



AUSTRALIAN WAR MEMORIAL | ANNUAL REPORT 2007-2008



Australian War Memorial

Australian Tourism Awards
Major Tourist Attraction
HALL OF FAME



Australian War Memorial

AUSTRALIAN WAR MEMORIAL | ANNUAL REPORT 2007–2008



General Peter Cosgrove AC MC (Ret'd), Chairman of the Council of the Australian War Memorial, greets the Honourable Kevin Rudd MP, Prime Minister of Australia, on ANZAC Day 2008.

Images produced courtesy of the Australian War Memorial, Canberra

Front Cover:

The Memorial lit up at night with the projection of images from the Icon and archive exhibition on external walls.

Images left to right:

The Iroquois experience in the Conflicts 1945 to today galleries.

Image from the Letter from Long Tan film made for the Conflicts 1945 to today galleries.

Visitors contemplate the Roll of Honour at the Memorial.

Back cover:

The Memorial lit at night.

The wreathlaying ceremony to commemorate International Midwives and Nurses Week, 9 May 2008.

Catafalque party at the Tomb of the Unknown Australian Soldier in the Hall of Memory following the Remembrance Day ceremony.

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Canberra, ACT 2601
Australia

www.awm.gov.au



August 2008

The Hon Alan Griffin, MP
Minister for Veterans' Affairs
Parliament House
CANBERRA ACT 2600

Dear Minister

We have pleasure in submitting the 2007-2008 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.

General Peter Cosgrove AC MC
Chairman of Council

Steve Gower AO AO (Mil)
Director

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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 2007-2008 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 13 August 2008, the members of Council accept the 2007-2008 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.

General Peter Cosgrove AC MC
Chairman of Council

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

INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2008 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.

Section One

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

Section Two

Corporate Operations includes the Director's highlights and overview of the Memorial's performance during 2007–08.

Section Three

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

Section Four

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

Section Five

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

Section Six

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

Appendices

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

Contact Officer

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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 2007–2008





Clockwise from top left:

The Iroquois experience is a popular new addition in the Vietnam exhibition of the Conflicts 1945 to today galleries.

A new highlight in the Memorial grounds is the Centurion tank which was installed in late 2007.

The large crowd watches the Tri-Service Parade during the ANZAC Day 2008 ceremony.

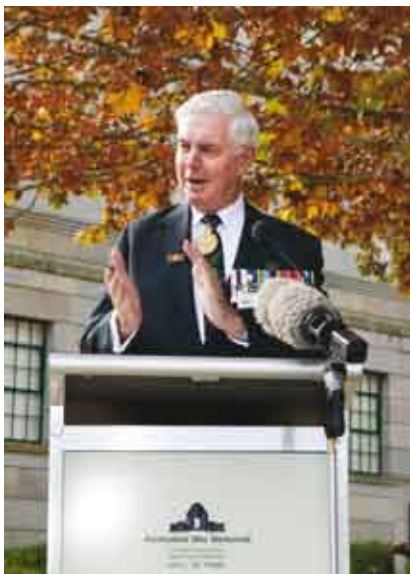
Hayley Jensen sings at the 2007 Traditional Christmas Carols.

The record crowd at the ANZAC Day Dawn Service gather by candlelight around the Stone of Remembrance.

Images from the Icon and archive exhibition light up the Memorial building.

Camels from the Australian Army's 26 Transport Squadron at the opening of Lawrence of Arabia and the Light Horse exhibition.

The introductory wall provides a colourful greeting for visitors to the new Conflicts 1945 to today galleries.



Clockwise from top:

(left to right): Mr Keith Payne VC, Mr Alan Griffin MP, Minister for Veterans' Affairs, and the Honourable Kevin Rudd MP, Prime Minister of Australia, at the opening of the Conflicts 1945 to today galleries.

US Defense Secretary Mr Roberts Gates, escorted by Memorial Director Steve Gower, views the Vietnam exhibition in the Conflicts 1945 to today galleries.

Mr Ashley Ekins and Major General Adrian Clunies-Ross AO MBE (Ret'd), then Chairman of the Council of the Australian War Memorial, after the Anniversary Oration, 9 November 2007.

The Honourable Anand Satyanand, Governor-General of New Zealand (left), and Memorial Director Steve Gower pause in front of George Lambert's painting ANZAC, the landing, 1915 during a tour of the galleries.

His Excellency Michael Jeffrey, then Governor-General of Australia, speaks at one of the many plaque dedication ceremonies during the year.



section 1

CORPORATE GOVERNANCE

It is my very great pleasure, in this my first term as Chair of the Council of the Australian War Memorial, to be able to report that the 2007–08 financial year was another year of outstanding achievement for the Memorial. The highest standards of corporate governance, in conjunction with the experience and skill of the Director, his senior management team and staff, resulted in a year of many highlights, including the opening of the new *Conflicts 1945 to today* gallery space.

Toward the end of 2007 – under the stewardship of Major General Adrian Clunies-Ross as Council Chair – the final stages of the gallery redevelopment program were completed. This major initiative had been underway since 2005. The new galleries contain displays dealing with all commitments since 1945, particularly the Korean War, the Malayan Emergency, the Indonesian Confrontation, the Vietnam War, Australia's many peacekeeping commitments, and post–Cold War conflicts such as Iraq and Afghanistan.

On 26 February 2008 the galleries were opened by the Prime Minister, the Hon. Kevin Rudd MP. Initial evaluation indicates that the strong support of the veteran community, and of other major stakeholders who were consulted during

the redevelopment, has contributed greatly to the wide acclaim and support the galleries have received from the public.

The Memorial is now focusing on other corporate priorities, a major one being the Enterprise Content Management (ECM) system. This initiative will enable the Memorial more effectively to capture, manage, store, preserve, and deliver digital content across the institution in support of our business processes. Enhanced management of the Memorial's digital assets, web content, and organisational records will enable us not just to meet internal administrative needs but to offer greater public access.

The Memorial has also been very active this year in its exhibitions program, including three new travelling exhibitions: *Focus: photography and war 1945–2006*, *George Lambert: Gallipoli and Palestine landscapes*, and *Sport and war* have carried objects and works of art from the Memorial's National Collection to 21 cities and towns around Australia.

Reflecting the trend of recent years, the national ceremonies on ANZAC Day and Remembrance Day were well attended by the public, with some 50,000 people attending ANZAC



Day services at the Memorial and almost 3,000 people attending the Remembrance Day service. Many others were able to view a telecast of our ANZAC Day National Ceremony.

Once again, Council owes its sincere thanks to the many benefactors who have contributed to our programs this year. These include ASC Pty Ltd, Dick and Pip Smith, Qantas, Boeing, Thales, and the Vincent Fairfax Family Foundation. Mr Kerry Stokes AC must be specially mentioned for his most generous gift of two Victoria Cross medals to the National Collection. Council also acknowledges with gratitude the ongoing support of the Australian Government in the form of the funding toward the *Brisbane* bridge project, the Travelling Exhibitions Program that takes the Memorial to all parts of Australia, schools' wreathlaying ceremonies, Bring In Your Memorabilia days, and the Memorial's planned development of the Eastern Precinct – another major corporate priority to enhance school and visitor access to the Memorial by improving visitor safety, parking, and amenities.

Council has again been very pleased with the financial performance of the Memorial, especially the finance staff in conjunction with the oversight of the Finance, Audit, and Compliance Committee. The Memorial will have new challenges in the years ahead owing to the potential

reduction in funding from Government. The full impact of the reduction in funding through the 2 per cent increase in the "efficiency dividend" is yet to be felt in the operations of the Memorial. It also seems that the Memorial will have to maintain its grounds, a responsibility previously undertaken by the National Capital Authority. In addition, there is uncertainty over funding for the preservation of the Memorial's collection assets, which was previously provided through depreciation funding. Council is confident that a satisfactory resolution to these issues that impact on future funding for the Memorial can be achieved in the coming year.

On behalf of Council I wish to acknowledge the outstanding contribution of the Director, and the dedicated work of the Memorial staff and volunteers. In addition, our thanks must go to the retiring Council Chair, Major General Adrian Clunies-Ross, and to Council member the Right Reverend Dr Tom Frame, whose significant contribution over a combined 15 years has been greatly appreciated.

Council also gratefully acknowledges the contribution made by the three Service Chiefs: Lieutenant General Peter Leahy (Army), Vice Admiral Russ Shalders (Navy), and Air Marshal Geoff Shepherd (Air Force), whose loyal support and assistance have been generously given and very much appreciated.

General Peter Cosgrove AC MC (Ret'd)

Chair



General Peter Cosgrove AC MC (Ret'd), Chairman of the Council of the Australian War Memorial, at the opening of the Lawrence of Arabia and the Light Horse exhibition.



Members of the Council of the Australian War Memorial.

(left to right) Major General William Crews (Ret'd), Ms Wendy Sharpe, Mr Les Carlyon, Mr Kenneth Peacock, General Peter Cosgrove (Ret'd) (Chairman), Dr Ross Bastiaan, the Hon. Mrs Jocelyn Newman, Rear Admiral Charles Harrington (Ret'd), Steve Gower (Director).

Absent: Mr Kerry Stokes, Air Marshal Doug Riding (Ret'd), Vice Admiral Russ Crane (Chief of Navy), Lieutenant General Peter Leahy (Chief of Army), and Air Marshal Geoff Shepherd (Chief of Air Force).

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.



Dr Lawrence Gonzi, Prime Minister of Malta, and Mrs Gonzi are escorted through the Commemorative Area by Ms Nola Anderson, Assistant Director, during their visit to the Memorial.

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.



From top down:

Staff of the Australian War Memorial 2008.

Corporate Management Group in the completed Conflicts 1945 to today galleries: (left to right) Helen Withnell, Assistant Director, Branch Head, Public Programs; Steve Gower, Director; Nola Anderson, Assistant Director, Branch Head, National Collection; and Rhonda Adler, Assistant Director, Branch Head, Corporate Services.

Former Assistant Director Mark Dawes with a special visitor at the opening of the Lawrence of Arabia and the Light Horse exhibition.



section 2

CORPORATE OPERATIONS

By far the most challenging and satisfying project in 2007–08 was realising the new *Conflicts 1945 to today* galleries. This project extended over a number of years, and the opening in February was the culmination of an outstanding team effort that involved most staff at some stage.

We sought to do a number of things in developing these galleries. We wanted to: produce outstanding displays making the maximum possible use of multimedia technology; reinvigorate successfully the diorama as a modern display technique; create a sense of location and place where possible; consult widely with stakeholders; base the galleries on the highest possible standards of scholarship; and have the galleries appeal to the widest cross-section of the community, with a high priority given to attracting and engaging with young people.

From the jump in attendance, very positive evaluation results, strong and positive reviews and overwhelming stakeholder support, I believe we were successful in meeting these requirements. It was also pleasing to learn that two of our contractors won awards for their work. Designcraft won a Master Builders' Association award for

the fit-out of the galleries, and Cunningham Martyn Design won the Victorian Premier's Award for Exhibition Design. Outstanding staff and contractors are essential in producing quality new galleries, and it was pleasing to see these awards.

I should mention in particular two multimedia presentations. It was inconceivable to develop a Vietnam gallery without featuring the Iroquois helicopter. Our latest "object theatre" presentation has a helicopter in two shows typical of that war – a heliborne assault and a medical evacuation or "dust-off". These were made possible by the wonderful generosity of Mr Dick Smith AO and his wife, Pip. The other major multimedia show, *A letter from Long Tan*, re-creates one of the most dramatic and well-known actions from the Vietnam War, the battle of Long Tan. I warmly thank Brigadier Chris Roberts for his invaluable voluntary assistance over many months in helping to develop this presentation.

The newest addition to the Memorial's diorama collection portrays a key moment during the battle of Kapyong in the Korean War. It uses a combination of traditional diorama techniques with a narrative supported by sound and light



effects. Nearby is the “virtual diorama” of the battle of Maryang San that uses downloaded satellite imagery as the basis for producing a 3D terrain model upon which the battle develops. Initial evaluation indicates the new technique is a greater visitor attractor than the traditional diorama presentation, which is an interesting outcome.

Another major display that has attracted many visitors – as we had hoped – is the former HMAS *Brisbane*'s bridge. Mounted on its own structure and linked to the main building by a glass-enclosed walkway, it has been brought to life with LCD screens in the windows and narratives on the bridge's loudspeakers. The generosity of ASC Pty Ltd and the Australian Government in assisting in the successful realisation of this display is gratefully acknowledged.

In addition to completing the new set of galleries, staff also developed and presented three temporary exhibitions. *To Flanders fields, 1917* was a continuation of the 90th anniversary exhibition series which will conclude with *Advancing to victory, 1918* later this year. *Lawrence of Arabia and the Light Horse* drew on the Memorial's collection, with loans from Her Majesty the Queen and a number of prestigious museums. It was a very popular exhibition and drew the connection between that romantic and enigmatic figure, Colonel T.E. Lawrence, and the exploits of the Australian Light Horse. *Icon and archive: photography and the world wars* was part of the national Vivid photography festival in Canberra. A special feature associated with this exhibition was the projection of images from the National Collection onto the external walls of the Memorial on several nights.

With the completion of *Conflicts 1945 to today*, priority is being given to increasing access to the National Collection via the internet. Our active digitisation program and the utilisation of Web 2.0 initiatives such as Facebook, Flickr, and YouTube will ensure that more and more people can access the National Collection. Visitation to the website this year totalled over 5 million.

The National Collection continued to be enhanced. A particular highlight was the acquisition of two Victoria Crosses and their medal sets. Mr Kerry Stokes AC generously donated both to the Memorial. The recipients were Lieutenant George Ingram (France, First World War) and Major Peter Badcoe (Vietnam). The latter will be displayed in South Australia for twelve months before coming to the Memorial. I gratefully acknowledge Mr Stokes's generosity and the assistance provided by the South Australian Government in contributing to the purchase of the Badcoe Victoria Cross and accompanying material.

A most worthwhile initiative regarding the National Collection has been the establishment of a Collection Coordination Group (CCG) between the Memorial and the Department of Defence. Amongst other things, this group has responsibility for coordinating access to operational areas by official artists and photographers, the identification and transportation of relics to Australia for the collection, and ensuring that records, especially digital records, are preserved for future reference. CCG coordinated a visit to Iraq by a Memorial curator, the first time since the Second World War that a staff member has been deployed overseas.

The publications program with the National Collection branch continues, with monographs being written about our dioramas, our aircraft collection, and the Gallipoli Historical Mission involving Charles Bean, George Lambert and Hubert Wilkins. The images they produced have helped shape public perceptions of that campaign. The monographs are expected to be published in 2008–09. These will add to the earlier publications, *Artists in action* and *Contact*. The latter has been so successful that a reprint has been necessary. A book giving an overview of the entire collection is also being prepared. I welcome this scholarship, for a quality and accessible collection lies at the heart of any great museum. The interpretation of the collection provides an important additional dimension and understanding of the commemorative role of the Memorial.

Our next major project, the redevelopment of the Eastern Precinct, is at the project definition stage. It features a 200-car underground car park and a café to replace the popular Outpost café. This is the next component of the Site Development Plan, and work is anticipated to commence in the first half of 2009. The design of the National Service memorial, a key component of this development, has been progressed with stakeholders and a heritage architect.

Direct visitors are up 3 per cent on last year, which is tremendously pleasing, given that the previous year had major events associated with it such as the Vietnam Veterans' weekend, Beat Retreat performances, and an always popular Open Day. When visitation to all other Memorial-related activities are aggregated, a total of over 6 million had access to the Memorial. Involvement with ANZAC Day by the public continues to be strong: a record 30,000 people attended the Dawn Service and 20,000 the National Ceremony. Visits by children have always been a priority, and numbers this year increased again, reaching 118,549. Almost 40 per cent of these students completed a paid curriculum-related school education program.

There were two other major events held at the Memorial. The first was the international conference, Force for Good? 60 Years of Peacekeeping, 1947–2007, which was held in September 2007. It was attended by 120 people and 25 papers were presented on a range of topics. The second event was the always popular annual Traditional Christmas Carols held in December.

We have been fortunate in recent years to benefit from a number of very generous sponsors and supporters for new gallery development. This has been a result of the active involvement of Council and senior management in a number of fund-raising initiatives. It is hoped that the planned redevelopment of the Hall of Valour can be supported by both Government and private sponsors. An excellent design has been produced by the well-known architect Richard Johnson of Johnson Pilton Walker.

2007–08 saw long-serving Assistant Director Corporate Services, Mark Dawes, retire. Mark worked at the Memorial for almost 17 years and made many important contributions in a range of areas. His father, who was awarded a Distinguished Conduct Medal for bravery at Sattelberg in the Second World War, also worked at the Memorial and would have been well-pleased with Mark's outstanding contribution. He leaves with our high regard and best wishes.

Another staff change was the return of Marylou Pooley as Head of Communications and Marketing. She had previously played a leading role in our induction into the Australian Tourism Hall of Fame. Jennifer Powell came to the new position of Head of Development and Sponsorship.

The year also saw the standing down of our Chair for six years, Major General Adrian Clunies-Ross. The most important relationship in any business is the relationship between the Chair and CEO, and I must acknowledge ours was one based on mutual regard and trust. He can be very proud to have been Chair during a time of unparalleled change, a time within which there were high standards of corporate governance. We all thank him and wish him well. I again thank him and Council for their support of staff over the year.

Ultimately, however, it is the ongoing work, skills, knowledge, and commitment of the staff and our many volunteers that underpin our continued success. It has been a great privilege to work with them.

Good things lie ahead. A new permanent exhibition, *Over the front: the Great War in the air*, will open later this year; the previously mentioned Eastern Precinct offers us an excellent, much-needed project to complete; and hopefully we may be able to make a start on a new Hall of Valour.

Steve Gower AO AO(Mil)

Director



Memorial Director Steve Gower addresses the plaque dedication ceremony for the 2/1st Australian Anti-Tank Regiment, Royal Australian Artillery.

ANZAC DAY 2008



Clockwise from top left:

The Canberra Men's Choir and the Band of the Royal Military College of Australia lead the hymns during the ANZAC Day Dawn Service.

The Prime Minister receives a salute from a young visitor during the ANZAC Day parade march past.

The Tri-Service Parade during the ANZAC Day ceremony.

The Chief of Navy, Vice Admiral Russ Shalders; the Chief of Army, Lieutenant General Peter Leahy; and the Chief of Air Force, Air Marshal Geoff Shepherd, salute after laying wreaths during the ceremony.

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

A veteran remembers fallen mates at the Roll of Honour.

The Prime Minister speaks during the ceremony.



section 3

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.

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 2007–08 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 collection development, collection documentation, collection conservation, gallery and site development, audit, business risk, business continuity, budget, fraud control, information technology, and workplace diversity.

Further details of applicable legislation, functions, and powers can be found in Section 6.



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.



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 exhibitions, education, interpretive, and marketing services.

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

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

The branch is also responsible for seeking, managing, and servicing development and sponsorship opportunities; developing and coordinating marketing initiatives across the Memorial; providing public relations direction and support; supplying authoritative historical research and interpretation; maintaining and developing the Memorial's website; and researching and writing the official histories of Australia's involvement in south-east Asian conflicts from 1948 to 1975, and in peacekeeping, humanitarian 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 Right Honourable Stephen Harper MP, Prime Minister of Canada, and Mrs Laureen Harper in the Commemorative Area with Major General Clunies-Ross (Ret'd), then Chairman of the Council of the Australian War Memorial, and Mrs Julienne Clunies-Ross.

REMEMBRANCE DAY 2007



Clockwise from top:

Catafalque party at the Tomb of the Unknown Australian Soldier in the Hall of Memory following the Remembrance Day ceremony.

Veterans during the moving Remembrance Day ceremony.

The Honourable John Howard MP, then Prime Minister of Australia, and Mrs Janette Howard attend the Remembrance Day ceremony.

Looking down ANZAC Parade during the Remembrance Day ceremony.

Schoolchildren pay their respects during the Remembrance Day ceremony.



section 4

PERFORMANCE REPORT

Outcome and Outputs Structure

Outcome

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

External Outputs

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

Internal Outputs

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

Outcome Definition

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

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

Overall Performance Against the Outcome

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

- whether a significant number of Australians visited or had access to the Australian War Memorial and its services including exhibitions, travelling exhibitions, collections, website, Research Centre, and research and interpretive programs
- whether people were actively involved in commemoration by attending the national ANZAC Day and Remembrance



Day ceremonies and other commemorative ceremonies held at the Memorial

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

The Memorial continues to reach significant numbers of people throughout Australia and around the world: more than 6 million interactions occurred with the Memorial, up from 5.2 million last year. This included more than 5.03 million visits to the website; a most satisfying 1.12 million visits to the Memorial in Canberra, our travelling exhibitions and promotional displays; and assistance with more than 13,000 research enquiries. The Memorial's on-site visitation included 118,549 school students, the highest student attendance the Memorial has achieved. These figures, of course, do not include visitation to shows or exhibitions by other organisations which display items on loan from the Memorial's collection.

Commemorative ceremonies were attended by more than 68,000 people over the course of the year, up from almost 60,000 last year. Major ceremonies such as ANZAC Day and Remembrance Day were attended by over 52,700 people, up from 47,560 last year. Just over 4,800 school students participated in wreathlaying ceremonies, while another 10,550 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 the Memorial exhibition *Lawrence of Arabia and the Light Horse* found evidence of increased visitor understanding, with 87 per cent of survey respondents able to provide an example of something they had learned during their visit. Results from a remedial evaluation of the *Conflicts 1945 to today* galleries examined visitor perceptions of the galleries' content. The large majority of visitors surveyed perceived the galleries to have a message for visitors, indicating that visitors were engaging with the personal stories on offer.

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 continue to attract large audiences, particularly the ANZAC Day National Ceremony and the Dawn Service, which again drew record crowds.

The Memorial again hosted a wide range of VIP visitors, including a visit by the Right Honourable Stephen Harper MP, Prime Minister of Canada, and The Honourable Anand Satyanand, Governor-General of New Zealand.

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

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 **30,000** people attended the ANZAC Day Dawn Service at the Memorial (28,000 last year). Another **20,000** people attended the National ANZAC Day Ceremony, up from 15,000 last year.

The National Remembrance Day ceremony was attended by approximately **2,730** people, a slight increase on last year (2,360).

Each of these major ceremonies attracted national media coverage.

2. The Memorial held 55 other commemorative ceremonies, including the Order of Australia Association Interfaith Service, Australian Defence Families Plaque and Seat unveiling, Aged Care Wreathlaying, Bomber Command Association Wreathlaying, Reserve Forces Day, and **20** plaque dedication ceremonies.

The following numbers of commemorative ceremonies and wreathlayings were held at the Memorial during 2007–08:

Commemorative ceremony	Number	Attendees
Major commemorative ceremonies	3	52,726
Other commemorative ceremonies	55	10,102
School wreathlaying ceremonies	94	4,803
VIP wreathlaying ceremonies	35	447
TOTAL	187	68,078

The Memorial conducted **117** VIP visits, including two head-of-state/head-of-government visits. There were **35** VIP visits that included a formal wreathlaying ceremony.

School wreathlaying ceremonies continue to be popular, with **94** held during the year. School wreathlayings were attended by **4,803** students. Nine 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 **130** letters of thanks or appreciation regarding commemorative ceremonies, indicating the writers' 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 **97 per cent** of respondents rating them as good or very good.

Other Commemorative Activities

The inaugural Bomber Command wreathlaying ceremony attracted 1,200 veterans and their family members to the Sculpture Garden. Their Excellencies Major General Michael Jeffery AC CVO MC, the Governor-General of the Commonwealth of Australia, and Mrs Marlena Jeffery, and the Chief of Air Force, Air Marshal Geoff Shepherd AO, were also present. This ceremony attracted national media coverage and will become an annual commemorative activity.

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 provides an overall vision enabling all future site works to be seen in the context of a completed National Heritage precinct. The development of the Eastern Precinct represents the last stage of the Site Development Plan that has included, over the last ten years, the Sculpture Garden in the Western Precinct, new buildings in the north and east of the site (ANZAC Hall and C.E.W. Bean Building) and a complete redevelopment of the Parade Ground to the south.

After funding approval from Government, detailed scoping and project planning for the development of the Eastern Precinct have been undertaken this year. A tender process completed in late 2007 selected Coffey Projects for project management services and in early 2008 Johnson Pilton Walker was selected as the consultant architect and landscape designer for the project. Heritage (Godden Mackay Logan) and other necessary consultants have now also been selected. The project delivery method and scheduling have been a focus in the earlier part of 2008, and after budget and design scope reconciliation the project will move towards the consultation and approvals process stage early next financial year. Pending final approval from Government through the Public Works Committee process, construction works are expected to begin by May 2009 with completion expected in 2010.

