. The AJRP's main projects include research on the Cowra breakout of 1944 (including the creation of oral history interviews) and completing the translation of parts of the Japanese official history of the Papuan campaign. Books arising from both projects will be published late in 2006.

Staff gave many talks and papers at academic and other gatherings through the year. These included conferences as varied as Battlefield Archaeology at the National Army Museum in London, Genocide at Millersville University in Pennsylvania, the Vietnam War in Newcastle, and the South Australian State History Conference in Whyalla.

### Research

Several research projects are underway, including a biographical study of the Memorial's longest-serving director, John Treloar (1894–1952), a book on the battle for Retimo on Crete in 1941, and another titled *1942: battle for Australia* (a book on the Second World War under contract to Penguin). The Principal Historian assisted the Australian Embassy to the Czech Republic by investigating the circumstances of the death of Private Lawrence Saywell, the last Australian to be killed in the European war, on 8 May 1945.

The Memorial's Summer Vacation Scholarship Scheme was held over to the winter of 2006 due to renovation in the Research Centre. Three "Annual Scholars" were selected and supervised from June 2006. Projects undertaken were "Battle for Australia research" (Mr Chris Baker, University of Newcastle), "Lawrence and the Light Horse exhibition research" (Ms Claire Higgins, University of Melbourne), and "Post-1945 exhibition research and writing" (Ms Kerry Neale, Australian National University).

### Dissemination

Staff presented a range of papers, lectures, and public talks about the Memorial, exhibitions, the collection and Australian military history. Conference papers were presented at the Bob Hawke Prime Ministerial Library on "Women's collections in Private Records at the Australian War Memorial" and at the Australian Genealogical Congress on "Researching Australians who served overseas using the Australian War Memorial's online resources". Staff also travelled to Yass to deliver a seminar on "Researching family history in military service". A full list of staff talks, lectures, and publications is at Appendix 7.

Six online encyclopaedia entries were completed, as well as three reading lists and six information sheets for the Memorial's website.

The Roll of Honour database was enhanced with the addition of 1,524 RAAF fatality records and 110 supplementary First World War Roll of Honour circulars. In addition, detailed investigations into 137 Roll of Honour cases have been undertaken for amendment or additions to the Roll.

There was a small decrease in the number of visitors to the Reading Room, from 32,319 to 27,093. This decrease is due to the relocation of the Research Centre to the new C.E.W. Bean building during the year which caused some disruption to services.

### Website

2006 marked the 400th anniversary of the Dutch discovery of the Australian mainland by Captain Willem Jansz in March 1606. The Memorial's online exhibition *Allies in adversity* commemorates this anniversary by focusing on the Dutch–Australian experience of the war in the Pacific, 1941–45. The exhibition will be a permanent part of the Memorial's website.

Online versions of the special exhibitions *Fifty Australians* and *Shared experience* were designed to complement the physical exhibitions, and, like *Allies in adversity*, will remain as permanent resources on the website. The Imperial War Museum provided a link from their site to the Memorial's version of *Shared experience*.

In December 2005, as part of the summer Treasure Trail promotion, curators recorded talks about the 12 featured objects. These talks were made available to the public as podcasts, the first instance of an Australian collecting agency using this medium. Since the Treasure Trail, nineteen other talks have been podcast. An internal working group has been established to consider other potential emerging technologies for both onsite and online use.

## OUTPUT 1.8 Visitor Services

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

### Overview

The high standard of visitor services has continued at the Memorial, particularly during the period of gallery redevelopment. Training and development for floor staff, through participation in the Workplace Skills course, has ensured an enhanced quality of experience for visitors. The ongoing partnership with Canberra Institute of Technology has built customer service and museum skills for floor staff, with nine staff members completing the Museum Practices Level III Certificate.

A Mandarin-language gallery guide was introduced in April, the first in a series of brochures to be translated into languages other than English.



*Children learn to make poppies and create a wreath to be laid on the Tomb of the Unknown Australian Soldier as a part of the Little ANZACs School Holiday Program.*

## Performance measures

### Quantity:

1. Percentage of visits to the Memorial that are repeat visits or that result from word-of-mouth recommendations.
2. Average duration of visits to the Memorial.

### Quality:

3. Percentage of Memorial visitors who believe the Memorial has maintained or improved its standard of service since their last visit.
4. Percentage of Memorial visitors whose visit met or exceeded their expectations.
5. Number of compliments and complaints received via the Memorial's Service Charter and Visitors' Book, and actions taken to address complaints.

## Achievements

1. During 2005–06, approximately 68% of general visitors, or some 490,000 people, were making a repeat visit to the Memorial; 25% of visitors were returning within two years of their last visit.

Approximately 31% of general visitors, around 225,000 people, received a word-of-mouth recommendation from friends or relatives to visit the Memorial (29% last year).

2. The average length of time that visitors spent at the Memorial was 2 hours and 19 minutes (the same as the previous year).
3. Among returning visitors, 75% said the Memorial had improved since their last visit, while 24% said the Memorial had maintained its level of performance.
4. Overall, visitors were highly satisfied with their visit to the Memorial: 54% said their visit had exceeded their expectations, while 44% said their expectations had been met.

Among first-time visitors to the Memorial, 67% said their expectations had been exceeded.

When rated on a scale of 1 to 10, the Memorial received an average rating of 8.8 (the same as last year).

5. The total number of compliments and complaints received via the Service Charter and Visitors' Book decreased by 25% to **134** in 2005–06. (While the number of compliments decreased from 160 to **124**, the percentage that this represents of the total compliments and complaints increased from 89.4% to **92.5%**.) Several aspects of the Memorial were complimented, including **84** relating to the high standard of the Memorial's exhibits and displays and **38** relating to the high standard of service provided by staff and voluntary guides.

In addition, **154** (164 last year) complimentary letters were received during the year via general correspondence, as well as **574** emails and letters of appreciation were received by the Research Centre.

6. Complaints were received via the Service Charter and Visitors' Book, **9** fewer than in the previous year (19). A written response was made to each complaint. These included **4** complaints about the standard of exhibits and displays. Other complaints included the seating in the galleries and parking issues. There were no complaints relating to staff during the year.

The Memorial continues to attract favourable Service Charter and Visitors' Book comments from our visitors. The vast majority of comments are compliments related to the high standard of the exhibits and displays. Service provided by staff and voluntary guides is also favourably commented on. All visitor comments are responded to (unless otherwise requested) and as a result of these comments, changes are made to aspects of exhibitions and facilities as appropriate.

The Memorial continues to undertake extensive research and evaluation to monitor standards of service and visitor satisfaction. Overall levels of satisfaction remain very high. Further information about the Memorial's evaluation and visitor research activities is provided under Output 1.10, Executive Strategic Management.

### **Other Visitor Services Activities**

#### *Volunteer Services*

A total of 266 volunteers give their time, skills, and expertise to support the front-of-house function and projects in curatorial and conservation areas. The Memorial's Voluntary Guides are celebrating thirty years of volunteering in 2006. Volunteer guides provide free guided tours for the general public, as well as specialised tours for VIP visitors. In order to offer visitors more choice, shorter tours and themed tours were introduced during January. In June, 19 voluntary guides completed their Statement of Attainment in Guiding, a nationally recognised and accredited award.

Online gallery volunteers assist visitors in family history research and this year two received badges for contributing in excess of 1,000 hours, two received badges for in excess of 2,000 hours, and four received brooches for 15 years' service. The Discovery Room volunteers engage with young visitors and since the closure of this space in May, a number of these volunteers are training to deliver gallery-based hands-on activities. Volunteer veterans interact with students as part of the school wreathlaying program.

Each day, a minimum of six free highlight tours of the Memorial were conducted by the Voluntary Guides, attracting 38,968 visitors. Another 614 visitors participated in Voluntary Guide-led children's tours. Voluntary Guides also conducted 270 VIP and booked tours for 9,683 visitors.

## INTERNAL OUTPUTS

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

### OUTPUT 1.9 Corporate Governance

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

In accordance with the planned schedule, Council held four full meetings, and four meetings were held of the Finance, Compliance, and Audit Committee. In addition the Remuneration Committee met on one occasion. At each meeting comprehensive papers were presented on which Council made decisions that directed the Memorial's strategic operations. In addition to the major Gallery Development priority, Council considered important issues associated with the Uhrig Review, site development, and future planning. Council reviewed its performance at the August 2005 meeting, noting that responses to surveys issued indicated a highly satisfactory performance with 20 of the 23 criteria achieving an average score of four or above out of five.

The Finance, Audit, and Compliance Committee approved annual budgets, reviewed financial performance, considered audit reports, and monitored risk management and commercial operations. Members of the Australian National Audit Office and internal auditor WalterTurnbull attended each of the Committee meetings.

After each Council meeting, the Minister was briefed by the Chairman of Council and the Director.

## OUTPUT 1.10 Executive Strategic Management

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

### **Executive Leadership**

The Corporate Management Group (CMG), consisting of the Director and the three Assistant Directors, continued to meet on a weekly basis to implement strategies and policy and to monitor performance across the Memorial. CMG received weekly briefings on progress with gallery development to ensure close monitoring of quality, cost, and timeliness. The Chief Finance Officer (CFO) attended meetings on a monthly basis to report on financial matters. Trends across the Memorial were monitored via a very wide range of performance information which was presented on a monthly basis.

The Senior Management Group (SMG), comprising all section heads and members of CMG, also met on a weekly basis as a key communication channel for all matters of interest across the Memorial. Open and consistent communication continued to be a management focus, with all sections also holding meetings of all members weekly to receive information from the management forums and to formulate matters that could be referred back up the line. In addition, several all staff meetings were held, where the Director and senior staff provided briefings on key initiatives.

The Memorial met all legislative requirements and received an unqualified set of financial statements. The Director provided regular written briefings to the Minister on operational matters of significance.

### **Strategic Management**

The Memorial's business planning culture continued with all sections contributing to the formulation of draft business plans and SWOT (strengths, weaknesses, opportunities, and threats) analyses, which were then used by senior management and Council to review corporate plans and formulate the final business plan for the year. This process cements teamwork across the organisation, which was evident in the excellent responses by staff to matters progressed during the year.

Strategic management continued to focus on the priorities in the Corporate Plan and associated strategies as revised by Council at its March 2006 meeting.

### **Evaluation and Visitor Research**

Evaluation and visitor research addressed a wide range of Memorial activities in 2005–06.

Visitor surveys were conducted for four exhibitions displayed in the Memorial's special exhibition gallery: *Looking back; Fifty Australians; Shared experience; and Sport and war*. The surveys enabled the Memorial to assess the extent of visitor learning and satisfaction with these special exhibitions, and to determine whether the exhibitions increased access to the Memorial by attracting new audiences.

A front-end evaluation study was conducted to determine community knowledge of and interest in T.E. Lawrence. Almost 500 people were surveyed via a telephone interview with the results being used to assist in the development on a special exhibition on T.E. Lawrence and the Australian Light Horse. It is intended that this exhibition will open at the Memorial in December 2007.

In September and October 2005 an experimental evaluation study was undertaken with a focus on interpretive label text. The study was conducted to determine the differences, if any, between visitors' preferences for different styles of label and types of information, particularly for photographic labels. As well as providing valuable information about the layout and content of labels, the study found that visitors overwhelmingly believed the Memorial's labels to be clear, comprehensible, appealing, legible, and to contain the right amount of information and level of detail.

The first stage of an evaluation looking at the broader outcomes of a visit to the Memorial commenced in 2005–06. This exploratory, qualitative study aims to identify and describe the types of outcomes that occur as

a result of a visit to the Memorial. The study has already engaged a number of adults and children on-site; the second stage of the study – follow-up interviews – will be completed in 2006–07.

Off-site visitor surveys were conducted by a number of venues that hosted Memorial travelling exhibitions during the year. These included the Workshops Rail Museum, Ipswich and Australian National Maritime Museum, Sydney, which hosted the *Australia under attack* exhibition.

In October and November 2005, a survey was conducted with coach drivers at the Australian War Memorial. The survey addressed parking and access at the Memorial and elsewhere in Canberra; facilities for coach groups; and reactions to proposed changes to coach parking at the Memorial's site. The results of the survey were considered in a review of the Memorial's Site Development Plan.

An evaluation was conducted of the Memorial's online educational resource *KidsHQ*. The evaluation involved an online survey, two online forums with teachers from across Australia, and analysis of unsolicited feedback about the *KidsHQ* system. As well as providing strong evidence of the suitability and effectiveness of *KidsHQ*, participants in the evaluation have given valuable ideas to assist in its further development.

The Memorial also undertook an evaluation of its innovative Workplace Skills Program, a skills development program for entry-level staff. The evaluation was undertaken to identify how well the program had worked and to fine-tune aspects of the program if required. Following the evaluation, the Workplace Skills Program will be repeated in 2006–07.

A planned evaluation of the Memorial's advertisements and marketing campaigns in Canberra was delayed until July 2006.

The Memorial continued its regular survey of visitors to monitor what they did and what they thought of its facilities and services. Visitors were randomly selected to participate in an exit survey with more than 1,200 people taking part. Data from this survey has been used to report the Memorial's performance elsewhere in this report. Almost 500 other visitors were surveyed to measure their satisfaction with the Memorial's cafés. This is an important tool for ensuring that the Memorial's contracted caterer meets agreed standards.

The Memorial maintained its support for a two-year research project on ways to increase the frequency of visits to museums. The research project is being conducted by the University of Technology, Sydney, with partners the Memorial, the Museum of Applied Arts and Science (Powerhouse Museum), the Australian Museum, Museum Victoria, National Museum of Australia, Australian National Maritime Museum, and the University of New South Wales. This project has been partially funded by an ARC Linkage Grant.

### **Risk Management**

The Risk Management Plan 2004–07 was monitored throughout the year to ensure that risks were controlled and minimised. Risk management plans were drawn up in advance for all major events and ceremonies and visits by VIPs that occurred during the year. The Risk Management Plan is currently being reviewed and will be updated in the 2006–07 financial year. Emergency and disaster recovery response plans were updated and a major review of the Business Continuity Plan was also completed. The Memorial participated in Comcover's annual Risk Management Benchmarking Survey again, achieving a good rating of four out of five.

## **OUTPUT 1.11 Resource Management**

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

### **Buildings and Services**

#### *Buildings*

The Memorial's facilities management expertise has been substantially directed at scoping and reviewing the building infrastructure requirements for the new C.E.W. Bean building and the redevelopment of the Post–1945 Conflicts galleries. An efficient and well-designed new building has been delivered and is now being managed through the Defects Liability Period. A review of the power and cooling requirements to support the Post–1945

development and the main building into the future was also undertaken. This planning has resulted in significant power and cooling infrastructure replacement for the main building being scheduled for periods of low cooling load (winter) during 2007.

Other infrastructure upgrade programs undertaken include the continuation of improvements to the fire systems at the Treloar site and the Administration Building at Campbell. Closely associated with the needs of the Post-1945 Conflicts gallery redevelopment, a full review of fire infrastructure in the Main Building has also been completed. Fire infrastructure improvements to the Main Building will begin next financial year.

The National Collection Accommodation and Storage Review has also continued and a number of strategies to meet predicted future collection storage requirements have been developed and reviewed by management. Significant improvements to armoury storage facilities have been made along with some enhancement to other collection storage. Expressions of interest from architectural project consultants to scope and develop a construction plan which will allow for significantly enhanced collection storage capability are now to be sought. Any resulting construction is likely to be at the Treloar complex in Mitchell ACT and will be a long-term project.

### *Services*

The Memorial has made considerable progress against best practice in Commonwealth record keeping with approval of the Memorial's Records Disposal Authority by the National Archives of Australia in October 2005. Other important records management work during the year included an upgrade of the Memorial's record management system, the commencement of a file sentencing project covering a selection of Memorial records for the period 1945-88 and the implementation and testing of the Memorial's business classification scheme and record plan. Implementation of an electronic document management system will now be achieved as part of the Enterprise Content Management system to be implemented in 2007.

Security remains a high priority and consultation with Australian Security Intelligence Organisation and the AFP over events, visits, and general risk assessment continued. The contract for provision of after hours and relief security guarding was awarded to a new contractor early this financial year and a successful transition phase is now complete. Also, the extent and process for a strategic upgrade of security infrastructure was further reviewed and scoped during the year and proposals from contractors will be sought early next financial year.

The Memorial's workshop supports a wide range of Memorial activities, with work this year including the construction of exhibition infrastructure for *Shared experience, Sport and war*, and *ANZACs in France, 1916* special exhibitions, preparation for the demount of existing galleries prior to Post-1945 Conflicts gallery development as well as general buildings and conservation works. In addition to this, the workshop facility was moved from previously rented off-site premises into a purpose built space in the new C.E.W. Bean building and many efficiencies are expected to be gained from this move.

The Emergency Planning Committee met four times and oversaw the planning and conduct of emergency evacuation drills in all Memorial buildings during the year.

## **Finance**

### *Financial Policy*

Policies relating to procurement, use of credit cards, use of collection depreciation funding, assets management, and reporting for commercial operations were reviewed. The Memorial is now subject to the Commonwealth Procurement Guidelines, meaning that all procurements over the value of \$400,000 are subject to the Australia/United States Free Trade Agreement. Procedures implemented to comply with these changes have been successful and staff across the Memorial have been involved in internal and external training sessions to support the new arrangements.

The CFO advised senior management on activities necessary to ensure the funding strategy for the Post-1945 Conflicts gallery redevelopment is achieved. Investments strategies play an important role in delivery of funds for this initiative as well as the management of funds from a range of other sources. The CFO works closely with the Memorial's quantity surveyor and is involved in scope and budget reconciliations to ensure the project budget is met.

### *Financial and Corporate Support Systems*

A focus for corporate systems this year was enhancements to online banking transactions with an extension of functionality in relation to overseas transactions. Interfaces to e-Business and Shop point-of-sale systems were updated to support new products offered online.

Planning for an upgrade to the Memorial's fully integrated Financial and Human Resource Management system (SAP) has commenced and will be progressed during 2006–07. Investigation into automating advice to suppliers in relation to electronic funds transfers also commenced.

Significant resources have been dedicated to the implementation of the new whole-of-government Central Budget Management System. This has involved testing of functionality and parallel entry of estimates and monthly actuals information into both the current and new systems in accordance with Department of Finance and Administration (DoFA) testing scenarios.

### *Financial Planning and Monitoring*

Financial planning and monitoring is an ongoing function. Financial reporting on a full accrual basis is undertaken on a monthly basis for both senior management and DoFA. Performance of the Memorial Shop and e-Business is also reported monthly on a full accrual basis.

The Memorial's Budget Estimates are prepared in accordance with whole-of-government budget requirements for a material agency. The estimates are prepared for the current and future three years and reflect both ongoing and one-off activities in accordance with corporate priorities and plans for capital works. The Memorial's Budget Estimates present an excellent prediction of the Memorial's financial position over the next four years and provide an opportunity to implement policies to ensure good financial results. The Memorial's 2005–06 funding from government included the final moneys for construction of a new building to house staff and collections. Funding was also provided for the running costs associated with the new building.

Funding strategies were developed for a number of large capital work projects planned in future years including collection storage, site development, gallery refurbishments, and software developments.

The one area of uncertainty continues to be government's policy in relation to funding of depreciation expenses associated with heritage assets. It is hoped that a current review of funding arrangements will result in a decision that allows the Memorial to plan for management of the collection into the future with more certainty. Continuation of funding for collection development and presentation is vital to maintaining the National Collection asset which is valued at \$593 million.

The Memorial's land and building assets were re-valued during 2005–06. The revaluation resulted in the value of these assets being increased by \$28.9 million. This increased value is reflected in the 2005–06 Financial Statements.

### *Financial Services*

Financial services to support Memorial activities continued including accounts payable and receivable, domestic and overseas travel arrangements, procurement advice, assets management, contracts management, Fringe Benefits Tax (FBT), GST, and superannuation advice, co-ordination of legal advice, and investment management.

An area of growth is the management of contracts with additional demands for legal advice to ensure that contract conditions address identified risks and allow measurement of performance against stated deliverables. Contract templates have been developed during the year to support procurement activities, including expressions of interest, tendering, and contracts.

An ATM was installed just prior to Christmas 2005. This provides an additional service to visitors and staff and has increased the number of small-value purchases from the Memorial Shop, but its efficiency is being reviewed.

## **Information Technology**

### *Corporate Applications*

Ongoing support was provided for a wide range of corporate applications and general access to such systems was maintained at greater than 99.8% throughout the year. Work focused on the major priority of developing an Enterprise Content Management (ECM) system to manage digital assets, web content, and electronic records across the Memorial. Key IT achievements included:

- Phase 1 of the ECM project provided detailed analysis of corporate needs and delivered a business case which lead to approval of concept and funding.
- Phase 2 of the ECM project saw completion of the development of detailed specifications.
- Online subscription for Friends membership was added to the website.
- Improved capabilities were developed for barcoding of collection items and interfaced with the collection management systems.

### *Network infrastructure*

- Requirements for photocopier/printer/faxes were evaluated and eight devices installed, considerably improving functionality and manageability.
- Select network servers were replaced as part of the ongoing leasing strategy.
- The Standard Operating Environment for desktop computers was upgraded to include important security and version upgrades;
- The entire fleet of desktop computers was replaced under a new lease.
- The IT facility room in the new building was commissioned and 80 desktops were transferred from the main building.
- Some additional disk storage was acquired as an interim measure to address needs while awaiting implementation of the ECM project.

## **People Management and Development**

### *Strategic People Management*

The Memorial's Teamwork Agreement 2004–07 provided a 3% increase to staff salaries from 1 July 2005 and a 2% one-off bonus for all employees who successfully participated in the 2005–06 Business Management and Performance Feedback Scheme (BMPFS).

Key policies were reviewed including Workplace Diversity, Breaches of the Code of Conduct, Attendance and Absence, Overseas Development Opportunities, First Aid, and Occupational Health and Safety.

### *Workforce Development*

The 2005–06 People Development Program provided a comprehensive suit of opportunities that successfully aligned the training and development needs of individuals with the annual business plan and general work requirements. The program for entry-level staff, developed together with the Canberra Institute of Technology (CIT) and implemented in 2004–05, was again conducted successfully during the year, building the administrative and museum skills of the participants.

The Australian Military History course continues to provide key knowledge and skills to Memorial staff.

The Cultural Management Development and Advanced Workplace Skills provide excellent platforms for developing skills at the middle management and junior levels respectively. The Memorial greatly appreciates the cooperation and support of the other cultural institutions in the delivery of these programs. The Workplace Skills program provides selected newly joined staff members with vocational knowledge and skills that will enhance performance and support career progression within the Memorial.

Training on the Australian Public Service Values and Code of Conduct was presented to staff in May 2006. This training also included information on Workplace Diversity and Workplace Harassment. Approximately 80 per cent of staff attended and positive feedback was received from participants.

#### *People Management and Services*

The Workplace Relations Committee met on four occasions and the Occupational Health and Safety Committee met six times during the year. Both committees continue to provide useful forums for management and staff to discuss workplace issues and review policies.

The Memorial's Workplace Diversity Program operated effectively throughout the year. The program was reviewed and updated after extensive consultation within the organisation. The Memorial's Workplace Harassment Contact Officer (WHCO) program continued to operate effectively with regular WHCO meetings convened to help these key staff to keep abreast of changes to policies and other issues. Both of these programs are supported by the Memorial's recruitment and selection procedures and the Corporate and Business Plans and the Teamwork (Certified) Agreement 2004–07. No formal grievances were made during the year.

An effective Employee Assistance Program was provided throughout the year by a service provider (ITIM). Statistics provided on the usage of this program continued to indicate that usage of this program is predominantly for non-work related issues.

The Memorial's staffing overview, details of staff development provided, and performance-based remuneration are at Appendix 9.

## OUTPUT 1.12 Revenue Generation

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

#### *Memorial Shop*

Shop revenue was \$1,316,108 which was above target by 14% or almost \$160,000. This was a very strong result given last year's success was based on the commemorative focus of the 90th and 60th anniversaries. The net profit for the Shop before notional costs was \$241,214. This figure represents the real return to the Memorial (as notional costs cover items such as rent, telephone, light, power, and heating). Once notional items have been deducted, the Shop's operating net profit represented 9% of sales.

The year has seen a number of activities undertaken to support Memorial events and exhibitions. Merchandising displays were created for *Shared experience* and *Sport and war* special exhibitions, as well as supporting the book launch of *Victoria Cross – Australia's finest and the battles they fought*, which has also been actively promoted through the Shop.

In October 2005, the Memorial Shop participated in the Cultural Clearance Sale held at Albert Hall. The sale involved the retail operations from other national museums and institutions from Canberra. The Memorial Shop used this sale as an avenue to raise awareness of the product offering available in our Shop, at slightly reduced prices and to create demand for publications and other product that had been stocked by the Shop for a long period of time with low sales. This event has been successful in the past, with the last sale being in 2000. The net profit from this event was \$5,000, which was adequate, particularly given the profile of clearance sale shoppers often being more suited towards National Gallery of Australia and National Library of Australia product ranges.

In addition to these activities, a number of new products were created for sale. A one-off initiative was a limited production run of DVDs for VP Day. This DVD contained footage that was initially screened on the parade ground to accompany the 60th anniversary of VP Day ceremony. The 85 minutes of footage was made available for sale to visitors from the Shop at the conclusion of the ceremony.

An ANZAC Day 2006 souvenir coin was also developed, after the success of the Royal Australian Mint's "mint-mark" mobile machine. This machine minted Gallipoli coins with an exclusive "G" mint-mark in 2005 and the Shop saw an opportunity to create a souvenir version of a coin tailored to our commemorative needs that

was not legal currency. These were sold in an attractive hard-casing, with option of a Memorial-branded velour pouch, and available throughout April and June. The success of the coins will enable the Shop, where required, to produce further similar coins to commemorate other significant Memorial and/or commemorative events.

Further product development involved sourcing a poppy umbrella and a contemporary range of poppy jewellery, along with a contemporary range of framing prints featuring iconic images of the commemorative area and the Memorial photographed by Memorial photographers. All of these products assisted in increasing the Shop's revenue.

The annual stocktake was undertaken in early June to minimise the impact over the busy June public holiday and facilitate end-of-year financial arrangements. The result was excellent with a final Shop write-down of \$1,065 or 0.44% of stock holdings, and publications \$39.98 or 0.02% of stockholdings.

#### *e-Business*

Revenue exceeded the \$646,000 target by 26% with total revenue valued at more than \$815,000. Of this, corporate waivers bringing non-cash benefits such as collection items or marketing were valued at \$204,000. Nonetheless, this year e-Business experienced increased pressure on operating costs as a result of salary increases and recruitment of a new role to manage retail and e-Business projects. Despite this, the operation is now fully self-funding and as a result has relieved the Memorial budget of some expenses.

e-Business sales grew over the year, with more than 6,400 orders placed. In one month alone, October 2005, 1,234 orders were placed containing some 3,300 items to produce and/or fulfil. This was the largest monthly volume of orders experienced by e-Business since its introduction. Almost 1,000 of these orders were for publications produced by the Department of Veterans' Affairs as part of their Pacific series publications. e-Business continues to support DVA through the sales and distribution of these publications.

Sales of photographs and other collection items account for the bulk of e-Business sales. There was strong demand for high-resolution scans of photographs and other collections items – some 5,450 individual scans were provided – and an excellent uptake of the new high-quality digital “inkjet” prints. These prints are produced using micro-droplets of ink sprayed onto print material and are 720 dpi. The growth in sales of this product through e-Business has been evident and being a “digital” product, it requires less staff and photographic material resources to produce. An increased range of Memorial shop products for sale within e-Business has also delivered significant revenue, some \$131,000 compared to \$108,000 the previous year.

From a software perspective, a number of improvements were made to the current e-Business offering. A workflow utility has provided staff greater system flexibility to modify incorrect orders or to move orders to the correct workflow steps. This added flexibility has improved the efficiency of order production.

#### *Other Revenues*

Overall revenue was \$8.3 million, which exceeded the target by 74%. Strong contributions were made by catering, education programs, interest, and corporate donations and sponsorships. General visitor donations revenue has increased by 22% since the promotion of a gold coin donation.

## OUTPUT 1.13 Team Management

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

This is a common output which emphasises the commitment to teamwork across the Memorial. It is integral to our corporate and business plans and the BMPF scheme.

Weekly senior management and section meetings continue to provide the vehicle for effective communication across the Memorial. Project updates are provided and strategic issues discussed at these meetings while other more specialised committees, such as the Workplace Relations Committee, the Occupational Health and Safety Committee, the Exhibition Planning Committee, and the Information Management Steering Group, are essential forums for addressing cross-branch matters of importance.

The Service Charter specifies a maximum of ten days for responses to letters, faxes, and emails, and three days for telephone calls where it is not possible to give an immediate answer. The standards were met in the vast majority of cases.

Programs for promoting employee wellbeing continued in the form of staff-funded visits of a masseuse on a regular basis and weekly yoga classes. In addition, staff contributed and/or participated in community programs such as the Red Cross Blood Bank, Legacy, The Kids Canberra Hospital Christmas Fund, and Heart Foundation fund-raising activities. Also a “Health Awareness Half-day” was held giving staff access to yoga classes, massages, a seminar on nutrition, and a lunchtime debate.

Staff contributed to the success of major events such as Open Day, Remembrance Day, ANZAC Day, and the Australia Day Tribute by generously volunteering their time and skills. They also contributed to other Memorial outputs through the delivery of talks, lectures, and publications as listed in Appendix 10.

Overall, staff across the Memorial displayed a strong teamwork ethos which contributed to an effective, happy, and high-performing Memorial team.



*Lily Webb and Savina Fife, staff of the Memorial, promoting Daffodil Day.*

## ACCOUNTABILITY

Legislation, Functions, and Powers	60
<i>Enabling Legislation</i>	60
<i>Functions of the Memorial</i>	60
<i>Powers of the Memorial</i>	60
Responsible Minister	61
<i>Powers of the Minister</i>	61
Internal and External Audits	62
<i>Internal Audit</i>	62
<i>External Audit</i>	62
Effects of Ministerial Directions	62
Indemnities and Insurance Premiums	63
Legal Actions	63
Social Justice and Equity	63
Service Charter Report	64
Contractors and Consultants	65
Advertising and Market Research Expenditure	65
<i>Freedom of Information Act 1982, Section 8 Statement</i>	66
<i>Freedom of Information Act 1982, Statistics 2004–05</i>	68
<i>Environmental Protection and Biodiversity Conservation (EPBC) Act 1999, Section 516A Statement</i>	68
Occupational Health and Safety	69
Commonwealth Disability Strategy Report	70

## Legislation, Functions, and Powers

### Enabling Legislation

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

### Functions of the Memorial

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

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

### Powers of the Memorial

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

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

- (a) to purchase, take on hire, accept as a gift, or take on deposit or loan historical material;
- (b) to lend or hire out or otherwise deal with (other than by way of disposal) historical material;
- (c) to accept gifts, devises, bequests, or assignments made to the Memorial, whether on trust or otherwise, and whether unconditionally or subject to conditions; to act as a trustee or to comply with the condition, as the case may be;
- (d) to collect and make available (whether in writing or in any other form and whether by sale or otherwise) information relating to Australian military history;
- (e) to make available (whether by sale or otherwise) reproductions, replicas, or other representations (whether in writing or in any other form) of historical material;
- (f) to make available (whether in writing or in any other form and whether by sale or otherwise) information relating to the Memorial and its functions;
- (g) to provide facilities to stimulate interest in Australian military history;
- (h) to assist educational institutions in matters relating to Australian military history;
- (j) to train members of the staff of the Memorial, and other such persons as the Council approves, in developing, caring for, and undertaking research in relation to the Memorial collection;

- (k) to assist, on request, in the creation and maintenance of military museums in Defence Force establishments;
- (m) to occupy, use, and control any land or building owned or held under lease by the Commonwealth and made available to the Memorial under section 7;
- (n) to erect buildings;
- (o) to purchase or take on hire, or to accept as a gift or on deposit or loan, and to dispose of or otherwise deal with furnishing, equipment, and other goods;
- (p) to act as trustee of monies or other property vested in the Memorial on trust; and
- (q) to act on behalf of the Commonwealth or of an authority of the Commonwealth in the administration of a trust relating to historical material or related matters.

## Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Honourable De-Anne Kelly was the minister responsible for the Memorial from 1 July 2005 to 27 January 2006, when the Honourable Bruce Billson was appointed as the Minister for Veterans' Affairs.

## Powers of the Minister

The Minister has the following powers under the Act:

- (a) to make available to the Memorial for the purposes of the Memorial land owned or held under lease by the Commonwealth and any building, structure or other improvements on that land [section 7(1)];
- (b) on behalf of the Commonwealth, to make arrangements, in writing, with the Memorial for:
  - (i) the transfer of the ownership of historical material from the Commonwealth to the Memorial for the purpose of inclusion of the material in the Memorial's Collection;
  - (ii) the deposit in the custody of the Memorial of historical material owned by the Commonwealth; and
  - (iii) the transfer to the Memorial of the ownership of, or the deposit in the custody of the Memorial of, such other goods or equipment owned by the Commonwealth as he or she considers to be of use to the Memorial, upon such terms and conditions as are specified in the arrangement [section 7(2)];
- (c) to approve the disposal of historical material if the value of that material exceeds \$5,000 [section 8(4)];
- (d) to approve the appointment of a deputy to a member of Council [section 12(1)];
- (e) to convene a meeting of Council at any time [section 17(2)];
- (f) to grant leave of absence to the Director [section 23];
- (g) to appoint a person to act in place of the Director, determine terms and conditions of the appointment, and terminate such an appointment [section 26];
- (h) to approve contracts under which the Memorial is to pay or receive:
  - (i) in the case of historical material, an amount exceeding \$250,000; or
  - (ii) in any other case an amount exceeding \$150,000 [section 35]; and
- (i) to delegate his or her powers under the Act [section 39].

## Internal and External Audits

### Internal Audit

The Memorial's internal audit services are outsourced and were provided by Walter Turnbull. The Internal Audit Plan 2005–06 was approved by Council in May 2005 and included reviews of:

- information technology system security risks and management plan;
- planning process and risk management framework for public events;
- corporate credit card controls and processes;
- leave records and processing; and
- implementation of Commonwealth Procurement Guidelines.

All planned activities were completed and reported to Council during 2005–06. The reviews resulted in no major concerns or weaknesses being identified. Minor actions resulting from the reviews have been addressed or incorporated into the Business Plan 2006–07.

The Internal Audit Plan 2006–07 was approved by Council in May 2006. The new plan will include reviews of:

- charging for education programs;
- business risk assessment;
- asset management;
- management of firearms;
- gallery development records management;
- contract management.

The Memorial has recently tendered for the provision of internal audit services for the period July 2006 to June 2010. RSM Bird Cameron has been selected as the Memorial's internal audit service provider for this period.

