

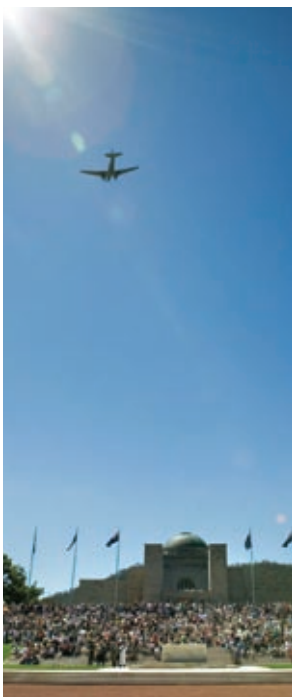


Australian War Memorial

Australian Tourism Awards
Major Tourist Attraction
HALL OF FAME

AUSTRALIAN WAR MEMORIAL

ANNUAL REPORT 2006–2007





Australian War Memorial

Australian Tourism Awards
Major Tourist Attraction
HALL OF FAME

AUSTRALIAN WAR MEMORIAL ANNUAL REPORT 2006–2007



The Hon. John Howard MP, Prime Minister of Australia, in the Courtyard Gallery on Remembrance Day.

Images produced courtesy of the Australian War Memorial, Canberra

Cover:

Children in the Vietnam environment in the Discovery Zone
Child using the radar in the Cold War environment in the Discovery Zone
Air show during the Australian War Memorial Open Day
Firing demonstration during Australian War Memorial Open Day
Children in the Vietnam environment in the Discovery Zone
Big Things on Display, part of the Salute to Vietnam Veterans Weekend

Back cover:

Will Longstaff, *Menin Gate at midnight*, 1927 (AWM ART09807)
Stella Bowen, *Bomber crew* 1944 (AWM ART26265)
Australian War Memorial Parade Ground
William Dargie, *Group of VADs*, 1942 (AWM ART22349)
Wallace Anderson and Louis McCubbin, *Lone Pine*, diorama, 1924–27 (AWM ART41017)

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Australian War Memorial
GPO Box 345
Canberra, ACT 2601
Australia

www.awm.gov.au



September 2007

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

Dear Minister

We have pleasure in submitting the 2006-2007 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 2006–07 Annual Report has been prepared in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Order 2005*.

In accordance with a resolution of the Council of the Australian War Memorial, passed on 8 August 2007, the members of Council accept the 2006–07 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.

A handwritten signature in dark ink, appearing to read 'Adrian Clunies-Ross'.

Adrian Clunies-Ross AO MBE
Chairman of Council

A handwritten signature in dark ink, appearing to read 'Kenneth R. Peacock'.

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 2007 follows the format for an Annual Report for a Commonwealth Authority in accordance with the *Commonwealth Authorities and Companies (CAC) (Report of Operations) Orders 2005* under the *CAC Act 1997*. Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

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

PART ONE

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

PART TWO

Corporate Operations includes Highlights and Overview of the Memorial's performance during 2006–07.

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

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

PART SIX

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

PART SEVEN

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

CONTACT OFFICER

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

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HIGHLIGHTS OF THE AUSTRALIAN WAR MEMORIAL 2006–07



Significant progress was made on the new Post-1945 Conflicts galleries.

The new Discovery Zone was completed and opened thanks to generous sponsorship by the Vincent Fairfax Family Foundation.



Big Things on Display at the Salute to Vietnam Veterans Weekend.



Donation of the Shout VC by Mr Kerry Stokes AO.

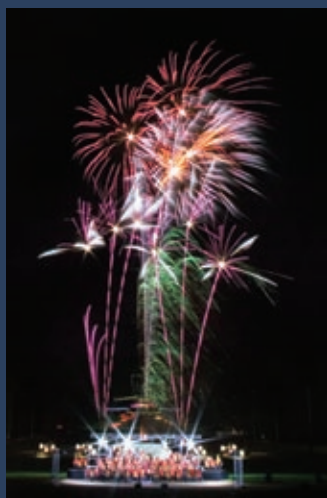


Helicopter fly-over at dawn during the Stand-to ceremony for the Salute to Vietnam Veterans Weekend.

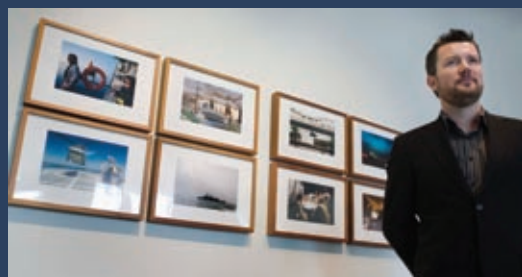
Open Day success.



Record crowd for the ANZAC Day ceremonies.



Beat Retreat performance held on the Memorial's magnificent Parade Ground.



Official artists and an official photographer travelled to the Persian Gulf, Iraq, and Afghanistan.



Their Excellencies Major General Michael Jeffery AC CVO MC, Governor-General of the Commonwealth of Australia, and Mrs Marlena Jeffery at the Remembrance Day National Ceremony.



The Hon. Bruce Billson MP, Minister for Veterans' Affairs, speaks at the Aged Care Wreathlaying Ceremony held in the Memorial's Western Courtyard prior to ANZAC Day.



Mr Geoffrey V. Kells, Chairman of the Vincent Fairfax Family Foundation, with the Hon. Bruce Billson MP, Minister for Veterans' Affairs, and Major General Adrian Clunies-Ross AO MBE (Ret'd), Chairman of the Council of the Australian War Memorial, at the sponsors' launch of the new Discovery Zone.



Major General Adrian Clunies-Ross AO MBE (Ret'd), Chairman of the Council of the Australian War Memorial, escorts His Excellency Roh Moo-Hyun, President of the Republic of Korea, and party at the Roll of Honour during a state visit in December 2006.

CORPORATE GOVERNANCE

Council is well pleased with the progress and achievements that have taken place in a wide range of areas and activities over the last year. These outcomes have been consistent with the thrust of Council's Corporate Plan and with the Business Plan for the financial year 2006–07.

The major focus for Council has been overseeing the development of the Post-1945 Conflicts galleries. This project was approved in 2004, with the first phase being the construction of the C.E.W. Bean building. This building now accommodates staff and collection, and has freed up space in the main building for the new galleries. Work on the project has now progressed to the gallery fit-out stage.

In the design of the galleries, Council asked that special attention be given to reinvigorating the diorama tradition, so much associated with the Australian War Memorial; to giving the galleries a sense of location; to using multimedia techniques to produce engaging major experiences; and to continuing to attract the widest possible demographic, particularly children. Particular attention has been given during the entire process to stakeholder consultation.

While the construction work for the Post-1945 Conflicts galleries has progressed satisfactorily, numerous latent conditions have caused delays which have been largely overcome by competent management by Memorial staff and by rescheduling of secondary and tertiary works. Council has been impressed by the flexibility and foresight of the Director and those staff directly involved in solving difficult engineering problems while substantially maintaining schedules.

On 7 June 2007, the Discovery Zone, which forms part of the program of gallery redevelopment, was opened by the Minister for Veterans' Affairs, the Hon. Bruce Billson MP. Guests at the opening included Mr Geoffrey Kells, Chairman of the Vincent Fairfax Family Foundation, and Mr Geoffrey White, the Chief Executive, as well as members of the board of the Foundation. Much of the Discovery Zone was funded by a very generous grant from the Foundation, and this contribution is gratefully acknowledged. The opening of this facility illustrates the value of community-based support for the Memorial's activities.

The Discovery Zone is aimed specifically at young people and incorporates imaginative interactive displays that are designed to provide interesting and hands-on experiences as an introduction to the Memorial's galleries.

The Council's Corporate Support Committee continued its work toward the development of strategic friendships and business partnerships in support of the Memorial. To this end, another Corporate Support dinner was held in early March 2007 with the Minister for Defence, Dr Brendan Nelson MP, as guest speaker. A number of prominent Australians

attended from various Defence and associated industries, and the event proved to be successful, with the emergence of new alliances and sponsorship opportunities.

The Memorial has benefited greatly from the generosity of a number of key benefactors. The Vincent Fairfax Family Foundation's contribution has already been mentioned. The current gallery redevelopment work has been enormously assisted by the generosity of Mr Dick Smith and ASC Pty Ltd. The extraordinary support of the Mr Kerry Stokes in enabling the Memorial to acquire several Victoria Crosses and associated medals is deeply appreciated, as is the support of Thales Pty Ltd in providing assistance for staging the current sequence of First World War anniversary temporary exhibitions. Council is also delighted to have Qantas join as a Benefactor sponsor this year. It would seem to be a happy convergence of brands and acknowledged leadership in each respective field.

The continued support of the Australian Government must also be acknowledged, with a grant of \$12.5m being provided to fund the Memorial's Site Development Plan. This will include some innovative and much needed redevelopment for the eastern precinct that will enhance school and visitor access to the Memorial by improving visitor safety, parking, and amenities. Council will consider a detailed implementation plan early in the new financial year.

The significant interest shown by the Minister for Veterans' Affairs is very much appreciated by Council. Government support through funding for collection depreciation was also much appreciated and Council sees continuation of funding at this level as fundamental to ensuring the long term preservation and care of the National Collection.

The Memorial's travelling exhibition program is made possible by the Minister's commemorative initiative *Saluting Their Service*. Also, his provision of additional funding for the on-site installation of the bridge from the former HMAS *Brisbane* will enable an outstanding display to be presented to our visitors.

Council has been very gratified by the attendance at public events and ceremonies. The Dawn Service on ANZAC Day attracted an estimated 28,000 people, with 15,000 attending the later National Ceremony. The installation of unit plaques in the grounds continues to be popular, and over 130 have now been dedicated by a 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.

Also, in this year, the recommendations made in the Uhrig Report (2003) that affect the Memorial were implemented. These recommendations reflect the Government's adjustments to corporate governance operations for Statutory

Authorities and Office Holders. Their adoption marks the end of a process of review and reform that has been implemented in conjunction with the Minister's Office and the Department of Veterans' Affairs. Council considers the outcome satisfactory, particularly as existing strong relationships have not been disturbed.

Council has again been most satisfied with the management of the Memorial's finances, which is a very significant aspect of corporate governance. This is particularly important in view of the complexities of managing a major redevelopment project. 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, under Chief Finance Officer Rhonda Adler, are to be congratulated on the continuous high standards they set themselves and have attained.

The Council membership has remained stable with significant contributions being made by all members. Council gratefully acknowledges the three Chiefs of Service (*ex officio*): Lieutenant General Peter Leahy (Army); Vice Admiral Russ Shalders (Navy); and Air Marshal Geoff Shepherd (Air Force). Their loyal support and assistance is generously given, and very much appreciated.

The year has seen a significant milestone in the opening of the Discovery Zone, together with progress toward the completion of the Post-1945 Conflicts galleries. The Memorial continues to be administered by the highest standards and good corporate governance is accorded a high priority. The Council acknowledges the outstanding contribution of the Director to the achievements of this year, together with the efforts of a dedicated and competent staff. The past year has been one of significant progress which has laid the groundwork for the completion of the present gallery redevelopment project in the coming year.

Adrian Clunies-Ross AO MBE (Ret'd)

Chairman



The ANZAC Day March was preceded by a symbolic lone riderless horse with reversed boots as a show of respect and mourning.

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 Council of the Australian War Memorial

Back row (left to right): Mr Les Carlyon; Mr Ken Peacock; Air Marshal Doug Riding (Ret'd); Dr Ross Bastiaan; Major General Bill Crews (Ret'd); The Right Reverend Dr Tom Frame; Steve Gower, Director.

Front row: Ms Wendy Sharpe; Major General Adrian Clunies-Ross (Ret'd), Council Chairman; the Hon. Mrs Jocelyn Newman.

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



The new Discovery Zone's Oberon Class submarine, where visitors, both young and old, can get a hands-on experience.



The Director accepts the Victoria Cross medal, awarded to Captain Alfred Shout, from Mr Kerry Stokes AO who purchased the medal and generously donated it to the Memorial.

Dr Shaune Lakin, author of Contact: Photographs from the Australian War Memorial collection, at the launch of what has proven to be a very popular book.

CORPORATE OPERATIONS

2

Many good things were achieved this year, of which we are all justifiably proud. But in terms of the constant demands on staff time and commitment, our ambitious gallery redevelopment project has overshadowed everything. The newly opened Discovery Zone, a separate but important part of the overall project, gives a good indication of how outstanding our new Post-1945 Conflict galleries will be when they open.

I'll deal with the other good things first.

Our travelling exhibitions program, funded by the Minister's commemoration program *Saluting Their Service* and supplemented by *Visions of Australia* grants, continues to be a great success in giving all Australian access to the Memorial and to our collection. Seven shows went to 28 locations around Australia and were seen by 258,300 visitors. This year marks a decade of the program's existence and in this time over 2.6 million Australians in 290 locations have viewed one of our exhibitions. I want to acknowledge the outstanding contribution in this time of Carol Cartwright, the original exhibitions coordinator, and then Jude Savage for the last five years. Theirs has been a significant contribution.

One of the exhibitions I was particularly pleased with this year was *Partners in arms*, a photographic display staged in the Australian Embassy in Washington, DC. It recognised the 90 years of the US–Australian partnership. It was very well-received and now is to be shown in several Australian consulates around the US, and at the request of the US Secretary of the Navy, in the Pentagon. With the sponsorship of the Chairman of the Senate Committee on the Armed Services, selected photographs will also be shown within the prestigious Rotunda of the Senate Offices on Capitol Hill. As a letter from the Department of Foreign Affairs and Trade has noted, *Partners in arms* is a good example of how exhibitions “can be used effectively to promote an important public diplomacy message to wider audiences in key locations”.

Coinciding with our Focus: *photography and war 1945–2006* exhibition was the launch of a book, *Contact: photographs from the Australian War Memorial's collection*, dealing with the history of Australian war photography as reflected in our collection. The book is already sold out, and we are looking at a reprint. I was very pleased with the substantive quality of scholarship by the author, Shaune Lakin, of our Photographs, Sound and Film section. As for our earlier book, *Artists in action: from the collection of the Australian War Memorial*, the assistance of the L. Gordon Darling Foundation was very much appreciated. Contact was the 2007 co-winner of the Museums Australia National Award for Book Design.

In June we staged with the National Gallery of Australia a symposium on the life of George Lambert. It coincided with

the opening of the NGA's outstanding retrospective to which we were pleased to contribute 17 works from our collection, including the iconic works ANZAC, *the landing 1915* and *The charge of the 3rd Light Horse Brigade at the Nek, 7 August 1915*. Our concurrent Lambert exhibition featured his wonderful small landscapes from his time in 1918–19 as an official war artist. The symposium was close to a sell-out, and I was delighted that the NGA and the Memorial were able to work together once again in this way. With periodic collaborations already with the National Portrait Gallery (both our institutions are involved in story-telling) and with the National Library of Australia, particularly through *Picture Australia*, some form of future collaboration with the National Museum of Australia would now seem desirable. Both of us are looking at possibilities.

The Peacekeeping Official History led by Professor David Horner continues to progress well. The unique way this project is being funded is worth mentioning again. The Department of Defence is funding Professor Horner, we have provided two historians and two research assistants, and the Australian National University, with an ARC linkage grant, is supporting the remainder of the effort. It is an excellent and expedient way in which to undertake the project in the absence of any other funding. But it has left our Military History section very much reduced in staff for its on-going task of supporting exhibitions, be they permanent or temporary, supporting special ceremonies, events and activities and encouraging research into military history. It is pleasing to note that government approval has been given for another volume in the series to cover humanitarian operations undertaken by the Australian Defence Force and other agencies. I should also record that later in the year a two-day peacekeeping conference will be staged at the Memorial to recognise 60 years of Australian peacekeeping commitments.

One volume remains of the Official History of Australia's Involvement in Southeast Asian Conflicts 1948–1975 series. I have been assured by the author this is in the final stages of preparation for publication. The author, Ashley Ekins, is imbued with an overwhelming desire to produce an outstanding volume that honours and reflects accurately, the experiences of those who served in the final years of the Vietnam conflict and I believe that he will achieve this. The research and scholarship underpinning the volume must be of the highest order, and it will be.

A very successful Open Day for families was held in March. These events – held every two years – have always included a wide range of indoor and outdoor activities and “behind-the-scenes” tours. The display of “war birds” was very popular, as always. The support of the Australian Defence Force in providing aircraft and other exhibits was very



The George Lambert Symposium in the Telstra Theatre, Australian War Memorial. The symposium was jointly coordinated by the National Gallery of Australia and the Australian War Memorial.

much appreciated. I am very grateful to the many staff who volunteer their services on these days.

Other well-attended major events held during the year were the annual traditional family Christmas carols; the concert for Vietnam veterans, families, and friends on the Long Tan anniversary weekend; and the hosting, because of the unavailability of the usual venue, of the Duntroon Beat Retreat performance. All these events were staged professionally and successfully by our very capable events team.

The unit plaque dedication program continues with strong veteran support. Over 130 units that have seen active service have been now commemorated in this program. Highlights this year were plaques dedicated to a number of the infantry battalions of the Second World War (such as the 2/30th, 2/33rd, and 2/48th Battalions), as well as Royal Australian Air Force bomber command units (Nos. 423/467 and 466/462 Squadrons) and Royal Australian Navy units. The dedications are always very fulfilling occasions to attend, with veterans and supporters coming from near and far to participate in what often is the last official gathering for them.

The Memorial hosted the opening function for Museums Australia's 2007 conference. Pat Sabine from our Photographs, Film and Sound section is its National President, and we ran extra sessions of our object theatre performances in ANZAC Hall, specially lit the Commemorative Area, and held a late closing ceremony, preceded by a performance of remembrance called "Reckless Valour" featuring young dancers from Quantum Leap. The lighting effects were similar to those we presented at our weekly late-night closings in January.

A major project that is in its scoping phase is the development of an Enterprise Content Management system.

This project aims to integrate and manage better our digital assets, both collection and records, and give much enhanced access to these and all databases via the web. Our website continues to grow in popularity, with total user sessions in excess of four million, which is over four times the physical number of visitors. This is typical of most large museums now.

It is very pleasing that all relevant Australian Workplace Agreements and the Collective (Teamwork) Agreement were lodged on 1 July after very constructive negotiations with staff and union representatives. The 98 per cent acceptance vote for the agreement is a strong indicator of staff satisfaction.

For yet another year, attendance by schoolchildren has increased and now stands at 117,000. The government's new PACER initiative has undoubtedly helped underpin this increase. Schoolchildren remain a key demographic group for us.

As for the National Collection, undoubtedly the acquisition of the Shout and Gordon Victoria Crosses through the extraordinary generosity of Mr Kerry Stokes was a highlight. A Bronco forward air control aircraft was acquired with the assistance of former Vietnam forward air controllers who had flown in the particular aircraft; and a further group of official artists, Charles Green and Lyndell Brown, were appointed to cover Australian Defence Force operations in the Middle East, along with photojournalist Sean Hobbs.

As always there have been some movements of senior staff which adds to the on-going vitality of the organisation. Jude Savage left after an outstanding contribution with our travelling exhibitions unit to take up a position at the University of Western Australia. Marylou Pooley moved on promotion to the National Archives of Australia. She particularly made

a strong marketing contribution, and was a key figure in our great success as three time winners at the Australian Tourism Awards for the category of Major Tourist Attraction, something no museum of gallery has ever achieved. Being now in its Hall of Fame, we have not since entered this competition. Melanie Widmer, formerly of the Australian Capital Tourism Corporation, has taken Marylou's place. Dr Peter Stanley, who worked in the Military History section for many years, and for almost a decade was its permanent head, also left. The appreciation and best wishes of senior management are extended to all that have left.

Turning now to gallery redevelopment. We are now well advanced with this ambitious and creatively challenging project which involves a series of galleries presenting all Australian overseas commitments – from wars to many peacekeeping operations – since the Second World War. Whereas I am confident we can deliver the project to the high standards to which we aspire, it has been very taxing and demanding, and it has stretched senior management and staff. The modification of the lower ground floor to create the required new gallery space has proved to be very difficult. As one of our consultants has said, every decade or so you get one of these projects!

The proliferation of latent conditions mentioned in the Chairman's report (i.e., those situations peculiar to the building that could not reasonably be anticipated by our architects, quantity surveyor, and project management consultant, let alone the builder) have exceeded the most pessimistic of expectations. There have been a host of problems uncovered: a grossly over-engineered floor slab that took six weeks and three successive teams of subcontractors to demolish; column-to-column variations in structure and footing design; changes in soil-bearing capacity; 60 years of accumulated wiring, none of which was tagged, bundled, or in trays; and the surprise of a dozen live cables buried under the slab where we only had prior knowledge of a fibre optic cable for our computing systems.

All such situations required specialist advice to resolve, with concomitant time and resource implications. Additionally, we have faced unusually high levels of staff turnover with some of our contractors and consultants, arising principally from the overheated state of the building industry; the sharp increase in international steel prices has also created budgetary pressures. It's been a matter of stepping up the in-house effort, working through the problems and remaining focused on the purpose of the project – the production of outstanding galleries that tell the stories of our veterans in an engaging and uplifting manner. There is about six months of work to go, followed by fine-tuning and commission, before the galleries open in the next financial year. They will be a great addition to the Memorial and should be very popular with our visitors.

I believe they will be unmatched in Australian museum practice. Katherine McMahon's contribution in all of this as Head of Gallery Development has been outstanding.

Finally, the great work of the Memorial to the standards expected by the nation would not have been possible without the superb effort of our dedicated staff, and also our splendid volunteers, be they front-of-house guides or workers behind the scenes. I am very indebted to all of them. And I particularly am indebted to the three assistant directors, Mark Dawes, Helen Withnell, and Nola Anderson, for their untiring support, enthusiasm and outstanding endeavour.

Steve Gower AO

Director



Corporate Management Group at the construction site for the new HMAS Brisbane bridge display: (left to right) Mark Dawes, Assistant Director, Branch Head Corporate Services; Helen Withnell, Assistant Director, Branch Head Public Programs; Nola Anderson, Assistant Director, Branch Head National Collection; Steve Gower, Director.



Attending the ANZAC Day National Ceremony: (left to right) the Hon. John Howard MP, Prime Minister of Australia; Mrs Janette Howard; Dr Ross Bastiaan AM RFD, Member of the Council of the Australian War Memorial; Mrs Deborah Bastiaan; His Excellency Dr John Larkindale, New Zealand High Commissioner; and Mrs Phillippa Larkindale.



Following the ANZAC Day Dawn Service, visitors queue to visit the Tomb of the Unknown Australian Soldier.



Veterans and families during the moving ANZAC Day National Ceremony.



The Governor-General takes the salute on ANZAC Day.

Veterans and family members of all generations participate in the ANZAC Day March.

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 2006–07 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; 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.

Council

Chairman

– Major General Adrian Clunies-Ross AO MBE (Ret'd)

Director

– Steve Gower AO

Public Programs

Assistant Director and Branch Head

– Helen Withnell

Communications and Marketing – Neryl East
Education and Visitor Services – Carol Cartwright
Gallery Development – Katherine McMahon
Military History – Ashley Ekins Travelling
Exhibitions – A/g Jane Murray

National Collection

Assistant Director and Branch Head

– Nola Anderson

Art – Lola Wilkins
Collection Services – Barbara Reeve
Military Heraldry and Technology – Mike Cecil
Photographs, Film and Sound – Patricia Sabine
Research Centre – Mal Booth

Corporate Services

Assistant Director and Branch Head

– Mark Dawes

Buildings and Services – Stewart Mitchell
Finance – Rhonda Adler (Chief Finance Officer)
Information Technology – Daryl Winterbottom
People Management – Sharmaine Lock
Retail and Online Sales – Anne Bennie

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.

Branch Descriptions

PUBLIC PROGRAMS

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

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war; in particular, ANZAC Day and Remembrance Day. Through gallery redevelopment 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 on-site 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 research and interpretation, maintaining and developing the Memorial's website, and researching and writing the official histories of Australia's involvement in Southeast Asian conflicts from 1948 to 1975 and in 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 contributes to the preservation of the collection and enhances access to it via the internet. Collection Services staff are responsible for the conservation, storage, movement, and physical control of collection items, and for the continuing management of the collection management system.

CORPORATE SERVICES

The Corporate Services branch provides 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 coordinated in this branch.



The Director escorts the Prince of Orange and Princess Máxima of the Netherlands through the Commemorative Area during their visit to the Memorial.



The Chairman and the Director pause with His Excellency Roh Moo-Hyun, President of the Republic of Korea, in the Cloisters.



Ms Katherine McMahon, Head of Gallery Development, accepts a model Boeing 707 from Mr Barry Simmonds (right) and Mr Alan Kitchen of the Skippy Squadron after their plaque dedication ceremony.



Mr Alan Kitchen and Air Chief Marshal Angus Houston at the Skippy Squadron plaque dedication ceremony.



Mr Andrew Gray, Education Manager, and Mr David Williams, President of the NSW Branch Aboriginal and Torres Strait Islander Veterans and Services Association of Australia, watch Private Ralph Namajabali's didgeridoo performance.

REMEMBRANCE DAY

4



Approximately 2,400 people attended the Remembrance Day National Ceremony.



The Hon. Dr Brendan Nelson MP, Minister for Defence, speaks at the Remembrance Day National Ceremony.



Schoolchildren lay poppies during the Remembrance Day National Ceremony.



Attending the Remembrance Day National Ceremony: (left to right) the Hon. John Howard MP, Prime Minister of Australia; Mrs Janette Howard; Mrs Liz Houston; and Air Chief Marshal Angus Houston AO AFC, Chief of the Defence Force.



Catalpa party at the Tomb of the Unknown Australian Soldier in the Hall of Memory following the Remembrance Day National Ceremony.

Outcome and Outputs Structure

OUTCOME

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 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

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, visitors and clients had an increased level of knowledge and understanding of the Australian experience of war and its enduring effect on our society.

The Memorial continues to reach significant numbers of people throughout Australia and around the world: more than 5.2 million interactions occurred with the Memorial, up from 4.3 million last year. This included more than 4.1 million visits to the website; a most satisfying 1.05 million visits to the Memorial in Canberra or to our travelling exhibitions; and assistance with more than 12,000 research enquiries. The Memorial's on-site visitation included 117,825 school students, the highest student attendance the Memorial has achieved.

Commemorative ceremonies were attended by almost 60,000 people over the course of the year. Major ceremonies such as ANZAC Day and Remembrance Day were attended by 47,560 people. Almost 5,600 school students participated in wreathlaying ceremonies, while another 6,675 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. For example, an evaluation of three Memorial exhibitions – *ANZACS in France, 1916*; *Focus: photography and war 1945–2006*; and *George Lambert: Gallipoli and Palestine landscapes* – found evidence of increased visitor understanding, with about 80 per cent of survey respondents able to provide an example of something they had learnt during their visit. Preliminary results from a longer-term study examining the outcomes of a visit to the Memorial demonstrate an increase in knowledge and understanding by visitors, as well as heightened empathy, respect for, and appreciation of the sacrifice and experiences of Australian servicemen and women.

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. 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.

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

Commemorative events remain popular, particularly the ANZAC Day National Ceremony and the Dawn Service, which once again drew a record crowd.

The Memorial hosted a wide range of VIP visitors, in particular the visits by His Excellency Samdech Hun Sen, Prime Minister of the Royal Government of Cambodia, and Her Excellency Bun Rany Hun Sen; Their Royal Highnesses the Prince of Orange and Princess Máxima of the Netherlands; His Excellency Dr Kostas Karamanlis, Prime Minister of Greece, and Mrs Natasa Karamanli; His Excellency Mr Roh Moo-Hyun, President of the Republic of Korea; Mrs Gloria Macapagal-Arroyo, President of the Philippines.

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

Members of No. 463/467 Squadron, RAAF, attend a wreathlaying ceremony on the occasion of their final international reunion at the Bomber Command memorial in the Sculpture Garden.



PERFORMANCE MEASURES

Quantity:

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

Quality:

3. All ceremonies conducted in a fitting and dignified manner.
4. Visitor response based on feedback received.

ACHIEVEMENTS

1. The Memorial held four major commemorative ceremonies during 2006–07.

A record **28,000** people attended the ANZAC Day Dawn Service at the Memorial. Another **15,000** people attended the ANZAC Day National Ceremony. Total attendance at these ceremonies was the same as last year (27,000 and 16,000).

The Remembrance Day National Ceremony was attended by approximately **2,360** people, down slightly from the previous year (2,800).

A Stand-to ceremony to commemorate the 40th anniversary of the battle of Long Tan was attended by **2,200** people. At the associated concert that followed, **6,000** attended.

Each of these major ceremonies attracted national media coverage.

2. The Memorial held **52** other commemorative ceremonies, including Battle for Australia, Reserve Forces Day, United Nations Day, and **25** plaque dedication ceremonies.

The following numbers of commemorative ceremonies and wreathlayings were held at the Memorial during 2006–07:

Commemorative ceremony	Number	Attendees
Major commemorative ceremonies	4	47,560
Other commemorative ceremonies	52	6,042
School wreathlaying ceremonies	101	5,591
VIP wreathlaying ceremonies	42	633
TOTAL	199	59,826

The Memorial conducted **138** VIP visits, including **6** head-of-state/head-of-government visits. There were **42** VIP visits that included a formal wreathlaying ceremony.

School wreathlaying ceremonies continue to be popular, with **101** held during the year. School wreathlayings were attended by **5,591** people. Five 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 almost **100** 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 **96** per cent of respondents rating them as good or very good.

OTHER COMMEMORATIVE ACTIVITIES

The Vietnam Veterans' Stand-to ceremony on Vietnam Veterans' Day marking the 40th anniversary of the battle of Long Tan attracted 2,200 veterans and their family members to the Parade Ground, and 6,000 attended the special Vietnam veterans' concert in the grounds.

The Department of Veterans' Affairs and the Memorial held the National Indigenous Veterans' Commemoration Ceremony during Reconciliation Week, coinciding with the 40th anniversary of the 1967 referendum to honour Indigenous veterans for their service and sacrifice.