The proposed National Service memorial is also part of the larger development of the Eastern Precinct and is to be located directly adjacent to the front entrance of the Memorial's Main Building. This year, in conjunction with the National Servicemen's Association of Australia and stakeholder groups, an agreed design concept for the



memorial and its setting within the Eastern Precinct was developed by Johnson Pilton Walker.

In addition to this, other significant component elements of the Site Development Plan were completed, including installation in the Western Precinct of a Centurion tank, recognising service by members of the armoured corps during the Vietnam War; and a commemorative seat and plaque for Families of the Defence Forces were installed in the Sculpture Garden. Site lighting, in particular the potential to develop architectural lighting for the Main Building, has also been reviewed in detail and a Site Lighting Plan has been completed. As part of the Site Development Plan, this will guide development of site lighting at the Memorial in the future.

The review of the Memorial's legislated heritage responsibility in relation to the *Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)* continues. After completion of the (heritage) Asset Identification and Assessment Program the Memorial's Heritage Register is now about to be finalised. The Memorial's draft Heritage Strategy underwent review by the Department of the Environment, Water, Heritage and the Arts (DEWHA) in the second half of 2007 and was then formally presented to the Australian Heritage Council (AHC) for comment. The final Heritage Strategy and the Memorial's Heritage Register are now complete and ready for referral. Work continues on the draft Heritage Master Plan.

Conservation and presentation of the Main Building are of paramount importance and a number of activities were undertaken. Notably, the recent program of conservation cleaning of the Main Building's façade was completed with the final west elevation of the Main Building and Commemorative Area foyer finished in late 2007 and early 2008 respectively. The bronze panel behind the Eternal Flame in the Commemorative Area also underwent conservation treatment and, as part of a cyclical program, the Memorial Building heritage windows and treatments were also painted.

The Memorial worked closely with the National Capital Authority (NCA) to maintain high quality garden and grounds presentation with water efficiency and sustainability of key plantings continuing to be a high priority. Because of NCA funding restrictions, responsibility for these activities has been passed to the Memorial. A condition report on the exotic plantings in the Western Precinct was undertaken with a number of recommendations implemented and a clear program of future tree maintenance requirements identified. A specialist horticulturalist is also providing advice

and high quality maintenance of the formal Commemorative Area garden.

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 2007–08:
 - Completion of a major upgrade of power at the Campbell site and of cooling at both the Campbell and Mitchell sites.
 - An upgrade of the Memorial's security infrastructure was begun this year and will continue into next year.
 - Heritage conservation cleaning works to the west elevation of the Main Building were finished, which completes a program of façade cleaning works on the heritage building. Painting of heritage windows and building treatments also occurred.
 - Modifications to staff accommodation, relocation of the Audio-Visual staff and AV workshop facility and improvements to Research Centre collection storage were scoped and begun.
 - Lighting Master Plan (to direct future Campbell site lighting works) completed.
 - The Centurion tank display in the Western Precinct was designed and installed.
 - An Australian Defence Families commemorative seat in the Western Precinct was installed.
 - Upgrades to specialist air-conditioning and the uninterrupted power supply to support increased

capacity in the Information Technology computer hub room were completed.

- Construction of a specialist storage facility for radioactive collection material was completed.
 - An electrical busbar was been installed in the Mitchell Treloar C workshop to improve workshop efficiency and safety.
 - A Hot Works Shed to support Mitchell workshop facilities was scoped and erected.
 - There were **20** new commemorative plaques installed in the Memorial grounds and the sites for **16** new plaques were designed and installed in Western Precinct.
2. Expenditure on the national Memorial and grounds amounted to **\$5.8m** and **12 per cent** of total expenditure (\$4.6m and 10 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; most works were completed according to schedule.

Other Building-Related Activities

Roll of Honour and Commemorative Roll

The cast bronze Roll of Honour is a focal point for visitors to the Memorial's Commemorative Area and a powerful element of the nation's commemoration of those who have died at war. Efforts continue to ensure the cast-bronze Roll of Honour is as accurate as possible, with a number of amendments made this year to correct names found to be inaccurately recorded.

The Commemorative Roll already commemorates Australians who died during or as a result of wars or warlike operations in which Australians have been on active service but who were not eligible for inclusion on the Roll of Honour. On Remembrance Day 2007 a new Remembrance Book was also inaugurated. The Remembrance Book commemorates all those members of the Australian Defence Force not eligible for the Roll of Honour or the Commemorative Roll who have died on operations after 30 June 1947. It is a third element of commemoration alongside the Roll of Honour and the Commemorative Roll. Both the Commemorative Roll and the Remembrance Book are housed in the Memorial's Commemorative Area in a purpose-built display cabinet constructed this year.

Members of the Australian Federal Police who meet the criteria will be included in the Remembrance Book.

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 and support from veterans' associations. To date, 151 commemorative plaques have been installed, with 21 dedication services for new plaques held during 2007–08. Another 21 plaques are currently in various stages of development, with a further 11 enquiries being processed. Planning and preparation for new sites for plaques also continued during the year with the approval of 16 new sites in accordance with the Site Development Plan.

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

Work in the branch has again focused on development (through acquisition and donation), research, documentation and conservation of the National Collection.

A major initiative has been the establishment of the Collection Coordination Group which includes representation by senior Defence personnel and is designed to coordinate collection activities between the Memorial and the Australian Defence Force. This has proved particularly successful in efficiently coordinating official commissions to areas of current ADF deployment. Official commissioning of artists, photographers, and cinematographers is one of the most significant ways in which the Memorial builds its collections of material relating to current deployments. Most recently this program has also sent a senior curator to Iraq to facilitate the collection of material for the National Collection.

This year two Victoria Crosses were generously donated to the collection after sale at auction: Lieutenant George Ingram VC (Montbrehain, France, First World War) and Major Peter Badcoe VC (Vietnam).

Conservation work continued on the Pfalz XII and Albatros D.Va aircraft for the 2008 exhibition *Over the front: the Great War in the air* in conjunction with volunteers from Historic Flight (France), who provided guidance on fabric application to the wings of the planes. A 76.2-mm German anti-aircraft gun, a 6-pdr Hotchkiss gun, an observer's



“camouflage tree”, as well as an SE5a, a DH.9, and an Avro 504K aircraft, were also conserved for this exhibition.

The National Collection continues to grow and is extremely large and diverse. While a great deal of work has gone into supporting the development of galleries and exhibitions, the branch has also been active in facilitating access to those parts of the collection which cannot be placed on public display. Activities such as providing one-off access to collection items, public open days, and Bring in Your Memorabilia days are some of the ways access has been enhanced.

Attention has also been paid to exploring the opportunities that web technologies offer in promoting the collection, disseminating information about it, and encouraging community interaction. Curators have been actively engaged in disseminating information about the collection, including items of particular interest and current research through the web.

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

Performance measures

Quantity:

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

Quality:

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

Achievements

1. A total of **8,259** items were acquired for the National Collection (9,903 last year).

2. As part of collection development, **44** items were disposed of from the National Collection (40 last year). Details of these items are contained in Appendix 5.
3. In addition to new acquisitions, the following numbers of items were documented to minimum standards during the year: **18** technology items; **27** heraldry items; **75** photographs; **3,218** official records; **130** private records; and **3,328** published collections, including books, maps, and serials.
4. Existing documentation was enhanced for the following numbers of items: **2,538** heraldry and technology items; **8,409** works of art; **10,371** official records, private records, and published collections; **2,905** sound recordings; **2,336** film titles; and **21,504** photographs (up from 14,000 last year).
5. A total of **10,794** items were surveyed to assess and record their condition (25,674 last year).
6. A total of **9,414** items received conservation treatment (24,878 last year).
7. There were **17** incidents in which collection items received damage (15 last year). These comprised **2** accidents resulting in minor damage; **1** instance of vibration damage; **5** cases of handling damage; **7** instances in which items on display were deliberately tampered with or damaged; **1** case of treatment damage; and **1** occurrence of pest infestation.

Most damage incurred was minor and has been repaired.

8. A total of **310,915** collection records can be accessed via the Memorial’s online public databases (302,871 last year).
9. The proportion of the collection held in storage with higher quality environmental conditions remains unchanged.

	2007–08 per cent	2006–07 per cent
Photograph, film and sound collections	96	98
Art collection	100	100
Military heraldry and technology	86	87
Official records, private records, and printed and special collections	87	85

10. The National Collection has continued to be developed in accordance with the Collection Development Plan 2007–10. The newly formed Collection Coordination Group, consisting of Memorial staff and Defence personnel, coordinated the deployment of a staff curator to Iraq, which has resulted in the identification of a number of objects that will be added to the National Collection.

A significant official record acquired during the year relates to the Malayan and Vietnam conflicts and includes a range of items featuring a large number of colour slides, field maps, and training and operational documents. In addition, there have been a number of private record acquisitions made, almost all by donation, relating primarily to the Second World War but also including the Boer War, the First World War, the Korean War, and the Vietnam War. They include the last letter written by Teddy Sheean to his mother before he was killed in action on HMAS *Armidale* and a set of handwritten lines from *Ode to remembrance* by the author, Laurence Binyon, which was given to an Australian friend in 1939. There have also been many acquisitions to the published collection, including books and silk postcards.

A number of works of art – covering a range of periods, conflicts, and subjects from colonial conflicts to the current conflict in Iraq – were acquired during the year, including *Cathedral interior* and *Middle Harbour dressing station* by Arthur Streeton; two pastels by Iso Rae, one of only two Australian women artists who were able to depict the First World War at close quarters; *Study for "John Monash"* by John Longstaff, and *Gallipoli landscape* by Sidney Nolan. In addition, Kristin Headlam was commissioned to complete a new painting of the 2008 ANZAC Day Dawn Service; Jon Cattapan was selected for appointment as an official artist, and Robert Nugent as a cinematographer, to travel to East Timor in July 2008.

Heraldry and technology acquisitions included a number of medals sets, including two Victoria Crosses, uniforms, and personal items from men and women. Some of these were acquired from troops currently serving abroad, such as the Australian Rules football used in the 2008 ANZAC Day football match by Overwatch Battle Group West at Tallil, Iraq.

The film collection has been enhanced by footage filmed by Mike Chapman while serving with 3RAR

in Vietnam in 1968. The material includes coverage of the battle for Baria during the Viet Cong Tet Offensive; Operation Pinnaroo, a reconnaissance-in-force mission to destroy the Viet Cong base installations in the Long Hai mountains; and scenes in Saigon. Of particular note are the scenes of street fighting in Baria – the first moving-image coverage of this battle in the Memorial's collection. The Sound collection has been enhanced with a recording from a program broadcast by Melbourne radio station FOX-FM on 15 February 1993. It features live-to-air telephone interviews with soldiers serving in Somalia with the Australian military contingent to the United Nations Operation in Somalia (UNOSOM).

Other Collection Activities

Art

Collection development

A number of major collection projects were undertaken as part of the refurbishment of the *Conflicts 1945 to today* galleries. For the new Korean War gallery a diorama representing an event during the battle of Kapyong in 1951 was completed by Melbourne sculptors Louise Skacej and Dean Colls. This project has continued the tradition of diorama-making that commenced after the First World War, but includes a multimedia component. Work has concluded on a publication about the history and scope of the Memorial's diorama collection.

The Memorial's official artists to the Persian Gulf, Iraq, and Afghanistan, Charles Green and Lyndell Brown, completed their commission, producing 30 small and three larger paintings for the collection. The works of art will form the basis of a travelling exhibition that will commence an Australian tour towards the end of 2008.

A total of 198 works of art were acquired through purchase, donation, and the Cultural Gifts Program, in line with the Collection Development Plan. Major gifts included Charles Blackman's 1961 painting *Dawn service*, a reflection on the rituals of public commemoration. Other donations included Elwyn Lynn's *Twenty questions* 1991, a mixed media work that contemplates the universal themes of the Second World War.

Other important acquisitions included seven sketchbooks made by Arthur Streeton in 1918 while on the Western Front during his time as an official war artist. These sketchbooks include preliminary ideas for major paintings produced as part of his commission, as well as a number of beautifully



executed pencil and wash drawings made on the Somme battlefields. Additionally, works by A. Henry Fullwood, Frederick Leist, Daryl Lindsay, Thea Proctor, and Iso Rae were added to the holdings of First World War material.

Works from 1939–45 by Clifford Bayliss, Russell Drysdale, Gordon Macfarlane, John Nicholls, and Edward Kohler have significantly enhanced this part of the collection, while the additions of contemporary work by Noel Counihan, David Frazer, Dianne Fogwell, Tim Kyle, and Helen Malone offer new interpretations of the Australian experience of war in the post-1945 period.

Access and dissemination

The exhibition *George Lambert: Gallipoli and Palestine landscapes*, curated by Dr Janda Gooding, Senior Curator of Art, commenced its tour of Australian venues. A number of popular public talks have been presented by the curator and the exhibition will continue to travel throughout the 2008–09 financial year. As a result of the exhibition, Dr Gooding and Dr Shaune Lakin, Senior Curator of Photographs, are preparing for publication in 2009 a manuscript related to art and photography during the Australian Historical Mission's visit to Gallipoli in 1919.

Significant curatorial advice and support were provided for the development of a number of exhibitions and galleries, including *Lawrence of Arabia and the Light Horse, Conflicts 1945 to today* and *Over the front: the Great War in the air*. A significant development has been the opportunity afforded by the redevelopment of the gallery to display contemporary works of art on a regularly changing basis.

In addition to research for exhibitions and publications, research within the Art Section has focused on providing up-to-date and accurate biographies of key artists within the Memorial's collection; a number of these biographies have also been published in the Dictionary of Australian Artists Online.

Access to the collection in the art collection storage areas continues to prove popular, particularly with art students. Public access through enquiries, loans, visits, publications, and lectures continued through the year. A series of lectures and workshops were presented to new voluntary guides as part of their training, and a series of ten lectures and workshops presented by Art staff provided specialised training for voluntary art guides.

Collection documentation

This year has seen a major increase in the documentation figures owing to a temporary increase in resources and the initiation of several important documentation projects.

The collection records of 8,409 items were enhanced during the year. Additionally a major project to enhance the documentation for posters in the collection has commenced with a preliminary survey of 9,987 poster records. As part of the section's ongoing practice, information for all new acquisitions, works included in collection displays, exhibitions, and loans was upgraded, with priority given to First World War items. In total, 388 works were photographed through the art core project.

Collection Services

Preservation

In addition to the major conservation project for First World War aircraft, the preservation of large technology objects continued, including the restoration of a Land Rover "Fitted For Radio", two 25-pdr guns, and a Trailer No. 27 Mk 1. Cleaning, corrosion control, repainting, and installation of a Centurion tank and the superstructure of the bridge of HMAS *Brisbane* for outdoor display were completed.

Work completed on the vehicle and artillery collection included the conservation of the First World War four-wheel-drive truck, a CMP field artillery tractor and CMP general service truck, and a 40-mm light anti-aircraft Bofors Mk 1 gun and a later Bristol Bofors Mk 12 gun.

The treatment and rehousing program for vulnerable textiles and small objects has enhanced both their condition and storage. The textile freezer program continues to manage pest outbreaks in textiles moving between storage and display, and in newly acquired textiles being stored at the Treloar Technology Centre. Preservation of photographs progressed, with 18,935 negatives cleaned and treated for the Negatives Duplication Program. For the Research Centre, conservation clinics continue to provide a repair service for heavily used documents.

Exhibition Support

Final conservation, display preparation, and the installation of objects in the new *Conflicts 1945 to today* galleries occupied much staff time this year.

Dozens of large and small objects, including an original section of mud-covered footbridge from Messines, a battlefield stretcher from Passchendaele, many German and Australian uniforms, flags, signs and paintings were conserved and installed in *To Flanders fields, 1917*. After the demount of this exhibition in November, staff installed the exhibition *Lawrence of Arabia and the Light Horse*. There were a significant number of loan items from British collections, as well as original textile materials and documents, that required conservation. Large technology

objects were also prepared for the *Advancing to victory, 1918* exhibition.

Collection Services staff supported gallery development in other activities, including Bring in Your Memorabilia days at several museums and gallery changeovers.

Opportunities have also been taken to make items in storage available for public viewing where possible. This has included "behind-the-scenes" tours of the Treloar complex.

Collection Management

Significant effort has been put into contributing to the implementation of the Enterprise Content Management (ECM) project.

During the year, 18,395 item records were added to the collection management system, including 14,966 national collection records. The system supported exhibition development, website development, the further development of the units' database, and the internal ordering system for e-Sales.

The speed and accuracy of updating changed locations within the collection management system has been enhanced by the further use of barcoding. This has been fully integrated into all aspects of collection management processes.

Research and outreach

The number of loans to cultural institutions and defence and government officials continues to increase. Loans were also managed for in-house exhibitions. Incoming loans activity has been particularly intense this year, as the Memorial borrowed dozens of items from international museums, including the Imperial War Museum, King's College London, and the Tate Gallery for the *Lawrence of Arabia and the Light Horse* exhibition.

Several papers were presented at professional conferences this year by Collection Services staff, the most significant being "Environmental parameters for long-term collection preservation at the Australian War Memorial" by Barbara Reeve, David Fitzgerald, and Laura Kennedy; "Preserving food in the collection" by Laura Kennedy and Megan Jordan-Jones; and "The corrosion of a First World War Maxim gun mount after 20 years on display" by George Bailey, presented to the AICCM National Conference in Brisbane. A guest lecture was presented by Large Technology Conservation staff for the Conservation Masters Course at Melbourne University; and Emma Jones presented a paper "Looking forward, looking back": copyright at the Australian War Memorial" at the Museum Computer Network conference in Chicago.

Conservation staff hosted several workplace experience and professional practice students in the labs during the year. Conservation staff continued to work with the University of Canberra towards the establishment of a new conservation course at the university.

Research projects continued on the deterioration of vintage aircraft fabric dopes and the care of food and pharmaceuticals in the collection. The Memorial continued its active contribution to the Australian Research Council (ARC) project investigating the conservation applications of short-pulse lasers with the Australian National University (ANU).

Military Heraldry and Technology

Collection development

A broad range of interesting heraldry and technology acquisitions were made during the year, including several very significant groups of medals. In addition to the two Victoria Crosses previously mentioned, the George Cross and medals of Private Ralph Jones, who lost his life during the Japanese breakout from Cowra, were donated to the Memorial jointly by the Cowra Shire Council and the RSL. These join the George Cross and medals awarded to Private Ben Hardy, who also lost his life in the same action.

Other medal groups include the Distinguished Service Cross and medals awarded to Lieutenant Guy Beange during the Korean War, and the Distinguished Conduct Medal of Staff Sergeant Jack Cox of the 4th Australian Light Horse Regiment for his actions during the attack on Beersheba in 1918. Also acquired was an interesting collection of material from HMCS *Protector*, which was deployed during the Boxer Rebellion in China, including a uniform, sword, diaries, letters, and photographs.

The initiative to identify and acquire appropriate objects from the field during current conflicts was realised in May 2008, when Mike Cecil, Head of Military Heraldry and Technology, travelled to Kuwait and Iraq.

Access and dissemination

Curators continue to provide advice and information for the many public enquiries that are received each week. A considerable number of special interest groups, veterans, and individuals were provided with direct access to the National Collection through tours or showings of specific objects. The Treloar Technology Centre was again opened for a day in August 2007, attracting over 2,000 visitors. The success of "Big Things in Store" has made this an annual event. Curators also led tours for the Memorial's Battlefield Tours program, and provided support for the



Travelling Exhibitions program through exhibition public talks, and at Bring in Your Memorabilia days at locations around the country. There were also several articles published in *Wartime* and in other local and overseas journals.

Contributions to exhibition development continued through research and the provision of advice, acquisition of appropriate objects, and writing of detailed captions. Exhibitions included *Lawrence of Arabia and the Light Horse, Icon and archive* and *To Flanders fields, 1917*. Curatorial work continues on forthcoming exhibitions such as *Advancing to victory, 1918; A is for animals*; and *Over the front*.

Collection documentation

Extensive research and the enhancement of collection object records continued during the year. Particular focus was maintained on uniforms and leatherwork of the colonial period as part of a survey to review holdings and physical condition. Public access was further enhanced with more than 10,000 records available through the Memorial website.

Conservation

Curators continued to provide advice and direction for the conservation of large technology objects, including the German 76.2-mm anti-aircraft gun for the *Over the front* exhibition, and a Mark IV tank sponson for the *Advancing to victory, 1918* exhibition. Other objects for which advice was provided included two 25-pdr field guns and a four-wheel-drive First World War truck. Curators also managed conservation work carried out under external contract, including two different Bofors 40-mm light anti-aircraft guns.

Photographs, Film and Sound

Collection development and documentation

In the photographs collection there has been a rapid rise in small donations of material relating to the Vietnam War and other post-1945 conflicts. Over 200 collections have been assessed, more than 2007 photographs selected, and 2,854 MICA records created; 1,417 captions have been enhanced or corrected. In addition, the Roll of Honour Project, designed to attach a portrait image to every Roll of Honour record on the database, has continued and was given additional focus during ANZAC Day this year. There were offers of more than 2,500 photographs.

Documentation of the collection has received a substantial boost with the cleaning, preparation, and scanning at low resolution of 28,000 images to be added to catalogue entries currently available online.

Some significant new film collections were received, including rare colour 8-mm footage from Vietnam in 1968, interviews with survivors of the bombing of Darwin, images from Rabaul and material collected in 1984 for the development of documentaries about *Centaur*, a hospital ship: *Death of a hospital ship* and *Crosses: Australia's war experience*. In film, 867 new MICA records were created and 3,411 MICA records have been enhanced.

As part of the Memorial's Official Commissions program, Rob Nugent was commissioned to create a 55-minute film from the footage and interviews that he filmed in Iraq in 2006 while on deployment as the Memorial's Official Cinematographer. Rob Nugent was awarded the Best New Director award at the International Documentary Film Festival in Amsterdam in November 2007.

Almost 165 sound collections have been assessed and 140 original titles, totalling 170 hours, have been accessioned into the Sound collection. The section continued its review of the Sound collection and enhanced the scope of the collection with the recording of some 35 interviews, totalling 50 hours.

Preservation

Over 7,513 photographic negatives were cleaned. In Multimedia 8,219 negatives were duplicated, 7,888 images were scanned, and 5,248 digital images corrected. Considerable attention has been given by the section to the standards required for long-term digital preservation. Storage of the collection has been enhanced to assure long-term preservation of material. Substantial conservation work was undertaken for the *Icon and archive* exhibition.

Focus for this year's film preservation program was on the Memorial's historical collection and the remainder of the post-1945 material from the Australian Army and Royal Australian Navy official collections. Over 45,000 feet of 35-mm and 16-mm film from the official collections and private donations have been preserved.

Video preservation has continued. Of this collection, 157 hours of original video and film-to-video preservation were copied in-house, and 173 hours were transferred by contractors.

For the sound collection, 340 original titles, totalling 450 hours, were digitally preserved and uploaded to the Memorial network; 470 new catalogue entries were created on MICA; 2,200 MICA entries received enhancement (updates, summaries added, or data cleanup) and 82 oral history transcripts were created.

Access and dissemination

As in other curatorial sections, staff contributed significantly to collection access programs such as Bring in Your Memorabilia days and lectures at public venues and travelling exhibitions.

The Memorial's Senior Curator of Photographs, Dr Shaune Lakin, curated the travelling exhibition *Icon and archive*, which was also a key exhibition in Canberra's Vivid: National Festival of Photography.

Important steps forward have been taken with the transfer of over 330 hours of preserved film and video to industry-standard Digital Betacam videotape for making copies, and to VHS tape for reference and selection. Trials for the Film Online program have been undertaken as another way to enhance access to the collection.

Substantial contributions were made to the Memorial's public programs; in particular, the new galleries and temporary exhibitions. Public access to the Sound collection has been significantly enhanced with the online streaming of 680 sound files in the Research Centre. All sound recordings are now digital files, and with the implementation of the ECM more sound material will become available.

The Sound section continued its support of the Official History of Peacekeeping, Humanitarian and Post-Cold War Operations by facilitating the recording of 70 oral history interviews; 135 catalogue records were added to the Collection Access System (CAS), bringing the total number of sound records on CAS to 1,700.

The section's Multimedia team continued to support audiovisual programs for exhibitions and delivered online sales and other products. The use of traditional darkroom printing techniques for the *Icon and archive* exhibition ensures that staff skills in this technique are being preserved.

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 official records, such as unit war diaries from D Field Troop and Bridging Train, Australian Engineers, from September 1917 to December 1918, and the records of Commander Warwick Seymour Bracegirdle DSC (and two Bars) from the Second World War and the Korean War. Many private records were also acquired, including letters by Trooper E.H. Jacobsen from the Boer War; the diaries of three soldiers from the First World War; the diary of and letters by Pilot

Officer R.M. Simpson, RAAF and 90 Squadron RAF, from the Second World War; and letters by Lieutenant G.W. Prendergast from the Vietnam War.