### External Audit

The audit of the 2005–06 Financial Statements was undertaken by Ascent Solutions, on behalf of the Australian National Audit Office (ANAO), and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's 2005–06 Financial Statements is at page 72.

Adoption of the new Australian Equivalents to International Financial Reporting Standards has resulted in no material changes to the Memorial's Financial Statements.

## Effects of Ministerial Directions

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

Under section 28 of the *Commonwealth Authorities and Companies Act 1997* the Minister to Veterans' Affairs must consult Council members before notifying them of a general policy of government. No ministerial directions were received during 2005–06.

Three general policies from previous financial years continued: on foreign exchange, cost recovery, and a national code of practice for the construction industry.

## Indemnities and Insurance Premiums

The total insurance premium for 2005–06, including the five per cent discount received through the annual Risk Management Benchmarking Survey, was \$478,687 (excl. GST) which was approximately \$349,000 (58%) lower than 2004–05. In accordance with Council's direction at the May 2005 meeting, the premium was within the funding allocated by Government following advice from the Department of Finance and Administration (DoFA) that supplementation above the base insurance funds provided (\$536,456) would no longer be provided. To achieve this, cover was restricted to a maximum probable loss equal to half (50%) of the value of property. Given the spread of physical holdings of assets this was considered by Council to be effective management of the risk within budget. The policy provided comprehensive cover for property and public liability, with the premiums being \$356,854 and \$93,880 respectively. Council members are provided with indemnity insurance, and the premium for Director's and officers' liabilities was \$8,592.

## Legal Actions

A claim for potential liability (up to \$50,000) has been made against the Memorial relating to a fall on Memorial property. Australian Government Solicitors (AGS) is acting on behalf of the Memorial's insurer, Comcover. A Statement of Claim seeking a contribution toward the judgement was rejected by Comcover, a defence has been filed, and a counter-offer has been made.

## Social Justice and Equity

The Memorial is the nation's most visited cultural institution and one of Australia's best-known and visited tourist attractions. The Memorial makes every effort to ensure that its facilities are available to all visitors who wish to use them.

The results of visitor surveys indicate that the proportion of visitors to the Memorial who live in Australia but were born overseas closely matches that of the Australian population as a whole. Gallery plans are developed with specific consideration of this fact, with use of easy-to-interpret signs, signals, and multimedia, and appropriate consideration for disabled access.

The Memorial identifies people with specific needs through extensive visitor research and evaluation. The Memorial regularly surveys its visitors to identify and monitor how well needs are being met. Results indicate:

- About 4% of the Memorial's visitors have a disability (approximately 30,000 people during 2005–06)
- Visitors with a disability, and their carers, are generally satisfied with the Memorial's facilities and services. The following proportions of visitors who used facilities and services for people with disabilities rated them as good or very good:
  - 91% – large print gallery guides
  - 91% – disabled-access lift
  - 96% – wheelchairs
  - 90% – disabled toilets
  - 90% – disabled parking
- Less than 0.1% of visitors identify as Aboriginal or Torres Strait Islanders (2.4% of Australian population). Indigenous visitors were as satisfied by their visit to the Memorial as non-indigenous visitors.
- About 22% of Australian visitors were born overseas (compared with 24% of the Australian population as a whole).
- About 11% of Australian visitors (approximately 83,000 people) speak a language other than English at home – a smaller percentage than that found in the Australian population (21%). While still high, the satisfaction of these people is somewhat lower than that of other visitors.

In 2005–06 a wide range of facilities and services were made available for visitors including:

- strollers for visitors with children;
- wheelchairs for visitors;
- large print gallery guides;
- training for visitor services staff on supporting visitors with special needs, with a focus on existing tools;
- support for special needs groups attending activities, such as the Aged Care Wreathlaying program;
- special transport facilities within the Memorial grounds for guests with a disability on ANZAC Day and Remembrance Day;
- increased seating area for visitors with special needs, including the continuation of seating for veterans who march on ANZAC Day;
- first aid support on ANZAC Day and Remembrance Day;
- a Chinese language gallery guide was introduced in April, the first of a series of brochures to be translated into languages other than English.

As part of the Memorial's broad strategy to constantly improve access and facilities for visitors with a disability, the Memorial's Disability Action Plan is available to all staff. A report against the Commonwealth Disability Strategy can be found at page 70.

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

Other aspects of Social Justice policy, including Workplace Diversity and Employee Participation, are addressed under Internal Output 1.11 – Resource Management, People Management and Development.

## Service Charter Report

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

A total of 124 compliments, 73 suggestions and comments, and ten complaints were received during 2005–06. A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 49.

Of the comments and suggestions received, almost half (35 out of 73) related to the Memorial's galleries and to the correction of captions. All comments and suggestions were considered, and action taken, where appropriate.

Seven visitors commented the lighting levels in the galleries were too low. The new galleries of the Memorial, such as Aircraft Hall and ANZAC Hall, have a slightly lower lighting level than the Memorial's other galleries. This is designed to focus visitors' attention on the major exhibits and circulation paths, rather than on space as a whole. The lighting dramatically presents exhibits, aided by set pieces, large-scale graphics, and multimedia. The lighting level is subject to continual adjustment and all comments are taken into consideration.

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

The Memorial responded to all comments received under the Service Charter that included contact details, as per policy. Standard response times are within ten days for comments received by letter, fax, or email, and within three days for telephone inquiries unable to be handled immediately. These standards were met in the majority of cases.

## Contractors and Consultants

The total number of contracts for goods and services to the Memorial during 2005–06 was 115. Expenditure for contracted services totalled \$12,212,369 (incl. GST). Major contracts related to:

- the provision of security and cleaning services;
- design, project management, quantity surveyor services and construction for the C.E.W. Bean building;
- exhibitions;
- software enhancements; and
- IT network support.

During 2005–06, six new consultancy contracts were entered into, involving total actual expenditure of \$93,808 (incl. GST). In addition, two ongoing consultancy contracts were active in the reporting year, involving total actual expenditure of \$12,244 (incl. GST). The consultancy contracts included engineering advice, software, and heritage architecture advice.

## Advertising and Market Research Expenditure

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, the following is a summary of amounts paid by the Memorial to advertising agencies, market research organisations, and media advertising organisations. As required, particulars of payments less than \$1,500 have not been included. The Memorial did not pay for the services of any polling or direct mail organisations.

Name	Services provided	Amount paid
TMP Worldwide Pty Ltd	Advertisement placement agency which books and designs print advertisements for general Memorial advertising and recruitment advertising.	496,951
Win Television NSW Pty Ltd	General Memorial advertising.	123,302
	Advertising Expenditure	<u>669,506</u>
Woolcott Research Pty Ltd	Market testing for proposed <i>Lawrence of Arabia</i> exhibition.	7,502
Marloo Media	Article to promote education activities to schools.	4,400
	Market Research Expenditure	<u>11,902</u>
	Total	<u>681,408</u>

## Freedom of Information Act 1982, Section 8 Statement

This statement is correct to 30 June 2006.

### Establishment

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

### Organisation

Section 9 of the Act establishes the Memorial's Council. The Council is responsible for the conduct and control of the affairs and policy of the Memorial. Section 20 of the Act makes provision for the appointment of a Director by the Governor-General. The Director is the chief executive officer of the Memorial and, subject to the general directions of the Council, manages the affairs of the Memorial. The staff of the Memorial are appointed or employed under the *Public Service Act 1999*. An organisation chart appears at page 16.

### Functions

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

### Arrangements for Outside Participation

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

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

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

### Categories of Documents

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

The four categories are:

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

## Facilities for Access

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

## FOI Procedures and Initial Contact Points

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

Reception Desk  
Australian War Memorial  
ANZAC Parade  
CAMPBELL ACT 2612

or

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

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

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

## Officers Authorised to Make Decisions Under the *Freedom of Information Act 1982*

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

Assistant Director and Branch Head  
National Collection  
Senior Executive Band 1

Assistant Director and Branch Head  
Public Programs  
Senior Executive Band 1

Assistant Director and Branch Head  
Corporate Services  
Senior Executive Band 1

Executive Officer  
Corporate Services  
Executive Level 1

Executive Officer  
National Collection  
Australian Public Service Class 6

Executive Officer  
Public Programs  
Australian Public Service Class 6

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

Assistant Director and Branch Head  
National Collection  
Senior Executive Band 1

Assistant Director and Branch Head  
Public Programs  
Senior Executive Band 1

Assistant Director and Branch Head  
Corporate Services  
Senior Executive Band 1

### ***Freedom of Information Act 1982, Statistics 2004–05***

No FOI requests were received during 2005–06 and no outstanding requests were carried over from 2004–05. No fees were collected during the year as a result.

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

The Memorial does not administer any legislation or have any appropriations directly related to the principles of environmentally sustainable development (ESD). Accordingly, the Memorial's involvement relates to practices that can improve energy management and environmental practices within the Memorial.

The Memorial's certified Environmental Management System (EMS) (AS/NZS ISO 14001:1996) is currently being modified to conform with the updated AS/NZS ISO 14001: 2004. This modification of the EMS will also include the recently completed C.E.W. Bean building, as well as existing activities at Campbell and Mitchell.

Support for energy and environmental initiatives is achieved through consultation and communication with staff. The monitoring of energy use and other environmental matters as well as the implementation of environmentally friendly policies is undertaken through the Memorial's Energy and Environment Committee (EEC). The EEC meets every two months and reports to the Corporate Management Group after each meeting.

Consumption of gas and electricity is monitored on a regular basis and improved building practices have resulted in a decrease in energy use. Further improvements to the Buildings Maintenance System will enable further control of consumption.

In order to identify additional cost effective energy saving measures, proposals have been requested from a number of suitably qualified consultants for an energy audit of all Memorial buildings. In conjunction with this an audit of the Memorial's water usage (excluding grounds which is controlled by the National Capital Authority) to identify further water saving measures has been requested.

EMS policies and procedures ensure chemical storage and use is environmentally responsible. The conservation and photographic activities of the Memorial require the use of chemicals in accordance with the newly released Dangerous Substance Regulations.

The Memorial is listed on the Commonwealth Heritage List; accordingly, it falls under the EPBC Act in relation to additions and changes to the precinct. No new commemorative sculptures have been added during 2005–06. The Memorial completed construction of the C.E.W. Bean building which complies with the EPBC Act. The building also includes a number of environmentally friendly items such as:

- Energy efficient lighting;
- Localised airconditioning;
- Double glazing;
- Stormwater retention.

Although the project involved the unavoidable removal of a number of trees, landscaping of the site, including tree plantings, has been completed.

In addition to being on the Commonwealth Heritage List, the Memorial has recently been included on the National Heritage List.

## Occupational Health and Safety

The health and safety of staff and visitors remains a paramount focus at the Memorial. The Memorial's Occupational Health and Safety (OH&S) Committee met on six occasions during the year reviewing policies and procedures including first aid and OH&S. The Committee continues to monitor all incident reports, recommending follow-up action, as necessary.

The advent of the C.E.W. Bean building expanded the number of Designated Work Groups at the Memorial from six to seven. The new building includes a first aid room equipped to cater for staff and volunteers based in the building.

The Memorial's Teamwork (Certified) Agreement 2004–07 acknowledges the importance of the physical well-being of employees and the positive effect this can have on their work and family life. The Memorial conducted a "Health Awareness Half-day" in March 2006 to promote a healthy, balanced lifestyle and a productive work environment for staff. The morning program included relaxation and exercise activities, and information sessions on diet and exercise aids. The program also included an information session on the health-related provisions contained within the Agreement. The event was well-received by staff.

The annual influenza and hepatitis vaccination programs continued to help the large number of staff members (almost half) who participated.

As a further commitment to the health and wellbeing of staff, negotiations over special gym membership rates for Memorial staff were successfully finalised with several fitness facilities in Canberra. Support for other health-related activities continued throughout the year, including fortnightly lunchtime visits from a masseuse and regular yoga classes.

## Commonwealth Disability Strategy Report

The Memorial fits the categories of both service provider and employer under the Commonwealth Disability Strategy Performance Reporting Framework. The following report addresses the performance criteria for both categories.

### Provider Role

The Memorial aims to provide a quality experience for all visitors. A range of facilities and services are provided and regularly maintained, including accessible parking, wheelchair access, and lifts. Staff members are also trained to provide assistance, as appropriate. Formative and summative evaluation is regularly undertaken to review and address the needs of visitors and users of the Memorial's facilities. The ongoing exit survey program addresses facilities and services provided to people with disabilities. Survey and evaluation results are monitored to ensure appropriate standards of service and satisfaction are maintained.

The Memorial's Service Charter provides an effective means for visitors to offer feedback on the quality and appropriateness of Memorial facilities and services. Comments received via the Service Charter or Visitors' Book are responded to in a timely manner and addressed within budget restrictions, as appropriate. The Memorial has a formal process in place for handling visitor complaints and grievances and other complaints about performance.

### Employer Role

The Memorial takes a holistic approach to improving accessibility for people with disabilities, and regularly reviews its policies and programs to ensure these meet the requirements of the *Disability Discrimination Act 1992*. The Memorial's Workplace Diversity Plan was reviewed and updated during the year through a process involving consultation with all staff. Training on Workplace Diversity was provided for all staff as part of Australian Public Service values training conducted in May and June 2006.

Managers and staff involved in recruitment activities are aware of the principles of reasonable adjustment, a practice that has been in place at the Memorial for over a decade. All recruitment information is readily available in electronic format, as well as other formats, and all customer requests are processed via the requested medium within 48 hours.

Interpreters from the ACT Interpreter Service are engaged as required to assist staff with a hearing impairment during staff meetings and training seminars and workshops, as required.

The Memorial has a well-established process for handling complaints and grievances raised by staff. This includes access to the merit Protection Commissioner and other mechanisms, such as the Employee Assistance program and the Workplace Harassment Contact Officer network. No formal grievances were submitted during 2005–06.

## **REPORT BY THE AUDITOR-GENERAL AND FINANCIAL STATEMENTS**



## INDEPENDENT AUDIT REPORT

To the Minister for Veterans' Affairs

### Matters relating to the Electronic Presentation of the Audited Financial Statements

This audit report relates to the financial statements published in both the annual report and on the website of Australian War Memorial for the year ended 30 June 2006. The Councillors are responsible for the integrity of both the annual report and the web site.

The audit report refers only to the financial statements, schedules and notes named below. It does not provide an opinion on any other information which may have been hyperlinked to/from the audited financial statements.

If the users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial statements in the Australian War Memorial's annual report.

### *Scope*

#### *The financial statements and Directors' responsibility*

The financial statements comprise:

- Statement by Council and Director;
- Income Statement, Balance Sheet and Cash Flow Statement;
- Statement of Changes in Equity;
- Schedule of Commitments; and
- Notes to and forming part of the Financial Statements

of the Australian War Memorial for the year ended 30 June 2006.

The members of the Council are responsible for preparing the financial statements that give a true and fair view of the financial position and performance of the Australian War Memorial, and that comply with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997* and Accounting Standards and mandatory financial reporting requirements in Australia. The members of the Council are also responsible for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial statements.

### *Audit Approach*

I have conducted an independent audit of the financial statements in order to express an opinion on them to you. My audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, in order to provide reasonable assurance as to whether the financial statements are free of material misstatement. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing,

GPO Box 787 CANBERRA ACT 2601  
Canterbury House  
19 National Circuit BARTON ACT  
Phone (02) 6203 7300 Fax (02) 6203 7777

the inherent limitations of internal control, and the availability of persuasive, rather than conclusive, evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

While the effectiveness of management's internal controls over financial reporting was considered when determining the nature and extent of audit procedures, the audit was not designed to provide assurance on internal controls.

I have performed procedures to assess whether, in all material respects, the financial statements present fairly, in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997* and Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with my understanding of the Australian War Memorial's financial position, and of its financial performance and cash flows.

The audit opinion is formed on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial statements; and
- assessing the appropriateness of the accounting policies and disclosures used, and the reasonableness of significant accounting estimates made by the Council.

#### ***Independence***

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

#### ***Audit Opinion***

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

- (a) have been prepared in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*; and
- (b) give a true and fair view of the Australian War Memorial financial position as at 30 June 2006 and of its performance and cash flows for the year then ended, in accordance with:
  - (i) the matters required by the Finance Minister's Orders; and
  - (ii) applicable Accounting Standards and other mandatory financial reporting requirements in Australia.

Australian National Audit Office



Rebecca Reilly  
Executive Director

Delegate of the Auditor-General

Canberra

9 August 2006

**Australian War Memorial**

**STATEMENT BY COUNCIL AND DIRECTOR**

---

In our opinion, the attached financial statements for the year ended 30 June 2006 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*.

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

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




---

Major General A Clunies-Ross AO, MBE  
Chairman of Council

9 August 2006




---

Mr K R Peacock, AM  
Chairman of Finance, Audit and Compliance  
Committee

9 August 2006




---

Mr Steve Gower AO  
Director

9 August 2006




---

Ms Rhonda Adler  
Chief Finance Officer

9 August 2006

INCOME STATEMENT  
for the year ended 30 June 2006

	Note	2006 \$	2005 \$
<b>INCOME</b>			
<b>Revenue</b>			
Revenues from Government	3A	<b>33 924 260</b>	34 515 554
Goods and services	3B	<b>2 733 664</b>	2 829 311
Interest		<b>2 233 106</b>	1 897 992
Other revenue	3C	<b>1 669 193</b>	1 999 469
<b>Total revenue</b>		<b>40 560 223</b>	41 242 326
<b>Gains</b>			
Other gains	3D	<b>452 427</b>	443 439
<b>Total gains</b>		<b>452 427</b>	443 439
<b>Total income</b>		<b>41 012 650</b>	41 685 765
<b>EXPENSES</b>			
Employees	4A	<b>16 609 766</b>	15 820 462
Suppliers	4B	<b>12 210 459</b>	12 124 255
Depreciation and amortisation	4C	<b>11 018 272</b>	10 840 154
Write down and impairment of assets	4D	<b>126 524</b>	59 886
Net losses from sale of assets	4E	<b>38 611</b>	41 475
<b>Total expenses</b>		<b>40 003 632</b>	38 886 232
<b>OPERATING RESULT</b>		<b>1 009 018</b>	2 799 533

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

BALANCE SHEET  
as at 30 June 2006

	Note	2006 \$	2005 \$
<b>ASSETS</b>			
<b>Financial Assets</b>			
Cash and investments under s18 CAC Act	5A	39 587 071	37 068 287
Receivables	5B	359 041	506 086
Accrued interest revenue		560 466	288 257
<b>Total financial assets</b>		<b>40 506 578</b>	<b>37 862 630</b>
<b>Non-Financial Assets</b>			
Land and buildings	6A	130 817 965	93 136 131
Infrastructure, plant and equipment	6B	2 981 769	3 208 663
Heritage and cultural assets	6C	592 882 404	595 717 911
Exhibitions	6D	6 314 959	7 213 092
Intangibles	6E	1 155 254	1 467 022
Inventories		427 386	481 159
Assets under construction	6F	2 362 040	2 864 053
Prepayments		176 908	127 064
<b>Total non-financial assets</b>		<b>737 118 685</b>	<b>704 215 095</b>
<b>Total assets</b>		<b>777 625 263</b>	<b>742 077 725</b>
<b>LIABILITIES</b>			
<b>Payables</b>			
Suppliers	7A	829 123	928 029
Revenue received in advance	7B	2 899 172	789 353
<b>Total payables</b>		<b>3 728 295</b>	<b>1 717 382</b>
<b>Provisions</b>			
Employee provisions	8A	5 416 972	5 011 713
<b>Total provisions</b>		<b>5 416 972</b>	<b>5 011 713</b>
<b>Total liabilities</b>		<b>9 145 267</b>	<b>6 729 095</b>
<b>NET ASSETS</b>		<b>768 479 996</b>	<b>735 348 630</b>
<b>EQUITY</b>			
Contributed equity		10 921 000	7 721 000
Asset revaluation reserves		166 591 697	137 669 349
Retained surpluses		590 967 299	589 958 281
<b>Total equity</b>		<b>768 479 996</b>	<b>735 348 630</b>
Current assets		41 110 872	38 470 853
Non-current assets		736 514 391	703 606 872
Current liabilities		8 242 447	6 275 658
Non-current liabilities		902 820	453 437

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

CASH FLOW STATEMENT  
for the year ended 30 June 2006

	Note	2006 \$	2005 \$
<b>Operating Activities</b>			
<b>Cash received</b>			
Goods and services		2 139 301	2 563 935
Appropriations		33 661 000	34 258 000
Interest		1 960 897	1 766 863
Net GST received from ATO		2 088 482	1 561 574
Other cash received		4 565 806	1 960 867
<b>Total cash received</b>		<b>44 415 486</b>	<b>42 111 239</b>
<b>Cash used</b>			
Employees		(16 204 507)	(15 742 289)
Suppliers		(13 723 617)	(12 534 104)
<b>Total cash used</b>		<b>(29 928 124)</b>	<b>(28 276 393)</b>
<b>Net cash from operating activities</b>	<b>9B</b>	<b>14 487 362</b>	<b>13 834 846</b>
<b>Investing Activities</b>			
<b>Cash received</b>			
Proceeds from sales of property, plant & equipment		24 316	2 169
Investments under section 18 CAC Act		60 500 000	47 500 000
<b>Total cash received</b>		<b>60 524 316</b>	<b>47 502 169</b>
<b>Cash used</b>			
Purchase of property, plant and equipment		(15 192 894)	(11 378 025)
Investments under section 18 CAC Act		(66 000 000)	(54 000 000)
<b>Total cash used</b>		<b>(81 192 894)</b>	<b>(65 378 025)</b>
<b>Net cash used by investing activities</b>		<b>(20 668 578)</b>	<b>(17 875 856)</b>
<b>Financing Activities</b>			
<b>Cash received</b>			
Appropriations – contributed equity		3 200 000	6 700 000
<b>Total cash received</b>		<b>3 200 000</b>	<b>6 700 000</b>
<b>Net cash from financing activities</b>		<b>3 200 000</b>	<b>6 700 000</b>
<b>Net increase in cash held</b>		<b>(2 981 216)</b>	<b>2 658 990</b>
Cash at the beginning of the reporting period		4 568 287	1 909 297
<b>Cash at the end of the reporting period</b>	<b>5A</b>	<b>1 587 071</b>	<b>4 568 287</b>

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

STATEMENT OF CHANGES IN EQUITY  
for the year ended 30 June 2006

	Accumulated Results		Asset Revaluation Reserve		Contributed Equity / Capital		Total Equity	
	2006	2005	2006	2005	2006	2005	2006	2005
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	589 958 281	587 158 748	137 669 349	139 563 918	7 721 000	1 021 000	735 348 630	727 743 666
Adjustment for changes in accounting policies	-	-	-	-	-	-	-	-
<b>Adjusted Opening Balance</b>	<b>589 958 281</b>	<b>587 158 748</b>	<b>137 669 349</b>	<b>139 563 918</b>	<b>7 721 000</b>	<b>1 021 000</b>	<b>735 348 630</b>	<b>727 743 666</b>
<b>Income and Expense</b>								
Revaluation adjustment	-	-	28 922 348	(1 894 569)	-	-	28 922 348	(1 894 569)
<b>Sub-total income and expenses recognised directly in equity</b>	<b>-</b>	<b>-</b>	<b>28 922 348</b>	<b>(1 894 569)</b>	<b>-</b>	<b>-</b>	<b>28 922 348</b>	<b>(1 894 569)</b>
Net operating result	1 009 018	2 799 533	-	-	-	-	1 009 018	2 799 533
<b>Total Income and Expenses</b>	<b>1 009 018</b>	<b>2 799 533</b>	<b>28 922 348</b>	<b>(1 894 569)</b>	<b>-</b>	<b>-</b>	<b>29 931 366</b>	<b>904 964</b>
<b>Transactions with Owners</b>								
<i>Contributions by Owners</i>								
Appropriation (equity injection)					3 200 000	6 700 000	3 200 000	6 700 000
<b>Sub-total Transactions with Owners</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3 200 000</b>	<b>6 700 000</b>	<b>3 200 000</b>	<b>6 700 000</b>
Transfers between equity components	-	-	-	-	-	-	-	-
<b>Closing balance at 30 June</b>	<b>590 967 299</b>	<b>589 958 281</b>	<b>166 591 697</b>	<b>137 669 349</b>	<b>10 921 000</b>	<b>7 721 000</b>	<b>768 479 995</b>	<b>735 348 630</b>

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

SCHEDULE OF COMMITMENTS  
as at 30 June 2006

	Note	2006 \$	2005 \$
<b>By Type</b>			
<b>Capital commitments</b>			
	1.17		
Land and buildings		452 864	8 168 438
Infrastructure, plant and equipment		192 804	-
Exhibitions		16 755 144	15 587 431
Software		1 225	-
Collection		163 398	62 193
<b>Total capital commitments</b>		<b>17 565 435</b>	<b>23 818 062</b>
<b>Other commitments</b>			
	1.17		
Operating leases		849 651	650 675
Project commitments		294 134	368 082
Other commitments		3 486 221	4 582 988
<b>Total other commitments</b>		<b>4 630 006</b>	<b>5 601 745</b>
<b>Commitments receivable</b>		<b>(2 172 341)</b>	<b>(2 634 147)</b>
<b>Net commitments by type</b>		<b>20 023 100</b>	<b>26 785 660</b>
<b>By Maturity</b>			
<b>Capital commitments</b>			
One year or less		8 852 646	13 418 333
From one to five years		8 712 789	10 399 729
Over five years		-	-
<b>Total capital commitments</b>		<b>17 565 435</b>	<b>23 818 062</b>
<b>Operating lease commitments</b>			
One year or less		390 230	418 095
From one to five years		459 421	232 581
Over five years		-	-
<b>Total operating lease commitments</b>		<b>849 651</b>	<b>650 676</b>
<b>Other commitments</b>			
One year or less		2 460 876	2 412 759
From one to five years		1 319 479	2 538 310
Over five years		-	-
<b>Total other commitments</b>		<b>3 780 355</b>	<b>4 951 069</b>
<b>Commitments receivable</b>		<b>(2 172 341)</b>	<b>(2 634 147)</b>
<b>Net commitments by maturity</b>		<b>20 023 100</b>	<b>26 785 660</b>

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

Note 1	Summary of Significant Accounting Policies	81
Note 2	Impact of Transition to AEIFRS from previous AGAAP	89
Note 3	Income	89
Note 4	Expenses	90
Note 5	Financial Assets	92
Note 6	Non-Financial Assets	93
Note 7	Payables	95
Note 8	Provisions	95
Note 9	Cash Flow Reconciliation	96
Note 10	Council Members	97
Note 11	Remuneration of Council Members	98
Note 12	Remuneration of Officers	98
Note 13	Remuneration of Auditors	98
Note 14	Compensation and Debt Relief	98
Note 15	Average Staffing Levels	99
Note 16	Assets Held in Trust	99
Note 17	Financial Instruments	100
Note 18	Appropriations	101
Note 19	Outcomes	101

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### 1.1 Basis of Preparation of the Financial Statements

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

The Memorial was established by section 4 of the *Australian War Memorial Act 1980* and is controlled by the Commonwealth of Australia. The Memorial is dependent on appropriations from the Parliament of the Commonwealth for its continued existence and ability to carry out its normal activities.

The statements have been prepared in accordance with:

- Finance Minister's Orders (being the Commonwealth Authorities and Companies Orders (Financial Statements for reporting periods ending on or after 1 July 2005));
- Australian Accounting Standards issued by the Australian Accounting Standards Board that apply for the reporting period; and
- Interpretations issued by the Australian Accounting Standard Board (AASB) and Urgent Issues Group (UIG) that apply for the period.

This is the first financial report to be prepared under Australian Equivalents to International Financial Reporting Standards (AEIFRS). The impacts of adopting AEIFRS are disclosed in Note 2.

The Memorial's Income Statement, Balance Sheet, and Statement of Changes in Equity have been prepared on an accrual basis and are in accordance with historical cost convention except for certain assets, which, as noted, are at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

Unless an alternative treatment is specifically required by an accounting standard, assets and liabilities are recognised in the Balance Sheet when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under agreements equally proportionately unperformed are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

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

#### 1.2 Significant Accounting Judgments and Estimates

The Memorial has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of the National Collection is considered to be market selling price (where such a market exists), or depreciated replacement cost, taking into consideration the intrinsic value of historically significant objects. Due to the size of the National Collection, a representative sample of all major categories is selected, valued, and extrapolated to determine a total fair value.
- The fair value of land and buildings is considered to be the market value of similar buildings, taking into account the heritage aspects of the land and buildings where appropriate.

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

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

### 1.3 Statement of Compliance

The financial report complies with Australian Accounting Standards, which include AEIFRS.

Australian Accounting Standards require the Memorial to disclose Australian Accounting Standards that have not been applied, for standards that have been issued but are not yet effective.

The AASB has issued amendments to existing standards. These amendments are denoted by year and then number, for example 2005-1 indicates amendment 1 issued in 2005.

The table below illustrates standards and amendments that will become effective for the Memorial in the future. The nature of the impending change within the table has been abbreviated out of necessity, and users should consult the full version available on the Australian Accounting Standard Board's website to identify the full impact of the change. The expected impact on the financial report of adoption of these standards is based on the Memorial's initial assessment at this date, but may change. The Memorial intends to adopt all standards upon their application date.

Title	Standard affected	Application date*	Nature of impending change	Impact expected on financial report
2005-1	AASB 139	1 Jan 2006	Amends hedging requirements for foreign currency risk of a highly probable intra-group transaction.	No expected impact
2005-4	AASB 139, AASB 132, AASB 1, AASB 1023 and AASB 1038	1 Jan 2006	Amends AASB 139, AASB 1023 and AASB 1038 to restrict the option to fair value through profit or loss and makes consequential amendments to AASB 1 and AASB 132	No expected impact
2005-5	AASB 1 and AASB 139	1 Jan 2006	Amends AASB 1 to allow an entity to determine whether an arrangement is, or contains, a lease.  Amends AASB 139 to scope out a contractual right to receive reimbursement (in accordance with AASB 137) in the form of cash.	No expected impact
2005-6	AASB 3	1 Jan 2006	Amends the scope to exclude business combinations involving entities or businesses under common control.	No expected impact
2005-9	AASB 4, AASB 1023, AASB 139 and AASB 132	1 Jan 2006	Amended standards in regards to financial guarantee contracts.	No expected impact
2005-10	AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 and AASB 1038	1 Jan 2007	Amended requirements subsequent to the issuing of AASB 7, Financial Instruments Disclosures.	No expected impact
2006-1	AASB 121	31 Dec 2006	Changes in requirements for net investments in foreign subsidiaries depending on denominated currency.	No expected impact
	AASB7 Financial Instruments: Disclosures	1 Jan 2007	Revise the disclosure requirements for financial instruments from AASB132 requirements.	No expected impact

\*Application date is for annual reporting periods beginning on or after the date shown.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 1.4 Revenue

##### *Revenues from Government*

The full amount of the appropriation for Memorial outputs for the year is recognised as revenue. Capital injections appropriated are recognised as contributed equity.

##### *Resources Received Free of Charge*

Services 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.

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

##### *Other Revenue*

Revenue from the sale of goods is recognised when:

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

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

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

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

Revenue from the sale of goods or provision of services is recognised upon issue of an invoice at the time of delivery of goods or service to the customer. Interest revenue is recognised on a proportional basis taking into account the interest rates and maturity dates applicable to the financial assets.

Revenue received in advance, such as project-specific sponsorship money, is recognised as income in the period to which it relates. Until that time it is disclosed as a liability to recognise that the revenue has not yet been earned. Refer to note 7B.

#### 1.5 Transactions with the Government as Owner

##### *Equity Injections*

Amounts appropriated by the Parliament as equity injections are recognised as “contributed equity” in accordance with the Finance Minister’s Orders.

#### 1.6 Employee Benefits

##### *Benefits*

As required by the Finance Minister’s Orders, the Memorial has early adopted AASB 119 Employee Benefits as issued in December 2004.

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

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

All other employee benefit liabilities 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.

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

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2006. In determining the present value of the liability and related on-costs, attrition rates, pay increases through promotion, and inflation have been taken into account.

### *Separation and Redundancy*

Provision is made for separation and redundancy benefit payments in cases where positions have been formally identified as excess to requirements, the existence of an excess has been publicly communicated, and a reliable estimate of the amount payable can be determined.

### *Superannuation*

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

The Memorial makes employer contributions to the Australian Government at rates determined by an actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of the Memorial's employees.

From 1 July 2005, new employees are eligible to join the PSSap scheme.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

## **1.7 Leases**

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets. In operating leases, the lessor effectively retains all such risks and benefits.

Operating lease payments are expensed on a basis which is representative of the pattern of benefits derived from the leased assets, excluding contingent rentals.

The Memorial does not hold any finance leases.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

### 1.8 Cash and Investments

Cash and investments means notes and coins held and any deposits held at call with a bank or financial institution. Cash is recognised at its nominal amount.

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

The Memorial has cash in the bank and on short term investment as at 30 June 2006 to cover commitments and expenses relating to 2005–06 and 2006–07. Cash is also reserved for a number of projects, including the Post–1945 Conflicts galleries redevelopment, Travelling Exhibition programs, and conservation works on the National Collection.

### 1.9 Derecognition of Financial Assets and Liabilities

As prescribed in the Finance Minister's Orders, the Memorial has applied the option available under AASB1 First Time Adoption of Australian Equivalents to International Financial Reporting Standards of adopting AASB 132 Financial Instruments: Presentation and AASB 139 Financial Instruments: Recognition and Measurement from 1 July 2005 rather than 1 July 2004.

Financial assets are derecognised when the contractual rights to the cash flows from the financial assets expire or the asset is transferred to another entity.

Financial liabilities are derecognised when the obligation under the contract is discharged, cancelled, or expires.

For the comparative year, financial assets were derecognised when the contractual right to receive cash no longer existed. Financial liabilities were derecognised when the contractual obligation to pay cash no longer existed.

### 1.10 Impairment of Financial Assets

Financial assets are recognised at fair value and assessed for impairment at each balance date. Where there is objective evidence that an impairment loss has been incurred, the carrying amount of financial assets is reduced by way of an allowance account, and the loss is recognised in the profit and loss.

#### *Comparative Year*

The above policies were not applied for the comparative year. Receivables were recognised and carried at original invoice amount, less a provision for doubtful debts based on an estimate made when collection of the full amount was no longer probable. Bad debts were written off as incurred.