ADDITIONS TO THE ROLL OF HONOUR

In a small, dignified ceremony involving the Chief of Army, families and friends, and unit representatives, the names of Warrant Officer Class 2 David Nary and Private Jake Kovco, who lost their lives on active service in Iraq, were unveiled on the Roll of Honour on Remembrance 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 Memorial's Site Development Plan remains a reference point for sensitive and high-quality development of the Memorial precinct. After submissions by the Memorial, Federal Government funding of \$12.5m has been provided to complete the proposed development of the eastern precinct. This development will significantly improve school and visitor access, safety, and amenities, and will also facilitate placement of a National Service memorial. Detailed scoping and planning for the eastern precinct development will be completed next financial year, with works expected to begin late 2008.

As part of the Site Development Plan, site lighting has been considered and a formal Site Lighting Plan is being developed. The lighting plan will ensure that the future lighting of significant architectural and precinct design elements is treated as part of a high quality and holistic site-lighting design approach. This will also assist with security arrangements.

Conservation and presentation of the heritage Main Building is of paramount importance and a number of activities were completed. Notably, the current program for building façade conservation cleaning continued in the Commemorative Area and on the east and north elevations of the Main Building. The completion of the west elevation in late 2007 will complete the Main Building façade program. In addition, the conservation treatment of the stone gargoyles in the Commemorative Area was reviewed by a conservation specialist and the gargoyles, previously treated as elements of the building, have now formally been accessioned into the National Collection. Bronze building features in the Commemorative Area were also conserved.

The review of the Memorial's legislated heritage responsibility in relation to the *Environment Protection and Biodiversity Conservation Act (EPBC Act) 1999* continues. In December 2006, the Memorial contracted Godden Mackay Logan, Heritage Consultants, to finalise the Memorial's Heritage Strategy in line with the requirements of the *EPBC Act*. The Memorial's existing Conservation Management Plan is also being reviewed and updated. A heritage Asset Identification

and Assessment Program commenced in May 2007, and this work will contribute to the Memorial's Heritage Register. This current heritage management and planning work will be completed early in financial year 2007–08.

The Memorial, in close liaison with the National Capital Authority, has been able to maintain a high level of grounds presentation during the drought. Water use on the site has been significantly reduced owing to local water restrictions and garden maintenance practices have evolved to deal with the extreme weather conditions. Some failed plantings have had to be replaced, and identified "at risk" plantings are specially managed. To contribute to local water conservation, the Pool of Reflection in the Commemorative Area now uses recycled water and the pool's water quality treatment has been upgraded to reduce the requirement to drain and refill.

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 2006–07:
 - Full scoping and design and works begun on major upgrade of power at the Campbell site and cooling at the Campbell and Mitchell sites
 - Development and construction begun for specialist storage facilities for radioactive collection material
 - Completion of a replant of significant formal plantings in the Commemorative Area and hedge plantings in the western precinct
 - Completion of heritage conservation cleaning works to the Commemorative Area and on the east and north elevations of the Main Building

- Completion of a review of Campbell site lighting as part of the Site Development Plan. A lighting master plan is to be delivered in preparation for future lighting upgrades
 - There were **19** new commemorative plaques installed in the Memorial grounds.
2. Expenditure on the national Memorial and grounds amounted to **\$4.6m** and **10** per cent of direct expenditure (\$4.3m and 11 per cent 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; most works were completed according to schedule. Major construction works for the redevelopment of the Post-1945 Conflicts galleries proved very difficult and, as reported by the Director, were not to schedule; however, they were managed throughout the year for minimal disruption to the visitor experience.

OTHER BUILDING-RELATED ACTIVITIES

Roll of Honour and Commemorative Roll

The cast-bronze Roll of Honour is a focal point of the nation's commemoration of those who have died at war. Efforts continue to ensure the Roll is as accurate as possible. Three replacement panels have been installed to correct names found to have been either inaccurately recorded or omitted from the original casting.

Plaque Dedication Program

Providing a lasting tribute in the Memorial's grounds to the active service of units, the plaque dedication program continues to create great interest from veterans' associations. To date over 130 commemorative plaques have been installed, with 25 dedication ceremonies for new plaques this year. Another 43 commemorative plaques are currently in various stages of production.

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

The National Collection has continued to develop across all collection categories. In addition, a wide range of preservation programs was realised and access facilitated for a growing number of visitors, including our online visitors.

A number of major collection projects were undertaken as part of the refurbishment of the Post-1945 Conflicts galleries. A highlight of this has been the design and development by Louise Skacej and Dean Colls of a new diorama incorporating a low-key multimedia component to represent the battle of Kapyong in 1951 for the new Korean gallery. This project has reinvigorated the diorama tradition that commenced after the First World War and which continues to be of great interest to visitors.

Charles Green and Lyndell Brown, official artists, and Sean Hobbs, official photographer, were deployed to the Persian Gulf, Iraq, and Afghanistan for a period of five weeks during the year. Hobbs brought back some 4,000 images for the National Collection covering the work of all three services in operation on that deployment. The artists will work during the coming year on producing 30 small and three larger paintings for the collection. During their deployment they were all able to spend time with members of the Royal Australian Navy, the Royal Australian Air Force, and the Australian Army. This deployment was made possible through the assistance of the Australian Defence Force.



Mr Tim Page, one of the world's best-known war photographers and a contributor to the Focus: photography and war 1945–2006 exhibition, with some of his photographs at the opening.

A broad range of interesting heraldry and technology acquisitions were made during the year, including three very significant groups of medals. Two Victoria Cross medals, those of Captain Alfred Shout and Lance Corporal Bernard Gordon, were generously donated to the Memorial by Mr Kerry Stokes. General Sir Francis Hassett donated his decorations and medal group, which includes his Companion of the Order of Australia, Knight Commander of the Order of the British Empire, and Companion of the Order of the Bath.

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

The launch of the *Focus: photography and war 1945–2006* exhibition, accompanied by the major publication, *Contact: photographs from the Australian War Memorial collection*, in December 2006 saw the culmination of two major projects and many years of research and preparation. *Contact* is the first authoritative survey of the Memorial's photographic collection and of the history of Australian war photography. It features over 200 beautifully reproduced photographs, including many of the Memorial's best-known images, as well as some previously hidden treasures. It was so well received it sold out quickly and a further print run is planned. *Contact* was also a joint winner of the national prize for book design at the 2007 Museums Australia Multimedia and Publication Design Award ceremony.

In collaboration with the Memorial's Information Technology section, relevant staff from across the National Collection branch continued their significant contribution towards the development of specific requirements and the selection of the successful tenderer for the Memorial's Enterprise Content Management system. The project is now in the early stages of its implementation planning.

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 **9,903** items were acquired for the National Collection (6,800 last year).
2. As part of collection development, **40** items were disposed of from the National Collection (37 last year). Details of key acquisitions and disposals are contained in Appendix 5.
3. In addition to new acquisitions, the following numbers of items were documented to minimum standards during the year: **3** works of art; **20** technology items; **60** heraldry items; **139** photographs; **1** item from the sound collection; **29** items from the education collection; **1,198** books, serials, and maps; **372** other published records; and **46** shelf metres of official records.
4. Existing documentation was enhanced for the following numbers of items: **634** heraldry and technology items; **4,857** works of art; **15,900** official records, private records, and printed and special collection items; **2,400** sound recordings; **2,502** film titles; and **14,136** photographs.
5. A total of **25,674** items were surveyed to assess and record their condition (21,816 last year).
6. A total of **24,878** items received conservation treatment (15,112 last year).
7. There were **15** incidents in which collection items received damage (11 last year). These comprised **3** accidents resulting in minor damage; **2** instances in which items on display were deliberately tampered with or damaged; **2** incidents of storm or water damage; **7** incidents of pest infestation; and **1** occurrence of environmental damage to an item on outward loan.

Most damage incurred was minor and has been repaired; the hail storm in February resulted in **4** paintings requiring extensive conservation treatment and **51** books requiring replacement.

8. A total of **302,871** collection records can be accessed via the Memorial's online public databases (284,830 last year).

9. The proportion of the collection held in storage with higher quality environmental conditions remains unchanged.

Collection	2006–07 %	2005–06 %
Photographs, film, and sound collections	98	98
Art collection	100	100
Military heraldry and technology	87	88
Official records, private records, and printed and special collections	85	85

10. The National Collection has continued to be developed in accordance with the Collection Development Plan 2007–10 and there has been a significant increase in post-1945 period donations and acquisitions across all aspects of the collection.

In the Photographs, Film and Sound area these include a significant group of images from Sean Hobbs as official photographer in Iraq and Afghanistan 2007; images from David Buckwalter of 1st Battalion activities in Vietnam; recent material from the Civil Military Cooperation team in Iraq; rare film footage of HMAS *Sydney* in the Mediterranean; material from ADF activities in Timor from David Dare Parker; significant images of 6RAR on patrol in Vietnam taken by the late Sean Flynn; a Frank Hurley vintage print; and 133 oral history interviews covering the battle of Long Tan.

There have been some significant Private Records acquisitions made, almost all from donations, for Post-1945 Conflicts collections, as well as rare items from earlier conflicts, particularly the First and Second World Wars. The published collection development has been driven largely by purchasing, but there have been many donations of ephemera items, including posters and souvenirs.

Works of art by a number of artists, including John Coburn, Kevin Connor, Vivienne Dadour, A. Henry Fullwood, George Lambert, Iso Rae, and Felix Vallotton, and covering a range of periods, conflicts, and subjects from colonial conflicts to the current conflict in Iraq, were acquired for the National Collection.

Heraldry and technology acquisitions included medals groups, uniforms, vehicles, weapons, aircraft, and personal items from servicemen and women.

OTHER COLLECTION ACTIVITIES

Art

Collection Development

A total of 80 works of art were acquired through purchase, donation, and the Cultural Gifts Program in line with the Collection Development Plan. These included works by Arthur Streeton, George Lambert, A. Henry Fullwood, and Sidney Nolan. A folio of woodcuts recording the horrors of the First World War by modernist French artist Felix Vallotton was acquired. A major collection of works, including eight large works and nine sketches reflecting on the First Gulf War, was received through the Cultural Gifts Program from prominent Sydney artist Kevin Connor. A sketchbook recording John Coburn's experiences in the navy during the Second World War was donated by his widow. A contemporary work by Tasmanian artist Geoff Parr, titled *Coo-ee*, was purchased.



Dr Janda Gooding, curator of George Lambert: Gallipoli and Palestine landscapes, and Ms Nola Anderson, Assistant Director National Collection, at the exhibition opening.

Access and Dissemination

The popular exhibition, *George Lambert: Gallipoli and Palestine landscapes*, was opened on 3 April 2007 by well-known art writer John MacDonald. A number of well-received public talks were presented and the exhibition will travel to six venues after it closes at the Memorial.

Significant curatorial advice and support was provided for the development of the *To Flanders fields, 1917* exhibition. Seven works by Belgian artists were selected to be included in the exhibition. These will be on loan from the Royal Army and Military History Museum and the Royal Museum of Fine Arts of Belgium. Curatorial advice and documentation was also provided for the *Lawrence of Arabia and the Light Horse* exhibition, as well as for the Post-1945 Conflicts galleries redevelopment.

Access to the collection in the art collection storage areas is proving popular, particularly to art students and art societies. Public access through enquiries, loans, visits, publications,

and lectures continued through the year. A series of lectures and workshops were presented to 15 new Voluntary Guides as part of their training, and specialised training continued.

Collection Documentation

This year has seen a major increase in the documentation figures. A total of 4,500 items were documented. This program has included the documentation of the Post-1945 Conflicts works for the galleries, as well as an upgrade of documentation for the First World War works of art, new acquisitions, works for exhibitions, loans, and photography of the art collection. In total, 372 works were photographed through the art core project.

Collection Services

Preservation

Major conservation projects completed for displays in the Post-1945 Conflicts galleries include a Vietnam Iroquois helicopter, a M113A1 APC, a UN Land Rover, the nose of a Korean War-era Meteor jet aircraft, and a Long Range Patrol Vehicle (LRPV) from Afghanistan. Further work has been undertaken on the HMAS *Brisbane* bridge in preparation for installation later in 2007. Work also progressed on the Japanese Type 95 tank; the Land Rover "Fitted For Radio" has been restored to operational condition; and an OV-10 Bronco aircraft was transported from Manila.

The treatment and rehousing program for vulnerable textiles has improved both their condition and storage. Preservation of photographs progressed, with over 10,000 negatives cleaned and treated. For the Research Centre, conservation clinics continue to provide a repair service for priority documents.

A ten-year Conservation and Documentation Plan was developed as a strategic guide to future resources requirements.

Exhibition Support

Preparation was undertaken for the installation of large technology objects into the new galleries, including the Iroquois helicopter in the Discovery Zone and the nose section of a Canberra bomber in the new Korean War gallery. In addition conservation of smaller items and the manufacture of conservation mannequins for the new galleries was also completed.

The temporary and travelling exhibition programs were supported through the conservation of paintings for *George Lambert: Gallipoli and Palestine landscapes*, aircraft for *Over the front*, and various items for *To Flanders fields, 1917* and *Lawrence of Arabia and the Light Horse*.

The large technology object displays for Open Day in March and the anniversary of the battle of Long Tan in August were supported.

Collection Management

Improving collection storage remained a strong focus this year, with the release of a Request for Tender for a consultant to develop a Strategic Storage Plan and some smaller building works.

The new barcoding system was progressively rolled out this year, substantially increasing the speed and accuracy of location change updates and enhancing the already substantial Stocktake Program.

Research and Outreach

The number of loans to other institutions across Australia and overseas, and to Defence and government officials, continues to increase. Significant loans included 17 major paintings by George Lambert, including *ANZAC, the landing, 1915*, to the National Gallery of Australia.

Incoming loans activity has been particularly intense this year, including a number of international loans, with the Memorial borrowing many works of art and other objects for both the *To Flanders fields, 1917* and the *Lawrence of Arabia and the Light Horse* exhibitions.

Conservation research focused on a series of successful workshops on the use of long-pulse lasers for cleaning and conserving heritage items, conducted in conjunction with CSIRO, Melbourne, and Lynton Lasers of the UK; and on the conservation of a number of our vintage aircraft.

The Memorial's Preventive Conservation Officer participated with staff from the Queensland Museum in an ICOM Australia partnership program to provide collection management training for staff at Solomon Islands National Museum in November 2006.

Military Heraldry and Technology

Collection Development

In addition to the medal sets described above, a SAS LRPV that was damaged during operations in Afghanistan was transferred to the Memorial from the Department of Defence, along with other material from Iraq and Afghanistan. Donations from members of the public included a "Welbike" paratrooper's folding motorcycle issued by the service's Reconnaissance Directorate in Australia during the Second World War and a Scrimshaw technique powder horn, c. 1825, purchased by R. Haslam and J. Ball, 39th (Dorsetshire) Regiment of Foot, while they were in Australia. Of great public

interest was the donation of a gold-plated "Tabuk" assault rifle believed to have been owned by Saddam Hussein's family.

Access and Dissemination

Access to the National Collection, including tours, was arranged for a considerable number of special interest groups, veterans, and individuals. Curators also led tours for the Memorial's Battlefield Tours program. A large contingent of curators provided detailed information to the public about the display of vehicles and artillery on Open Day, and curators continue to provide advice and information to the many public inquiries that are received each week. In addition, curators provided support for the travelling exhibitions program through public talks and at "Bring in your memorabilia" days held at locations around the country. There were also several articles published in *WarTime* magazine and in other local and overseas journals.

Curators also assisted the RAN with the analysis of cloth and metal fragments from the grave of a seaman on Christmas Island. The remains, which were first recovered from a Carley float off Christmas Island in early 1942, are thought to be those of a sailor from HMAS *Sydney*. Curators provided research information on period overalls and uniforms, as well as on the surviving cloth and metal press studs, which assisted the project team to narrow the number of possible crewmen to three.

Contributions to exhibition development continued through research, the provision of advice, acquisition of appropriate objects, and writing of captions for exhibitions such as *ANZACs in France, 1916*, and curatorial work continues on forthcoming exhibitions, including *To Flanders fields, 1917*, *Lawrence of Arabia and the Light Horse*, and *Over the front*.

Collection Documentation

Extensive research and the enhancement of collection object records continued during the year. Particular focus was maintained on the post-1945 period to support the new Post-1945 Conflicts galleries, as on well as research and record enhancement for uniforms of the Colonial period. Public access was further enhanced with more than 8,700 records available through the Memorial website. Around 8,000 of these have images attached.

Conservation

Curators continued to provide advice and direction for the conservation of large technology objects, including the Land Rover "Fitted For Radio" and objects related to forthcoming exhibitions.

Disposals

A Diamond-T Wrecker truck was sold following the acquisition of a more original and complete example. Two Land Rover trucks were transferred to other museums – a “Platform” version to the National Artillery Museum Manly, New South Wales and a “Fitted For Wireless” version to the Army Museum Bandiana, Victoria. A Vampire jet trainer aircraft was also transferred to the RAN Historical Collection at Nowra, New South Wales. The vehicles and aircraft were transferred as they complement and are more relevant to the specific collections at Bandiana and Nowra than to the Memorial’s National Collection. To assist in its establishment, the National Vietnam Veterans Museum at San Remo, Victoria, received several small items, including period uniforms and weapons that were excess to Memorial requirements.

Photographs, Film and Sound

Collection Development and Documentation

Donations of photographs from veterans and families of veterans from the Korean and Vietnam wars have increased markedly. Several major purchases were made, including images from Sean Flynn (Vietnam 1966), and the *Wolf* album, the photographic record of a First World War German raider operating in Australasian waters. In the film collection, some significant donations, such as amateur film of the Australian Military Forces in the 1930s, the RAN in the Second World War, and footage of HMAS *Sydney* in the Mediterranean, have helped to fill gaps in the collection.

Collection Preservation

Preservation activities continued across the photographs, film, and sound collection, with the emphasis again being on material for the Post-1945 Conflicts galleries redevelopment. Film preservation highlights include unseen film of 3RAR’s departure from Korea and arrival in Australia, footage of the battle of Binh Ba in Vietnam, and film from the 1930s and the Second World War. Sound preservation progressed with the digital preservation of 500 accessioned original titles and a series of interviews from the post-1945 era including:

- Gary McKay’s collection of 13 research interviews for his books on Vietnam, including *Sleeping with your ears open* about the SAS.
- Dr Jane Ross’s collection of 71 tapes (32 interviews) for her project “An oral history of Australians in Vietnam”
- Olwyn Green’s collection of interviews (40 micro-cassettes) conducted with veterans of the Korean war, as research for her book *The name’s still Charlie*.

New standards for negative duplication and preservation were developed to address changes in industry practice for black-and-white material and the worldwide decline in negative duplicating film supplies.

Access and Dissemination

Over the year over 240 hours of preserved film and video have been transferred to industry standard formats and VHS tape. Standards have been established for the replacement of VHS with online digital video files. Film has worked closely with the Post-1945 Conflicts galleries development team and other exhibition teams in providing film and audio material.

Ian Affleck was awarded a Gordon Darling Foundation Travel Grant for 2007 to research the Sir Hubert Wilkins archive in the Byrd Polar Institute at Ohio State University, USA. It is hoped that his work will help identify whether Wilkins was the aerial photographer of a number of images in our collection. Dr Shaune Lakin was awarded a travel grant for 2007 from the Cultural Program of the Ambassade de France, Canberra, to visit specialist photograph collections in Paris and to meet with fellow curators in key military museums in France.

Research Centre

Collection Development

The Research Centre’s collections continue to develop largely through donations and an ongoing military history book purchasing program. Acquisition highlights include the following:

- Eighteen annotated operational maps of East Timor – from International Force East Timor (Interfet) and United Nations Transitional Administration in East Timor (UNTAET) forces
- United Nations Military Observer Group in India and Pakistan (UNMOGIP) records 1964–65
- Battle of Coral, Vietnam, 1968 – after-action and other operational records
- Megan Chisholm (Care International aid agency, International Peace Monitoring Team, Solomons, 2001): emails to family and friends (PR03689)
- Dr. David Bradford (Vietnam, 4 Field Regiment, 1967–68): letters and photographs (PR03783) [these were used in his book, *The gunners’ doctor*]
- Donald Bamby (Vietnam, 2 Squadron, SAS Regiment, 1971): letters, diaries, and related papers (PR03784)
- *Seven pillars of wisdom: a triumph*: unbound copies of the 1922 and 1926 comparison texts for the 1922 Oxford and 1926 subscriber’s editions, published in 1997
- *The wilderness of Zin*: a 1914 military survey of the unmapped area of the Sinai desert carried out by Captain S.F. Newcombe, Royal Engineers, and the archaeologists L.F. Woolley and T.E. Lawrence
- Port Stephens to Port Jackson map, copy of a British Admiralty chart of 1938. Published in Japanese in 1939 by Suirobu (the Japanese Waterways Section)
- *The pearl prayer book: a manual of prayer for Catholics* with handmade metal case.

Collection Documentation, Storage, Preservation, and Access

A continuing focus this year has been the relocation of Research Centre collections to accommodate gallery redevelopment in the Main Building. Service standards to the public were maintained in spite of the Reading Room being closed for several weeks.

Significant progress continues to be made against our major programs to preserve original documents by creating digital copies for preservation and public access purposes. For example, further progress has been made in digitising the official monthly commanders' diaries detailing Army operations in Vietnam. Scanning and publication to the web of the first 100,000 images of the First World War unit diaries has been completed. These are being made available to the public progressively on the Memorial's website.

The notebooks and diaries of Charles Bean (the AWM 38 series) have been scanned and are also being prepared for web publication.

The Memorial actively participated as a partner in Pandora, Australia's web archive, by archiving six military-related websites.

Dissemination

Staff promoted enhanced knowledge of the Research Centre collection through a wide range of activities, including presentations for Open Day, Florance Foundation Legatees, Memorial Friends, ANZAC Day, "behind-the-scenes" tours, significant anniversaries, and visiting professional and other groups.

Articles by staff were published in *Ancestor* and *Wartime*. Staff attended and delivered talks at the National Archives of Australia Open Day and a conference at Galong, New South Wales, of the Yass and District Historical Society. Talks were also delivered to veterans' groups and local history societies.

Remote services to the public were improved and enhanced by providing 93,103 copies of collection items, 84 per cent of which were scanned images. This represents a large increase on the previous year.

Detailed investigations into 212 Roll of Honour cases have been undertaken for amendments or additions to the Roll.

Knowledge Management

ReQuest, our online knowledge base for remote reference enquiries, continued to contribute to the Memorial's knowledge management program. This year nearly 40 new entries were made to the ReQuest knowledge database.



Mr Andrew Gaze in the new Discovery Zone.

OUTPUT 1.4 Exhibitions

DEVELOPMENT AND MAINTENANCE OF THE MEMORIAL'S PERMANENT AND TEMPORARY EXHIBITIONS AND A PROGRAM OF TRAVELLING EXHIBITIONS.

OVERVIEW

Gallery Redevelopment Stage 2 – Post-1945 Conflicts Galleries

Kane Constructions was appointed as the primary works contractor in July 2006 and commenced on-site in August 2006. Construction of new back-of-house staff areas, storage facilities for Research Centre collections, and conversion of previous storage facilities to accommodate the new Discovery Zone exhibition were completed during the year. Work on the building structure to accommodate the new Post-1945 Conflicts galleries has been hampered by a range of latent conditions: completion will be achieved in July 2007. Construction of the podium upon which the bridge section of the former HMAS *Brisbane* will be displayed commenced in May 2007.

The exhibition design development and documentation phases for the Post-1945 Conflicts galleries were completed and endorsed by the Memorial's Council and Corporate Management Group. An Expression of Interest to undertake the construction of the exhibition fit-out was called in December 2006, followed by a Request for Tender to short-listed companies in February 2007. Designcraft Furniture was appointed as the secondary works (exhibition fit-out) contractor in March 2007 and commenced on-site in May 2007. During the same period the Memorial continued to work on other important elements of these galleries, including the selection of objects and graphic displays; exhibition text;

and production of multimedia displays. A number of major multimedia experiences are planned for the galleries, of note being a sound-and-light show centring on the Memorial's Vietnam War-era Iroquois helicopter and an original film production of the battle of Long Tan. An exciting development is the reinvigoration of the long-standing diorama tradition by the commissioning of a new diorama covering a dramatic moment in the 1951 battle of Kapyong in Korea.

Exhibition design development, documentation, and construction of the Discovery Zone were completed by the contracted design team, Mothers Art Design. A sponsors' preview of the Discovery Zone was held in June 2007, with a public opening planned for early July.

On 6 April 1917, Australia and United States became allies in war for the first time when the United States declared war on Germany. 2007 marked the 90th anniversary of this unique, enduring, and successful military alliance. In commemoration the Memorial presented a photographic exhibition, entitled *Partners in arms: Australia and America in war, 1917–2007*, at the Australian Embassy in Washington, DC, during April and May 2007, where approximately 5,000 people visited the exhibition.

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 to visitors' understanding.
4. Percentage of visitors satisfied with the quality of exhibitions based on a sample survey.

ACHIEVEMENTS

1. The Memorial's exhibitions attracted more than **747,000** visitors during 2006–07, a **4** per cent increase on the previous year (721,175 last year).

The Memorial's travelling exhibitions were visited by **259,045** people during the year, a decrease of **46** per cent (476,245 last year).

2. Travelling exhibitions were exhibited **28** times at **27** different venues across Australia. In addition, one exhibition toured to the Australian Embassy in Washington, DC.

3. Visitor surveys for three Memorial exhibitions – *ANZACS in France, 1916*; *Focus: photography and war 1945–2006*; and *George Lambert: Gallipoli and Palestine landscapes* – provide quantitative evidence of increased visitor understanding. Around four-fifths of surveyed visitors could provide an example of something they had learned during their visit to these exhibitions. These included greater understanding of different aspects of the Australian experience in France during the First World War and the extent of casualties and losses there; the involvement of Australian war photographers in military commitments; and Lambert's experience as an official war artist.

4. A large majority of surveyed visitors rated the Memorial's exhibitions as good or very good:

Gallery	2006–07 %	2005–06 %
First World War galleries	99	98
Second World War galleries	99	98
ANZAC Hall	99	98
Aircraft Hall	97	98
Orientation gallery	97	96
Hall of Valour	95	97
Special Exhibitions	93	93
Colonial galleries	87	91

A total of **78** compliments (84 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:

- *ANZACS in France, 1916* (7 July 2006 – 12 November 2006). As part of the Memorial's series of First World War 90th anniversary exhibitions, *ANZACS in France, 1916* marked the 90th anniversary of the first battle of the Somme – highlighting the Australian experience of courage, suffering, and loss in the fighting at Fromelles on 19 July 1916, and at Pozzières from 23 July. In just seven weeks of fierce fighting the Australians suffered 28,000 casualties. The Memorial produced a film featuring original footage from the battles, and a soundtrack recording the firsthand experiences of soldiers, sourced from their personal diaries held in the Research Centre. Battlefield relics, works of art, and photography were also displayed.

- *Focus: photography and war 1945–2006* (8 Dec 06–19 Mar 07) provided an overview of the historical and aesthetic richness of the Memorial's extensive photography collection through the images and experiences of 15 photographers working during the period 1945–2006. It featured over 100 photographs covering a range of activities and areas where Australian forces have been in operation. The exhibition is due to commence touring in August 2007.
- *George Lambert: Gallipoli and Palestine landscapes* (30 Mar 07–29 Jul 07) presents the Memorial's outstanding collection of paintings by official war artist George Lambert. The exhibition traces Lambert's work through his first journey to Palestine and the Sinai in 1918, as well as those he completed during the Australian Historical Mission to Gallipoli in 1919. Featuring 55 oil panels – along with selected watercolours, drawings, and sketchbooks – the central focus is on Lambert as a painter and his capacity to capture the essential physicality of the different landscapes which he encountered. This exhibition will commence touring in August 2007.

A further exhibition in the 90th anniversary series, *To Flanders fields, 1917*, will open in the Special Exhibitions Gallery in August 2007. This exhibition is dedicated to the Australian Imperial Force's part in the terrible Western Front battles of 1917 in which more Australians died than in any other year of the war. Development of a third anniversary exhibition, marking the end of the Great War in 1918, will commence in the second half of 2007.

Other exhibitions in development include *Lawrence of Arabia and the Light Horse*, which will open in November 2007, and a new permanent display to occupy the eastern end of ANZAC Hall. This display is to feature First World War aircraft and will provide major coverage of the experiences of Australian airmen and the Australian Flying Corps in the First World War. It is due to open in late 2008.

Gallery Maintenance

To maintain the high standard of exhibitions and presentations, the maintenance and changeover of collection items is a continuing activity. The Memorial's audiovisual team works seven days a week to ensure all of the multimedia presentations run at optimum levels.

TRAVELLING EXHIBITIONS PROGRAM

This program is funded by the Department of Veterans' Affairs as part of the Minister's *Saluting Their Service* commemorations program and our thanks are extended for the continuing support. The program is highly regarded, with regional and state host venues and audiences across Australia. During the past year the following exhibitions have toured nationally:

- *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, and explores what colour photography brought to the task of officially recording of the war. The exhibition also provides an opportunity to compare the work of Hurley and Wilkins to that of the French autochromists of the same period. During 2006–07, the exhibition toured to the Western Australian Maritime Museum before concluding its national tour at the Tasmanian Museum and Art Gallery, where it received 38,301 visitors in six weeks.
- *Gallipoli: a Turkish view* is based on *Çanakkale*, the exhibition developed for the Australian Embassy in Ankara, Turkey. The photographs selected for inclusion in the exhibition are drawn from the Memorial's collection and a private Turkish photograph collection that is among the very few which document the Turkish experience of Gallipoli. Supported by a bilingual brochure, this exhibition commenced touring in October 2004. Host venues included Grafton Regional Gallery, Redland Art Gallery, Bundaberg Arts Centre, and Pine Rivers Heritage Museum, concluding at Tweed River Art Gallery in April 2007.
- *Witness to war: official art and photography 1999–2003* brings together selected work from the Memorial's most recent official artists and photographers – Rick Amor, Wendy Sharpe, Peter Churcher, and Lewis Miller (official artists); and David Dare Parker and Stephen Dupont (official photographers) – and covers Australian commitments in East Timor, Afghanistan, Iraq, and Solomon Islands. Having begun touring in March 2005, this exhibition continued to the S.H. Ervin Gallery before concluding its tour at Mildura Arts Centre in November 2006.
- *Australia under attack 1942–1943* continues to attract large numbers of visitors as it continues its national tour. The exhibition aims to present the experiences of Australians at a time when many believed our nation faced the threat of invasion. It is based on recorded perspectives of contemporary Australians and others who lived through this landmark time in our history. This exhibition began its tour in May 2005, and continued to South Australian Maritime Museum and Western Australian Maritime Museum, and is currently on display at Museum and Art Gallery of the Northern Territory, where it has attracted an impressive 80,806 visitors to date.
- *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 2006 and has visited many rural venues in Western Australia, including Boulder, Esperance, Katanning, Denham, Exmouth, and Karratha.