The published collections were also enhanced through the acquisition of a library book from Changi Civilian Library, *The plays of Bernard Shaw*, as well as a collection of 88 silk and other postcards relating to Private John William Farrar, 31st Infantry Battalion, AIF. The set includes those sent between John and his wife Rene, his brother, Private George Farrar, 9th Infantry Battalion, AIF, and other family members and friends. A set of playing cards was acquired, produced by the Department of Defence and bearing images of threat weapons for Afghanistan and Iraq.

Collection documentation, storage, preservation, and access

Cataloguing priorities for 2008–09 have included: First World War AIF Administrative Headquarters records; post-Second World War intelligence records; recent official records accessions; oversize maps and souvenirs (68 items); maps for *Conflicts 1945 to today* (330 items); and notably, recent maps from Afghanistan and East Timor.

Several formed collections were completed, including the First and Second Gulf Wars, Afghanistan, and East Timor. This involved surveying and assessing the material, documenting, housing, and completing descriptive finding aids on our website.

Significant progress continues to be made in our major programs to preserve original documents by creating digital copies for preservation and public access purposes:

- This year saw the completion of the digital preservation of the official monthly Commanders' Diaries (AWM95) detailing army operations in South-east Asian conflicts. These are now available to the public on the Memorial's website.
- Scanning and web publication of the First World War unit diaries (AWM4) is continuing. Twenty-three infantry units have been completed and are now available on the Memorial's website. Diaries of the artillery units are now being loaded onto the website.
- Digital preservation images and enhanced catalogue records for 773 First World War silk postcards have been completed, including 504 images available for viewing online.
- A new preservation project has begun for the Memorial's collection of First World War unit diaries, private records, maps, and souvenirs such as concert and theatre programs. This will enhance the catalogue records,



provide preservation images, and make copies available on the Memorial's website.

Digitisation services to staff and the public involved responding to more than 362 requests for high-quality images of collection material, which were produced to service the particular requirements of e-Sales, the Military History Section, Gallery Development, and direct external clients.

Dissemination

Research Centre staff promoted enhanced knowledge of the collection through a wide range of activities, including small thematic and anniversary-related presentations for Florence Foundation Legatees, Friends of the Memorial, ANZAC Day, "behind-the-scenes" tours, significant anniversaries, and by active membership in groups such as professional associations, and by participating in several popular online forums.

Several articles by Research Centre staff were published in *Wartime* and on the Memorial's blog; centre staff also maintained exhibition blogs for *To Flanders fields, 1917* and *Lawrence of Arabia and the Light Horse*.

Staff have also been active in public programs such as media reviews, professional conferences, local history societies, and promotional talks. As part of a program to enhance understanding within the sector of archival digitisation and web programs, the Head of the Research Centre delivered a masterclass on digitisation to library managers from all over Australia, in Sydney in April 2008, and gave one of five position papers on digital culture in museums to the Museums Australia Futures Forum in May 2008.

Remote services to the public were maintained by providing 69,887 copies of collection items; 80 per cent of these were scanned images. Orders for copies of collection material have increased, with some 1,044 orders received, compared with 898 received in 2006–07.

Detailed investigations into 212 Roll of Honour claims were undertaken for possible 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 a systematic review of all entries in the database was undertaken. Some 66 new entries have been added. The Memorial hosted the RefTracker Users' Group meeting.

In collaboration with the Memorial's Information Technology section, Research Centre staff continued their contribution towards the development of specific requirements for the Memorial's proposed ECM system and, more recently, in the early stages of its implementation planning.

Two members of the Research Centre have completed the National Archives of Australia course on Digital Data Stewardship, which covers the creation and preservation of all digital records.

OUTPUT 1.4 Exhibitions

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

Overview

Gallery Development Stage 2

The major focus for 2007–08 was the completion of the new *Conflicts 1945 to today* galleries, which combine cutting-edge technology with large iconic objects to tell powerful stories about Australian involvement in conflicts over six decades.

The development of these galleries has been a major priority for the Memorial, which commenced with the construction of the C.E.W. Bean building in 2005–06 to create more space for the extended galleries in the Main Building. Primary works for the galleries, commenced in 2006, was delayed by a number of complicated latent conditions and heritage building issues. Considerable time was lost in resolving these issues, but most was recovered in the subsequent fit-out and installation stages.

Five major multimedia experiences, including two surrounding the Iroquois helicopter in the Vietnam gallery, 30 smaller audiovisual productions, and the Kapyong diorama with sound-and-light interpretation, were developed and installed in the new galleries. A significant milestone was the successful positioning of the bridge from HMAS *Brisbane* in September 2007. The bridge is linked to the new galleries by a glass passageway allowing visitors to stand on the bridge of a ship that saw active service in major recent conflicts. HMAS *Brisbane* served in the Vietnam War, the First Gulf War, and later with the UN Multinational Interception Force.

The new galleries opened for public preview in December 2007. They were closed during February 2008 for final adjustments following feedback received during the preview period. As a result of the feedback, changes and adjustments were made to over 70 captions, to a number

of showcases, to the entry area and the interactive map in the Peacekeeping gallery, and more material was added to the *Brisbane* bridge display. The preview was a very successful initiative which allowed all interested stakeholders to comment on and influence the final design.

The Prime Minister, the Hon. Kevin Rudd MP, formally opened the new galleries on 26 February 2008. The subsequent response from the public and veterans has been uniformly very positive.

Over the front: the Great War in the air

Planning and development continues on a major project for 2008–09, the First World War aircraft exhibition *Over the front: the Great War in the air*. This is due to open in November 2008. It will replace the display of First World War objects in the eastern end of ANZAC Hall. This permanent exhibition will tell the story of military flight and aerial combat during the Great War and will be brought to life through the display of five aircraft from the Memorial's collection, with an exciting multimedia presentation directed and produced by Mr Peter Jackson.

Freeman Ryan Design have been appointed as exhibition designers and they have devised an exciting design, which features a multimedia presentation on a wide screen and two elevated aircraft. An extensive conservation program of all aircraft is currently taking place, with training on how to apply fabric to the wings of two of the aircraft provided by a specialist team from the Memorial Flight Association, Paris.

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 **802,400** visitors during 2007–08, an increase of **7 per cent** (747,098 last year).

The Memorial's travelling exhibitions were visited by **147,169** people during the year, a decrease of **43 per cent** (259,047 last year).

2. Travelling exhibitions were exhibited **21** times at **21** different venues across Australia.
3. A visitor survey of the Memorial exhibition *Lawrence of Arabia and the Light Horse* provided quantitative evidence of increases to visitors' understanding. Eight out of ten visitors surveyed could provide an example of something they had learned during their visit to the exhibition. These included a greater understanding about details of the life of Lawrence of Arabia, the role that Lawrence of Arabia and the Australian Light Horse played in the First World War and the connections that Lawrence of Arabia and the Australian Light Horse shared.
4. A large majority of surveyed visitors rated the Memorial's exhibitions as good or very good:

	2007–08 per cent	2006–07 per cent
First World War galleries	99	99
Second World War galleries	99	99
ANZAC Hall	99	99
Aircraft Hall	98	97
<i>Conflicts 1945 to today</i>	95	N/A*
Discovery Zone	96	N/A*
Orientation gallery	96	97
Hall of Valour	98	95
Special exhibitions	97	93
Colonial galleries	92	87

* *The new Conflicts 1945 to today galleries and the Discovery Zone were under construction during 2006–07, so no comparison can be made in the annual ratings above.*

A total of **68** compliments (78 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

The exhibition *Partners in arms*, which was curated for the Australian Embassy in Washington DC, was subsequently moved to be displayed at the Pentagon. The United States Secretary of Defense, Mr Robert M. Gates, escorted our Prime Minister, the Hon. Kevin Rudd MP, on a tour of the exhibition on his recent visit to the United States of America.

Special Exhibitions Gallery

The Special Exhibitions Gallery featured a range of temporary and travelling exhibitions, including:

- *To Flanders fields, 1917* (10 August 2007 – 25 November 2007) was part of the series of 90th anniversary exhibitions dedicated to the service of Australians in the battles on the Western Front in 1917. The Memorial borrowed works of art from the Royal Army and Military History Museum (Brussels) and the Royal Museum of Fine Arts (Brussels) along with photographs from the Commonwealth War Graves Commission (London).
- *Lawrence of Arabia and the Light Horse* (7 December 2007 – 25 May 2008) highlighted the story of Lawrence of Arabia and the Australian Light Horse in the Middle East in the First World War. The exhibition included a number of loans from major British museums and from Her Majesty the Queen.
- *Icon and archive: photography and the world wars* (6 June 2008 – 12 October 2008) surveyed the Memorial's collection of photographs, many of which have become an integral part of our national story. *Icon and archive* provides visitors with a sense of the power of these "icons", as well as indicating the depth of the archive itself. This exhibition will commence its Australian tour in March 2009.

Exhibitions in development

Three temporary or travelling exhibitions have been in development:

- *Advancing to victory, 1918* (opening in October 2008) is intended to mark the end of the First World War in 1918 and is the final in the series of 90th anniversary exhibitions. It will focus on Australian operations in France in 1918, from the defence of Amiens to the battle of Hamel, and the final advances of the Australian Corps under Sir John Monash.
- *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* (opening in November 2008) will be launched at the Ian Potter Museum of Art before being displayed at the Memorial. This travelling exhibition

will represent the collection of paintings produced by the Memorial's most recent official war artists, Lyndell Brown and Charles Green. Since their tour of Iraq and Afghanistan in 2007, they have produced over thirty works capturing Australian servicemen and women involved in these operational areas.

- *A is for animals* (opening in February 2009) will be an A to Z of animals in war, from mascots, messengers, and mates to creepy crawlies. This travelling exhibition is designed for family audiences and will explore the remarkable stories of all creatures, great and small, caught up in conflict.

Gallery maintenance

To maintain the high standard of exhibitions and presentations, collection items are continually maintained and regularly changed over. 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 Minister of Veterans' Affairs commemorations program and our deep appreciation is extended for the much-valued support. The program is highly regarded by regional and state host venues and audiences across Australia.

During the past year the following six exhibitions toured:

- *Gallipoli: a Turkish view* is based on a version of the exhibition *Çanakkale* developed for the Australian Embassy in Ankara, Turkey. The photographs selected for inclusion were 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. The exhibition is supported by a bilingual brochure.
- *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. It features the personal stories of well-known sporting identities.
- *All together: sport and war*, a smaller graphic version of *Sport and war*, was developed for tour to smaller regional and metropolitan venues.
- *Focus: photography and war, 1945–2006* provides an overview of the historical and aesthetic richness of the Memorial's photography collection through the images and experiences of 15 photographers. Some hundred photographs cover a range of areas where Australian forces have been on operations.

- *Backyard front line: Australia under attack, 1942–1943* is a smaller graphic version of *Australia under attack, 1942–1943* and was developed for tour to smaller regional and remote venues. It visited many venues in Western Australia, including Boulder, Esperance, Katanning, Denham, Exmouth, and Karratha.
- *George Lambert: Gallipoli and Palestine landscapes* was displayed at the Memorial from 30 March to 29 July 2007 and commenced touring in August 2007. It presents a selection of paintings by official war artist George Lambert and follows his work through his journey to Palestine and the Sinai in 1918 and his participation in the Australian Historical Mission to Gallipoli in 1919.

Bring in Your Memorabilia program

The Bring in Your Memorabilia program was developed in 1999 as part of the travelling exhibitions *1918: Australians in France* and *Forging the nation*. This program has continued and is intended to increase public awareness of Australia's military heritage, and to assist individuals with the identification and preservation of items which may be in their care. The Department of Veterans' Affairs funds this highly successful program, which is run in conjunction with the Memorial's latest travelling exhibitions. Bring in Your Memorabilia events were held this year at five venues in New South Wales, one venue in Queensland, and one in Tasmania.

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.

Live performance continued to feature in public programs, including a new theatre piece, *Last letters*, focusing on the experience of a First World War nurse. *Not about heroes* was staged in the Memorial Theatre by Sydney-based company RGP Productions, and a series of short performances for children was developed to complement the new Discovery Zone.

The annual Big Things in Store attracted a record 1,900 visitors to view the large technology objects stored in the Mitchell warehouse.

As part of a consortium that included the Australian National University and other national cultural institutions, the Memorial hosted 120 history teachers from around Australia during a ten-day History Summer School in January 2008.

In February 2008, there were a number of functions associated with the opening of the new galleries, *Conflicts 1945 to today*, including the official launch by the Prime Minister, the Hon. Kevin Rudd MP. The launch included a performance of *I was only 19* by Mr John Schumann of Redgum. Many special guests attended, including major sponsor Mr Dick Smith AO and Pip Smith, Mr Keith Payne VC OAM, (former Corporal) Ray Parry (whose story is featured in the new Kapyong diorama), and the late General Sir Francis Hasset, who commanded 3rd Battalion, Royal Australian Regiment, in its epic battle of Maryang San, the subject of our "virtual diorama".

The exhibition *Lawrence of Arabia and the Light Horse* opened in December 2007 with a special themed launch, including a desert oasis with Bedouin tent, palm trees, and two camels (mascots kindly made available by the Australian Army's 26 Transport Squadron). The exhibition was launched by Dr Richard Chauvel (grandson of Sir Harry Chauvel) and special guests included Mr Jeremy Wilson, the authorised biographer of T.E. Lawrence.

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:

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

Achievements

1. and 2. A total of **1,148** public programs and events took place in 2007–08 (1,056 last year). Overall attendance at public programs and events (not



including commemorative events such as ANZAC Day or Remembrance Day) totalled **120,429** people.

Type of public program or event	Number	Participants
Closing ceremonies	365	72,206
Programs	482	23,063
Tours	194	7,349
Events	16	15,418
Off-site programs	91	2,393
TOTAL	1,148	120,429

In addition to special programs and events, each day a minimum of **9** free highlight tours of the Memorial were conducted by Voluntary Guides. These attracted **44,104** visitors (40,379 last year). Another **583** people participated in Voluntary Guide-led children's tours (474 previous year).

- The Memorial was visited by **118,549** students during 2007–08, a 1 per cent increase on the previous year (117,825). Of these, **56,846** students from **1,112** schools did a staff-facilitated, curriculum-linked education program, a 33 per cent increase on last year (42,786 students from 854 schools). There were **21** staff-facilitated curriculum-linked programs on offer to students, as well as **1** self-guided program. In addition to on-site programs and services, **389** schools borrowed a Memorial Box during the year. An estimated **3.1** million pages were viewed on the *KidsHQ* website, and there were **9,157** new users to *KidsHQ*.
- An evaluation of the newly designed Discovery Zone has found that the interpretive space increases students' understanding of the Australian experience of war and the impact that it has had on society. Nine out of ten students surveyed could provide an example of something they had learned during their visit to the Discovery Zone. Some examples included a greater understanding of what it is like to be inside a First World War trench, what life is like for a soldier, and learning about different aspects of war.
- 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:

	2007–08 per cent	2006–07 per cent
Object theatre	98	98
Public talks	98	96
Guided tours	97	94
Education programs	92	93
Special events	94	92
Family holiday activities	97	91

Other Interpretive Activities

The Anniversary Oration marked the Memorial's 65th anniversary; the oration, titled "On writing official history", was presented by Mr Ashley Ekins, the Head of Military History.

As part of the lead up to the Olympic Games in Beijing, the Memorial hosted part of the 15th leg of the Olympic Torch Relay.

The Memorial continued the tradition of hosting a Christmas carols concert in December 2007. The event featured a number of prominent artists, including Barry Crocker, Jane Scali, Michael Cormick, Hayley Jensen, and local performers Louiza Blomfield and Jacinta Lee. All were supported by the band of the Royal Military College of Australia and a 200-strong community choir. The concert was attended by a record 9,000 people. Legacy benefited from a collection taken during the evening.

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

Integrated marketing communications was the key to the team's success this year. Through various communication channels such as the internet, radio, print, and broadcast, our exhibitions such as *Lawrence of Arabia and the Light Horse* and *Conflicts 1945 to today* received national and international coverage. ANZAC Day this year was extremely busy with national coverage, as well as coverage of the battlefields of Gallipoli and the Western Front.

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 visitors to travelling exhibitions.
6. Number of visits to the Memorial.
7. Percentage of Memorial visitors who 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: **523** print articles (446 last year), **1,888** radio reports (575 last year), **186*** online reports, and **906** television reports (182 last year). Most reports were favourable. ** This is the first year that online media reports have been recorded.*
2. Memorial staff undertook **115** promotional activities during the year (118 last year). 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 *To Flanders fields*, *Lawrence of Arabia and the Light Horse*, the opening of the *Conflicts 1945 to today* galleries, and Traditional Christmas Carols. Staff attended 3 trade shows and carried out joint marketing exercises with other organisations, including places of tourist accommodation and other tourist attractions.
3. The Memorial's website received more than **5.03 million** visitors during 2007–08, **22 per cent** more than last year (4 million). Average visit time was just over 11.5 minutes.

4. In all, more than **147,100** people visited Memorial travelling exhibitions. This was down on last year, which is attributable to the smaller number of exhibitions that were travelling and the fact that most went to small towns. **69,520** visitors went to exhibitions in **8** metropolitan areas, with **77,205** people attending in **13** regional areas.
5. Travelling exhibitions toured through seven Australian states and territories. The following visitation was recorded:

	2007–08	2006–07
Northern Territory	11,845	80,805
New South Wales	45,450	45,350
Tasmania	20,295	38,300
Western Australia	1,920	37,860
Queensland	23,270	22,990
South Australia	870	20,590
Victoria	43,520	8,150
International	N/A	5,000
Total	147,170	259,045

A total of **444** people visited exhibitions in **3** remote locations (1,585 last year).

6. A total of **873,547** people visited the Memorial in 2007–08 (844,899 last year).
7. Of the Memorial's visitors, **28 per cent** were making their first visit (30 per cent last year). Just over half said they had heard about the Memorial not long before their visit.
8. During the year, **150** visitors were surveyed attending Memorial travelling exhibitions in Queensland, Tasmania, and Western Australia. Most respondents were satisfied with their visit to the travelling exhibitions, with **69 per cent** rating the exhibition as very good or excellent, **24 per cent** rating it as good, and **83 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 has continued its strong relationships with the business, tourism, and leisure sectors. Joint ventures with Australian Capital Tourism, Canberra Convention Bureau, National Capital Attractions Association, and Australian

Tourism Export Council have all contributed to ensuring the Memorial's prominence for all visitors to Canberra.

Major highlights included the integrated marketing campaign for the new *Conflicts 1945 to today* galleries. These new galleries were well received by the veteran community and the general public. Evaluation of these galleries showed that the majority of visitors surveyed (including veterans) stated that they had viewed at least one major audiovisual show; 98 per cent rated the quality of the shows as good or very good, and 93 per cent stated that their expectations were either met or exceeded. The special exhibition *Lawrence of Arabia and the Light Horse* was popular among visitors, with large crowds visiting the exhibition during its display period.

A significant milestone was also achieved this financial year with a record high attendance at the 2008 ANZAC Day ceremony: 30,000 people attended the Dawn Service and 20,000 people attended the National Ceremony. April visitation figures were also the highest they have been since 2001, with 125,115 visitors through the Memorial. This can be attributed to the special exhibition *Lawrence of Arabia and the Light Horse* and the new *Conflicts 1945 to today* galleries.

Public affairs

The Memorial continued to use television, radio, newspapers, magazines, and online news sites to promote the Memorial's exhibitions, activities, and collection. Media coverage was mostly positive.

In 2008 media coverage associated with ANZAC Day generally increased over the previous year, in part owing to interstate media visiting Canberra for the Olympic Torch Relay the day before. Television was the leading medium, with national coverage over the internet on the increase. Media included live broadcasts by the ABC – a live radio broadcast of the Dawn Service nationally, and a live television broadcast of the National Ceremony throughout the ACT; Channel Nine's Today show presented live from the Memorial. There were 1,591 media items for ANZAC Day, reaching a total audience/circulation of 56,360,519 people.

The opening of *Conflicts 1945 to today* attracted significant media attention and raised awareness and interest across all Australian states.

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 include individuals, families, clubs, organisations, and schools.

Events were hosted for members in conjunction with ANZAC Day, Remembrance Day, and the openings of the *Conflicts 1945 to today* galleries and other exhibitions, including *To Flanders fields, 1917*; *Lawrence of Arabia and the Light Horse*; and *Icon and archive: photography and the world wars*.

Members received invitations to the Anniversary Oration and Remembrance Day and ANZAC Day ceremonies, and a number of travelling exhibitions. ANZAC Day 2008 was particularly well attended by Friends, with nearly 400 reserving seats for the National Ceremony. In addition, Friends have attended a number of special activities, including a Family History workshop and a "behind-the-scenes" art tour. Timely communication is being improved by using a number of channels including a newsletter, webpage, and email updates.

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 Peacekeeping, Humanitarian and Post-Cold War Operations, a collaborative project between the Memorial and the Australian National University (ANU), continued under the leadership of the Official Historian, Professor David Horner. The Memorial is currently providing one author, Dr Steven Bullard, and a research officer, Dr Jean Bou. Funding from an Australian Research Council grant provides the ANU with one author, Dr Bob Breen, and two research assistants. The team continues to carry out extensive archival research, interviewing, and field work, and the manuscript of the first volume (by Professor Horner) will be completed in 2008 for publication in early 2010.

Other volumes are being written by Dr Peter Londey, now employed at the ANU, and Dr John Connor, now employed at the University of New South Wales, Australian Defence Force Academy (ADFA).

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 8 major research projects during 2007–08: Steven Bullard, *In their time of need: Australia's overseas emergency relief operations*; Peter Londey, *The long search for peace: Australian peacekeeping missions beginning between 1947 and 1987*; Anne-Marie Condé, "A living memory": a life of John Treloar; Ashley Ekins, *Fighting to the finish*; Karl James, *The hard slog: the II Australian Corps during the Bougainville campaign*; Libby Stewart, *Missions of mercy*; Ashley Ekins, *Gallipoli research project – translation of Turkish records*; and Jean Bou, *The Light Horse*.

The Memorial supported three annual scholar research projects: research for the Memorial's *A is for animals* exhibition by Ms Elspeth Grant, University of Adelaide; "Operation Darwin Assist: the national response to Cyclone Tracy", by Ms Rachel Imms, Australian National University; and "Australians and Americans on the Somme, 1918", by Ms Meleah Ward, 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 four issues of *Wartime* magazine during 2007–08. This is provided to Friends of the Memorial, and is sold at the front desk and the Shop, on subscription and through newsagents. A total of **30,888** copies of *Wartime* were sold; this represents a **2** per cent decline from last year (31,631).
4. The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. A total of **34,289** people went to the Reading Room (25,835 last year). In addition, **34 per cent** of general visitors (228,000 people) went to the Research Centre online information gallery (269,000 last year).
5. Reading Room clients accessed **17,159** collection items, **49 per cent** fewer than the previous year (33,921). This change is primarily due to improvements in the methods used to collect data, resulting in a more accurate figure.
6. Research Centre staff answered approximately **12,863** enquiries during 2007–08 (12,385 previous year). The enquiries include those made online, by telephone, fax, and letter. Answers to the most frequently asked enquiries are made available as online resources on the Memorial's website.

In addition, approximately **700** research enquiries were answered by Military History staff during the year (650 last year).

7. Page views of the Memorial's digitised website resources increased **43 per cent** over the previous year to **14.3** million this year (up from 10 million last year).
8. There was a **14 per cent** decrease in the number of searches conducted on the Memorial's Client Access System: **1.17 million** (compared to 1.3 million last year).

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

Target	2007–08 per cent	2006–07 per cent
Stack retrievals (on-site): 60* minutes	99	99
Stack retrievals (off-site): 14 days	99	99
Photocopying requests: various times	90	99
Letter enquiries: 10 days	90	97
Internet enquiries: 5 days	95	97
Telephone enquiries: 90 per cent answered in person	95	98

* The increase in retrieval time, from 30 minutes for previous years to 60 minutes, reflects the change of the location and storage of some Research Centre items. Staff are now required to travel further to source items from some storage facilities.

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:

	2007–08 per cent	2006–07 per cent
Online information gallery	94	94
Reading Room	95	93

In addition, **431** emails and letters of appreciation (402 last year) were received by the Research Centre.

Other Research, Information and Dissemination Activities

Publications

Following review and clearing by relevant agencies, the final volume of the Vietnam official history, *Fighting to the finish* by Ashley Ekins, is expected to be published in 2009.

Issues 39–42 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.

The Australia–Japan Research Project (AJRP), led by Dr Keiko Tamura, completed its 12th year of activities funded

by the Embassy of Japan. The AJRP carried out research on the collection, display, and commemoration of the Japanese midget submarine at the Memorial. The preliminary research result was presented at a Japanese Military History Conference in Japan in June 2008. More detailed content of the research was published on the AJRP website in English and Japanese.

Memorial staff published numerous papers and articles in journals and magazines, and delivered papers at conferences during the year.