### 1.11 Acquisition of Assets

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

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

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

### 1.12 Property, Plant and Equipment

#### *Asset Recognition Threshold*

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

#### *Revaluations*

Land, buildings, infrastructure, plant, and equipment are carried at fair value, being revalued with sufficient frequency such that the carrying amount of each asset class is not materially different at reporting date from its fair value. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

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

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

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 through profit and loss. Revaluation decrements for a class of assets are recognised directly through profit and loss, 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 net amount restated to the revalued amount of the asset.

#### *Depreciation*

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

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

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

	<b>2006</b>	<b>2005</b>
Buildings & building improvements	<b>10 to 75 years</b>	10 to 75 years
Plant and equipment	<b>2 to 25 years</b>	1 to 20 years
Exhibitions	<b>2 to 17 years</b>	1 to 17 years

The aggregate amount of depreciation allocated for each class of asset during the reporting period is disclosed in Note 4C.

#### *Special Categories of Assets*

The Memorial building and land are categorised as restricted assets under Section 3B of the Finance Minister's Orders. Restricted assets are those assets which cannot be deployed or disposed because of legal or government policy restraints. Specifically, the Memorial does not have the power to dispose of either the main Memorial building or land upon which it stands.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

### *Impairment*

All assets were assessed for impairment at 30 June 2006. 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 to *sell* and its *value in use*. *Value in use* is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Memorial were deprived of the asset, its *value in use* is taken to be its depreciated replacement cost.

No indications of impairment were found for assets at fair value.

### **1.13 Heritage and Cultural Assets**

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.

#### *Revaluations*

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

Following initial recognition at cost, valuations are conducted with sufficient frequency to ensure that the carrying amounts assets do not materially differ with the assets' fair value at reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

#### *Depreciation*

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

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

### **1.14 Intangible Assets**

The Memorial's intangibles comprise purchased software only, and are carried at cost. All software assets were assessed for indications of impairment as at 30 June 2006.

Software is amortised on a straight-line basis over its anticipated useful lives. The useful lives range from 2 to 10 years (2005: 2 to 10 years).

### **1.15 Inventories**

The Memorial holds inventory for sale only, which is reported at the lower of cost and net realisable value.

Costs incurred in bringing each item of inventory to its present location and condition, are assigned as follows:

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

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2006

### 1.16 Trade Creditors

Trade creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

### 1.17 Commitments

Capital commitments include current undertakings and outstanding contractual payments related to the redevelopment of Post-1945 Conflicts galleries. Some of these commitments extend over a three year period and additional funding will be secured in that time.

Commitments are GST inclusive where relevant. The nature of operating lease commitments is as follows:

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

### 1.18 Contingent Assets and Contingent Liabilities

Contingencies may arise from uncertainty as to the existence of an asset or liability, or represent an existing asset or liability where settlement is not probable or the amount cannot be reliably measured.

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

### 1.19 Rounding

Amounts shown are in Australian dollars and values are rounded to the nearest dollar amounts, except in relation to analysis of property, plant and equipment and reporting of outputs, where the amounts are rounded to the nearest \$1,000.

### 1.20 Disclosure Changes from Previously Published Reports

Certain comparative information has been reclassified to conform with current year disclosure requirements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

## 2. IMPACT OF THE TRANSITION TO AEIFRS FROM PREVIOUS AGAAP

### 2.1 Reconciliation of total equity as presented under previous AGAAP\* to that under AEIFRS

	2005	2004
	\$	\$
Total equity under previous AGAAP	735 348 630	727 741 608
Adjustments to retained surpluses:		
Employee Expenses	-	2 058
<b>Total equity translated to AEIFRS</b>	<b>735 348 630</b>	<b>727 743 666</b>

### 2.2 Reconciliation of profit or loss as presented under previous AGAAP\* to AEIFRS

	2005
	\$
Prior year profit as previously reported	2 801 591
Adjustments:	
Employee Expenses	(2 058)
<b>Prior year profit translated to AEIFRS</b>	<b>2 799 533</b>

The adjustment above relates to the AEIFRS requirement to measure long term employee benefits (i.e. those not expected to be taken within twelve months) at the present value of estimated future cash outflows. The total impact on the Memorial's transitional balance sheet was a reduction in the value of employee provisions by \$2,058, representing an adjustment of less than 1% of the total liability.

The cash flow statement presented under previous AGAAP is equivalent to that prepared under AEIFRS.

\* AGAAP – Australian Generally Accepted Accounting Principles

	2006	2005
	\$	\$

## 3. INCOME

### Revenues

#### 3A. Revenue from Government

Appropriations for outputs	33 661 000	34 258 000
Resources received free of charge	263 260	257 554
<b>Total revenues from Government</b>	<b>33 924 260</b>	<b>34 515 554</b>

#### 3B. Goods and Services

Goods	1 789 204	1 705 870
Services	944 460	1 123 441
<b>Total sales of goods and services</b>	<b>2 733 664</b>	<b>2 829 311</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

	2006	2005
	\$	\$

Total sales of goods and services are provided as follows:

Provision of goods to:

Related entities	25 701	63 152
External entities	1 763 503	1 642 718
<b>Total Sales of Goods</b>	<b>1 789 204</b>	<b>1 705 870</b>

Rendering of services to:

Related entities	37 768	25 359
External entities	906 692	1 098 082
<b>Total Rendering of Services</b>	<b>944 460</b>	<b>1 123 441</b>

### 3C. Other Revenue

Donations	416 320	386 068
Sponsorships	1 074 826	1 329 440
Friends of the Memorial	136 093	143 228
Donated Collection items	8 388	101 075
Royalties income	14 881	38 602
Other	18 685	1 056
<b>Total Other Revenue</b>	<b>1 669 193</b>	<b>1 999 469</b>

### Gains

#### 3D. Other Gains

Resources received free of charge	452 427	443 439
<b>Total Other Gains</b>	<b>452 427</b>	<b>443 439</b>

## 4. EXPENSES

### 4A. Employees

Wages and salaries	13 683 973	12 750 516
Superannuation	2 008 123	1 919 146
Leave and other entitlements	274 049	327 441
Separation and redundancy	-	237 045
Other employee benefits	643 621	586 314
<b>Total employee expenses</b>	<b>16 609 766</b>	<b>15 820 462</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

	2006 \$	2005 \$
<b>4B. Suppliers</b>		
Provision of goods - related parties	22 958	27 306
Provision of goods - external parties	1 954 691	1 797 254
Rendering of services from related parties	1 558 941	1 350 349
Rendering of services - external parties	7 894 902	8 323 321
Operating lease rentals	569 790	469 741
Workers compensation premiums	209 177	156 284
<b>Total Supplier Expenses</b>	<b>12 210 459</b>	<b>12 124 255</b>

**4C. Depreciation and Amortisation**

Depreciation of property, plant and equipment	10 592 197	10 394 700
Amortisation of intangible assets	426 075	445 454
	<b>11 018 272</b>	<b>10 840 154</b>

The aggregate amounts of depreciation or amortisation expensed during the reporting period for each class of depreciable asset are as follows:

Depreciation and amortisation		
Buildings and building improvements	2 401 161	2 236 536
Infrastructure, plant and equipment	912 910	763 259
Heritage and cultural assets	6 371 708	6 328 192
Exhibitions	906 417	1 066 713
Intangibles	426 076	445 454
<b>Total Depreciation and Amortisation</b>	<b>11 018 272</b>	<b>10 840 154</b>

Depreciation expenses are \$151 312 lower than they would have been as a result of the extension of useful lives of some exhibitions to reflect current gallery development plans.

**4D. Write Down and Impairment of Assets**

Bad and doubtful debts – receivables	13 300	932
Financial assets	-	4
Inventories	113 224	58 950
<b>Total Write Down and Impairment of Assets</b>	<b>126 524</b>	<b>59 886</b>

**4E. Net Losses from Sale of Assets**

**Infrastructure, plant & equipment**

Proceeds from disposal	(24 316)	(2 169)
Net book value of assets disposed	62 927	43 644
<b>Net loss from sale of assets</b>	<b>38 611</b>	<b>41 475</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

	2006	2005
	\$	\$

## 5. FINANCIAL ASSETS

### 5A. Cash and Investments Under s18 of the CAC Act

Cash balance comprises:

Cash on hand	11 900	11 800
Deposits at call	1 575 171	4 556 487
	<u>1 587 071</u>	<u>4 568 287</u>
Deposits on short-term investment (s18 of CAC Act)	38 000 000	32 500 000
<b>Total cash and investments</b>	<b>39 587 071</b>	<b>37 068 287</b>

The Memorial's investments represent term deposits held with banks, with effective interest rates ranging from 5.5% to 6.36% (2005: 5.52% to 6.00%). Their maturity dates range from July 2006 to June 2007.

### 5B. Receivables

Goods and services	206 254	356 461
Less Allowance for doubtful debts	-	(455)
	<u>206 254</u>	<u>356 006</u>
GST receivable from the Australian Taxation Office	146 669	135 515
Other receivables	6 118	14 565
<b>Total receivables (net)</b>	<b>359 041</b>	<b>506 086</b>

All receivables are current assets. Current terms are net 30 days (2005: 30 days).

Receivables (gross) are aged as follows:

Current	329 778	461 065
Overdue by:		
- less than 30 days	27 657	27 489
- 30 to 60 days	1 428	17 987
- 61 to 90 days	178	-
- more than 90 days	-	-
<b>Total receivables (gross)</b>	<b>359 041</b>	<b>506 541</b>

The provision for doubtful debts is aged as follows:

Overdue by:		
- 61 to 90 days	-	455
<b>Total provision for doubtful debts</b>	<b>-</b>	<b>455</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

	2006	2005
	\$	\$

## 6. NON-FINANCIAL ASSETS

### 6A. Land and Buildings

Land – at fair value	7 800 000	4 300 000
<b>Total Land</b>	<b>7 800 000</b>	<b>4 300 000</b>
Buildings – at fair value	123 953 691	95 426 735
Accumulated depreciation	(935 726)	(6 590 604)
	123 017 965	88 836 131
<b>Total Land and Buildings</b>	<b>130 817 965</b>	<b>93 136 131</b>

Land and buildings were revalued as at 1 January 2006 by an independent valuer (Australian Valuation Office), in accordance with the policy stated at Note 1.12. The fair value was determined by reference to the market value of similar properties, taking into consideration the heritage aspects of the land and buildings where appropriate. The carrying amount is included in the valuation figures above and is separately disclosed in Table B below.

A revaluation increment of \$3 500 000 for land (2005: nil) and \$25 422 347 for buildings and building improvements (2005: nil) were credited to the asset revaluation reserve and included in the equity section of the balance sheet. No decrements were expensed (2005: nil).

### 6B. Infrastructure, Plant and Equipment

Infrastructure, plant and equipment – at fair value	4 601 649	3 965 282
Accumulated depreciation	(1 619 880)	(756 619)
<b>Total Infrastructure, Plant and Equipment</b>	<b>2 981 769</b>	<b>3 208 663</b>

### 6C. Heritage and Cultural Assets

National Collection – at fair value	611 840 320	608 303 926
Accumulated depreciation	(18 957 916)	(12 586 015)
<b>Total Heritage and Cultural Assets</b>	<b>592 882 404</b>	<b>595 717 911</b>

### 6D. Exhibitions

Exhibitions – at fair value	10 094 734	10 086 461
Accumulated depreciation	(3 779 775)	(2 873 369)
<b>Total Exhibitions</b>	<b>6 314 959</b>	<b>7 213 092</b>

### 6E. Intangibles

Computer software – at fair value	3 355 126	3 240 819
Accumulated amortisation	(2 199 872)	(1 773 797)
<b>Total Intangibles</b>	<b>1 155 254</b>	<b>1 467 022</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

6F. Analysis of Property, Plant, Equipment and Intangibles

Table A. Property, Plant and Equipment Under Construction

Item	Buildings \$'000	Exhibitions \$'000	Software \$'000	Total \$'000
Gross value at 30 June 2006	-	2 284	78	2 362
Gross value at 30 June 2005	2 289	575	-	2 864

Table B. Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

Item	Land	Buildings	Other infrastructure, plant and equipment	Heritage & cultural assets (Collection)	Exhibitions	Intangibles (Computer software)	Assets under construction	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2005								
Gross book value	4 300	95 427	3 965	608 304	10 086	3 241	2 864	728 187
Accumulated depreciation/amortisation	-	(6 591)	(757)	(12 586)	(2 873)	(1 774)	-	(24 581)
<b>Opening Net book value</b>	4 300	88 836	3 208	595 718	7 213	1 467	2 864	703 606
Additions	-	1 333	749	3 536	8	114	9 326	15 066
Net revaluation increment/decrement	3 500	25 422	-	-	-	-	-	28 922
Depreciation/amortisation expense	-	(2 401)	(913)	(6 372)	(906)	(426)	-	(11 018)
Assets transferred in/(out)	-	9 828	-	-	-	-	(9 828)	-
Disposals – other	-	-	(63)	-	-	-	-	(63)
As at 30 June 2006								
Gross book value	7 800	123 953	4 602	611 840	10 094	3 355	2 362	764 005
Accumulated depreciation/amortisation	-	(936)	(1 620)	(18 958)	(3 779)	(2 200)	-	(27 493)
<b>Closing Net book value</b>	7 800	123 017	2 982	592 882	6 315	1 155	2 362	736 514

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

	2006	2005
	\$	\$

## 7. PAYABLES

### 7A. Suppliers

Trade creditors	829 123	928 029
<b>Total suppliers payable</b>	<b>829 123</b>	<b>928 029</b>

All supplier payables are current. Settlement is usually made net 30 days (2005: 30 days).

### 7B. Revenue Received in Advance

Payment received in advance	2 875 000	780 000
Customer orders not yet supplied	24 172	9 353
<b>Total Revenue Received in Advance</b>	<b>2 899 172</b>	<b>789 353</b>

All revenue received in advance is current. Payments relate to sponsorship monies for specific projects which will commence in 2006–07.

## 8. PROVISIONS

### 8A. Employee Provisions

Salaries and wages	153 252	68 116
Annual leave	2 032 922	2 007 558
Long service leave	3 160 674	2 845 101
Superannuation	-	24 545
Other	70 124	66 393
<b>Total employee provisions</b>	<b>5 416 972</b>	<b>5 011 713</b>
Current	4 514 152	4 558 276
Non-current	902 820	453 437

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

**9. CASH FLOW RECONCILIATION**

**9A. Reconciliation of Cash per Balance Sheet to Statement of Cash Flows**

	<b>2006</b>	<b>2005</b>
	<b>\$</b>	<b>\$</b>
Cash at year end per Statement of Cash Flows	1 587 071	4 568 287
Balance sheet items comprising above cash:		
Financial assets – cash	1 587 071	4 568 287

**9B. Reconciliation of Operating Surplus to Net Cash from Operating Activities**

Operating surplus before extraordinary items	1 009 018	2 799 533
<b>Non-Cash Items</b>		
Depreciation and amortisation	11 018 272	10 840 154
Net loss from disposal of assets	38 611	41 475
Write down of assets	126 524	59 886
<b>Changes in assets and liabilities</b>		
(Increase)/Decrease in receivables	147 045	(150 760)
(Increase)/Decrease in inventories	53 773	(48 605)
(Increase)/Decrease in accrued interest	(272 209)	(131 129)
(Increase)/Decrease in prepayments	(49 844)	(5 648)
Increase/(Decrease) in trade creditors	(98 906)	300 096
Increase/(Decrease) in revenue received in advance	2 109 819	(104 613)
Increase/(Decrease) in employee provisions and payables	405 259	234 457
<b>Net cash from / (used by) operating activities</b>	<b>14 487 362</b>	<b>13 834 846</b>

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2006

**10. AUSTRALIAN WAR MEMORIAL COUNCIL**

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

Council members during the year were:

Name	Date first appointed	Current Term	
		From	To
Dr R. Bastiaan AM, RFD	05.04.01	26.04.06	25.04.08
Mr L.A. Carlyon	01.05.06	01.05.06	30.04.09
Major General A. Clunies-Ross AO, MBE (Ret'd) #	29.05.96	13.06.06	12.06.07
General P.J. Cosgrove AC MC (Ret'd)	01.06.06	01.06.06	31.05.09
Rear Admiral I. McL. Crawford AO AM (Mil) (Ret'd)	17.12.98	25.05.05	24.05.06
Major General W.J. Crews AO (Ret'd)	26.04.06	26.04.06	25.04.09
The Right Reverend Dr T.R. Frame	19.08.04	19.08.04	18.08.07
Lieutenant General J.C. Grey AC (Ret'd)	09.08.99	19.08.04	18.08.05
Air Marshal A.G. Houston AO AFC*	20.06.01	20.06.01	03.07.05
Lieutenant General P.F. Leahy AO*	28.06.02	28.06.02	-
The Hon. Mrs J. Newman AO	09.08.02	09.11.05	08.11.07
Mr K.R. Peacock AM	09.08.02	09.11.05	08.11.07
Major General P.R. Phillips AO MC (Ret'd)	24.07.00	16.12.04	15.12.05
Air Marshal D.J.S. Riding AO DFC (Ret'd)	05.08.04	05.08.04	04.08.07
Vice Admiral C.A. Ritchie AO RAN*	03.07.02	03.07.02	03.07.05
Vice Admiral R. Shalders AO CSC RAN*	04.07.05	04.07.05	-
Ms W. Sharpe	25.05.05	25.05.05	24.05.08
Air Marshal G.D. Shepherd AO*	04.07.05	04.07.05	-

*Additional Council Member details*

\* *Ex officio* member. Some end dates are not specified as Council membership is granted for *ex officio* members for the period the member holds the appointment of Service Chief.

# Chairman of Council from 14 November 2000

**Related Party Disclosures**

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

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

### 11. REMUNERATION OF COUNCIL MEMBERS

	<b>2006</b>	2005
Total remuneration received by Council members	<b>\$ 114 578</b>	\$ 106 765

The number of Council members included in these figures are shown below in the relevant remuneration bands

	Number	
\$Nil - \$14,999	<b>9</b>	9
\$15,000 - \$29,999	<b>1</b>	1
<b>Total number of council members</b>	<b>10</b>	10

### 12. REMUNERATION OF OFFICERS

The number of senior executives who received or were due to receive total remuneration of \$130 000 or more:

\$145 000 - \$159 999	-	1
\$160 000 - \$174 999	-	2
\$175 000 - \$189 999	<b>2</b>	-
\$220 000 - \$234 999	<b>1</b>	-
\$250 000 - \$264 999	-	1
\$295 000 - \$309 999	<b>1</b>	-
	<b>4</b>	4

The aggregate amount of total remuneration of executives shown above

<b>\$ 897 406</b>	\$ 749 842
-------------------	------------

The aggregate amount of separation and redundancy / termination benefit payments during the year to executives shown above.

-	-
---	---

The officers' remuneration includes all officers concerned with or taking part in the management of the Memorial during 2005–06. Total remuneration received by officers includes remuneration received by all Memorial executives, and also includes payments associated with the retirement, retrenchment, and resignation of executives; performance based pay; and leave accrued during the financial year.

### 13. REMUNERATION OF AUDITORS

	<b>2006</b>	2005
	<b>\$</b>	\$
The cost of financial statement audit services provided to the Memorial were:	<b>48 927</b>	44 000

In addition, the Auditor-General undertook an audit of preparatory financial information for the first time adoption of Australian Equivalents to International Financial Reporting Standards and the fee for this service (\$2 727) has been included in the general audit fee.

### 14. COMPENSATION AND DEBT RELIEF

The Memorial has not made payments or provided for any provisions in relation to compensation and debt relief, including either act of grace payments; waivers of debt owed to the Memorial; payments made under the Scheme for Compensation for Detriment caused by Defective Administration; payments approved under *ex-gratia* programs or payments made under special circumstances relating to APS employment pursuant to section 73 of the *Public Service Act 1999*. (2004–05: Nil).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

### 15. AVERAGE STAFFING LEVELS

	2006	2005
The average staffing levels for the Memorial during the year were:	<b>273</b>	274

### 16. ASSETS HELD IN TRUST

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

#### 16A. Florance Foundation Trust Fund

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:

	2006	2005
	\$	\$
Balance carried forward from previous year	20 920	20 909
Interest received	1 147	1 130
Payments made	(1 147)	(1 119)
<b>Balance carried forward to next year</b>	<b>20 920</b>	<b>20 920</b>

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

#### 16C. Australian War Memorial Krait Trust Fund

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

	2006	2005
	\$	\$
Balance carried forward from previous year	40 385	40 367
Interest received	2 242	2 198
Payments made	(2 226)	(2 180)
Unpresented cheque	2 226	-
<b>Balance carried forward to next year</b>	<b>42 627</b>	<b>40 385</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

17. FINANCIAL INSTRUMENTS

17A. Interest Rate Risk

Financial Instrument	Notes	Floating Interest Rate		Fixed Interest Rate				Non-Interest Bearing		Total		Weighted Average Effective Interest Rate	
		\$'000		\$'000		\$'000		\$'000		\$'000		%	
		2006	2005	1 year or less	1 to 5 years	1 to 5 years	> 5 years	2006	2005	2006	2005	2006	2005
<b>Financial Assets</b>													
Cash	5A	1 575	4 556	-	-	-	-	12	12	1 587	4 568	5.37	5.28
Term deposits	5A	-	-	38 000	32 500	-	-	-	-	38 000	32 500	5.90	5.80
Receivables for Goods and Services (gross)	5B	-	-	-	-	-	-	359	506	359	506	N/A	N/A
Accrued Interest		-	-	-	-	-	-	560	288	560	288	N/A	N/A
<b>Total</b>		<b>1 575</b>	<b>4 556</b>	<b>38 000</b>	<b>32 500</b>	-	-	<b>931</b>	<b>806</b>	<b>40 506</b>	<b>37 862</b>		
<b>Total Assets</b>										<b>777 625</b>	<b>742 078</b>		
<b>Financial Liabilities</b>													
Trade creditors	7A	-	-	-	-	-	-	829	928	829	928	N/A	N/A
<b>Total</b>		-	-	-	-	-	-	<b>829</b>	<b>928</b>	<b>829</b>	<b>928</b>	N/A	N/A
<b>Total Liabilities</b>										<b>9 145</b>	<b>6 729</b>		

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 17B. Net Fair Values of Financial Assets and Liabilities

##### *Financial Assets*

The net fair values of cash, short-term deposits, and non-interest-bearing monetary financial assets approximate their carrying amounts.

Other than for listed financial assets, none of the classes of financial assets are readily traded on organised markets in standardised form.

##### *Financial Liabilities*

The net fair values for trade creditors, which are short-term in nature, approximate their carrying amounts. None of the classes of financial liabilities are readily traded on organised markets in standardised form.

#### 17C. Credit Risk Exposures

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

### 18. APPROPRIATIONS

The table below reports on appropriations made by the Parliament of the Consolidated Revenue Fund (CRF) for payment to the Memorial. When received by the Memorial, the payments made are legally the money of the Memorial and do not represent any balance remaining in the CRF.

Particulars	Departmental Outputs		Equity		Total	
	2006	2005	2006	2005	2006	2005
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Year ended 30 June</b>						
Appropriation Acts 1 & 3	33 661	34 258	-	-	33 661	34 258
Appropriation Acts 2 & 4	-	-	3 200	6 700	3 200	6 700
Available for payment out of CRF	33 661	34 258	3 200	6 700	36 861	40 958
Cash Payments made out of CRF	33 661	34 258	3 200	6 700	36 861	40 958
Balance carried forward to next year	-	-	-	-	-	-
Represented by:						
Appropriations receivable	-	-	-	-	-	-

### 19. REPORTING BY OUTCOMES

#### 19A. Outcome of the Memorial

The Memorial is structured to meet the following outcome:

That Australians remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society through maintenance and development, on their behalf, of the national memorial and a national collection of historical material, and through commemorative ceremonies, exhibitions, research, interpretation, and dissemination.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

19B. Net Cost of Outcome Delivery

	Outcome 1 2006 \$'000	2005 \$'000
<i>Expenses</i>		
Administered expenses	-	-
Departmental expenses	40 003 632	38 886 232
<b>Total expenses</b>	<b>40 003 632</b>	<b>38 886 232</b>
<i>Costs recovered from the provision of goods and services to the non-government sector</i>		
Administered	-	-
Departmental	2 670 195	2 740 800
<b>Total costs recovered</b>	<b>2 670 195</b>	<b>2 740 800</b>
<i>Other external revenues</i>		
Sale of goods and services – to related parties	63 469	88 511
Interest	2 233 106	1 897 992
Other	1 181 619	1 370 449
<b>Total other external revenues</b>	<b>3 478 195</b>	<b>3 356 952</b>
<b>Net cost / (contribution) of outcome</b>	<b>33 855 243</b>	<b>32 749 989</b>

The net costs shown include intra-government costs that would be eliminated in calculating the actual budget outcome.

The Memorial attributes internal output costs to external outputs using an overhead cost allocation driver methodology, which is reviewed regularly to ensure accurate cost allocations are maintained.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

19C. Revenues and Expenses by Outputs

	Outcome 1							
	Output 1 Commemoration Ceremonies		Output 2 National Memorial / Grounds		Output 3 National Collection		Output 4 Exhibitions	
	2006	2005	2006	2005	2006	2005	2006	2005
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses</b>								
Employees	218	197	1 096	1 405	7 450	6 771	1 659	1 682
Suppliers	454	402	1 585	1 272	3 313	3 593	1 694	1 793
Depreciation and amortisation	30	28	1 769	1 672	7 349	7 247	1 411	1 484
Write down of assets	-	-	-	-	8	1	-	-
Net losses from sale of assets	2	-	2	1	12	5	9	33
<b>Total expenses</b>	<b>704</b>	<b>627</b>	<b>4 451</b>	<b>4 350</b>	<b>18 132</b>	<b>17 617</b>	<b>4 773</b>	<b>4 992</b>
<b>Funded by</b>								
Revenue from government	697	701	4 737	3 442	13 825	15 090	4 737	4 812
Sale of goods and services	-	-	-	-	-	-	76	155
Interest	-	-	574	555	574	521	1 085	821
Other revenue	102	102	49	39	329	446	495	1 048
<b>Total revenues</b>	<b>799</b>	<b>803</b>	<b>5 360</b>	<b>4 036</b>	<b>14 728</b>	<b>16 058</b>	<b>6 393</b>	<b>6 836</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2006

	Output 5		Output 6		Output 7		Output 8		Total
	Interpretive Services		Promotion & Community Relations		Research, Information & Dissemination		Visitor Services		
	2006	2005	2006	2005	2006	2005	2006	2005	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses</b>									
Employees	1 689	1 701	1 223	1 211	1 926	1 813	1 350	1 195	16 610
Suppliers	426	497	1 532	1 557	1 460	1 273	1 746	1 581	12 210
Depreciation and amortisation	86	81	157	130	123	112	93	86	11 018
Write down of assets	-	-	-	-	110	55	8	4	127
Net losses from sale of assets	2	-	4	1	5	-	3	1	39
<b>Total expenses</b>	<b>2 203</b>	<b>2 279</b>	<b>2 916</b>	<b>2 899</b>	<b>3 624</b>	<b>3 254</b>	<b>3 200</b>	<b>2 866</b>	<b>40 004</b>
<b>Funded by</b>									
Revenue from government	1 370	1 730	2 450	2 541	3 727	3 785	2 380	2 414	33 924
Sale of goods and services	240	234	83	118	2 335	2 360	-	-	2 735
Interest	-	-	-	-	-	-	-	-	2 233
Other	580	260	457	393	107	116	1	-	2 121
<b>Total revenues</b>	<b>2 190</b>	<b>2 224</b>	<b>2 990</b>	<b>3 052</b>	<b>6 169</b>	<b>6 261</b>	<b>2 381</b>	<b>2 414</b>	<b>41 013</b>
									<b>41 686</b>

Note: Where total expenses exceed annual revenue by output, the activities were funded from cash carried over from the previous financial year.

## APPENDICES

### APPENDIX 1

Council Membership	106
Council Committee Membership	106
Council Members' Attendance	110

### APPENDIX 2

Council Profiles	111
------------------	-----

### APPENDIX 3

Senior Staff Profiles	115
-----------------------	-----

### APPENDIX 4

VIP Visits and Ceremonies	119
---------------------------	-----

### APPENDIX 5

Acquisitions and Disposals	122
----------------------------	-----

### APPENDIX 6

Travelling Exhibitions	128
------------------------	-----

### APPENDIX 7

Staff Publications, Lectures, and Talks	130
-----------------------------------------	-----

### APPENDIX 8

Staffing Overview as at 30 June 2006	142
Performance-Based Pay	142
People Development and Training Report	143

### APPENDIX 9

New Loans	144
-----------	-----

### APPENDIX 10

Scholarship, Fellowship, and Grant Holders	174
--------------------------------------------	-----

### APPENDIX 11

Major Sponsors	175
----------------	-----

### APPENDIX 12

Alliances, Partnerships, and Cooperation	177
------------------------------------------	-----

<b>GLOSSARY</b>	185
-----------------	-----

<b>COMPLIANCE INDEX</b>	188
-------------------------	-----

<b>INDEX</b>	189
--------------	-----

## APPENDIX 1

### Council Membership

#### Chairman

Major General A. Clunies-Ross AO MBE (Ret'd)

#### Members

Dr R.J. Bastiaan AM RFD

Mr L.A. Carlyon

Rear Admiral I. McL. Crawford AO AM (Mil.) (Ret'd) (retired May 2006)

General P.J. Cosgrove AC MC (Ret'd)

Major General W.J. Crews AO (Ret'd)

The Right Reverend Dr T.R. Frame

Lieutenant General J.C. Grey AC (Ret'd) (retired November 2005)

Air Marshal A.G. Houston AO AFC (retired July 2005)

Lieutenant General P.F. Leahy AO

The Honourable Mrs J. Newman AO

Mr K.R. Peacock AM

Major General P.R. Phillips AO MC (Ret'd) (retired December 2005)

Air Marshal D.J.S. Riding AO DFC (Ret'd)

Vice Admiral C.A. Ritchie AO RAN (retired July 2005)

Vice Admiral R. Shalders AO CSC RAN

Ms W. Sharpe

Air Marshal G.D. Shepherd AO

Profiles of Council members can be found in Appendix 2.

### Council Committee Membership

Note: The Chief of Navy, the Chief of Army, and the Chief of Air Force (*ex officio* members of Council) are usually not formally allotted Committee members, but are invited to attend all Standing Committee meetings other than Remuneration.

#### Finance, Audit, and Compliance Committee

Mr K.R. Peacock AM (Chair)

Major General A. Clunies-Ross AO MBE (Ret'd)

Major General W.J. Crews AO (Ret'd)

The Right Reverend Dr T.R. Frame

Air Marshal D.J.S. Riding AO DFC (Ret'd)

Director, Australian War Memorial

#### ***In Attendance:***

Assistant Director, Corporate Services

Chief Finance Officer

#### ***Invited Members for Relevant Portions of the Meeting:***

Representatives from Australian National Audit Office

Representatives from Internal Audit

### ***Terms of Reference***

The Finance, Audit, and Compliance Committee is established as an advisory committee to provide oversight and advice on the risk management and control framework, financial statements, legislative compliance, and internal and external audit activities of the Memorial. It will make recommendations to Council and the Director on matters pertaining to the financial management, audit, and compliance of the Memorial, and advise the Director on the development of budgets and financial estimates. The principle responsibilities of the Committee are:

- approval of internal annual and strategic audit plans;
- review of all audit reports and advice to the Director on action to be taken on any matters of concern raised in a report of the internal or external auditors;
- scrutiny and monitoring of the management and reporting of financial performance and recommendation on certification of the annual Financial Statements;
- assurance, through the audit function, that a suitable risk management and internal control framework is developed and implemented by Memorial management;
- assurance, through the audit function, that the Memorial management activity is fully compliant with relevant laws and regulations.

### ***Membership of the Committee***

Membership of the Committee will be comprised of up to five members of Council, all of whom shall be independent of management and the Director. Members will be appointed on a rotation basis for an initial term of three years. An extension of the term will be subject to review of the member's performance and contribution to the Committee. The Chair of Council should not also chair the Committee.

### ***Frequency of Meetings, Quorum, and Operation of the Committee***

The Committee will meet at least quarterly, prior to Council meetings, and at other times deemed necessary. A quorum will be deemed to be a majority of members present.

Members, through the Chair, will have direct access to the Director, the Assistant Director, Branch Head Corporate Services, the Chief Financial Officer, and external and internal auditors, as necessary, on matters relating to the Committee's function.

Minutes of Committee meetings will be provided to Council for each quarterly meeting, based on the agenda of the Committee meeting and its principal responsibilities. Copies of the minutes will be available, as necessary, to the Australian National Audit Office, or its subcontractor, as part of the annual audit process. An annual report will be issued by the Committee covering its activities, summary of its work and key issues dealt with during the year, summary of status of key audit findings and recommendations, assessment of the Memorial's risk and control framework, and number of meetings held and member attendance.

The Committee will review the performance of internal audit with Memorial management annually and formally evaluate its own performance against its charter with input sought from management, Director, Council, and internal and external audit.

### ***Skills, Experience, and Qualities of Committee Members***

To be fully effective in supporting the Council and Director, the Committee must be independent of management, understand the accountability relationships and their effect on financial performance, risk and controls, and maintain a good relationship with management and internal and external auditors.

Members must have an understanding of the business of the Memorial and the ability to ask relevant questions of management and internal and external audit. Members should have sufficient understanding of the Memorial's financial reports and audit requirements, and some broad business or financial management experience. At least one member of the Committee should have accounting or related financial management

experience or qualifications, and an understanding of accounting and auditing standards. If necessary, the Committee will seek external financial advice.

The Chair of the Committee should have the qualities and abilities to lead discussions, encourage openness and transparency in discussions, facilitate the participation of other members, and conduct meetings in a manner that establishes effective communications with all stakeholders for continuous improvement. The Chair should be appointed for a minimum period of three years, and preferably have served as a member of the Committee before becoming Chair. An alternate Chair will be appointed at any meeting where the Chair is unable to attend.

### **Gallery Redevelopment Committee**

Major General A. Clunies-Ross AO MBE (Ret'd) (Chair)  
 Dr R.J. Bastiaan AM RFD  
 The Honourable Mrs J. Newman AO  
 Air Marshal D.J.S. Riding AO DFC (Ret'd)  
 Ms W. Sharpe  
 Director, Australian War Memorial

#### ***Terms of Reference***

To the maximum extent possible, briefing of Council and seeking Council's guidance or direction on gallery development matters will be undertaken at Council meetings. However, with the pace of developments, it is inevitable that input from Council will be needed from time to time between Council meetings. The role of the Gallery Redevelopment Committee is to provide that input and to make decisions on behalf of Council.

The Committee's tasks will, therefore, include:

- monitoring developments;
- providing guidance and direction, as necessary, to the Director and staff on gallery development;
- making necessary decisions.