- *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, including Keith Miller, “Bluey” Truscott, Les Darcy, Bert Oldfield, Ron Barassi Snr, Harold Hardwick, and Don Bradman, as well as a host of others. The exhibition was displayed at the Memorial initially, before touring to Wagga Wagga Regional Art Gallery, State Library of Queensland, and Gladstone Regional Art Gallery.
- *All together: sport and war*, a smaller graphic version of *Sport and war*, was developed for tour to smaller regional and metropolitan venues. It began touring in Melbourne and in the past year has been on display at Robert O’Hara Burke Memorial Museum; Army Museum Bandiana; Parkes Shire Library; Eden Killer Whale Museum; and St George Regional Museum.

The “Bring in your memorabilia” program was developed in 1999 as part of the Memorial’s travelling exhibitions *1918 Australians in France* and *Forging the nation*. This program 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 latest travelling exhibitions. Four events occurred during the year, in Hobart (*Captured in colour*), Darwin (*Australia under attack*), Bundaberg (*Gallipoli: a Turkish view*), and Brisbane (*Sport and war*).

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 provides a diverse range of programs for general public and student visitors designed to engage different audience groups and enhance their experience.

The Memorial, in conjunction with the Department of Veterans’ Affairs, hosted the Salute to Vietnam Veterans’ Weekend (18–20 August) for the 40th anniversary of the battle of Long Tan, which recognised the contribution of all

Vietnam veterans. An outdoor concert, “40 years on: music of the Vietnam War”, was attended by 6,000 people and featured performers of the era, including Little Pattie, Lucky Starr, Dinah Lee, and Brian Cadd. Throughout the weekend a number of Vietnam War–era large technology objects from the Memorial’s collection were displayed at the front of the building.

A once-only opportunity saw the Memorial host Beat Retreat for two performances in September 2006. The performance, by Staff Cadets and the Band from the Royal Military College of Australia, culminated with the *1812 Overture*, cannons, and fireworks. Beat Retreat was attended by a total of 17,700 people.

The biennial Open Day in March 2007 saw over 17,000 local and interstate visitors enjoy a range of activities, including the Defence helicopter fly-in, military working dog displays, a parachute jump by the Red Berets, and an air show featuring historical aircraft. Behind-the-scene tours of the Memorial and a number of large technology items from the Memorial’s collection on display outside gave visitors an understanding of the work of the Memorial.

The new Discovery Zone was launched in June 2007 and has received an enthusiastic response from visitors, young and old. This hands-on interactive space features five separate environments focusing on the Australian experience of war. Each area is full of things to do, touch, hear, and smell – making the Discovery Zone an engaging and educational place for all visitors. This major development was sponsored by the Vincent Fairfax Family Foundation.

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 **1,056** public programs and events took place in 2006–07 (1,150 last year). Overall attendance at public programs and events (not including commemorative events such as ANZAC Day or Remembrance Day) increased to **140,244** people from 102,644 last year.

Type of public program/ event	Number	Participants
Closing ceremonies	364	63,681
Programs	331	17,688
Tours	193	7,002
Events	25	50,597
Off-site programs	143	1,276
TOTAL	1,056	140,244

In addition to special programs and events, each day a minimum of **7** free highlight tours of the Memorial were conducted by Voluntary Guides. These attracted **40,379** visitors (37,970 last year). Another **474** people participated in Voluntary Guide–led children's tours (614 last year).

3. The Memorial was visited by **117,825** students during 2006–07, a **6** per cent increase on the previous year (110,840). Of these, **42,786** students from **854** schools did a staff-facilitated, curriculum-linked education program, a **19** per cent increase on last year (35,900 students from 722 schools). There were **21** staff-facilitated curriculum-linked programs on offer to students, as well as **1** self-guide program. In addition to on-site programs and services, **381** schools borrowed a Memorial Box during the year. Almost **2.95 million** pages were viewed on the *KidsHQ* website, and there were **18,784** new users to *KidsHQ*.
4. Feedback from schools in the form of letters and cards indicates that students had a valuable and memorable experience doing education programs at the Memorial, and provides evidence of increased understanding by students. Comments in the visitor exit survey also indicate that the Memorial's interpretive services increase people's understanding.
5. From the Memorial's visitor exit survey, more than **90** per cent of participants rated the Memorial's interpretive services as good or very good:

Interpretive Services	2006–07 %	2005–06 %
Object theatre	98	97
Public talks	96	95
Guided tours	94	93
Education programs	93	92
Special events	92	95
Family holiday activities	91	91

OTHER INTERPRETIVE ACTIVITIES

The Memorial continued the tradition of holding a Christmas carols concert in the Sculpture Garden on Friday, 15 December. Barry Crocker, Beccy Cole, Michael Cormick, and Hayley Jensen, supported by the Band of the Royal Military College of Australia and a massed choir of 200 local singers, entertained the crowd of about 7,000 people. Proceeds for the night were donated to Legacy.

The Memorial hosted the opening event of the Museums Australia National Conference in May 2007, highlighting its interpretive and commemorative role. Over 250 delegates engaged in a range of programs, culminating in a special closing ceremony.

OUTPUT 1.6 Promotions and Community Services

PROMOTION OF THE MEMORIAL AS AN OUTSTANDING NATIONAL INSTITUTION, AND ASSISTANCE GIVEN TO THE COMMUNITY TO UNDERSTAND THE MEMORIAL'S ROLES, ACTIVITIES, PROGRAMS, RELEVANCE, AND FUTURE.

OVERVIEW

The Memorial continued to use a successful combination of paid advertising, publicity, and promotion as part of an integrated marketing communications strategy to maintain its position as one of Australia's leading cultural institutions.

The Salute to Vietnam Veterans Weekend, commemorating the 40th anniversary of the battle of Long Tan and the opening of the new Discovery Zone, provided major opportunities to profile the Memorial in national and metropolitan media.

Key elements within the Memorial's marketing campaigns were the introduction of innovative media devices such as billboard advertising at Canberra Airport and "Post It" notes in the *Canberra Times*, together with a more consistent approach to branding. This contributed to major events such as Beat Retreat and Open Day achieving record attendance figures.

A comprehensive media strategy for ANZAC Day, which included a nationwide release of a series of radio vignettes and the timely promotion of rare Gallipoli film footage, ensured that the Memorial enjoyed high media visibility for its most significant day of commemoration.

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: **446** print articles (490 last year), **575** radio reports (670 last year), and **182** television reports (200). Most reports were favourable.
2. Memorial staff undertook **118** promotional activities during the year (37 last year, although this increase also reflects a change in the way activities have been counted). Promotional activities included familiarisation tours for the tourism industry; attendance at industry meetings; joint ventures with Australian Capital Tourism; and marketing and advertising campaigns for special exhibitions and events, such as *ANZACs in France, 1916*, Salute to Vietnam Veterans Weekend, and Beat Retreat. Staff attended **6** major trade shows and carried out joint marketing exercises with other organisations, including accommodation houses and other tourist attractions.

3. The Memorial's website received more than **4.1 million** visitors during 2006–07, **26** per cent more than last year (3 million). Average visit time was just over **12** minutes.

4. In all, more than **259,000** people visited Memorial travelling exhibitions. This was down on last year, attributed to the smaller number of exhibitions that were travelling, with most going to small towns. **193,090** went to exhibitions in **9** metropolitan areas, with **59,370** people attending in **16** regional areas.

A total of **1,585** people visited exhibitions in **3** remote locations (no remote venues last year).

A total of **5,000** people visited an exhibition at **1** international location (86,155 people at 2 international venues last year).

5. Travelling exhibitions toured through **7** Australian states and territories, and **1** went on display internationally at the Australian Embassy in Washington, DC. The following visitation was recorded:

Location	2006–07
Northern Territory	80,805
New South Wales	45,350
Tasmania	38,300
Western Australia	37,860
Queensland	22,990
South Australia	20,590
Victoria	8,150
International	5,000
Total	259,045

6. A total of **844,899** people visited the Memorial in 2006–07 (793,335 last year).
7. A constant **30** per cent of the Memorial's visitors were making their first visit. Almost half said they had heard about the Memorial not long before their visit.
8. During the year, **110** visitors were surveyed while attending Memorial travelling exhibitions in New South Wales, Queensland, and the Northern Territory. Most respondents were satisfied with their visit to the travelling exhibition, with **66** per cent rating the exhibition as very good or excellent, **28** per cent rating it as good, and **91** per cent saying that the exhibition they had visited had either met or exceeded their expectations.

OTHER PROMOTION AND COMMUNITY SERVICES ACTIVITIES

Marketing

The Memorial continued its strong relationships and program delivery with industry associations, including Tourism Australia, Australian Capital Tourism, National Capital Attractions Association, Canberra Convention Bureau, and Australian Tourism Export Council. Some program highlights included the "Top Secrets" campaign and Floriade Discovery Trail. Participation at leading trade shows, including Australian Tourism Exchange and Symposium, provided further opportunity to promote the Memorial internationally.

Development of marketing and communications plans for *Focus: photography and war 1945–2006*, late-night openings, Open Day, *George Lambert: Gallipoli and Palestine landscapes*, ANZAC Day, and the Discovery Zone were important for communication design and delivery.

Public Affairs

The Memorial attracted strong levels of media interest this year. Newspapers, radio, and television were used widely to promote exhibitions and provide coverage of commemorative events. Interest in, and coverage of, ANZAC Day was particularly strong, with a live telecast by the *Today* show and representation in all major media outlets across the country.

The donation of the Shout and Gordon Victoria Crosses also attracted excellent media coverage, as did the rare Gallipoli footage released one week before ANZAC Day.

The media has featured images from the collection and coverage of activities at the Memorial, including the Salute to Vietnam Veterans ceremonies and concert, exhibition openings, and plaque dedication ceremonies. Media reports about the Memorial and its activities were, in the vast majority, highly positive.

Friends of the Memorial

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

Events were hosted for members in conjunction with ANZAC Day, Remembrance Day, and Salute to Vietnam Veterans Weekend, as well as the opening of exhibitions, including *ANZACs in France, 1916*, *Focus: photography and war 1945–2006*, and *George Lambert: Gallipoli and Palestine landscapes*. Members received invitations to Remembrance Day, the Anniversary Oration, ANZAC Day, and a number

of travelling exhibitions. ANZAC Day 2007 was particularly well attended by Poppy-level members, with 255 reserving seats for the National Ceremony. In addition to these events, improvements have been made to the way we communicate with members, including a more informative newsletter and better use of the website and emails.

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 Australian National University (ANU), continued under the leadership of Official Historian Professor David Horner. Two Memorial historians, Dr Peter Londey and Dr John Connor, are writing volumes, while Dr Garth Pratten is the project's Principal Research Officer. With funding from an Australian Research Council (ARC) grant, the ANU provides another author, Dr Bob Breen, and two research assistants. The team has carried out extensive archival research, interviewing, and fieldwork, and the first volume will appear in 2009.

The Memorial continues its collaboration with the School of Humanities and Social Sciences at the Australian Defence Force Academy (ADFA). A highlight of this relationship was the Australian Historical Association's biennial conference held in July 2006, where Memorial and ADFA historians led a day-long panel dedicated to discussing emerging aspects of military history.

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 page views accessing the Memorial website's digitised information resources.
8. Number of online searches conducted on the Memorial's databases.

Quality:

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

ACHIEVEMENTS

1. Historians from the Memorial worked on **10** research projects during 2006–07: Steven Bullard, *Japanese army operations in the South Pacific Area: New Britain and Papua campaigns, 1942–43*; Anne-Marie Condé, *"A living memory": a life of John Treloar*; John Connor, *Australian peacekeeping in the era of humanitarian intervention*; Ashley Ekins and Ian McNeill, *Fighting to the finish*; Karl James, unit history profiles and *The hard slog: the II Australian Corps during the Bougainville campaign*; Walter Kudrycz, unit history profiles; Peter Londey, *Treading lightly: observer missions since 1947*; Brad Manera, *Retimo*; Peter Stanley, *1942: battle for Australia*; and Libby Stewart, *Missions of mercy*.

The Memorial also supported **3** annual scholar research projects ("Australian civilian voluntary organisations", Rhys Crawley, University of Wollongong; "Improving lives? Peacekeepers

and local communities", Kim Doyle, Macquarie University; "The Australian Light Horse and the fall of Damascus, 1918", Lachlan Coleman, University of Adelaide).

2. Memorial staff delivered **128** talks (138 last year); **27** lectures/papers (55); **35** articles (92); and **4** books (4 last year). 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 **4** issues of *Wartime* magazine during 2006–07. This is provided to Friends of the Memorial, sold at the front desk and the Shop, on subscription, and through newsagents. Circulation averages 7,350 an issue.
4. The Memorial's Research Centre continued to attract large numbers of visitors throughout the year, in spite of the closure of the Reading Room for an extended period. A total of **25,835** people went to the Reading Room (27,293 last year). In addition, **36** per cent of general visitors (269,000 people) went to the Research Centre online information gallery (268,000 last year).
5. Reading Room clients accessed **33,921** collection items, **18** per cent fewer than the previous year (41,272) due to closures and restrictions in the Reading Room.
6. Research Centre staff answered approximately **12,385** enquiries during 2006–07 (12,926 last 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 **650** research enquiries were answered by Military History staff during the year.
7. Page views of the Memorial's digitised website resources increased **8** per cent over the previous year (10.0 million this year, up from 9.3 million last year).
8. There was a **19** per cent increase in the number of searches conducted on the Memorial's Client Access System: **1.4 million** (compared to 1.2 million last year).

9. The following levels of achievement were obtained in assisting clients in the Research Centre Reading Room:

Target	2006–07 %	2005–06 %
Stack retrievals (on-site): 30 minutes	99	99
Stack retrievals (off-site): 14 days	99	99
Photocopying requests: various times	99	90
Letter enquiries: 10 days	97	97
Internet enquiries: 5 days	97	98
Telephone enquiries: 90% answered in person	98	92

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

Area	2006–07 %	2005–06 %
Online information gallery	94	93
Reading Room	93	91

In addition, **402** emails and letters of appreciation (574 last year) were received by the Research Centre.

OTHER RESEARCH, INFORMATION, AND DISSEMINATION ACTIVITIES

Publications

The manuscript of the final volume of the Vietnam official history, *Fighting to the finish*, reached final stages of preparation for publication and is expected to be published in 2008. This has taken longer than anticipated, but it is essential to deliver a high quality publication based on thorough research.

Issues 35 to 38 of the Memorial's popular magazine, *Wartime*, were produced under the editorship of Robert Nichols and Michael Thomas. A high proportion of articles in *Wartime* were written by Memorial staff. Issue 40 of the Memorial's academic online *Journal of the Australian War Memorial* was published after a lapse of several years.

The Australia–Japan Research Project (AJRP), led by Dr Steven Bullard, completed its 11th year of activities funded by the Embassy of Japan. The AJRP published an account of the Cowra breakout in 1945, written in English and Japanese, and a translation of sections of the Japanese official history of the Papuan campaigns.

Memorial staff published many papers in journals, magazines, and at conferences throughout the year. These include papers at the Australian Historical Association biennial conference, a paper at the International Oral History conference in Sydney, and numerous articles in *Wartime*.

Research

Several research projects are underway, including peacekeeping and post–Cold War operations for the official history, a biographical study of the long-standing Memorial director, John Treloar, research into the Japanese experience of the Second World War, and a book on the campaigns in Bougainville in 1944 and 1945.

The Memorial began a five-year collaborative project with Macquarie University, funded by an ARC grant, and in partnership with Professor Secil Akgun from the Middle Eastern Technical University in Ankara. "Completing the Gallipoli story: researching Turkish archives for a more comprehensive history" aims to identify and translate key documents within Turkish archives, then publish one or more related works.

Three scholars were chosen for the Memorial's annual Summer Vacation Scholarship Scheme, as detailed above.

Dissemination

Staff presented a range of papers, lectures, public talks, and interviews about the Memorial, exhibitions, the collection, anniversaries, and Australian military history. Conference papers were delivered by six staff members at the Australian Historical Association's biennial conference; a paper was delivered at the International Conference of Oral History in Sydney; and a seminar was run at the Department of Art and Museum Studies, University of London. Memorial historians provided historical advice for several documentaries, and gave media interviews related to the anniversaries of battles during the Vietnam War. A full list of staff talks, lectures, and publications is at Appendix 7.

Website

Significant additions to the website included Australian army war diaries, Southeast Asian conflicts commanders' diaries, and the first of the war diaries from the First World War.

The Australian army war diaries and Southeast Asian conflicts commanders' diaries were prepared by officers commanding headquarters, units, and detachments serving in Malaya/Singapore, Sarawak–Brunei–Sabah, and South Vietnam as a record of operational activity during their service abroad. The diaries were added to the website in August 2006, and have been well received by researchers.

The first part of the First World War diaries was added in January 2007. The order in which the diaries are being digitised has been determined by examining previous public demand for the diaries, combined with the preservation requirements of the original records. The digitised images will be progressively added to the website as each diary is completed. This project is expected to take several years to complete.

In September 2006 the Memorial's first blog went live. It introduces and informs the public about the special exhibition *Lawrence of Arabia and the Light Horse*, which opens in late 2007. Three other exhibition-related blogs have since gone live: *Focus: photography and war 1945–2006* (in November 2006); *George Lambert: Gallipoli and Palestine landscapes* (in February 2007); and *To Flanders fields, 1917* (in April 2007). All have been well received. Another blog was begun in April 2007, this one about the Memorial's Gallipoli battlefield tour, and features photographs and text by a Memorial staff member, as well as entries by participants in the Simpson Prize tour.

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

Information Assistants continued to maintain a high standard of visitor services at the Memorial while galleries are under development. Training of floor staff continued, with nine staff participating in the Workplace Skills course, which is presented collaboratively with the Canberra Institute of Technology. An improved roster was introduced.

The new office accommodation, including tea room and lounge area for front-of-house staff, was completed in February.

The Memorial continues to undertake extensive research and evaluation to monitor standards of service and visitor satisfaction. Almost 1,000 visitors were surveyed about aspects of their visits over the course of the year. Overall, levels of satisfaction remain very high. Further information about the Memorial's evaluation and visitor research activities is provided under Output 1.10.

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 2006–07, approximately **69** per cent of general visitors, or some **514,000** people, were making a repeat visit to the Memorial; **23** per cent of visitors were returning within two years of their last visit. Approximately **28** per cent of general visitors, around **208,000** people, received a word-of-mouth recommendation from friends or relatives to visit the Memorial.
2. The average length of time that visitors spent at the Memorial was **2** hours and **15** minutes.
3. Among returning visitors, **74** per cent said the Memorial had improved since their last visit, while **26** per cent said the Memorial had maintained its level of performance.
4. Overall, visitors were highly satisfied with their visit to the Memorial: **52** per cent said their visit had exceeded their expectations, while **47** per cent said their expectations had been met.

Among first-time visitors to the Memorial, **66** per cent said their expectations had been exceeded. When rated on a scale of 1 to 10, the Memorial received an average rating of **8.7**.

5. In total, **156** compliments were received via the Service Charter and Visitors' Book, a **25** per cent increase on the 124 received in the previous year. Several aspects of the Memorial were complimented,

including **78** (84 last year) relating to the high standard of the Memorial's exhibits and displays, and **71** (38 last year) relating to the high standard of service provided by staff and Voluntary Guides.

In addition, **137** complimentary letters were received during the year via general correspondence (154 last year), and **402** emails and letters of appreciation were received by the Research Centre (574 last year).

A total of **16** complaints were received via the Service Charter and Visitors' Book, six more than in the previous year (10). A written response was made to each complaint. These included **3** complaints about the standard of exhibits and displays (3 last year) and **3** complaints relating to staff (0 last year). Other complaints included issues related to tours, disrespect in the galleries by visitors, shop service, and parking accessibility.

OTHER VISITOR SERVICES ACTIVITIES

Volunteer Services

Currently 266 volunteers give their time, skills, and expertise to support the front-of-house functions and projects in curatorial and conservation areas.

There is a long and proud tradition of volunteering in the Memorial. This year the Voluntary Guides celebrated the 30th anniversary of guiding at the Memorial. A history of the guides was produced and guides past and present attended a cocktail party in ANZAC Hall to celebrate the milestone.

The Memorial provides structured and ongoing training for over 200 volunteers. This year 15 Voluntary Guides were awarded a Statement of Attainment in Guiding.

The Memorial's volunteers ensure the high standard of service provided to visitors is maintained by conducting tours and assisting the public to access family history information via the Memorial's website in the Online Gallery. While the Discovery Room has been closed for renovation, volunteers have continued to engage schoolchildren and family groups by presenting programs in the galleries.

Each day, a minimum of seven free highlight tours of the Memorial were conducted by the Voluntary Guides, attracting 40,379 visitors. Another 474 people participated in Voluntary Guide-led children's tours. Voluntary Guides also conducted 381 VIP and booked tours for 7,177 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.

Council met its planned schedule with four full meetings and four meetings of the Finance, Audit, and Compliance Committee. In addition, the Remuneration Committee and Corporate Support Committee each met twice, and the Membership Committee and Gallery Redevelopment Committee each met once. Through the Council and Committee meeting process and consideration of detailed papers and recommendations from the Memorial's management team, high levels of corporate governance were achieved and timely decisions made on strategic directions.

The assessment of the Memorial in accordance with the Uhrig Report into corporate governance arrangements in Statutory Authorities resulted in it being confirmed that the Memorial should remain with a "board" structure. Accordingly, the only change to governance arrangements coming from this review was the issue of a Statement of Expectations by the Minister and Statement of Intent by Council. Both of these documents are published on the Memorial's website.

Council again reviewed its performance at the August meeting via a questionnaire completed by Council members, the Director, and senior management. Overall, the result indicated that Council's performance was highly satisfactory, with 22 of the 23 criteria achieving the average score of 4 out of 5. The role of the Finance, Audit, and Compliance Committee is fundamental to good corporate governance and the committee performed well in reviewing and approving annual budgets and financial reports; monitoring risk management and commercial operations; and approving and reviewing audits. The Committee also reviewed Council's performance. Members of the Australian National Audit Office (ANAO) and internal auditors RSM Bird Cameron attended each of the committee meetings and their assistance is much appreciated.

Planning for new reporting requirements in relation to compliance with legislation and financial sustainability was completed. The Memorial has internal controls and reporting

frameworks in place to provide Council with the information required to sign the Compliance Certificate.

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 main vehicle for providing effective leadership and management is the Corporate Management Group (CMG), which consists of the Director and the three Assistant Directors. This group meets every Friday morning and considers a wide range of matters either brought forward by its members or via papers from sections. In addition, a comprehensive set of monthly performance statistics are carefully reviewed to identify any trends and to put in place actions to address them. CMG also considers, on a monthly basis, a set of financial statements, and for this purpose is joined by the Chief Finance Officer, who is then able to give independent and direct advice to senior management.

Communication is a fundamental and vital part of effective leadership and a key forum for this is the Senior Management Group (SMG). This group consists of all Section Heads and CMG, and meets every Monday afternoon to discuss matters of interest and exchange information across the Memorial. Flowing from SMG meetings, all Section Heads then have meetings with their staff to ensure staff at all levels have an opportunity to understand and contribute to decisions and planning.

Through these communication channels and close monitoring of performance against the Memorial's annual Business Plan, the Memorial was able to meet all legislative requirements and receive an unqualified set of financial statements. Also, the Director was able to provide regular written briefings to the Minister on important operational matters.

STRATEGIC MANAGEMENT

The annual Business Plan is set against strategies and directions approved by Council and as reflected in the Corporate Plan. It is the core document by which management ensures activities are focused to meet Council requirements. All staff contribute to and support the Business Plan and all staff understand its importance to the

Memorial and use it as part of their day-to-day operations. Planning processes are aimed at ensuring there is full prior consultation and involvement and that the Memorial performs as one team, with one set of objectives.

EVALUATION AND VISITOR RESEARCH

Evaluation and visitor research continued across a wide range of Memorial activities throughout 2006–07.

Summative evaluations were conducted for three exhibitions on display in the Memorial's Special Exhibitions Gallery: *ANZACs in France, 1916*; *Focus: photography and war 1945–2006*; and *George Lambert: Gallipoli and Palestine landscapes*. Visitor surveys were used to gauge the extent of visitor learning and satisfaction with these exhibitions and to determine whether the exhibitions increased access to the Memorial by attracting new audiences. Visitor observations were also used to understand how long visitors stayed in the exhibitions, as well as other aspects of visitor behaviour, such as the viewing of audiovisual displays.

The first stage of a remedial evaluation of the newly opened Discovery Zone began in June 2007. The aim of remedial evaluation is to provide feedback on how various exhibit elements work together, with a focus on improving an exhibition once it has opened. Visitor observations were conducted in the Discovery Zone during the June long weekend to understand visitor behaviour and usage of the space, as well as visitor circulation and the safety and functioning of activities. Some small changes were made as a result of this study, in time for its opening in early July. The study is being repeated in July 2007 to ensure that any problems identified in the first period have been satisfactorily resolved.

The second stage of an exploratory, qualitative study looking at the broader outcomes of a visit to the Memorial occurred during 2006–07. This study aims to identify and describe the types of outcomes that occur as a result of a visit to the Memorial. The first stage of the study engaged adults and children on-site, while the second stage involved follow-up interviews with the study participants. It is anticipated that this study will be completed early in the new financial year.

The Memorial continued to conduct regular visitor surveys throughout 2006–07 to monitor what visitors did during their visit and what they thought of the Memorial's facilities and services. Approximately 1,200 randomly selected visitors took part in the Memorial's general visitor survey: results from this study have been used to report the Memorial's performance elsewhere in this report. Another 350 people were surveyed to measure their satisfaction with the Memorial's cafés. This study is used to ensure that the Memorial's contracted caterer meets agreed standards.

Off-site visitor surveys were conducted by four venues that hosted Memorial travelling exhibitions: the Museum and Gallery of the Northern Territory, Parkes Shire Library, Gladstone Art Gallery, and St George Regional Museum. This is an important way of monitoring the success of the Memorial's travelling exhibition program in regional Australia.

An evaluation of advertising and marketing campaigns in Canberra was undertaken by the Memorial. The objectives were to gauge Canberra residents' awareness of campaigns conducted by the Memorial to promote its activities and exhibitions, and to gauge both the frequency of residents' visits to the Memorial and the influence of advertisements in determining these visits. Among other things, the study found that two-thirds of residents had heard, read, or seen advertising for the Australian War Memorial during the three months prior to the survey, and that one-fifth of visitors had been highly influenced to visit the Memorial as a result of advertising.

In conjunction with a number of partners, the Memorial continued its involvement in an ARC-funded research project on ways to increase the frequency of visits to museums. It also supported an ACT tourist attraction satisfaction study which commenced during the year.

RISK MANAGEMENT

The Business Risk Assessment and Risk Management Plan were updated during the year to extend them to 2008, and effective fraud control measures continued. This brings risk management into line with other corporate planning such that a full business risk assessment will now be completed a year prior to each new corporate plan being developed. Risk management was monitored across the organisation, and for all major events and activities specific risk management plans were developed in advance. Emergency evacuation planning continued, with trial evacuations completed in all buildings. Disaster action recovery was put to the test during the major storm in February, with positive outcomes. The Memorial participated in Comcover's annual risk management benchmarking survey and again achieved a good rating (6.6 out of 10).

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

A strategic review undertaken last year of the power and cooling requirements to support the Post-1945 Conflicts galleries development and the Main Building into the future was extended to include the requirement for a cooling upgrade at the collection storage facility at Mitchell, ACT. Upgrades to both cooling and power were fully scoped and tendered, and a major power and cooling upgrade project began in May 2007, with staged completion scheduled throughout winter 2007.

The defects liability period for the new C.E.W. Bean building was managed and a range of facilities advice provided on the redevelopment of the Post-1945 Conflicts galleries and Discovery Zone.

The National Collection accommodation and storage review has progressed and a tender process has selected an architectural project consultancy to scope and develop future plans to enhance the Memorial's collection storage capability. Building improvements to provide consolidated specialist storage for radioactive collection items have also been made at the Memorial's collection storage facility, along with some enhancement to collection pre-display preparation areas.

Services

Security continues to be a high priority and ongoing consultation with Government security agencies over events, visits, and general risk assessment has occurred. This year the Memorial also worked closely with a consultant from the Australian Federal Police Security Risk Management area to advise on the range of options available to the Memorial to upgrade security infrastructure. A complex three-stage selection process (expression of interest, proposal, and then tender) was completed to source a suitable supplier for the design, documentation, supply, and installation of upgraded electronic security infrastructure, as well as a maintenance regime, for all sites. The successful supplier has completed a detailed scope for the upgrade and the installation works project is expected to be completed in 2008.

Good Commonwealth record-keeping practice continues at the Memorial through implementation of the National Archives of Australia DIRKS program and planning for the Enterprise Content Management project. Significant progress has been made in the sentencing project covering records from the mid-1940s to the late 1980s (AWM 315 series) and planning has also commenced for the introduction of electronic record keeping. Preliminary testing of a Business Classification Scheme was completed successfully within the current records management system (TRIM), and staff are attending training in preparation for its release.

The Memorial's workshop supported a wide range of Memorial activities with work this year, including the construction of exhibition infrastructure for *Focus: photography and war 1945–2006* and *George Lambert: Gallipoli and Palestine landscapes*, and preparation for other special exhibitions. The workshop also supported Gallery Development with work on Post-1945 Conflict galleries and the Discovery Zone, as well as general buildings and conservation works.

The Emergency Planning Committee met four times and emergency evacuation drills were conducted for all buildings.