Research

Several major research projects continued, including peacekeeping and post–Cold War operations for the official history; a biographical study of the long-serving 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.

Research for the five volumes of the Official History of Peacekeeping, Humanitarian and Post–Cold War Operations continues, with publication of the first volume expected in 2010.

The Memorial continues its five-year collaborative project with Macquarie University, funded by an ARC grant and in partnership with 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, and publish significant work based on this material.

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

Dissemination

The Memorial convened a two-day conference in September, Force for Good? 60 Years of Peacekeeping, 1947–2007, recognising six decades of Australian peacekeeping commitments.

Historians and editorial staff of the Military History Section also made significant contributions to the development of several permanent and travelling exhibitions, notably to the new *Conflicts 1945 to today* galleries. Memorial historians also gave numerous talks and media interviews related to the launch of the new galleries.

Staff presented a range of papers, lectures, public talks, and interviews about the Memorial, exhibitions, the collection, anniversaries, and Australian military history. Historians delivered research papers at, among other venues, the Australian Government Summer School for Teachers of

Australian History at ANU; the Australian Command and Staff College; a peacekeeping anniversary conference at the Memorial; an international conference on the Passchendaele campaign at the In Flanders Fields Museum, located in Ieper, Belgium; and a conference on ANZAC and the Great War at the Imperial War Museum, London. A full list of staff talks, lectures, and publications is at Appendix 7.

Website

Work has continued this year on Army war diaries from the First World War. Headquarters, cavalry, light horse, artillery, and infantry diaries are now available on the website. The public response has been very positive, with use rates steadily climbing over the year, particularly since early March 2008. The opening up of the CAS to Google has made it much easier to find collection records and has, for the first time, enabled direct links to be made from webpages to collection records, which makes the records more visible.

In January 2008, the Memorial's most recent blog was launched. Called the *Australian War Memorial blog*, it contains posts from curators and conservators working on the *Over the front* exhibition, as well as curators discussing new or interesting collection items and reports from the 2008 battlefield tours.

The Memorial has established pages on the social media sites Facebook, Flickr, and YouTube to enable the public to engage more easily with the Memorial, its staff, and collections. More than 700 members of the public have become fans of the Memorial on Facebook, and they receive regular updates on events and links to new blog posts. Items of film from the collection, ranging from footage shot in 1915 by Ellis Ashmead-Bartlett on Gallipoli to footage shot by Robert Nugent in Iraq in 2006, are available on YouTube. The Memorial's Flickr page contains images from ceremonies, including ANZAC Day, taken by the Memorial's photographers, as well as images taken by the public of the Memorial, its exhibitions, and grounds.

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. An additional floor supervisor position was established to assist with managing the increasing numbers of students, and a new corporate

uniform was introduced. *iTour*, an audio guide of the Commemorative Area, was launched for a trial period. This hand-held guide uses the latest touch-screen technology to interpret this significant space for visitors.

Extensive research and evaluation to monitor standards of service and visitor satisfaction continues to be undertaken. Approximately 800 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 2007–08, approximately **72 per cent** of general visitors, or some **577,700** people, were making a repeat visit to the Memorial; 38 per cent of visitors were returning within two years of their last visit. Approximately 5 per cent of general visitors, around **40,000** people, received a word-of-mouth recommendation from friends or relatives to visit the Memorial. However, a larger proportion of visitors, **141,100** or **21 per cent**, had heard about the Memorial through television.
2. The average length of time that visitors spent at the Memorial was **2** hours and **21** minutes.
3. Among returning visitors, **83 per cent** said the Memorial had improved since their last visit, while 17 per cent said the Memorial had maintained its level of performance.

4. Overall, visitors were highly satisfied with their visit to the Memorial: **53 per cent** said their visit had exceeded their expectations, while 46 per cent said their expectations had been met.

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

When rated on a scale of 1 to 10, the Memorial received an average rating of **8.8**.

5. In total, **95** compliments were received via the Service Charter and Visitors' Book, a 40 per cent decrease on the 156 received in the previous year. Several aspects of the Memorial were complimented, including **68** relating to the high standard of the Memorial's exhibits and displays (78 last year), and **27** relating to the high standard of service provided by staff and voluntary guides (71 last year).

In addition, **126** (137 last year) complimentary letters were received during the year via general correspondence, as well as **431** emails and letters of appreciation received by the Research Centre (402 last year).

A total of **19** complaints were received via the Service Charter and Visitors' Book, 3 more than in the previous year (16). A written response was made to each complaint. These included **11** complaints about the provision of food services by the catering contractors, (1 last year), **4** complaints relating to staff (3 last year) and **1** complaint about the standard of exhibits and displays (3 last year). Other complaints included issues related to Discovery Zone, service provided by a volunteer, and the lift in the new galleries.

The small number of complaints received outside the formal Service Charter process are not included in these figures. These have been responded to, with action taken, where appropriate.

Other Visitor Services Activities

Volunteer services

Currently 260 volunteers give their time, skills, and expertise to support front-of-house functions and projects in curatorial and conservation areas. This continues the long and proud tradition of volunteering at the Memorial. Of particular note was the recognition of Voluntary Guide Mrs Di Mitchell, who was awarded an OAM for her service to the community.

The Memorial provides structured and ongoing training for over 200 volunteers. This year ten 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, assisting the public to access family history information via the Memorial's website in the Online Gallery, and engaging with family and student visitors in the Discovery Zone.

The new galleries have been incorporated successfully into the Voluntary Guides' tours, and each day a minimum of nine free highlight tours of the Memorial were conducted. These attracted some 44,100 visitors; another 583 participated in Voluntary Guide-led children's tours. Voluntary Guides also conducted 364 VIP tours and booked tours for 10,764 visitors.

INTERNAL OUTPUTS

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

OUTPUT 1.9 Corporate Governance

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

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

Through the Council and Committee meeting process, detailed papers and recommendations from the Memorial's management were presented. Major considerations and decisions undertaken by Council related to projects including the new *Conflicts 1945 to today* galleries and the Eastern Precinct redevelopment, approval of a new Corporate Plan covering the period 2008–11, approval of the 2008–09 Business Plan and an associated Budget. A full Business and Fraud Risk Assessment was undertaken and the results considered by Council. A three-year Strategic Audit Plan was also developed.

Members of the Australian National Audit Office (ANAO) and internal auditors RSM Bird Cameron attended each of the committee meetings. After each Council meeting the Minister was briefed by the Chair of Council and the Director.

In accordance with terms of reference, Council reviewed its performance in August 2007 via a survey completed by Council members, the Director, and senior management. Overall, the results of the review indicate that performance of Council during 2006–07 was highly satisfactory, with 21 of the 23 criteria achieving an average score of 4 out of 5 or above.

In November 2007, a review of the operations of the Finance, Audit, and Compliance Committee was undertaken to measure its practices against the ANAO's Better Practice Guide for Public Section Internal Audit. The review did not identify any areas of weakness.

OUTPUT 1.10 Executive Strategic Management

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

Executive Leadership

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

CMG meets weekly and considers a wide range of matters either brought forward by its members or via papers from section heads. Monthly reports are presented to monitor performance against the approved Business Plan and to review management of any identified business risks. The Chief Finance Officer (CFO) presents a set of financial statements on a monthly basis and is able to provide independent and direct advice to senior management.

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

In addition to weekly CMG meetings, a Project Control Group (PCG) met monthly to monitor performance of major projects being undertaken. The focus of these meetings was to ensure projects were being delivered in terms of stated objectives, timeframe, and budget. Regular scope and

budget reconciliations were undertaken and involved the CFO and an external quantity surveyor. The Memorial has a well-developed and mature project delivery model – one that served extremely well in relation to *Conflicts 1945 to today* and the challenges it presented. This delivery model and associated governance arrangements have also been adopted for major projects currently being undertaken, including implementation of a new ECM system and the redevelopment of the Eastern Precinct mentioned above.

Strategic Management

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

Evaluation and Visitor Research

Evaluation and visitor research continued across a wide range of Memorial activities throughout 2007–08.

Summative evaluations were conducted for *Lawrence of Arabia and the Light Horse*. 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.

A remedial evaluation of the new *Conflicts 1945 to today* galleries commenced during the initial opening preview period in December 2007 and January 2008. The evaluation comprised several methods, including visitor surveys, visitor observations, attendance counts, and a self-administered survey. Almost 1,000 visitors were surveyed, observed, or completed a self-administered survey. The aim of the evaluation was to improve the new galleries by identifying and remedying any factors that might affect visitors' experiences. Underlying the fundamental purpose of the evaluation was the desire to deliver the best possible visitor and veteran experience in the new galleries.

The overall response from both visitors and veterans viewing the galleries was positive. The results from the evaluation led to fine-tuning particular elements of the galleries, including lighting, sound balancing, and the frequency of the major sound-and-light shows. All of the adjustments were carried out prior to the official launch in February 2008.



Following the completion of Stage 2 of the Gallery Redevelopment program, the Memorial performed a post-occupancy evaluation, the third of its kind. As a result of the opening of the Discovery Zone and the new galleries, visitor orientation, circulation, and usage of the Main Building have all undergone changes. The aim of the post-occupancy evaluation was to assess the visitors' experience of the Memorial site and buildings, from the moment of arrival to the moment of leaving. The study consulted a range of Memorial visitors and staff to gain a variety of viewpoints.

The results of the evaluation will be used to make informed decisions about signage and publications, including the location and types of signage and the most effective ways for the Memorial to manage any significant changes that may have affected the main circulation routes and decision-making locations. They will also assist with future planning and development decisions.

In addition, a summative evaluation of the newly designed Discovery Zone was completed in May 2008. The purpose of the evaluation was to understand the learning outcomes achieved by visiting students who used the interactive space. School students were asked to fill in a brief survey (geared towards a younger demographic) directly after their experience. The study provided evidence of increases to the students' understanding. The large majority of students were able to provide an example of something they had learned about the Australian experience of war as a result of their visit.

Regular visitor surveys throughout 2007–08 continued to be conducted to monitor what visitors did during their visit and what they thought of the Memorial's facilities and services. Approximately 800 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 380 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: Gold Coast City Art Gallery, Queen Victoria Museum and Gallery, Toowoomba Regional Art Gallery, and Central TAFE Art Gallery in Fremantle. This is an important way of monitoring the success of the Memorial's Travelling Exhibition Program in regional Australia.

The Memorial also supported an Australian Capital Territory tourist attraction satisfaction study which commenced during 2006–07. Results from this study will be finalised soon.

Risk Management

The Memorial's internal auditors completed a full Business and Fraud Risk Assessment, which was endorsed by senior management and Council during the year. Following endorsement of the assessment, the Risk Management Plan was updated and approved by senior management. 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. The Memorial participated in Comcover's annual risk management benchmarking survey and again achieved a good rating of 7.9 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 major power and cooling upgrade project, to support both redevelopment in the Main Building and collection storage at Mitchell, ACT, was completed in late 2007. The project has realised a number of strategic advantages, including providing critical extra capacity for future development, redundancy, and significant energy and maintenance savings. Upgrades to specialist air-conditioning and the Uninterrupted Power Supply (UPS) to support increased capacity in the Information Technology computer hub room, were also completed this financial year.

The Memorial's facilities management area also continued to provide facilities advice during the development of the *Conflicts 1945 to today* galleries and is now undertaking management of the Defects Liability Period.

A complete building plant and equipment life-cycle assessment and energy audit was also conducted during the year to assist in the management of the Memorial's plant replacement and to identify high-level energy savings. Work on development of a more efficient heating, ventilation, and air conditioning (HVAC) control strategy has been largely completed and, pending budget and "pay-back" periods that are still to be confirmed, this may be implemented next year.

A range of building improvements have also been made at the Memorial's Treloar collection storage facility at Mitchell, ACT. These will improve access to the collection

and enhance facilities for the storage, restoration, and movement of collection items. Works this year include:

- The construction of the Radiation Store at Treloar A was completed. Following formal sign-off from ARPANSA, the new facility will provide consolidated specialised storage of the Memorial's radioactive collection items.
- An electrical busbar has been installed in the Treloar C workshop. This improves efficiency and safety for the supply of power to machinery in the workshop.
- A Hot Works Shed is due to be completed in July. The conservation of large technology objects requires a wide variety of equipment and processes, including mechanical and chemical cleaning, machining, cutting, welding, and grinding. The construction of this purpose-built facility will allow these processes to be removed from the Treloar C workshop, where strict controls are required to safeguard both staff and stored collection items.

Services

After detailed scoping of requirements in the previous year, an upgrade of the Memorial's security infrastructure has begun. The Security Control Room has been refurbished to provide an improved work environment, while increasing the supervisory capability and effectiveness of the Memorial's security staff. Technical and infrastructure upgrades have been completed at a number of sites, with all planned works expected to be completed in the first half of the next financial year.

Good Commonwealth record-keeping practice continues at the Memorial through implementation of the National Archives of Australia DIRKS program and planning for the Memorial's ECM project. The sentencing project, covering Memorial records from the mid-1940s to the late 1980s, continued and is now close to completion. Planning for the introduction of electronic record-keeping has also continued with emphasis on supporting policy development and the implementation and update of the Memorial's Business Classification Scheme.

The Memorial's workshop supports a wide range of Memorial activities with work this year, including the construction of exhibition infrastructure for three major exhibitions and preparation for other special exhibitions. The workshop also supported gallery development with work on the *Conflicts 1945 to today* galleries, as well as general buildings and conservation works. A high-quality display showcase was also constructed for the Commemorative Roll and the Remembrance Book and new specialised furniture was manufactured for the security control room upgrade.

The Emergency Planning Committee met four times; planning for and conducting emergency evacuation drills for all Memorial buildings have continued.

Finance

Financial and corporate support systems

A significant achievement for corporate systems in 2007–08 was the successful implementation of an interface between the Shop's point-of-sale system (POS) and the Memorial's Financial Management Information System (FMIS). This has resulted in more accurate inventory valuation and management, and has streamlined monthly financial reporting processes.

Another noteworthy system improvement was the upgrade of the e-Business interface to support the introduction of subscriptions to the Memorial's *Wartime* magazine online.

The successful development of ongoing support services for FMIS means that the proposed upgrade can be delayed until 2010. This delay will not adversely affect the operations of the Memorial's financial and human resources management system, and the upgrade will now correspond with the planned completion of the ECM project.

The Memorial continues to promote the payment of supplier invoices via electronic funds transfer, resulting in over 93 per cent of suppliers now adopting this payment method.

Financial policy

The CFO continued to be involved in activities necessary to ensure the funding strategy was achieved for the *Conflicts 1945 to today* gallery refurbishment. Investment strategies played an important role in delivery of funds for this initiative, as well as for the management of funds from a range of other sources. The CFO was involved in scope and budget reconciliations to ensure the project budget was met, and is now involved in a similar role for the Eastern Precinct redevelopment project.

The Memorial has commenced discussions with the Department of Finance and Deregulation (DoFD) in relation to issues surrounding proposed changes in funding arrangements for non-cash expenses from 2009–10. The practical implementation of proposed changes to the accrual budgeting framework is under consideration. The Memorial plans to work closely with DoFD to develop funding arrangements that will allow the Memorial to continue to plan for the development and management of its assets.



Financial planning and monitoring

Regular financial monitoring throughout the year has included monthly reporting to senior management on Memorial-wide financial results, as well as specific reporting on the success of commercial operations through the Shop and e-Business.

The Memorial's new galleries and plant and equipment assets were revalued during 2007–08, resulting in a net increase in fair value of \$0.9 million. Consistent with current Government funding arrangements, the Memorial's budget was increased to cover the increased depreciation expense.

The Memorial's 2008–09 budget was developed in accordance with Government budget policy and includes a \$9.3 million capital injection for the Eastern Precinct redevelopment (2007–08: \$1.5 million).

As with all Commonwealth agencies, the Memorial was required to absorb an additional 2 per cent "efficiency dividend". However, this reduction in funding was managed appropriately and a balanced budget position was delivered, including the provision for a 4 per cent pay rise in accordance with the Memorial's current Teamwork (Collective) Agreement.

Financial services

The Finance section continued to provide a range of services to support Memorial activities, 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.

Several training sessions for Memorial staff were presented throughout the year relating to procurement and financial management policies and procedures.

The promotion and retirement of key Finance staff during 2007–08 presented an opportune time to review the section's structure, and there is now a stronger focus on procurement and developing contract management expertise in order to meet the increased use of these services.

Demand for DVA publications and other e-Business product continues to rise. The increased workload in Finance to support these activities was managed through the temporary reallocation of resources.

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

The major focus has been the ECM project, which was established as a major corporate priority to address increasing needs for the management of digital assets, electronic records, and material published on the web. The project will also improve search capabilities for both staff and members of the public. Implementation has commenced and systems will be progressively delivered until the end of 2010.

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 availability. Key achievements included:

Corporate applications

- Upgrade of the collection management system (MICA)
- Testing to confirm disaster recovery of core systems, including MICA and the financial management and human resources management information system (MIBIS)
- Adjustment of e-Business systems to accommodate changes in the banking payment gateway
- Extension of website technologies to include blogging
- Establishment of a contract for services to assist the migration of the email system from Novell GroupWise to Microsoft Exchange (necessary to achieve full integration with the ECM project).

Network infrastructure

- Rolling replacement of network servers as part of the ongoing leasing strategy
- Acquisition of additional network switches
- Further implementation of virtual local area networks to improve both performance and network security
- Upgrade of anti-virus and anti-spam software
- Replacement of public access computers in the Research Centre
- Establishment of a test environment to evaluate the potential for adopting server virtualisation
- Further expansion of the Storage Area Network to further address interim storage needs
- Completion of data network associated with the new *Conflicts 1945 to today* galleries

- Upgrade of UPS power and cooling facilities for the computer room
- Maintenance of staff training across Microsoft, VMware, and Interwoven products for the ECM project.

People Management and Development

Strategic people management

The year began with the implementation of the Memorial's new three-year Teamwork (Collective) Agreement spanning 2007–10. The new teamwork agreement provided a 6 per cent increase to staff salaries from 1 July 2007 and scope for the payment of a one-off bonus of up to 2 per cent for all employees who successfully participate in the 2007–08 Business Management and Performance Feedback Scheme (BMPFS).

The Memorial's Workplace Diversity Policy and Workplace Harassment Guidelines were reviewed and updated during the year, while new policies were developed on the payment of salaries and allowances and on protective clothing.

Workforce development

A key strategy for raising the skill levels of staff and for increasing productivity within the Memorial is the People Development Program. A new program is developed and implemented each year addressing the training and development needs of individuals in alignment with the Memorial's annual Business Plan and general work requirements. The 2007–08 plan incorporated ongoing leadership and management programs, including the Cultural Management Development and Advanced Workplace Skills program run in cooperation with our cultural institution partners, and the Workplace Skills and Public Sector Management programs. Other learning and development programs provided to address individual Personal Development Plan requests included supervision, writing skills, project management, contract management, presentation skills, and relevant instruction on new equipment and technology.

The Memorial, in conjunction with other cultural institutions in Canberra (National Library of Australia, National Archives of Australia, National Film and Sound Archive, and National Museum of Australia), continued discussions with the University of Canberra for the delivery of an undergraduate course in materials conservation science. Delivery of the course will help to address a growing skills shortage in this field, but will also depend on the active participation of the Memorial and the other cultural institutions in providing practical support, including job placements for students. It is envisaged that the new course will commence in 2009.

Two Australian military history courses were conducted, which continued to provide key knowledge and skills to Memorial staff, and also to four staff members from the Department of Veterans' Affairs.

Regular training was provided to emergency wardens on evacuation procedures, and on the competent use of fire extinguishers. A group of staff from the Memorial's Treloar Technology Centre volunteered for additional training in the use of backpacks for fighting small spot fires.

People management and services

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

The Memorial's Employee Assistance Program, provided by the OSA Group, continued to support staff and their family members effectively throughout the year. Statistics provided on the operation of this important program indicated that it was used only for non-work related personal issues during the year.

The Memorial's staffing overview, people development and training report, and performance-based remuneration are at Appendix 9.

OUTPUT 1.12 Revenue Generation

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

Memorial Shop

Shop revenue of \$1,766,776 was achieved, which was \$366,775 (26 per cent) above target. This revenue result is a further improvement of 10 per cent over last year's record revenue result. The net profit for the shop before notional costs was \$347,324; operating net profit after notional costs was \$220,774, which represents 12 per cent of sales.

There were a number of financial reporting changes to the Shop profit-and-loss statements at the commencement of this year. The Shop POS and inventory management system (Advance Retail) was interfaced directly with MIBIS and has resulted in efficiencies within the processing and financial reporting for the Shop. A key aspect to this interface is the move to a perpetual inventory valuation and associated calculation of cost of goods sold. This more accurate reporting regime has resulted in a decrease in the gross profit, which is being addressed via a number of strategies.



A review of standard discounted sales to stakeholder and interest groups such as veterans and members of the defence forces was undertaken in April 2008. This review was to evaluate the effect of these discounts on profit margins and overall net operating profit. A simplified discount structure was implemented from May 2008, which is expected to achieve a saving of over \$20,000 per year, delivering a further 1 per cent to net profit next financial year.

Similarly, a review of profit margins at a product level was commenced in February 2008. This review was undertaken to ensure profit margins for each product type were appropriate, with an aim to deliver greater net profit for the Shop and to increase revenue.

The Shop's procurement strategy was reviewed and a number of suppliers were approached to obtain reduced prices on the basis of volume orders. Unfortunately this initiative met with little success.

In September 2007, the Shop supported the launch of a limited edition Australian Peacekeeping Coin produced by the Royal Australian Mint. Over 400 coins were sold through the Shop.

A small clothing range has continued to be maintained within the Shop, including the Australian Defence Force tri-service apparel, as well as "G for George"—branded polar fleece sweaters. In October 2007, a new range of Memorial-branded jackets and Sherpa-style vests were introduced. Sales of the new products have been solid, with initial small orders selling out despite their introduction during summer.

A further two product initiatives have been delivered this year within the food product range to increase the relevance of the products sold at the Memorial. A new supplier of ANZAC biscuits was introduced in August 2007, with additional package sizes that have increased the overall sales of these biscuits. Secondly, individual chocolate tablets in a contemporary poppy design wrapper have been sourced and developed. These products have increased the sales performance of the food category within the Shop, delivering 16 per cent greater revenue than the previous year and increasing the profit margin of the food category from 44 per cent to 51 per cent.

An upgrade to the latest version of the Advance Retail POS and inventory management system was undertaken in February 2008. Installation of new hand-held devices for stocktake purposes was also completed. The Shop stocktake for this year was an overall write-down of \$5,468.98, which represents just over 1 per cent of inventory valuation. While this is an improvement on the previous year's result, the

cyclical stocktakes made possible with the handheld devices should improve this result even further.

e-Business

This achieved \$881,322, which was \$31,322 (4 per cent) above target. This is similar to the revenue level achieved last year. Of this, corporate waivers bringing non-cash benefits such as collection items or marketing were valued at \$180,411, which is 25 per cent less than the average value of the corporate waivers of the past three years. This reflects both a tighter evaluation of waiver requests and a reduced number of significant requests for waiver. As a result, the cash revenue received through e-Business has increased by 27 per cent this year.

The average revenue per month was approximately \$73,443 this year. June 2008 was the single highest revenue month at \$132,064. The highest volumes of orders were despatched in December 2007 and May 2007, with approximately 1,300 orders despatched each month.

The largest type of revenue comes from commercial user fees for use of photographs and works of art and film, which contribute 45 per cent of revenue. Shop products such as publications and merchandise contributed 29 per cent of e-Business revenue. The largest numbers of orders placed were for digital prints (over 3,000 prints ordered) and high-resolution TIFF scans (761 orders with 4,788 individual scans being supplied).

In addressing the needs of commercial customers, a new service was trialled to enable delivery of high-resolution scans via a file download. This is performed through the Memorial's website as opposed to sending a CD-ROM by traditional mail. This has reduced the despatch time by delivering the relevant download details by email when the order for images is completed. This service has been received favourably and will be available to all Online Shop customers later in 2008–09.

Sale of Shop products through e-Business has remained consistent with approximately 15,000 items despatched in 7,000 orders. The Shop revenue of \$251,037 is similar to last year's result, but an even distribution of revenue has occurred over the 12 months. Of total Shop items sold online, 70 per cent are publications, and of those over half are Department of Veterans' Affairs and Memorial publications.

e-Business is committed to cost-effective marketing to existing customers. Opportunities for marketing to schools through DVA communications were successful, with the production and delivery of an educational resources

flyer. The aim was to create awareness of the Memorial as a source of school library and curriculum books and to generate sales. With its low cost, the return on this investment was high, with a minimum of \$13,000 in sales generated from this marketing in the weeks following ANZAC Day 2008. Ongoing marketing activities included product promotion flyers to new e-Business customers and conference attendees; email campaigns to existing customers; and advertising in *Wartime* magazine and the e-Memorial newsletter.