At the discretion of the Chair and depending on the nature of the matter involved, the Committee may exercise its powers with a minimum of two members present. It will generally operate "out of session".

### **Remuneration Committee**

Major General A. Clunies-Ross AO MBE (Ret'd) (Chair)  
 Major General W.J. Crews AO (Ret'd)  
 Mr K.R. Peacock AM

#### ***Terms of Reference***

- On Council's behalf, to agree annually with the Director the basis for his/her performance appraisal;
- on Council's behalf, to conduct the performance appraisal of the Director in accordance with the agreed Performance Appraisal and the Remuneration Guidelines laid down by the Minister for Veterans' Affairs;
- to communicate, as necessary, with the Remuneration Tribunal in relation to remuneration arrangements for the Director;
- to consider and pursue other matters that may be referred by Council concerning the Director or other senior management of the Memorial in relation to remuneration and conditions of service.

## **Publications on Minor Conflicts and Commitments Committee**

Mr L.A. Carlyon (Chair)  
 The Right Reverend Dr T.R. Frame  
 The Honourable Mrs J. Newman AO  
 Director, Australian War Memorial

### ***Terms of Reference***

The Publications on Minor Conflicts and Commitments Committee appointed by Council shall undertake its duties in accordance with the following. It shall:

- receive reports from the appointed editor or author(s) regarding progress and meet not less than twice a year to discuss progress;
- provide advice to the editor and appointed authors; and
- report on progress of the volumes to Council through the Chair of the Advisory Committee.

The Committee shall have no executive function. It will be serviced by the Military History Section in consultation with the Memorial's senior management.

## **Council Membership Committee**

Major General A. Clunies-Ross AO MBE (Ret'd) (Chair)  
 Mr K.R. Peacock AM  
 Air Marshal D.J.S. Riding AO DFC (Ret'd)

### ***Terms of Reference***

To provide advice to the Minister through the Chairman.

## **Corporate Support Committee**

The Right Reverend Dr T.R. Frame (Chair)  
 Dr R.J. Bastiaan AM RFD  
 Mr K.R. Peacock AM

### ***Terms of Reference***

To recommend to Council a strategy to identify, engage, and maintain key corporate supporters of the Memorial.

## Council Members' Attendance

Member	Council		Committees	
	Eligible Meetings	Attendance	Eligible Meetings	Attendance
Dr R.J. Bastiaan AM RFD	4	4	-	-
Mr L.A. Carlyon	0	0	-	-
Major General A. Clunies-Ross AO MBE (Ret'd)	4	4	6	6
General P.J. Cosgrove AC MC (Ret'd)	0	0	-	-
Rear Admiral I. McL. Crawford AO AM (Mil.) (Ret'd)	4	4	-	-
Major General W.J. Crews AO (Ret'd)	1	1	-	-
The Right Reverend Dr T.R. Frame	4	3	-	-
Lieutenant General J.C. Grey AC (Ret'd)	1	1	1	1
Air Marshal A.G. Houston AO AFC	0	0	-	-
Lieutenant General P.F. Leahy AO	4	1	-	-
The Honourable Mrs J. Newman AO	4	3	-	-
Mr K.R. Peacock AM	4	4	6	6
Major General P.R. Phillips AO MC (Ret'd)	2	2	3	3
Air Marshal D.J.S. Riding AO DFC (Ret'd)	4	4	5	5
Vice Admiral C.A. Ritchie AO RAN	0	0	-	-
Vice Admiral R. Shalders AO CSC RAN	4	2	-	-
Ms W. Sharpe	4	4	-	-
Air Marshal G.D. Shepherd AO	4	0	-	-

Please note that on three occasions, one or more Service Chiefs were represented at Council meetings by a Deputy.

## APPENDIX 2

### Council Profiles

#### Chairman

**Major General Adrian Clunies-Ross AO MBE (Ret'd)** was appointed to Council for a three-year term on 29 May 1996 and was subsequently reappointed for two years in 1999; two years in 2001; and one year in 2003, 2004, 2005, and 2006. He was elected Chairman in November 2000. General Clunies-Ross' last appointment was as Chief of Operations – Army (1985–90). Previously, he had commanded the army's 1st Division (1984–85) and the 8th and 8th/9th Battalions, The Royal Australian Regiment. He was Colonel Commandant of the Royal Australian Regiment (1993–98). He is currently Defence Adviser to the Returned and Services League of Australia (RSL) and Chairman of the RSL National Defence Committee. In June 2000 he was made a member of the Government's Community Consultation Team, prior to the publication of the Defence White Paper. In July 2001 he was appointed to the Australian Strategic Policy Institute Board of which he is Deputy Chairman.

#### Council Members

**Dr Ross Bastiaan AM RFD** served on Council from 1995 to 1998. He was reappointed for one year in 2001, two years in 2002, one year in 2004, and two years in 2006. Dr Bastiaan is a periodontist, with a private practice in Melbourne, and the former President of the Royal Australasian College of Dental Surgeons. He has published widely in his field and held a number of national chairmanships and lecturing positions. He is an active Army Reserve officer in the Royal Australian Army Dental Corps. Dr Bastiaan has a long-term interest in Australian military history and, since 1990, has placed more than 180 bronze commemorative plaques with bas-relief sculptures and maps on Australian battlefields of the First and Second World Wars.

**Mr Les Carlyon** was appointed to Council in May 2006 for a three-year term. He has had a distinguished career in journalism, including as the editor of *The Age*, editor-in-chief of the *Herald* and *Weekly Times* group, and a visiting lecturer in journalism at the Royal Melbourne Institute of Technology. One of Australia's most-respected journalists, he received the Walkley Award in 1971 and the Graham Perkin Australian Journalist of the Year Award in 1993. Mr Carlyon is the best-selling author of *Gallipoli*, and several other books on sport and Australian history. His next book will be about Australians serving on the Western Front during the First World War.

**Rear Admiral Ian Crawford AO AM (Mil.) (Ret'd)** served in the Royal Australian Navy (RAN) from January 1949 to March 1989. He served at HMS *Ceylon* in Korea (1950-51) and on HMA Ships *Vengeance*, *Sydney*, *Melbourne*, *Warrego*, *Tobruk*, and *Perth*. Shore postings have included Chief of Supply, Department of Defence; Director-General Supply, Navy; and Defence and Naval Attache, Paris. Since retiring from the RAN he has become involved in ACT government and business, and served as Deputy Chairman of the ACT Government's Priorities Review Board in 1990. Since 1993 Rear Admiral Crawford has been Chair of the Australian National Korean War Memorial Committee and was elected 1st Vice President of the International Federation of Korean War Veterans Association in 2000. First appointed to Council for a three-year term on 17 December 1998, he was reappointed for a two-year term in 2001, and one-year terms in 2003, 2004, and 2005. He retired from Council in May 2006.

**General Peter Cosgrove AC MC (Ret'd)** was appointed to Council in June 2006 for a three-year term, having been an *ex officio* member from 2000 to 2002. After graduating from the Royal Military College of Australia in 1968 he served in Malaysia as a lieutenant in the 1st Battalion, the Royal Australian Regiment. He then joined the Australian reinforcement unit in South Vietnam, where he commanded an infantry platoon and was awarded the Military Cross for his work during an assault on enemy positions. In 1999, as Commander of the Deployable Joint Force Headquarters, General Cosgrove assumed command of the International Forces in East Timor, overseeing East Timor's transition to independence. Upon returning to Australia he was appointed Chief of Army and later became Chief of the Defence Force, which he retired from in 2005. General Cosgrove was Australian of the Year in 2001. He is a non-executive Director of Qantas, a consultant to Deloitte Touche Tohmatsu, Chairman of the South Australian Defence Industry Development Board, and a member of the Australian Institute of Company Directors.

**Major General Bill Crews AO (Ret'd)** was appointed to Council in May 2006 for a three-year term. In 1962 he joined the army and initially trained as a civil engineer. He served in construction units, including in Vietnam from 1968 to 1969. His final appointment in the Royal Australian Engineering Corps was Commanding Officer, School of Military Engineering in 1983. He then held several senior appointments, including Head of the Defence Centre, Brisbane; Assistant Chief of General Staff (Materiel); and Assistant Chief Defence Force, Logistics. He retired from Director of the Defence Intelligence Organisation in 1999. Major General Crews was Deputy Chief Executive Officer, the Institution of Engineers Australian from 2000 to 2003, and has been National President, Returned and Services League of Australia since 2003.

**The Right Reverend Dr Tom Frame** was appointed to Council in August 2004 for a three-year term. He joined the Royal Australian Naval College, HMAS *Creswell* as a 16-year-old cadet midshipman in January 1979 and served in the RAN for 14 years. After completing a PhD at the Australian Defence Force Academy he resigned from the RAN to complete a Master of Theology and train for the Anglican ministry. Ordained in 1993, he held parish appointments in Australia and England. In June 2001 he was consecrated Fifth Anglican Bishop to the Australian Defence Force. Dr Frame is the author of 17 books, on a range of topics, including *HMAS Sydney: loss and controversy* (1993), *The shores of Gallipoli: naval aspects of the ANZAC campaign* (2000), *Living by the sword? The ethics of armed intervention* (2004), *No pleasure cruise: the story of the Royal Australian Navy* (2004), *The cruel legacy: the tragedy of HMAS Voyager* (2005), and *The life and death of Harold Holt* (2005).

**Lieutenant General John Grey AC (Ret'd)** was appointed to Council (having been an *ex officio* member from 1992 to 1995) for a three-year term in 1999, two years in 2002, and one year in 2004. He retired from Council in August 2005. Lieutenant General Grey is Chancellor of James Cook University, Chair of the Wet Tropics Management Authority, and a Foundation Patron of the Far North Queensland Youth Assistance Fund. Prior to retiring from the army he was Chief of General Staff (1992–95) and Deputy Chief of General Staff (1991–92). He was also Fellow, Australian Institution of Management (1982–2003), Graduate Member, Australian Institute of Company Directors (1995–2003), and Graduate, Australian Public Service Top Management Program (1990).

**Air Chief Marshal Angus Houston AO AFC** joined as an *ex officio* member of Council when he was appointed Chief of Air Force on 20 June 2001. Prior to this he was Head, Strategic Command (from August 2000); Commander, Integrated Air Defence Systems (1999–2000); Chief of Staff Headquarters Australian Theatre (1997–99); and Officer Commanding 86 Wing (1994–95). Air Chief Marshal Houston was involved with the Black Hawk Project and, after taking command of No. 9 Squadron, introduced the aircraft into service in 1988 and transferred the unit to the army in 1989. He was also involved in strategic planning during the Gulf War. He retired from Council on 4 July 2005 and was appointed Chief of the Defence Force.

**Lieutenant General Peter Leahy AO** joined as an *ex officio* member of Council when he was appointed Chief of Army in June 2002. Prior to this, he was Deputy Chief of Army (2000–02), Chief of Staff at Headquarters Australian Theatre (1999), and Commander of the 3rd Brigade, Australian Defence Force's Ready Deployment Force (1997–98). In addition, he has completed several other command and staff appointments, including command of 8th/9th Battalion, The Royal Australian Regiment.

**The Honourable Mrs Jocelyn Newman AO** was appointed to Council for a three-year term on 9 August 2002 and reappointed for two years in 2005. She graduated in law from the University of Melbourne and practiced law in the ACT, Victoria, and Tasmania. After marrying Duntroon graduate, Kevin Newman, she “followed the flag” wherever his career took him around Australia and the United Kingdom. Like many army wives she endured the worry and loneliness of raising children, while her husband served with the 2nd Battalion, the Royal Australian Regiment in Vietnam from 1967 to 1968. In 1986 she became a Senator for Tasmania and, among other appointments, served as Shadow Minister for Defence Science and Personnel, Shadow Minister for Veterans’ Affairs, and Shadow Minister for Defence. As Minister for Social Security and Minister for Family and Community Service from 1996 to 2001, Mrs Newman also represented the Defence and Veterans’ Affairs portfolios in the Senate. In July 2001 she was appointed to the Board of the Australian Strategic Policy Institute and retired from the Senate in February 2002.

**Mr Ken Peacock AM** was appointed to Council for a three-year term on 9 August 2002 and reappointed for two years in 2005. He was previously Executive Chairman, Boeing Australia Limited and AeroSpace Technologies of Australia Limited (1995–2002) and Chairman, Hawker de Havilland Limited (2000–02). From 1991 to 1996 he was Executive Chairman, Rockwell International and Rockwell Australia Limited. Prior to joining Rockwell, he held senior line management and company director positions with Alcoa of Australia Limited and Wormald International Limited. He is currently Chairman, Joint Strike Fighter Industry Advisory Council.

**Major General Peter Phillips AO MC (Ret’d)** was appointed to Council in July 2000 for a three-year term, and reappointed for one year in 2003 and 2004. He retired from Council in December 2005. Commissioned into the infantry in 1955, his military career included service in the Malayan Emergency and as a company commander in South Vietnam, where he was awarded the Military Cross. Before leaving the army in 1991, he was Assistant Chief of the General Staff (Personnel). He was also Chairman of Streeton Views, a Melbourne housing development, from 1991 to 1996. From 1997 to 2003 he was President of the Returned and Services League of Australia. Major General Phillips holds a Bachelor of Arts from the University of Queensland and is a Fellow of the Australian Institute of Company Directors.

**Air Marshal Doug Riding AO DFC (Ret’d)** was appointed to Council in 2004. He joined the Royal Australian Air Force (RAAF) in 1962 and served as a fighter pilot and qualified flying instructor. During the Vietnam War he served as a forward air controller and was awarded the Distinguished Flying Cross. From 1979 he held a wide range of command and staff appointments in the RAAF, culminating in his appointment in 1996 as Assistant Chief of the Air Staff (Materiel). After being promoted to Air Marshal in June 1998 he was appointed Vice Chief of the Defence Force, before retiring from the military in June 2000. In August 2000 he was appointed Senior Defence Adviser, BAE Systems Australia. He is a member of the Returned and Services League National Defence Committee and a director on the Board of St Andrew’s Retirement Village in Canberra. He was a member of the Clarke Review of the Veterans’ Entitlement Act in 2002 and in 2004 he conducted a review, on behalf of the government, on RAAF service from 1965 to 1968 at Ubon in Thailand. He is married to Sally; they have two adult children and live in Canberra.

**Vice Admiral Chris Ritchie AO RAN** joined as an *ex officio* member of Council on 3 July 2002 when appointed Chief of Navy. He retired as Chief of Navy and from Council in July 2005. After graduating from the Royal Australian Navy College in 1968 and serving several seagoing appointments, he joined the NATO School of Maritime Operations at HMS Dryad. His commands have included HMA Ships *Tarakan*, *Torrens*, and *Brisbane*, the last of which was deployed to Arabian Gulf during the First Gulf War. In 1992 he attended the Royal College of Defence Studies in the United Kingdom. He was then promoted to Commodore with appointments in Naval Policy and Warfare, and Military Strategy and Concepts. In 1997 he became Maritime Commander Australia and served briefly as Deputy Chief of Navy before becoming Head of Capability Systems. In 2001 he became Commander Australian Theatre.

**Vice Admiral Russ Shalders AO CSC RAN** joined as an *ex officio* member of Council on 4 July 2005 when he was appointed Chief of Navy. He joined the Navy as a Cadet Midshipman in 1967. His commands have included HMAS *Sydney*, *Darwin* (during the First Gulf War), and *Perth*. He was awarded the Conspicuous Service Cross in recognition of his command of HMAS *Darwin*. Other appointments have included a secondment to Australian Customs Service, as the inaugural Director General Coastwatch; Head, Defence Personnel Executive; and Vice Chief of the Defence Force.

**Wendy Sharpe** was appointed to Council in June 2005 for a three-year term. She is a major Australian artist, commissioned by Memorial as an official war artist to East Timor in 1999. She was the first woman to have such a commission since the Second World War. She has won many awards including the Sulman Prize, the Portia Geach Memorial Award (twice), and the Archibald Prize. She was commissioned by the city of Sydney to paint a mural for the Cook and Philip Park Aquatic Centre and has been awarded two important travelling scholarships. She exhibits regularly in Canberra, Sydney, Brisbane, and Melbourne, and is a visiting lecturer in painting at the National Art School, Sydney. She holds a Bachelor of Arts (Visual Arts), Graduate Diploma (Art), Graduate Diploma of Education (Art), and Master of Fine Arts.

**Air Marshal Geoff Shepherd AO** joined as an *ex officio* member of Council on 4 July 2005 when he was appointed Chief of Air Force. He commenced RAAF service in 1971, and served with No. 3 Squadron in Malaysia on fighter operations and No. 1 Squadron where he flew the F-111. He instructed at No. 1 Flying Training School and was Training Flight Commander No. 6 Squadron. Other appointments have included: Director General Operations, Defence Signals Directorate; Chief of Staff Headquarters Air Command; Officer Commanding No. 82 Wing; and Deputy Director Capabilities Analysis (Air), Headquarters Australian Defence Force Development Division. He was Director General Joint Operations and Plans during the planning for and conduct of Australia's involvement in Iraq and the Solomon Islands. In 2003 he was promoted to Air Vice-Marshal and appointed Air Commander Australia until becoming Chief of Air Force in 2005.

## APPENDIX 3

### Senior Staff Profiles

#### Director

**Steve Gower AO** has been Director since March 1996. He was Chair of the Council of Australian Museum Directors (2000–04) and is a member of the Executive Board for Museum Management, International Council of Museums; a member of the Canberra Business Council's Task Force on Tourism, Arts, and Sport; an honorary ambassador for Canberra; and the patron of ACT Cricket. He was a member of the board of Australian Capital Tourism Corporation until its disbandment in 2006. Prior to coming to the Memorial, he was in the Australian Army. He served in Vietnam as an artillery forward observer. He has a Bachelor of Engineering (First Class Honours) from the University of Adelaide and was later awarded a master's degree. His published work includes *Guns of the regiment* (1981) and contributions to the *Australian dictionary of biography*.

#### Senior Staff

**Rhonda Adler** holds the position of Chief Finance Officer and is Head of the Finance Section. She has a Bachelor of Economics from the Australian National University, majoring in accounting. Since joining the Memorial in 1981 she has held a number of different positions and managed several projects, including the design and implementation of the Memorial's first computerised financial management system and subsequent replacements for accrual budgeting, accounting, and reporting; redevelopment of the Research Centre; introduction of GST and other tax reforms; and sponsored the implementation of e-Business. She has been involved in resource planning and management, and the development of associated systems and policies to support the Memorial's corporate objectives. Rhonda has instigated many accounting reforms within the Memorial and received an award from the ACT Australian Society of Accountants in recognition of her contribution to "whole of government" initiatives. She participates actively in external forums, especially to represent cultural agencies, and attended the 2003 Museum Leadership Program at the University of Melbourne Business School.

**Nola Anderson** has been Assistant Director and Branch Head of the National Collection Branch since September 2003. She joined the Memorial in 1987, having worked previously as a lecturer in art history and a freelance writer on Australian arts. Since coming to the Memorial she has worked in various areas, including curatorial, collection management, and exhibition development. In 1998 she was awarded a 12-month residential Smithsonian Research Fellowship in Museums Studies. After a period as Council Secretary she was appointed Head of Photographs, Film and Sound in January 2003. She has a Bachelor of Arts, a Post-Graduate Diploma of Education, and a Graduate Certificate in Public Sector Management from Flinders University. In 2005 Nola attended the Getty Institute's Museum Leadership Program in Los Angeles.

**Anne Bennie** joined the Memorial in September 2003 as e-Business Manager and in May 2004 was appointed Head of Retail and Online Sales, which brought together the e-Business Unit and Memorial Shop. Anne comes from a private enterprise background where she has held a number of analytical and marketing roles. Initially she worked in market research with A.C. Nielsen as part of the team that established the first television "people meter" ratings panel in Australia. Following this she held senior account management positions in direct-response marketing and advertising agencies, working with a range of clients, including Foxtel and IBM. Prior to joining the Memorial, Anne was Head of Business Management at WSA Online, where she was responsible for the delivery of strategy across a number of websites and e-commerce initiatives with a strong focus on web integration, usability, and business outcomes. Clients included Accor Hotels, Travel Industry Automated Systems, and Mitsubishi Motors. Anne completed the Cultural Management Development Program in 2005.

**Mal Booth** became Head of the Research Centre at the Memorial in September 2001. His focus has been on the colour digitisation of fragile and high-use records of war, and promotion of the Research Centre and its collections. Prior to this he was Head of the People Management and Development Team from 1996. Mal was responsible for many developments in this role, including a new human resource information management system, the development of two certified agreements, and the preliminary development of the Memorial's award-winning website. Prior to joining the Memorial he was Senior Analyst and then Director Economics at Defence Intelligence Organisation. He holds a Bachelor of Arts, Graduate Diploma in Economic History, and is a graduate of the Royal Military College of Australia. Mal completed the Museums Leadership Program in 2005.

**Carol Cartwright**, Head of Education and Visitor Services, came to the Memorial in 1997, and after five years of managing the successful Travelling Exhibitions program moved to manage the Memorial's front-of-house activities. Her previous experience at Parliament House and the National Museum of Australia, in guiding and function management, has assisted her in developing a strong management team and building the Events program. She has a graduate certificate in Public Sector Management from Flinders University.

**Mike Cecil** was appointed Head of Military Heraldry and Technology in June 2005. He came to the Memorial in early 2000 as an Assistant Curator and progressed through Curator and Senior Curator positions. Mike is also the author of several publications and numerous articles on military technology published in local and international journals. Prior to his employment at the Memorial he worked in the Victorian State Public Service and in private enterprise research and management positions. He holds a Bachelor of Science (Honours) and Bachelor of Arts from Monash University, and a Certificate IV in Museum Practice from Canberra Institute of Technology. He has also completed the Cultural Management Development Program.

**Mark Dawes** has worked in a variety of public sector organisations, including Defence, the National Library of Australia (NLA), the Public Service Board, and the Director of Public Prosecutions (DPP). His first period of service with the Memorial was from 1982 to 1986, during which time he established the Memorial's first Personnel Management Section. After periods as Director Resource Management, NLA and Head of Corporate Services, DPP, Sydney, he returned to the Memorial in 1995 as Assistant Director and Branch Head of Corporate Services. He holds a graduate management qualification from the University of New South Wales.

**Sharmaine Lock** has worked in a variety of public sector organisations, including Primary Industries and Energy, Finance, and the Department of Administrative Services. Her first period of service with the Memorial was in 1993, during which time she worked in payroll. After periods in other organisations she returned to the Memorial in 1994 and became Head of the People Management Team in 2002. She recently completed a Graduate Certificate in Public Sector Management.

**Katherine McMahon** joined the Memorial in September 2002 as the Manager of Personnel Operations in the People Management Section. Katherine was Council Secretary from January 2004 to June 2006 when she was appointed Head, Gallery Development. Prior to the Memorial she spent nine years working with the ACT Government in Human Resources, the last four of which she specialised in the delivery of human resources services, including payroll and recruitment, within a competitive purchaser-provider environment. Katherine has a Bachelor of Arts (Art History and Curatorship) from the Australian National University. She has also completed the Cultural Management Development Program.

**Stewart Mitchell** is Head of Buildings and Services. He came to the Memorial from private enterprise and has substantial small business management experience. He holds a Bachelor of Applied Science in Natural Resource Management and has worked in national park and outdoor recreation roles. Stewart joined the Memorial in 1994 and worked in the Public Programs Branch in a number of client service and interpretive roles. In 2001 he moved to Corporate Services as Assistant Manager, Buildings and Services, becoming Head of the section in 2004.

**Marylou Pooley** is currently acting Head, Communications and Marketing. Formerly the manager of Marketing and Visitor Services at Parliament House, Marylou joined the Memorial in late 1997 as Manager, Marketing. She has developed major marketing and communication campaigns for the Memorial, including for the *Striking by night* and *Shared experience* exhibitions. She holds a Master of Tourism Management from the University of Canberra and is an honorary ambassador for Canberra.

**Barbara Reeve** has been Head of Collection Services since 1998. Prior to this she was Head of Conservation at the Australian National Maritime Museum, Sydney. She has also taught and worked overseas, most recently at the Hong Kong University School for Professional and Continuing Education. She holds a Bachelor of Science in archaeological conservation and materials science from the University of London, and a Bachelor of Arts in Classical and Near Eastern archaeology from Bryn Mawr College. She has completed the Museum Leadership Program.

**Patricia Sabine** has been Head of Photographs, Film and Sound since 2004. Her areas of expertise, developed since 1966 have covered art education, international exhibition management, in-house exhibition design, and executive-level museum and arts administration. In 2002 she established, on behalf of a private entrepreneur, the first major commercial gallery devoted to wilderness photography. She has worked for the Art Gallery of New South Wales, Australian Art Exhibitions Corporation, Australian Gallery Directors' Council, and National Gallery of Victoria, becoming the inaugural Manager Cultural Development for the City of Melbourne in 1987. From 1992 to 2002 she was Director of the Tasmanian Museum and Art Gallery. In 1997 she was named Telstra's Tasmanian Businesswoman of the Year and was awarded the Centenary Medal in 2001. She is the President of Museums Australia.

**Jude Savage** has been Head of Travelling Exhibitions since February 2002. She has over 16 years experience in all aspects of exhibition development and touring and five years experience in collection management. She worked at the National Gallery of Australia from 1985, initially in the Registration section in the works on paper storage areas and then in the lending program, before moving to the Travelling Exhibitions program in 1990. Prior to this she taught art in secondary schools for eight years and spent several years working in early childhood education. She has a Higher Diploma of Teaching (Secondary Art and Craft) from Melbourne State College and a Master of Letters (Fine Art and Curatorship) from the Australian National University. From 2001 to 2005 she was a Museums Australia Council member and Chair of the Art Craft Design Special Interest Group. She is currently Chair of the Museums Australia Publications Design Awards and a committee member for Museums Australia, ACT Branch.

**Peter Stanley** has worked at the Memorial since 1980. He has been Head of the Military History Section since 1987 and Principal Historian since 1998. Peter has contributed to the development of many of the Memorial's galleries, including working as concept leader for the Second World War Gallery from 1996 to 1999, and currently for the Post-1945 Conflicts galleries. Peter's 18 popular and scholarly books include *The remote garrison* (1987), *Tarakan: an Australian tragedy* (1997), *White mutiny: British military culture in India 1825–75* (1998), *For fear of pain: British surgery 1790–1850* (2003), and *Whyalla at war 1939–45* (2004). His most recent book is *Borneo, 1942–1945* (2005). He was adviser to the *Australians at war* television series, a presenter on *Revealing Gallipoli* (2005) and has a high media profile from involvement in ANZAC Day television commentaries and press reports. He holds three degrees in history, including a PhD from the Australian National University. He is a Visiting Associate Professor in the School of Humanities and Social Sciences at the Australian Defence Force Academy, and an Adjunct Professor in Cultural Heritage Management at the University of Canberra. In 2004 Peter was elected Fellow of the Royal Historical Society. He is currently writing a book on the Second World War, to be published by Penguin, titled *1942: battle for Australia*.

**Lola Wilkins** began work in the Art Section in 1984 and is now Head of Art. She has a Bachelor of Art with majors in art history and Spanish from Flinders University. She has developed the Memorial's collection through the re-activation of the official war artist program. She has also curated several major touring art exhibitions, including *Through women's eyes: Australian women artists and war, 1914–1994*, *Ivor Hele: the heroic figure*, and *Stella Bowen: art, love and war*. In 1999 she completed the Museum Leadership Program and in 2000 received a Gordon Darling Foundation Grant to research the work of the Australian expatriate artist Stella Bowen. In 2003 she edited *Artists in action: from the collection of the Australian War Memorial* and in 2004 co-curated the major international exhibition, *Shared experience: art and war – Australia, Britain and Canada in the Second World War* with the Canadian War Museum and Imperial War Museum. This exhibition toured to Ottawa, Canberra, and London (2005–06).

**Daryl Winterbottom** joined the Memorial in 1989 as Head of the Collection Management System Implementation team and became Manager of the new Information Technology Section in 1992. Prior to this he had a varied career in both electronics and computer technology, with responsibilities including the development of instrumentation and telescope controls for astronomy at Mt Stromlo, the establishment of electronics support sections at the University of New South Wales and the Royal Military Academy of Australia, and the implementation of initial local area network at the Australian Defence Force Academy. He holds a Diploma in Applied Science from the University of Canberra. During his time at the Memorial, Daryl has managed the establishment, maintenance, and development of information technology infrastructure and the range of business critical applications which it delivers. Working with the assistant directors, he is an active member of the Information Management Steering Group, which sets and monitors the information technology and information management strategic directions. Daryl also chairs the Commonwealth Managers Forum on information technology across cultural institutions and represents the Memorial on information communications technology matters at the “whole of government” Chief Information Officer forums.

**Helen Withnell** completed a Bachelor of Arts and Diploma of Education at Macquarie University. She has also spent 16 years teaching in Canberra and working in school administration, including a stint as Curriculum Consultant in the ACT Department of Education and in training coordination for Commonwealth Departments. After gaining her Masters in Education, she joined the Memorial in 1992 as Head of Education and Visitor Services and has been Assistant Director and Branch Head, Public Programs, since 1997. She has played a significant role in planning and implementing Gallery Development, ANZAC Hall, and education, evaluation, and public programs at the Memorial. Helen completed the Museum Leadership Program in 2001. She was a member of Visions of Australia Committee from 1999 to 2004 and currently serves on the National Selection Committee for the Australian–American Fulbright Commission.

### **Council Secretary**

**Sophie Powell** began working at Research Centre in 2003 and became the Executive Officer for the National Collection branch in 2004. After completing an Associate Diploma and a Bachelor of Arts (Library and Archival Studies) at the University of Canberra, Sophie spent five years working at the National Library of Australia. This included a secondment to the National Archives of Australia. She is currently undertaking a Graduate Diploma in Intellectual Property Law and the Cultural Management Development Program.