FINANCE

Financial Management Information Services (FMIS)

Our commitment to processing supplier payments via electronic funds transfer has resulted in over 90 per cent of suppliers adopting this payment method. To support this process, the Memorial's FMIS was enhanced during 2006–07 so as to provide electronic remittance advices via email in place of sending paper documents.

Planning for an upgrade to the fully integrated Financial and Human Resource Management system was deferred as the Memorial took up an option to extend the maintenance agreement to the end of 2009. On this basis, an upgrade is now planned for early to mid-2009.

Significant involvement in the implementation of the new "whole-of-government" Central Budget Management System (CBMS) continued during 2006–07.

Financial Policy

The procurement policy (including tendering and contracts management) was reviewed and enhanced to further streamline processes while still achieving compliance with the Commonwealth Procurement Guidelines (CPG). In-house training courses have been developed and delivered to improve awareness of the CPGs and their application.

The Memorial has continued to work with the Department of Finance and Administration (DoFA) in relation to issues associated with accounting for heritage assets and funding of associated depreciation expenses. It is hoped that there will be a satisfactory resolution to this ongoing issue in the next year so that the Memorial can move forward with certainty about funding arrangements to support the development and management of the National Collection.

Asset management policies have been reviewed and new procedures implemented in relation to the annual stocktake of plant and equipment assets. Given the relatively low value of this asset class and the history of small amounts being written off each year, a new sampling methodology has been adopted, with 100 per cent check of high value/high risk items and a rolling check of all other assets. Over a five-year period, all assets will have been subject to a stocktake.

The Chief Finance Officer (CFO) continued to be involved in activities necessary to ensure the funding strategy for the Post-1945 Conflicts galleries refurbishment is achieved. Investment strategies play an important role in the delivery of funds for this initiative, as well as the management of funds from a range of other sources. The CFO worked closely with the Memorial's Quantity Surveyor and was involved in scope and budget reconciliations to ensure the project budget was met.

Financial Planning and Monitoring

Financial reporting on a full accrual basis was undertaken on a monthly basis for both senior management and DoFA. Performance of the Shop and e-Business was also reported monthly on a full accrual basis.

The Memorial's budget estimates were prepared for 2007–08 and the following three years in accordance with "whole-of-government" budget requirements. The budget estimates present an excellent prediction, consistent with the Corporate Plan, 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 2006–07 funding from Government included the first of two years' funding towards the new HMAS *Brisbane* bridge display.

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

The Memorial's collection and exhibition assets were revalued during 2006–07. The revaluation resulted in the value of these assets being increased by \$381m. This increased

value and corresponding increased depreciation expense are reflected in the 2006–07 Financial Statements. Consistent with current Government funding arrangements, the Memorial's budget for 2007–08 will be increased to cover the increase in depreciation expenses related to the collection and exhibition assets.

The Memorial continues to increase its customer base through e-Business transactions. Workloads in Finance to support this activity have been significantly higher than in previous years. As a result, it has been necessary to streamline processing activities and to reallocate resources, as available, to accounts receivable processing. The increased activity is also reflected in the Memorial's strong revenue performance in 2006–07.

A continued focus on debtor management has seen the level of overdue debts reduced even further from the previous low level.

Financial Services

The Finance section provided a range of services, including accounts payable and receivable; domestic and overseas travel arrangements; procurement advice; assets management; contracts management; FBT, GST, and superannuation advice; coordination 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. The section coordinated an unusually high number of high-value procurements, most requiring open approaches to the market via AusTender.

Staff continue to undertake training in a range of areas relating to financial management, and professional staff undertook necessary training to maintain their CPA status.

INFORMATION TECHNOLOGY

Ongoing support was provided for a wide range of corporate applications, and general access to such systems was maintained at greater than 99.9 per cent. Key achievements included:

Corporate Applications

- Selection of a preferred supplier for the Enterprise Content Management (ECM) project resulting from an open tender process and highly detailed evaluation
- Confirmation of the ECM scope and preparation of a detailed design commenced and expected to lead to an implementation contract towards the end of 2007

- Annual review and upgrade of human resources and finance system patches and successful testing of disaster recovery procedures
- Elimination of risks associated with delivery of databases to the web by replacement of unsupported technology
- Redesign of software architecture to improve reliability of school bookings and e-Business systems
- Development of custom software and workflows to accommodate the output from digitisation programs and intake of significant digital photograph collection donations.

Network infrastructure

- Replacement of selected network servers as part of the ongoing leasing strategy
- Review of network architecture and implementation of virtual local area networks to improve both performance and network security
- Deployment of new anti-virus software
- Replacement of all notebook computers and upgrade of the standard operating environment
- Clustering of primary network servers to minimise potential for hardware failures
- Installation and commissioning of a Storage Area Network to improve interim storage needs and to familiarise IT staff with that technology.

PEOPLE MANAGEMENT AND DEVELOPMENT

Strategic People Management

A major focus for the year was the successful development of a new three-year Teamwork (Collective) Agreement for the Memorial spanning 2007–10. The process for the Memorial's fifth union-negotiated agreement went smoothly, with the target date for implementation of 1 July 2007 met through the cooperative efforts of management, staff, and the three unions represented at the Memorial (CPSU, CFMEU, and MEAA) and with the assistance provided by the Department of Employment and Workplace Relations. The agreement provides for a 14 per cent pay increase over three years, the underlying principle of which continues to be the strong link between remuneration and individual and team productivity measured through the Business Management and Performance Feedback Scheme (BMPFS). The 14 per cent increase is slightly higher than the APS average (12.6 per cent) but is necessary to reduce the gap that has opened between Memorial salaries and those of other collecting institutions.

The Memorial's Teamwork (Certified) Agreement 2004–07 provided a 4 per cent increase to staff salaries from 1 July

2006 and a 2 per cent one-off bonus for all employees who successfully participated in the 2006–07 BMPFS.

A key strategy for the management of the relatively high volume of temporary and casual staff to meet seven-day operations is outsourcing to a major staffing agency. A tender process was conducted for a contract in this area, with Ross Human Directions being the successful tenderer.

New policies covering purchased leave, rehabilitation and attendance, time recording, and leave procedures were developed and implemented. Policies on people development, and also workplace harassment, were reviewed during the year.

Workforce Development

Again this year an extensive People Development Program was developed and implemented addressing the training and development needs of individuals in alignment with the Memorial's annual Business Plan and general work requirements. This was very effective in raising the skill levels and productivity of staff.

The highly successful development program for entry-level staff continued with the assistance of the Canberra Institute of Technology. The program, which has been running since 2004–05, focuses on developing both the administrative and museum skills of participants. These staff are now successfully moving into positions across the Memorial.

Two Australian military history courses were run during the year, with the course continuing to provide knowledge and skills to a wide range of staff.

The Cultural Management Development and Advanced Workplace Skills programs continue to provide excellent platforms for developing skills at the middle management and junior levels, respectively. The Memorial greatly appreciates the cooperation and support it receives from other cultural institutions in the delivery of these two programs.

People Management and Services

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

The Memorial's Workplace Diversity program operated effectively, as did the Memorial's Workplace Harassment Contact Officer program. No formal grievances were made during the year.

The Memorial joined with the National Museum of Australia and the National Library of Australia to tender for a new

Employee Assistance Program provider. OSA Group was chosen as our provider and assumed the role from the previous service provider in September 2006. Statistics provided during the year continued to indicate that usage of this program is for non-work related issues only. This is a strong indication of effective people management practices at the workplace.

The Memorial's staffing overview, details of staff development provided, and performance-based remuneration are at Appendix 8.

OUTPUT 1.12 Revenue Generation

GENERATION OF REVENUE IN SUPPORT OF THE MEMORIAL'S MISSION AND PURPOSE.

MEMORIAL SHOP

Record Shop revenue of \$1,493,789 was achieved, which was above target by 24 per cent or \$293,789. This result builds on the revenue increases over the past few years. The net profit for the Shop before notional costs was \$263,006, and operating net profit after notional costs was \$140,845, which represents 9 per cent of sales.

The Shop supported the Salute to Vietnam Veterans' Weekend in August 2006 with author signings and sales of publications outside Telstra Theatre, and supported other events, such as the launch of *Vietnam*, Ric Pelvin's publication through Hardie Grant. A souvenir coin featuring a Vietnam soldier was developed to commemorate the event, which contributed to the highest revenue performance month of the year (over \$152,000). This and other coins in the series are proving popular with visitors, with sales exceeding 7,000 coins.

In December, the Shop supported the launch and sale of *Contact: photographs from the Australian War Memorial collection*. Sales of both hard and soft cover copies have been very strong, with over 600 sold at the Shop.

Open Day in March 2007 was a good opportunity to showcase Memorial product and souvenirs to a wide audience, and sales for the day exceeded \$10,000. This was a very strong result, being double the sales performance on the last occasion.

The product range within the Shop continues to be developed. A number of apparel items and products have been sourced from Defence suppliers featuring Australian Army, RAN, and RAAF insignia. Further products developed are based on items or themes made popular within the galleries. These products add to a wide range of items closely linking the

military history role of the Memorial with current serving Australian Defence Force members.

An upgrade to the latest version of Advance Retail inventory management system was performed in August 2006. The annual stocktake was undertaken in late May to allow sufficient time to process the results and facilitate end-of-financial year arrangements. The high revenue levels achieved in the Shop this year and a high sell-through rate contributed to a higher Shop write-down of \$5,912.71 (1.88 per cent of stock holdings), and publications write-down of \$3,157.35 (1.31 per cent of stock holdings). These remain acceptable levels but some controls are being tightened.

E-BUSINESS

This achieved \$872,518 in revenue, which was 12 per cent above target. Of this, corporate waivers bringing non-cash benefits, such as collection items or marketing, were valued at \$221,617. After almost five years of operation, e-Business continues to deliver above revenue targets at an average growth of over 20 per cent per year.

Sale of Shop products through e-Business continues to grow. Contributing to the growth are both the number of DVA publications sold via DVA coupons and the increasing range/product marketing within the Online Shop. This year, sales of shop product through the Online Shop was 42 per cent of total items ordered, or \$264,493 in revenue. This is an increase of over 100 per cent on the previous year.

May 2007 saw the greatest volume of orders and monthly revenue to date within e-Business, with 2,019 orders placed, creating \$127,389 in gross revenue for the month. October 2006 and April 2007 were also above-average months, contributing a combination of 2,184 orders and \$184,307 in revenue.

e-Business has continued to market to new and existing customers. Opportunities for marketing to Battlefield Tour participants, Open Day attendees, and Museums Australia conference participants have been successful. Ongoing marketing activities have included flyers to new e-Business customers, email campaigns to previous customers, and advertising within *Wartime* magazine and e-Memorial.

High-resolution scans continue to be the most popular product, particularly due to their suitability for reproduction within publications or TV/ film production. Both the number of user fee orders and the amount of user fee revenue have doubled this year. This suggests that commercial broadcasters and publishers are continuing to find the Memorial's collection material of great interest and that the corporate waiver process is not affecting the growth of user fee revenue.

In August 2006, the e-Business and school bookings functions were split within the Piction software. The business drivers, system owners, and maintenance requirements were different across both areas of functionality, despite being the one software system. This has allowed the online school bookings to implement program changes to include new galleries, and for e-Business to implement system developments independently.

OTHER REVENUES

Overall non-government revenue was \$6.77m which exceeded the target by 25 per cent. Strong contributions were made by catering, shop sales, education programs, interest, donation and sponsorships. The average donation per visitor has increased by 65 per cent since the promotion of 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.

Teamwork is the key strategy by which the Memorial achieves all of its objectives and all sections foster this through their business plans. Also key in this area is the Business Management and Performance Feedback Scheme, which ties individuals' work into teams and business planning and thereby into corporate planning.

In addition to formal management communication structures there exist committees for specific purposes that contribute to the workplace. These include the Workplace Relations Committee, the Occupational Health and Safety Committee, the Exhibition Planning Group, the Emerging Technologies Group, and the Information Management Steering Group. These forums prove to be effective ways of managing cross-branch matters of importance and achieving strong teamwork.

The Service Charter standard of a maximum ten days for responses to letters was met in the majority of cases. High standards of customer service were achieved, with a large number of representations from the public complimenting staff in this area. Well-being at the workplace is also promoted through an active Social Club and other staff-initiated activities, and through support for charities such as Red Cross, Blood Bank, Legacy, The Kids Canberra Hospital Christmas Fund, and the Heart Foundation.

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

The teamwork displayed across the Memorial is impressive and appreciated by all staff, particularly by senior management.

SALUTE TO VIETNAM VETERANS

5



Veterans remember fallen mates at the Roll of Honour during the Salute to Vietnam Veterans Weekend.



Ms Hayley Jensen entertains the 6,000-strong crowd in the Memorial grounds during the "40 years on: music of the Vietnam War" concert.



Mr Mike Cecil, Head of Military Heraldry and Technology, points out salient features of a Centurion Mk 5/1 (Aust) tank during Big Things on Display at the Salute to Vietnam Veterans Weekend.

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, the Honourable Bruce Billson MP, has portfolio responsibility for the Memorial.

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

As a result of an open tender process in the previous year, the Memorial's internal audit services provider is now RSM Bird Cameron. The Internal Audit Plan 2006–07 was approved by Council in May 2006 and audits were completed as follows:

- charging for education programs
- business risk assessment update
- asset management
- management of firearms
- contract management.

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the 2007–08 Business Plan.

The Internal Audit Plan 2007–08 was approved by Council in May 2007. The new plan will include:

- review of cash management controls and accounts receivable processing
- business risk assessment 2008–11
- fraud risk assessment and development of Fraud Control Plan 2008–11
- development of Strategic Audit Plan 2008–11.

External Audit

The audit of the 2006–07 Financial Statements was undertaken by Ascent on behalf of the ANAO and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's 2006–07 Financial Statements is at page 50.

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 for Veterans' Affairs must consult Council members before notifying them of a general policy of Government. No ministerial directions were received during 2006–07. The Memorial continued to comply with policies applied previously by Ministerial Directions on foreign exchange, cost recovery, and a national code of practice for the construction industry.

INDEMNITIES AND INSURANCE PREMIUMS

The total insurance premium for 2006–07, including the 6.6 per cent discount received through the annual Risk Management Benchmarking Survey, was \$326,928 (excl. GST), which was approximately \$151,759 (31 per cent) lower than 2005–06. As in 2005–06, property cover was restricted to a maximum probable loss equal to half (50 per cent) 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 general liability, with the premiums being \$230,182.07 and \$74,156.80 respectively. Council members are provided with indemnity insurance, and the premium for directors and officers' liabilities was \$7,727.42.

LEGAL ACTIONS

The claim for potential liability (up to \$50,000) made against the Memorial relating to a fall on Memorial property is still outstanding. 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. The counter-offer was rejected and Comcover instructed AGS to seek a contribution from relevant Memorial sub-contractors on the project. Letters seeking contribution were sent by AGS.

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 with appropriate consideration being made 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 per cent of the Memorial's general visitors have a disability (approximately 29,000 people during 2006–07).

- 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:

- 96 per cent – disabled-access lift
- 95 per cent – free wheelchairs
- 92 per cent – disabled toilets
- 90 per cent – disabled parking
- 90 per cent – large-print gallery guides
- Fewer than 1 per cent of visitors identify as Aboriginal or Torres Strait Islanders (2.4 per cent of Australian population). Indigenous visitors were as satisfied by their visit to the Memorial as non-Indigenous visitors.
- About 20 per cent of Australian visitors were born overseas (compared with 29 per cent of the Australian population as a whole).
- About 10 per cent of Australian visitors (approximately 63,000 people) speak a language other than English at home – a smaller percentage than that found in the Australian population (22 per cent). While still high, the satisfaction of these people is slightly lower than that of other visitors.

In 2006–07 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, 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 47.

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 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 156 compliments, 96 suggestions and comments, and 16 complaints were received during 2006–07. A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 31.

Of the comments and suggestions received, almost half (45 out of 96) 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 that the lighting levels in the galleries were too low. Some galleries have a slightly lower lighting level than other galleries as a design feature to focus visitors' attention on the major exhibits and circulation paths, rather than on the space as a whole. 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 that cannot be handled immediately. These standards were met in the majority of cases.

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	450,750
Win Television NSW Pty Ltd	General Memorial advertising	116,250
Mix 106.3	General Memorial advertising	32,656
Advertising Expenditure		599,656
Orima Research	Evaluation of advertising activities in the ACT	7,200
Market Research Expenditure		7,200
Total		606,856

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 9.

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

Facilities for Access

The Memorial caters for public access to its collections, with reading rooms and staff available to assist with reference inquiries. The Memorial's Research Centre specialises in the provision of public reference services. The facilities are available to any member of the public having gained approval for access to documents under the Act. The access point at which members of the public may make inquiries on Freedom of Information (FOI) matters, submit formal requests for access to documents, or inspect documents to which access has been granted is 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
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Executive Officer
Public Programs
Australian Public Service Class 6

Executive Officer
National Collection
Australian Public Service Class 6

Executive Officer
Corporate Services
Executive Level 1

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
Public Programs
Senior Executive Band 1
Assistant Director and Branch Head
National Collection
Senior Executive Band 1
Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Freedom of Information Act 1982, Statistics 2006–07

One FOI request was received during 2006–07. A \$30 application fee and \$121.25 in charges were collected during the year as a result. The request was being processed at the end of 2006–07 and will be completed in 2007–08.

ENVIRONMENTAL PROTECTION AND BIODIVERSITY CONSERVATION (EPBC) ACT 1999, SECTION 516A STATEMENT

Environment

The Memorial does not administer any legislation nor have any appropriations directly related to the principles of environmentally sustainable development (ESD). Accordingly, the Memorial's involvement relates to practices that can improve environmental practices within the Memorial.

The Memorial recognises that efficient and responsible energy use practices can realise significant energy and cost savings. It also recognises community and Government expectations for leading institutions to be environmentally accountable and is committed to operating in a manner that

prevents pollution, minimises risks to human health and the environment, and reduces any negative environmental impacts associated with our operations.

The Memorial's Environmental Management System (EMS) has been modified to conform to AS/NZS ISO 14001: 2004 and the consumption of gas and electricity continues to be strictly monitored on a regular basis. Both the EMS and energy monitoring are overseen by the Energy and Environment Committee which meets quarterly and acts as a conduit for energy and environment staff initiatives and reports to the Memorial's senior management, the Corporate Management Group.

The Memorial is currently undertaking a number of significant energy and water reduction initiatives in the Main Building at Campbell. These include:

- replacing water cooling towers with air cooled electromagnetic chillers, which will result in a significant decrease in water consumption (and associated water treatment chemicals) and eliminate the risk of Legionella Disease;
- changing the control strategy for chiller and air conditioning controls to reduce short cycling and peak loads on large chillers; and
- installation of additional meters on all independent supplies to interrogate and control building power loads more closely.

In general, the Memorial has continued to maintain a record of efficient energy use, with monthly consumption and trends remaining consistently within expected levels.

Heritage

Owing to its significance for all Australians, the Memorial was added to the Commonwealth Heritage List in 2004 and the National Heritage List in 2006. Associated with these listings and the requirements of the *EPBC Act*, the Memorial's existing policies and procedures for cultural heritage management have undergone review. In 2006, the Memorial contracted Godden Mackay Logan Heritage Consultants to provide expert assistance in drafting and implementing the various policies and procedures which heritage legislation requires.

In accordance with section 341ZA of the *EPBC Act*, a new Australian War Memorial Heritage Strategy documenting how the Memorial protects and conserves the heritage values of all places under its ownership and control has been developed. The strategy includes:

- a statement of the Memorial's objective for the management of heritage values
- how the Heritage Strategy operates within the Memorial's corporate planning framework

- a list of key Memorial positions responsible for heritage matters
- the process of consultation with other Government agencies, community, and stakeholders on heritage matters
- the processes for conflict resolution
- the process for monitoring, reviewing, and reporting on the implementation of the Heritage Strategy.

Godden Mackay Logan commenced an Asset Identification and Assessment Program in May 2007 and this information will be used to compile the Memorial's Heritage Register, which lists the heritage values of all places under Memorial control, together with their Statement of Significance.

A review of the Memorial's Conservation Management Plan from 1995 also commenced in May 2007, with this document being systematically revised to render it *EPBC Act* compliant.

OCCUPATIONAL HEALTH AND SAFETY

The health and safety of staff and visitors is a paramount focus at the Memorial. The Memorial's Occupational Health and Safety Committee met on six occasions during the year to review policies and procedures; it also formulated a strategy for the development of a new Health and Safety Management Agreement between the Memorial and its employees to be implemented in the first quarter of 2007–08. The committee continues to monitor all incident reports, recommending follow-up action as necessary.

The program of random plant audits continued with the Buildings and Services section (major plant), People Management section, Communications and Marketing section, and Collection Services Registration sub-section audited during the year with no significant issues of concern recorded.

Approximately 50 per cent of staff elected to participate in the annual influenza and hepatitis vaccination programs provided by the Memorial. Support for other health-related activities continued throughout the year, including eyesight testing for screen-based equipment use, fortnightly lunch-time visits from a masseuse, and regular health-related articles included in the staff newsletter.

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

A major priority for the Memorial is to provide a quality experience for all visitors. A variety of services and facilities are provided and maintained regularly, including accessible parking, wheelchair access, and lifts. Trained staff members are also available to provide assistance, as required. Regular evaluation, both formative and summative, is undertaken to review and address the needs of visitors and users of the Memorial's facilities. Facilities and services provided to people with disabilities are monitored through the ongoing exit survey program. Results from both the survey and evaluations are monitored to ensure appropriate standards of service and satisfaction are maintained.

An effective means for visitors to offer feedback on the quality and appropriateness of Memorial facilities and services is provided through the Memorial's Service Charter. 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's Role

The Memorial is committed to improving accessibility for people with disabilities and regularly reviews its policies and programs to ensure that these meet the requirements of the *Disability Discrimination Act 1992*.

The Memorial participated during the year in an evaluation of draft Disability Employment Checklists being developed by the Australian Public Service Commission. Managers and all staff involved in recruitment activities at the Memorial are made aware of the principles of reasonable adjustment and diversity. All recruitment information is made readily available in electronic format and other formats, and 100 per cent of customer requests are processed via the requested medium within 48 hours.

Interpreters from the ACT Interpreter Service are engaged on a regular basis to assist hearing-impaired staff attending staff meetings and training seminars, courses, and workshops.

The Memorial has a well established process for handling any 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.

BEAT RETREAT, SEPTEMBER 2006

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Precision marching was a feature of the Beat Retreat performance.



Members of the Band from the Royal Military College of Australia performing during the Beat Retreat performance in September.



M2A2 howitzers fire during the Beat Retreat performance.

REPORT BY THE AUDITOR-GENERAL AND FINANCIAL STATEMENTS

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AUSTRALIAN WAR MEMORIAL
ANNUAL REPORT 2006–2007



INDEPENDENT AUDITOR'S REPORT

To the Minister for Veterans' Affairs

Scope

I have audited the accompanying financial statements of the Australian War Memorial for the year ended 30 June 2007, which comprise: a statement by the Council and Director; income statement; balance sheet; statement of changes in equity; cash flow statement; schedule of commitments; a summary of significant accounting policies; and other explanatory notes.

The Responsibility of the Council for the Financial Statements

The members of the Council are responsible for the preparation and fair presentation of the financial statements in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997* and the Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

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

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

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

Independence

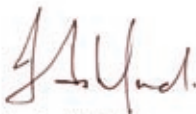
In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the ethical requirements of the Australian accounting profession.

Auditor's 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 the Australian Accounting Standards (including the Australian Accounting Interpretations); and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the Australian War Memorial's financial position as at 30 June 2007 and of its financial performance and its cash flows for the year then ended.

Australian National Audit Office



Jocelyn Ashford
Executive Director

Delegate of the Auditor-General

Canberra

8 August 2007

Australian War Memorial**STATEMENT BY COUNCIL AND DIRECTOR**

In our opinion, the attached financial statements for the year ended 30 June 2007 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*.

The Finance Minister has granted the Memorial an exemption to the application of Sections 37.2 and 45.3 of Schedule 1 to the *Commonwealth Authorities and Companies Orders (Financial Statements for periods ending on or after 1 July 2006)*. These exemptions relate to the requirement that heritage and cultural assets with useful lives in excess of 200 years shall not be depreciated, and that all financial instruments shall be measured at fair value after initial recognition.

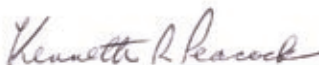
In our opinion, at the date of this statement, there are reasonable grounds to believe that the Memorial will be able to pay its debts as and when they become due and payable.

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



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

8 August 2007



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

8 August 2007



Steve Gower AO
Director

8 August 2007



Ms Rhonda Adler
Chief Finance Officer

8 August 2007

INCOME STATEMENT
for the period ended 30 June 2007

	Note	2007 \$	2006 \$
INCOME			
Revenue			
Revenue from Government	2A	34 237 000	33 661 000
Sale of goods and rendering of services	2B	3 105 408	2 733 664
Interest		2 536 423	2 233 106
Resources received free of charge	2C	1 199 951	715 688
Other revenue	2D	5 874 661	1 669 192
Total Revenue		46 953 443	41 012 650
Total Income		46 953 443	41 012 650
EXPENSES			
Employee benefits	3A	17 609 943	16 609 766
Suppliers	3B	13 618 815	12 210 459
Depreciation and amortisation	3C	13 772 775	11 018 272
Write down and impairment of assets	3D	81 029	126 524
Losses from asset sales	3E	9 976	38 611
Total expenses		45 092 538	40 003 632
Surplus		1 860 905	1 009 018

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

BALANCE SHEET as at 30 June 2007

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	Note	2007 \$	2006 \$
ASSETS			
Financial Assets			
Cash and cash equivalents	4A	37 762 910	39 587 071
Trade and other receivables	4B	479 338	359 041
Accrued interest revenue		818 996	560 466
Total financial assets		39 061 244	40 506 578
Non-Financial Assets			
Land and buildings	5A	128 525 797	130 817 965
Infrastructure, plant and equipment	5B	3 064 329	2 981 769
Heritage and cultural assets	5C	968 261 431	592 882 404
Exhibitions	5D	20 031 570	8 598 849
Intangibles	5E	980 683	1 233 404
Inventories		538 937	427 386
Other non-financial assets	5G	167 990	176 908
Total non-financial assets		1 121 570 737	737 118 685
Total assets		1 160 631 981	777 625 263
LIABILITIES			
Payables			
Suppliers	6A	1 333 605	829 123
Other payables	6B	1 058 451	2 899 172
Total payables		2 392 056	3 728 295
Provisions			
Employee provisions	7A	5 863 677	5 416 972
Total provisions		5 863 677	5 416 972
Total liabilities		8 255 733	9 145 267
NET ASSETS		1 152 376 248	768 479 996
EQUITY			
Contributed equity		12 304 000	10 921 000
Asset revaluation reserve		547 244 044	166 591 697
Retained surplus		592 828 204	590 967 299
Total equity		1 152 376 248	768 479 996
Current Assets		39 768 171	41 110 872
Non-Current Assets		1 120 863 810	736 514 391
Current Liabilities		7 322 516	8 242 447
Non-Current Liabilities		933 217	902 820

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

STATEMENT OF CHANGES IN EQUITY
as at 30 June 2007

	Retained Earnings		Asset Revaluation Reserve		Contributed Equity / Capital		Total Equity	
	2007	2006	2007	2006	2007	2006	2007	2006
	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	590 967 299	589 958 281	166 591 697	137 669 349	10 921 000	7 721 000	768 479 996	735 348 630
Income and Expense								
Income and Expenses recognised directly in Equity								
Revaluation adjustment	-	-	380 652 347	28 922 348	-	-	380 652 347	28 922 348
Sub-total Income and Expenses recognised directly in Equity	-	-	380 652 347	28 922 348	-	-	380 652 347	28 922 348
Surplus for the period	1 860 905	1 009 018	-	-	-	-	1 860 905	1 009 018
Total Income and Expenses	1 860 905	1 009 018	380 652 347	28 922 348	-	-	382 513 252	29 931 366
Transactions with Owners								
<i>Contributions by Owners</i>								
Appropriation (equity injection)	-	-	-	-	1 383 000	3 200 000	1 383 000	3 200 000
Sub-total Transactions with Owners	-	-	-	-	1 383 000	3 200 000	1 383 000	3 200 000
Closing balance at 30 June	592 828 204	590 967 299	547 244 044	166 591 697	12 304 000	10 921 000	1 152 376 248	768 479 996

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

CASH FLOW STATEMENT
for the period ended 30 June 2007

	Note	2007 \$	2006 \$
Operating Activities			
Cash received			
Goods and services		2 062 887	2 139 301
Appropriations		34 237 000	33 661 000
Interest		2 277 893	1 960 897
Net GST received		1 979 744	2 088 482
Other cash received		3 440 666	4 565 806
Total cash received		43 998 190	44 415 486
Cash used			
Employees		(17 163 237)	(16 204 507)
Suppliers		(14 650 970)	(13 723 617)
Total cash used		(31 814 207)	(29 928 124)
Net cash from operating activities	8	12 183 983	14 487 362
Investing Activities			
Cash received			
Proceeds from sales of property, plant & equipment		9 522	24 316
Investments		49 000 000	60 500 000
Total cash received		49 009 522	60 524 316
Cash used			
Purchase of property, plant and equipment		(15 400 666)	(15 192 894)
Investments		(46 000 000)	(66 000 000)
Total cash used		(61 400 666)	(81 192 894)
Net cash (used by) investing activities		(12 391 144)	(20 668 578)
Financing Activities			
Cash received			
Appropriations – contributed equity		1 383 000	3 200 000
Total cash received		1 383 000	3 200 000
Net cash from financing activities		1 383 000	3 200 000
Net increase / (decrease) in cash held		1 175 839	(2 981 216)
Cash at the beginning of the reporting period		1 587 071	4 568 287
Cash at the end of the reporting period	4A	2 762 910	1 587 071

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

SCHEDULE OF COMMITMENTS
as at 30 June 2007

	Note	2007 \$	2006 \$
By Type			
Commitments receivable			
Sponsorship		(20 000)	-
GST recoverable on commitments		(930 133)	(2 172 341)
Total commitments receivable		(950 133)	(2 172 341)
Capital commitments			
	1.19		
Land and buildings		1 933 846	452 864
Infrastructure, plant and equipment		-	192 804
Exhibitions		3 740 291	16 755 144
Intangibles		118 427	1 225
National Collection		291 076	163 398
Total capital commitments		6 083 640	17 565 435
Other commitments			
Operating leases	1.19	511 015	849 651
Project commitments		172 714	294 134
Other commitments		3 484 098	3 486 221
Total other commitments		4 167 827	4 630 006
Net commitments by type		9 301 334	20 023 100
By Maturity			
Commitments receivable			
One year or less		(810 567)	(1 176 044)
From one to five years		(139 566)	(996 297)
Total commitments receivable		(950 133)	(2 172 341)
Commitments Payable			
Capital Commitments			
One year or less		6 083 640	8 852 646
From one to five years		-	8 712 789
Total capital commitments		6 083 640	17 565 435
Operating lease commitments			
One year or less		310 087	390 230
From one to five years		200 928	459 421
Total operating lease commitments		511 015	849 651
Other Commitments			
One year or less		2 322 514	2 460 876
From one to five years		1 334 298	1 319 479
Total other commitments		3 656 812	3 780 355
Net commitments by maturity		9 301 334	20 023 100

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

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1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 Basis of Preparation of the Financial Report

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

- Finance Minister's Orders for reporting periods ending on or after 1 July 2006; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that apply for the reporting period.