Other Revenues

Overall, non-government revenue was \$10.6 million, which exceeded the target by 66 per cent. Strong contributions were made by Shop sales, catering, interest, donations, and corporate sponsorships.

OUTPUT 1.13 Team Management

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

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

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

Staff and management contributed and/or participated in community programs such as Red Cross Blood Bank, Legacy, Heart Foundation fundraising activities, and the RSL.

The Memorial's Employee Assistance Program, which provides counselling and support to staff and immediate family members, was accessed by only a small number of staff. All matters referred to this service were of a non-work-related nature.

An indicator of the effectiveness of teamwork at the Memorial is the willingness of staff to contribute, mostly on a volunteer basis, to major events such as ANZAC Day and Remembrance 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 and in particular by senior management.



Opening of *Conflicts 1945 to Today*



clockwise from top:

Soldiers from the 2nd Division, Australian Federation Guard, are the first group of Australian Defence Force personnel to view the new Conflicts 1945 to today galleries. Back row, left to right: Thomas Whish-Wilson, Luke Foulkes, Brad Carter, Mitchell Doorey; front row, left to right: Anthony McCudden, Nick Reed, Jack Grieveson.

Former nurse during the Vietnam War, Mrs Maureen Patch views the new galleries.

A land rover which was used by peacekeepers in Namibia 1989–90 is an integral part of the peacekeeping exhibition.

Private Christopher Donovan with the uniform he wore for Operation Bradman which he donated for the Iraq display.

Mr Chris Roberts, a former SAS officer, provided technical liaison between the Memorial and Australian Army during the making of the film for the Letter from Long Tan display in the Conflicts 1945 to today galleries.

Mr Allen May next to the letter he wrote about the Battle of Long Tan during the Vietnam War, which the film Letter from Long Tan is based upon.



section 5

ACCOUNTABILITY

Legislation, Functions, and Powers

Enabling Legislation

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

Functions of the Memorial

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

- (a) to maintain and develop the national Memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1980* as a national memorial to Australians who have died:
 - (i) on or as a result of active service; or
 - (ii) as a result of any war or warlike operations in which Australians have been on active service;
- (b) to develop and maintain, as an integral part of the national Memorial referred to in paragraph (a), a National Collection of historical material;

- (c) to exhibit, or to make available for exhibition by others, historical material from the Memorial Collection or historical material that is otherwise in the possession of the Memorial;

- (d) to conduct, arrange for, and assist research into matters pertaining to Australian military history; and

- (e) to disseminate information relating to:

- (i) Australian military history;
- (ii) the national Memorial referred to in paragraph (a);
- (iii) the Memorial Collection; and
- (iv) the Memorial and its functions.

Powers of the Memorial

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

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

- (a) to purchase, take on hire, accept as a gift, or take on deposit or loan historical material;



- (b) to lend or hire out or otherwise deal with (other than by way of disposal) historical material;
- (c) to accept gifts, devises, bequests, or assignments made to the Memorial, whether on trust or otherwise, and whether unconditionally or subject to conditions; to act as a trustee or to comply with the condition, as the case may be;
- (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;
- (i) to train members of the staff of the Memorial, and other such persons as the Council approves, in developing, caring for, and undertaking research in relation to the Memorial collection;
- (k) to assist, on request, in the creation and maintenance of military museums in Defence Force establishments;
- (m) to occupy, use, and control any land or building owned or held under lease by the Commonwealth and made available to the Memorial under section 7;
- (n) to erect buildings;
- (o) to purchase or take on hire, or to accept as a gift or on deposit or loan, and to dispose of or otherwise deal with furnishing, equipment, and other goods;
- (p) to act as trustee of monies or other property vested in the Memorial on trust; and
- (q) to act on behalf of the Commonwealth or of an authority of the Commonwealth in the administration of a trust relating to historical material or related matters.

Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Hon. Bruce Billson MP was the minister responsible for the Memorial from 1 July 2007

to 3 December 2007, when the Hon. Alan Griffin MP was appointed as the Minister for Veterans' Affairs.

Powers of the Minister

The Minister has the following powers under the Act:

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

* Note: the financial limits in this clause were amended by a Regulation to \$1,000,000 for both historical material and any other case.

Internal and External Audits

Internal Audit

The Internal Audit Plan 2007–08 was approved by Council in May 2007 and audits were completed as follows:

- 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

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the Business Plan 2008–09.

The Internal Audit Plan 2008–09 was approved by Council in May 2008. The new plan will include:

- review of pricing of Memorial digital products
- review of leave recording
- IT server security
- review of credit card controls
- review of emergency and security procedures

External Audit

The audit of the Financial Statements 2007–08 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 Financial Statements 2007–08 is at page 53.

Fraud Control

As required by the Commonwealth Fraud Control Guidelines, the Memorial implements practices and procedures for effective fraud control. During 2007–08 the Memorial completed a detailed Fraud Risk Assessment and an updated Fraud Control Plan which encompasses the results of the assessment, appropriate fraud prevention, detection, investigation, and reporting procedures and processes. Implementation of the Fraud Control Plan 2008–11 will commence in 2008–09. The Memorial responded to the 2006–07 annual survey by the Australian Institute of Criminology in August 2007.

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 2007–08. The Memorial continued to comply with the following policies applied previously by Ministerial Directions:

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

Indemnities and Insurance Premiums

The total insurance premium for 2007–08, including the 6.6 per cent discount received through the annual Risk Management Benchmarking Survey, was \$285,127 (excluding GST) which was approximately \$41,802 (12.8 per cent) lower than 2006–07. As in 2006–07, 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 available budget. The policy provided comprehensive cover for property and general liability, with the premiums being \$236,959.32 and \$39,316.62 respectively. Council members are provided with indemnity insurance, and the premium for the Director's and officers' liabilities was \$4,150.75.

Legal Actions

The claim for potential liability (up to \$50,000) made against the Memorial relating to a fall on Memorial property was settled during the 2007–08 financial year. The Australian Government Solicitors (AGS) acted on behalf of the Memorial's insurer, Comcover. The matter was resolved on 21 December 2007, with a judgment entered in favour of the claimant. A Memorial subcontractor contributed 87.5 per cent toward the settlement and the Memorial contributed 12.5 per cent. The Memorial's contribution was made on a commercial basis and without admission of liability. It represented the future costs of the litigation, which would have been unrecoverable even if the matter had proceeded to a hearing and the Memorial had been successful. The



Memorial's contribution was paid by Comcover under the General Liability policy held by the Memorial which has a nil excess. The matter is now completed.

In May 2006, Council was informed of another matter regarding a fall on 26 October 2005 on the internal eastern steps in the front foyer area. The Memorial, having received no further correspondence, considered the matter closed. However, Comcover has advised that a draft pleading has been received indicating that the claimant is commencing court proceedings. Comcover is managing the case and has appointed Blake Dawson Waldron as the legal provider for the matter.

Social Justice and Equity

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

The results of visitor surveys indicate that the proportion of visitors to the Memorial who live in Australia but were born overseas closely matches that of the Australian population as a whole. Gallery plans are developed with specific consideration of this fact, with use of easy-to-interpret signs, signals, and multimedia, and appropriate consideration for mobility-impaired 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 2 per cent of the Memorial's general visitors have a disability (approximately 14,000 people during 2007–08).
- 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:
 - 90 per cent – mobility-impaired access lift
 - 89 per cent – free wheelchairs
 - 88 per cent – large print gallery guides
 - 87 per cent – disabled toilets
 - 85 per cent – disabled parking

- 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 17 per cent of Australian visitors were born overseas (compared with 29 per cent of the Australian population as a whole).
- About 8 per cent of Australian visitors (approximately 54,000 people) speak a language other than English at home – a smaller percentage than that found in the Australian population (21 per cent). Satisfaction among these people is slightly higher than that of other visitors.

In 2007–08 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
- Braille gallery guide leaflets
- 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
- improved 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
- lifts in galleries where appropriate
- *What's on* brochure produced quarterly.

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.

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

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

Service Charter Report

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

A total of 95 compliments, 103 suggestions and comments, and 19 complaints were received during 2007–08.

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

Of the comments and suggestions received, approximately 40 per cent (42 out of 103) related to the Memorial's galleries and to the correction of captions. All comments and suggestions were considered, and action taken where appropriate.

Eight visitors commented on the captions provided for exhibitions. These primarily related to the Special Exhibitions Gallery where the lower ceiling provides challenges when positioning exhibits and captions. The colour and size of the captions, and the font used, are based on the Exhibition Development Guidelines, which were developed some years ago to ensure consistency and readability. These standards are being reviewed and future exhibition designs will take account of these issues.

Six 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 space as a whole. The lighting level is subject to continual adjustment and all comments are taken into consideration. A further six visitors commented with regard to the catering service provided at the Memorial.

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

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

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	General Memorial advertising and recruitment advertising	\$461,402
Canberra FM Radio	General Memorial advertising	\$35,555
WIN Television NSW Pty Ltd	General Memorial advertising	\$205,772
<i>Canberra Times</i>	General Memorial advertising	\$15,429
Department of Territory and Municipal Services	General Memorial advertising	\$51,876
National Library of Australia	General Memorial advertising	\$4,950
Canberra Convention Bureau	General Memorial advertising	\$3,520
Qantas Airways	General Memorial advertising	\$5,181
Capital Magazine Publishing	General Memorial advertising	\$4,158
Macquarie Southern Cross Media	General Memorial advertising	\$2,539
Regional Radio No. 2 Pty Ltd	General Memorial advertising	\$2,970
	Advertising Expenditure	\$793,352
NSF Consulting	Evaluation of Memorial exhibitions	\$30,030
	Market Research Expenditure	\$30,030
	Total	\$823,382

Freedom of Information Act 1982, Section 8 Statement

This statement is correct to 30 June 2008.

Establishment

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

Organisation

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

Functions

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

Arrangements for Outside Participation

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

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

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

Categories of Documents

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

The four categories are:

- (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 given below. The access point is open for business from 8.30 am to 4.51 pm, Monday to Friday (excluding public holidays). Information about access for people with disabilities can be obtained by contacting the FOI officer at the access point given below.

FOI Procedures and Initial Contact Points

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

Reception Desk
Australian War Memorial
ANZAC Parade
CAMPBELL ACT 2612

or

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

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

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

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

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

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Executive Officer
Corporate Services
Executive Level 1

Executive Officer
National Collection
Australian Public Service Class 6

Executive Officer
Public Programs
Australian Public Service Class 6

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

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Freedom of Information Act 1982, Statistics 2007–08

One outstanding FOI request was completed during 2007–08. No further requests were received during 2007–08 and as a result no new fees were collected during the year.

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 environmental practices within the Memorial. Social and equitable processes are included in the Memorial's Teamwork (Collective) Agreement 2007–10.

The Memorial's Environmental Management System (EMS) is aligned with AS/NZS ISO 14001: 2004, and is overseen by the Energy and Environment Committee, which meets quarterly; it acts as a conduit for energy and environment staff initiatives, and reports to the Memorial's senior management, the Corporate Management Group. The environmental risks identified by the EMS are addressed by an action plan and standard operating procedures designed to minimise pollution risks to human health and the environment and reduce any negative environmental effects associated with our operations. Special attention is paid to the consumption of gas and electricity, which is strictly monitored.

A number of key energy reduction initiatives are currently being undertaken. These include liaising closely with the Department of Energy, Water, Heritage and the Arts (DEWHA) for support in implementing strategies identified in the Memorial's recent Energy Audit and Life Cycle Appraisal, which include:



- implementation of the HVAC control strategy; and
- upgrade of the building management system to allow connection and interrogation of recently installed electricity sub-meters.

Heritage

The review of the Memorial's legislated heritage responsibility in relation to the *EPBC Act* continues. After completion of the (heritage) Asset Identification and Assessment Program, the Memorial's Heritage Register is now about to be finalised. The Memorial's draft Heritage Strategy underwent review by DEWHA in the second half of 2007 and was then formally presented to AHC for comment. The final Heritage Strategy and the Memorial's Heritage Register are now complete and ready for referral. Work continues on the draft Heritage Master Plan.

Conservation and presentation of the Memorial Building are of paramount importance and a number of activities were undertaken. Notably, the recent program of conservation cleaning of the Memorial Building façade was completed, with the final west elevation of the Memorial Building, and the Commemorative Area foyer finished in late 2007 and early 2008 respectively. The bronze panel behind the Eternal Flame in the Commemorative Area underwent conservation treatment and, as part of a cyclical program, the Memorial Building heritage windows and treatments were painted.

Occupational Health And Safety

Implementation of the Memorial's health and safety management arrangements (HSMAs) under the amended *Occupational Health and Safety Act 1991* was a key focus for the first half of the year. The new HSMAs were set in place in October 2007 after broad consultation with all employees and after receiving the endorsement of the new Occupational Health and Safety Committee at its first meeting on 10 October, and of the Director. Altogether the committee met on six occasions during the year, continuing the important role of discussing issues, reviewing policies and procedures, and monitoring all incident reports, recommending follow-up action as necessary.

The third round of the program of random plant audits continued the process of reviewing all of the Memorial's plant and equipment to ensure that the Memorial complies with the requirements of the *Occupational Health and Safety Act 1991*. The third round audit included the Finance and Military History sections, Collection Services facilities at the Treloar Technology Centre, and the Memorial Shop. No significant issues of concern were recorded.

Eyesight testing conducted in September 2007 for the users of screen-based equipment saw close to 50 per cent of staff tested while just over 50 per cent of staff participated in the annual influenza vaccination program conducted in March and April 2008.

Support for other health-related activities continued throughout the year, including a health awareness half-day staged in early April with sessions on nutrition and physical activity, correct posture, stress management, yoga, breast cancer awareness, a Red Cross information stall, and a boot camp. In addition, a session for staff on prostate cancer awareness was delivered by the Prostate Cancer Foundation of Australia in May.

An online training tool was developed to help promote health and safety awareness among staff.



The artillery display performed by members of the 23rd Field Regiment at the Conflicts 1945 to today activity day.



Military working dogs display their skills at the activity day held in conjunction with the opening of the Conflicts 1945 to today galleries.

Opening of *Conflicts 1945 to Today*



Clockwise from top left:

Mr John Schumann performs the iconic song "I was only nineteen" at the opening of the Conflicts 1945 to today galleries.

The Honourable Kevin Rudd MP, Prime Minister of Australia, chats with a veteran at the opening of the new galleries.

The late Mr Ray Parry and his daughter, Deborah, in front of the new diorama featuring Mr Parry in the Battle of Kapyong during the Korean War.

The Honourable Kevin Rudd MP, Prime Minister of Australia, Director Steve Gower, and Chairman General Peter Cosgrove (Ret'd) view the Iroquois at the opening of the new galleries.

The installation of the bridge of the HMAS Brisbane was a key component of the development of the Conflicts 1945 to today galleries.



Educational Programs



Clockwise from top left:

Errol the dog gives an entertaining performance for children in the First World War gallery.

Last letters is a performance piece inspired by Devotion, one of the stained-glass windows in the Hall of Memory, which re-lives the experience of a nurse during the First World War.

Public Programs Officer, Dennis Stockman, helps out during a children's program.

A children's diorama workshop, which is one of many family activities run at the Memorial during school holidays.



section 6

REPORT BY THE
AUDITOR-GENERAL
AND FINANCIAL
STATEMENTS





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 2008, which comprise: a statement by the Council and Director; income statement; balance sheet; statement of changes in equity; cash flow statement; schedules 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.

GPO Box 707 CANBERRA ACT 2801
19 National Circuit BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

I believe that the audit evidence I 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 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 2008 and of its financial performance and its cash flows for the year then ended.

Australian National Audit Office



Alana Foster
Executive Director

Delegate of the Auditor-General
Canberra
12 August 2008



Australian War Memorial

STATEMENT BY COUNCIL AND DIRECTOR

In our opinion, the attached financial statements for the year ended 30 June 2008 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*.

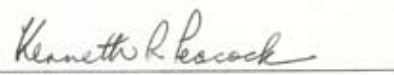
The Finance Minister has granted the Memorial an exemption to the application of Sections 37.2 of the *Commonwealth Authorities and Companies Orders (Financial Statements for periods ending on or after 1 July 2007)*. These exemptions relate to the requirement that heritage and cultural assets with useful 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.



General P J Cosgrove AC MC
Chairman of Council
12 August 2008



Mr K R Peacock, AM
Chairman of Finance, Audit and Compliance
Committee
12 August 2008



Steve Gower AO AO (Mil.)
Director
12 August 2008



Ms Leanne Patterson
Acting Chief Finance Officer
12 August 2008

	Note	2008 \$	2007 \$
INCOME			
Revenue			
Revenue from Government	2A	37 983 000	34 237 000
Sale of goods and rendering of services	2B	3 469 759	3 105 408
Interest		2 344 340	2 536 423
Resources received free of charge	2C	1 926 076	1 199 951
Other revenue	2D	2 833 021	5 874 661
Total revenue		48 556 196	46 953 443
Gains			
Sale of Assets	2E	11 389	–
Total gains		11 389	–
Total income		48 567 585	46 953 443
EXPENSES			
Employee benefits	3A	17 943 424	17 609 943
Suppliers	3B	14 321 526	13 618 815
Depreciation and amortisation	3C	15 876 015	13 772 775
Write down and impairment of assets	3D	102 583	81 029
Losses from asset sales	3E	–	9 976
Total expenses		48 243 548	45 092 538
Surplus attributable to the Australian Government		324 037	1 860 905

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



	Note	2008 \$	2007 \$
ASSETS			
Financial Assets			
Cash and cash equivalents	4A	32 211 443	37 762 910
Trade and other receivables	4B	282 916	479 338
Accrued interest revenue		800 549	818 996
Total financial assets		33 294 908	39 061 244
Non-Financial Assets			
Land and buildings	5A	134 757 851	128 525 797
Infrastructure, plant and equipment	5B	4 251 292	3 064 329
Heritage and cultural assets	5C	965 387 888	968 261 431
Exhibitions	5D	22 702 443	20 031 570
Intangibles	5E	2 063 742	980 683
Inventories		537 582	538 937
Other non-financial assets	5G	334 310	167 990
Total non-financial assets		1 130 035 108	1 121 570 737
Total assets		1 163 330 016	1 160 631 981
LIABILITIES			
Payables			
Suppliers	6A	771 128	1 333 605
Other payables	6B	924 839	1 058 451
Total payables		1 695 967	2 392 056
Provisions			
Employee provisions	7A	6 302 149	5 863 677
Total provisions		6 302 149	5 863 677
Total liabilities		7 998 116	8 255 733
NET ASSETS		1 155 331 900	1 152 376 248
EQUITY			
Contributed equity		14 171 000	12 304 000
Asset revaluation reserves		548 008 659	547 244 044
Retained surplus		593 152 241	592 828 204
Total equity		1 155 331 900	1 152 376 248
Current Assets		34 166 800	39 768 171
Non-current Assets		1 129 163 216	1 120 863 810
Current Liabilities		6 930 112	7 322 516
Non-current Liabilities		1 068 004	933 217

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

	Retained Earnings		Asset Revaluation Reserves		Contributed Equity / Capital		Total Equity	
	2008	2007	2008	2007	2008	2007	2008	2007
	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	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
Income and Expenses recognised directly in equity								
Revaluation adjustment	-	-	764 615	380 652 347	-	-	764 615	380 652 347
Sub-total Income and Expenses recognised directly in Equity	-	-	764 615	380 652 347	-	-	764 615	380 652 347
Surplus for the period	324 037	1 860 905	-	-	-	-	324 037	1 860 905
Total Income and Expenses	324 037	1 860 905	764 615	380 652 347	-	-	1 088 652	382 513 252
Transactions with Owners								
Contributions by Owners	-	-	-	-	1 867 000	1 383 000	1 867 000	1 383 000
Appropriation (equity injection)	-	-	-	-	-	-	-	-
Sub-total Transactions with Owners	-	-	-	-	1 867 000	1 383 000	1 867 000	1 383 000
Closing balance at 30 June attributable to the Australian Government	593 152 241	592 828 204	548 008 659	547 244 044	14 171 000	12 304 000	1 155 331 900	1 152 376 248

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

	Note	2008 \$	2007 \$
OPERATING ACTIVITIES			
Cash received			
Goods and services		3 533 926	2 062 887
Appropriations		37 983 000	34 237 000
Interest		2 362 786	2 277 893
Net GST received		2 753 598	1 979 744
Other cash received		2 833 021	3 440 666
Total cash received		49 466 331	43 998 190
Cash used			
Employees		(17 504 952)	(17 163 237)
Suppliers		(16 140 285)	(14 650 970)
Total cash used		(33 645 237)	(31 814 207)
Net cash from operating activities	8	15 821 094	12 183 983
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		24 644	9 522
Investments		50 500 000	49 000 000
Total cash received		50 524 644	49 009 522
Cash used			
Purchase of property, plant and equipment		(23 264 205)	(15 400 666)
Investments		(45 500 000)	(46 000 000)
Total cash used		(68 764 205)	(61 400 666)
Net cash used by investing activities		(18 239 561)	(12 391 144)
FINANCING ACTIVITIES			
Cash received			
Appropriations – contributed equity		1 867 000	1 383 000
Total cash received		1 867 000	1 383 000
Net cash from financing activities		1 867 000	1 383 000
Net increase in cash held		(551 467)	1 175 839
Cash and cash equivalents at the beginning of the reporting period		2 762 910	1 587 071
Cash and cash equivalents at the end of the reporting period	4A	2 211 443	2 762 910

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

	Note	2008 \$	2007 \$
BY TYPE			
Commitments receivable			
Sponsorship		(165 000)	(20 000)
GST recoverable on commitments		(554 259)	(930 133)
Total commitments receivable		(719 259)	(950 133)
Capital commitments			
	1.17		
Land and buildings		465 373	1 933 846
Infrastructure, Plant & Equipment		508 963	–
Exhibitions		189 289	3 740 291
Intangibles		2 341 705	118 427
National Collection		401 279	291 076
Total capital commitments		3 906 609	6 083 640
Other commitments			
Operating leases	1.17	571 814	511 015
Project commitments		483 144	172 714
Other commitments		1 752 780	3 484 098
Total other commitments		2 807 738	4 167 827
Net commitments by type		5 995 088	9 301 334
BY MATURITY			
Commitments receivable			
One year or less		(416 003)	(810 567)
From one to five years		(303 255)	(139 566)
Total commitments receivable		(719 259)	(950 133)
Capital commitments			
One year or less		2 290 779	6 083 640
From one to five years		1 615 830	–
Total capital commitments		3 906 609	6 083 640
Operating lease commitments			
One year or less		393 484	310 087
From one to five years		178 330	200 928
Total operating lease commitments		571 814	511 015
Other commitments			
One year or less		1 562 667	2 322 514
From one to five years		673 257	1 334 298
Total other commitments		2 235 924	3 656 812
Net commitments by maturity		5 995 088	9 301 334



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1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 Basis of Preparation of the Financial Statements

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 (or FMOs) for reporting periods ending on or after 1 July 2007; 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 Section 37.2 of Schedule 1 to the *Commonwealth Authorities and Companies Orders (Financial Statements for periods ending on or after 1 July 2007)*.

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

Adoption of new Australian Accounting Standard requirements

No accounting standard has been adopted earlier than the application date as stated in the standard.

The following new standards are applicable to the current reporting period:

Financial instrument disclosure

AASB 7 *Financial Instruments: Disclosures* is effective for reporting periods beginning on or after 1 January 2007 (the 2007–08 financial year) and amends the disclosure requirements for financial instruments. In general AASB 7 requires greater disclosure than that previously required. Associated with the introduction of AASB 7 a number of accounting standards were amended to reference the new standard or remove the present disclosure requirements through 2005-10 Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]. These changes have no financial impact but will affect the disclosure presented in future financial reports.

The following new standards, amendments to standards or interpretations for the current financial year have no material financial impact on the Memorial.

AASB 7 Financial Instruments: Disclosures

AASB 101 Presentation of Financial Statements (issued October 2006)

AASB 1048 Interpretation and Application of Standards (reissued September 2007)

AASB 2005-10 Amendments to Australian Accounting Standards [AASB 1, 4, 101, 114, 117, 132, 133, 139, 1023, 1038]

AASB 2007-1 Amendments to Australian Accounting Standards arising from AASB interpretation 11 [AASB 2]

AASB 2007-4 Amendments to Australian Accounting Standards arising from ED 151 and Other Amendments

AASB 2007-5 Amendments to Australian Accounting Standard – Inventories Held for Distribution by Not-for-Profit Entities [AASB 102]

AASB 2007-7 Amendments to Australian Accounting Standards [AASB 1, 2, 4, 5, 107, 128]

AASB 2008-4 Amendments to Australian Accounting Standard – Key Management Personnel Disclosures by Disclosing Entities [AASB 124]

ERR Erratum Proportionate Consolidation [AASB 101, AASB 107, AASB 121, AASB 127, Interpretation 113]

AASB Interpretation 10 Interim Financial Reporting and Impairment

AASB Interpretation 11 AASB 2 Group and Treasury Share Transactions

AASB Interpretation 1003 Australian Petroleum Resource Rent Tax

Future Australian Accounting Standards

The following new standards, amendments to standards 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.