## APPENDIX 4

### VIP Visits and Ceremonies 2005–06

#### VIP Visits

Date	VIP
5 July 2005	His Excellency Mr Xanana Gusmão, President of East Timor
15 July 2005	His Excellency Mr Ricardo Lagos Escobar, President of the Republic of Chile
8 August 2005	His Excellency Mr Osmon Pepe, Minister for the Environment and Forestry, Republic of Turkey
9 August 2005	The Honourable Mr Peter Milliken MP, Speaker of the Canadian House of Commons
9 August 2005	General Thomas R. Morgan, former Assistant Commandant, US Marine Corps, accompanied by senior military delegation
17 August 2005	His Excellency Nathaniel Waena, Governor-General of the Solomon Islands
18 August 2005	Lieutenant Colonel Ariffin, Director of the Armed Forces Museum, Singapore
9 September 2005	Mr Alan Griffin MP, Shadow Minister for Veterans' Affairs
19 September 2005	Rear Admiral Girouard OMM CD, Commander Maritime Forces Pacific, Canada
20 September 2005	Inspector Mariah Johns, Royal Papua New Guinea Constabulary and party
22 September 2005	Admiral William J. Fallon, US Navy Commander, US Pacific Command
26 September 2005	The Honourable Edward (Gough) Whitlam AC QC, 21st Prime Minister of Australia
3 October 2005	Lieutenant General Henry Obering, Director of the Missile Defense Agency, US Department of Defense
6 October 2005	The Honourable David Hawker MP, Member for Wannon, Victoria and party
9 October 2005	Air Chief Marshal Djoko Suyanto, Commander in Chief of the National Armed Forces of Indonesia and Professor Dr Maladi, Governor of Lemhannas, Indonesia
14 October 2005	The Right Honourable John Spellar MP, Lord David Chidgey, and UK Parliamentary delegation
21 October 2005	Vice Admiral John G. Morgan, Deputy Chief of Naval Operations for Information, Plans and Strategy, (N3/N5), United States Navy
20 October 2005	Lieutenant General Hans Sonneveld, Deputy Chief, Netherlands Defence Force
25 October 2005	General James E. Cartwright, US Strategic Command
25 October 2005	General Joginder Juswant Singh, Chief of Army Staff, India
31 October 2005	General Lee, Chairman of the Joint Chiefs of Staff, Republic of Korea
1 November 2005	Her Excellency Mrs M. Ortiz De Rosas, Ambassador, Embassy of Mexico
7 November 2005	His Majesty Carl XVI Gustaf, King of Sweden and Her Majesty Queen Silvia
10 November 2005	General Tadashi Yoshida, Chief of Staff, Japan Air Self Defense
14 November 2005	General Ke Kim Yan, Commander in Chief, Royal Cambodian Armed Forces
15 November 2005	Lieutenant General Hans-Heinrich Diter, Chief of Staff, Joint Support Services, Germany
29 November 2005	His Excellency Mr Frank Carruet, Ambassador, Royal Embassy of Belgium
29 November 2005	Mr Reuven Rivlin, Speaker of the Israeli Knesset
8 December 2005	His Excellency Mr Recep Tayyip Erdoğan, Prime Minister of Turkey and Mrs Erdoğan

27 January 2006	Admiral Gary Roughead, Commander US Pacific Fleet
29 January 2006	Admiral Tan Sri Dato Mohd Anwar, Chief of Defence Force, Malaysia
3 February 2006	Vice Admiral Mateo M. Mayuga, Chief of Navy, Philippines
4 February 2006	Colonel Michael Boera, Commander, 36th Air Expeditionary Wing, US Air Force
9 February 2006	Mr Gary Martin, Director, US Army Communications and Electronics, Research Development and Engineering Centre
17 February 2006	General Oscar Izurieta Ferrer, Commander of Institutes and Doctrine, Chile
20 February 2006	Ambassador James A. Larocco, Director General, Multinational Force and Observers, Egypt
20 February 2006	Major General Paul Hussey, Commandant, Canadian Defence Academy
21 February 2006	Major General John Abizaid, Commander, US Central Command
24 February 2006	Mr John Grimes, Assistant Secretary of Defence for Networks and Information Integration, US Department of Defense
27 February 2006	Mr Valdas Adamkus, President of the Republic of Lithuania
28 February 2006	Air War College, US Air Force, Class of 2006
28 February 2006	Visions of Australia delegation
27 March 2006	The Right Honourable Tony Blair MP, Prime Minister of the United Kingdom and Mrs Cherie Blair
4 April 2006	Dr Jan Peter Balkenende, Prime Minister of the Netherlands
19 April 2006	Lieutenant General Hermogenes Esperon, Commanding General, Philippines Army
24 April 2006	General Dick Berlijn, Chief of the Netherlands Defence Staff
26 May 2006	Lieutenant General Jeffrey B. Kohler, US Air Force
31 May 2006	The Honourable Clare Martin MLA, Chief Minister, Northern Territory
1 June 2006	Lieutenant General Margaritis Mouzas, Deputy Chief of the Hellenic National Defence Staff, Greece
6 June 2006	Admiral Michael Mullen, Chief of Naval Operations, US Navy
13 June 2006	General Hilmi Özkök, Chief of General Staff, Turkey accompanied by His Excellency Mr Murat Ersavci, Ambassador of the Republic of Turkey
15 June 2006	His Excellency, Mr Hsien Loong, Prime Minister of the Republic of Singapore

### Key Ceremonies 2005–06

Date	Ceremony
6 July 2005	173rd Airborne Brigade wreathlaying ceremony
23 July 2005	Bomber Command memorial dedication ceremony
26 July 2005	2nd Division Association wreathlaying ceremony
14 August 2005	2/15th Field Regiment Association wreathlaying ceremony
15 August 2005	VP Day ceremony
20 August 2005	88 Transport Platoon wreathlaying ceremony
26 August 2005	1st Australian Armoured Regiment plaque dedication ceremony
1 September 2005	NSW Secondary Deputy Principals Association conference and wreathlaying ceremony
5 September 2005	3rd Battalion, Australian Military Force plaque dedication ceremony

7 September 2005	Battle for Australia Ceremony
10 September 2005	133rd Heavy Anti-Aircraft Battery plaque dedication ceremony
13 September 2005	TPI Association wreathlaying ceremony
15 September 2005	Battle of Britain 65th anniversary ceremony
21 September 2005	2/4th Australian Infantry Battalion plaque dedication ceremony
23 September 2005	2/17th Australian Infantry Battalion plaque dedication ceremony
1 October 2005	Charlie Company, 3rd Battalion, The Royal Australian Regiment, wreathlaying ceremony
24 October 2005	UN Day Ceremony
25 October 2005	2/31st Australian Infantry Battalion plaque dedication ceremony
1 November 2005	458 Squadron, RAAF wreathlaying ceremony
11 November 2005	Remembrance Day ceremony
13 November 2005	9th Battalion, The Royal Australian Regiment, plaque dedication
19 November 2005	Australian Army Training Team Vietnam plaque dedication
2 December 2005	464 Squadron, RAAF plaque dedication
7 February 2006	2/5th Australian Infantry Battalion plaque dedication ceremony
28 February 2006	HMAS <i>Perth</i> and Chevalier College wreathlaying ceremony
2 March 2006	Simpson Prize winners wreathlaying ceremony
7 March 2006	British Commonwealth Occupation Force wreathlaying ceremony
8 March 2006	78 Wing, RAAF Malta contingent wreathlaying ceremony
8 March 2006	2/5th Independent Company and 2/5th Commando Squadron wreathlaying ceremony
21 March 2006	2/9th Australian Armed Regiment Group plaque dedication ceremony
24 March 2006	HMAS <i>Rushcutter</i> plaque dedication ceremony
31 March 2006	16th Minesweeper Squadron plaque dedication ceremony
5 April 2006	Aged Care wreathlaying ceremony
6 April 2006	32 Small Ship Squadron, Royal Australian Engineers plaque dedication ceremony
15 April 2006	455 Squadron wreathlaying ceremony
20 April 2006	Florence Foundation wreathlaying ceremony
21 April 2006	2/6th Armoured Regiment plaque dedication ceremony
22 April 2006	HMAS <i>Nirimba</i> wreathlaying ceremony
25 April 2006	ANZAC Day Dawn Service
25 April 2006	ANZAC Day National Ceremony
5 May 2006	2/3rd Anti-Tank Regiment plaque dedication ceremony
12 May 2006	International Nurses and Midwives ceremony
23 May 2006	2/8th Australian Armoured Regiment plaque dedication ceremony
28 May 2006	Sandakan Remembrance Ceremony
3 June 2006	9 Squadron, RAAF plaque dedication ceremony
6 June 2006	6th Battalion, The Royal Australian Regiment, plaque dedication ceremony
11 June 2006	B Company, 4th Battalion, the Royal Australian Regiment, New Zealand wreathlaying ceremony
17 June 2006	No. 24 (City of Adelaide) Squadron plaque dedication ceremony
24 June 2006	Reserve Forces Day
25 June 2006	23rd Field Regiment, Royal Australian Artillery wreathlaying ceremony
27 June 2006	Overseas Reserve Forces Day wreathlaying ceremony

## APPENDIX 5

### Acquisitions and Disposals

#### Acquisitions

##### Art

- Louis Abel-Truchet, First World War 1914–17, 12 lithographs on paper
- Hanns Anker, *Bolschewismus ist hungern und tod: niemals aber frieden* 1919, 1 photolithograph on paper
- Raymond Arnold, Iraq 2004, 4 etchings on paper
- Elizabeth Ashburn, *Street scene (soldiers in Baghdad) 2005; Iraqi women (Najaf) 2005; Iraqi man (Abu Ghraib prison) 2005; Crowd outside Christian monastery (Baghdad) 2005*, 4 watercolour, pencil on paper
- Tom Bell Senior, *James Ernest Newland VC c. 1939–45*, 1 oil on canvas
- Gordon Bennett, *Camouflage #8* 2003, 1 synthetic polymer paint on linen
- Dorrit Black, *The canteen c. 1943*, 2 linocuts on paper
- Auguste Brouet, *Prisonniers allemands, Yser* 1916, 1 etching on paper
- Henk Brouwer, *POW camp "Changi jail", Singapore* 1945, 1 watercolour, brush and ink, pencil, crayon on paper
- Norman Carter, *Flying Officer Alexander Roulston* 1943, 1 oil on canvas
- Albert Dell, Second World War 1943–54, 31 pencil on paper
- Elizabeth Dobrilla, Bosnia 1998, 4 monoprints with photo-etching, softground, stencilling on paper
- Mahmoud Zein Elabdin, *Crocodile watching* 2005, 1 synthetic polymer paint on canvas on board
- D.M. Elliott, *Row of trucks, France* 1917; *Landing at ANZAC* 1916; *Monument to a German General ...* 1917; *[Smiling soldier]* 1918, 4 watercolour, pen and ink on paper
- James Emery, *Members of the 2nd AIF Railway Construction Company* 1945, 1 pencil, watercolour on paper on card
- Bob Faulkner, Vietnam War 1965, 16 cartoons, black fibre-tipped pen, pencil on card
- Michael Fitzjames, *Sticky situation* 2005; *Embedded* 2005, 2 black ink on card
- Len Fox, *Vietnam forum* 1970; *United action will beat Menzies* 1945–50, 2 photolithographs on paper
- Alex Gurney, *"How's th' war going mate, are we winnin"* 1946, 1 cartoon, pen and brush and ink, coloured washes on paper
- Peter Hanley, *Shark Zero Two coming home* 2005, 1 synthetic polymer paint on canvas
- Joy Hester, *A group of soldiers* 1945, 1 pen and brush and black ink on paper
- Ian Howard, Vietnam memorial 1990, 1 bituminous plaster
- Olim Howland, *Celebrations in Sydney VP Day* 1945, 1 synthetic polymer paint on cardboard
- Harry Hummerston, *And the band played "Waltzing Matilda"* 1981; *Starting pts, ending pts, and Evangelist dream* 1981, 2 colour screenprints, collage on paper
- Lucien-Hector Jonas, First World War 1916–18, 6 lithographs on paper
- Fatima Killeen, Second Gulf War 2005, 4 colour collographs on paper

- George Lambert, *The trooper and the maid* 1919, 1 oil on canvas
- Christopher Langton, *Hide and seek* 2004, 1 polyurethane and pigment on PVC on canvas
- Arthur Lindsay, *Second World War* 1943, 12 watercolour, pencil on paper
- Elwyn Lynn, *Medal for all battles* 1977; *Road to Baghdad* 1996; *Gallipoli 1* 1984, 3 mixed media on paper and canvas
- Janine Macintosh, *Lancaster* 2004, 1 mixed media on canvas
- Constance Tempe Manning, *Peace* 1918, 1 oil on wood
- L.S. Mather, *New year 1918, inside the "Inside Inn"*, 1 pen and ink on paper
- John McBryde, *Second World War 1942–45*, 23 watercolour, pencil on paper
- Brian McKay, *Gulf* 1991, 1 synthetic polymer paint, oil, collage on canvas
- Robert McRae, *The commissioning of HMAS Armidale* 2005; *HMAS Armidale – night boarding operation* 2005, 2 watercolour, pencil on paper
- Aimes Milner, *Caricature of Major Walter Lionel Ekin Smyth, Manchester Regiment* 1932, 1 pencil, pen and ink, watercolour on paper on card
- John Perceval, *Reclining angel* 1957, 1 bronze
- Prisoner of war at Cowra camp, *Caricature sketch: Brown, Montague Ambrose* c. 1942–46, 1 watercolour, brush and ink, pencil, crayon on paper
- Johannes Safis, *Bolschewismus heisst die welt im blut ersaufen* 1919, 1 photolithograph on paper
- Yasushi Santa, *Second World War* 1942, 4 watercolour, pen and black ink, crayon on paper
- Harry Sennett, *Half past eleven Square, Armienters*, c. 1917–18, 1 pen and black ink on paper
- Emil Sodersten, *Study, landscape treatment, AWM, the water garden* c. 1920s; *Study, landscape treatment, AWM, a garden flanking the approach* c. 1920s, 2 oil on board
- Hamza Sultan, *The silent scream* 2006, 1 mixed media
- Howard Taylor, *Stalag Luft III prison camp, Germany* 1943, 1 watercolour on paper
- Elizabeth Tiero (later Elizabeth Samson-Bouret), *Second World War* 1998, 4 pencil, pen and ink, wash on paper
- Jonathan Tse, *Second Gulf War* 2003, 52 screenprints on magnani incisioni paper
- Unknown artists, *First World War* c. 1919–20, 5 German posters; *Vietnam War* 1954–60, 20 posters; *Iraq* 2005, 8 posters; *Australian Army Headquarters* c. 1950s, 8 recruitment posters
- Josef E. Unterholzer, *Die Drei Starcken* c. 1918–25, 1 carved hardwood
- Keith Vaughan, *The inspections: medical examination* 1943, 2 pen and ink, wash, gouache on paper
- Frank (Francis) Wilkinson, *Vietnam War*, 6 pen and ink on paper
- M. Napier Waller, *Australian artillery passing through Bapaume* c. 1917, 1 watercolour, pencil on paper
- Diana Williams, *Chinese Dragon* 2005; *Wedge-tailed eagle* 2005, 2 ceramic sculptures
- Michael Winters, *Australians in Crete 2002–04*, 15 linocuts on paper; 6 pen and black ink on card

### ***Military Heraldry and Technology***

- Diamond-T Wrecker truck, as used by the Australian Army in the Second World War and Korea
- An extensive collection of uniforms and associated personal items from five soldiers serving in Iraq with the Al Muthanna Task Group
- Two rare, horse-drawn tool carts, of the type used by Royal Australian Engineers during the First World War
- Distinguished Flying Cross to Pilot Officer N.A. Lambell, 576 Squadron, RAF, for skill and courage as a bomb aimer on raids over Berlin
- Military Cross to Captain C.H. Stubbings, 12th Battalion, AIF, for ability and initiative at the Battle of Messines in 1917, when he took over control of his battalion after the commanding officer had been wounded
- Military Cross to Captain A. Waring for devotion to duty at Pozières in 1916 while a signal officer with 4th Division
- Military Medal to Sergeant A.E. Green, 9th Battalion, AIF, for the rescue of two wounded men under fire at Le Barque in February 1917
- Military Medal to Private A.F. Long, 4th Battalion, AIF, for great courage as a sniper at Demicourt in April 1917
- Naval officer's uniform worn by Lieutenant S.L. Browne, RANVR, during the Normandy landings in 1944
- Royal Australian Naval Nursing Service ward dress from the Second World War worn by Sister T.M.N. Jones.
- Military Cross and Bar to Captain K.B. Muirson of 15th Machine Gun Company, AIF, for gallantry and leadership at Gueudecourt and Polygon Wood in 1917
- Japanese swords presented to Brigadier J. Field, commanding officer of 7th Infantry Brigade, commemorating actions at Slater's Knoll and Milne Bay
- Distinguished Conduct Medal, firearms, uniform, badges, diaries, maps, photographs, etc. relating to the service of Sergeant G.E. Watkins, 39th Battalion, AIF
- Ottoman Turkish airman's qualification badge in bronze from the First World War
- Uniform and equipment worn by Lance Corporal G.C. Ralston while serving in Korea with 1st Battalion, the Royal Australian Regiment, 1952–53. This donation also includes a rare Soviet PPsh submachine-gun with excellent provenance
- Sporran worn by members of the Duke of Edinburgh's Highland Volunteer Rifle Corps, c. 1870–78, one of the earliest pieces of uniform worn by Australian volunteers, known to exist
- Engraved Mauser Model 1896 Rifle carried by J.P. Potgieter, leader of a Boer Commando in South Africa, 1900–01
- Flying Officer B.G. Young collection, 35 Squadron, RAAF. Includes the bullet-holed fuselage skin from DHC-4 Caribou A4-208
- Piece of Japanese aircraft recovered from Darwin Harbour believed to be from an Imperial Japanese Navy Type 1 G4M "Betty" bomber
- 6 x Heli-Trieder type Goerz brand binoculars and case used by Gunner Ivar L. Berthet, French Army
- Naval medical chest possibly from the MV *Krait*: Captain D.A. Heap, 2nd Armoured Brigade, AIF
- Presentation plaque: Wing Commander F.J.L. Downing, 2 Squadron, RAAF, Vietnam, November 1970 to March 1971
- Private R. Humphery collection, 2 Squadron, AFC, 2 x propeller tips from Armstrong and Whitworth aircraft
- 19th century single-draw telescope and removable lens cap: HMS *Victoria*, Victorian Colonial Naval Vessel
- Magnetic marching Mk 1 compass: Flight Lieutenant P.H. Smith, RAAF

- Able Seaman H. Humphery collection, HMAS *Quiberon*, RAN, including a maker's plate
- Major D.A. Chinn collection, 1st Battalion, The Royal Australian Regiment, Headquarters, Australian Task Force, Vietnam, including long-sleeved, cotton flying suit and army issue sweat rag
- One dollar note: Japanese occupation currency: Sergeant R.R. Rattey VC, 25th Infantry Battalion
- Ten gulden note: Japanese occupation currency: Sergeant R.R. Rattey VC, 25th Infantry Battalion
- Two-up set: 5 x King Edward VII pennies: Leading Aircraftman B.D. Beath, 348 Radar Station, RAAF
- Sergeant L.L. Williams collection, 7th Light Horse Regiment, including a one dollar note, Japanese occupation currency, signed by Changi prisoners of war, NX70316 Captain A.H. Curlewis and VX43577 Captain T.W. Mitchell

## **Photographs, Film and Sound**

### **Photographs**

**Brian McMullan collection:** McMullan spent four years in Japan as a child, while his father served with BCOF. This is a significant collection of mainly colour images depicting McMullan's experiences as a BCOF child and those of his family.

**Wolf album:** The *Wolf* was a German merchant raider that breached the North Atlantic Stockade, and sailed into the North Atlantic Ocean and mined and sank a significant number of Allied ships. It also mined off the coasts of Australia and New Zealand and captured the *Matunga*, which was transporting supplies and equipment to Rabaul. The *Wolf* ran the North Atlantic Stockade again and returned triumphantly to Germany. This album and collection of postcards complements the images already held in the collection, mainly of Australian Naval and Military Expeditionary Force members as prisoners of war in Germany.

**Denis Gibbons:** A significant collection of over 10,000 Vietnam images has been donated and will be accessioned over the coming year.

**Ben Bohane:** NORFORCE is one of three Regional Force Surveillance Units that conduct surveillance and reconnaissance activities over vast areas of Northern Australia, since they were formed in 1981. These images are an excellent representation of the activities undertaken as part of the defence of Australia's northern borders, not widely recognised.

**Acquisition support for Sport and war exhibition:** Includes a number of significant images such as a portrait of Ron Barrassi, as well as interesting images of Australian sporting teams playing sport in unlikely places, such as in front of the Hiroshima Dome in 1946.

**Roll of Honour images:** Ongoing collection of images of those listed on the Roll of Honour. Approximately 600 images were accessioned this year. Approximately five per cent of people on the Roll of Honour are now represented in the collection.

**Barbara Beck collection:** Barbara Beck was an official photographer with the Army's Directorate of Public Relations during the Second World War.

**Edward Adamson:** Collection of images of shop-front windows in Melbourne featuring official war photographs during the Second World War.

**Stephen Dupont:** Collection of 60 images depicting Dupont's experiences as an embedded photographer with the 187th Airborne in Afghanistan in 2005.

**Andrew Mattay:** A large collection of images taken by Mattay documenting his experiences in Malaya and Vietnam, with the Peacekeeping Force in Sinai, and his long career in the army.

**Norman Stuckey:** Stuckey was an official photographer during the Second World War. His daughter has donated an album of "period" prints that were printed by Stuckey himself.

**"Australian War Museum" albums:** Two albums were donated and contain a large number of significant original vintage prints.

## Film

- **F08400–F08473:** In 2006 the Memorial commissioned an official cinematographer to Iraq, Robert Nugent. Nugent was hosted by the Australian Army History Unit and embedded with the troops. The film was recorded for future use, in the same way material was collected in previous conflicts by Parer and Hurley.

The total footage consists of 74 one-hour HDV tapes, of which 65 tapes were taken overseas, the majority in Iraq. The footage consists of a mix of on-location interviews and actuality image and sound covering operations, training, living conditions, leisure activities, and the environment. Footage was also taken from military aircraft and vehicles, and included the use of a remote camera. This was achieved by attaching the second smaller camera to the gyro stabilised gun mounts of Australian armoured vehicles.

There are interviews conducted with over 40 Australian men and women from the three services, as well as civilian embassy staff. Of particular significance are the interviews with Garth Callender, Beau St Leone, and Luke Stephens who were involved in a VIBED (Vehicle Borne Improvised Explosive Device).

Nugent's footage includes:

- Force Level Preparation Course at Randwick, NSW;
- Force Level Logistics Assets in Kuwait;
- Australian Headquarters at Australia Island Camp Victory, Baghdad;
- ANZAC Cove in the International Zone, Baghdad;
- Travel along Route Irish from ANZAC Cove through the Red Zone;
- Australian Embassy, Baghdad;
- Camp Smitty at Al Muthanna;
- Australian Army Training Team Iraq, Samawah;
- Tali Airbase for flight back to Ali al Salem Airbase, Kuwait.

## Other significant film acquisitions

- **F08043–F08103:** Interviews with RAAF Catalina veterans for the documentary, *Black Knights*, Film Affaires, 60 x 30 mins, Betacam SP.
- **F08114–F08142:** Interviews with Australian and Vietnamese veterans for the documentary, *The minefield*, Glasshouse Pictures, 38 x 60 mins, DVCPPro50.
- **F10666–F10720:** Battlefield location scenes from First World War to Vietnam and actuality footage of Australian Peacekeepers for the *Australians at war* documentary series, Department of Veterans' Affairs, Super 16 mm colour camera negative.
- **F10865:** Production footage, including interviews with veterans for the Vietnam War documentary, *I hope the war will be over soon*, Juniper Films, 16 mm camera neg, 54 x 400 ft rolls work prints, 16 mm 2000 ft of 16 mm A&B roll negatives.
- **F10867:** 8 mm colour silent film taken by Peter Cooke-Russell while serving with HMAS *Teal* during the Confrontation. No previous colour coverage of the RAN from this conflict.
- **F10874:** 8 mm colour film taken by J. David Grierson while serving with RAAF Transport Flight Vietnam (RTFV) in 1965. Covers activities of the RTFV, including resupply operations to remote Special Forces camps. No previous coverage held of this unit.
- **F10875:** 8 mm colour film taken by John McGhee while serving with 4th Battalion, The Royal Australian Regiment in Borneo from April to August 1966. Includes extensive coverage of operations in the field. No previous colour coverage of this unit during the conflict in the collection.
- **F10877:** Rare 16 mm colour films taken by Lieutenant Colonel Harry Tasker while serving with the 2nd AIF in the Middle East and Borneo during the Second World War. Includes scenes of sightseeing, troops, living conditions, transport at sea, military vehicles (including a "Jeep Train" of the type on display at the Memorial), war damage, and Japanese prisoners of war.

## Sound

- **S03710–S03712:** Recorded letters of Major J.B. Healy, Commander A Company 1RAR, Vietnam, wife Judy, and family.
- **S03715–S03716:** Recorded letters of G.W. Matthews, 12th and 1st Field Regiment, Vietnam.
- **S03785–S03825:** 41 oral history interviews with Korean War veterans, conducted by Olwyn Green.
- **S03842–S03859:** 18 oral history interviews with Second World War veterans, conducted by Kevin Dickson.
- **S03892–S03902:** 11 oral history interviews conducted by SBS Radio with Greek, Egyptian, Lebanese, and Timorese civilians who interacted with Australian servicemen during the Second World War.
- **S03959–S03962:** Recordings of programs produced by Radio DJ Sydney for broadcast via Radio DJ Vung Tau, with the cooperation of the Australian Forces Overseas Fund.
- 46 oral history interviews recorded for the Official History of Australian Peacekeeping and Post-Cold War Operations.
- 16 oral history interviews conducted by Libby Stewart with members of the civilian medical staff who participated in the South East Asian Treaty Organisation (SEATO) civilian aid program to South Vietnam from 1966 to 1972.
- Principal Chaplain (Catholic) Eugene Joseph Harley (Ret'd) as Chaplain Class 4, and Chaplain Class 3, Royal Australian Army Chaplains Department, Malaysia 1961, Borneo 1965, and South Vietnam 1967, interviewed by Colonel David Chinn MBE (Ret'd).

## Disposals

Accession number	Object type	Title	Notes
REL/18821	Headdress	Blue peaked cap: Warrant Officer M. Condran, RAAF	Returned to Donor
REL/02918.315	Colour Patch	Colour patch: WWII: 9 Australian Division Provost Company (AIF)	NSW Police Museum
REL/12883	Flag	Flag: Imperial Japanese: captured at Tarakan: June 1945 by members of 2/23 Battalion	Returned to Donor
ART32366.001-.015, .033-.038	21 Drawings	Various	Reproductions re-accessioned to the props collection
RELAWM35304	Heraldry	Framed Honour Roll: No. 6 Flying Training School: British	RAAF Museum Point Cook
REL23932.001	Medal	British War Medal 1914-20: Private W.H. Bryant, 55 Battalion, AIF	Returned to Owner
REL23932.002	Medal	Victory Medal: Private W.H. Bryant, 55 Battalion, AIF	Returned to Owner
REL23932.003	Heraldry	Australia: Army: Death Plaque: W.H. Bryant: 55 Battalion: 1914-18	Returned to Owner
REL23932.004	Badge	Australia: Badge: Female Relatives: W.H. Bryant: 55 Battalion: 1914-18	Returned to Owner
REL23932.005	Badge	Australia: Badge: Mothers and Widows: W.H. Bryant: 55 Battalion: 1914-18	Returned to Owner
P02204.001	Photograph	W.H. Bryant	Returned to Owner
REL/11503	Artillery	120mm L2A1 BAT Recoilless Rifle	Royal Australian Infantry Museum, Singleton, NSW;
REL/06149, 11043-44, 12444-45	5 Technology items	Various	Transferred to AWM spare parts collection

## APPENDIX 6

### Travelling Exhibitions

#### Total travelling exhibitions visitation: almost 2.4 million to 30 June 2006

	From	To
<b><i>In enemy hands: Australian prisoners of war</i></b>		
1. Dalby Regional Art Gallery, Dalby, Qld	12/09/2005	02/10/2005
<b><i>Captured in colour: rare photographs from the First World War</i></b>		
2. State Library of South Australia, Adelaide, SA	02/11/2005	27/11/2005
3. Albury Regional Art Gallery, Albury, NSW	10/12/2005	22/01/2006
4. Western Australian Museum, Geraldton, WA	24/03/2006	07/05/2006
5. Western Australian Maritime Museum, Fremantle, WA	12/05/2006	02/06/2006
<b><i>Gallipoli: a Turkish view</i></b>		
6. Castlemaine Historical Society, Castlemaine, Vic.	13/08/2005	25/09/2005
7. Bundoora Homestead Arts Centre, Bundoora, Vic.	07/10/2005	20/11/2005
8. Eden Killer Whale Museum, Eden, NSW	30/11/2005	29/01/2006
9. Goulburn Regional Art Gallery, Goulburn, NSW	18/02/2006	18/03/2006
10. Benalla Regional Art Gallery, Benalla, Vic.	27/03/2006	07/05/2006
11. Manning Regional Art Gallery, Taree, NSW	28/05/2006	25/06/2006
<b><i>Witness to war: official art and photography 1999–2003</i></b>		
12. Cairns Regional Gallery, Cairns, Qld	29/10/2005	04/12/2005
13. Coffs Harbour City Gallery, Coffs Harbour, NSW	14/12/2005	29/01/2006
14. Gosford Regional Gallery and Arts Centre, Gosford, NSW	03/02/2006	26/03/2006
15. New England Regional Art Museum, Armidale, NSW	07/04/2006	18/06/2006
<b><i>Shared experience: art and war – Australia, Britain and Canada in the Second World War</i></b>		
Canadian War Museum Ottawa, Canada		
16. Australian War Memorial, Canberra, Australia	04/11/2005	26/02/2006
Imperial War Museum, London, United Kingdom	23/03/2006	25/06/2006
<b><i>Australia under attack 1942–1943</i></b>		
17. Museum of Tropical Queensland, Townsville, Qld	09/09/2005	24/02/2006
18. Australian National Maritime Museum, Sydney, NSW	17/03/2006	11/6/2006

**Backyard front line: Australia under attack 1942–1943**

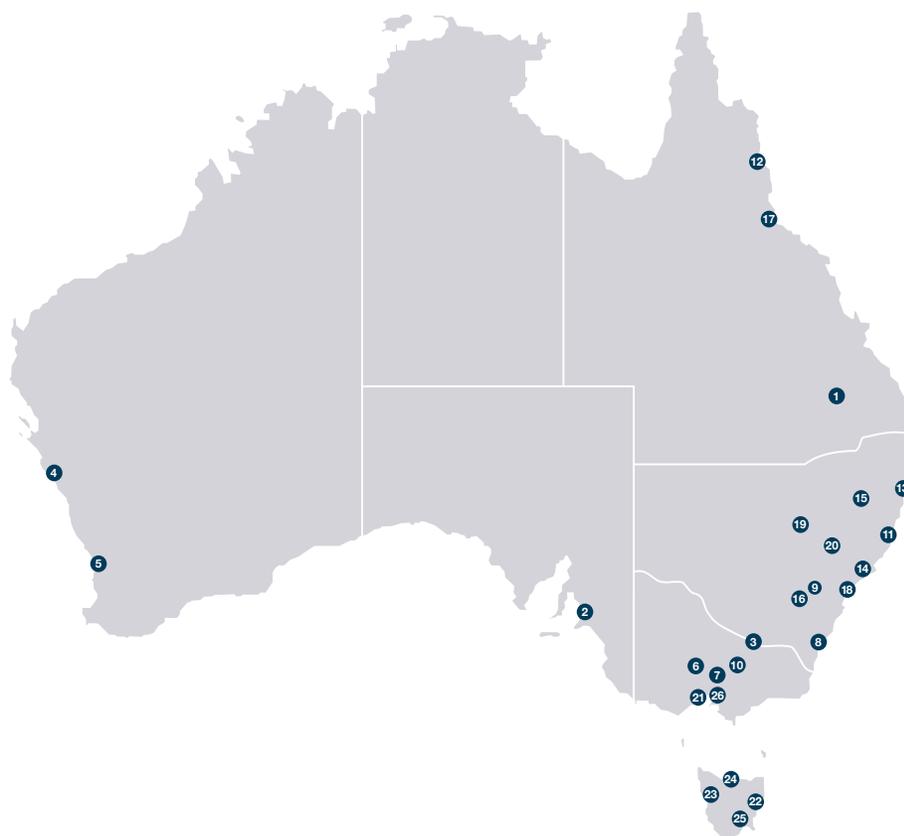
19. Narromine Aviation Museum, Narromine, NSW	20/07/2005	21/08/2005
20. Australian Fossil and Mineral Museum, Bathurst, NSW	26/08/2005	02/10/2005
21. Shrine of Remembrance, Melbourne, Vic.	06/10/2006	13/11/2006
22. St Helens History Room and Visitor Information Centre, St Helens, Tas.	08/12/2005	25/02/2006
23. West Coat Heritage Authority, Zeehan, Tas.	09/03/2006	09/04/2006
24. Devonport Library, Devonport, Tas.	13/04/2006	15/05/2006
25. Rosny Historical Society, Rosny, Tas.	23/05/2006	18/6/2006

**All together: sport and war**

26. Shrine of Remembrance, Melbourne, Vic.	21/04/2006	18/06/2006
--------------------------------------------	------------	------------

**Bring in your memorabilia days**

The Workshops Rail Museum, Ipswich, Qld	14/08/2005
Museum of Tropical Queensland, Townsville, Qld	25/02/2006
Western Australian Maritime Museum, Fremantle, WA	18/06/2006



## APPENDIX 7

### Staff Publications, Lectures, and Talks

#### **Affleck, Ian**

“Captured in colour”, public talk, Western Australian Maritime Museum, Fremantle, WA, 18 June 2006

#### **Affleck, Ian; Manera, Brad; and Kirkpatrick, Bridie**

“Bring in your memorabilia”, Western Australian Maritime Museum, Fremantle, WA, 18 June 2006

#### **Anderson, Nola**

“Australia under attack 1942–43”, two public talks, Museum of Tropical Queensland, Townsville, Qld, 18 and 19 October 2005

#### **Baddeley, Claire**

“Frederick Garling, HMS *Vulcan* off Garden Island, 1852: Australian War Memorial, Canberra”, *World of antiques and art* 70 (February–August 2006)

“Adelaide River insight”, *Wartime* 33 (January 2006)

“The sculpture”, *Wartime* 32 (October 2005)

“Sculpture Garden tour: Bomber Command memorial”, talk, Dimensions Variable: Contemporary Sculpture Festival, Canberra, 17 July 2005

#### **Bailey, George**

“A brief history of the Australian War Memorial galleries”, talk, Ladies’ Probus Club of The Pinnacle, Canberra, 10 April 2006

“Conservation of large technology objects”, student lecture, Centre for Cultural Materials Conservation, University of Melbourne, Melbourne, 9 May 2006

“Redevelopment of the Post–1945 Conflicts galleries at the Australian War Memorial”, talk, 4/5th Squadron Association annual dinner, Canberra, 29 October 2005

#### **Bailey, George; Jordan-Jones, Megan; and Wain, Alison**

“Mitigation of radiation hazards at the Australian War Memorial”, talk, Australian Institute for Conservation of Cultural Materials (AICCM) Objects Special Interest Group meeting, Melbourne Museum, Melbourne, 23 to 24 August 2005

#### **Booth, Mal**

“Podcasting”, *Incite* (March 2006)

“The Australian War Memorial’s website: what you can find; a review of what we do online and why; and what’s next”, paper, Reference, Access, and Public Programs Special Interest Group, Australian Society of Archivists Annual Conference, Wellington, New Zealand, 5 October 2005

“The Australian War Memorial’s website: what you can find; a review of what we do online and why; and what’s next”, <http://www.archivists.org.au/pubs/newsletters/rappsig200512.pdf>

“The copyright challenges to cultural institutions involved in digitising their collections”, presentation, Copyright, Digitisation, and Cultural Institutions Conference 2005, State Library of Victoria, Melbourne, 26 August 2005

**Bullard, Steven**

"Traitor or unsung patriot", *Wartime* 31 (July 2005)

"The humiliation of defeat", *Wartime* 31 (July 2005)

**Burness, Peter**

"Men of Pozières", *Wartime* 34 (April 2006)

"Hell on earth: 90th anniversary, Somme 1916", *The Canberra Times* 25 April 2006

"Mythmaker", *Wartime* 33 (February 2006)

"8 August 1918: the battle won", *Wartime* 33 (January 2006)

"Inspirational bravery", *Wartime* 32 (October 2005)

**Cartwright, Carol**

"Rats of Tobruk: an e-learning project", address, DVD launch, Giralang Primary School, Canberra, 18 November 2006

**Cartwright, Carol and Kemister, John**

"The Australian War Memorial and how it has changed, and conserving the Devanha boat", public talk, ACT Naval Association, Woden Southern Cross Club, Canberra, 4 August 2005

**Cecil, Mike**

"Remember when ..." series, *OnTarget: The e-newsletter of the Defence Materiel Organisation*: "Canadian Military Pattern vehicles in Australian service" (August 2005); "We built a tank killer! Malkara the Australian ATGW" (September 2005); "The Canadian Mutual Aid Scheme" (October 2005); "Navy had Perth Class Destroyers?" (November 2005); "We built the XF4 truck?" (March 2006); "We built wireless sets?" (April 2006); "We had paper packages and string?" (May 2006); and "We had manufacturing annexes?" (June 2006)

"Acquisition and disposal procedures for collection objects and tour of large technology collection", student talk, Canberra Institute of Technology, Canberra, 3 May 2006

"Trailer mystery solved!", *Command reconnaissance: journal of the Military Jeep Club of Queensland* (March 2006)

"The Australian War Memorial", talk, Masonic Lodge, Goulburn, NSW, 11 February 2006

"Blood box: the Land Rover 4 Stretcher Series 2 and 2A Ambulance", [http://www.remlr.com/bloodbox\\_story.html](http://www.remlr.com/bloodbox_story.html), January 2006

"Anti-tank of tank attack?", *Olive drab: the magazine of the South Australian Military Vehicles Society* 4.27 (July 2005)

"Use of the term 'tank attack'", *VMCV journal* (July 2005)

"The Australian Army's two engine policy", *Command reconnaissance: journal of the Military Jeep Club of Queensland* (July 2005)

"Monegeeta: the Australian Army trials facility", [http://www.oldcmp.net/monegeeta\\_2.html](http://www.oldcmp.net/monegeeta_2.html), September 2005

"Atomic tank: the unique history of Centurion 169041", <http://www.raeme.net/ops.php?op=arnd&item=3#ops>, December 2005

"A matter of national survival: Australian manufacture of military equipment during the Second World War", public talk, House of Representatives, Old Parliament House, Canberra, 27 November 2005

"The Studebaker US6 truck in Australian service", *Army motors: the journal of the Military Vehicle Preservation Association*

**Cecil, Mike and Findlayson, D.**

"Pioneers of armour: the 1st Armoured Car Battery and 1st Light Car Patrol", *Ironsides: the annual journal of the Royal Australian Armoured Corps*, November 2005

**Chaley, Madeleine**

"Heroes of Gallipoli", paper and screening, DOCNZ International Documentary Film Festival, Academy Cinema, Auckland, 14, 15, and 16 September 2005