The Finance Minister has granted the Memorial an exemption to the application of Sections 37.2 and 45.3 of Schedule 1 to the *Commonwealth Authorities and Companies Orders (Financial Statements for periods ending on or after 1 July 2006)*. These exemptions relate to the requirement that heritage and cultural assets with useful lives in excess of 200 years shall not be depreciated, and that all financial instruments shall be measured at fair value after initial recognition.

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

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

Unless an alternative treatment is specifically required by an Accounting Standard, assets and liabilities are recognised in the Balance Sheet when and only when it is probable that future economic benefits will flow to the Memorial 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, consumption or loss of economic benefits has occurred and can be reliably measured.

1.2 Significant Accounting Judgements 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.

1.3 Statement of Compliance

Australian Accounting Standards require a statement of compliance with International Financial Reporting Standards (IFRSs) to be made where the financial report complies with these standards. Some Australian equivalents to the IFRSs and other Australian Accounting Standards contain requirements specific to not-for-profit entities that are inconsistent with IFRS requirements. The Memorial is a not-for-profit entity and has applied these requirements, so while this financial report complies with Australian Accounting Standards including Australian Equivalents to International Financial Reporting Standards (AEIFRSs) it cannot make this statement.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2007

Adoption of new Australian Accounting Standard requirements

No accounting standard has been adopted earlier than the effective date in the current period.

Future Australian Accounting Standard Requirements

The following new standards, amendments or interpretations have been issued by the Australian Accounting Standards Board but are effective for future reporting periods. It is estimated that the impact of adopting these pronouncements when effective will have no material financial impact on future reporting periods.

Standard affected	Amending Standard	Application date (periods beginning on or after)
AASB 1 First time Adoption of Australian Equivalents to International Financial Reporting Standards	2005-10 2007-4	1 Jan 2007 1 July 2007
AASB 2 Share Based Payment	2007-1 2007-4	1 Mar 2007 1 July 2007
AASB 3 Business Combinations	2007-4	1 July 2007
AASB 4 Insurance Contracts	2005-10 2007-4	1 Jan 2007 1 July 2007
AASB 5 Non Current Assets Held for Sale and Discontinued Operations	2007-3 2007-4	1 Jan 2009 1 July 2007
AASB 6 Exploration for and Evaluation of Mineral Resources	2007-3 2007-4	1 Jan 2009 1 July 2007
AASB 7 Financial Instruments: Disclosures	new 2007-4	1 Jan 2007 1 July 2007
AASB 8 Operating Segments	new	1 Jan 2009
AASB 101 Presentation of Financial Statements	2005-10	1 Jan 2007
AASB 102 Inventories	2007-3 2007-4 2007-5	1 Jan 2009 1 July 2007 1 July 2007
AASB 107 Cash Flow Statements	2007-3 2007-4	1 Jan 2009 1 July 2007
AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors	2007-4	1 July 2007
AASB 110 Events after the Balance Sheet Date	2007-4	1 July 2007
AASB 112 Income Taxes	2007-4	1 July 2007
AASB 114 Segment Reporting	2005-10 2007-4	1 Jan 2007 1 July 2007
AASB 116 Property, Plant & Equipment	2007-4	1 July 2007
AASB 117 Leases	2005-10 2007-4	1 Jan 2007 1 July 2007
AASB 118 Revenue	2007-4	1 July 2007
AASB 119 Employee Benefits	2007-3 2007-4	1 Jan 2009 1 July 2007
AASB 120 Accounting for Government Grants and Disclosure of Government Assistance	2007-4	1 July 2007
AASB 121 The Effects of Changes in Foreign Exchange Rates	2006-1 2007-4	31 Dec 2006 1 July 2007
AASB 127 Consolidated and Separate Financial Statements	2007-3 2007-4	1 Jan 2009 1 July 2007

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

Standard affected	Amending Standard	Application date (periods beginning on or after)
AASB 128 Investments in Associates	2007-4	1 July 2007
AASB 129 Financial Reporting in Hyperinflationary Economies	2007-4	1 July 2007
AASB 130 Disclosures in the Financial Statements of Banks and Similar Financial Institutions	2007-4	1 July 2007
AASB 131 Interests in Joint Ventures	2007-4	1 July 2007
AASB 132 Financial Instruments: Presentation	2005-10	1 Jan 2007
	2007-4	1 July 2007
AASB 133 Earnings Per Share	2005-10	1 Jan 2007
	2007-4	1 July 2007
AASB 134 Interim Financial Reporting	2007-3	1 Jan 2009
	2007-4	1 July 2007
AASB 136 Intangible Assets	2007-3	1 Jan 2009
	2007-4	1 July 2007
AASB 137 Provisions, Contingent Liabilities and Contingent Assets	2007-4	1 July 2007
AASB 138 Intangible Assets	2007-4	1 July 2007
AASB 139 Financial Instruments: Recognition and Measurement	2005-10	1 Jan 2007
	2007-4	1 July 2007
AASB 141 Agriculture	2007-4	1 July 2007
AASB 1023 General Insurance Contracts	2005-10	1 Jan 2007
AASB 1038 Life Insurance Contracts	2005-10	1 Jan 2007
AASB 1049 Financial Reporting of General Government Sectors by Governments	new	1 Jul 2008

Other effective requirement changes

The following standards and interpretations have been issued but have no financial impact or are not applicable to the operations of the Memorial.

Amendments:

- AASB 1 First Time Adoption of Australian Equivalents to International Financial Reporting Standards
- AASB 3 Business Combinations
- AASB 4 Insurance Contracts
- AASB 132 Financial Instruments: Presentation
- AASB 139 Financial Instruments: Recognition and Management
- AASB 1023 General Insurance Contracts
- AASB 1038 Life Insurance Contracts
- AASB 1045 Land Under Roads

Interpretations:

- UIG 4 Determining Whether an Arrangement Contains a Lease
- UIG 5 Rights to Interests Arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
- UIG 6 Liabilities arising from Participating in a Specific Market – Waste Electrical and Electronic Equipment
- UIG 7 Applying the Restatement Approach under AASB 129 Financial Reporting in Hyperinflationary Economics
- UIG 8 Scope of AASB 2 Share Based Payments
- UIG 9 Reassessment of Embedded Derivatives
- UIG 10 Interim Financial Reporting and Impairment

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2007

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1.4 Revenue

Revenues from Government

Amounts appropriated for Departmental outputs for the year are recognised as revenue.

Resources Received Free of Charge

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

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

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

Other Types of Revenue

Revenue from the sale of goods is recognised when:

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

Revenue from rendering of services is recognised by reference to the stage of completion of 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.

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

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 6B.

1.5 Gains

Resources received free of charge are recognised as gains 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.

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

1.6 Transactions with the Government as Owner

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year are recognised directly in Contributed Equity in that year. An equity injection of \$1,383,000 was received in 2006-07 for the installation of the HMAS Brisbane Bridge in the Post-1945 Conflicts galleries (2005-06: \$3,200,000 for the construction of the C.E.W. Bean Building).

1.7 Employee Benefits

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

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

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 2007. In determining the present value of the liability, including related on-costs, attrition rates and pay increases through promotion and inflation have been taken into account.

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.

1.8 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 period ended 30 June 2007

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1.9 Cash and cash equivalents

Cash and cash equivalents means notes and coins held and any deposits held at call with a bank or financial institution. Cash and cash equivalents are recognised at their nominal amount.

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

The Memorial has cash in the bank and on short term investment as at 30 June 2007 to cover commitments and expenses relating to 2006-07 and 2007-08. Cash is also reserved for a number of projects including the Post-1945 Conflicts galleries, Travelling Exhibition programs, and conservation works on the National Collection.

1.10 Financial Risk Management

The Memorial's activities expose it to normal commercial financial risk. As a result of the nature of the Memorial's business and internal and Australian Government policies dealing with the management of financial risk, the Memorial's exposure to market, credit, liquidity and cash flow and fair value interest rate risk is considered to be low.

1.11 Derecognition of Financial Assets and Liabilities

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. In the case of a transfer to another entity, it is necessary that the risks and rewards of ownership are also transferred.

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

The Memorial's financial assets and liabilities consist of cash, term deposits, and trade receivables and payables incurred in the normal operations of the Memorial's business.

1.12 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.

1.13 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially 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.

1.14 Property, Plant and Equipment

Asset Recognition Threshold

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

Revaluations

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

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

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

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 surplus and deficit. Revaluation decrements for a class of assets are recognised directly through surplus and deficit, except to the extent that they reverse a previous revaluation increment for that class.

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

Depreciation

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

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

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

	2007	2006
Buildings & building improvements	10 to 75 years	10 to 75 years
Plant and equipment	2 to 30 years	1 to 25 years
Exhibitions	5 to 14 years	2 to 17 years

Special Categories of Assets

The Memorial building and land are categorised as restricted assets under Part E of the Finance Minister's Orders.

Restricted assets are those assets which cannot be deployed or disposed of 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.

Impairment

All assets were assessed for impairment at 30 June 2007. 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 assets' 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.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2007

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

Depreciation

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

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

As described in Note 1.1 above, the Finance Minister has granted the Memorial an exemption to the application of Section 37.2 of Schedule 1 to the *Commonwealth Authorities and Companies Orders (Financial Statements for periods ending on or after 1 July 2006)*, allowing the Memorial to continue to depreciate heritage and cultural assets with useful lives in excess of 200 years.

1.16 Intangible Assets

The Memorial's intangibles comprise purchased software only, and are carried at cost. Software is amortised on a straight line basis over its anticipated useful lives. The useful lives range from 2 to 10 years (2006: 2 to 10 years).

All software assets were assessed for indications of impairment as at 30 June 2007.

1.17 Inventories

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

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

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

1.18 Trade Creditors and Other Payables

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).

1.19 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
Agreements for the provision of motor vehicles	The lessor provides vehicles required for senior executives and pool vehicles as required. There are no purchase options available to the Memorial, and no contingent rentals exist.
Lease of computer equipment	The lessor provides all computer equipment designated as necessary in the supply contract for three years plus a further year at the Memorial's option, with a reduction of fees available. The initial equipment has, on average, a useful life of three years from the commencement of the lease. The Memorial may take out additional leases at any time during the contract period.

1.20 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.

	2007 \$	2006 \$
2 INCOME		
Revenue		
2A. Revenue from Government		
Appropriation:		
Departmental outputs	34 237 000	33 661 000
Total Revenue from Government	34 237 000	33 661 000
2B. Sale of goods and rendering of services		
Provision of goods – related entities	16 055	25 701
Provision of goods – external entities	2 041 768	1 763 503
Total sale of goods	2 057 823	1 789 204
Rendering of services – related entities	38 171	37 768
Rendering of services – external entities	1 009 414	906 692
Total rendering of services	1 047 585	944 460
Total sale of goods and rendering of services	3 105 408	2 733 644
2C. Resources received free of charge		
Resources received – related entities	700 980	263 260
Resources received – external entities	498 971	452 428
Total resources received free of charge	1,199,951	715,688

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

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	2007 \$	2006 \$
2D. Other revenue		
Donations	2 467 265	416 320
Sponsorships	1 819 370	1 074 826
Friends of the Memorial	144 604	136 093
Donated Heritage & Cultural Items	1 403 946	8 388
Royalties Income	33 605	14 881
Other	5 871	18 684
Total other revenue	5 874 661	1 669 192

3 EXPENSES

3A. Employee benefits

Wages and salaries	14 150 125	13 683 973
Superannuation	2 139 921	2 008 123
Leave and other entitlements	282 909	274 049
Other employee benefits	1 036 988	643 621
Total employee expenses	17 609 943	16 609 766

3B. Suppliers

Provision of goods – related parties	12 750	22 958
Provision of goods – external parties	1 935 408	1 954 691
Rendering of services – related parties	1 168 508	1 558 941
Rendering of services – external parties	9 849 383	7 894 902
Operating lease rentals	522 809	569 790
Workers compensation premiums	129 957	209 177
Total supplier expenses	13 618 815	12 210 459

3C. Depreciation and amortisation

Depreciation:		
Buildings and building improvements	3 186 790	2 401 161
Infrastructure, plant and equipment	875 693	912 910
Heritage and cultural assets	8 205 937	6 371 708
Exhibitions	1 160 952	906 418
Total depreciation	13 429 372	10 592 197

Amortisation:

Intangibles (Computer Software)	343 403	426 076
Total amortisation	343 403	426 076
Total depreciation and amortisation	13 772 775	11 018 272

Depreciation expenses are \$87 204 lower than they would have been as a result of the review of useful lives of equipment and software assets to reflect replacement plans.

3D. Write down and impairment of assets

Impairment of financial assets:

Trade and other receivables	4 361	13 300
Inventories	76 593	113 224
Other	75	-
Total Write Down and Impairment of Assets	81 029	126 524

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

	2007 \$	2006 \$
3E. Losses from asset sales		
Infrastructure, plant and equipment		
Proceeds from sale	(9 522)	(24 316)
Carrying value of assets sold	19 498	62 927
Total losses from asset sales	9 976	38 611

4 FINANCIAL ASSETS

4A. Cash and cash equivalents

Cash balance comprises:

Cash on hand	20 790	11 900
Deposits	2 742 120	1 575 171
Total cash	2 762 910	1 587 071

Deposits on short-term investment (s18 of CAC Act)	35 000 000	38 000 000
Total Cash and cash equivalents	37 762 910	39 587 071

The Memorial's investments represent term deposits held with banks, with effective interest rates ranging from 6.25% to 6.88% (2006: 5.5% to 6.36%). Their maturity dates range from July 2007 to June 2008.

4B. Trade and Other Receivables

Goods and services	243 183	206 254
GST receivable from the Australian Taxation Office	231 923	146 669
Other receivables	4 523	6 118
Total trade and other receivables (gross)	479 629	359 041

Less Allowance for doubtful debts		
Goods and services	(291)	-
Total Trade and Other Receivables (net)	479 338	359 041

All receivables are current assets. Current terms are net 30 days (2006: 30 days).

Receivables are aged as follows:

Not overdue	444 046	329 778
Overdue by:		
– less than 30 days	32 400	27 657
– 31 to 60 days	2 102	1 428
– 61 to 90 days	715	178
– more than 90 days	366	-
Total (gross)	479 629	359 041

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

6

	2007 \$	2006 \$
--	------------	------------

5 NON-FINANCIAL ASSETS

5A. Land and buildings

Land – at fair value	7 800 000	7 800 000
Buildings – at fair value	124 848 313	123 953 691
Accumulated depreciation	(4 122 516)	(935 726)
Total buildings	120 725 797	123 017 965
Total land and buildings	128 525 797	130 817 965

5B. Infrastructure, Plant and Equipment

Infrastructure, plant and equipment – at fair value	5 534 694	4 601 649
Accumulated depreciation	(2 470 365)	(1 619 880)
Total Infrastructure, Plant and Equipment	3 064 329	2 981 769

5C. Heritage and Cultural Assets

National Collection – at fair value	973 527 349	611 840 320
Work in progress – at cost	275 036	-
Accumulated depreciation	(5 540 954)	(18 957 916)
Total Heritage and Cultural Assets	968 261 431	592 882 404

The National Collection was revalued as at 31 December 2006 by an independent valuer (Rushton Valuers Pty Ltd), in accordance with the policy stated at note 1.15. The fair value was determined by reference to the market value of similar items, taking into consideration the heritage aspects where appropriate. The carrying amount is included in the valuation figures above and is separately disclosed in Table B below.

A revaluation increment of \$378 million was credited to the asset revaluation reserve and included in the equity section of the Balance Sheet. No decrements were expensed (2006: nil).

5D. Exhibitions

Exhibitions – at fair value	8 909 000	10 094 734
Work in progress – at cost	12 145 710	2 283 890
Accumulated depreciation	(1 023 140)	(3 779 775)
Total Exhibitions	20 031 570	8 598 849

Exhibitions were revalued as at 30 September 2006 by an independent valuer (Hymans Asset Management Pty Ltd), in accordance with the policy stated at note 1.14. The fair value was determined by reference to the depreciated replacement cost of similar items. The carrying amount is included in the valuation figures above and is separately disclosed in Table B below.

A revaluation increment of \$2.74 million was credited to the asset revaluation reserve and included in the equity section of the Balance Sheet. No decrements were expensed (2006: nil).

5E. Intangibles

Computer software – at cost	3 310 707	3 355 126
Work in progress – at cost	125 388	78 150
Accumulated amortisation	(2 455 412)	(2 199 872)
Total Intangibles	980 683	1 233 404

5F. Analysis of Property, Plant, Equipment and Intangibles (continued)

Table A Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2006-07)

Item	Land	Buildings	Other infrastructure, plant and equipment	Heritage & Cultural Assets (Collection)	Exhibitions	Intangibles (Computer software)	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2006							
Gross book value	7 800	123 953	4 602	611 840	12 378	3 433	764 007
Accumulated depreciation / amortisation	-	(936)	(1 620)	(18 958)	(3 779)	(2 200)	(27 493)
Net book value 1 July 2006	7 800	123 017	2 982	592 882	8 599	1 233	736 514
Additions							
By purchase	-	895	970	4 269	9 862	91	16 087
By donation	-	-	-	1 404	-	-	1 404
Revaluations	-	-	-	377 912	2 740	-	380 652
Depreciation / amortisation expense	-	(3 186)	(876)	(8 207)	(1 161)	(343)	(13 773)
Disposals	-	-	-	-	-	-	-
Other	-	-	(12)	-	(8)	-	(20)
Net book value 30 June 2007	7 800	120 726	3 064	968 261	20 032	981	1 120 864
Net book value as at 30 June 2007 represented by:							
Gross book value	7 800	124 848	5 535	973 802	21 055	3 436	1 136 476
Accumulated depreciation / amortisation	-	(4 122)	(2 471)	(5 541)	(1 023)	(2 455)	(15 612)
	7 800	120 726	3 064	968 261	20 032	981	1 120 864

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

5F. Analysis of Property, Plant, Equipment and Intangibles (continued)

Table B. Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2005-06)

Item	Land	Buildings	Other infrastructure, plant and equipment	Heritage & Cultural Assets (Collection)	Exhibitions	Intangibles (Computer software)	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2005							
Gross book value	4 300	97 716	3 965	608 304	10 661	3 241	728 187
Accumulated depreciation / amortisation	-	(6 591)	(757)	(12 586)	(2 873)	(1 774)	(24 581)
Net book value 1 July 2005	4 300	91 125	3 208	595 718	7 788	1 467	703 606
Additions							
By purchase	-	8 871	750	3 536	1 717	192	15 066
Revaluations	3 500	25 422	-	-	-	-	28 922
Depreciation / amortisation expense	-	(2 401)	(913)	(6 372)	(906)	(426)	(11 018)
Disposals	-	-	-	-	-	-	-
Other	-	-	(63)	-	-	-	(63)
Net book value 30 June 2006	7 800	123 017	2 982	592 882	8 599	1 233	736 514
Net book value as at 30 June 2006 represented by:							
Gross book value	7 800	123 953	4 602	611 840	12 378	3 433	764 007
Accumulated depreciation / amortisation	-	(936)	(1 620)	(18 958)	(3 779)	(2 200)	(27 493)
	7 800	123 017	2 982	592 882	8 599	1 233	736 514

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

	2007 \$	2006 \$
5G. Other non-financial assets		
Prepayments	167 990	176 908
Total other non-financial assets	167 990	176 908

6 PAYABLES

6A. Suppliers

Trade creditors	1 333 605	829 123
Total supplier payables	1 333 605	829 123

All supplier payables are current. Settlement is usually made net 30 days (2006: 30 days).

6B. Other payables

Prepayments received / unearned income	1 030 049	2 875 000
Customer orders not yet supplied	28 402	24 172
Total other payables	1 058 451	2 899 172

Other payables are current. Prepayments relate to sponsorship monies for specific projects which will commence in 2007-08.

7 PROVISIONS

7A. Employee Provisions

Salaries and wages	146 492	153 252
Leave	5 403 261	5 193 596
Other	313 924	70 124
Total employee provisions	5 863 677	5 416 972

Employee provisions are represented by:

Current	4 930 459	4 514 152
Non-Current	933 218	902 820
Total employee provisions	5 863 677	5 416 972

Current employee provisions include amounts not expected to be settled within twelve months, but which the Memorial does not have a right to defer. The amount expected to be settled within twelve months is \$2 739 114 (2006: \$2 329 930), and later than one year \$3 124 563 (2006: \$3 087 041).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

8 CASH FLOW RECONCILIATION

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

	2007 \$	2006 \$
Report cash as per:		
Cash Flows Statement	2 762 910	1 587 071
Balance Sheet	2 762 910	1 587 071
Difference	-	-

Reconciliation of operating result to net cash from operating activities

Operating result	1 860 905	1 009 018
Depreciation and amortisation	13 772 775	11 018 272
Net loss from disposal of assets	9 976	38 611
Write down of assets	81 029	126 524
Donated assets	(1 403 946)	-
(Increase)/Decrease in receivables	(120 298)	147 045
(Increase)/Decrease in inventories	(111 551)	53 773
(Increase)/Decrease in accrued interest	(258 530)	(272 209)
(Increase)/Decrease in other non-financial assets	8 918	(49 844)
Increase/(Decrease) in trade creditors	(261 280)	(98 906)
Increase/(Decrease) in other payables	(1 840 720)	2 109 819
Increase/(Decrease) in employee provisions and payables	446 705	405 259
Net cash from / (used by) operating activities	12 183 983	14 487 362

Credit arrangements

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

Credit facilities:

Credit card limit	100 000	100 000
Credit used	(18 113)	(14 087)
Credit unused	81 887	85 913

9 REMUNERATION OF COUNCIL MEMBERS

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

	2007	2006
The number of Council members included in these figures are shown below in the relevant remuneration bands.		
	Number	
\$Nil – \$14,999	9	9
\$15,000 – \$29,999	1	1
Total number of council members	10	10
Total remuneration received by Memorial Council members	\$137 158	\$ 114 578

10 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*.

11 EXECUTIVE REMUNERATION

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

\$160,000 – \$174,999	1	-
\$175,000 – \$189,999	2	2
\$220,000 – \$234,999	-	1
\$250,000 – \$264,999	1	-
\$295,000 – \$309,999	-	1
Total	4	4
The aggregate amount of total remuneration of executives shown above	\$ 795 823	\$ 897 406
The aggregate amount of separation and redundancy / termination benefit payments during the year to executives shown above.	-	-

12 REMUNERATION OF AUDITORS

The fair value of financial statement audit services provided by the Auditor-General was:

\$48 900 **\$48 927**

13 AVERAGE STAFFING LEVELS

The average staffing levels for the Memorial during the year were:

313 273

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

14 FINANCIAL INSTRUMENTS

14A. Interest Rate Risk

Financial Instrument	Notes	Floating Interest Rate		Fixed Interest Rate \$'000				Non-Interest Bearing		Total		Weighted Average Effective Interest Rate		
		\$'000		1 year or less		Maturing In		\$'000		\$'000		%		
		2007	2006	2007	2006	1 to 5 years	2006	2007	2006	2007	2006	2007	2006	2007
Financial Assets														
Cash	4A	2 742	1 575	-	-	-	-	-	21	12	2 763	1 587	5.45%	5.37
Term deposits	4A	-	-	35 000	38 000	-	-	-	-	-	35 000	38 000	6.59%	5.90
Receivables for Goods and Services	4B	-	-	-	-	-	-	-	479	359	479	359	N/A	N/A
Accrued Interest		-	-	-	-	-	-	-	819	560	819	560	N/A	N/A
Total		2 742	1 575	35 000	38 000	-	-	-	1 320	931	39 062	40 506		
Total Assets									1 160 632	777 625				
Financial Liabilities														
Trade Creditors	6A	-	-	-	-	-	-	-	1 334	829	1 334	829	N/A	N/A
Total		-	-	-	-	-	-	-	1 334	829	1 334	829	N/A	N/A
Total Liabilities									8 256	9 145				

14B. Fair Values of Financial Assets and Liabilities

Financial Assets

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

14C. 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.

15 APPROPRIATIONS

15A. Acquittal of Authority to draw cash from the Consolidated Revenue Fund for Ordinary Annual Services Appropriation and Equity Injections

Particulars	Departmental Outputs		Equity Injections		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Balance carried forward from previous period	-	-	-	-	-	-
Appropriation Acts No. 1 & 3	34 237	33 661		-	34 237	33 661
Appropriation Acts No. 2 & 4		-	1 383	3 200	1 383	3 200
Total appropriation available for payment	34 237	33 661	1 383	3 200	35 620	36 861
Cash Payments made during the year (GST inclusive)	34 237	33 661	1 383	3 200	35 620	36 861
Balance of authority to draw cash from the Consolidated Revenue Fund for Ordinary Annual Service Appropriations	-	-	-	-	-	-

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:

	2007 \$	2006 \$
Balance carried forward from previous year	20 920	20 920
Interest received	1 150	1 147
Payments made	(1 158)	(1 147)
Balance carried forward to next year	20 912	20 920

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2007

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.

16B. 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:

	2007 \$	2006 \$
Balance carried forward from previous year	42 627	40 385
Interest received	2 247	2 242
Payments made	(4 514)	(2 226)
Unpresented cheque	-	2 226
Balance carried forward to next year	40 360	42 627

17 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* (2005-06: Nil).

18 REPORTING OF OUTCOMES

18A. Outcome of the Memorial

The Memorial is structured to meet the following outcome:

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

18B. Net Cost of Outcome Delivery

	Outcome 1	
	2007 \$'000	2006 \$'000
Expenses		
Administered	-	-
Departmental	45 092 538	40 003 632
Total expenses	45 092 538	40 003 632
Costs recovered from the provision of goods and services to the non-government sector		
Administered	-	-
Departmental	3 051 182	2 670 195
Total costs recovered	3 051 182	2 670 195
Other external revenues		
Administered	-	-
Departmental	7 154 012	3 478 195
Total other external revenues	7 154 012	3 478 195
Net cost / (contribution) of outcome	34 887 344	33 855 243

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.

18C. Revenues and Expenses by Outputs

	Outcome 1							
	Output 1		Output 2		Output 3		Output 4	
	Commemoration Ceremonies		National Memorial / Grounds		National Collection		Exhibitions	
	2007	2006	2007	2006	2007	2006	2007	2006
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental expenses								
Employee benefits	236	218	1 238	1 095	7 575	7 450	1 849	1 659
Suppliers	634	454	1 651	1 585	3 520	3 313	1 937	1 694
Depreciation and amortisation	37	30	2 313	1 769	9 292	7 349	1 646	1 411
Write down and impairment of assets	-	-	-	-	1	8	1	-
Losses (gains) from sale of assets	(1)	2	-	2	-	12	11	9
Total departmental expenses	906	704	5 202	4 451	20 389	18 132	5 444	4 773
Funded by								
Revenue from government	728	673	3 267	4 713	14 769	13 801	4 571	4 713
Sale of goods and rendering of services	-	-	-	-	-	-	91	76
Interest	-	-	679	574	679	574	1 179	1 085
Resources received free of charge	39	26	39	26	285	298	39	26
Other revenue	480	100	204	47	1 614	55	2 536	493
Total departmental revenues	1 247	799	4 189	5 360	17 347	14 728	8 416	6 393

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the period ended 30 June 2007

	Output 5		Output 6		Outcome 1		Output 8		Total	
	Interpretive Services		Promotion & Community Relations		Research, Information & Dissemination		Visitor Services			
	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental expenses										
Employee benefits	1 919	1 689	1 340	1 223	1 952	1 926	1 497	1 350	17 610	16 610
Suppliers	446	426	2 045	1 532	1 565	1 460	1 824	1 746	13 619	12 210
Depreciation and amortisation	80	86	180	157	141	123	84	93	13 773	11 018
Write down and impairment of assets	-	-	-	-	75	110	3	8	81	127
Losses from sale of assets	-	2	1	4	-	5	(1)	3	10	39
Total departmental expenses	2 446	2 203	3 567	2 916	3 732	3 624	3 407	3 200	45 093	40 004
Funded by										
Revenue from government	1 928	1 346	2 591	2 356	3 765	3 703	2 618	2 355	34 237	33 661
Sale of goods and rendering of services	273	240	97	83	2 644	2 335	-	-	3 105	2 735
Interest	-	-	-	-	-	-	-	-	2 536	2 233
Resources received free of charge	176	157	537	131	47	26	38	26	1 200	716
Other revenue	308	448	435	421	298	106	-	-	5 875	1 669
Total departmental revenues	2 685	2 191	3 660	2 991	6 754	6 170	2 656	2 381	46 953	41 013

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

OPEN DAY

7



The RAN helicopter display was very popular at the Memorial's Open Day held in March 2007.



Displays on Open Day included the Land Rover 130 Salvation Army truck (left), used in East Timor, and the Land Rover Series 2A GS truck (centre) and the Land Rover Series 2 106-millimetre recoilless rifle carrier (right), both of which served in the Vietnam War.