AASB 3 Business Combinations

AASB 8 Operating Segments

AASB 101 Presentation of Financial Statements (issued September 2007)

AASB 123 Borrowing Costs

AASB 127 Consolidated and Separate Financial Statements

AASB 1004 Contributions

AASB 1049 Whole of Government and General Government Sector Financial Reporting

AASB 1050 Administered Items

AASB 1051 *Land Under Roads*

AASB 1052 *Dissaggregated Disclosures*

AASB 2007-2 *Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131, AASB 139]*

AASB 2007-3 *Amendments to Australian Accounting Standards arising from AASB 8*

AASB 2007-6 *Amendments to Australian Accounting Standards arising from AASB 123*

AASB 2007-8 *Amendments to Australian Accounting Standards arising from AASB 101*

AASB 2007-9 *Amendments to Australian Accounting Standards arising from the review of AASB 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127, AASB 137]*

AASB 2008-1 *Amendments to Australian Accounting Standard – Share Based Payments: Vesting Conditions and Cancellations [AASB 2]*

AASB 2008-2 *Amendments to Australian Accounting Standards – Puttable Financial Instruments and Obligations arising on Liquidation [AASB 7, AASB 101, AASB 132, AASB 139 & Interpretations 2]*

AASB 2008-3 *Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127 [AASBs 1, 2, 4, 5, 7, 101, 107, 112, 114, 116, 121, 128, 131, 132, 133, 134, 136, 137, 138 & 139 and Interpretations 9 & 107]*

AASB Interpretation 1 *Changes in Existing Decommissioning, Restoration and Similar Liabilities*

AASB Interpretation 4 *Determining Whether an Arrangement Contains a Lease*

AASB Interpretation 12 *Service Concession Arrangements*

AASB Interpretation 13 *Customer Loyalty Programmes*

AASB Interpretation 14 *AASB 119 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction*

AASB Interpretation 129 *Service Concession Arrangements Disclosures*

AASB Interpretation 1038 *Contributions by Owners Made To Wholly-Owned Public Sector Entities*

Other

The following standards and interpretations have been issued but are not applicable to the operations of the Memorial.

AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

AASB 1049 specifies the reporting requirements for the General Government Sector. The FMOs do not apply to this reporting or the consolidated financial statements of the Australian Government.

1.4 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 or effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Memorial.

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

- The amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- The probable economic benefits 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.



Receivables for goods and services, which have 30-day payment terms, are recognised at the nominal amounts due less any impairment allowance. Collectability of debts is reviewed at balance date. 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.

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

Revenues from Government

Amounts appropriated for Departmental outputs appropriations 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 as revenue at their fair value when the asset qualifies for recognition.

1.5 Gains

Other Resources Received Free of Charge

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.

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.

Sale of Assets

Gains from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

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.

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 2008. 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 (CSS), the Public Sector Superannuation Scheme (PSS), the Australian Government Employees Superannuation Trust (AGEST), or the PSS Accumulation Plan (PSSap). The CSS, PSS and AGEST are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

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

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

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

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

1.8 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. An operating lease is a lease that is not a finance lease. 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.

The Memorial does not hold any finance leases.

1.9 Cash

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

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

The Memorial has cash in the bank and on short term investment as at 30 June 2008 to cover commitments and expenses relating to 2007–08 and 2008–09. Cash is also reserved for a number of projects including Travelling Exhibition Programs, the East Precinct redevelopment works, and conservation works on the National Collection.



1.10 Financial assets

The Memorial classifies its financial assets in the following categories:

- “held-to-maturity investments”
- “loans and receivables”

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

Financial assets are recognised and derecognised upon “trade date”.

Effective interest method

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

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

Held-to-maturity investments

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

Loans and receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as “loans and receivables”. They are included in current assets, except for maturities greater than 12 months after the balance sheet date. These are classified as non current assets. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of financial assets

Financial assets are assessed for impairment at each balance date.

1.11 Financial liabilities

The Memorial classifies its financial liabilities as other financial liabilities.

Financial liabilities are recognised and derecognised upon “trade date”.

Other financial liabilities – Supplier and other payables

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

1.12 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.

1.13 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 and equipment	Market selling price / depreciated replacement cost

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 the operating result. Revaluation decrements for a class of assets are recognised directly through the operating result, 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:

	2008	2007
Buildings and building improvements	10 to 75 years	10 to 75 years
Plant and equipment	2 to 30 years	2 to 30 years
Exhibitions	5 to 15 years	5 to 14 years

Special Categories of Assets

The Memorial building and land are categorised as restricted assets under Division 36 of the Finance Minister's Orders. Restricted assets are those assets which cannot be deployed or disposed because of legal or government policy restraints. Specifically, the Memorial does not have the power to dispose of either the main Memorial building or land upon which it stands.

Impairment

All assets have been assessed for impairment at 30 June 2008. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.



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

1.14 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 subclass, 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 2007)*, allowing the Memorial to continue to depreciate heritage and cultural assets with useful lives in excess of 200 years.

1.15 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 (2007: 2 to 10 years).

All software assets have been assessed for indications of impairment as at 30 June 2008.

1.16 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.

1.17 Commitments

Capital commitments include current undertakings and outstanding contractual payments related to the upgrade of the Memorial's security infrastructure and the development of the Enterprise Content Management System. 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.

1.18 Contingent Assets and Contingent Liabilities

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

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



	2008	2007
	\$	\$
2 INCOME		
Revenue		
2A. Revenue from Government		
Departmental outputs	37 983 000	34 237 000
Total revenue from Government	37 983 000	34 237 000
2B. Sale of goods and rendering of services		
Provision of goods – related entities	34 444	16 055
Provision of goods – external entities	2 260 148	2 041 768
Total sale of goods	2 294 592	2 057 823
Rendering of services – related entities	83 319	38 171
Rendering of services – external entities	1 091 848	1 009 414
Total rendering of services	1 175 167	1 047 585
Total sale of goods and rendering of services	3 469 759	3 105 408
2C. Resources received free of charge		
Resources received – related entities	1 142 770	700 980
Resources received – external entities	783 306	498 971
Total resources received free of charge	1 926 076	1 199 951
2D. Other revenue		
Donations	932 193	2 467 265
Sponsorships	1 474 246	1 819 370
Friends of the Memorial	140 014	144 604
Donated Collection Items	262 439	1 403 946
Royalties Income	22 646	33 605
Other	1 483	5 871
Total other revenue	2 833 021	5 874 661

	2008	2007
	\$	\$

Gains

2E. Net gains from sale of assets

Infrastructure, plant & equipment	–	–
Proceeds from sale	24 644	–
Carrying value of assets sold	(13 255)	–
Total net gain from sale of assets	11 389	–

3 EXPENSES

3A. Employee benefits

Wages and salaries	14 078 792	14 150 125
Superannuation	2 800 241	2 139 921
Leave and other entitlements	538 353	282 909
Other employee benefits	526 038	1 036 988
Total employee benefits	17 943 424	17 609 943

3B. Suppliers

Provision of goods – related parties	24 567	12 750
Provision of goods – external parties	2 177 591	1 935 408
Rendering of services – related parties	1 233 214	1 168 508
Rendering of services – external parties	10 114 280	9 849 383
Operating lease rentals	554 654	522 809
Workers compensation premiums	217 220	129 957
Total supplier expenses	14 321 526	13 618 815



	2008	2007
	\$	\$
3C. Depreciation and amortisation		
Depreciation:		
Buildings and building improvements	3 428 696	3 186 790
Infrastructure, plant and equipment	661 463	875 693
Heritage and cultural assets	9 542 517	8 205 937
Exhibitions	1 919 256	1 160 952
Total depreciation	15 551 932	13 429 372
Amortisation:		
Intangibles (Computer Software)	324 083	343 403
Total amortisation	324 083	343 403
Total depreciation and amortisation	15 876 015	13 772 775

Depreciation expenses for Infrastructure, plant and equipment are \$275,674 lower than they would have been as a result of the extension of useful lives of some equipment to reflect current usage patterns.

3D. Write-down and impairment of assets

Asset write-downs from		
Impairment of receivables	1 147	4 361
Impairment of financial assets	–	75
Impairment of inventories	101 436	76 593
Total write-down and impairment of assets	102 583	81 029

3E. Losses from sale of assets

Infrastructure, plant and equipment		
Proceeds from sale	–	(9 522)
Carrying value of assets sold	–	19 498
Total net losses from sale of assets	–	9 976

	2008	2007
	\$	\$

4 FINANCIAL ASSETS

4A. Cash and cash equivalents

Cash balance comprises:

Cash on hand	31 660	20 790
Deposits	2 179 783	2 742 120
Total cash	2 211 443	2 762 910
Deposits on short-term investment (s18 of CAC Act)	30 000 000	35 000 000
Total cash and cash equivalents	32 211 443	37 762 910

The Memorial's investments represent term deposits held with banks, with effective interest rates ranging from 6.84% to 8.60% (2007: 6.25% to 6.88%). Their maturity dates range from July 2008 – June 2009.

4B. Receivables

Goods and services	237 025	243 183
GST receivable from the Australian Taxation Office	47 068	231 923
Other receivables	261	4 523
Total trade and other receivables (gross)	284 354	479 629
Less Impairment allowance		
Goods and services	(1 438)	(291)
Total trade and other receivables (net)	282 916	479 338

All receivables are current assets. Current terms are net 30 days (2007: 30 days).

Receivables are aged as follows:

Not overdue	256 383	444 046
Overdue by:		
– less than 30 days	18 067	32 400
– 30 to 60 days	6 054	2 102
– 61 to 90 days	701	715
– more than 90 days	3 149	366
Total trade and other receivables (gross)	284 354	479 629

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

	2008	2007
	\$	\$
5 NON-FINANCIAL ASSETS		
5A. Land and buildings		
Land – at fair value	7 800 000	7 800 000
Buildings – at fair value	134 391 737	124 848 313
Assets under construction – at cost	119 163	–
Accumulated depreciation	(7 553 049)	(4 122 516)
Total buildings	126 957 851	120 725 797
Total land and buildings	134 757 851	128 525 797

No indicators of impairment were found for land and buildings.

5B. Infrastructure, plant and equipment

Infrastructure, plant and equipment – at fair value	4 634 297	5 534 694
Accumulated depreciation	(383 005)	(2 470 365)
Total infrastructure, plant and equipment	4 251 292	3 064 329

The Memorial's infrastructure, plant and equipment were revalued as at 31 December 2007 by an independent valuer (Australian Valuation Office), in accordance with the policy stated in note 1.13. The fair value was determined by reference to the market value of similar items or depreciated replacement cost where no market exists. The carrying amount is included in the valuation figures above and is separately disclosed in Table A below.

A revaluation decrement of \$0.08m was not expensed and utilised existing reserves.

No indicators of impairment were found for infrastructure, plant and equipment.

5C. Heritage and cultural assets

National Collection – at fair value	980 471 359	973 527 349
Assets under construction – at cost	–	275 036
Accumulated depreciation	(15 083 471)	(5 540 954)
Total heritage and cultural assets	965 387 888	968 261 431

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 1.14. The fair value was determined by reference to the market value of similar items, taking into consideration the heritage aspects where appropriate.

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

	2008	2007
	\$	\$
5D. Exhibitions		
Exhibitions – at fair value	25 043 319	8 909 000
Assets under construction – at cost	483 976	12 145 710
Accumulated depreciation	(2 824 852)	(1 023 140)
Total exhibitions	22 702 443	20 031 570

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 1.13. The fair value was determined by reference to the depreciated replacement cost of similar items.

The *Conflicts 1945 to today* galleries were revalued as at 31 December 2007 by an independent valuer (Australian Valuation Office), in accordance with the policy stated in note 1.13. The fair value was determined by reference to the depreciated replacement cost of similar items.

No indicators of impairment were found for exhibitions.

5E. Intangibles

Computer software – at cost	3 429 625	3 310 707
Assets under construction – at cost	1 413 619	125 388
Accumulated amortisation	(2 779 502)	(2 455 412)
Total intangibles	2 063 742	980 683

No indicators of impairment were found for intangibles. Assets under construction comprises the development of the Memorial's Enterprise Content Management software.



5F: Analysis of property, plant, equipment and intangibles

Table A Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (2007–08)

Item	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage and Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles (Computer software) \$'000	Total \$'000
As at 1 July 2007							
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)
Net book value 1 July 2007	7 800	120 726	3 064	968 261	20 032	981	1 120 864
Additions	–	3 734	1 997	6 669	9 660	1 406	23 465
Revaluations	–	–	(80)	–	858	–	779
Reclassifications in / (out)	–	5 929	–	–	(5 929)	–	–
Depreciation / amortisation expense	–	(3 431)	(661)	(9 542)	(1 919)	(324)	(15 876)
Disposals – other	–	–	(69)	–	–	–	(69)
Net book value 30 June 2008	7 800	126 958	4 251	965 388	22 702	2 064	1 129 163
Net book value as at 30 June 2008 represented by:							
Gross book value	7 800	134 511	4 635	980 471	25 527	4 843	1 157 787
Accumulated depreciation / amortisation	–	(7 553)	(384)	(15 083)	(2 825)	(2 779)	(28 624)
	7 800	126 958	4 251	965 388	22 702	2 064	1 129 163

Table B Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (2006–07)

Item	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage and Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles (Computer software) \$'000	Total \$'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	—	895	970	5 673	9 862	91	17 491
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

	2008	2007
	\$	\$
5G. Other non-financial assets		
Prepayments	334 310	167 990
Total other non-financial assets	334 310	167 990

6 PAYABLES

6A. Suppliers

Trade creditors	771 128	1 333 605
Total suppliers payable	771 128	1 333 605

All supplier payables are current. Settlement is usually made net 30 days (2007: 30 days).

6B. Other payables

Payment received in advance	865 000	1 030 049
Customer orders not yet supplied	59 839	28 402
Total other payables	924 839	1 058 451

All other payables are current. Payments received in advance relate to sponsorship monies for specific projects which will commence in 2008–09.

7 PROVISIONS

7A. Employee provisions

Salaries and wages	228 669	146 492
Leave	5 768 386	5 403 261
Other	305 094	313 924
Total employee provisions	6 302 149	5 863 677

Employee provisions are represented by:

Current	5 234 145	4 930 459
Non-Current	1 068 004	933 218

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 \$2,879,236 (2007: \$2,739 114), and later than one year \$3,404,913 (2007: \$3,124,563).

8 CASH FLOW RECONCILIATION

Reconciliation of cash and cash equivalents as per balance sheet to cash flow statement

	2008	2007
	\$	\$
Report cash as per:		
Cash flow statement	2 211 443	2 762 910
Balance sheet	2 211 443	2 762 910
Difference	—	—

Reconciliation of operating result to net cash from operating activities

Operating result	324 037	1 860 905
Depreciation and amortisation	15 876 015	13 772 775
Net loss (gain) from disposal of assets	(11 389)	9 976
Write down of assets	102 583	81 029
Donated assets	(262 439)	(1 403 946)
(Increase)/Decrease in receivables	196 423	(120 298)
(Increase)/Decrease in inventories	1 356	(111 551)
(Increase)/Decrease in accrued interest	18 446	(258 530)
(Increase)/Decrease in other non-financial assets	(166 321)	8 918
Increase/(Decrease) in trade creditors	(562 447)	(261 280)
Increase/(Decrease) in other payables	(133 612)	(1 840 720)
Increase/(Decrease) in employee provisions and payables	438 472	446 705
Net cash from / (used by) operating activities	15 821 094	12 183 983

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	(12 995)	(18 113)
Credit unused	87 005	81 887

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*).

	2008	2007
The number of Council members included in these figures is shown below in the relevant remuneration bands.		
	Number	
\$Nil – \$14,999	11	9
\$15,000 – \$29,999	1	1
Total number of Council members	12	10
Total remuneration received by Memorial Council members	\$136 127	\$137 158

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

	2008	2007
The number of senior executives who received or were due to receive total remuneration of \$130,000 or more:		
\$100,000 – \$114,999	1	–
\$160,000 – \$174,999	1	1
\$175,000 – \$189,999	1	2
\$205,000 – \$219,999	1	–
\$250,000 – \$264,999	–	1
\$385,000 – \$399,999	1	–
	5	4
The aggregate amount of total remuneration of senior executives shown above	\$ 1 042 417	\$ 795 823
The aggregate amount of separation and redundancy / termination benefit payments during the year to executives shown above.	–	–

The executives' remuneration includes all executives concerned with or taking part in the management of the Memorial during 2007–08. Total remuneration received by executives includes remuneration received by all Memorial executives, and also includes payments associated with the retirement, retrenchment and resignation of executives; performance based pay; and leave accrued during the financial year.

12 REMUNERATION OF AUDITORS

	2008	2007
	\$	\$
The cost of financial statement audit services provided to the Memorial were:	49 000	48 900

13 FINANCIAL INSTRUMENTS

	2008	2007
	\$	\$

13A. Categories of financial instruments

Financial Assets

Held-to-maturity financial assets		
Deposits on short-term investment	30 000 000	35 000 000
Loans and receivables		
Cash at bank	2 179 783	2 742 120
Trade and other receivables	284 354	479 629
Carrying amount of financial assets	32 464 137	38 221 749

Financial Liabilities

Other financial liabilities		
Trade creditors	771 128	1 333 605
Carrying amounts of financial liabilities	771 128	1 333 605

13B. Net income and expense from financial assets

Held-to-maturity financial assets		
Interest revenue	2 070 549	2 020 548
Net gain/(loss) held-to-maturity	2 070 549	2 020 548
Loans and receivables		
Interest revenue	273 791	515 875
Impairment	(1 438)	(291)
Net gain/(loss) loans and receivables	272 353	515 584

The net income/expense from financial assets not at fair value from profit and loss is \$2,342,902 (2007: \$2,536,132).

13C. Fair value of financial instruments

Financial Assets

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

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

Financial Liabilities

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

13D. Credit risk

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

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

	2008	2007
	\$	\$
Financial Assets		
Loans and receivables		
Trade and other receivables	284 354	479 629
Cash at bank	2 179 783	2 742 120
Total	2 464 137	3 221 749



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

	Not past due nor impaired 2008	Not past due nor impaired 2007	Past due or impaired 2008	Past due or impaired 2007
Financial assets				
Loans and receivables				
Cash at bank	2 179 783	2 742 120	—	—
Trade and other receivables	256 383	444 046	27 971	35 583
Total	2 436 166	3 186 166	27 971	35 583

Ageing of financial assets that are past due but not impaired for 2008

	0 to 30 days	31 to 60 days	61 to 90 days	90+ days	Total
Loans and receivables					
Trade and other receivables	18 067	6 054	701	1 711	26 533
Total	18 067	6 054	701	1 711	26 533

Ageing of financial assets that are past due but not impaired for 2007

	0 to 30 days	31 to 60 days	61 to 90 days	90+ days	Total
Loans and receivables					
Trade and other receivables	32 400	2 102	715	75	35 292
Total	32 400	2 102	715	75	35 292

13E. Liquidity risk

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

13F. Market risk

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

Interest rate risk

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

The table below details the interest rate sensitivity analyses of the Memorial at the reporting date, holding all other variables constant. A 50 basis point change is deemed to be possible change and is used when reporting interest rate risk.

	Risk Variable	Change in variable	Profit or loss 2008 \$	Effect on equity 2008 \$	Profit or loss 2007 \$	Effect on equity 2007 \$
Interest rate risk	Interest	0.50%	161 057	161 057	188 815	188 815

The method used to arrive at the possible change of 50 basis points was based on the analysis of the absolute nominal change of the Reserve Bank of Australia (RBA) monthly issued cash rate. Historical rates indicate that for the past five financial years, there was a bias towards an increase in interest rate ranging between 0 and 50 basis points. It is considered that 50 basis points is a "reasonably possible" estimate as it accommodates the maximum variations inherent in the interest rate movement over the past five years.

14 APPROPRIATIONS

14A. Acquittal of Authority to draw cash from the consolidated revenue fund for annual services appropriations

Particulars	Departmental Outputs		Equity		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Year ended 30 June						
Appropriation Act 1	38 159	34 237	–	–	38 159	34 237
Appropriation Act 2		–	1 867	1 383	1 867	1 383
Reductions of Appropriations (Appropriation Act section 9)	(176)	–	–	–	(176)	–
Available for payment out of CRF	37 983	34 237	1 867	1 383	39 850	35 620
Cash Payments made during the year (GST inclusive)	37 983	34 237	1 867	1 383	39 850	35 620
Balance of authority to draw cash from the Consolidated Revenue Fund for Ordinary Annual Service Appropriations	–	–	–	–	–	–
Represented by:						
Appropriations receivable	–	–	–	–	–	–

15 ASSETS HELD IN TRUST

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

15A. 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:

	2008 \$	2007 \$
Balance carried forward from previous year	20 912	20 920
Interest received	1 140	1 150
Payments made	(1 129)	(1 158)
Balance carried forward to next year	20 923	20 912

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.

15B. 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:

	2008 \$	2007 \$
Balance carried forward from previous year	40 360	42 627
Interest received	2 204	2 247
Payments made	(2 189)	(4 514)
Balance carried forward to next year	40 375	40 360

16 COMPENSATION AND DEBT RELIEF

The Memorial has not made payments or provided for any provisions in relation to compensation and debt relief, including either act of grace payments; waivers of debt owed to the Memorial; payments made under the Scheme for Compensation for Detriment caused by Defective Administration; payments approved under ex-gratia programs or payments made under special circumstances relating to APS employment pursuant to section 73 of the *Public Service Act 1999*. (2006-07: Nil)

17 REPORTING OF OUTCOMES

17A. Outcome of the Memorial

The Memorial is structured to meet the following outcome:

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

17B. Net cost of outcome delivery

	Outcome 1	
	2008	2007
	\$	\$
Expenses		
Administered expenses	—	—
Departmental expenses	48 243 548	45 092 538
Total expenses	48 243 548	45 092 538
Costs recovered from the provision of goods and services to the non-government sector		
Administered	—	—
Departmental	3 351 996	3 051 182
Total costs recovered	3 351 996	3 051 182
<i>Other external revenues</i>		
Administered	—	—
Departmental	4 855 091	7 154 012
Total other external revenues	4 855 091	7 154 012
Net cost / (contribution) of outcome	40 036 461	34 887 344

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.

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



17C. Revenues and Expenses Outputs

	Output 1 Commemoration Ceremonies		Output 2 National Memorial / Grounds		Output 3 National Collection		Output 4 Exhibitions	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Operating expenses								
Employee benefits	244	236	1 420	1 238	7 197	7 575	2 101	1 849
Suppliers	433	634	2 195	1 651	3 547	3 520	1 953	1 937
Depreciation and amortisation	49	37	2 247	2 313	10 596	9 292	2 492	1 646
Write down and impairment of assets	-	-	-	-	1	1	-	1
Losses (gains) from sale of assets	-	(1)	-	-	-	-	-	11
Total departmental expenses	726	906	5 863	5 202	21 341	20 389	6 546	5 444
Funded by								
Revenue from government	1 127	728	3 913	3 267	15 816	14 769	5 456	4 571
Sale of goods and rendering of services	-	-	-	-	-	-	99	91
Interest	-	-	694	679	694	679	956	1 179
Resources received free of charge	32	39	32	39	996	285	56	39
Other revenue	179	480	165	204	409	1 614	1 478	2 536
Gains (losses) from sale of assets	1	-	-	-	4	-	(1)	-
Total departmental revenues	1 339	1 247	4 804	4 189	17 915	17 347	8 045	8 416

	Output 5 Interpretive Services		Output 6 Promotion & Community Relations		Output 7 Research, Information & Dissemination		Output 8 Visitor Services		Outcome 1 Total	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating expenses										
Employee benefits	2 058	1 919	1 572	1 340	2 036	1 952	1 315	1 497	17 943	17 610
Suppliers	447	446	1 960	2 045	1 786	1 565	1 999	1 824	14 322	13 619
Depreciation and amortisation	93	80	136	180	165	141	98	84	15 876	13 773
Write down and impairment of assets	1	—	—	—	89	75	12	3	103	81
Losses (gains) from sale of assets	—	—	—	1	—	—	—	(1)	—	10
Total departmental expenses	2 598	2 446	3 668	3 567	4 076	3 732	3 424	3 407	48 244	45 093
Funded by										
Revenue from government	1 784	1 928	2 664	2 591	4 234	3 765	2 989	2 618	37 983	34 237
Sale of goods and rendering of services	370	273	106	97	2 895	2 644	—	—	3 470	3 105
Interest	—	—	—	—	—	—	—	—	2 344	2 536
Resources received free of charge	180	176	399	537	198	47	32	38	1 926	1 200
Other revenue	128	308	255	435	219	298	—	—	2 833	5 875
Gains (losses) from sale of assets	—	—	3	—	4	—	1	—	11	—
Total departmental revenues	2 462	2 685	3 427	3 660	7 549	6 754	3 022	2 656	48 568	46 953

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

Traditional Christmas Carols



Clockwise from top:

The youth choir bedecked in Santa hats bring the spirit of Christmas to the evening.