"The colour of war: Victory in Europe", *Wartime* 31 (July 2005)

**Chignell, Merrilee**

"For the love of a uniform", workshop, National History Teachers Association, Adelaide, 4th October 2005

**Chignell, Merrilee and Cahill, Rose**

"The learning pot: the dynamics and synergies of education and public programming", talk, Museums Australia Conference, Brisbane, Qld, 14 May 2006

**Condé, Anne-Marie**

"Death on the record", *Wartime* 34 (April 2006)

"Art and archives: aspects of the career of John Treloar", paper, Mars and Minerva: Intellectuals and War in Australia and New Zealand, Second Trevena Conference, University of New England, Armidale, NSW, 4 to 6 February 2006

"The man behind the man behind the gun", *Wartime* 33 (January 2006)

"Legacies of our fathers", *Wartime* 33 (January 2006)

"The symbolic significance of archives: a discussion", *Archives and manuscripts: the journal of the Australian Society of Archivists* 33.2 (November 2005)

"Caring for the past", *Wartime* 32 (October 2005)

"Embarking for war", *Capital: the magazine for in and around Canberra* 17 (July–August 2005)

**Connor, John**

"Eyewitness: Australians write from the front line", *Wartime* 34 (April 2006)

"Allied air transport SWPA in WWII, volume one", *Wartime* 33 (January 2006)

"Sea power and peacekeeping: the naval contribution to UNITAF, Somalia, 1992–1993", paper, Sea Power Ashore and in the Air, King-Hall Naval History Conference, Canberra, 21 July 2005

**Coombes, Jennifer**

"No lipstick, no rouge, no dancing in uniform", *Wartime* 32 (October 2005)

**Coombes, Jennifer and Currey, Andrew**

"Khartoum to Baghdad: stories from the Memorial's archives: the First Gulf War: one woman's perspective", talk, Australian War Memorial, 21 September 2005

**Ekins, Ashley**

"Gallipoli: a guide to New Zealand battlefields and memorials", *New Zealand international review* 30.6 (November–December 2005)

**Ekins, Ashley and His Excellency Tansu Okandan, Ambassador to the Australian Embassy of the Republic of Turkey**

Introduction to fundraiser screening of Tolga Ornek's film, *Gallipoli: the front line experience*, Electric Shadows cinema, Canberra, 3 November 2005

**Ely, Karen**

"Risk management and insurance at the Australian War Memorial", talk to Canberra Institute of Technology Museum Practice Certificate IV students, Australian War Memorial, Canberra, 3 May 2006

**Etzel, Mike**

"Firepower and protection", talk, Australian Technical Staff Officers' Course (ATSOC), Australian War Memorial, Canberra, 24 February 2006

"Small arms design and development", talk, ATSOC, Defence Force Academy, Duntroon, Canberra, 23 February 2006

"Small arms history and development", talk to C Company, 4/3rd Battalion, the Royal New South Wales Regiment, Canberra, 29 November 2005

"Technology of artillery", lecture to Specialist Training Australia Pty Ltd, Australian War Memorial, Canberra, 11 August 2005

"Military technology collection in Treloar B and C", lecture to Specialist Training Australia Pty Ltd, Australian War Memorial, Canberra, 21 July 2005

**Ferguson, Linda**

"Pre-design of evaluation instruments", paper to Graduate Certificate in Scientific Communications students, Australian National University (ANU), Canberra, 29 March 2006

"How segmentation research has changed the way the Australian War Memorial does business: a case study", paper, International Quality and Productivity Centre Government Marketing Conference, Old Parliament House, Canberra, 28 March 2006

"Research strategies: qualitative and quantitative", paper to Graduate Certificate in Scientific Communications students, ANU, Canberra, 27 March 2006

"Introduction to exhibition evaluation", paper to Graduate Certificate in Scientific Communications students, Questacon, Canberra, 24 March 2006

"Evaluation and performance reporting: an Australian War Memorial perspective", paper to Cultural Management Development Program participants, Canberra, 13 October 2005

"Sampling", paper to Graduate Certificate in Scientific Communications students, ANU, Canberra, 19 April 2006

**Ferguson, Linda and Young, Joan**

"How segmentation research has changed the way the Australian War Memorial does business", paper, Impact: Australian Market and Social Research Society Annual Conference 2005, Sydney, 11 October 2005

"How segmentation research has changed the way the Australian War Memorial does business", paper, Australian Marketing Institute Government Marketing Conference 2005, Surfers Paradise, Qld, 5 August 2005

**Fletcher, Nick**

"Gallipoli: a Turkish view", public talk, Goulburn Regional Art Gallery, Goulburn, NSW, 18 February 2006

"The development of the gas mask 1915–1918", *OnTarget, the journal of the Defence Materiel Organisation* (February 2006)

**Goddard, Chris**

"Assessing, accessioning, and cataloguing collection objects", lecture, Army Museum Curators' Course, Canberra, 13 September 2005

"Lino lifesaver", *Wartime* 31 (July 2005)

**Gooding, Janda**

"No ordinary determination: Percy Black and Harry Murray of the First AIF", *API review of books* 43 (May 2006)

"Drawing war", talk to National Gallery of Australia summer scholars, Australian War Memorial, Canberra, 19 January 2006

"Official war artists: behind the scenes", talk, Australian War Memorial, Canberra, 6 November 2005

**Gower, Steve**

*Australia under attack 1942–1943*, exhibition opening speech, South Australian Maritime Museum, Port Adelaide, SA, 30 June 2006

Presentation on leadership to the Department of Finance and Administration, Executive Level Leadership Program, Canberra, 22 June 2006

"An engineer as Director of the Australian War Memorial", after-dinner speech, annual meeting, Institute of Engineers (ACT), Canberra, 24 May 2006

"Thoughts on ANZAC Day", address to Rotary Club of Belconnen, Canberra, 26 April 2006

Days of Rail and Screen, opening address, Terowie, SA, 15 April 2006

"The Australian War Memorial: management and leadership", after-dinner speech, graduation dinner, Management of Serious Crime Course, Australian Federal Police (AFP) College, Canberra, 9 March 2006

**Gray, Andrew**

"Gallipoli courage", *Wartime* 34 (April 2006)

**Hagon, Paul and Holcombe, Liz**

"Case study: Australian War Memorial", paper, Podcasting: The Applications, Benefits, Costs, and Technologies, National Press Club, Canberra, 7 March 2006

"Use, benefit, and production tips", panelists, Podcasting: The Applications, Benefits, Costs, and Technologies, National Press Club, Canberra, 7 March 2006

**Heath, Lenore**

"British Commonwealth Occupation Force (BCOF) photographs and the Australian War Memorial's photographs collection", talk, BCOF kids reunion, Returned and Services League of Australia, National Headquarters, Canberra, 5 March 2006

**Keany, David**

"Paint Layers and the story of war", paper, Tenth Paintings Group Symposium, Australian Institute for the Conservation of Cultural Material, Brisbane, Qld, 5 May 2006

**Kertesz, Bernard**

"Map overlays from the First World War: a treatment option", paper, 2006 Australian Institute for the Conservation of Cultural Material Symposium on the Conservation of Paper, Books and Photographic Materials, Wellington, New Zealand, 20 April 2006

"DISACT: a regional disaster response network", poster, 2006 AICCM Symposium on the Conservation of Paper, Books and Photographic Materials, Wellington, New Zealand, 19 to 21 April 2006

"The Australian Commonwealth's first archival preservation plan: a photographic record", poster, 2006 AICCM Symposium on the Conservation of Paper, Books and Photographic Materials, Wellington, New Zealand, 19 to 21 April 2006

"Collections disaster preparedness planning: anticipating the risks", convenor, Disasters ACT (DISACT) network seminar, Australian War Memorial, Canberra, 23 May 2006

**Kudrycz, Walter**

"First to fight", *Wartime* 34 (April 2006)

"Bowler of Gallipoli: witness to the ANZAC legend", *Wartime* 34 (April 2006)

**Kudrycz, Walter; Fletcher, Nick; and Cowan, Sarah**

"Allies in adversity", *Wartime* 34 (April 2006)

**Lakin, Shaune**

"Otto Dix and First World War photography", public lecture, National Gallery of Australia, Canberra, 24 April 2006

"Archives, photography, and war", lecture, School of Art, Australian National University, Canberra, 15 March 2006

"Photographing war", talk, National Gallery of Australia summer scholars, Australian War Memorial, Canberra, 19 January 2006

**Lewis, Margaret**

"History resources in the Australian War Memorial: part 2: Eureka Stockade to the end of the Boer War (1902)", *The ancestral searcher: quarterly journal of the Heraldry and Genealogy Society of Canberra Inc.* 28.4 (December 2005)

**Londey, Peter**

"58 years of Australian peacekeeping", paper, 50+ Years: Canada and Peacekeeping: History, Evolutions, Perceptions, Ottawa, Canada, 12 May 2006

"Bulair: the attack that didn't happen", *Wartime* 34 (April 2006)

"Robert Nimmo", *Wartime* 32 (October 2005)

**Manera, Brad**

"Australians at the Battle of Waterloo", talk, The English in Australia Group, Woden Southern Cross Club, Canberra, 20 May 2006

"The Dutch are a mob of bastards", paper, written by Peter Stanley, Netherlands–Australia 1606–2006 Symposium, Western Australian Maritime Museum, Fremantle, WA, 16 May 2006

"Kapyong captured", *Wartime* 34 (April 2006)

"Worse than the Rum Corps? The 73rd Regiment in New South Wales 1810–1814", paper, Limits of Location Conference, Galong, NSW, 24 March 2006

"Australia under attack 1942–1943", talk, Museum of Tropical Queensland, Townsville, Qld, 26 February 2006

"Air war over Australia 1942–1944", lecture, Museum of Tropical Queensland, Townsville, Qld, 26 February 2006

"Australians in confrontation with Indonesia 1963–1966", speech, 22nd Construction Squadron, Royal Australian Engineers reunion dinner, Rydges Lakeside, Canberra, 12 November 2005

"Gallipoli: the front-line experience", lecture, Cinema Paradiso, Perth, WA, 3 November 2005

"The Battle of Maryang San, October 1951", lecture, Australian War Memorial, Canberra, 5 October 2005

"When Australia's war ended", VP Day 60th anniversary medallion presentation, Canberra, 8 August 2005

**Marchant, Carla**

"Looking back", *Wartime* 31 (July 2005)

**McGeachy-Blay, Beth**

"Events management: the myth versus the reality", paper presented to Certificate III in Tourism (Meetings and Events) students, Canberra Institute of Technology, Canberra, 8 March 2006

**McMahon, Katherine**

"Witness to war: official art and photography 1999–2003", talk, Coffs Harbour Regional Gallery, Coffs Harbour, NSW, 14 December 2005

**Nichols, Robert**

"Remembering war", talk, Yass Probus Club, Yass, NSW, 16 March 2006

"A day in the editor's life at the Australian War Memorial", talk, RAAF Association, ACT Division, Yamba Sports Club, Canberra, 21 February 2006

"The night the war came to Sydney", *Wartime* 33 (January 2006)

"Contested space: the art of editing exhibition labels", talk, Canberra Society of Editors, National Library of Australia, Canberra, 26 October 2005

"Remembering war", talk, Canberra Lakes Ladies Probus Club, St John the Baptist Anglican Church, Canberra, 17 October 2005

"The 'lucky' ship", *Wartime* 31 (July 2005)

**Norberry, Jennie**

"Researching Australians who served using the Australian War Memorial's online resources", paper, Family History: The Access Revolution, 11th Australasian Congress on Genealogy and Heraldry, Darwin, NT, 3 June 2006

**O'Connell, Garth**

"Indigenous collection highlights from the Australian War Memorial", talk, Australian War Memorial, Canberra, 3 and 5 July 2005

**Palazzo, Al**

"The campaign for Crete: May 1941", *Wartime* 31 (July 2005)

"US subs down under: Brisbane 1942–1945", *Wartime* 31 (July 2005)

**Parmeter, Sharron**

"Online assets for schools at the Australian War Memorial", talk, Computer Education Group of the ACT, Lanyon High School, Canberra, 15 November 2005

"Making connections with challenging boys", paper, 25th Anniversary Conference, History Teachers' Association of Victoria, Melbourne, 10 November 2005

**Peek, Jane and Condé, Anne-Marie**

"The Dunkirk doll", *Wartime* 33 (January 2006)

**Pollard, Mary and Lewis, Margaret**

"Shared experience: artists behind the scenes at the Research Centre", talk, Australian War Memorial, Canberra, 6 November 2005

**Pollard, Mary and Scarlett, Phillipa**

"Repeating the mistakes of the past", *ACTive archives* 14 (May 2006)

**Pratten, Garth,**

"An intimate history of the Upper Kumbuktah West Ladies Tea Making Guild: keeping the home front in context", talk, History Teachers' Association of Victoria, Melbourne, 25 May 2006

"Total war, total destruction", talk, History Teachers' Association of New South Wales Conference, Sydney, 19 May 2006

"Saving the world in 104,000 words: the reflections of a 'youngish' historian", talk, ACT Seniors, Canberra, 14 April 2006

"Victims of circumstance: Australian operations in Johore", talk, 2/15th Field Regiment Association VP Anniversary Conference, Australian War Memorial, Canberra, 13 August 2005

"Under siege: Australian operational history and the Second World War", talk, ANZAC Day to VP Day: Arguments and Interpretations, Australian War Memorial and Australian Defence Force of Australia Conference, Canberra, 14 July 2005

"Discussion: the end of the war", *Wartime* 31 (July 2005)

**Rawat, Gajendra and Rome, Dara**

"Alternative method of mounting posters at the Australian War Memorial", preprint, 2006 AICCM Symposium on the Conservation of Paper, Books and Photographic Materials, Wellington, New Zealand, 19 to 21 April 2006

**Reeve, Barbara (author); Kennedy, Laura and Klebba, Gordon (presenters)**

"Open storage", talk, Storage: The Open and Closed Case, AICCM Preventive Conservation Special Interest Group Seminar, Museum of Sydney, Sydney, 16 September 2005

**Reeve, Barbara**

"Communities in need: bushfire disaster response by Canberra's cultural institutions: first steps", paper, Museums Australia Conference, Brisbane, Qld, 17 May 2006

**Savage, Jude**

"Travelling exhibitions", talk, Museum Studies students, Canberra Institute of Technology, Bruce Campus, Canberra, 7 June 2006

"*Captured in colour: rare photographs from the First World War* travelling exhibition", talk, Western Australian Maritime Museum, Fremantle, WA, 12 May 2006

"In search of the ultimate touring showcase: designing to tour to the regions", paper, Museums Australia National Conference, Brisbane, 17 May 2006

"*Australia under attack 1942–1943* travelling exhibition", members talk, Australian National Maritime Museum, Sydney, 17 March 2006

"The loops, desert and the north-west: Australian War Memorial touring models", paper, Visions of Australia Forum, Old Parliament House, Canberra, 27 February 2006

"*Captured in colour: rare photographs from the First World War*", talk, State Library of South Australia, Adelaide, 28 October 2005

"*Australia under attack 1942–1943*", talk, University Art Museum, The University of Queensland, St Lucia, Qld, 27 August 2005

**Smith, Ian**

"Khartoum to Baghdad: stories from the Memorial's archives: Australians in Sudan, 1885", talk, Australian War Memorial, Canberra, 21 September 2005

**Snowden, Betty**

"Heroism in pain and death: exposing the illusion", paper, Pain and death: politics, aesthetics, and legalities, ANU Centre for Cross-Cultural Research, 8 to 10 December 2005

"Betty Churcher, *The art of war*; Scott Bevan, *Battle lines: Australian artists at war*", *Art monthly* 184 (October 2005)

**Stanley, Peter**

"The Dutch are a mob of bastards", paper, Dutch Connections: 400 years of Australian–Dutch Maritime Links 1606–2006, Australian National Maritime Museum, Sydney, May 2006

"The mutiny that wasn't", *Wartime* 34 (April 2006)

"Archaeology in Australia", talk, History and the Public, University of London, London, UK, February 2006

"Seeking the Sydney: a quest for truth", *Wartime* 33 (January 2006)

"Starting and finishing a thesis in the humanities", workshop, University of Canberra, Canberra, January 2006

"Australia and Canada in the Second World War", talk, Australia–Canada Dialogue, 8 November 2005

"Writing history", *ACTwrite* (November 2005)

"A sceptic's view of military history", talk, Canberra Sceptics, National Museum of Australia, Canberra, November 2005

"Operation Borneo: the last, untold story of the War in the Pacific, 1945", *Wartime* 32 (October 2005)

"Weary Dunlop: emblematic prisoner", *Wartime* 32 (October 2005)

"Threat made manifest", *Griffith review* (Spring 2005)

"Turkish Delight", *Two wheels scooter* 6 (September 2005)

"Our invasion myth", *Australian Financial Review* 12 August 2005

"Jubilant VP celebrations", *The Canberra Times* 12 August 2005

"Recent writing about the fall of Singapore", paper, 2/15th Field Regiment Reunion Conference, 13 August 2005

"Commemorative address", talk, 2/15th Field Regiment Reunion Service, 14 August 2005

"The 6 great myths", *The Australian*, 60th anniversary series, *WWII: Australia's war* 7 (August 2005)

"Indians on Gallipoli", talk, International History Congress, University of New South Wales, Sydney, July 2005

"Planning and executing the research trip", workshop, University of Canberra, Canberra, July 2005

"Soldier of 'utmost courage': Diver Derrick", *Wartime* 31 (July 2005)

"Discussion: dropping the bomb", *Wartime* 31 (July 2005)

"Enduring deception", *Wartime* 31 (July 2005)

"Australia and 1945", *Everyone's war* (Autumn–Winter 2005)

Foreword, Winsome Paul McDowell, *Blessed with a cheerful nature: a reading of the letters of Lieutenant George Stanley McDowell MC, 13th Battalion AIF 1914–1917* (Bellevue Heights, SA: Winsome McDowell Paul, 2005)

*Borneo, 1942–1945* (Canberra: Department of Veterans' Affairs, 2005)

### **Stanley, Peter and Wilkins, Lola**

"Shared experience", *Wartime* 32 (October 2005)

### **Stanley, Peter and Hore-Lace, John**

"A happy lot on Tarakan", *Wartime* 34 (April 2006)

### **Stewart, Libby**

"Australia's role in the Vietnam War and the anti-war movement", talk, University of the Third Age, Australian National University, Canberra, 7 June 2006

"Post–1945 Conflicts galleries update", talk, 1st Battalion, the Royal Australian Regiment Battle Group "Coral" Reunion, Ainslie Football Club, Canberra, 20 May 2006

"Post–1945 Conflicts galleries update", talk, Vietnam Veterans Association of Australia, ACT branch, Canberra, 1 May 2006

"Well done those men: memoirs of a Vietnam veteran", *Wartime* 34 (April 2006)

"Return to Vietnam", *Wartime* 33 (January 2006)

"Vietnam War: an overview, and its place in Australian military and social history", talk, New South Wales History Teachers' Association Professional Development Day, The University of Sydney, Sydney, 20 August 2005

**Thompson, Matthew**

"How to research your local military history", talk, Gundaroo Public School, Gundaroo, NSW, 22 August 2005

**Tibbits, Craig**

"Khartoum to Baghdad: stories from the Memorial's archives: the AIF ski school in Lebanon, Second World War", talk, Australian War Memorial, Canberra, 21 September 2005

**Wain, Alison**

"Old skills in a new context", paper, No skills: No future conservation conference, National Trust of Australia (NSW), Sydney, 16 June 2006

"Ultra fast pulse lasers in conservation", paper, Directions in Research, 2005 AICCM Annual Conference, State Library of Victoria, Melbourne, 21 October 2005

**Wain, Alison; White, John; Pearce, Andrew; Schroeder, Andrew; Croker, Jamie; Davies, Lee; Gordon, David; Klebba, Gordon; Pooley, Mary-Lou; Quinn, Susie; and Ferguson, Linda**

"Planning and managing the conservation of large technology objects", workshop presentation, BigStuff: Care of Large Technology Objects, Australian War Memorial, Canberra, 1 to 2 December 2005

**White, John**

"The last raid", *Wartime* 31 (July 2005)

**Wilcox, Craig**

"De Neuville's Rorke's drift: a piece of Australian war art", talk, Art Gallery of New South Wales, Sydney, 20 July 2005

"Winning the peace", *Wartime* 31 (July 2005)

**Wilkins, Lola**

"Careers in curatorship", talk, Art History students, Australian National University, Canberra, 28 April 2006

"Through women's eyes: Australian women artists and war", lecture, Australian Decorative and Fine Arts Society Bowral and District, Annesley House, Bowral, NSW, 19 April 2006

"Sharing a shared experience: exhibiting painting and sculpture of the Second World War from Australia, Britain, and Canada", talk, University Art Museum, The University of Queensland, St Lucia, Qld, 12 November 2005

"Shared experience: art and war – Australia, Britain and Canada in the Second World War", exhibition talk, Australian War Memorial, Canberra, 8 and 10 November 2005

"Art at war", *Artlook* 17 (November 2005)

**Wilkins, Lola and Tolson, Roger**

"Shared experience: art and war – Australia, Britain and Canada in the Second World War", exhibition talk, Australian War Memorial, Canberra, 6 November 2005

***Withnell, Helen***

*Witness to war*, exhibition opening address, S.H. Erwin Gallery, Sydney, 30 June 2006

“What makes a leader?”, talk, Advanced Workplace Skills Program, Australian War Memorial, Canberra, 26 June 2006

*Witness to war*, exhibition opening address, New England Regional Art Museum, Armidale, NSW, 7 April 2006

“Qualities of good leadership”, talk, Advanced Workplace Skills Program, Australian War Memorial, Canberra, 24 October 2005

***Woodhead, Matthew***

“Exhibition project management”, talk, Army Museum Curators’ Course, Australian War Memorial, Canberra, 12 September 2005

## APPENDIX 8

### Staffing Overview as at 30 June 2006

The staff of the Memorial are appointed or employed under the *Public Service Act 1999*.

	Ongoing		Ongoing		Non-ongoing		Non-ongoing		Casual		Total
	Full-time		Part-time		Full-time		Part-time				
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
APS Level 1	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
APS Level 2	26.0	19.0	0.0	0.0	6.0	6.0	0.8	1.0	0.0	0.0	58.8
APS Level 3	14.0	9.0	0.0	1.6	6.0	5.0	0.0	0.4	0.2	0.7	36.9
APS Level 4	6.0	11.0	0.0	1.3	2.0	6.0	0.0	0.0	0.0	0.0	26.3
APS Level 5	8.0	9.0	0.8	0.0	0.0	1.0	0.0	0.0	0.0	0.0	18.8
APS Level 6	20.0	16.6	0.0	2.5	3.0	3.0	0.9	0.0	0.0	0.0	46.1
AWM BBB	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
AWM BB 1	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
AWM BB 2	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
AWM BB 3	7.0	7.0	0.0	2.4	5.0	5.0	0.0	2.2	0.0	0.0	28.6
AWM BB 4	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
EL 1	17.0	15.0	0.0	0.8	3.0	0.0	1.6	0.0	0.0	0.0	37.4
EL 2	7.0	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.0
SES	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
Stat. Off. Holder	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Sub-total	115.0	100.6	0.8	8.6	25.0	26.0	3.3	3.6	0.2	0.7	
<b>TOTAL</b>	<b>215.6</b>		<b>9.4</b>		<b>51.0</b>		<b>6.9</b>		<b>0.9</b>		<b>283.9</b>

<b>Total Ongoing</b>	<b>225.1</b>
<b>Total Non-ongoing</b>	<b>57.9</b>
<b>Total Casual</b>	<b>0.9</b>
<b>Total Females</b>	<b>139.6</b>
<b>Total Males</b>	<b>144.3</b>

### Performance-Based Pay

Staff under the Teamwork (Certified) Agreement 2004–07 were eligible for the productivity bonus of up to two per cent for successful participation in the 2004–05 Business Management and Performance Feedback Scheme. The total payment to staff was \$271,443.

The Memorial's seventh cycle of performance-based pay for Senior Executive Service Officers covered the period 1 July 2004 to 30 June 2005. Four officers received a combined total of \$33,830.

## People Development and Training Report

A total of 1,138 person days were spent in formal training during 2005–06 and 300 staff (152 females and 148 males) participated in eligible training activities during the year.

The People Development formal expenditure rate\* for the Memorial for 2005–06 was 3.86%. Total People Development expenditure was \$606,258.85.

	<b>\$</b>
Salary for participants	245,211.53
People Development staff salary	64,599.00
People Development administration (incl. course costs)	253,524.15
Studybank costs (reimbursement of fees or expenses, and salary)	42,924.17
<b>TOTAL</b>	<b>606,258.85</b>

\* Expressed as a percentage of the annual 2005–06 salary expenditure of \$15,713,414.45.

## APPENDIX 9

### New Loans

#### Inward

Loans that are new or renewed in the financial year.

LENDER	OBJECT TYPE	TITLE	PURPOSE	LOAN START	LOAN END	ITEM COUNT
Australian Army Museum of Military Engineering	Munition	PMD 6 AP Blast Mine	Exhibition: in-house	13-04-2006	12-04-2007	6
	Munition	OZM 3 AP Bounding Fragmentation Mine	Exhibition: in-house	13-04-2006	12-04-2007	
	Munition	OZM 4 Bounding Fragmentation Mine	Exhibition: in-house	13-04-2006	12-04-2007	
	Munition	PMN AP Blast Mine	Exhibition: in-house	13-04-2006	12-04-2007	
	Munition	PFM 1 AP Blast Mine (Butterfly)	Exhibition: in-house	13-04-2006	12-04-2007	
	Munition	PGMDM AT Blast Mine	Exhibition: in-house	13-04-2006	12-04-2007	
Australian Rugby Union	Heraldry	Weary Dunlop's 1934 Rugby honour cap	Exhibition: in-house travelling	01-11-2005	28-02-2009	1
Bracegirdle, Brian Leighton	Heraldry	Medal: Military Order of the Dragon (China 1901)	Exhibition: in-house	10-12-2005	10-12-2006	5
	Heraldry	Bracegirdle: medal ribbon	Exhibition: in-house	10-12-2005	10-12-2006	
	Technology	Edged weapon: Naval Officers Sword	Exhibition: in-house	10-12-2005	10-12-2006	
	Newspaper cutting; certificate; documents; album	Bracegirdle, Leighton Seymour (Rear Admiral) KCVO CMG DSO, 1881–1970	Exhibition: in-house	10-12-2005	10-12-2006	
	Heraldry	Bracegirdle: Button hole badge	Exhibition: in-house	10-12-2005	10-12-2006	
Bradman Museum	Medal	British War Medal 1939–45: Lieutenant D.G. Bradman	Exhibition: in-house travelling	16-12-2005	28-02-2009	3
	Medal	Australia Service Medal: Lieutenant D.G. Bradman	Exhibition: in-house travelling	16-12-2005	28-02-2009	
	Badge	General service badge	Exhibition: in-house travelling	16-12-2005	28-02-2009	

Brown, Jeffrey	Heraldry	Australia: Federal Police: Exhibition: Painted sign from UNICYPOL vehicle	in-house	14-04-2006	14-04-2007	5
	Medal	Australia: Federal Police: Exhibition: British Empire Medal for Gallantry	in-house	14-04-2006	14-04-2007	
	Medal	Australia: Federal Police: Exhibition: Police Overseas Service Medal with clasp "CYPRUS"	in-house	14-04-2006	14-04-2007	
	Medal	Australia: Federal Police: Exhibition: National Medal with Clasp for additional ten years service	in-house	14-04-2006	14-04-2007	
	Medal	Australia: Federal Police: Exhibition: United Nations Cyprus Medal with "2" device	in-house	14-04-2006	14-04-2007	
Burness, Peter	Black-and-white print, silver gelatin	Souvenir photograph of Les Darcy	Exhibition: in-house travelling	01-12-2005	28-02-2009	1
Canadian War Museum	Work of art	<i>Ordnance depot</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	31
	Work of art	<i>Airmen in the village pub, Yorkshire</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Night target, Germany</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Potato peelers</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Mess deck</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>CWAC Beauty Parlor #1</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>You'll get used to it</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Early morning P.T.</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Face burns, Sgt James F. Gourlay, RAF, 536215</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Wreckage on beach near Newhaven, England</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	

Work of art	<i>Submarine pens at Brest</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Light coastal forces blow up an enemy merchantman</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Wrecked Me210</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Hull rivetting</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Canadian airmen in a park</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Weighing down the tail, New Brunswick</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Soldiers bathing</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Bombed out</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Bombed houses, Caen, Normandy</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Via Dolorosa, Ortona</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Night air raid</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>The Hitler Line</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Tragic landscape</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Shattered landscape, Cleve</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Bodies in a grave, Belsen</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Before Zero Hour</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Parachute riggers</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006

	Work of art	<i>Corvette galley</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Home again</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Wedding reception at the Kit Kat Club, Apeldoorn, Holland</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Private Roy, Canadian Women's Army Corps</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
Defence Signals Directorate	Technology	German Enigma Machine	Exhibition - In House	16-12-2005	16-12-2006	1
Imperial War Museum	Artillery	Trench Mortar 75 mm (Australia/Gallipoli/ Japan)	Exhibition - In House	27-07-2005	26-07-2006	1
Imperial War Museum	Work of art	<i>In the shelter</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	29
	Work of art	<i>Refugees at Udine, 1945</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>British prisoners of war, Italy 1946</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Incendiaries in a suburb</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>British women and children interned in a Japanese prison camp, Syme Road, Singapore</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>A child bomb-victim recieving penicillin treatment</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Battle of Arakan, 1943: men of the 7th Rajput Regiment resting on South Hill with a parasol captured near the Mayu River on the Rathedaung Front</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>A rescue-ship in the Atlantic, March 1943</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>Glass-blowers 'gathering' from the furnace</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	

Work of art	<i>Battle of Britain</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>ATS at work</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>VE Day street party, 1945</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>The camouflage workshop, Leamington Spa</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Ruby Loftus screwing a breechring</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>A camouflaged runaway</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>A nursery-school for war workers' children</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Human laundry, Belsen: April 1945</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>A parachute bomb</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Recruit's progress: medical inspection</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>A saline bath, RAF hospital</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>The City: a fallen lift shaft</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Patients waiting outside a first aid post in a factory</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>Construction of a runway at an aerodrome</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>A crater in the naval dockyard, Hong Kong</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>HMS Ark Royal in action</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006
Work of art	<i>St Paul's, 1941</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006

	Work of art	<i>Burma - 14th Army: the battle of the Sittang Bend. Men of the Queen's Own (Royal West Kent) Regiment making an armed patrol</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>The Merchant Navy: the chain-locker</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
	Work of art	<i>A Bofors gun, Algiers</i>	Exhibition - In House Travelling	26-10-2005	03-03-2006	
Jamieson, Jim	Heraldry	Australia: Federal Police: Wall plaque commemorating the award of the Nobel Peace Prize to UNICYPOL	Exhibition - In House	14-04-2006	14-04-2017	1
Jobson, Chris	Artillery	Rammer, Q.F 25-pr Gun, Australian 1939-45	Exhibition	28-02-2006	28-02-2007	1
Lamb, Anthony Hamilton	Black & white - Print silver gelatin	Framed black and white studio portrait of Lieutenant (LT) George Hamilton Lamb	Exhibition - In House	01-07-2005	01-11-2005	2
	Poem	Original copy of poem, 'Dutch Courage'	Exhibition - In House	01-07-2005	01-11-2005	
Lawrence, Andrew David	Medal	Egypt Medal (1882-1899): Major T F Coleman	Research - Cultural	28-04-2006	27-04-2007	5
	Medal	Queen's South Africa Medal: Major T F Coleman	Research - Cultural	28-04-2006	27-04-2007	
	Medal	Commonwealth of Australia Meritorious Service Medal: Major T F Coleman	Research - Cultural	28-04-2006	27-04-2007	
	Medal	Commonwealth of Australia Army Long Service & Good Conduct Medal: Major T F Coleman	Research - Cultural	28-04-2006	27-04-2007	
	Medal	Khedive's Star: Major T F Coleman	Research - Cultural	28-04-2006	27-04-2007	
Lee, Norman Ernest		Flying log book	Exhibition - In House	15-09-2005	15-09-2006	1
Long, Thelma Dorothy	Heraldry	Ribbon from floral arrangement: Miss T Coyne	Exhibition - In House Travelling	01-01-2006	28-02-2009	1
Melbourne Football Club	Award	'Bluey' Truscott Memorial Shield	Exhibition - In House Travelling	15-12-2005	28-02-2009	1

National Archives of Australia	Heraldry	'Shep' taxidermed husky	Research - Cultural	28-07-2005	28-07-2005	7
	Heraldry	'Ahab' freeze dried husky	Research - Cultural	28-07-2005	28-07-2005	
	Heraldry	'Queequeg' freeze dried husky	Research - Cultural	28-07-2005	28-07-2005	
	Heraldry	'Baha' taxidermed husky	Research - Cultural	28-07-2005	28-07-2005	
	Heraldry	'Brendon' taxidermed husky	Research - Cultural	28-07-2005	28-07-2005	
	Heraldry	Anonymous, freeze dried husky	Research - Cultural	28-07-2005	28-07-2005	
	Heraldry	Dog Sled and associated sled gear (Tent, skies, shovel, iceaxe, hammer, map box, ration box, etc).	Research - Cultural	28-07-2005	28-07-2005	
National Library of Australia	Medallion	The Australian Commonwealth, one nation, one people, one destiny	Exhibition - In House	16-03-2006	15-03-2007	2
	Print	<i>Military Barracks Sydney 1845</i>	Exhibition - In House Travelling	17-03-2006	11-07-2006	
Rowing Australia	Heraldry	King's Cup	Exhibition - In House Travelling	23-03-2006	12-07-2006	1
Royal Armouries	Personal Equipment	Lance (VII.4135)	Exhibition - In House	20-09-2005	20-09-2008	34
	Firearm	Volunteer Pattern Light Dragoon Flintlock Pistol (XII.11353)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	Light Dragoon Flintlock Pistol (XII.11351)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	Flintlock Pistol: Honourable East India Company (XII.11352)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	New Land Pattern Flintlock Pistol (XII.11355)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	New Land Pattern Flintlock Pistol: Wessex Yeomanry Cavalry (XII.11356)	Exhibition - In House	20-09-2005	20-09-2008	
	Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.323)	Exhibition - In House	20-09-2005	20-09-2008	
	Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.324)	Exhibition - In House	20-09-2005	20-09-2008	

Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.325)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.326)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.327)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.328)	Exhibition - In House	20-09-2005	20-09-2008
Firearm	Sea Service Percussion Pistol (XII.11350)	Exhibition - In House	20-09-2005	20-09-2008
Firearm	Customs Service and Coastguard Percussion Pistol (XII.11363)	Exhibition - In House	20-09-2005	20-09-2008
Firearm	Sea Service Percussion Pistol (XII.11364)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Constabulary Bayonet (XXII.314)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Constabulary Bayonet (XXII.313)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Pattern 1840 Constabulary Bayonet (XXII.315)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Pattern 1840 Constabulary Bayonet (XXII.317)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.316)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.318)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.319)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.320)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.321)	Exhibition - In House	20-09-2005	20-09-2008
Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.322)	Exhibition - In House	20-09-2005	20-09-2008
Firearm	Sea Service Percussion Pistol (XII.11362)	Exhibition - In House	20-09-2005	20-09-2008

	Firearm	Sea Service Percussion Pistol (XII.11361)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	Customs Service and Coastguard Percussion Pistol (XII.11360)	Exhibition - In House	20-09-2005	20-09-2008	
	Edged Weapon or Club	Pattern 1856 Land Transport Sword: British Army (IX.5519)	Exhibition - In House	20-09-2005	20-09-2008	
	Edged Weapon or Club	Pattern 1856 Land Transport Sword: British Army (IX.5518)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	New Land Pattern Flintlock Pistol (XII.11359)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	Light Dragoon Flintlock Pistol	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	Flintlock Pistol: Honourable East India Company (XII.11357)	Exhibition - In House	20-09-2005	20-09-2008	
	Firearm	Flintlock Holster Pistol: Honourable East India Company (XII.11354)	Exhibition - In House	20-09-2005	20-09-2008	
Royal Australian Infantry Corps Museum	Colour	Colour, Regimental, 9th Battalion, Royal Australian Regiment	Exhibition - In House	07-11-2005	07-12-2005	2
	Colour	Colour, Queens, 9th Battalion, Royal Australian Regiment	Exhibition - In House	07-11-2005	07-12-2005	
State Library of New South Wales	Medal	First place place in 4x200 metre relay swim, Stockholm Olympics 1912.	Exhibition - In House Travelling	16-03-2006	28-02-2009	2
	Medal	Silver medal, runner-up heavyweight boxing, inter-theatre of war championship, Aldershot, 1919.	Exhibition - In House Travelling	16-03-2006	28-02-2009	
Sydney Cricket Ground Museum	Headdress	Bert Oldfield's AIF cricket cap	Exhibition - In House Travelling	15-12-2005	26-07-2006	1
Sydney Maritime Museum LTD, T/A Sydney Heritage Fleet	Maritime Vessel or Watercraft	Wheel from wheelhouse of <i>Kanangra</i>	Exhibition - In House	29-12-2005	29-12-2006	2
	Maritime Vessel or Watercraft	Engine Room Telegraph	Exhibition - In House	29-12-2005	29-12-2006	

## Outward

BORROWER NAME	OBJECT TYPE	TITLE	PURPOSE	LOAN START	LOAN END	ITEM
9 Battalion Royal Queensland Regiment, Enoggera	Flag	Flag: Kings banner, 9 Battalion Royal Queensland Regiment	Exhibition-Military Institution	14-06-2006	1/4/07	1
Army Museum Bandiana	Uniform	Breeches: Private G Riley, 39 Battalion AIF	Exhibition-Military Institution	30-07-2005	30-07-2006	41
	Technology	<i>Guinea Gold</i> Printing Press: Final Forme: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Technology	<i>Guinea Gold</i> Printing Press: Final Forme: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Model	Model: Perspective: Port of Mulberry: British	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Model	Model: Perspective: Port of Mulberry: British	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Model	Model: Perspective: Port of Mulberry: British	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Model	Model: Perspective: Port of Mulberry: British	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Uniform	Trousers: Lieutenant, Italian Army	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Uniform	Tunic: Lieutenant, Italian Army	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Heraldry	<i>Guinea Gold</i> Printing Press: Roller Moulds: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Technology	<i>Guinea Gold</i> Printing Press: Leather Driving Belts: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Technology	<i>Guinea Gold</i> Printing Press: Curved Arm: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Technology	<i>Guinea Gold</i> Printing Press: Belt Guard: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Technology	<i>Guinea Gold</i> Printing Press: Connecting Bar: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006	

Technology	<i>Guinea Gold</i> Printing Press: 2 Slide Arms: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Cylinder for Air Pump: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Wooden Table: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Heraldry	<i>Guinea Gold</i> Printing Press: Gate Bracket: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Delivery Rack: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Box of Spare parts: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Breaker panel for Power Motor: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Large Electric Power Motor: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Leiman Air Pump: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Large bundle of final issue " <i>Guinea Gold</i> ": Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Technology	<i>Guinea Gold</i> Printing Press: Set of inking rollers: Australian	Exhibition-Military Institution	30-07-2005	30-07-2006
Firearm	Rifle: VDC ( Mock up )	Exhibition-Military Institution	30-07-2005	30-07-2006
Heraldry	Model of London docks dated 1938 - consists of four sections and measures approximately 22'6" in length by 4'9" .P.L.A	Exhibition-Military Institution	30-07-2005	30-07-2006
Munition	VDC Practice Hand Grenade	Exhibition-Military Institution	30-07-2005	30-07-2006
Personal Equipment	Bandolier: Australia: Boer War	Exhibition-Military Institution	30-07-2005	30-07-2006

	Uniform	Uniform Tunic: 9BN AIF: Australia	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Heraldry	Horse Bit: Boer War	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Edged Weapon or Club	Raiding Club (France)	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Uniform	Tunic: 1939 - 1945: Australia	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Uniform	Tunic: Army: Italy: 1939 - 1945	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Firearm	Unidentified Martini Henry Rifle (England)	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Personal Equipment	Respirator: 1914 - 1918: Australia	Exhibition-Military Institution	30-07-2005	30-07-2006	
	Vehicle	Land Rover Series 2a Ceremonial	Exhibition-Military Institution	25-03-2006	24-03-2007	
	Vehicle	18 pdr Limber (modified)	Exhibition-Military Institution	25-03-2006	24-03-2007	
	Vehicle	15 pdr Ceremonial Gun Carriage	Exhibition-Military Institution	25-03-2006	24-03-2007	
	Vehicle	Wreath Carrier, Steps and Carpet for Land Rover Series 2a Ceremonial	Exhibition-Military Institution	25-03-2006	24-03-2007	
Australian Defence Force Academy	Firearm	Browning L9A1 Pistol: Australian Army	Research - Military Institution	21-02-2006	24-02-2006	7
	Firearm	Makarov Pistol	Research - Military Institution	21-02-2006	24-02-2006	
	Firearm	Uzi MkII Sub-machine Gun: Special Air Service Regiment	Research - Military Institution	21-02-2006	24-02-2006	
	Painting	The Gunner, HMT Zealandia	Exhibition-Military Institution	27-06-2006	27-06-2007	
	Painting	<i>Bofors Gun on hilltop, N.G.</i>	Exhibition-Military Institution	27-06-2006	27-06-2007	
	Painting	<i>Victory contingent marching through Melbourne</i>	Exhibition-Military Institution	27-06-2006	27-06-2007	

	Painting	<i>Checking a Kitty Hawk before take off, Libya</i>	Exhibition-Military Institution	27-06-2006	27-06-2007	
Australian National Maritime Museum	Model	Model Ship Orcades	Exhibition - Cultural	22-09-2005	22-09-2007	6
	Maritime Vessel or Watercraft	<i>Trawler Krait: 1939 - 1945: RAN</i>	Exhibition - State	26-05-2006	26-05-2011	
	Drawing	<i>Halvorsens' boat building shop</i>	Exhibition - Cultural	14-06-2006	30/6/07	
	Drawing	<i>Skeleton of a Fairmile</i>	Exhibition - Cultural	14-06-2006	30/6/07	
	Drawing	<i>Army command boat in building</i>	Exhibition - Cultural	14-06-2006	30/6/07	
	Drawing	<i>Shipwrights shaping keels</i>	Exhibition - Cultural	14-06-2006	30/6/07	
Canberra Museum and Gallery	Award	Specimens of Medals and Decorations: George Medal with ribbons	Exhibition - Regional	24-02-2006	02-06-2006	1
Castlemaine Art Gallery and Historical Museum	Painting	<i>Weighing cordite, Commonwealth explosives factory, Maribymong</i>	Exhibition	24-05-2006	10-12-2006	8
	Painting	<i>Working a lathe (Miss Florence Sandiford)</i>	Exhibition	24-05-2006	10-12-2006	
	Drawing	<i>Canteen (Commonwealth Explosives Factory, Maribymong)</i>	Exhibition	24-05-2006	10-12-2006	
	Drawing	<i>[Women workers talking]</i>	Exhibition	24-05-2006	10-12-2006	
	Painting	<i>Impression: workers and capping machine</i>	Exhibition	24-05-2006	10-12-2006	
	Drawing	<i>Factory impression from memory (Commonwealth Explosives Factory, Maribymong)</i>	Exhibition	24-05-2006	10-12-2006	
	Painting	<i>Cutting and scraping (T.N.T. Room, High Explosives Section, Commonwealth explosives factory, Maribymong)</i>	Exhibition	24-05-2006	10-12-2006	
	Drawing	<i>Canteen (Commonwealth Explosives Factory, Maribymong)</i>	Exhibition	24-05-2006	10-12-2006	
Chief of Army	Painting	<i>Life on Slater's Knoll</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	3

	Painting	<i>Re-supply chopper, Nui Dat, Vietnam</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>Clearing the Beirut-Damascus-Alley road junction</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
Chief of the Defence Force	Painting	<i>Australian Artillery going into action at Harbonnieres</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	14
	Painting	<i>De-briefing</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>Convoy off the coast</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>HMAS Sydney in action against Italian cruisers</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>Able Seaman (Cecil Frank Barlow)</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>Gunner</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>Pilot, No 4 Squadron RAAF (Flight Lieutenant Neil Hutchinson)</i>	Exhibition-Military Institution	15-09-2005	15-09-2006	
	Painting	<i>Cappy</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>Mount Painter mining camp</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>Kure from the hill</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>The uranium mine, Mt Painter</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>Somme near Bray</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>Tunnel entrance</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>Somme Valley</i>	Exhibition-Military Institution	04-11-2005	04-11-2006	
	Painting	<i>The monster</i>	Exhibition-Military Institution	13-03-2006	15-09-2006	1

Department of Defence (Defence Intelligence Organisation)	Painting	<i>Dugouts near Villers Bretonneux</i>	Exhibition - Government	01-06-2006	01-06-2007	4
	Painting	<i>Adjusting rockets on jets, 77 Squadron, Korea</i>	Exhibition - Government	01-06-2006	01-06-2007	
	Painting	<i>Group of Timor Guerillas</i>	Exhibition - Government	01-06-2006	01-06-2007	
	Painting	<i>H.M.S. Jervis Bay engaging the German pocket battleship 'Admiral Scheer' 1940</i>	Exhibition - Government	01-06-2006	01-06-2007	
Department of Veterans' Affairs	Painting	<i>Flanders, 1917 (verso: two crayon drawings)</i>	Exhibition - Government	14-06-2006	6/6/07	14
	Painting	<i>Somme Valley</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Australian artillery in action, Peronne</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>A. K. 95 Water Transport Ketch</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Tanks and infantry, Aitape, New Guinea</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Interior of Ward</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Wrecked Transport</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Moresby, A. A. BTY in Action</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Lae Harbour, N.G.</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>The Isthmus</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Administrative buildings, Bricosat - Headquarters Tokyo, Japan 1950</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Landscape, Pine Tree and Hoochie, Phuoc Tuy Province, Vietnam</i>	Exhibition - Government	14-06-2006	6/6/07	
	Painting	<i>Helicopter extraction, Vietnam</i>	Exhibition - Government	14-06-2006	6/6/07	
	Model	Model Ship: Oberon Class Submarine	Exhibition - Government	14-06-2006	6/6/07	
Geelong Maritime Museum	Model	Model Ship: HMAS Kanimbla	Exhibition - Regional	24-02-2006	24-02-2007	2

	Model	Model of LCVP landing craft	Exhibition - Regional	24-02-2006	24-02-2007	
H.M.A.S. Hobart Association WA Division	Heraldry	The Weight: 5 inch / 54 calibre powder case: HMAS Brisbane: Vietnam	Exhibition - Military Institution	30-08-2005	10-09-2005	1
Imperial War Museum	Painting	<i>No 1 projectile shop (Commonwealth Ordnance Factory, Maribyrnong)</i>	Exhibition - International	20-02-2006	20-02-2006	37
	Drawing	<i>Crowds dancing, Kings Cross, Sydney</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Troops in back of truck, Libya</i>	Exhibition - International	20-02-2006	20-02-2006	
	Sculpture	<i>Yes Sir</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>The sleeping soldier</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Blind man in Belsen</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Bomber crash</i>	Exhibition - International	20-02-2006	20-02-2006	
	Drawing	<i>Working in the snow, Australian Forestry Unit, Scotland</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>2/10th Australian Commando Squadron: wash and clean up</i>	Exhibition - International	20-02-2006	20-02-2006	
	Drawing	<i>Wrecked Lodestar</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Telephone exchange</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Soldier</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Tocumwal - loading the train</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Flight from reason</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Dream of the latrine sitter</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Flag in the room</i>	Exhibition - International	20-02-2006	20-02-2006	
	Sculpture	<i>Fatigue</i>	Exhibition - International	20-02-2006	20-02-2006	
	Sculpture	<i>Greece</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>Sections of buoyancy tank and floating caissons, Sydney graving dock</i>	Exhibition - International	20-02-2006	20-02-2006	
	Painting	<i>The billy boy</i>	Exhibition - International	20-02-2006	20-02-2006	

Painting	<i>Smoko time with the AWLA</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>The fairground, Sydney, 1944</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Moresby picture show</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Bomber crew</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Paris liberated</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Ballet of wind and rain</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Waterloo Station</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Roberts Hospital, Changi</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>HMAS Perth fights to the last, 28th February, 1942</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Transport driver (Aircraftwoman Florence Miles)</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Desolate plantations, Balikpapan</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Battlefield burial of three NCOs</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Central Square, Tobruk</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Natives carrying wounded</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Back home</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>Japanese dead from suicide raid, Labuan</i>	Exhibition - International	20-02-2006	20-02-2006
Painting	<i>The man with the donkey, Anzac 1915</i>	Exhibition - International	20-06-2006	30-04-2007
Sculpture	Maquette for 'Simpson and his donkey 1915'	Exhibition - International	20-06-2006	30-04-2007
Postcard	"Digger" (Late) A.I.F. Mascot. Wounded and Gassed at Pozieres 3 1/2 years service, 1914-18	Exhibition - International	20-06-2006	30-04-2007
Heraldry	Ornamental silver collar worn by bulldog 'Digger': Company Sergeant Major J H Martin, 2 Division Signals Company, AIF	Exhibition - International	20-06-2006	30-04-2007
Award	Dickin Medal certificate: Australian Army pigeon DD 43 T139	Exhibition - International	20-06-2006	30-04-2007

	Heraldry	Australian Army carrier pigeon: Blue Bar Cock No.139:D/D:43:T	Exhibition - International	20-06-2006	30-04-2007	
	Award	Dickin Medal: Pigeon T139	Exhibition - International	20-06-2006	30-04-2007	
	Heraldry	Collar worn by bulldog 'Digger': Company Sergeant Major J H Martin, 2 Division Signals Company, AIF	Exhibition - International	20-06-2006	30-04-2007	
MACARTHUR MUSEUM BRISBANE	Painting	<i>Generals MacArthur and Allen at Owers Corner</i>	Exhibition - State	12-07-2005	15-11-2006	1
Minister For Veterans' Affairs - Parliament House	Painting	<i>Landscape, Nui Dat (SAS Hill)</i>	Exhibition - Government	11-11-2005	11-11-2006	7
	Painting	<i>Corporal Phyllis Huggins, Robertson Barracks, Darwin</i>	Exhibition - Government	11-11-2005	11-11-2006	
	Painting	<i>Blackhawk taking off (Qatar-as Sayliyah)</i>	Exhibition - Government	11-11-2005	11-11-2006	
	Painting	<i>Fill jerries here</i>	Exhibition - Government	11-11-2005	11-11-2006	
	Painting	<i>study for 'Rural destruction'</i>	Exhibition - Government	11-11-2005	11-11-2006	
	Painting	<i>Back from patrol</i>	Exhibition - Government	11-11-2005	11-11-2006	
	Painting	<i>Chopper lift-out</i>	Exhibition - Government	11-11-2005	11-11-2006	
Moluccan Historical Museum	Papers	Pledger, Athol (Tom) (Corporal, b: 1917)	Exhibition - International	03-04-2006		6
	Diary	Clark, Thomas W (Corporal, b: 1916)	Exhibition - International	03-04-2006		
	Heraldry	Signal flag bearing the names of No 9 Hut at Bakli Bay Prisoner of War Camp, Ambon	Exhibition - International	03-04-2006		
	Personal Equipment	Pair of sunglasses: Private M J Gilbert, 2/21 Battalion, AIF	Exhibition - International	03-04-2006		
	Personal Equipment	Enamel mug: Laha massacre, Ambon	Exhibition - International	03-04-2006		
	Heraldry	Prisoner of war chess set from Ambon	Exhibition - International	03-04-2006		
Mornington Peninsula Regional Gallery	Painting	<i>Guards light up</i>	Exhibition - Regional	29-03-2006	15-06-2006	3
	Painting	<i>Head of Gallipoli soldier with cigarette</i>	Exhibition - Regional	29-03-2006	15-06-2006	

	Painting	<i>D-Day, 0300 hours, interrogation hut, Warrant Officer George Lindenberg</i>	Exhibition - Regional	29-03-2006	15-06-2006	
Murilla Shire Council	Artillery	77 mm Field Gun (Germany)	Exhibition - Community	15-05-2006	14-05-2007	1
Museum and Art Gallery of the Northern Territory	Drawing	<i>Lewis gun attached to 14 Australian Anti-aircraft Battery, Darwin (Gunner Tommy Hill and Gunner Neil Cook)</i>	Exhibition - State	01-02-2006	30-09-2006	5
	Drawing	<i>Military gaol, Alice Springs</i>	Exhibition - State	01-02-2006	30-09-2006	
	Painting	<i>Adelaide River camp</i>	Exhibition - State	01-02-2006	30-09-2006	
	Drawing	<i>First air-raid on Australia, 19 February 1942</i>	Exhibition - State	01-02-2006	30-09-2006	
	Drawing	<i>Bomb damage to Darwin township, 19 February 1942</i>	Exhibition - State	01-02-2006	30-09-2006	
National Capital Authority	Medal	1914-15 Star: Private R W Crozier, 6 Light Horse Regiment, AIF	Exhibition - Regional	03-09-2005	03-09-2006	12
	Medal	Victory Medal: Private S J Crozier, 12 Light Horse Regiment, AIF	Exhibition - Regional	03-09-2005	03-09-2006	
	Medal	British War Medal 1914-20: Private R W Crozier, 6 Australian Light Horse Regiment, AIF	Exhibition - Regional	03-09-2005	03-09-2006	
	Medal	1914-15 Star: Private F R Roy, 42 Battery, 11 Brigade, Australian Field Artillery	Exhibition - Regional	18-01-2006	18-03-2006	
	Medal	British War Medal 1914-20: Private F R Roy, 42 Battery, 11 Brigade, Australian Field Artillery	Exhibition - Regional	18-01-2006	18-03-2006	
	Medal	Victory Medal: Private F R Roy, 42 Battery, 11 Brigade, Australian Field Artillery	Exhibition - Regional	18-01-2006	18-03-2006	
	Medal	1914-15 Star: Private R W Crozier, 6 Light Horse Regiment, AIF	Exhibition - Government	17-03-2006	17-03-2007	
	Medal	1914-15 Star: Private S J Crozier, 12 Light Horse Regiment, AIF	Exhibition - Government	17-03-2006	17-03-2007	

	Medal	Victory Medal: Private S J Crozier, 12 Light Horse Regiment, AIF	Exhibition - Government	17-03-2006	17-03-2007	
	Medal	British War Medal 1914-1920: Private S J Crozier, 12 Light Horse Regiment, AIF	Exhibition - Government	17-03-2006	17-03-2007	
	Medal	Victory Medal: Private R W Crozier, 6 Light Horse Regiment, AIF	Exhibition - Government	17-03-2006	17-03-2007	
	Medal	British War Medal 1914-20: Private R W Crozier, 6 Australian Light Horse Regiment, AIF	Exhibition - Government	17-03-2006	17-03-2007	
National Museum of Australia	Edged Weapon or Club	Brown Bess Socket Bayonet (XXII.320)	Exhibition - Cultural	30-01-2006	30-01-2007	9
	Firearm	Colt Percussion Revolver Circa 1850 (Australia/USA)	Exhibition - Cultural	30-01-2006	30-01-2007	
	Firearm	India Pattern flintlock musket: British Army	Exhibition - Cultural	30-01-2006	30-01-2007	
	Firearm	Pattern 1853 Three Band Enfield Rifle (England)	Exhibition - Cultural	30-01-2006	30-01-2007	
	Firearm	Colt Percussion Revolver Circa 1851 (Australia/USA)	Exhibition - Cultural	30-01-2006	30-01-2007	
	Edged Weapon or Club	British Pattern 1822 Army Officer's Sword	Exhibition - Cultural	30-01-2006	30-01-2007	
	Firearm	Snider Cavalry Carbine (England)	Exhibition - Cultural	30-01-2006	30-01-2007	
	Firearm	Martini-Henry Mk I/II Rifle	Exhibition - Cultural	30-01-2006	30-01-2007	
	Firearm	Webley Mark 4 Revolver (England/Australia)	Exhibition - Cultural	30-01-2006	30-01-2007	
Naval Heritage Collection - Spectacle Island NSW	Heraldry	Ships bell: HMAS <i>Australia</i>	Exhibition-Military Institution	11-04-2006	11-04-2007	2
	Heraldry	Ships bell: HMAS <i>Parramatta</i>	Exhibition-Military Institution	11-04-2006	11-04-2007	
Newcastle Regional Museum	Heraldry	ANZAC Sign	Exhibition - Regional	18-12-2005	18-12-2006	13
	Heraldry	Battlefield Relic: Australian mess tin lid	Exhibition - Regional	18-12-2005	18-12-2006	
	Heraldry	Damaged British hot food container	Exhibition - Regional	18-12-2005	18-12-2006	

	Communications equipment	Switchboard: Germany	Exhibition - Regional	18-12-2005	18-12-2006	
	Technology	Linesman's Pack	Exhibition - Regional	18-12-2005	18-12-2006	
	Communications equipment	Telephone table: Germany	Exhibition - Regional	18-12-2005	18-12-2006	
	Heraldry	Sign: One of four German notice boards with machine gun positions in Warfusee Abancourt	Exhibition - Regional	18-12-2005	18-12-2006	
	Heraldry	Camel Water Tank: Army Australia: 1914-1918	Exhibition - Regional	18-12-2005	18-12-2006	
	Optical equipment	Optics - Australian - Army - 1914 - 1918 War Prismatic Binoculars	Exhibition - Regional	18-12-2005	18-12-2006	
	Optical equipment	Optics: Australian: Army?: 1914-1918 War: Tan brown leather carrying case for prismatic binoculars	Exhibition - Regional	18-12-2005	18-12-2006	
	Flamethrower	German <i>Flammenwerfer</i> (Flamethrower) found near Zonnebeke	Exhibition - Regional	18-12-2005	18-12-2006	
	Firearm	Webley & Scott No 2 Mk 1 Flare Pistol (England)	Exhibition - Regional	18-12-2005	18-12-2006	
	Munition	18 pdr Artillery Shell (Gallipoli)	Exhibition - Regional	18-12-2005	18-12-2006	
Old Parliament House	Book	<i>Guerrilla Tactics</i>	Exhibition - Cultural	15-07-2005	15-02-2006	42
	Souvenir	Motor spirit ration tickets November 1942	Exhibition - Cultural	15-07-2005	15-02-2006	
	Book	<i>The Australian guerilla book 1: Shoot to Kill</i>	Exhibition - Cultural	15-07-2005	15-02-2006	
	Souvenir	Your Ration Book. Issued for your Protection.	Exhibition - Cultural	15-07-2005	15-02-2006	
	Book	<i>Lurking death: true stories of snipers in Gallipoli, Sinai and Palestine</i>	Exhibition - Cultural	15-07-2005	15-02-2006	
	Leaflet	4th Liberty Loan: be proud to wear it where others can see it!	Exhibition - Cultural	15-07-2005	15-02-2006	
	Heraldry	Homefront: Air Raid precaution armband	Exhibition - Cultural	15-07-2005	15-02-2006	
	Firearm Accessory	Pattern 1918 Telescopic Sight	Exhibition - Cultural	15-07-2005	15-02-2006	

Heraldry	Wartime pack of Compact Rouge: Mrs Amelia Spink	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Telephonist: ARP	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Warning Officer Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Runner Buildings Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Driver Road Transport Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband : Chaplain Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Deputy Head Warden Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: OC Training Wardens Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Heraldry	Wartime pack of compact rouge	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Victory badge: Miss H Menzies	Exhibition - Cultural	15-07-2005	15-02-2006
Special Collection	Special Ration Book.	Exhibition - Cultural	15-07-2005	15-02-2006
Special Collection	Souvenir: Clothing Ration Card (1945-6) issued to James A. McNaught	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: State Emergency Services: Victoria: Emergency Service, Welfare: 1939-45	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: State Emergency Services: Victoria: Decontamination: 1939-45	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: State Emergency Services: Victoria: Rescue: 1939-45	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: State Emergency Services: Victoria: Messenger: 1939-45	Exhibition - Cultural	15-07-2005	15-02-2006

Firearm	Owen Mk1 Sub-machine Gun: Australian Army	Exhibition - Cultural	15-07-2005	15-02-2006
Firearm	Experimental 9mm Mk1 Owen Sub-machine Gun Fifth Model	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: Yellow: Gas	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: Yellow: Hospital	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: Yellow: Health Inspector	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: Blue: Welfare	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: White: Essential Services	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: Purple: Sewerage	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Civil Defence Organisation: Purple: Water	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Deputy Matron Medical Services Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Badge	Armband: Medical Service Stretcher Bearer Leader Civil Defence Force	Exhibition - Cultural	15-07-2005	15-02-2006
Firearm Accessory	Short Magazine Lee-Enfield Pattern 1918 Telescopic Sight Case	Exhibition - Cultural	15-07-2005	15-02-2006
Firearm	Short Magazine Lee-Enfield No 1 Mk III* H.T. (AUST) sniper rifle: Australian Army	Exhibition - Cultural	15-07-2005	15-02-2006
Leaflet	4th Liberty Loan: Victory is in your pay envelope	Exhibition - Cultural	15-07-2005	15-02-2006
Leaflet	4th Liberty Loan: maybe you can't wear one of these but you can back the attack and wear this...	Exhibition - Cultural	15-07-2005	15-02-2006

	Book	<i>Sniping: with an episode from the authors' experiences during the war of 1914-1918</i>	Exhibition - Cultural	15-07-2005	15-02-2006	
	Book	<i>The Scout</i>	Exhibition - Cultural	15-07-2005	15-02-2006	
	Book	<i>Trapping the Jap</i>	Exhibition - Cultural	15-07-2005	15-02-2006	
Parramatta Heritage Centre	Drawing	<i>Church ruins, Satelberg Mission</i>	Exhibition - Regional	27-07-2005	03-06-2007	36
	Drawing	<i>Lieutenant Harry Sherring lying in a hospital bed</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Japanese prisoner, 106 Australian Casualty Clearing Station, Finschhafen, New Guinea</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Sister Ellen Moriarty</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Study for 'Bluey (Sapper Bashforth)'</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Sketchbook	<i>Sketchbook comprising twenty-three sheets of charcoal and pen and blue and black ink drawings of female soldiers, figures, heads, ships and aircraft, homefront and New Guinea, 1945</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Ships in a harbour; verso: Two seated soldiers, one with a hat on his lap</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Two soldiers seated on a bench, one wearing a hat; verso: Female soldier lying on a bench</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Three studies of female soldiers' heads wearing hats</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Two figures carrying a load (image inverted); verso: Studies for 'Two figures carrying a load'</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>An aircraft on the runway (image inverted)</i>	Exhibition - Regional	27-07-2005	03-06-2007	

Drawing	<i>recto: no image; verso: Several figures loading supplies onto an aircraft</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Nursing sister; verso: Aircraft on the runway</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>recto: no image; verso: Study of frontal figure of soldier without shirt</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>recto: no image; verso: Two draught horses pulling a cart containing water casks (image inverted)</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Five studies of arms; verso: Red Cross caravan</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Two studies of soldiers' heads wearing hats</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Male soldier wearing a hat seated on a bench reading</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>study for 'Transport driver'</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Soldier eating at a table laid with bowls</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Loading an aircraft; verso: Portrait of a female soldier</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Inside view of an aircraft with backpacks on the ground (image inverted); verso: Portrait sketch</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Standing figure on crutches and seated figure with head in his hand; verso: Figures near an aircraft (Image inverted)</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Figures on stretchers inside an aircraft; verso: Two seated men and figures inside an aircraft</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>recto: no image; verso: Studies for figures, a head and a stretcher</i>	Exhibition - Regional	27-07-2005	03-06-2007
Drawing	<i>Three figures about to board an aircraft (image inverted); verso: Two figures in a kitchen</i>	Exhibition - Regional	27-07-2005	03-06-2007

	Drawing	<i>Seated soldier reading; verso: Soldier seated on a bench, hat and coat beside him</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Three studies of heads</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Seated female soldier sewing</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Corporal Joan Whipp</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Captain Robert Black</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>Tapioli</i>	Exhibition - Regional	27-07-2005	03-06-2007	
	Drawing	<i>A battle-scarred warrior</i>	Exhibition - Regional	27-07-2005	03-06-2007	
Queensland Art Gallery	Drawing	<i>Back or forward?</i>	Exhibition - State	01-11-2005	15-02-2006	3
	Poster	<i>Destroy this mad brute: enlist</i>	Exhibition - State	01-11-2005	15-02-2006	
Royal Australian Air Force (RAAF) Museum, Point Cook	Munition	AS Mk IV Anti Submarine Bomb	Exhibition-Military Institution	08-12-2005	08-12-2006	1
Royal Australian Artillery Historical Company	Uniform	Vice-regal sword belt: Sir Roden Cutler, VC	Exhibition-Military Institution	16-01-2006	16-01-2007	2
	Uniform	Vice-regal sword knot: Sir Roden Cutler, VC	Exhibition-Military Institution	16-01-2006	16-01-2007	
Royal Geelong Yacht Club	Maritime Vessel or Watercraft	STEERING STANDARD & WHEEL HMAS "SWAN "	Exhibition - Regional	29-01-2006	29-01-2007	1
Royal Military College of Australia, Archives/ Museum	Technology	Vickers Machine Gun Condenser Can	Exhibition-Military Institution	14-02-2006	14-02-2007	22
	Munition	Inert .303 cartridge	Exhibition-Military Institution	14-02-2006	14-02-2007	
	Munition	Inert .303 cartridge	Exhibition-Military Institution	14-02-2006	14-02-2007	
	Munition	Inert .303 cartridge	Exhibition-Military Institution	14-02-2006	14-02-2007	
	Munition	Inert .303 cartridge	Exhibition-Military Institution	14-02-2006	14-02-2007	

Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Firearm Accessory	Vickers Machine Gun Ammunition Belt (Australia)	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007
Munition	Inert .303 cartridge	Exhibition- Military Institution	14-02-2006	14-02-2007

Shoalhaven Historical Society Incorporated	Heraldry	Ship's Bell: HMAS <i>Shoalhaven</i>	Exhibition - Regional	30-01-2006	30-01-2007	2
	Heraldry	Ship's Crest: HMAS <i>Shoalhaven</i>	Exhibition - Regional	30-01-2006	30-01-2007	
Shrine of Remembrance	Painting	<i>Beaufighter pilot (Group Captain Edwin Fyfe)</i>	Exhibition - State	01-11-2005	15-02-2006	1
Terowie Citizens Association	Viewing print	<i>How the Digger gets his mail: the Australian Army postal services at work</i>	Exhibition - Commercial	16-03-2006	30-04-2006	1
University of Queensland	Painting	<i>Corporal Dickinson operating wireless, Signal Store 1944</i>	Exhibition - Educational	28-07-2005	15-09-2007	42
	Painting	<i>Landing barges: Unloading the last stores at dawn, White Cliff Bay, Cairns</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Bathers</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Night landing exercises, White Cliffs Bay, Queensland - 16th Brigade</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>Flying sister resting after a long flight, Townsville</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Major Josephine Mackerras</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>Troop train crossing Herbert River Bridge during floods</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>Australian troops returning south rush the dining room, Rockhampton</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>Pre-dawn muster, Garbutt airfield, Townsville</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>General Macarthur at Mareeba Strip</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>VDC hauling gun into position for coastal defence, Queensland</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Infantryman, Captain Edward Harty</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Redlynch Leave and Transit Depot, Cairns</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Night draft</i>	Exhibition - Educational	28-07-2005	15-09-2007	

Painting	<i>Early comers, Redlynch LTD cinema, Cairns</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Australian troops embarking for the Atherton Tableland at Cairns railway station</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Australian troops swimming under Malanda Falls</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>First Australian prisoners of war from Malaya arrive in Cairns by catalinas</i>	Exhibition - Educational	28-07-2005	15-09-2007
Print	<i>Last tram for Doomben</i>	Exhibition - Educational	28-07-2005	15-09-2007
Painting	<i>The bandstand, Artie Shaw in Townsville</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Soldiers</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Dawn landing, Garbutt, Townsville</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Dawn landing, Garbutt, Townsville</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Dawn landing, Townsville</i>	Exhibition - Educational	28-07-2005	15-09-2007
Painting	<i>General Sir Thomas Blamey</i>	Exhibition - Educational	28-07-2005	15-09-2007
Painting	<i>War memorial in a country town, 1943 - Atherton, Qld</i>	Exhibition - Educational	28-07-2005	15-09-2007
Painting	<i>General Douglas MacArthur</i>	Exhibition - Educational	28-07-2005	15-09-2007
Papers	Hinder, Frank C (Lieutenant, Camouflage Research, Dept of Home Security)	Exhibition - Educational	28-07-2005	15-09-2007
Poster	<i>Work, save, fight, and so avenge the nurses</i>	Exhibition - Educational	28-07-2005	15-09-2007
Poster	<i>He's coming south</i>	Exhibition - Educational	28-07-2005	15-09-2007
Poster	<i>A.C.F.: Give to the comforts fund: The Fund that looks after all the men and Women of Australia's Fighting Services</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Aircraft targets, Thursday Island</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Scenes of Land Army life</i>	Exhibition - Educational	28-07-2005	15-09-2007
Drawing	<i>Who wants to plough, anyhow!</i>	Exhibition - Educational	28-07-2005	15-09-2007

	Painting	<i>Lieutenant Ann Grant, physiotherapist AAMC</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>Shipbuilding along Brisbane River</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>These three locomotives also served</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>'Bullring', Leave Transit Depot, Exhibition Park, Brisbane</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Despatch rider (leading aircraftsman George Mayo) Cairns</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Drawing	<i>Telegraphist (aircraftswoman Lola (Anne) Hestelow)</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Occupation of Hill B1</i>	Exhibition - Educational	28-07-2005	15-09-2007	
	Painting	<i>Night, Cairns train</i>	Exhibition - Educational	28-07-2005	15-09-2007	
Victoria Barracks Historical Society, Brisbane Inc	Uniform	Sergeant's scarlet serge frock: Kennedy Regiment	Exhibition - Regional	01-06-2006	01-06-2007	1
Wairarapa Aviation Limited	Aircraft	RAF. 4a Engine	Research - Private	01-05-2006	01-11-2007	2
	Aircraft	RAF. 4a Engine baffle	Research - Private	01-05-2006	01-11-2007	

## APPENDIX 10

### Scholarship, Fellowship, and Grant Holders

#### **Vacation Scholarship Scheme, 2006**

The Memorial's Vacation Scholarship Scheme was held over to the winter of 2006 due to renovation in the Research Centre. Three annual scholars were selected and supervised from June 2006.