The Military Police dog handlers were another of the popular displays at the Memorial's Open Day.

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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

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 P.F. Leahy AC

The Honourable Mrs J. Newman AO

Mr K.R. Peacock AM

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

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 AND ATTENDANCE

STANDING COMMITTEES AS OF 30 JUNE 2006

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, Branch Head Corporate Services

Chief Finance Officer

Invited Members for Relevant Portions of the Meeting:

Representatives from Australian National Audit Office

Representatives from Internal Audit

Terms of Reference

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

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

Membership of the Committee

Membership of the Committee will comprise up to five Council members, 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 a 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, as 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, Chief Finance 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 ANAO or its subcontractor, as part of the annual audit process. An annual report will be issued by the Committee covering its activities, a summary of its work and key issues dealt with during the year, a summary of status of key audit findings and recommendations, an assessment of the Memorial's risk and control framework, and the number of meetings held and member attendance.

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

Skills, Experience, and Qualities of Committee Members

To be fully effective in supporting Council and the Director, the Committee must be independent of management; understand the accountability relationships and their impact on financial performance, risk and controls; and maintain a good relationship with management and 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 auditors. Members should have sufficient understanding of the Memorial's financial reports and audit requirements and some experience in broad business and/or financial management. At least one member of the Committee should have accounting or related financial management experience and/or qualifications, and an understanding of accounting and auditing standards. If necessary, the Committee will seek external financial advice.

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

GALLERY REDEVELOPMENT COMMITTEE

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

The Committee's tasks will therefore include:

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

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

REMUNERATION COMMITTEE

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 members of senior management 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 the following duties:

- receive reports from the appointed editor and/or authors regarding progress, and meet not less than twice a year to discuss progress
- provide advice to the editor and appointed authors
- 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 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 for Veterans' Affairs through the Chair.

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	3	2
Mr L.A. Carlyon	4	4	—	—
Major General A. Clunies-Ross AO MBE (Ret'd)	4	4	7	7
General P.J. Cosgrove AC MC (Ret'd)	4	2	—	—
Major General W.J. Crews AO (Ret'd)	4	4	6	6
The Right Reverend Dr T.R. Frame	4	4	6	6
Lieutenant General P.F. Leahy AC	4	2	—	—
The Honourable Mrs J. Newman AO	4	3	1	1
Mr K.R. Peacock AM	4	4	8	8
Air Marshal D.J.S. Riding AO DFC (Ret'd)	4	3	5	4
Vice Admiral R. Shalders AO CSC RAN	4	1	—	—
Ms W. Sharpe	4	3	1	1
Air Marshal G.D. Shepherd AO	4	2	—	—

APPENDIX 2

COUNCIL PROFILES

Chair

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 Chair 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 8/9th Battalions of 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 previously served on Council from 1995–98. He was subsequently reappointed for a year in 2001, a further two years in 2002, one year in 2004, and two years in 2006. He is a periodontist with a private practice in Melbourne and is a past President of the Royal Australasian College of Dental Surgeons. He has published widely in his field and has held a number of national chairmanships and lecturing positions. He is still an active Army Reserve officer in the Royal Australian Army Dental Corps. He has a long-term interest in Australian military history and since 1990 has placed over 190 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, having been editor of *The Age*, editor-in-chief of the *Herald and Weekly Times* group, and a visiting lecturer in journalism at Royal Melbourne Institute of Technology. As one of Australia's most respected journalists, he has received both the Walkley Award (1971 and 2004) and the Graham Perkin Australian Journalist of the Year Award (1993). He is the author of *Gallipoli*, a best seller in both Australia and Britain, and has authored several other books on sport and Australian history. His most recent book, *The Great War*, was published in 2006 and was the joint winner of the Prime Minister's award for Australian history.

General Peter Cosgrove AC MC (Ret'd) was appointed to Council in June 2006 for a three-year term, having been an *ex officio* member in 2000–02. Following his graduation from the Royal Military College, Duntroon, in 1968, he served in Malaysia as a lieutenant in 1st Battalion, Royal Australian Regiment, before joining the Australian reinforcement unit in South Vietnam. There he commanded an infantry platoon and was awarded the Military Cross for his work during an assault on enemy positions. In 1999, as Commander of the Deployable Joint Force Headquarters, he assumed command of International Force East Timor (Interfet) overseeing East Timor's transition to independence. On returning to Australia, General Cosgrove was appointed as Chief of Army, and then Chief of the Defence Force. He retired from this position in 2005. General Cosgrove was Australian of the Year in 2001. He is a non-executive director of Qantas, a consultant to Deloitte Touche Tohmatsu, and Chairman of the South Australian Defence Industry Development Board. In addition, he is a member of the Australian Institute of Company Directors, and of the board of Cardno, an engineering consultancy company, and Chairman of the General Sir John Monash Foundation and the Australian Rugby Union Board.

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 Australia, 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 for a three-year term in August 2004. Having previously been the Anglican Bishop to the Australian Defence Force, Dr Frame is currently Director, St Mark's National Theological Centre. He joined the Royal Australian Naval College, HMAS *Creswell*, as a 16-year-old cadet midshipman in January 1979 and served in the navy for 14 years. After completing a PhD at the Australian Defence Force Academy, he resigned from the RAN to complete a Master of Theology degree and his training for the Anglican ministry. Ordained in 1993, he held parish appointments in Australia and England. In 2003 he received a Centenary Medal for service to Australian society through the Anglican Church of Australia and the Defence Force. He has a long-term interest in

Australian military history and is the author of over 19 books, on a range of topics.

Lieutenant General Peter Leahy AC 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 8/9th Battalion, Royal Australian Regiment.

The Honourable Mrs Jocelyn Newman AO was appointed to Council for a three-year term in August 2002 and was subsequently reappointed for a further two years in 2005. She graduated in law from the University of Melbourne and practiced in the ACT, Victoria, and Tasmania. After her marriage to 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 2RAR in Vietnam in 1967–68. 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 until 2001, she also represented the Defence and Veterans' Affairs portfolios in the Senate. From 2001 to 2007 she served on the board of the Australian Strategic Policy Institute, retiring from the Senate in February 2002. Currently, she serves on the board of the Breast Cancer Network of Australia and Cancer Australia, and in June 2007 she was appointed Patron of Defence Families Australia.

Mr Kenneth R. Peacock AM was appointed to Council in August 2002 for a three-year term and was subsequently reappointed for a further two years in 2005. He was previously Executive Chairman, Boeing Australia Limited and AeroSpace Technologies of Australia Limited, from 1995 to 2002, and Chairman, Hawker de Havilland Limited, from 2000 to 2002. He was Executive Chairman, Rockwell International and Rockwell Australia Limited, from 1991 to 1996. 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.

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, transferring to the RAAF Reserves 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.

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 HMA Ships *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 the Australian Customs Service as the inaugural Director General Coastwatch; Head, Defence Personnel Executive; and Vice Chief of the Defence Force.

Ms Wendy Sharpe was appointed to Council in June 2005 for a three-year term. She is a major Australian artist, commissioned by the 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), a Graduate Diploma (Art), a Graduate Diploma of Education (Art), and a 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 Solomon Islands. In 2003 he was promoted to Air Vice Marshal, and appointed Air Commander Australia before becoming Chief of Air Force in 2005.

APPENDIX 3

SENIOR STAFF PROFILES

DIRECTOR

Steve Gower 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; on the board of the Canberra Convention Bureau; and the patron of ACT Cricket. He was a member of the board of Australian Capital Tourism Corporation. He served in Vietnam as an artillery forward observer and has spent two years on integrated exchange with the US Army. He has a Bachelor of Engineering (First Class Honours) from the University of Adelaide and was later awarded a Master's degree for research in fluid mechanics. He also did a further post-graduate course in guided weapons in the United Kingdom. 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. She 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, Branch Head National Collections 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 Museum Studies. After a period as Council Secretary she was appointed Head of Photographs, Film and Sound in January 2003. She has a Bachelor of Arts, a Postgraduate 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 Mal was responsible for the conceptual development of the Memorial's award-winning website. Prior to joining the Memorial, he was Director, Economics Analysis 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 Museum Leadership Program in 2005.

Carol Cartwright, Head of Education and Visitor Services, came to the Memorial in 1997 and, after five years managing the successful Travelling Exhibitions program, moved to manage the Memorial's front-of-house activities. She has developed an expertise in managing ceremonies and major events, and has a great enthusiasm for customer service and education programs. 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 the positions of Curator and Senior Curator. 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 the 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 the Department of Defence, the National Library of Australia, the Public Service Board, and the Director of Public Prosecutions. 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, Branch Head Corporate Services. He holds a graduate management qualification from the University of New South Wales.

Ashley Ekins joined the Memorial in 1990 and has been acting Head of the Military History Section since July 2006. A graduate of the University of Adelaide, he specialises in the military history of the First World War and the Vietnam War. While researching and writing for the Official History Unit he contributed to every volume of the Official History of Australian Involvement in Southeast Asian Conflicts 1948–1975, notably those dealing with the Australian Army in the Vietnam War. He co-authored (with the late Dr Ian McNeill) volume eight, *On the offensive: the Australian Army in the Vietnam War, 1967–1968* (published 2003); and he has completed the ninth and final volume, *Fighting to the finish: the Australian Army in the Vietnam War 1968–1973*, for release in 2008. Ashley has published widely on the First World War and the Vietnam War, and has delivered numerous public presentations and papers at international conferences. As historical adviser, he has appeared in six major documentaries, including *The battle of Long Tan* (History Channel), *Gallipoli: brothers in arms* (ABC television), and the feature-length film, *Gallipoli: the frontline experience*. He has also appeared in feature stories on *60 Minutes*, *Sunday*, and *Four Corners*, and regularly provides advice to the media. Ashley has studied First World War and Vietnam War battlefields, and has led 12 Memorial battlefield tours to Gallipoli as tour leader and historical guide. He has also published a comprehensive guide booklet for visitors to Gallipoli.

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 was appointed as the Head of Gallery Development in July 2006. She joined the Memorial in September 2002 as the Manager of Personnel Operations in the People Management Section, and was Council Secretary from January 2004 to June 2006. Prior to this she spent nine years working in Human Resources, the last four of which she specialised in service delivery. 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.

Jane Murray is acting Head of Travelling Exhibitions. Since joining the Memorial's Travelling Exhibitions Program in November 2000, Jane has project-managed the development and tours of a number of Memorial travelling exhibitions. Prior to moving to Canberra in late 1999, she worked as the Curator for the Royal Australasian College of Surgeons, Melbourne. Jane holds a Bachelor of Arts (Visual Arts and English Literature) from Monash University and a Graduate Diploma of Museum Studies from Deakin University.

Barbara Reeve, Head of Collection Services since 1998, completed the Museum Leadership Program in 2001. Among her achievements are negotiating the sponsorship to acquire the HMAS *Brisbane* bridge and authoring the Memorial's position paper on depreciation funding for ANAO. Barbara was Head of Conservation at the Australian National Maritime Museum from 1993 to 1998. Her extensive overseas experience includes establishing a conservation course at Hong Kong University (1990–93) and undertaking conservation consultancies for museums, private and corporate collectors, and archaeological excavations in Hong Kong, New Zealand, Syria, Cyprus, France, Italy, Australia,

Britain, and the United States. Between 1981 and 1984 she worked as a conservator at the Fitzwilliam Museum and taught for the Classical Tripos at Cambridge University. 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. Her professional publications include "Communities in need: bushfire disaster response by Canberra's cultural institutions – first steps" in *Proceedings of the Museums Australia National Conference, Brisbane, 2006*.

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, the Australian Art Exhibitions Corporation, the Australian Gallery Directors' Council, and the 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.

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 reactivation 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 she 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 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 a Diploma of Education at Macquarie University. She 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, 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 in the Memorial's Research Centre in 2003 and became the Executive Officer for the National Collections 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 recently completed the Cultural Management Development Program and is currently undertaking a Graduate Diploma in Intellectual Property Law at the Australian National University.

APPENDIX 4

KEY VIP VISITS AND CEREMONIES

VIP VISITS

1 June	Lieutenant General Margaritis Mouzas, Deputy Chief of the Hellenic National Defence Staff	20 October	Mr C. Cicek, Minister of Justice, Republic of Turkey
6 June	Admiral Michael Mullen, Chief of Naval Operations, US Navy	23 October	Their Royal Highnesses the Prince of Orange and Princess Máxima of the Netherlands
13 June	His Excellency Mr Murat Ersavci, Ambassador of the Republic of Turkey, and General Hilmi Ozkok, Chief of General Staff, Republic of Turkey	6 November	General E. Ul Haq, Chairman of the Joint Chiefs of Staff Committee, Pakistan
10 August	James Mueller, Commander-in-Chief of the Veterans of Foreign Wars, United States	24 November	Mr D. van Dord, General Defence Material Organisation, The Netherlands
13 August	Mr Anthony Smythe, Director General, Canada Aviation Museum	28 November	Ms S. Chadwick MP, New Zealand
18 August	UK Parliamentary delegation led by Mr Michael Plathon MP	29 November	Mr D. Spouse, Director General, Business Management Navy Headquarters, New Zealand
12 September	Dr Genshitsu Sen, Grand Master of Urasenke Japanese Tea Ceremony School, Japan	1 December	General Sir Richard Dannatt, Chief of the General Staff, British Army
21 September	Mr Mustafa Bal, Head of Security, Republic of Turkey	6 December	His Excellency Mr Roh Moo-Hyun, President of the Republic of Korea
26 September	Mr Mark Sullivan, Secretary, Department of Veterans' Affairs	7 December	Air Chief Marshal Shashindra Tyagi, Chief of Air Staff, India
3 October	General Ng Chec Khem, Chief of the Republic of Singapore Air Force	12 December	General A.S. Hyat, Vice Chief of Army Staff, Pakistan
9 October	Air Chief Marshal Sir Jock Stirrup GCB AFC ADC, Chief of the Defence Force, United Kingdom	2 January	His Excellency Mr Naftali Tamir, Ambassador of Israel
9 October	Major General M. Hostage, Director, Requirements and Integration, United States	23 January	Lieutenant General J. Goodman, Commanding General, Marine Forces Pacific, United States
11 October	Ms Y. Timmerman, President of the Netherlands Senate	24 January	Mr M. Acosta, Deputy Director, and Ms J. McSpadden, Director Marketing, National Capital Planning Commission, Washington, DC
11 October	His Excellency Samdech Hun Sen, Prime Minister of the Royal Government of Cambodia, and Her Excellency Bun Rany Hun Sen	24 January	Major General J. Elkeblum, The Netherlands Director for Operations
12 October	Dr J. Ramos-Horta, Prime Minister of Timor-Leste	31 January	Rear Admiral Pradeep Chauhan, Assistant Chief of Naval Staff, Foreign Cooperation and Intelligence, India
19 October	Mr C. Mejdahi, Speaker of the Folketing (Danish Parliament)	1 February	His Excellency Mr Orhan Kirli, Governor of Çanakkale, Republic of Turkey
19 October	Mr M. Mpahlwa, Minister for Trade and Industry, South Africa	2 February	Commander General N. Schwartz, Commander, US Transportation Command
		3 February	Mr H.W. Schoof, The Netherlands Director General of Security
		5 February	Admiral E. Yoshikawa, Chief of Staff, Japan Maritime Self Defence Force
		6 February	Air Vice Marshal S. Dharma, Commandant of SESKO, Indonesia
		8 February	Dr Dae O. Son, President, Professors' World Peace Academy, Republic of Korea

12 February	General P. Pace, Chairman of the Joint Chiefs of Staff, United Nations Command	22 April	Mr Stephen T. Smith, Consul-General, United States
12 February	Major General S.T. Sargent, Chairman of the Joint Chiefs of Staff, United States	23 April	Pakistan National Defence University group accompanied by Brigadier Imarn Malik, Defence Adviser, High Commission of Pakistan
16 February	Major General C. Lindstrom, Chief of Staff and Integration, Sweden		
19 February	Admiral D. Mohammad Bin Nik, Director General Malaysia	30 April	Madame Nelly Maufroy, Mayor of Bellenglise, France
7 March	Mr Vinod Kumar, Deputy High Commissioner, High Commission of India	30 April	General David Richards, UK Commander in Afghanistan
12 March	Secretary General Mr Prakrit Prachon Pachanuk, National Security Council, Thailand	1 May	Air Chief Marshal Prayinto, Indonesian Chief of Air Force
15 March	Lieutenant General J.S. Lucas CMM CD, Chief of the Air Staff, Canada	4 May	Mr Dirk Kempthorne, Secretary for US Department of Interior, and Rear Admiral James Kelly, US Navy
20 March	Mr Binyamin (Fuad) Ben Eliezer, Minister of National Infrastructures, Israel	23 May	Dr Kostas Karamanlis, Prime Minister of Greece, and Mrs Natasa Karamanli
27 March	Air Vice Marshal Muljanto Siswo Pawiro Mulyanto, Assistant to Chief of Staff Indonesia Airforce, Republic of Indonesia	31 May	Mrs Gloria Macapagal-Arroyo, President of the Philippines
27 March	The Hon. Rick Barker, Minister of Veterans' Affairs, New Zealand	31 May	Dr Michael Green, Japan Chair and Senior Advisor, Center for Strategic and International Studies, Associate Professor of International Relations, Georgetown University, Washington DC, guest of the Department of Foreign Affairs and Trade Special Visitors' Program
28 March	Mr Bogdan Borusewicz, Speaker of the Senate of the Republic of Poland		
29 March	Rear Admiral Michael S. Frick, Program Executive Officer for Integrated Warfare Systems, United States	7 June	Rear Admiral Alan Massey CBE, Royal Navy – Assistant Chief of Naval Staff, United Kingdom
1 April	Mr Thomas A. Betro, Director, Naval Criminal Investigative Service, United States	11 June	National Institute of Defense Studies College delegation, Japan
3 April	Rear Admiral David Ian Ledson RNZN, Chief of Navy, New Zealand	12 June	The Hon. Tan Sri Dato' Seri Di Raja Ramli bin Ngah Talib, Speaker of the Malaysian House of Representatives
3 April	Lieutenant General Peter J.M. Van Uhm, Commander of the Royal Netherlands Army		
4 April	His Excellency Mr Michiel Den Hond, Ambassador at Large of the Netherlands, Ministry of Foreign Affairs in the Hague, Netherlands	14 June	Senator Carlos Jiménez Macías, Senator for the State of San Luis Potosí, Mexico
		16 June	South East Asian Security Symposium delegation
10 April	Vice Admiral Doug Crowder, Commander, US Seventh Fleet	17 June	Major General Simon Mayall, Assistant Chief of the General Staff, United Kingdom
13 April	Mr Seija Maehara, Member of the House of Representatives, Japan	19 June	His Excellency Mr Jose Luis Balmaceda, Ambassador of the Republic of Chile, accompanied by Captain Humberto Ramirez, Commander of Chilean training ship <i>Esmeralda</i>
18 April	Air Chief Marshal Djoko Sumanto, Commander in Chief, National Defence Forces, Republic of Indonesia		

CEREMONIES AND EVENTS

3 June	No. 9 Squadron, RAAF, plaque dedication ceremony		Association annual congress and wreathlaying ceremony
6 June	6th Battalion, Royal Australian Regiment, plaque dedication ceremony	21 September	2/4th Australian Infantry Battalion, AIF, wreathlaying ceremony
11 June	B Company, 4th Battalion, Royal Australian Regiment, New Zealand, wreathlaying ceremony	28 September	Beat Retreat by the Band of the Royal Military College of Australia
17 June	No. 24 (City of Adelaide) Squadron, RAAF, plaque dedication ceremony	30 September	Beat Retreat by the Band of the Royal Military College of Australia
24 June	Reserve Forces Day	1 October	Australian Air League wreathlaying ceremony
27 June	Overseas Reserve Forces Day wreathlaying ceremony	3 October	Queensland Sunderlanders Association wreathlaying ceremony
25 June	23rd Field Regiment, Royal Australian Artillery, wreathlaying ceremony	10 October	Nos. 466 and 462 Squadrons, RAAF, plaque dedication ceremony
27 June	Overseas Reserve Forces Day wreathlaying ceremony	10 October	RSL, Ashfield Branch, wreathlaying ceremony
2 July	Australian Girls Choir wreathlaying ceremony	19 October	7th Australian Infantry Battalion and 2/7th Australian Infantry Battalion, AIF, and 7th Battalion, Royal Australian Regiment, plaque dedication ceremony
20 July	6th Division, Royal Australian Engineers, plaque dedication ceremony	24 October	United Nations Day ceremony
31 July	Australian Army Training Team Vietnam Association, ACT Branch, wreathlaying ceremony	25 October	2/2nd Australian Infantry Battalion, AIF, plaque dedication ceremony
1 August	A Field Battery, Royal Australian Artillery, plaque dedication ceremony	25 October	18th Brigade, 7th Australian Division, plaque dedication ceremony
8 August	8th Battalion, Royal Australian Regiment, plaque dedication ceremony	26 October	101st Field Battery, Royal Australian Artillery, plaque dedication ceremony
16 August	Wreathlaying by Secretary General Tsutomu Takebe, Japan	10 November	Anniversary Oration
17 August	Hardie Grant book launch: <i>Vietnam illustrated</i>	11 November	Remembrance Day and additions to the Roll of Honour
18 August	Vietnam veterans' Stand-to dawn service	14 November	Royal Australian Signal Corps and Mirrabrook Senior High School wreathlaying ceremony
18 August	Big Things On Display	17 November	2/18th Australian Infantry Battalion, AIF, plaque dedication ceremony
19 August	40 years on: music of the Vietnam War concert	18 November	New Guinea Air Warning Wireless Company plaque dedication ceremony
19 August	Ceremonial closing for the 40th anniversary of the battle of Long Tan	22 November	2/101st General Transport Company plaque dedication ceremony
25 August	2/8th Australian Field Regiment plaque dedication ceremony	4 December	Signals, 3rd Australian Division, plaque dedication ceremony
25 August	Handover of Shout VC by Mr Kerry Stokes, facilitated by the National President, RSL	7 December	Official opening of exhibition <i>Focus: photography and war 1945–2006</i> and
19 September	Totally and Permanently Incapacitated		

	launch of <i>Contact: photographs from the Australian War Memorial collection</i> , by Dr Shaune Lakin, Curator of Photographs	28 March	Official launch of <i>Bean's Gallipoli</i> , edited by Dr Kevin Fewster, Director, Powerhouse Museum, Sydney
11 December	Class of 1956, Royal Military College of Australia, wreathlaying ceremony and visit	30 March	Official launch of <i>Battle order 204</i> by Ms Christobel Mattingly, Prince Alfred College, Adelaide
11 December	Class of 1946, Royal Military College of Australia, wreathlaying ceremony and visit	2 April	Official launch of <i>Japanese army operations in the South Pacific Area: New Britain and Papua campaigns 1942–1943, selections from Japanese official history</i> , translated by Dr Steve Bullard, Australia–Japan Research Project
12 December	50-year reunion, Officer Cadet School, Portsea		
15 December	Traditional Christmas Carols concert		
18 December	2/6th Armoured Regiment wreathlaying ceremony	3 April	Official launch of exhibition <i>George Lambert: Gallipoli and Palestine landscapes</i>
30 January	"Skippy" Squadron, Qantas, plaque dedication ceremony	4 April	Aged Care wreathlaying ceremony, attended by the Hon. Mr Bruce Billson MP, Minister for Veterans' Affairs
2 February	2/3rd Australian Infantry Battalion, AIF, plaque dedication ceremony		
7 February	2/5th Australian Infantry Battalion, AIF, wreathlaying ceremony	25 April	ANZAC Day Dawn Service and National Ceremony
12 February	2/7th Field Regiment, Royal Australian Artillery, plaque dedication ceremony	4 May	2/24th Australian Infantry Battalion, AIF, plaque dedication ceremony
20 February	2/25th Australian Infantry Battalion, AIF, plaque dedication ceremony	8 May	2/48th Australian Infantry Battalion, AIF, plaque dedication ceremony
28 February	HMAS <i>Perth</i> National Association wreathlaying ceremony	11 May	International Nurses Day wreathlaying ceremony
1 March	No. 460 Squadron, RAAF, presentation to the Memorial	15 May	Pacific Islands Regiment, New Guinea Volunteer Rifles, and Australian New Guinea Administration Unit wreathlaying ceremony
10 March	Open Day 2007	27 May	Indigenous veterans' wreathlaying ceremony
14 March	2/5th Commando Association wreathlaying ceremony	29 May	Sandakan wreathlaying ceremony
20 March	2/30th Australian Infantry Battalion, AIF, plaque dedication ceremony	7 June	Sponsors' launch of Discovery Zone, attended by the Hon. Mr Bruce Billson MP, Minister for Veterans' Affairs, and Vincent Fairfax Family Foundation board
21 March	2/33rd Australian Infantry Battalion, AIF, plaque dedication ceremony		
22 March	No. 463/467 Squadron, RAAF, final international reunion, and wreathlaying and commemorative ceremonies	23 June	Reserve Forces Day wreathlaying ceremony
		24 June	23rd Field Regiment, Royal Australian Artillery, wreathlaying ceremony
24 March	Australian Army Training Team Vietnam 45th anniversary and wreathlaying ceremony, attended by His Excellency Major General Michael Jeffery AC CVO MC (Ret'd), Governor-General of the Commonwealth of Australia	26 June	Reserve Forces Day Overseas Visitors wreathlaying ceremony
		29 June	RSL Branch Conference Delegates wreathlaying ceremony
		29 June	George Lambert Symposium

APPENDIX 5

KEY ACQUISITIONS AND DISPOSALS

ACQUISITIONS

Art

- Thomas H. Bone, *Canberra country* 1948, 1 watercolour on paper
- Jack Chalker, *Ulcerated leg* 1945, 1 pencil and watercolour on paper
- John Coburn, *Sketchbook* 1944–45, 1 sketchbook
- Kevin Connor, *A battle east of Shaubak Castle in Arabia* 1992, 8 gouache on paper panels and 9 sketches
- Vivienne Dadour, *Sarajevo series*, 6 mixed media on paper
- Will Dyson, *Woman praying at Shrine* c. 1916, 1 pen and ink, and charcoal on paper
- Rod Evans, *35 Battalion Memorial Chapel, Alexshafen* 1946; *35 Battalion Memorial Chapel* 1945; *Interior of the 35 Battalion Memorial Chapel, Alexshafen* 1945; 1 oil on canvas, 2 pencil and watercolour on paper
- Geoffrey Farquhar-Still, *Neighbourly dissuader* 2006, 1 corrugated iron, steel, and rivet sculpture
- John Alexander French, *"Greetings for Cake 'Derby' Day"* c. 1940, 1 pencil on paper
- A. Henry Fullwood, *Main gate, Cape Castle* 1905, 1 oil on board
- Simon Gende, *World War II Australia–Japan* 2001, 1 synthetic polymer paint on canvas
- A.S. Hartrick, *Victory Day* c. 1919, 1 lithograph on wove paper
- Kenneth Welsh Hassall, *Bofors in the moonlight* 1942, 1 woodcut on wove paper
- Laurence Howie, *Sugar refinery, Péronne* 1919; *View of Péronne from Citadel* 1919, 2 watercolour and pencil on paper
- Lucien-Hector Jonas, *Le Guetteur [The lookout]* 1916; *l'Agent de liaison [The liaison officer]* 1916; 2 lithograph chine colle on paper
- Chris Kauage, *PNG and Australia Joint Task Force* 1998, 1 acrylic on canvas
- George Lambert, *The road to Jerusalem* 1918, 1 oil on wood panel
- John Longstaff, *Study for "John Monash"* 1918, 1 oil on canvas
- Magda Matwiejew, *Silence* 2005; *Other voices* 2005; 2 digital prints on rag paper
- B.E. Minns, *The ministering angel* 1918, 1 watercolour on paper
- Arthur Nichol, *The conqueror* 1947; *The sauerkraut eaters* c. 1945, 2 oil on card
- Sidney Nolan, *Gallipoli landscape* 1960, 1 oil on composition board
- Francis J. Papworth, *One hour after landing on Sadau (Pelak) Island, Borneo* 1945; *Bombardment of Tarakan Island, Borneo* 1945; *Red alert over Buna* 1943, 3 watercolour, and pen and ink on card
- Geoff Parr, *Coo-ee* (triptych) 1989–91, 1 synthetic polymer paint on canvas
- Lloyd Piper, *Aitape to Wewak* 1945, 1 watercolour on paper
- Paul Prangere, *French sketchbook* c. 1916, 1 sketchbook
- Iso Rae, *A farewell, 7th Canadian, Étaples* 1918, 1 charcoal, pastel, and wash on paper
- Arthur Streeton, *Cathedral interior* c. 1918, 1 oil on canvas
- Arthur Streeton, *Street in ruins, Villers-Bretonneux, France* 1918; *Middle Harbour Dressing Station* 1918, 1 pencil and wash on paper, 1 oil on canvas
- Nicholas Frederick Suhr, *The road to Rabaul* 1945, 1 watercolour on paper
- Unknown, *General Montgomery* c. 1946, 1 bronze relief plaque
- Unknown, *Portrait sketch of Bruce Dowsett Strange* c. 1942, 1 pencil on paper
- Unknown, *Queen Victoria's troops* c. 1900, 1 chromolithograph on paper
- Unknown, *Soudan War* 1885, 1 chromolithograph on paper
- Unknown, *Ulcer on Achilles tendon* c. 1945, 1 pencil on paper
- Unknown, *Wanted poster of Saddam Hussein* c. 2003, 1 laser print on paper
- Unknown, *"Yo ho, the Admiral"* c. 1945, 1 pencil on paper
- Felix Vallotton, *C'est la guerre* series 1915–16, 6 woodcut on wove paper
- Douglas Watson, *Promenade, Farm Cove* 1943, 1 oil on canvas
- Marshall Weber, *... even the birds were on fire ...* 2001; *Eleven* 2002; *Mothership* 2006, 2 artist's books, 1 linoleum cut relief print
- Bernadine Williams, *Memories* c. 1990, 1 oil on canvas.