Hayley Jensen singing at the Traditional Christmas Carols held annually at the Memorial.

The large crowd enjoys the evening.

The line up of performers who performed at the Carols include (left to right) Corporal Angie Carrington, Ms Jacinta Lee, Ms Louiza Blomfield, Ms Hayley Jensen, Mr Michael Cormick and Ms Jane Scali.

It is always a quality performance by the Royal Military College of Australia band.





section 7

APPENDICES



APPENDIX 1

Council Membership

Chair

General P.J. Cosgrove AC MC (Ret'd) (14 November 2007 – 30 June 2008)

Major General A. Clunies-Ross AO MBE (Ret'd) (1 July 2007 – 13 November 2007)

Members

Dr R.J. Bastiaan AM RFD

Mr L.A. Carlyon

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

The Right Reverend Dr T.R. Frame

Rear Admiral C.S. Harrington AM RAN (Ret'd)

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

Mr K. Stokes AC

Profiles of Council Members can be found in **Appendix 2**.

Council Committee Membership

Note: The Chief of Navy, the Chief of Army, and the Chief of Air Force (*ex officio* members of Council) are usually not formally 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)

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

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

Rear Admiral C.S. Harrington AM RAN (Ret'd)

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

In attendance:

Director, Australian War Memorial

Assistant Director, Corporate Services

Chief Finance Officer

Invited members for relevant portions of the meeting:

Representatives from Australian National Audit Office

Representatives from Internal Audit

Terms of reference

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

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

Membership of the Committee

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

Frequency of Meetings, Quorum, and Operation of the Committee

The Committee will meet at least quarterly, prior to Council meetings, and at other times, 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; the Chief Financial Officer; and external and internal auditors, as necessary, on matters relating to the Committee's function.

Minutes of Committee meetings will be provided to Council for each quarterly meeting, based on the agenda of the Committee meeting and its principal responsibilities. Copies of the minutes will be available, as necessary, to ANAO or its subcontractor, as part of the annual audit process. A summary report of matters dealt with will be issued to Council by the Committee after each meeting.

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

Skills, Experience and Qualities of Committee Members

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

The Chair of the Committee should have the qualities and abilities to lead discussions, encourage openness and transparency in discussions, facilitate the participation of other members, and conduct meetings in a manner that establishes effective communications with all stakeholders for continuous improvement. The Chair should be appointed for a minimum period of three years and preferably have

served as a member of the Committee before becoming Chair. An alternative Chair will be appointed at any meeting where the Chair is unable to attend.

Gallery Redevelopment Committee

General P.J. Cosgrove AC MC (Ret'd) (Chair)
Dr R.J. Bastiaan AM RFD
The Hon. 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 also to make decisions on behalf of Council.

The Committee's tasks will therefore include:

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

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

Remuneration Committee

General P.J. Cosgrove AC MC (Ret'd) (Chair)
Major General W.J. Crews AO (Ret'd)
Mr K.R. Peacock AM

Terms of reference

- On Council's behalf, agree annually with the Director of the Australian War Memorial, the basis for his/her performance appraisal
- on Council's behalf, conduct the performance appraisal of the Director of the Australian War Memorial in accordance with the agreed Performance Appraisal and the Remuneration Guidelines laid down by the Minister for Veterans' Affairs
- to communicate, as necessary, with the Remuneration Tribunal in relation to remuneration arrangements for the Director of the Australian War Memorial.



- to consider and pursue other matters that may be referred by Council concerning the Director or other senior management of the Australian War Memorial in relation to remuneration and conditions of service.

Publications on Minor Conflicts and Commitments Committee

Mr L.A. Carlyon (Chair)
The Hon. Mrs J. Newman AO
Director, Australian War Memorial

Terms of reference

The Publications on Minor Conflicts and Commitments Committee, appointed by Council, will undertake the following duties:

- receive reports from the appointed editor and or authors regarding progress and meet with him or them 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 will have no executive function. It will be serviced by the Military History Section in consultation with the Memorial's senior management.

Council Membership Committee

General P.J. Cosgrove AC MC (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

Mr K. Stokes AC (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 Australian War Memorial.

Council Members' Attendance

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

* This includes three teleconferences and separate meetings.

APPENDIX 2

Council Profiles

Chair (from November 2007)

General Peter Cosgrove AC MC (Ret'd) was appointed to Council in June 2006 for a three-year term, having been an *ex officio* member in 2000–02. General Cosgrove was subsequently appointed Chair on 14 November 2007.

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

Chair (to November 2007)

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 re-appointed for two years in 1999, a further two years in 2001, and a further year in 2003, 2004, 2005, and 2006. He was elected Chair in November 2000 and completed that post, and his term on council, on 13 November 2007. General Clunies-Ross's last Service appointment was as Chief of Operations – Army (1985–90). Previously he had commanded the Army's 1st Division (1984–85) and 8th and 8th/9th Battalions, 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 and Chair 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 Chair.

Council Members

Dr Ross Bastiaan AM RFD previously served on Council from 1995 to 1998. 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 RMIT. As one of Australia's most respected journalists, he has received both the Walkley Award (1971 and 2004) and the Graham Perkin Australian Journalist of the Year Award (1993). He is the author of *Gallipoli*, a best-seller in both Australia and Britain, and has authored several other books on sport and Australian history. His most recent book, *The Great War*, was published in 2006 and was the joint winner of the Prime Minister's award for Australian history.

Major General Bill Crews AO (Ret'd) was appointed to Council in May 2006 for a three-year term. He has had a distinguished military career. 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 as Commanding Officer, the School of Military Engineering in 1983. He then held a number of senior appointments, including Head of the Defence Centre, Brisbane, Assistant Chief of General Staff (Materiel), and Assistant Chief Defence Force, Logistics. He was the Director of the Defence Intelligence Organisation when he retired in 1999 after 37 years' service in the Defence Force. General Crews was the Deputy Chief Executive Officer of the Institution of Engineers Australia from 2000 to 2003, and has been the National President of the 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.

Rear Admiral Simon Harrington AM RAN (Ret'd) was appointed to Council on 14 November 2007. He retired from the Navy in 2002 after nearly 40 years' service during which time which he commanded the guided missile frigates HMAS *Canberra* (1987–88) and HMAS *Adelaide* (1992–93) and the Naval College at Jervis Bay (1991–92). Promoted to rear admiral in 1997, he became the first Support Commander (Navy) in the newly formed joint organisation, Support Command Australia. In 1999 he assumed duties as Head of the Australian Defence Staff and Defence Attaché in Washington. In 2003 he was appointed to the Repatriation Commission as the Services Member and in 2004 was appointed one of the inaugural members of the Military Rehabilitation and Compensation Commission. He retired from those commissions in February 2007.

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 8th/9th Battalion, Royal Australian Regiment.

The Honourable Mrs Jocelyn Newman AO was appointed to Council for a three-year term in August 2002, reappointed for a further two years in 2005, and again for another two years in 2007. She graduated in law from the University of Melbourne and practised 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 Services 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 Ken Peacock AM was appointed to Council in August 2002 for a three-year term, reappointed for a further two years in 2005, and again for two years in 2007. 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 August 2004. He joined the RAAF in 1962 and served as a fighter pilot and qualified flying instructor. He served in the Vietnam War 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). On promotion to air marshal in June 1998, he was appointed Vice Chief of the Defence Force, transferring to the RAAF Reserve in June 2000. In August 2000 he was appointed Senior Defence Adviser to BAE Systems Australia. He is a member of the Returned and Services League National Defence Committee, and is 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 1 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 period in command of HMAS *Darwin*. Other appointments have included a secondment to Australian Customs Service as the inaugural Director General Coastwatch; Head, Defence Personnel Executive; and Vice Chief of the Defence Force.

Ms Wendy Sharpe was appointed to Council in June 2005 for a three-year term. She is a major Australian artist who in 1999 was commissioned by the Australian War Memorial as an official war artist to East Timor. She was the first woman to have such a commission since the Second World War. She has won many awards, including the Sulman Prize, the Portia Geach Memorial Award (twice), and the Archibald Prize. She was commissioned by the city of Sydney to paint an Olympic Pool-sized mural for the Cook and Philip Park Aquatic Centre, and has been awarded two important travelling scholarships. 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 the Air Force. He commenced his 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 (2001–03); Chief of Staff Headquarters Air Command; Officer Commanding No. 82 Wing (1995–98); 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.

Mr Kerry Stokes AC was appointed to Council in August 2007. His leadership of Seven Network Limited caps four decades of active involvement in the ownership and management of media companies in Australia. Today, Seven is a multi-faceted media company, bringing together a market-leading presence in broadcast television, magazine publishing, and online and expanding new communications platforms. Through his private holdings, Australian Capital Equity, he has broad business interests and investments in a range of major business sectors in Australia and overseas, including China. He is the recipient of the Order of Australia and a Centenary Medal for Corporate Governance. He presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. Mr Stokes holds a Life Membership of the Returned and Services League of Australia and is a recipient of the Rotary Paul Harris Fellow Award. He is also a former Chair of the National Gallery of Australia.



APPENDIX 3

Senior Staff Profiles

Director

Steve Gower, AO AO(Mil) has been Director since March 1996, subsequent to a career in the Australian Army. He was Chair of the Council of Australian Museum Directors (2000–04); for eight years 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; Deputy Chair of the Canberra Convention Bureau; and the patron of ACT Cricket. He was on the board of the former Australian Capital Tourism Corporation. He is a Vietnam veteran and served there as an artillery forward observer. He has a Bachelor of Engineering (First Class Honours) from the University of Adelaide and was later awarded a Master's degree for research in fluid mechanics. His published work includes *Guns of the regiment* (1981) and contributions to the *Australian dictionary of biography*.

Senior Staff

Rhonda Adler has recently been appointed to the position of Assistant Director, Branch Head Corporate Services. Prior to taking up this role she held the position of Chief Finance Officer and was Head of the Finance section. She has a Bachelor of Economics from the Australian National University, majoring in accounting. Since joining the Memorial in 1981 she has held a number of different positions across all branches within the Memorial and managed several projects, including the design and implementation of the Memorial's first computerised financial management system and subsequent replacements for accrual budgeting, accounting, and reporting; redevelopment of the Research Centre; introduction of GST and other tax reforms; and 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 Collection, 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 Post-Graduate Diploma of Education, and a Graduate Certificate in Public Sector Management from Flinders University. In 2005 Nola attended the Getty Institute's Museum Leadership Program in Los Angeles.

Anne Bennie joined the Memorial in September 2003 as e-Business Manager and in May 2004 was appointed Head of Retail and Online Sales, which brought together the e-Business Unit and Memorial Shop. Anne comes from a private enterprise background, where she has held a number of analytical and marketing roles. Initially she worked in market research with A.C. Nielsen, followed by senior account management positions in direct-response marketing and advertising agencies. Prior to joining the Memorial, she 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. She completed the Cultural Management Development Program in 2005 and is currently undertaking a Graduate Certificate in Public Sector Management.

Mal Booth became Head of the Research Centre at the Memorial in September 2001. His focus has been on the digitisation of records of war, and promotion of the Research Centre and its collections. He was recently made Chair of the Memorial's Web Strategy Group. Prior to joining the Memorial he was Director, Economics Analysis, at the Defence Intelligence Organisation. He holds a Bachelor

of Arts, Graduate Diploma in Economic History, and is a graduate of the Royal Military College of Australia. Mal completed the Museums Leadership Program in 2005.

Carol Cartwright, Head of Education and Visitor Services, came to the Memorial in 1997, and after five years of managing the successful Travelling Exhibitions program, moved to manage the Memorial's front-of-house activities. She has developed an expertise in understanding protocol and managing ceremonies and major events, as well as a great enthusiasm for customer service and education programs. During the last year she led the Gallery Development section during the final stages of the new *Conflicts 1945 to today* galleries. She has a Graduate Certificate in Public Sector Management from Flinders University and attended the Museum Leadership Program in 2005.

Mike Cecil is Head of Military Heraldry and Technology. He came to the Memorial in early 2000 as Assistant Curator and has progressed through the Curator and Senior Curator positions. He was appointed to the Head of Military Heraldry and Technology in June 2005. He is the author of several publications and numerous articles on military technology published in local and international journals. In May 2008, he became the first curator of the Memorial to travel to an active war zone to identify objects for possible inclusion in the Memorial's collection. Prior to his employment at the Memorial, he worked in both Victorian State Public Service and private enterprise research and management positions. He holds a Bachelor of Science (Honours) degree and a Bachelor of Arts from Monash University, and a Certificate IV in Museum Practice from Canberra Institute of Technology. He has also completed the Cultural Management Development Program.

Ashley Ekins joined the Memorial in 1990 and was appointed Head of the Military History section in August 2007. A graduate of the University of Adelaide, he specialises in the military history of the First World War and 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 the ninth and final volume, *Fighting to the finish: the Australian Army in the Vietnam War 1968–1973*, which will be released in 2009. Ashley has published widely on

the First World War and the Vietnam War and delivered numerous public presentations and research papers at international conferences. He has contributed to six major documentary films as historical adviser. He has studied First World War and Vietnam War battlefields and led thirteen consecutive annual 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 human resources for a variety of public sector organisations, including Primary Industries and Energy, Finance, and 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 holds a Graduate Certificate in Public Sector Management from Macquarie University.

Katherine McMahon was appointed Head of Gallery Development (now Exhibitions section) 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. She has a Bachelor of Arts (Art History and Curatorship) from the Australian National University.

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.

Leanne Patterson has been acting Chief Finance Officer and Head of Finance since December 2007. Leanne joined the Memorial in December 1999 as Manager, Financial Reporting and Analysis, and since that time has focused on the Memorial's financial reporting obligations, including issues surrounding the valuation and depreciation of heritage and cultural assets. She is a CPA and has a Bachelor of Commerce (Accounting) from James Cook University. She is a member of the ACT CPA Public Sector Accountants Committee and completed the Cultural Management Development Program in 2003.



Marylou Pooley is Head of Communications and Marketing. She rejoined the Memorial this year following a twelve-month period as Strategic Marketing Manager for the National Archives of Australia. Marylou first joined the Memorial in late 1997 as Marketing Manager and developed major marketing communication campaigns for the redevelopment of the galleries and for exhibitions such as *Striking by night* and *Shared experience*. More recently she led the team that formulated the strategic campaign for the *Conflicts 1945 to today* galleries and ANZAC Day 2008. She holds a Master of Tourism Management from the University of Canberra and is an honorary ambassador for Canberra.

Barbara Reeve, Head of Collection Services since 1998, completed the Museum Leadership Program in 2001. She leads the conservation and registration programs, negotiated a \$60,000 sponsorship to acquire the bridge from HMAS *Brisbane*, and authored the Memorial's position paper on depreciation funding for the ANAO. She 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 (1990–1993) 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, Australian Art Exhibitions Corporation, Australian Gallery Directors' Council, and National Gallery of Victoria, becoming the inaugural Manager Cultural Development for the City of Melbourne in 1987. From 1992 to 2002 she was Director of the Tasmanian Museum and

Art Gallery. In 1997 she was named Telstra's Tasmanian Businesswoman of the Year and was awarded the Centenary Medal in 2001. She is the President of Museums Australia.

Lola Wilkins began work in the Art section in 1984 and is now Head of Art. She has a Bachelor of Art with majors in art history and Spanish from Flinders University. She has developed the Memorial's collection through the re-activation of the official war artist program. She has also curated several major touring art exhibitions, including *Through women's eyes: Australian women artists and war, 1914–1994*, *Ivor Hele: the heroic figure*, and *Stella Bowen: art, love and war*. In 1999 she completed the Museum Leadership Program and in 2000 received a Gordon Darling Foundation Grant to research the work of the Australian expatriate artist Stella Bowen. In 2003 she edited *Artists in action: from the collection of the Australian War Memorial* and 2004 co-curated the major international exhibition, *Shared experience: art and war – Australia, Britain and Canada in the Second World War* with the Canadian War Museum and the Imperial War Museum. This exhibition toured to Ottawa, Canberra, and London (2005–06). She is currently developing a touring exhibition of Sidney Nolan's Gallipoli works of art which were presented to the Memorial by the artist.

Daryl Winterbottom joined the Memorial in 1989 as Head of the Collection Management System Implementation team and became Head 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 Royal Military College, Duntroon, and University of New South Wales; and implementation of initial local area networks at the Australian Defence Force Academy. He holds a Diploma in Applied Science from the University of Canberra. During his time at the Memorial, he has managed the establishment, maintenance, and development of information technology infrastructure and the wide 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. As initiator and project manager, he is the driving force behind the ECM project. He also represents the Memorial on information communications technology matters across cultural institutions and at the "whole of government" Chief Information Officer forum.

Helen Withnell completed a Bachelor of Arts and 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, education, evaluation, and public programs at the Memorial. She 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, she spent five years working at the National Library of Australia. This included a secondment to the National Archives of Australia. She has been the Council Secretary since 2006 and has completed the Cultural Management Development Program. She is currently undertaking a Graduate Diploma in Intellectual Property Law at the Australian National University. She is also the Memorial's Copyright Policy Officer.



Memorial Senior Curator Mr Peter Burness at the opening of the anniversary exhibition To Flanders fields, 1917.

APPENDIX 4

VIP Visits and Ceremonies

VIP Visits

11 July 2007	Major General Matt G. MacDonald , Chief of Defence Intelligence, Canada	10 September	The Right Honourable Stephen Harper MP, Prime Minister of Canada
17 July	UN International and Regional Organisation Members led by Mr Brendan Peace, Director, UN, International and Regional Organisations Section, International Cooperation Branch, Dept of Immigration and Citizenship, Australia	11 September	Dr Andi Mappehatang Fatwa, Deputy Speaker of the People's Consultative Assembly, Indonesia
6 August	Mr Abdelwahad Radl, Speaker of the House of Representatives, Kingdom of Morocco	12 September	Dr Jacob Simet, CEO of the National Cultural Commission, Papua New Guinea
7 August	Mr Ward P.D. Elcock, Deputy Minister Department of National Defence, Canada	12 September	Ching-Fa Wu, Vice Minister, Council for Cultural Affairs, Taipei
7 August	Dr Lawrence Gonzi, Prime Minister of Malta, and Mrs Katherine Gonzi	19 September	Her Imperial Highness the Grand Duchess Maria Wladimirovna of Russia
9 August	Rear Admiral Matsushita, Commander of Training Section, Japan Maritime Self-Defense Force	21 September	Australian Political Exchange Council, United States Delegation
9 August	His Excellency Indulis Emsis, Speaker of the Saeima (the Parliament of the Republic of Latvia)	27 September	Air Commodore Ian Thorne, Project Manager of the Harrier Integrated Project Team, United Kingdom
14 August	The Honourable Donald C. Winter, Secretary, United States Navy	2 October	Brigadier Ewan Duncan, Director Intelligence Corps and Commandant Defence Intelligence and Security Centre, United Kingdom
16 August	United Kingdom Parliamentary Delegation led by the Right Honourable Kevin Barron MP	3 October	Rear Admiral David J Cook RN, Commander Submarines North and Commander Operations, United Kingdom
16 August	Lieutenant General Graeme Lamb, Deputy Commander Multi-National Forces-Iraq, United Kingdom	10 October	Mr Jason Kenney, Secretary of State for Multiculturalism and Canadian Identity, Canada
21 August	Lieutenant General Robert Bertholee, Vice Chief of the Defence Force, Netherlands	11 October	ASEAN Regional Forum Inter-Sessional Support Group on Confidence Building Measures and Preventive Diplomacy, Australian delegates
23 August	Rear Admiral Dumrong Salasith, Deputy Director of Joint Intelligence, Thailand	12 October	Mr Michael W. Wynne, Secretary, United States Air Force
28 August	Ms Anne Roosevelt, Boeing International, United States	17 October	Mr Stephane Le Foll, Member of the European Parliament, France
		19 October	Belgium Embassy delegation led by His Excellency Mr Frank Carruet, Ambassador
		21 October	Mr Joris Demmink, Secretary-General of the Ministry of Justice, Netherlands
		26 October	The Honourable Jane Aagaard MLA, Speaker of the Legislative Assembly of the Northern Territory

30 October	Air Chief Marshal Sir Peter Squire (Ret'd), Vice Chair, Commonwealth War Graves Commission, United Kingdom	22 January	General William Looney III, Commander, Air Education and Training Command, United State of America
2 November	General Sir Timothy Granville-Chapman, Vice Chief of the Defence Staff, United Kingdom	1 February	Rear Admiral Michael S. Rogers, Director for Intelligence, Pacific Command, United States Navy
7 November	Delegation led by Mr Yves Tate, Councillor, Villers-Bretonneux Municipal Council	4 February	Swedish delegation led by His Excellency Karin Ehnborn-Palmquist, Ambassador, Swedish Embassy
20 November	Delegation from Inter Services Selection Board, Pakistan, led by Lieutenant General Imtiaz Hussain, Adjutant General	6 February	Mr Keith Webster, Deputy Assistant Secretary of the Army for the Defence Exports and Cooperation, United States of America
21 November	Delegation led by Rear Admiral Jorn Olesen, Danish Department of Defence	7 February	Mr Dan Ross, Assistant Deputy Minister (Materiel) Department of National Defence, Canada
28 November	2008 General Sir John Monash Award Winners, Australia	7 February	Mr George Sullivan, Chair of the Board of the USS <i>Arizona</i> Memorial Visitors Center, Hawaii, United States of America
30 November	Mr James Clad, Deputy Assistant Secretary of Defense for Policy on South East Asia and Asia Pacific, United States of America	12 February	Lieutenant General Hans-Otto Budde, Chief of Army Staff, Germany
3 December	His Excellency Takaai Kojima, new Ambassador for Japan	18 February	His Excellency the Honourable Anard Satyanand, Governor-General of New Zealand and Her Excellency Susan Satyanand
4 December	Ambassador R. Nicholas Burns, Under Secretary, Political Affairs, Department of State, United States of America	19 February	Brigadier General Martial de Braquillanges, Commander French Armed Forces, New Caledonia
5 December	Brigadier General Daniel Casabar, Commander of Special Operations Command, Philippine Army	20 February	Australian Political Exchange Council – Chinese Delegation
11 December	Brunei delegation led by Mr Pengiran Hassan bin Pengiran Johari/Zahari, Director of Defence Policy	20 February	Mr Akira Fujiwara, Mayor of Nara, Japan
19 December	Vietnamese Ministry of Finance delegation led by Mr Hoang Duc Long, Deputy Director of HR Department	22 February	Admiral Mike Mullen, Chair of Joint Chiefs of Staff, United States of America
8 January 2008	US Defense and Government Delegation led by Mr Frank Ruggiero, Deputy Assistant Secretary, Department of State	23 February	Wreathlaying and visit – Dr Robert Gates, Secretary of Defense, United States of America
10 January	Swedish Parliamentary Committee for Health and Welfare led by Chair Kenneth Johansson	26 February	Lieutenant General Bambang Darmono, Welfare Advisor to Commander Armed Forces, Indonesia



12 March	Brigadier General Mark O'Neil, Deputy Commandant, United States Army Command and General Staff College	6 May	Lieutenant General Dick Applegate, Chief of Materiel (Land), Defence Equipment and Support organisation, United Kingdom
14 March	Brigadier General Pete Fuller, Deputy Commanding General for the US Army Research Development in Engineering Command	7 May	His Honour Tom Pauling QC, Administrator of the Northern Territory
17 March	Major General Thomas Conant, Director for Strategic Planning and Policy (J5), Pacific Command, United States Marine Corps	8 May	His Excellency Dr Juraj Chmiel, Ambassador, The Czech Republic Embassy
18 March	Guests of His Excellency Mr Niek van Zuthpen, Ambassador, Netherlands Embassy	9 May	Mr Jim Caverly, Director of Infrastructure Partnerships Division, United States Department of Homeland Security
27 March	Mrs Pariharum Juwono Sudaarsono, wife of the Indonesian Minister of Defence	14 May	Australian Political Exchange Council, Australia and New Zealand delegation
27 March	Vice Admiral Sunil R. Damle, Flag Officer Commander-in-Chief, Southern Naval Command, India	14 May	Association of Former Members of the Parliament of Australia
7 April	General T. Michael Moseley, Chief of Staff, United States Air Force	15 May	Madam Park Geun-Hye, Member of the National Assembly of Korea
10 April	Dr Simon Oldfield, Defence Science and Technology Organisation	20 May	Vice Admiral Gerard Valian, Commander of the French Navy in the Indian Ocean
14 April	Air Commodore M.L. Roberts, Director of Air Staff, Ministry of Defence, United Kingdom	21 May	Major General Michael Ennis, Deputy Director Community Human Intelligence, Central Intelligence Agency, United States of America
16 April	Admiral Robert F. Willard, Commander Pacific Fleet, United States Navy	22 May	Major General Daniel Sinanoglou, Deputy Chief of Staff, Hellenic Nation Defence, Hellenic Air Force
17 April	Major General Leopoldo L. Maligalig, Superintendent of the Philippine Military Academy	26 May	General Toshi Tamogami, Chief of Staff, Japan Air Self-Defense Force
17 April	Rear Admiral Tony L. Cothron, Director of Intelligence, United States Navy	27 May	His Excellency Mr Tammam Sulaiman, Ambassador, Syrian Embassy
23 April	Lieutenant General Hayri Guner, Commander 2nd Corps, Turkey	29 May	The Right Honourable Des Browne MP, Secretary of State for Defence, United Kingdom
27 April	Major General Kim Youg Heng, Republic of Korea Air Force	30 May	Dr Francis Fukuyama, Professor of International Political Economy at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, United States of America
2 May	Lieutenant General Gianni Botondi, Secretary General of Defence and National Armaments Director, Italy		
5 May	Senior Colonel Li Chaunzeng, China's Peoples Armed Police	10 June	Air Marshal Ian McNicoll, Deputy Commander in Chief – Operations, Air Command, United Kingdom