The Memorial's scholars are selected through a competitive, merit-based selection process open to undergraduate students and post-graduate candidates. Each of the scholars receives a stipend of \$300 per week for six weeks, as well as return travel to Canberra. The Memorial provides accommodation at a student residence at the Australian National University or other suitable facility. The total cost for the three scholars in 2005–06 was \$7,885.

Projects undertaken were:

Mr Chris Baker, University of Newcastle

“Battle for Australia research”

Ms Claire Higgins, University of Melbourne

“Lawrence and the Light Horse exhibition research”

Ms Kerry Neale, Australian National University

“Post–1945 exhibitions research and writing”

#### **Post-graduate scholarships 2005–06**

The Memorial has awarded scholarships to assist post-graduate research in Australian military history since 1980. Two scholarships were current in 2005–06 under collaborative arrangements between the Memorial, the Department of Education, Science and Technology, and participating universities. The Memorial contributes a \$5,000 stipend and \$5,000 in-kind support annually. Memorial members of staff supervise the scholars, with academic counterparts.

The Memorial's two post-graduate scholars completed doctoral theses in Australian military history. The following theses were submitted and awarded in 2005–06:

Dr Garth Pratten, Deakin University; supervised by Dr Peter Stanley and Professor Joan Beaumont

“Australian battalion commanders in the Second World War”

Dr Michael Carrel, University of Melbourne; supervised by Dr Peter Londey and Professor Tim McCormack

“Australian war crimes trials investigations”

## APPENDIX 11

### Major Sponsors

The Memorial gratefully acknowledges the generous support of the following individuals and organisations:

**Benefactors** *Benefactors are those who have contributed over \$250,000*

Commonwealth Government of Australia	Mr Kerry Packer AC
State Government of New South Wales	Mr Richard Pratt AC
State Government of Victoria	Andrew Thyne Reid Charitable Trust
Mr Dick Smith AO	Telstra
Vincent Fairfax Family Foundation	The Estate of the Late Mr Edgar Henry King
Tenix Pty Ltd	John T. Reid Charitable Trust
Coles Myer Limited	Tattersall's
Australia and New Zealand Banking Group Limited	Rio Tinto Limited
Mr Ian Bearepaire CMG and Dame Beryl Bearepaire AC DBE	

**Companions** *Companions are those who have contributed over \$50,000*

State Government of Queensland	Howard Smith Limited
State Government of Western Australia	Mr Robert Strauss MBE
State Government of South Australia	Newcrest Mining Limited
State Government of Tasmania	Mr Harry O. Triguboff AO
Government of the Australian Capital Territory	National Australia Bank Limited
ADI Limited	News Limited
The Australian Women's Weekly	Gordon Darling Foundation
Broken Hill Proprietary Company Limited	Mr T.V. Fairfax
Boeing Australia Limited	The Estate of the Late James Frederick Blythe
Commonwealth Bank of Australia	The Estate of the Late Ella Maud Clarke
CSR Limited	Wesfarmers Limited
ACTEWAGL	Oracle Corporation
Foster's Brewing Group Limited	Sir Bruce and Lady Watson
The Sidney Myer Fund	Mr John Wicking AM
Pacific Dunlop	General Dynamics Land Systems Australia
The Pratt Foundation	The Estate of the Late Mrs Elsie Ada McGrath
Bruce and Joy Reid Foundation	SEDCOM Communications Pty Ltd
Thyne Reid Trust No. 1	Weta Digital

**Patrons** *Patrons are those who have contributed over \$20,000*

Government of the Northern Territory	Aviation Art
Australia Remembers, Australian Capital Territory Committee	WESFI Limited
Sir James Balderstone AC	PricewaterhouseCoopers
Sir William Durrant and Lady Durrant AM	Burmah Castrol
Mr J.S. Millner AM	Casinos Austria International
OPSM Pty Ltd	Raytheon Australia Pty Ltd
Renison Goldfields Consolidated Limited	Macquarie Bank Foundation
The Shell Company of Australia	Mr Dugald Mactaggart
Spicers Paper	The Laminex Group
Lady Catherine Ramsay	Emu Bottom Homestead
Teys Bros (Holdings) Pty Ltd	The Kamberra Wine Company
Mrs Margaret Ross AM	Rosebank Engineering Pty Ltd

## APPENDIX 12

### Alliances, Partnerships, and Cooperation

The Memorial has over a period of years developed alliances and partnerships that are of mutual benefit. In 2005–06 these included:

#### *Army History Unit*

- Cooperation, including membership by ADNC and the Principal Historian, of the Army History Committee
- Provision of conservation and training for Army museum curators by Memorial staff
- Regular cooperation with ongoing transfer of archival records and acquisitions for the National Collection
- Assisted the Memorial in coordinating activities in the field for the official photographer and artist during Operation Falconer

#### *Australia Post Philatelic Group and Melbourne Postmaster General*

- Liaison regarding loan of Australian War Memorial philatelic material for International Stamp Exhibition, Australia Post, Darling Harbour, July–December 2005.

#### *Australian Bureau of Statistics*

- Information provided on a range of collection management activities for ABS surveys.

#### *Australian Capital Tourism Corporation*

- Participation by Director as a board member
- Cooperation on joint tourism publicity and marketing including support of trade shows, promotional exhibitions, and special familiarisation tours for international media and inbound operators
- Support for the ACT visitor satisfaction survey
- Participation by the Evaluation and Visitor Research Manager in the Sustainable Tourism Cooperative Research Centre and Australian Capital Tourism Corporation Research Advisory Group.

#### *Australian Choreographic Centre*

- Collaboration of Quantum Leap performance of *Reckless valour*.

#### *Australian Defence Force*

- Cooperation with Australia's Federation Guard to assist with special closing ceremonies once a month, as well as various other ceremonies throughout the year
- Cooperation with Royal Military College of Australia in assisting with closing ceremonies each week, as well as providing musical assistance for various ceremonies and events
- Support for ceremonies and events by providing fly-overs
- Provision of special tours for new recruits and unit members.

#### *Australian Defence Force Academy*

- Collaboration on academic/historical projects and assistance to course work
- Formal links established with ADFA School of Humanities (Principal Historian – Visiting Associate Professor, Senior Historians – Visiting Fellows)
- Assistance with various ceremonies.

#### *Australian Embassy, Washington*

- Liaison regarding possible exhibitions.

#### *Australian Embassy, Warsaw*

- Cooperation in researching death of Pte Lawrence Saywell.

#### *Australian Federal Police*

- Cooperation, especially with security and traffic management, during major events and security advice for buildings and collection facilities
- Assistance in coordination of UN Day.

#### *Australian Government Fraud Liaison Forum*

- Membership on the Steering Committee of the Australian Government Fraud Liaison and use of Telstra Theatre for Fraud Liaison Forum Symposium.

#### *Australian National University*

- Joint Australian Research Council linkage grant for the Official History of Peacekeeping and Post-Cold War Operations
- Cooperation on the “Remembering the war in New Guinea” project
- Cooperation with the ANU Faculty of Science
- The Memorial’s Evaluation and Visitor Research Manager lectures in the Graduate Diploma of Scientific Communication. This arrangement is now in its sixth year, and a fee is received on a consultancy basis
- Placement of an intern with the Evaluation and Visitor Research Manager
- Senior Historian is Visiting Fellow, Strategic Defence Studies Centre
- Cooperation over 2006 Annual Scholarship.

#### *Blended Learning in association with Australian National University College*

- Participant and supporter of joint digitisation training program: Certificate IV in Information Technology–Multimedia developed specifically for training staff in national collecting institutions.

#### *Australian Research Council*

- Link project on the use of ultra-fast lasers in conservation in association with the ANU, Army History Unit, Naval Heritage Collection, Artlab Australia and the Art Gallery of New South Wales
- Link project on deterioration of dyes and pigments in documents, artworks and photographic materials in cooperation with the University of Canberra and the National Archives of Australia
- Provided “Caring for mementoes” booklets to joint NMA/ARC/UNESCO conservation workshop in Vietnam
- Link project with the University of Technology, Sydney, the Australian National University, Powerhouse Museum, Australian National Maritime Museum, Australian Museum, Museum Victoria, and the National Museum of Australia looking at ways of increasing museum visitation.

#### *Australian Society of Archivists*

- Professional association membership, including some committee positions held by Australian War Memorial staff at ACT Branch level, contributions to newsletters, hosting of events and tours.

#### *Australian Sports Commission*

- Provision of support for travelling exhibition, *Sport and war*.

#### *Australian Tourism Export Council*

- Corporate membership
- Attend regular meetings on international marketing.

#### *Australian War Memorial Anzac Foundation*

- Assists the Memorial in fund-raising, particularly via bequests.

#### *Canada Aviation Museum*

- Liaison for research project on aircraft doping materials.

#### *Canadian Conservation Institute*

- Liaison for research project on aircraft doping materials.

#### *Canadian War Museum*

- Collaboration in the development and display of an international joint art exhibition *Shared Experience: art and war – Australia, Britain and Canada in the Second World War* to commemorate the 60th anniversary of the end of the Second World War
- Advice on documentation standards for collection management systems.

#### *Canberra Business Council*

- Participation by Director in the Task Force on Arts, Tourism and Sport.

#### *Canberra and Capital Region Tourism Awards*

- Vice-Chair of the Awards Committee
- Provision of one-on-one sessions with entrants to assist in submission writing.

#### *Canberra College*

- Cooperation with staff in development of new science curriculum and assessment requirements.

#### *Canberra Convention Bureau*

- Cooperation on joint promotion of Canberra as a unique destination to hold meetings, conferences and exhibitions.

#### *Canberra Institute of Technology (CIT)*

- Collaboration in program for Statement of Attainment for Volunteer Guides
- Joint delivery of Workplace Skills development course.

#### *Canberra Museum and Art Gallery*

- Co-operation on the *Rising Sun* travelling exhibition.

#### *Canberra Tourism and Events Corporation*

- Cooperation on joint tourism publicity and marketing including support of trade shows through the provision of display vehicles and special familiarisation tours for inbound operators.

#### *Changi Museum, Singapore*

- Provided information on copyright issues related to the display of reproduction art.

#### *Commonwealth Collecting Institutions Forum on Reference Services*

- Meets quarterly, hosting and secretarial duties shared.

#### *Computer Education Group of the ACT (CEGACT)*

- Cooperation in the promotion of learning technologies.

#### *Commonwealth Heads of Conservation Committee*

- Membership on the Commonwealth Heads of Conservation Committee by Head, Collection Services.

*CSIRO, Division of Manufacturing and Infrastructure*

- Co-operated to organise long-pulse laser workshops. The workshops will be hosted by the Memorial, Artlab Australia, the Art Gallery of Western Australia and Museum Victoria.

*Copyright in Commonwealth Institutions group*

- Professional liaison between cultural institutions regarding copyright issues.

*Curtin University of Technology*

- Collaboration on the “Australia in War and Peace” conference.

*Deakin University*

- Joint sponsorship of a PhD scholarship under the Australian Postgraduate Award (Industry) scheme awarded in 2005–06.

*Department of Defence*

- Advice and information regarding conflicts and eligibility for the Roll of Honour
- Assistance regarding acquisitions for the National Collection.

*Department of Veterans' Affairs*

- Funding for Travelling Exhibitions, Memorial Box project, and School wreathlaying project
- Historical consultancies for oral history project
- Close collaboration with DVA Commemoration Branch historical education projects
- Assistance provided in judging of ANZAC Day 2004 Schools Activities Awards
- Portfolio coordination matters
- Funding for anniversary exhibitions.

*DisACT (Disaster ACT)*

- Secretary of Disaster ACT committee, Senior Paper Conservator, and Member of DisACT Committee, Preventive Conservation Officer. The AWM hosted DISACT's 2006 seminar, “Collections Disaster Preparedness Planning – Anticipating the Risks” and also hosted one of the DISACT network meetings.
- Memorandum of Understanding on Disaster Preparedness between Canberra's Cultural Collecting Institutions was renewed in 2006.

*Education Network Australia (EdNA)*

- Collaboration on online learning in the Net Days Forum and on development of *KidsHQ* website.

*Embassy of Japan*

- Continuing financial support for the Australia–Japan Research Project.

*Vincent Fairfax Family Foundation*

- Support for redevelopment of Discovery Room.

*German Mining Museum, Westfalian Museum of Industry, National Museum of Australia*

- Membership on the organising committee of BigStuff 2007 by Manager, Textiles, Technology and Object Conservation.

*Griffith University*

- Participating in the History Teaching Fellowship.

*Heraldry and Genealogical Society of Canberra*

- Liaison related to ongoing delivery of training programs and talks.

*Heritage Conservation Centre, Singapore*

- Provided information on the development of disaster recovery plans for collections and collection management issues.

*History Teachers Association of Australia (HTAA)*

- Regular collaboration on HTAA professional development and participation in HTAA conferences.

*Hyatt Hotel*

- Delivery of catering management at Australian War Memorial.

*Imperial War Museum, London*

- Collaboration in the development and display of an international joint art exhibition *Shared experience: art and war – Australia, Britain and Canada in the Second World War* to commemorate the 60th anniversary of the end of the Second World War.
- Advice on collection conservation planning and policy development.
- Liaison for research project on aircraft doping materials.

*In Flanders Field Museum, Ypres, Belgium*

- Development of 2007 anniversary exhibitions.

*International Council of Museums*

- Membership on the Museum Management Board by the Director.

*Institute of Museum and Gallery Education (IMAGE)*

- A special interest group of the Museums Australia Association; Education Manager is President.

*Kamberra Wine Company*

- Joint marketing initiatives promoting our attractions
- Long-term sponsor of events.

*Land Warfare Studies Centre*

- Memorial staff member on Editorial Board of *Australian Army Journal*.

*Ministry of Culture and Heritage, Government of New Zealand*

- Provided information on the practical application of the provisions of Australia's *Protection of Movable Cultural Heritage Act 1986* to the Senior Adviser, Heritage Operations Unit, Ministry of Culture and Heritage, Government of New Zealand.

*Monash University*

- Participation in the History Teaching Fellowship.

*Museums Australia*

- Corporate membership
- Head, Photographs, Film and Sound – President of Museums Australia
- Head, Gallery Development – President of ACT Branch
- Head, Travelling Exhibitions – member of ACT Branch Committee.

*National Air and Space Museum, Smithsonian Institution, Washington D.C. USA*

- Provision of information on military rockets, and provision of study access to the V-2.
- Liaison for research project on aircraft doping materials.

*National Archives of Australia*

- Implementation of the Australian War Memorial–NAA Agreement and ongoing liaison about the development, implementation and maintenance standards and procedures for archival management and public access to Commonwealth records
- Staff exchanges
- Regular liaison regarding digitisation of collection material.

*National Army Museum, United Kingdom*

- Provided information on the selection of a collection management system.

*National Capital Attractions Association*

- Corporate membership.
- Providing an opportunity for joint marketing initiatives and networking.

*National Capital Authority*

- Cooperation in commemorative precinct (ANZAC Parade), including promotion of Memorial.

*National Capital Education Tourism Project and National Museum of Australia*

- Collaboration on History Teaching Fellowship
- Joint promotion and marketing of education in National Capital Institutions.

*National Foundation of Australian Women*

- Continuing consultancy service for the development of the 'Women in War' website, a component of the Australian Women's Archives Project, in partnership with the Department of Veterans' Affairs, Royal Australian Historical Society, State Library of New South Wales, State Records Authority of New South Wales and the National Archives of Australia.

*National Heads of Collection Forum*

- Cooperative forum for heads of national and state cultural heritage collections.

*National Institute for Defense Studies, Tokyo (NIDS)*

- Translation and publication of extracts from the Japanese Second World War official history.

*National Library of Australia*

- Images from the Memorial's photographic collection made available for retrieval through the *Picture Australia* search interface
- Regular liaison with various staff and teams regarding digitisation of collection material and possible cooperation
- Partnership in the Pandora digital archiving project
- Regular liaison with Manuscripts section on archival matters
- Memorandum of Understanding re provision of disaster recovery assistance.

*National Library of Australia, National Archives of Australia, National Gallery of Australia, National Museum of Australia, ScreenSound Australia, and Australian National Maritime Museum*

- Co-operative forum for Branch Heads, Public Programs

- Cooperative forum of Commonwealth Heads of Conservation
- Joint membership of the Disaster Recovery ACT response group.

*National Library of Australia, National Archives of Australia, National Gallery of Australia, National Museum of Australia and National Film and Sound Archives*

- Cooperation on disaster recovery, assessment of depreciation funding and useful lives issues, and risk management and insurance issues relevant to cultural and collecting institutions
- Joint Cultural Management Development Program
- Copyright in Commonwealth Institutions group
- Advanced Workplace Skills program.

*National Museum of Australia*

- Advice provided on the use of corrosion monitors in storage.
- Cooperation on development of techniques and approaches for large technology conservation..

*Office of International Relations at the Municipality of Be'er-Sheva*

- Assistance provided with exhibit.

*Queanbeyan Business Council*

- Marketing in the Queanbeyan Visitor Information Centre.

*Questacon*

*RAAF Historical*

- Liaison regarding custody and transfer arrangements for RAAF official historical records.

*RAN Historical Section*

- Co-operation in acquiring relics, photographs and documents relating to RAN participation in current operations in the Persian Gulf
- Assistance in transporting to Australia material collected by the Army during the Second Gulf War
- Liaison regarding custody and transfer arrangements for RAN official historical records.

*Royal Air Force Museum Hendon*

- Liaison for research project on aircraft doping materials.

*RSL - ACT Branch*

- Delivery of ANZAC Day Dawn Service.

*Shrine of Remembrance, Melbourne*

- Liaison on possible joint education projects.

*Singapore Tourist Authority*

- Advice on the significance of the Changi Quilts and assistance in the creation of replicas of the quilts for display in the new Changi Chapel and Museum complex.

*Telstra*

- Regular contact re sponsorship of the Theatre.

*Tourism Industry Council of Australia (ACT & Region)*

- Forum for information on issues affecting the tourism industry and networking.

### *University of Canberra*

- Cultural Heritage Management course co-operation. The Memorial's Evaluation and Visitor Research Officer presents lectures on exhibition evaluation and visitor research. In exchange, each student undertakes three hours of work for the Memorial, surveying and tracking visitors through one of the Memorial's galleries.
- Gallery talks, laboratory tours and work experience placements provided to students on the course
- Principal Historian Adjunct Professor in Cultural Heritage Management
- Partners in Learning (PAL) Internships in Professional Education in Information Studies
- Collaboration in development of new Art Program (education)
- Establishment of working group with ACT Art Teachers
- Support for the Centre for Tourism Research's survey into the schools' market.

### *University of Melbourne*

- Conservation Course co-operation. Teaching assistance provided by conservation staff and professional practice work placements provided to students on the course
- Cooperation over 2006 Annual Scholarship.

### *Melbourne University*

- Cooperation on the Summer Vacation Scholarship Scheme
- Joint sponsorship of a PhD scholarship under the Australian Postgraduate Award (industry) Scheme awarded in 2005
- Assistance provided to the ARC research project on copyright management and digitisation practices.

### *University of Wollongong*

- Cooperation over 2006 Annual Scholarship.

### *University of Tasmania*

- Participation in History Teaching Fellowship project.

### *US Air Force Museum*

- Supply of information and parts to assist the restoration of the Beaufighter aircraft A19-30.

### *Visions of Australia*

- Participation by Assistant Director Public Programs on the Visions of Australia committee.

### *Western Australian Museum*

- Provided information on collection de-accessioning and disposal policies and procedures.

### *Warsaw Rising Museum*

- Provided information on relative advantages and disadvantages of barcodes versus radio frequency identification as used for collection management.

## GLOSSARY

AC	Companion in the Order of Australia
ACT	Australian Capital Territory
ACTC	Australian Capital Tourism Corporation
ADFA	Australian Defence Force Academy
AFC	Australian Flying Corps
AFP	Australian Federal Police
AGC	Australian Genealogical Congress
AGS	Australian Government Solicitor
AJRP	Australia-Japan Research Project
AM	Member in the Order of Australia
ANAO	Australian National Audit Office
ANU	Australian National University
ANZAC	Australian and New Zealand Army Corps
AO	Officer in the Order of Australia
APS	Australian Public Service
ARC	Australian Research Council
ARDU	Aircraft Research and Development Unit
ASL	Average Staffing Level
ASIO	Australian Security Intelligence Organisation
ATM	Automatic Teller Machine
ATO	Australian Taxation Office
AUSFTA	Australian-United States Free Trade Agreement
AWM	Australian War Memorial
BMPFS	Business Management Performance Feedback Scheme
CAC	Commonwealth Authorities and Companies
CAS	Client Access System
CBMS	Central Budget Management System
CDS	Commonwealth Disability Strategy
CFO	Chief Finance Officer
CIT	Canberra Institute of Technology
CMG	Corporate Management Group
Comcover	Commonwealth insurance company
CPA	Certified Practising Accountant
CPG	Commonwealth Procurement Guidelines
CUC	Capital Use Charge
CWM	Canadian War Museum
DCM	Distinguished Conduct Medal
DFC	Distinguished Flying Cross
DFM	Distinguished Flying Medal
DoFA	Department of Finance and Administration

DPP	Director of Public Prosecutions
DSO	Distinguished Service Order
ECM	Enterprise Content Management
EEC	Energy and Environment Committee
EMS	Environmental Management System
EPBC	Environmental Protection and Biodiversity Conservation
ESD	Environmentally sustainable development
EWIS	Emergency Warning Intercommunication System
FBT	Fringe Benefits Tax
FOI	Freedom of Information
FMIS	Financial Management Information System
GST	Goods and Services Tax
HMAS	His/Her Majesty's Australian Ship
HMS	His/Her Majesty's Ship
Hon.	The Honourable
HRMIS	Human Resources Management Information System
MSG	Information Management Steering Group
INTERFET	International Force for East Timor
Internet	World-wide computer information network
IT	Information Technology
ITIM	Employee Assistance Program provider
IWM	Imperial War Museum
KBE	Knight Commander of the British Empire
KCB	Knight Commander of Bath
KidsHQ	interactive website for kids
LAV	Light Armoured Vehicle
LTO	Large Technology Object
MBA	Master of Business Administration
MBE	Member of the British Empire
MC	Military Cross
MIBIS	Memorial Integrated Business Information System
MICA	Memorial Integrated Collection Access System
MID	Mention in Despatches
MOU	Memorandum of Understanding
MP	Member of Parliament
NAA	National Archives of Australia
NCA	National Capital Authority
NGA	National Gallery of Australia
NCO	Non Commissioned Officer
NLA	National Library of Australia
NZ	New Zealand
OAM	Medal of the Order of Australia

OBE	Order of the British Empire
OH&S	Occupational Health and Safety
PDP	People Development Program
PhD	Doctor of Philosophy
PICTION	Collection management and ordering system
POS	Point of Sale
RAA	Royal Australian Army
RAAF	Royal Australian Air Force
RAN	Royal Australian Navy
RAR	Royal Australian Regiment
RFC	Royal Flying Corps
RFD	Reserve Force Decoration
RMC	Royal Military College of Australia
RSL	Returned and Services League
RSPCA	Royal Society for the Prevention of Cruelty to Animals
Rt Hon.	Right Honourable
SAP	SAP Australia (company name)
SES	Senior Executive Service
SMG	Senior Management Group
SOE	Standard Operating Environment
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
UK	United Kingdom
USA	United States of America
VC	Victoria Cross
VESDA	Very Early Smoke Detection Apparatus
VIP	Very Important Person
VPN	Virtual Private Network
W3C	World Wide Web Consortium
WAAAF	Women's Auxiliary Australian Air Force
WHCO	Workplace Harassment Contact Officer

## COMPLIANCE INDEX

The table below shows compliance with *Commonwealth Authorities and Companies (Reports of Operations) Orders 2002*, issued by the Minister for Finance and Administration, 30 June 2002.

<b>Requirement</b>	<b>Page</b>
Letter of Transmittal	iii
Table of Contents	2-3
Enabling Legislation and Responsible Minister	60-61
Organisational Structure	16
Review of Operations and Future Prospects	11-13
Judicial Decisions and Reviews by Outside Bodies	62, 71
Effects of Ministerial Directions	62
Directors (members of Council)	106-14
Acceptance of Report by Council	iv
Governance	7-9
Indemnities and Insurance Premiums for Officers	63
<i>Commonwealth Electoral Act 1918</i>	65
Section 311A statement - Advertising and Market Research Expenditure	
<i>Freedom of Information Act 1982</i>	66-68
Subsection 8(1) Statement and Statistics	
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	68-69
Section 516A Statement	
<i>Occupational Health and Safety (Commonwealth Employment) Act 1991</i>	69
Section 74 Statement	
Commonwealth Disability Strategy Report	70
Financial Statements	71-104
Glossary	185-187
Alphabetical index	189-192

## INDEX

### A

Advanced workplace skills 55, 141, 183  
*All together: sport and war* 38, 129  
 Anniversary Oration 41, 44  
 Annual report 1, 19, 107  
 ANZAC Day 6, 8, 16, 19, 20, 21, 22 23, 24, 33, 38, 40, 42, 44, 45, 56, 58, 64, 99, 117, 121, 134, 137, 180, 183  
 Australian Security Intelligence Organisation (ASIO) 53  
 Australia Day tribute 58  
*Australia under attack 1942–1943* 6, 38, 52, 128, 129, 130, 134, 136, 138  
 Australia–United States Free Trade Agreement (AUSFTA) 53  
 Australia–Japan Research Project (AJRP) 47, 180  
 Australian Capital Tourism Corporation (ACTC) 42, 43, 115, 177  
 Australian Federal Polic (AFP) 53, 134, 178  
 Australian National Audit Office (ANAO) 50, 62, 106, 107, 195  
 Australian National University (ANU) 27, 45, 47, 115, 116, 117, 133, 135, 138, 139, 140, 174, 178  
 Australian Research Council 27, 45, 178, 185  
*Australian War Memorial Act 1980* 9, 15, 51, 60, 66, 81, 87, 97

### B

*Backyard front line: Australia under attack 1942–1943* 38, 129  
 BigStuff 31, 140, 180  
 Bomber Command 10, 12, 23, 29, 120, 130  
*Bring in your memorabilia* 30, 38, 129, 130  
 Business Management and Performance Feedback Scheme (BMPFS) 55, 142  
 Business Plan 9, 15, 32, 51, 55, 56, 57, 62

### C

Canadian War Museum 12, 34, 43, 117, 128, 145, 179, 185  
 Canberra Institute of Technology (CIT) 48, 44, 116, 131, 133, 136, 138, 179  
*Captured in colour: rare photographs from the First World War* 38, 128, 130, 138  
 C.E.W. Bean Building 7, 11, 12, 24, 25, 32, 47, 52, 53, 65, 68, 69  
 Chair, Chairman 1, 2, 4, 7, 8, 13, 16, 50, 60, 66, 106, 107, 108, 109, 111, 112, 113, 115, 117, 118, 119, 179  
 Chief Finance Officer 16, 17, 51, 53, 106, 115  
 Collection Conservation Plan 181  
 Collection Management System 17, 27, 30, 55, 118, 179, 182  
 Comcover 52, 63  
*Commonwealth Authorities and Companies Act 1997* 15, 62, 81  
*Commonwealth Electoral Act 1918* 65  
 Commonwealth Disability Strategy Report 3, 59, 70, 188  
 Commonwealth Procurement Guidelines 53, 62  
 Corporate Governance 1, 2, 7, 8, 11, 17, 19, 50  
 Corporate Management Group (CMG) 17, 18, 51, 68  
 Corporate Plan 12, 15, 17, 51  
 Corporate Services 1, 16, 17, 67, 68, 106, 107, 116  
 Corporate Support Committee 7, 109  
 Council 1, 2, 3, 4, 7, 8, 9, 11, 12, 13, 15, 16, 27, 34, 44, 45, 50, 51, 60, 61, 62, 63, 66, 80, 97, 98, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 188  
 Cultural Gifts Program 29  
 Cultural Management Development Program 115, 116, 118, 133, 183  
 Curtin University of Technology 180

**D**

Dawn Service 8, 21, 22, 121, 183  
 Deakin University 45, 174, 180  
 Department of Defence 27, 111, 158, 180  
 Department of Environment and Heritage 34  
 Department of Veterans' Affairs 7, 23, 37, 38, 57, 126, 139, 158, 180, 182  
 Director 7, 8, 11, 13, 15, 16, 17, 42, 47, 50, 51, 60, 61, 63, 66, 67, 68, 106, 107, 198, 109, 115, 134, 177, 179, 181  
 Disaster Recovery Plan 30, 181  
 Discovery Room 7, 12, 34, 35, 50, 180

**E**

Edinburgh Military Tattoo 40  
 Employee Assistance Program 56, 70  
 Energy and Environment Committee 68  
 Enterprise Content Management (ECM) 34, 53, 55  
 Environmental Management System (EMS) 68, 69  
*Environmental Protection and Biodiversity Conservation Act 1999* 24

**F**

*Fifty Australians* 20, 29, 35, 36, 43, 44, 48, 51  
 Finance, Audit and Compliance Committee 8, 13, 50, 106, 107  
 Financial Statements 51, 54, 62, 71, 80–104, 107  
 Flinders University 115, 116, 117  
*Freedom of Information Act 1982* 66, 67, 68

**G**

Gallery redevelopment 13, 25, 27, 48, 53, 108  
*Gallipoli: a Turkish view* 38, 128, 134  
 Griffith University 180  
 Governor-General 21, 66

**I**

Imperial War Museum 12, 31, 34, 35, 43, 48, 117, 128, 147, 159, 181  
 Indemnities and Insurance 63  
*In enemy hands: Australian prisoners of war* 37, 128  
 Insurance 63, 133  
 Internal Audit Plan 2004–05 62

**J**

James Cook University 112

**K**

*KidsHQ* 20, 40, 52, 180

**L**

Loans 29, 31, 144  
 Loans Policy 30  
*Looking back: Australians on Crete – works of art by Michael Winters* 28, 29, 36, 51, 136

**M**

Macquarie University 118  
 Memorial Integrated Collection Access (MICA) 30  
 Memorial Shop 17, 46, 54, 56, 57, 115  
 Minister for Veterans' Affairs 7, 23, 24, 61, 108, 113, 119, 161  
 Monash University 116, 181

**N**

National Capital Authority (NCA) 24, 68, 162, 182  
 National Collection 14, 16, 17, 19, 26, 27, 31, 53, 54, 60, 67, 68, 81, 85, 87, 93, 101, 103, 115, 118  
 Negatives Duplication Program 29

**O**

Occupational Health and Safety (OH&S) 55, 56, 57, 69  
 Open Day 31, 40, 58

**P**

Parade Ground 11, 20, 24, 56  
 People Development Program (PDP) 55  
 Post-1945 Conflicts galleries 7, 12, 13, 24, 26, 27, 28, 29, 31, 34, 35, 45, 47, 52, 53, 85, 88, 117, 130, 139, 174  
 Public Programs 16, 27, 30, 31, 38, 40, 46, 67, 68, 116, 118, 130, 183, 184  
 Public Works Committee 34

**R**

Remembrance Day 16, 19, 20, 21, 22, 40, 44, 58, 64, 121  
 ReQuest 34  
 Risk Management 17, 50, 52, 62, 63, 107, 133, 183  
 Roll of Honour 25, 32, 47, 125, 180

**S**

Sculpture Garden 11, 12, 23, 29, 130  
 Senior Management Group (SMG) 51  
 Service Charter 35, 49, 50, 58, 64, 70  
*Shared experience: art and war – Australia, Britain and Canada in the Second World War* 12, 20, 29, 34, 35, 42, 43, 44, 48, 51, 53, 56, 116, 117, 128, 137, 139, 140, 179, 181  
 Social Justice and Equity 63, 64  
 Special Exhibitions Gallery 16, 36  
*Sport and war* 13, 29, 30, 31, 38, 42, 43, 44, 51, 53, 56, 125, 129, 178  
 Statement of Attainment in Guiding 50, 179  
*Stolen years: Australian prisoners of war* 37  
*Striking by night – Lancaster “G for George”* 116  
 Summer Vacation Scholarship Scheme 47, 181

**T**

Teamwork (Certified) Agreement 55, 56, 69, 142  
 Travelling exhibitions 13, 16, 19, 20, 29, 30, 34, 35, 37, 38, 43, 44, 52, 85, 116, 117, 128, 138, 178, 179, 180, 182

**U**

Uhrig Report 7, 50  
 University of Adelaide 115  
 University of Canberra 116, 117, 118, 138, 139, 178, 184  
 University of Melbourne 31, 45, 47, 113, 115, 130, 174, 181, 184  
 University of New England 132  
 University of New South Wales 52, 116, 118, 139  
 University of Newcastle 45, 47, 174  
 University of Queensland 113, 138, 140, 171  
 University of Sydney 140  
 University of Tasmania 184  
 University of Technology, Sydney 52, 178  
 University of Wollongong 184

**V**

VIP 21, 22, 50, 52, 119

Visitor research 20, 50, 51, 63, 177, 178, 184

Visitors' Book 35, 49, 50, 70

Voluntary Guides 12, 30, 40, 49, 50

**W**

Wartime 31, 45, 46, 47, 130, 131, 132, 134, 135, 136, 137, 138, 139, 140

*Witness to war: official art and photography 1999–2003* 38, 128, 136, 141

Workplace Skills Course 48, 52, 55, 141, 179, 183