Military Heraldry and Technology

- Victoria Cross and medal group to Captain A.J. Shout, with associated memorabilia
- Victoria Cross and coronation medals to Lance Corporal B.S. Gordon, 41st Battalion, AIF

- Victoria Cross ribbon bar awarded to Captain A. Jacka, 14th Battalion, AIF
- Distinguished Service Order and medal group to Lieutenant Colonel W.K.S. McKenzie, 19th Battalion, AIF
- George Cross and medal group to Lieutenant G. Gosse, RANVR
- Uniforms worn by Guy Ruediger, Chief negotiator, Bougainville Peace Monitoring Group
- Distinguished Flying Cross and medal group to Flight Lieutenant R.M. Rees, No. 83 Squadron, RAAF
- 36th Australian Infantry Battalion, AIF, marching banner
- Personal and mine disposal equipment of Lieutenant H.R. Syme, RANVR
- Distinguished Flying Cross and medal group to Flight Officer C.J.L. Smith
- Distinguished Flying Cross and medal group to Flying Officer R.S. Hoy, RAAF, Nos. 100 and 157 Squadrons, RAAF
- Distinguished Flying Cross and medal group to Flight Sergeant T.J. O'Donohue, 460 Squadron, RAAF
- Uniform and equipment of Naval Airman Mechanic Weapons A.J.R. Curran, RANHFV
- Medal group of General Sir Francis Hassett
- Distinguished Flying Cross and medal group of Flight Lieutenant E.W. Guy, No. 77 Squadron, RAAF
- Land Rover Long Range Patrol vehicle damaged by a mine in Afghanistan
- Australian No. 9 Artillery tractor
- Gold-plated "Tabuk" assault rifle
- North American Rockwell OV-10 Bronco aircraft
- "Welbike" paratrooper's folding motorcycle
- Scrimshaw powder horn by R. Haslam and J. Ball, 39th (Dorsetshire) Regiment of Foot, c. 1825.

PHOTOGRAPHS, FILM AND SOUND ACQUISITIONS

Photographs

- 600 colour, and black-and-white images, transparencies, and negatives donated by Mr David Buckwalter, taken during his service with 1st Battalion, Royal Australian Regiment, in Viet Nam, 1966–67
- Collection of Greg Westhead, former military policeman, Iraq
- Matthew Sleeth, 15 large coloured C-type prints, East Timor

- Sean Flynn, 48 images of personnel of 6th Battalion, Royal Australian Regiment and New Zealand, Vietnam, 1966
- Album containing 186 photographs taken in the New Guinea and Pacific areas on board the German raider *Wolf*
- David Dare Parker, 47 images, East Timor, June 2006
- Frank Hurley, *Unknown Australian infantrymen wounded at a first aid post near Zonnebeke Railway Station*, toned black-and-white vintage print.

Film

- 2nd Division Cavalry camp, Seymour, Victoria, 1937, 16 mm, black-and-white, silent
- F3rd and 5th Cavalry Field Ambulance, Ethan, Victoria, 1937, 16 mm, black-and-white, silent
- 2nd Division Signals, Australian Military Forces, by Lieutenant Colonel James Middleton, 1934–39, 16 mm, black-and-white, silent
- *The 20th minesweeping flotilla, RAN*, by William Keys, 16 mm, black-and-white and colour, silent
- *HMAS Sydney in the Mediterranean*, by Lieutenant Surgeon Alan Gray, 8 mm, black-and-white, silent
- *HMAS Hobart 1942*, by Alfred Gordon Johnson, 8 mm, black-and-white, silent
- *Asia the fiery furnace*, Douglas Bushby, 16 mm, colour, sound footage from the Korean War
- Official US Air Force combat film of bombing operations by Canberra bombers of No. 2 Squadron, RAAF, Vietnam, 12 May–13 June 1969, 16 mm, colour.

Sound

- 79 interviews conducted by Neil McDonald as research for his book *Damien Parer's war*
- 44 interviews conducted by Bruce Horsfield as research for his documentary *Long Tan: the true story*
- 10 interviews recorded by Libby Stewart and Gary McKay for their book on civilian nurses in Vietnam (working title *Mission of mercy*)
- Crew intercom and external radio conversations of a bombing mission by Canberra bomber A84-234, No. 2 Squadron, RAAF, Vietnam, 9 February 1971
- 3 exit interviews recorded by the Royal Australian Navy History Unit with senior naval officers as part of ongoing program covering Vietnam War to present
- 15 hours recording of operational sounds of HMAS *Brisbane*, prior to its decommissioning, in support of Gallery Development
- 41 interviews recorded for Peacekeeping Official History.

Research Centre

- 18 annotated operational maps of East Timor from International Force East Timor (Interfet) and United Nations Transitional Administration in East Timor (UNTAET)
- Records from United Nations Military Observer Group in India and Pakistan (UNMOGIP), 1964–65
- Operational, post-action, and other records from the battle of Coral, Vietnam, 1968
- Collection papers relating to the invention of the Varley smoke bomb, First World War
- Julie Booth (Operation Habitat, Gulf War): letters, diary, and related records
- Father Stan Hessey (8RAR, Vietnam): letters and photographs
- Megan Chisholm (Care International aid agency and International Peace Monitoring Team, Solomon Islands, 2001): emails to family and friends
- Richard Barry (Vietnam): letters, maps, scrapbook, and related material
- Dr David Bradford (4th Field Regiment, Vietnam, 1967–68): letters and photographs
- Donald Barnby (2nd Squadron, SAS Regiment, Vietnam, 1971): letters, diaries, and related papers
- 14 maps from Solomon Islands peacekeeping deployment
- *Seven pillars of wisdom: a triumph* (unbound copies of the 1922 and 1926 comparison texts for the 1922 Oxford and 1926 subscribers' editions, published in 1997)
- *The wilderness of Zin* (1914 military survey of the unmapped area of the Sinai desert ordered by Lord Kitchener and carried out by Captain S.F. Newcombe and archeologists L.F. Woolley and T.E. Lawrence; published by the Palestine Exploration Fund)
- Port Stephens to Port Jackson map, copy of a British Admiralty chart of 1938, published in Japanese, 1939, by Suirōbu, with further modifications done in 1940
- 12 handmade Christmas cards from Yarra Valley Grammar School, Vic., presented to Major General Peter Cosgrove by John Farnham at a concert in Dili, December 1999
- *The pearl prayer book: a manual of prayer for Catholics* and handmade metal case (gift from his mother to Sapper Victor Smith, who made the case while serving in Europe during the Second World War)
- Commonwealth Air Corporation (CAC) blueprints and technical drawings of Australian aircraft designs from the Second World War.

DISPOSALS

Military Heraldry and Technology

REL29288: Diamond-T Wrecker truck, as used by the Australian Army in the Second World War and Korea, sold

REL/09669: Land Rover Series 2 "Fitted For Wireless", as used by the Australian Army during the 1960–90 period, transferred to the Army Museum, Bandiana

RELAWM4087.001–006: Vampire jet trainer aircraft transferred to the Royal Australian Navy Historical Collection

REL27704: Land Rover Platform AN/KPQ1 MLR carrier transferred to the National Artillery Museum.

APPENDIX 6

TRAVELLING EXHIBITIONS

Total travelling exhibitions visitation: 2,656,074 to 30 June 2007

	From	To
<i>Captured in colour: rare photographs from the First World War</i>		
1. Western Australian Maritime Museum, Fremantle, WA	12/05/2006	02/07/2006
2. Tasmanian Museum and Art Gallery, Hobart, Tas.	21/07/2006	03/09/2006
<i>Witness to war: official art and photography, 1999–2003</i>		
3. S.H. Ervin Gallery, Sydney, NSW	30/06/2006	13/08/2006
4. Mildura Arts Centre, Mildura, NSW	21/09/2006	12/11/2006
<i>Gallipoli: a Turkish view</i>		
5. Grafton Regional Gallery, Grafton, NSW	07/07/2006	13/08/2006
6. Redland Art Gallery, Capalaba, Qld	16/08/2006	14/09/2006
7. Bundaberg Arts Centre, Bundaberg, Qld	20/10/2006	10/12/2006
8. Pine Rivers Heritage Museum, Kurwongbah, Qld	20/12/2006	28/01/2007
9. Tweed River Art Gallery, Murwillumbah, NSW	08/03/2007	29/04/2007
<i>Backyard frontline: Australia under attack, 1942–1943</i>		
10. Ascot Theatre Gallery, Kadina, SA	28/06/2006	02/08/2006
11. Gold Fields War Museum, Boulder, WA	18/08/2006	18/09/2006
12. The Cannery Arts Centre, Esperance, WA	28/09/2006	29/10/2006
13. Katanning Gallery, Katanning, WA	06/11/2006	20/11/2006
14. John Curtin Prime Ministerial Library, Perth, WA	23/02/2007	29/04/2007
15. Shark Bay Interpretive Centre, Denham, WA	04/05/2007	08/06/2007
16. Exmouth Shire Hall, Exmouth, WA	08/06/2007	17/06/2007
17. Karratha Community Library, Karratha, WA	22/06/2007	02/07/2007
<i>Australia under attack, 1942–1943</i>		
18. South Australian Maritime Museum, Port Adelaide, SA	30/06/2006	15/10/2006
19. Western Australian Maritime Museum, Fremantle, WA	01/12/2006	28/01/2007
20. Museum and Gallery of the Northern Territory, Darwin, NT	16/02/2007	08/07/2007
<i>All together: sport and war</i>		
21. Robert O'Hara Burke Memorial Museum, Beechworth, Vic.	24/06/2006	27/08/2006
22. Army Museum, Bandiana, Vic.	02/09/2006	22/10/2006
23. Parkes Shire Library, Parkes, NSW	27/10/2006	02/01/2007
24. Eden Killer Whale Museum, Eden, NSW	23/02/2007	13/05/2007
25. St George Regional Museum, Hurstville, NSW	19/05/2007	05/08/2007

Sport and war

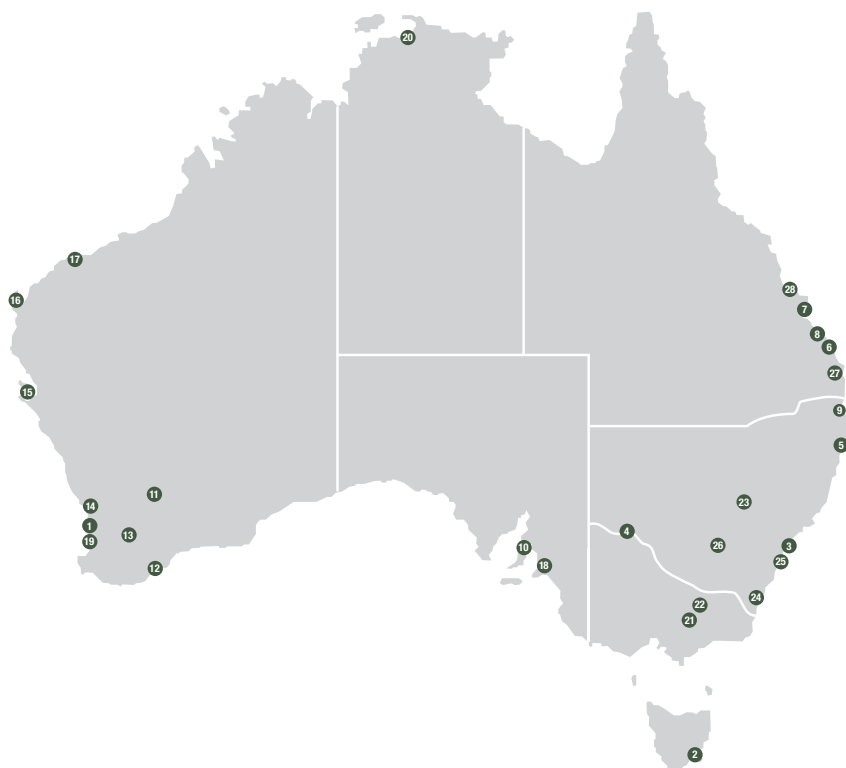
26. Wagga Wagga Regional Art Gallery, Wagga Wagga, NSW	01/09/2006	12/11/2006
27. State Library of Queensland, Brisbane, Qld	26/01/2007	29/04/2007
28. Gladstone Regional Art Gallery, Gladstone, Qld	17/05/2007	24/06/2007

Partners in arms: Australia and America in war, 1917–2007

29. Embassy of Australia, Washington, DC	17/04/2007	04/05/2007
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Bring in your memorabilia

Tasmanian Museum and Art Gallery, Hobart, Tas.	03/09/2006
Bundaberg Arts Centre, Bundaberg, Qld	18/11/2006
Museum and Art Gallery of the Northern Territory, Darwin, NT	18/02/2007
State Library of Queensland, Brisbane, Qld	29/04/2007



APPENDIX 7

STAFF PUBLICATIONS, LECTURES, AND TALKS

Adler, Rhonda

"Financial management module", Cultural Management Development Program, Elizabeth MacKay Aquatic Centre, Yarralumla, ACT, 17–18 Aug 2006

Baddeley, Claire

"Elizabeth Ashburn: *Street scene (soldiers in Baghdad)* and *Iraqi man (Abu Ghraib Prison)*: Australian War Memorial, Canberra", *World of Antiques and Art*, No. 71 (Aug 2006–Feb 2007)

"Napier Waller and the Hall of Memory", presentation to students of Bachelor of Art: Art History and Design, Australian National University, at Australian War Memorial, 1 Sep 2006

"Witness to war: official war artists and photographers, 1999–2003", lecture, National Trust of New South Wales, S.H. Ervin Gallery, Sydney, 2 Jul 2006

"Witness to war: official war artists and photographers, 1999–2003", Mildura Arts Centre, Mildura, Vic., 21 Sep 2006

"Exercising restraint", *Landscape Architecture Australia*, No. 112 (Nov 2006)

Bailey, George

"Corrosion control in the museum environment", talk to Year 11 science students, St Clare's College, Griffith, ACT, 29 Aug 2006

Booth, Mal

"The historic development of the National Collection of the Australian War Memorial", public talk to tertiary undergraduate students of Fenner Hall, Australian National University, 26 Sep 2006

"Digitisation: an Australian War Memorial perspective", public talk to regional and school archivists, Canberra Boys Grammar School, Red Hill, ACT, 2 Nov 2006; also published online at www.slideshare.net/malbooth/digitisation-an-australian-war-memorial-perspective and a set of reference links established at <http://del.icio.us/malbooth>

"The history of the Australian War Memorial and the development of the forthcoming *Lawrence of Arabia and the Light Horse* exhibition", public talk to the AMP Retired Officers' Association quarterly meeting, Sydney, 20 Jun 2007

Bullard, Steven

"Smashing jewels": aspects of researching and translating Japanese military history", Australian Historical Association conference, Canberra, Jul 2006

Blankets on the wire: the Cowra breakout and its aftermath (Canberra: Australian War Memorial, 2006)

Japanese army operations in the South Pacific Area: New Britain and Papua campaigns, 1942–43 (Canberra: Australian War Memorial, 2007)

Burness, Peter

"Australia's bloodiest battle", *The Canberra Times Forum*, 8 Jul 2006

"Remembering horrors of Pozières", *The Canberra Times Sunday Focus*, 23 Jul 2006

"The *Fifty Australians* exhibition", talk for Canberra and District Historical Society Annual Shamrock in the Bush Conference, Galong, NSW, 4 Aug 2006

"ANZACs in France, 1916", *Capital*, No. 24, Sep/Oct 2006

"1916: a terrible year", *Wartime* 36 (Oct 2006)

"Stories of inspirational courage in 1914–18", talk, Friends of the Australian War Memorial, Australian War Memorial, 11 Nov 2006

ANZACs in France, 1916, exhibition catalogue (Canberra: Australian War Memorial, 2006)

1916: Australians on the Western Front (Canberra: Department of Veterans' Affairs, 2006)

Bapaume and Bullecourt: Australians on the Western Front, 1917 (Canberra: Department of Veterans' Affairs, 2007)

"The battle of the Somme, 1916", public talk, Australian War Memorial, 10 Mar 2007

"Squadrons' stories", Commemorative Address, 463 to 467 Squadrons' Association Reunion, Canberra, ACT, 22 Mar 2007

"No regrets: A 'stern and demanding' officer's name is forever linked to a disastrous charge" *Wartime* 38 (Apr 2007)

Carpenter, Eric

"The enigma of codes and ciphers", public talk, Australian War Memorial Open Day, 10 Mar 2006

"Gratitude: the last casualty of war" *Wartime* 35 (Jul 2006)

Cartwright, Carol

"Offering visitors choice at the front-of-house", public talk, Museums Australia National Conference, Canberra, ACT, 17 May 2007

"What's happening at the Australian War Memorial", talk, Yarralumla Uniting Fellowship Group, Yarralumla, ACT, 19 Jul 2006

"What's happening at the Australian War Memorial", talk, Queanbeyan View Club, Queanbeyan, NSW, 20 Jul 2006

"A look at the Australian War Memorial", talk, Majura Ladies' Probus Club, Canberra City Bowling Club, Canberra, ACT, 1 Aug 2006

"Ceremonies and protocol at the Australian War Memorial" and "ANZAC Day: a case study", professional development workshop, Meetings and Events Australia ACT Branch, Barton, ACT, 30 Aug 2006

"What happens at the Australian War Memorial", talk, Rotary Club of Woden, Phillip, ACT, 4 Oct 2006

"What's happening at the War Memorial", talk, Weston Creek Men's Probus Club, Irish Club, Weston, ACT, 18 Jan 2007

"What's happening at the Australian War Memorial", talk, National Seniors' Association, Canberra, ACT, 26 Jul 2006

Cecil, Mike

"Jeffery's robot tank", *Ironsides: The journal of the Royal Australian Armoured Corps* (2006)

"The biggest blitz: the C60X in Australian service", *Army motors: The journal of the Military Vehicle Preservation Association*

"Remember when ...", series, *On target: the newsletter of the Defence Materiel Organisation*, Jul–Dec 2006, Mar and May 2007; also published online at www.defence.gov.au/dmo/news/ontarget/jul06/rw.cfm

Cecil, Mike; Finlayson, D.

"Where did all the horses go? The mechanisation of the Australian Light Horse", *Ironsides: the journal of the Royal Australian Armoured Corps* (2006)

Chaley, Madeleine

"David Bradbury's documentary *Front line*", talk and film screening, Australian War Memorial, 20 Aug 2006

Connor, John

"The Light Horse and the lady: A chance discovery brings to light paintings of the Light Horse in Egypt" *Wartime* 38 (Apr 2007)

"A whole world of strangers': Australian peacekeepers' attitudes to other peacekeepers and the civilian population in Cambodia, 1991–93", Australian Historical Association conference, Canberra, Jul 2006

Condé, Anne-Marie

"John Treloar, archives, and history", Australian Historical Association conference, Canberra, Jul 2006

"Reading the Hall of Memory windows as historic records", talk, Australian Society of Archivists ACT Branch, Australian War Memorial, 26 Oct 2006

"Biography on the streets: a ramble through the early life of John Treloar", seminar, Humanities Research Centre, Australian National University, 2 Nov 2006

"The windows in the Hall of Memory", talk, Australian War Memorial Open Day, 10 Mar 2007.

"A clerk's eye view of Gallipoli", *Wartime* 38 (Apr 2007)

"Imagining a collection: creating Australia's records of war", *reCollections: The journal of the National Museum of Australia*, Vol. 2, No. 1 (Mar 2007), http://reCollections.nma.gov.au/issues/vol_2_no_1/

"The windows in the Hall of Memory", talk, Australian War Memorial Open Day, 10 Mar 2007

"Museums and the memory of war", presentation to the Museums and Collections course, Australian National University, 21 May 2007

"The Australian War Records Section 90th anniversary", talk presented in the Research Centre, Australian War Memorial, 30 May 2007

"I though you knew what kind of bloke I am': George Lambert and the Australian War Memorial", paper presented to the George Lambert symposium, Australian War Memorial, 29 Jun 2007

Sylvia Martin, *Ida Leeson: a life* (NSW, 2006), book review, *Archives and manuscripts: the journal of the Australian Society of Archivists* 35:1 (May 2007)

Condon, Janette

"Pre-Federation records of Australian Military History interest in the Australian War Memorial Research Centre collections", paper presented at the "Beyond the limits of location" weekend seminar held by the Yass and District Historical Society, Galong, NSW, 23–25 Mar 2007

Condon, Janette; Richter, Jeremy; Pollard, Mary; Schmidt, Nicholas

"Research and archival practice", presentation to postgraduate students of Charles Sturt University, Australian War Memorial, 22 May 2007

Connor, John

"Persuader for peace", *Wartime* 37 (Jan 2007)

"A whole world of foreigners: Australian peacekeepers' attitudes to other peacekeepers and the civilian population in Cambodia, 1991–93", paper presented at the Australian

Historical Association 13th Biennial National Conference, Australian National University, 5 Jul 2006

Cowan, Sarah

"Treasures from the Australian War Memorial's print collection", talk, Artists' Society of Canberra, 21 Mar 2007

Ekins, Ashley

"VC ambush plan backfires", *The Canberra Times*, "Vietnam: 40 years on" special supplement, 18 Aug 2006

"Ghosts of Vietnam", *The Canberra Times*, 19 Aug 2006

"The battle of Long Tan: winners and losers, 40 years on", talk, Australian War Memorial, 18 Aug 2006

"Operation Bribie: a pivotal battle", presentation to 40th anniversary reunion of Vietnam veterans of 6RAR and A Squadron, 3rd Cavalry Regiment, Bribie Island, Qld, 17 Feb 2007

"The battle of Operation Bribie", *The Sunday Times*, 18 Feb 2007

Ely, Karen

"Risk management and insurance at the Australian War Memorial", talk to CIT Museum Practice Certificate IV students, Treloar Centre, Australian War Memorial, 9 May 2007

Etzel, Mike

"Light weapons", tutorial, Australian Technical Staff Officers Course, Australian Defence Force Academy, 20 Feb 2007

"Protection and firepower", tutorial, Australian Technical Staff Officers Course, Treloar Centre, Australian War Memorial, 23 Feb 2007

Ferguson, Linda

"Research strategies: qualitative and quantitative", paper presented to Graduate Certificate in Scientific Communications students, Australian National University, 26 Mar 2007

"Evaluation at the Australian War Memorial", paper presented to the Canberra Evaluation Forum, Parkes, ACT, 19 Apr 2007

"Introduction to exhibition evaluation", paper presented to Graduate Certificate in Scientific Communications students, Australian National University, 23 Mar 2007

"Pre-design of evaluation instruments", paper presented to Graduate Certificate in Scientific Communications students, Australian National University, 28 Mar 2007

"Sampling", paper presented to Graduate Certificate in Scientific Communications students, Australian National University, 17 Apr 2007

"Report writing", paper presented to Graduate Certificate in Scientific Communications students, Australian National University, 21 Jun 2007

Goddard, Chris

"Collection acquisition and disposal", talk to CIT Museum Practice Certificate IV students, Treloar Centre, Australian War Memorial, 9 May 2007

"*Australia under attack 1942–1943* exhibition", public talk, Museum and Gallery of the Northern Territory, Darwin, 15, 17 Feb 2007

Gooding, Janda

"Beauty in hell: A war artist's 'brilliant little flashes' illuminate the landscapes of war" *Wartime* 38 (Apr 2007)

"Familiar and different": George Lambert's landscapes of war", *Capital*, No. 27 (Mar 2007)

"Landscape and memorial: George Lambert's Gallipoli works", conference paper presented at the George Lambert Symposium, Australian War Memorial, 29 Jun 2007

"Silent hills and valleys": George Lambert at Gallipoli, 1919", *World of Antiques and Art* (Feb–Aug 2007)

George Lambert: Gallipoli and Palestine landscapes, exhibition catalogue (Canberra: Australian War Memorial, 2007)

"Careers in curatorship", lecture to art history and curatorship students, Australian National University, 6 Jun 2007

Gower, Steve

"Leadership and management", presentation and seminar, Postgraduate Museum Management course, Australian National University, Sep 2006

"Recent Australian War Memorial developments in the galleries", speech, 28 Squadron Association launch, Canberra Club, Canberra, ACT, 14 Sep 2006

Guest speaker at Rotary Club of Woden, ACT, and acceptance of George Palmer Vocational Service Award on behalf of the Australian War Memorial, 31 Jan 2007

Talk at opening of *Australia under attack, 1942–1943*, Museum and Gallery of the Northern Territory, Darwin, 1 Feb 2007

Guest speaker at the annual Bangka Island Memorial Service, Women's Memorial Playing Fields, Tonsley, SA, 18 Feb 2007

"Branding and positioning successfully", presentation, ACT Cricket Planning Day, 9 Mar 2007

"Vision, brand, and management", presentation to Graduate Diploma in Management students, South Australia Regional Skills Training, 21 Mar 2007

"C.E.W. Bean's place at the Australian War Memorial", talk, launch of Dr Kevin Fewster's book of edited diaries of C.E.W. Bean, 28 Mar 2007

Launch of C. Mattingley's book *Battle order 204*, Prince Alfred College, Adelaide, 30 Mar 2007

"The Australian–US defence relationship of 90 years", at the opening of *Partners in arms: Australia and America in war, 1917–2007*, Australian Embassy, Washington DC, 17 Apr 2007

Welcoming remarks at the opening of the Museums Australia conference, ANZAC Hall, Australian War Memorial, 16 May 2007

"The Australian War Memorial: past, present, and future", Capital Chats program, National Capital Authority, King O'Malley's, Canberra, ACT, 19 Jun 2007

Gray, Andrew

"Story of a field gun", performance and talk, "Many players, many parts", 3rd National Forum on Performance in Cultural Institutions, Melbourne, 13 Oct 2006

Heywood, Warwick

"Painting the Korean War", *Wartime* 35 (Jul 2006)

"Artists on the front line", *Capital*, No. 28, 23 Apr 2007

"Depictions of flying boats in the art collection", public talk, "Skippy Squadron", Australian War Memorial, 29 Jan 2007

Heywood, Warwick; Kudrycz, Walter

"Winged demons", *Wartime* 37 (Jan 2007)

Hodges, Ian

"Listening to our peacekeepers: oral history at the Australian War Memorial", paper presented at the International Oral History Conference, University of Technology, Sydney, 14 Jul 2006

Hull, Roslyn

"Discovery Zone: the time machine at the Australian War Memorial", two talks, NCETP teacher seminar for Perth area primary and secondary school teachers, Burswood Convention Centre, 28 Mar 2007

James, Karl

"To sniff or not to sniff": do historians need to visit battlefields in order to write operational history", Australian Historical Association conference, Canberra, July 2006

"The Hawker demon", *Wartime* 37 (Jan 2007)

"The army's ugly duckling", *Wartime* 37 (Jan 2007)

"The 'atmosphere of the place and the spirit of the people': why historians visit battlefields when writing operational history", *Sabretache*, Vol. 15, No. 1 (Mar 2007)

Keany, David

"George Lambert's paintings", conservator tour, Australian War Memorial, 1 Apr 2007

Kertes, Bernard

DISACT seminar on disaster preparedness; report also published in *The AICCM National Newsletter*, No. 100, Aug 2006

"Microfibre cloths for dry cleaning paper", *The AICCM National Newsletter*, No. 100, Aug 2006

"Vital, valuable, or vulnerable: the construction of priority salvage lists", paper presented to the Australian Registrar's Committee Conference, "Risky business: managing responsibilities and solutions", Hobart, 15–17 Nov 2006

"Vital, valuable, or vulnerable: the construction of priority salvage lists", paper presented to the Australian Society of Archivists, Canberra, ACT, 3 May 2007

Kirkpatrick, Bridie

"Treatment highlights", AICCM Textile Specialty Interest Group Symposium, Adelaide, 18–19 Sep 2006

"Conservation of C.E.W. Bean's suitcase", AICCM Textile Specialty Interest Group Symposium, Adelaide, 18–19 Sep 2006

Kudrycz, Walter

"Hot environment: Operation Bribie epitomised the major contribution of Australian helicopters in Vietnam" *Wartime* 35 (Jul 2006)

"Hello Stan Hill" *Wartime* 36 (Oct 2006)

"Shout's VC", *Capital*, No. 25, Nov – Dec 2006

"Friendly aliens" *Wartime* 37 (Jan 2007)

Lakin, Shaune

Contact: photographs from the Australian War Memorial collection (Canberra: Australian War Memorial, 2006)

"Seeing is believing", *Wartime* 36 (Oct 2006)

"A nostalgic time", *History of Photography*, Vol. 30, No. 4 (Winter 2006)

"Focus: photography and war, 1945–2006", talk, Australian War Memorial, 11 Dec 2006

"Them", *Photofile*, No. 79 (Summer 2007)

"The iconic power of the sunbaker", *History of photography*, Vol. 31, No. 1 (Spring 2007)

"Reprise: Juan Davila's Miss Sigmund", *Brought to light II: contemporary Australian art 1966–2006* (Brisbane: Queensland Art Gallery, 2007)

"Contact: photographs from the Australian War Memorial", public talk, Australian War Memorial, 10 Mar 2007

"Focus: photography and war, 1945–2006", presentation to ARLIS/ANZ, Australian War Memorial, 13 Mar 2007

"Icon and archive", presentation to teachers, Canberra Institute of Technology, Reid, ACT, 15 Mar 2007

Lewis, Margaret

"Researching your family military history", National Archives of Australia Open Day, 29 Apr 2007

Lloyd, Ross

"OH&S in the Australian War Memorial", talk, AWM Workplace Skills course, Canberra Institute of Technology, Bruce, ACT, 7 Mar 2007

Londey, Peter

"Telling the truth about peacekeeping", Australian Historical Association conference, Canberra, Jul 2006

"Fifty years' watch: Australians have served in UNTSO for a complete half-century" *Wartime* 35 (Jul 2006)

"Peacekeepers and democracy", paper presented to the Sydney Democracy Network, Sydney, 25 May 2007

Manera, Brad

"The colonial garrison: British troops in New South Wales, 1788–1870", paper presented at the 170th anniversary of Berrima, Old Berrima Courthouse Museum, Berrima, NSW, 16 Jul 2006

"The enrolled pensioner force in Western Australia", paper presented at the Escape symposium, Fremantle Prison (Museum), Fremantle, WA, 23 Sep 2006

"1876: a great escape", opening exhibition speech, *Fremantle to freedom*, Fremantle Prison (Museum), Fremantle, WA, 21 Sep 2006

McGeachy-Blay, Beth

"Events: the myth versus the reality", lecture to Diploma of Tourism Event Management students, Canberra Institute of Technology, 28 Mar 2007

Neale, Kerry

"Dear soldier" *Wartime* 36 (Oct 2006)

"In the cold light of dawn" *Wartime* 38 (Apr 2007)

Nichols, Robert

"The art and politics of writing museum labels", seminar, Department of Art and Museum Studies, University of London, 13 Jul 2006

Threads: the tapestries and textiles of Cotehele House (Cornwall, UK: National Trust, 2006)

"Publishing the institutional book: brave new world or the ultimate vanity press?", 4th International Conference of the Book, Emerson College, Boston, MA, 20 Oct 2006

"A mystery solved", *Wartime*, No. 37 (Apr 2007)

Oakley, Gary

Who do you think you are?, SBS television documentary, 23–25 Apr 2007

Pearce, Andrew; White, John

"The appropriate selection and treatment of aircraft fabric coverings", conference session, Mutual Concerns of Air and Space Museums Seminar, San Diego, Cal., 2 Apr 2007

"Large technology conservation", informal training sessions, Mutual Concerns of Air and Space Museums Seminar, San Diego, Cal., 2, 4 Apr 2007

Pfanner, Susan

"Volunteering at the Australian War Memorial", talk, Tuggeranong Evening View Club meeting, Tuggeranong, ACT, 23 Apr 2007

"The Australian War Memorial's Workplace Skills Program", paper presented to the Front of House Special Interest Group, National Gallery of Victoria, Melbourne, 20 Oct 2006

Pratten, Garth

"Professional men of war" *Wartime* 37 (Jan 2007)

ANZAC Day 2007 march commentary, 25 Apr 2007

"Crossing the Busu" *Wartime* 38 (Apr 2007)

"Peace support operation", lecture, Royal Military Academy Sandhurst, 25 May 2007

War Studies course, Royal Military Academy Sandhurst, May–Aug 2007

Quinn, Susie

"Exhibition design", talk, University of Canberra design students, Australian War Memorial, 26–27 Sep 2006

"Exhibition development", talk, Military Museum Curators Course, Australian War Memorial, 11 Sep 2006

Reeve, Barbara

"EL2 work expectations and experiences", talk, presented to PSM Executive Level 2 Transition Program, Canberra, ACT, 30 Nov 2006

Richter, Jeremy

"ANZACs in Egypt 1915", public talk, Australian War Memorial, 1 Dec 2006

Sabine, Patricia

"Focus: photography and war, 1945–2006", talk, Australian War Memorial, 12 Jan 2007

"Museums in a changing climate", paper presented at the Museums Australia National Conference 2007, 17–20 May 2007

Sabine, Patricia; Lakin, Shaune

"Focus: photography and war, 1945–2006", talk, Australian War Memorial, 9 Dec 2006

Stanley, Peter

"In the street of the historians: reflections on history at the Australian War Memorial", paper, Research School of Social Sciences, ANU, Aug 2006

Review of Edward Lynch, *Somme mud*, and Peter Dorman, *Last man standing*, *The Canberra Times*, Aug 2006

"Australia's discovery of Asia", Texas A&M University, College Station, TX, talk, Department of Commerce, Sep 2006

"All imaginable excuses: Australian deserters and the fall of Singapore", talk, University of Texas, Austin, TX Sep 2006

Review of Peter FitzSimons, *Tobruk*, *The Australian Literary Review*, Sep 2006

"Imperial military history", in Matthew Hughes and William Philpott, *Palgrave advances in modern military history*, Basingstoke, 2006

"More than just a comic strip", *Wartime* 36 (Oct 2006)

"Was there a battle for Australia", Australian War Memorial Anniversary Oration, 10 Nov 2006

Steel, Nigel

"The texture of the Somme, 1916", talk, Australian War Memorial, 11 Nov 2006

"'True' fighting commander" *Wartime* 37 (Jan 2007)

"What if? Imagine the Gallipoli campaign had succeeded, what then?" *Wartime* 38 (Apr 2007)

"Heroic sacrifice" *Wartime* 38 (Apr 2007)

Stewart, Libby

"Operation Bribie in the new Vietnam gallery", talk, 40th anniversary of the battle of Bribie, Bribie Island, Qld, 17 Feb 2007

"Tired, filthy, but happy: civilian nurses at Bien Hoa", *Wartime* 35 (Jul 2006)

"RAN display in the new Vietnam gallery", talk, HMAS *Sydney* Escorts and Vietnam Logistic Support Veterans Association annual dinner, Returned and Services League of Australia ACT Branch, Canberra, ACT, 19 Aug 2006

Tibbitts, Craig

"Exhibits and research materials in the Australian War Memorial Collection relating to the Anglo-Boer War 1899–1902", talk, Anglo-Boer War Study Group of Australia Conference, Box Hill, Vic., 19 May 2007

"The toughest battle of all: Sanananda, 1943", *Wartime* 38 (Apr 2007)

van Dyk, Robyn

"The Vietnam Concert Party files", talk, Australian War Memorial, 18 Aug 2006

"Locating and using primary sources in the Australian War Memorial's collections", talk to Australian National University students, Australian War Memorial, 19 Aug 2006

Talk at the History Queensland: Family and Local History Fair, 3 Sep 2006

"Donating to the Australian War Memorial", talk, Vietnam Veterans' Association St Mary's Branch, 3 Nov 2006

"Researching service with the Australian Women's Land Army", *Descent*, Dec 2006

van Dyk, Robyn; Lewis, Margaret; Jolliffe, David

"Behind the scenes at the Research Centre", talk, Australian War Memorial, 24 Apr 2007

Wenham, Poppy

"Registration for beginners", talk to CIT Museum Practice Certificate IV students, Treloar Centre, Australian War Memorial, 9 May 2007

Winter, Christine

"Still guilty of overreaction to radicals in our midst", *The Australian*, 11 Jun 2007

Helen Withnell

"Leadership", presentation, CMDP program, 14 Sep 2006

Withnell, Helen; McMahon, Katherine; Hull, Roslyn

"Post-1945 Conflicts galleries and Discovery Zone project", presentation to University of Canberra tourism students, 26 Mar 2007

APPENDIX 8

STAFFING OVERVIEW FULL-TIME EQUIVALENT AS AT 30 JUNE 2007

The staff of the Memorial are appointed or employed under the *Public Service Act 1999*.

	Ongoing Full time		Ongoing Part time		Non-ongoing Full time		Non-ongoing Part time		Casual		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
APS Level 1	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
APS Level 2	19.0	13.0	0.0	0.0	4.0	6.0	0.8	0.7	0.0	0.0	43.5
APS Level 3	12.0	11.0	0.0	2.0	5.0	3.0	0.6	1.9	0.0	0.0	35.5
APS Level 4	12.0	13.0	0.0	1.0	3.0	3.0	0.0	0.0	0.0	0.0	32.0
APS Level 5	10.0	9.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	0.0	22.0
APS Level 6	16.0	17.0	0.0	3.3	4.0	3.0	0.0	0.0	0.0	0.0	43.3
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	10.0	0.0	0.8	3.0	5.0	0.9	1.9	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	20.0	16.0	0.0	0.8	2.0	0.0	1.6	0.0	0.0	0.0	40.4
EL 2	5.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.0
SES	0.0	2.0	0.0	0.0	1.0	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-totals	110.0	104.0	0.0	7.9	23.0	22.0	3.9	4.5	0.0	0.0	
TOTALS	214.0		7.9		45.0		8.4		0.0		275.3

Total Ongoing 221.9

Total Non-ongoing 53.4

Total Casual 0.0

Total Females 138.4

Total Male 136.9

PERFORMANCE-BASED PAY

All staff under the Teamwork (Certified) Agreement 2004–07 were eligible for the productivity bonus of up to 2% for successful participation in the 2004–07 Business Management and Performance Feedback Scheme. The total payment to staff was \$284,521.52.

The Memorial's seventh cycle of performance-based pay for Senior Executive Service Officers covered the period 1 July 2005 to 30 June 2006. Four officers received a combined total of \$71,374.29.

PEOPLE DEVELOPMENT AND TRAINING REPORT

A total of 1,027 person days were spent in formal training during 2006–07 and 271 staff (141 females and 130 males) participated in eligible training activities during the year.

The People Development formal expenditure rate* for 2006–07 was 3.35%. Total People Development expenditure was

\$567,963.96.

Salary for participants	203,322.20
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People Development staff salary	68,659.00
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People Development administration (course costs, etc.)	261,370.85
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Studybank costs (reimbursement of fees/expenses & salary)	34,611.91
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TOTAL	567,963.96
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* Expressed as a percentage of the annual 2006–07 salary expenditure of \$16,950,438.76, spread over 26 pay periods.

APPENDIX 9

NEW LOANS

Inward

Loans that are new in the financial year.

LENDER	ITEM NAME	TITLE	PURPOSE	LOAN START	LOAN END	ITEM COUNT
6th Battalion, Royal Australian Regiment, Gallipoli Barracks	Award	Presidential Unit Citation – 6th Battalion, Royal Australian Regiment, 27 May 1968	Exhibition - In House	1/06/2007	31/05/2017	2
	Certificate	Certificate of Award of Presidential Unit Citation (Army), 27 May 1968	Exhibition - In House	1/06/2007	31/05/2017	
Brown, Lyndell and Green, Charles	Painting	<i>General Patraeus' Compound with Black Hawks, Camp Victory, Baghdad</i>	Exhibition - In House	28/06/2007	31/07/2007	6
	Painting	<i>Iraqi soldiers, Camp Ur</i>	Exhibition - In House	28/06/2007	31/07/2007	
	Painting	<i>Camp Ur</i>	Exhibition - In House	28/06/2007	31/07/2007	
	Painting	<i>Al Udeid late afternoon</i>	Exhibition - In House	28/06/2007	31/07/2007	
	Painting	<i>Tallil at dusk</i>	Exhibition - In House	28/06/2007	31/07/2007	
	Painting	<i>HMAS Toowoomba at dawn</i>	Exhibition - In House	28/06/2007	31/07/2007	
Galloway, David	Personal equipment	Slouch hat with enamelled UN badge	Exhibition - In House	7/12/2006	31/08/2017	6
	Currency	100 Amafaranga: Rwanda	Exhibition - In House	7/12/2006	31/08/2017	
	Map	Entitled "Rwanda briefing map"; verso, "Rwanda Region"	Exhibition - In House	7/12/2006	31/08/2017	
	Currency	100 cent francs: Rwanda	Exhibition - In House	7/12/2006	31/08/2017	
	Currency	100 amafaranga: Rwanda	Exhibition - In House	7/12/2006	31/08/2017	
	Edged weapon or club	Rwandan machete	Exhibition - In House	7/12/2006	31/08/2017	
Manera, Brad	Personal equipment	Webbing: belt	Exhibition - In House	12/12/2006	12/12/2011	5
	Personal equipment	Bayonet frog	Exhibition - In House	12/12/2006	12/12/2011	
	Edged weapon or club	Bayonet and scabbard	Exhibition - In House	12/12/2006	12/12/2011	
	Personal equipment	Water bottle and cup	Exhibition - In House	12/12/2006	12/12/2011	
	Personal equipment	Water bottle cover	Exhibition - In House	12/12/2006	12/12/2011	

McKay, Gary	Award	Military Cross (EIR): Lieutenant Gary J. McKay MC, 4RAR				8
	Medal	Australian Active Service Medal 1945–1975 with Vietnam clasp: Lieutenant Gary J. McKay MC, 4RAR				
	Medal	General Service Medal: Lieutenant Gary J. McKay MC, 4RAR				
	Medal	Defence Force Service Medal with two long service clasps: Lieutenant Gary J. McKay MC, 4RAR				
	Medal	National Medal with two long service clasps: Lieutenant Gary J. McKay MC, 4RAR				
	Medal	Anniversary of National Service Medal: Lieutenant Gary J. McKay MC, 4RAR				
	Medal	South Vietnam Service Medal with 1960 Flash: Lieutenant Gary J. McKay MC, 4RAR				
	Medal	Australian Defence Medal: Lieutenant Gary J. McKay MC, 4RAR				
Morgan, Peter	Optical equipment	Minox B sub miniature camera	Exhibition - In House	9/03/2007	11/02/2007	17
	Optical equipment	Minox binocular clamp	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox camera cradle	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Agfa 8mm x 11mm colour film (box, film can and mailer)	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox B owner's manual	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox plastic negative holder (5 x negative strips and folder)	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	2 x Minox shutter release cables	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	2 x Minox 8mm x 11mm film cartridges	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox film can	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox measuring chain	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox B flash unit	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox filter set (3 x filters, clip and container)	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox tripod	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox document copying stand (4 x telescoping legs & cradle)	Exhibition - In House	9/03/2007	11/02/2007	

	Optical equipment	Minox B sub miniature camera	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	Minox B sub miniature camera	Exhibition - In House	9/03/2007	11/02/2007	
	Optical equipment	8 x 30mm black binoculars	Exhibition - In House	9/03/2007	11/02/2007	
Museum and Art Gallery of the Northern Territory	Firearm; firearm accessory	Japanese Type 14 8mm Nambu pistol and holster	Exhibition - In House	30/11/2006	30/09/2007	3
	Map	Silk pilot's map used by Captain Jack Slade	Exhibition - In House			
	Personal equipment	Silver bosun's whistle and chain	Exhibition - In House			
Oakley, Gary William	Munition	Smoke grenade: replica	Exhibition - In House	20/07/2006	31/08/2007	8
	Headdress	Garrison cap (Medical) - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
	Uniform	Woolen trousers - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
	Uniform	Boots - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
	Uniform	Belt - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
	Heraldry	Khaki tie - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
	Uniform	Ike jacket with badges and patches - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
	Uniform	Khaki shirt - US 11th Airborne Division	Exhibition - International	6/03/2007	6/09/2007	
Payne, Keith	Headdress	Beret	Exhibition - In House	23/03/2007	23/11/2017	1
Royal Australian Navy Diving School, HMAS <i>Penguin</i>	Personal equipment	Swim mask	Exhibition - In House			3
	Personal equipment	Swim fins; pair	Exhibition - In House			
	Munition	Model of anti-personnel mine; Vietnam 1965-72	Exhibition - In House			
Westhead, Greg	Optical equipment	Nikon 5700 model digital camera	Exhibition - In House	7/03/2007	14/03/2007	4
	Optical equipment	Flash card for Nikon 5700 model digital camera	Exhibition - In House			
	Optical equipment	Carry bag for Nikon 5700 model digital camera	Exhibition - In House			
	Personal Equipment	Ammunition pouch	Exhibition - In House			
Whittington, Rob	Flag	Falintil Timor Leste (East Timor) National flag	Exhibition - In House			1

Outward

BORROWER	OBJECT NAME	TITLE	PURPOSE	LOAN START	LOAN END	ITEM COUNT
Parliamentary Secretary to the Minister for Defence – Parliament House	Painting	<i>Kittyhawk amongst the sand dunes: a Warhawk of 3 Squadron RAAF</i>	Exhibition - Government	13/07/2006	3/07/2007	8
	Painting	<i>Australian war graves section at International War Graves Commission, Yokohama, Japan</i>	Exhibition - Government	13/07/2006	3/07/2007	
	Painting	<i>Crossing Dae River, Morotai</i>	Exhibition - Government	13/07/2006		
	Painting	<i>Hollandia</i>	Exhibition - Government	13/07/2006	3/07/2007	
	Painting	<i>Halifax dispersal point, UK, 1944</i>	Exhibition - Government	13/07/2006	3/07/2007	
	Painting	<i>Mechanics working on the motors of a Kittyhawk, 450 Squadron RAAF</i>	Exhibition - Government	13/07/2006	3/07/2007	
	Painting	<i>A brisk day off Yokohama, HMAS Hobart</i>	Exhibition - Government	13/07/2006	3/07/2007	
	Painting	<i>Section of camp at 1 Base Ordnance Depot, Bandiana</i>	Exhibition - Government	13/07/2006	3/07/2007	
Naval Heritage Collection - Spectacle Island NSW	Aircraft	De Havilland Vampire jet training aircraft	Exhibition - Military Institution	1/09/2006	1/03/2007	1
Historic Houses Trust of NSW	Firearm	Lewis Mk I light machine-gun	Exhibition - State	7/02/2007	28/02/2008	1
National Gallery of Australia	Drawing	<i>Study of dead horses, Moascar</i>	Exhibition - Cultural	29/05/2007	24/09/2007	17
	Drawing	<i>Light Horse Officer in 14th Australian General Hospital Abbassia</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Study for ANZAC, the landing, 1915 (loose sheet from "Drawing book")</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Study for ANZAC, the landing, 1915 (loose sheet from "Drawing book")</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Head of a Turk, Chanak</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Camel, Abbassia, full marching order</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Mrs Chisholm of Kantara</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Major Andrew Barton (Banjo) Paterson</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Drawing	<i>Katib Gannit, Romani</i>	Exhibition - Cultural	29/05/2007	24/09/2007	
	Painting	<i>Australian troop horse, full marching order</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
	Painting	<i>The charge of the Australian Light Horse at Beersheba, 1917</i>	Exhibition - Cultural	18/06/2007	24/09/2007	

	Painting	<i>Courtyard, 14th Australian General Hospital, Abbassia</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
	Painting	<i>The charge of the 3rd Light Horse Brigade at the Nek, 7 August 1915</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
	Sculpture	<i>The ANZACs (maquette for Desert Mounted Corps Memorial)</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
	Painting	<i>Barada Gorge, 30 September 1918</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
	Painting	<i>ANZAC, the landing, 1915</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
	Painting	<i>Balcony of troopers' ward, 14th Australian General Hospital, Abbassia</i>	Exhibition - Cultural	18/06/2007	24/09/2007	
Australian Defence Force Academy	Firearm	Makarov pistol	Exhibition - Government	21/02/2007	22/02/2007	3
	Firearm	Browning L9A1 pistol (Belgium/Australia)	Exhibition - Government	21/02/2007	22/02/2007	
	Firearm	Uzi sub-machine gun	Exhibition - Government	21/02/2007	22/02/2007	
Old Parliament House	Personal Equipment	Compressed fibre identity disc : Lieutenant S.M. Bruce, 2 Battalion, Royal Fusiliers	Exhibition - Cultural	7/05/2007	7/05/2009	2
	Medalet	Lily White Association Commemorative medalet, 1917 New South Wales General Strike	Exhibition - Cultural	7/05/2007	7/05/2009	
Shadow Minister for Defence	Painting	<i>Dugouts near Villers-Bretonneux</i>	Exhibition - Government	5/06/2007	4/06/2008	10
	Painting	<i>F1 gunner</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>Up and away, Operation Coburg, Bien Hoa Province, Vietnam 1968</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>On patrol in an armoured personnel carrier (APC)</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>Air Vice Marshal Frank McNamara</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>Tanks in action, Cape Endiaderne</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>Arming a Spitfire</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>Crossing Daeo River, Morotai</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>HMAS Melbourne</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Painting	<i>HMAS Vendetta</i>	Exhibition - Government	5/06/2007	4/06/2008	
	Sculpture	<i>Patriotism</i>	Research - Cultural	22/06/2007	22/10/2007	2
	Sculpture	<i>Female statuette from "Patriotism"</i>	Research - Cultural	22/06/2007	22/10/2007	
Art Gallery of South Australia	Black-and-white print silver gelatin		Exhibition - Cultural	26/06/2007	25/02/2008	11

APPENDIX 10

SCHOLARSHIP, FELLOWSHIP AND GRANT HOLDERS

Summer Vacation Scholarship Scheme, 2007

The Memorial's Summer Vacation Scholarship Scheme was again a success. Scholars are selected through a competitive, merit-based selection process open to students at a late stage of their history degrees. 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 at another suitable facility. The total cost for the three scholars in 2006–07 was \$17,037.

Projects undertaken were:

Lachlan Coleman, University of Adelaide

"The Australian Light Horse and the fall of Damascus, 1918"

Rhys Crawley, University of Wollongong

"Australian civilian voluntary organisations"

Kim Doyle, Macquarie University

"Improving lives? Peacekeepers and local communities"

APPENDIX 11

MAJOR SPONSORS

The Australian War Memorial gratefully acknowledges the generous support of the following individuals and organisations.

Benefactors Benefactors are those who have contributed over \$250,000

Commonwealth Government of Australia	Mr Kerry Packer AC
State Government of New South Wales	Mr Richard Pratt AC
State Government of Victoria	Thyne Reid Foundation
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
Kerry Stokes AO	Rio Tinto Limited
ASC Pty Ltd	Qantas
Australia and New Zealand Banking Group 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
<i>The Australian Women's Weekly</i>	Gordon Darling Foundation
Broken Hill Proprietary Company Limited	Mr T. 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
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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
Thales Australia	Weta Digital

Patrons Patrons are those who have contributed over \$20,000

Government of the Northern Territory	Aviation Art
Sir James Balderstone AC	WESFI Limited
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John and Betty Skipworth	Casinos Austria International
Renison Goldfields Consolidated Limited	Raytheon Australia Pty Ltd
The Shell Company of Australia	Macquarie Bank Foundation
Spicers Paper	Mr Dugald Mactaggart
Lady Catherine Ramsay	The Laminex Group
Teys Bros (Holdings) Pty Ltd	Emu Bottom Homestead
Mrs Margaret Ross AM	Lambert Vineyards
Australia Remembers – Australian Capital Territory Committee	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 2006–07 these included:

Army History Unit

- Cooperation, including membership by Assistant Director National Collection 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.

Australian Bureau of Statistics

- Information provided on a range of collection management activities for ABS surveys
- Provision of advice regarding the proposed development of data standards for major cultural institutions.

Australian Capital Tourism Corporation

- 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 and National Capital Educational Tours project evaluation.

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 Band of the 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 Social Science and Humanities
- Assistance with various ceremonies.

Australian Embassy, Washington

- Liaison regarding possible exhibitions.

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
- Cooperation with Peacekeeping Official History research.

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 seventh year, and a fee is received on a consultancy basis
- Senior Historian Visiting Fellow, Strategic and Defence Studies Centre
- Cooperation over 2006 Annual Scholarship.

Australian Quarantine Inspection Service

- Advice and facilitation for importation of OV-10 Bronco aircraft from Philippines.

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

- Linkage 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
- Linkage 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
- Linkage 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 Voluntary Guides
- Joint delivery of Workplace Skills development course.

Canberra Museum and Art Gallery

- Cooperation 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

- Cooperated 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.

Department of Defence

- Advice and information regarding conflicts and eligibility for the Roll of Honour
- Assistance regarding acquisitions for the National Collection
- Assistance to and support of Peacekeeping Official History research
- Access to Sea Power Centre collection for research purposes and the provision of assistance in the development of the Cold War submarine environment for the Discovery Zone

- A Squadron, Air Army base Oakley, for provision of an Iroquois helicopter, air and ground crew for the purposes of recording the soundscape in the Vietnam environment of the Discovery Zone
- HMAS *Sterling* for the recovery and provision of submarine equipment for HMAS *Orion* for use in the Cold War submarine environment in the Discovery Zone.

Department of Education, Science and Training

- Collaboration on the administration of the PACER rebate for schools. Mandatory for schools to visit the Memorial.

Department of Environment and Water Resources

- Liaison on *EPBC Act* requirements and heritage and planning advice.

Department of Foreign Affairs and Trade

- Assistance to Peacekeeping Official History research.

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
- Collaboration in the coordination and delivery of the National Indigenous Veterans' Commemoration Ceremony.

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.

Embassy of the Republic of Turkey

- Liaison over the battlefield tours and ceremonies and contribution by Senior Historian to Embassy conference.

Fleet Air Arm Museum

- For the provision of replacement parts for the Iroquois UH-1B helicopter for inclusion into the Vietnam environment of the Discovery Zone.

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.

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
- Participation in judging of National History Challenge.

Hyatt Hotel

- Delivery of catering management at Australian War Memorial.

ICOM Australia Museum Partnership Program

- Provided training, advice, and assistance to staff at the Solomon Islands National Museum to establish best practice standards and procedures for collection management in conjunction with staff from the Queensland Museum.

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 in Museums Australia Association: Education Manager is President.

Kamberra Wine Company

- Joint marketing initiatives promoting our attractions
- Long-term sponsor of events.

Lambert Vineyards

- A sponsorship agreement with Coolah Holdings Pty Ltd in trust for The Lambert Family Trust (Lambert Vineyards) for the provision of wines to the Memorial to be used at major launches over a three year period.

Land Warfare Studies Centre

- Memorial staff member on Editorial Board of *Australian Army Journal*.

Macquarie University, Sydney

- Australian Research Council linkage grant for joint Gallipoli research project to translate documents in the Turkish military archives.

Melbourne University

- Assistance provided to the ARC research project on copyright management and digitisation practices
- Planning of collaborative research on war crimes trials.

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.

Museums Australia

- Corporate membership
- Head, Photographs, Film and Sound – President of Museums Australia
- Assistance to the annual Museums Australian Conference in the form of the Welcome to Delegates event, the provisions of parallel session space, and the volunteer assistance of many Memorial staff.

Museum of Victoria

- Provided information on conservation section structure, tasks, and performance measures
- Provided information on policies and procedures for dealing with radiation hazards in collections

- Provided information on exhibition display lighting policies and light induced degeneration.

National Air and Space Museum, Smithsonian Institution, Washington DC, 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 programs and products.

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 Gallery of Australia

- Collaboration and coordination of a joint event: Lambert Symposium
- Loans for *George W. Lambert retrospective*.

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
- MOU 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

- Cooperative 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 Archive

- 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.

Philippines Air Force

- Assistance and facilitation for packing OV-10 Bronco aircraft for importation from the Philippines.

Queanbeyan Business Council

- Marketing in the Queanbeyan Visitor Information Centre.

Office of Air Force History

- Liaison regarding custody and transfer arrangements for RAAF official historical records
- Assistance to Peacekeeping Official History.

RAN Historical Section

- Cooperation 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
- Examination and analysis of materials from HMAS *Sydney* relics retrieved from Christmas Island
- Assistance to Peacekeeping Official History.

Royal Air Force Museum Hendon

- Liaison for research project on aircraft doping materials.

Royal Australian Air Force Museum

- Provision of an Iroquois UH-1B helicopter for inclusion into the Vietnam environment of the Discovery Zone.

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 Telstra Theatre.

Tourism Industry Council of Australia (ACT & Region)

- Forum for information on issues affecting the tourism industry and networking.

University of Canberra

- Gallery talks, laboratory tours and work experience placements provided to students on the course.

- Partners in Learning (PAL) Internships in Professional Education in Information Studies
- Collaboration in development of new Art Program
- Establishment of working group with ACT Art Teachers
- Support for the ACT visitor satisfaction survey and National Capital Educational Tours project evaluation
- Participated in the Sustainable Tourism Cooperative Research Centre Attraction Satisfaction Benchmarking 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 disposals policies and procedures.

Warsaw Rising Museum

- Provided information on relative advantages and disadvantages of barcodes versus Radio Frequency Identification as used for collection management.

Vincent Fairfax Family Foundation

- Support for redevelopment of Discovery Room.

GLOSSARY

AC	Companion in the Order of Australia	HMAS	His/Her Majesty's Australian Ship
ACT	Australian Capital Territory	HMS	His/Her Majesty's Ship
ADFA	Australian Defence Force Academy	Hon.	The Honourable
AFP	Australian Federal Police	HRMIS	Human Resources Management Information System
AGS	Australian Government Solicitor	ICOM	International Council of Museums
AJRP	Australia–Japan Research Project	IMSG	Information Management Steering Group
AM	Member in the Order of Australia	Interfet	International Force East Timor
ANAO	Australian National Audit Office	Internet	World-wide computer information network
ANU	Australian National University	IT	Information Technology
ANZAC	Australian and New Zealand Army Corps	ITIM	Employee Assistance Program provider
AO	Officer in the Order of Australia	KBE	Knight Commander of the British Empire
APS	Australian Public Service	KCB	Knight Commander of Bath
ARC	Australian Research Council	KidsHQ	interactive website for kids
AWM	Australian War Memorial	LRPV	Long Range Patrol Vehicle
BMPFS	Business Management Performance Feedback Scheme	LTO	Large Technology Object
CAC	Commonwealth Authorities and Companies	MBA	Master of Business Administration
CAS	Client Access System	MBE	Member of the British Empire
CBMS	Central Budget Management System	MC	Military Cross
CDS	Commonwealth Disability Strategy	MIBIS	Memorial Integrated Business Information System
CFO	Chief Finance Officer	MICA	Memorial Integrated Collection Access System
CIT	Canberra Institute of Technology	MOU	Memorandum of Understanding
CMG	Corporate Management Group	MP	Member of Parliament
Comcover	Commonwealth insurance company	NAA	National Archives of Australia
CPA	Certified Practising Accountant	NCA	National Capital Authority
CPG	Commonwealth Procurement Guidelines	NGA	National Gallery of Australia
DCM	Distinguished Conduct Medal	NLA	National Library of Australia
DFC	Distinguished Flying Cross	NZ	New Zealand
DFM	Distinguished Flying Medal	OAM	Medal of the Order of Australia
DoFA	Department of Finance and Administration	OBE	Order of the British Empire
DPP	Director of Public Prosecutions	OH&S	Occupational Health and Safety
DSO	Distinguished Service Order	PDP	People Development Program
ECM	Enterprise Content Management	PhD	Doctor of Philosophy
EPBC	Environmental Protection and Biodiversity Conservation	PICTION	Collection management and ordering system
ESD	Environmentally sustainable development	POS	Point of Sale
FOI	Freedom of Information	RAA	Royal Australian Army
FMIS	Financial Management Information System		

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, Duntroon
RSL	Returned and Services League
Rt Hon.	Right Honourable
SAP	SAP Australia (company name)
SAS	Special Air Service
SES	Senior Executive Service
SMG	Senior Management Group
SOE	Standard Operating Environment
UK	United Kingdom
USA	United States of America
VC	Victoria Cross
VIP	Very Important Person
VPN	Virtual Private Network
W3C	World Wide Web Consortium
WAAAF	Women's Auxillary Australian Air Force
WHCO	Workplace Harassment Contact Officer

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