30 June	Major General Thiwa Penketgorn, Deputy Director of Armed Forces Education Department, Thailand	21 October	RSL and Services Clubs of Australia wreathlaying ceremony
		29 October	1st Independent Armoured Squadron Workshop RAEME Association plaque dedication ceremony
Ceremonies and events			
9 July 2007	Royal Australian Survey Corps plaque dedication ceremony	9 November	Campbell High School wreathlaying ceremony
31 July	Australian Army Training Team Vietnam, ACT Branch, wreathlaying ceremony	9 November	Anniversary Oration
9 August	Official opening of <i>To Flanders Fields, 1917</i> exhibition	11 November	National Remembrance Day Ceremony
17 August	No. 2 Squadron RAAF plaque dedication ceremony	13 November	Royal Australian Signal Corps wreathlaying ceremony
18 August	Opening of Treloar Storage area	19 November	HMAS <i>Sydney II</i> , Family Members wreathlaying ceremony
5 September	Battle for Australia Commemorative Ceremony	20 November	HMAS <i>Warrnambool</i> Association plaque dedication ceremony
13 September	2/10th Field Regiment Association plaque dedication ceremony	23 November	Performance of <i>Not about heroes</i>
13–14 September	Force for Good? 60 Years of Australian Peacekeeping, 1947–2007 conference	30 November	2/20th Australian Infantry Battalion plaque dedication ceremony
18 September	Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women wreathlaying ceremony	6 December	Australian Intelligence Corps plaque dedication ceremony
29 September	55 AESS/EWPS Vietnam plaque dedication ceremony	6 December	Official opening of <i>Lawrence of Arabia and the Light Horse</i> exhibition
30 September	Military Police Association plaque dedication ceremony	10 December	Royal Military College, Duntroon, Class of 1957 wreathlaying ceremony
3 October	2/101st Australian General Transport Company wreathlaying ceremony	14 December	Traditional Christmas Carols
11 October	Legacy Laurel Club, Port Macquarie and Camden Haven wreathlaying ceremony	4 February 2008	4th Battalion, Royal Australian Regiment, Association plaque dedication ceremony
13 October	19th Australian Infantry Battalion and 2/19th Australian Infantry Battalion plaque dedication ceremony	17 February	Order of Australia Association Multi-faith Observance and wreathlaying ceremony
17 October	No. 78 (Fighter) Wing (Malta) RAAF wreathlaying ceremony	21 February	Australian Defence Families plaque dedication ceremony
20 October	3rd Battalion, Royal Australian Regiment, plaque dedication ceremony	24 February	World Youth Day 2008, Journey of the Cross and Icon commemorative ceremony
20 October	Royal Military College of Australia, El Alamein Company wreathlaying ceremony	26 February	Official opening of <i>Conflicts 1945 to today</i> galleries
		27 February	Cooma Legacy wreathlaying ceremony
		28 February	HMAS <i>Perth</i> Association wreathlaying ceremony



4 March	Woonona–Bulli RSL Sub-Branch wreathlaying ceremony	25 May	Charlie Company, 3rd Battalion, Royal Australian Regiment, wreathlaying ceremony
4 March	Reservoir RSL Sub-Branch wreathlaying ceremony	27 May	Royal Australian Navy Rugby and Royal New Zealand Navy Rugby wreathlaying ceremony
5 March	HMAS <i>Hawkesbury</i> Association plaque dedication ceremony	29 May	Sandakan Death March Association Commemorative Ceremony
12 March	2/5th Independent Company and 2/5th Commando Squadron wreathlaying ceremony	1 June	Bomber Command Association Commemorative Ceremony
12 March	1st Battalion, 2/1st Battalion, and 1st Battalion, Royal Australian Regiment, plaque dedication ceremony	5 June	Official opening of <i>Icon and archive: photography and the world wars</i> exhibition
26 March	Australian Water Transport Association and Small Ships Association wreathlaying ceremony	6 June	Submarines Association of Australia wreathlaying ceremony
4 April	RAAF Transport Flight Vietnam / No. 35 Squadron, RAAF, plaque dedication ceremony and medal handover	13 June	ACT Returned and Services League Branch Annual Congress wreathlaying ceremony
8 April	Annual Community Aged Care Ceremony	28 June	Reserve Forces Day ceremony
24 April	1st Armoured Regiment Association plaque dedication ceremony	29 June	23rd Field Regiment Association wreathlaying ceremony
24 April	Beijing 2008 Olympic Torch Relay		
25 April	ANZAC Day Dawn Service		
25 April	National ANZAC Day Ceremony		
28 April	Forward Air Controllers RAAF plaque dedication ceremony		
1 May	2/27th Australian Infantry Battalion Association wreathlaying ceremony		
5 May	2/1st Anti-Tank Regiment Association plaque dedication ceremony		
9 May	International Midwives and Nurses Week wreathlaying ceremony		
13 May	12th Field Regiment Association plaque dedication ceremony		
22 May	2/5th Field Regiment Association plaque dedication ceremony		
24 May	Alpha Company, 3rd Battalion, Royal Australian Regiment, wreathlaying ceremony		

APPENDIX 5

Acquisitions and Disposals

Acquisitions

Art

- Reza Bakhsh Alizada, *I haven't been with my family for a very long time* 2003; 1 linocut on paper
- Clifford Bayliss, *Bombed theatre in the Blitz* 1945; *Bombed building in the Blitz* 1945; *Ruined building* 1945; 1 charcoal on paper; 2 pencil on paper
- Charles Blackman, *Dawn Service, 1961* 1961; 1 oil on canvas
- Stella Bowen, *Hal Hattam* 1945; 1 oil on canvas
- Penleigh Boyd, *The farewell* c. 1914–19; *Going home* c. 1914–19; *Troop ship* c. 1914–19; 3 pencil and watercolour on paper
- Lyndell Brown and Charles Green, official war artist commission 2007; 33 works
- Dean Colls and Louise Skacej, *Battle of Kapyong diorama* 2007; 1 mixed media diorama
- Noel Counihan, *Boy II, the conscript* 1966; 1 oil on board
- Russell Drysdale, *[Artillery training]* c. 1942; *[Soldier reading]* c. 1942; 2 pen and ink on paper
- Will Dyson, *[J.J.W. Herbertson]* c. 1916–18; 1 pencil, charcoal and watercolour on paper
- Dianne Fogwell, *Ex libris for the unknown* 2007; 1 artist book
- David Frazer, *Lest we forget* 2007; 1 woodcut on paper
- Mohammad Reza Froghi, *Neighbours capturing our country* 2003; 1 linocut on paper
- A. Henry Fullwood, *Valley of the Somme* 1918; 1 oil on canvas
- Mary Hammond, "Good on ya, ladies" 2005; *Left, right, left* 2005; 2 oil on canvas
- John Hanna, *Cover artwork for "Films No. 5" an Australian Army Education Service pamphlet* 1944; 1 gouache, ink and pencil on card
- Sayed Muzafar Hussaini, *Where should I go? Futureless* 2003; 1 linocut on paper
- Edward Kohler, *General MacArthur 1944; The sniper* c.1940-1950; 2 bronze sculptures
- Tim Kyle, *Kapyong diorama figure* 2006; 1 paper pulp, paper clay, timber, synthetic polymer paint sculpture
- V Lah *[Vietnamese harbour]* 1970; 1 oil on canvas
- Hieu Ngoc Le, *Vietnamese soldier series* 1966; 12 pen and ink on paper
- Fred Leist, *The Estancia* 1917; 1 oil on board
- Daryl Lindsay, *France, 1917* 1917; 1 watercolour on paper
- Elwyn Lynn, *Twenty questions* 1991; 1 mixed media on canvas
- Gordon Henry Macfarlane, *POW Oflag 7B series* c. 1941–45; 23 pencil on paper
- Helen Malone, *The battle within* 2007; 1 artist book
- Saeed Kazim Mosawi, *Migration* 2003; 1 linocut on paper
- Ali Dost Mohammadi, *Ali Dost's bus* 2003; 1 linocut on paper
- Jerrold Nathan, *Sister Ada Joyce Bridge* 1947; 1 oil on canvas
- John Nicholls, *New Guinea campaign series* 1943–44; 67 carbon pencil on paper
- Evert Ploeg, *Portrait of Elizabeth Lucas* 2006; 1 oil on linen
- Thea Proctor, *The aeroplane [Stunting]* c. 1918; 1 lithograph on paper
- Iso Rae, *Horses at Details camp 1915; Expeditionary Force, Canteen Depot* 1917; 2 pastel on paper
- Joseph Simpson, *[Death of Sandy and Hughes]* 1918; 1 watercolour heightened with white on paper
- Arthur Streeton, *Sketchbooks* 1918; 7 sketchbooks
- Arthur Streeton, *The ward* c. 1918; 1 oil on canvas on board
- Artist unknown, *Don't talk – HE listens* 1941; 1 gouache on board
- Artist unknown, *Namibia elections* [nd]; 2 posters
- Napier Waller, *Strazeele, near Armentières* c. 1917; 1 watercolour on paper on cardboard



- Henry Woollcott, *Self portrait wearing slouch hat* [nd]; *Stain glass window designs* 1918; 1 oil on canvas, 2 watercolour and ink on cardboard
- "Zif" *Sketchbook* c. 1909–10; 1 sketchbook

Military Heraldry and Technology

- George Cross and medals of Private Ralph Jones (Cowra breakout)
- Conspicuous Gallantry Medal (Air) and medals of Sergeant Arthur Blackwell
- Distinguished Service Order, Distinguished Flying Cross and medals of Squadron Leader Donald McDonald (attached RAF, Burma)
- Distinguished Service Cross and medals of Lieutenant Guy Beange (No. 808 Squadron, HMAS *Sydney*, Korea)
- Military Cross and medals of Lieutenant William Young (Gona, New Guinea)
- Distinguished Conduct Medal and medals of Staff Sergeant Jack Cox (Beersheba, Palestine)
- Military Medal and medals of Corporal Ron Cashman (patrol actions, Korea)
- HMCS *Protector* material (uniform, sword, diaries, letters, photographs, etc.)
- Uniform, palette and other items of Frank Norton (official war artist, Second World War and Korean War)
- Australian Rules football used in the 2008 ANZAC day football match by Overwatch Battle Group West at Tallil, Iraq
- Mobile field kitchen (Peacekeeping service)
- Victoria Cross and medals of Lieutenant George Ingram (Montbrehain, France)
- Victoria Cross, medals and letters of Major Peter Badcoe (Vietnam)
- Tim Page, ADF Dengue Fever program; last flight of RAAF Iroquois; return of body of Trooper David Pearce. P06887
- Mick Toal, 1,175 photographs taken in Rwanda and Somalia, Cultural Gifts Program. P05885; P05886
- Robyn Gallucci and the White family, photographs taken by Alan White, official RAN photographer, in HMAS *Sydney*, Korea. P05890
- Ian Pawsey and the Pawsey family, negatives and film tin of Gunner Maurice Thompson, First World War. P05991
- Stephen Dupont, photographs of ANZAC Day, Redfern, NSW; Sandakan Death March Memorial Expedition; Afghanistan, 2006. P06356
- Stephen Dupont, 6 exhibition print Polaroid portraits, Afghanistan, 2007. P06257
- Major Roy Skinner (R'td), collection of photographs taken by Major Roy Skinner (Untso) at the outbreak of Six Day War in East Jerusalem, and later, service at Kantara Control Centre along the East Bank of the Suez Canal, 1967. P06184
- Deutscher & Hackett, Max Dupain signed print, "The dozing digger" 1943. P06130
- John Ulm, collection of photographs relating to his time as a war correspondent during the Korean War and after. P08606
- Jennifer Wilson, 16 (10 x 8) Albumen prints, South Africa, 1899, P06169
- Allen May, photographs associated with the service of Private Allen May in Vietnam and the battle of Long Tan P05889
- Peter and Marie Groothoff, Boer War collection. P07379
- Sea Power Centre, HMAS *Sydney* [III] album P05874
- [Sundry donors], 1,045 Roll of Honour portrait images from family members and others.

Photographs, Film, and Sound

Photographs

- Matthew Sleeth, Cultural Gifts Program donation of Tour of Duty series. P06541
- No. 458 Squadron, RAAF, Association albums. P07251 458
- Tim Page, East Timor 2006. P05773

Film

- Mike Sweet collection of filmed interviews with Darwin bombing. Mike Sweet, an experienced ABC, BBC, radio and television producer, interviewed 11 men and women about their wartime experiences in Darwin. The majority of those interviewed were present during the first air raid and give their accounts of that day. They include Army RAAF, AWAS and civilians including two Aboriginal women.

- Dr Tony and Mrs Lensie Matthews, *Centaur* and Crosses Research Collection. Primary production material for the documentaries, *Crosses, Australia's war experience* (c. 1984) and *Centaur: death of a hospital ship*. Producer/director/researcher: Tony Matthews and Lensie Matthews, Greenapple Media.
- Baria, Operation Pinaroo, and Saigon filmed by Mike Chapman, 3RAR, 1968. A Super 8 mm colour film taken by Mike Chapman while serving with 3RAR in South Vietnam in 1968; it covers the battle for Baria during the Viet Cong Tet Offensive, Operation Pinnaroo (27 February – 15 April 1968), and base installations in the Long Hai mountains, and includes scenes in Saigon.
- *Rabaul 1941*. An 8 mm colour film of Rabaul in 1941 taken by Lance Corporal William Allan Geoffrey Smith 2/22nd Battalion, AIF. Shows general scenes of the island and camp life. The 2/22nd Battalion served as the main component of Lark Force, a garrison force at Rabaul, New Britain, until it was overwhelmed by the Japanese on 23 January 1942. Smith was one of the captured men killed at sea when the Japanese transport ship *Montevideo Maru* was sunk by an American submarine in July 1942. F11558
- Commission: *No dramas: recordings from Iraq*, official cinematographer Robert Nugent's 54-minute documentary film compiled from his footage taken in Iraq 2006.

Sound

140 original titles (totalling 170 hours) have been accessioned into the Sound collection, including:

- Eight interviews conducted by Derrill De Heer with Navy Clearance Divers, from the Vietnam War and the First Gulf War.
- Breakfast show broadcast, FOX FM, Melbourne, 15 February 1993, featuring live-to-air telephone interviews with soldiers serving in Somalia with the Australian military contingent to the United Nations Operation in Somalia (UNOSOM).
- Oral memoir recorded by Laurence Henry Smith relating to his family history and service as a lieutenant in the Australian Flying Corps during the First World War and as a captain in army recruitment during the Second World War.
- James Landman, a private with the 2/4th Australian Independent Company in Timor, 1942–43, interviewed by Michael Boyle.
- Donald Beaumont Dunstan, Deputy Commander, 1st Australian Task Force, South Vietnam, 1968, interviewed by Ian Ahearn and Anthony Jensen.
- Michael John Toal, a photojournalist reporting on conflicts in Somalia, Rwanda, and various locations, 1993–2007, interviewed by Mike Cecil.
- Stanislaw Hanuszewicz, a corporal crew commander 5 Troop, C Squadron, 1 Armoured Regiment, South Vietnam, 1971, interviewed by Nick Fletcher.
- Royal Australian Navy History Unit: three exit interviews recorded with senior naval officers. (This is an continuing program, covering a career period from the Vietnam War to the present;
- Official History of Peacekeeping and ADF deployments, 1947–today. The Sound section continued its support of this program by facilitating the recording of 70 oral history interviews.
- AWM Oral History Program. The section continued its review of the Sound Collection in order to collect recordings that will enhance the scope of the collection: 35 interviews (totalling 50 hours) were recorded.

Research Centre

Official Records

- Nominal roll: reinforcements, 24th Battalion (First World War; AWM255, "Written records, 1914–18 War, Second series")
- Unit war diaries: D Field Troop and Bridging Train, Australian Engineers – September 1917 – December 1918 (First World War, AWM4 "Australian Imperial Force unit war diaries, 1914–18 War", 14/40/1-8)
- Headquarters, Allied Air Forces – South-West Pacific Area – Directorate of Intelligence – Objective folders (Second World War; AWM66 "RAAF miscellaneous records", 29/2/1-66)
- Records of Commander Warwick Seymour Bracegirdle, DSC (two Bars) (Second World War, Korea). AWM346
- Papers of Lieutenant Colonel David Chinn, MBE (Vietnam). AWM348

Private Records

- Letters of Trooper E.H. Jacobsen (South Africa, 2nd NSW Mounted Rifles). PR03861
- Diary of Private G.H. Turvey (First World War, 20th Battalion). PR03874



- Diary of Lance Corporal A. Richards (First World War, 20th Battalion). PR03854
- Diary of Private W.R. Wilkinson (First World War, 47th Battalion). PR03832
- Diaries of Lieutenant W.C. Hogan (Second World War, 2/2nd Battalion). PR03866
- Diary and letters of Pilot Officer R.M. Simpson (Second World War, RAAF, and No. 90 Squadron, RAF). PR03863
- Letters of Captain N.H. Rose (Second World War, 2/5th Australian General Hospital). PR03885
- Letters of Pilot Officer L.H.C. Cowper (Korea, No. 77 Squadron, RAAF). PR03839
- Letters of Lieutenant G.W. Prendergast (Vietnam, 1RAR). PR03877
- Diaries of Staff Sergeant R.J.H. West (Vietnam, 1RAR and 8RAR). PR03856
- Farrar collection, silk and other postcards and greeting cards. Collection of 88 postcards relating to Private John William Farrar, 31st Battalion, AIF. The set includes those sent between John and his wife Rene, brother Private George Farrar, 9th Battalion, AIF, and other family members and friends. Many of the items were displayed in the family home by John's wife and her sister. GR12957
- Threat Weapons playing cards. A set of playing cards made by the Department of Defence, Defence Intelligence Organisation, which contain images of threat weapons. The cards were distributed among ADF personnel in service in Afghanistan and particularly Iraq (2003). The images are in colour and name each weapon. (GR13518)
- Copies of Australian War Memorial Christmas books in original packaging with dustcovers. GR13643; GR13881
- *Gallipoli 1915: through Turkish eyes* by Haluk Oral, translated by Amy Spangler.
- Bible from Iraq, owned by Major K. Tyrrell. GR12686

Published Collections

- Changi Civilian Library Book, *The plays of Bernard Shaw* (V 822.912 S534)
- "Following Jesus : in four journeys", translated by Father Francis Maria Al Farra (found on the battlefield outside Damascus in October 1918 by Private Frederick James Timmins, 5th Australian Light Horse Brigade). 232 F668
- Complete "Love and war" series of postcards by Poppy Garrard in their original envelopes. GR12919

Disposals

Military Heraldry and Technology

- 25-pdr gun parts and components, surplus to requirements following completion of restoration of two guns for the National Collection.

Winners of the 2008 Simpson Prize.



APPENDIX 6

Travelling Exhibitions

Total Travelling Exhibitions visitation: 2,803,243 to 30/06/2008

	From	To
<i>Focus: photography and war, 1945–2006</i>		
1 Gold Coast City Art Gallery, Surfers Paradise, Qld	18/08/2007	30/09/2007
2 Latrobe Regional Gallery, Morwell, Vic.	12/10/2007	11/11/2007
3 Monash Gallery of Art, Wheelers Hill, Melbourne, Vic.	16/11/2007	25/02/2008
4 Central TAFE Gallery, Perth, WA	10/04/2008	06/05/2008
<i>George Lambert: Gallipoli and Palestine landscapes</i>		
5 Ian Potter Museum of Art, Melbourne, Vic.	12/08/2007	28/10/2007
6 Gosford Regional Art Gallery, Gosford, NSW	09/02/2008	30/03/2008
7 Toowoomba Regional Art Gallery, Toowoomba, Qld	12/04/2008	25/05/2008
<i>Sport and war</i>		
8 Hervey Bay Regional Gallery, Hervey Bay, Qld	05/07/2007	05/08/2007
9 Hazelhurst Regional Gallery, Gympie, NSW	01/09/2007	14/10/2007
10 Grafton Regional Gallery, Grafton, NSW	01/11/2007	06/01/2008
11 Queen Victoria Museum and Art Gallery, Launceston, Tas.	01/03/2007	25/05/2008
<i>Gallipoli: a Turkish view</i>		
12 Macquarie University, Sydney, NSW	01/08/2007	29/08/2007
13 Barossa Regional Gallery, Tanunda, SA	28/03/2008	04/05/2008
<i>All together: sport and war</i>		
14 Redcliffe Museum, Redcliffe, Qld	17/08/2007	21/10/2007
15 Castlemaine Historical Society, Castlemaine, Vic.	17/12/2007	17/02/2008
16 Outback Regional Gallery, Winton, Qld	24/04/2008	06/07/2008
<i>Backyard front line: Australia under attack, 1942–1943</i>		
17 Broome Public Library, Broome, WA	10/07/2007	22/07/2007
18 Derby Civic Centre, Derby, WA	27/07/2007	01/08/2007
19 Peter Reid Memorial Hall, Wyndham, WA	07/08/2007	12/08/2007
20 Katherine Town Council Civic Centre, Katherine, NT	18/08/2007	26/08/2007
21 Eskbank House and Museum, Lithgow, NSW	29/02/2007	27/04/2008



Bring in Your Memorabilia days

Hervey Bay Regional Gallery, Hervey Bay, Qld
in association with *Sport and war*

05/08/2007

Grafton Regional Gallery, Grafton, NSW
in association with *Sport and war*

10–11/11/2007

Queen Victoria Museum and Art Gallery, Launceston, Tas.
in association with *Sport and war*

20/04/2008

Eskbank House and Museum, Lithgow, NSW
in association with *Backyard front line*

06/08/2008

TAFE Central Gallery, Perth, WA
in association with *Focus: photography and war*

11/11/2008



APPENDIX 7

Staff Publications, Lectures, and Talks

- Adler, Rhonda "Financial Management", talk, Cultural Management Development Program, Elizabeth McKay Aquatic Centre, Yarralumla, ACT, 17–18 September 2007
- Alcock, Sharon "Conservation of [works for] *George Lambert: Gallipoli and Palestine landscapes*", talk, Gosford Regional Gallery, Gosford, NSW, 4 March 2008
- Anderson, Nola "The Memorial's new *Conflicts 1945 to today* galleries", talk, Royal United Services Institute, Hobart, 15 May 2008
"*George Lambert: Gallipoli and Palestine landscapes* exhibition", talk, the Ian Potter Museum of Art, Melbourne, 16 August 2007
- Bailey, George "The corrosion of a First World War Maxim gun mount after 20 years on display", paper, Australian Institute for the Conservation of Cultural Material (AICCM) National Conference, Brisbane, 17–19 October 2007
"The corrosion of a First World War Maxim gun mount after 20 years on display", paper published in *Contemporary Collections Preprints* from the AICCM National Conference, Brisbane, 17–19 October 2007
- Barker, Robyn; Schmidt, Nicholas; Rutherford, Dianne; and Webster, Laura "Cataloguing objects at the Australian War Memorial", talk, Australian and New Zealand Society of Indexers, Australian War Memorial, 15 August 2007
- Booth, Mal
Lawrence of Arabia and the Light Horse exhibition, after-hours tour and talk, History Summer School teachers, 20 January 2008
Lawrence of Arabia and the Light Horse, illustrated talk, Tuggeranong Probud Club, 19 February 2008
Lawrence of Arabia and the Light Horse, tours, Memory of the World Conference delegates, 20 February 2008
Lawrence of Arabia and the Light Horse, tour, AMP Retired Officers Association, 12 February 2008
Lawrence of Arabia and the Light Horse, illustrated talk, Jerrabomberra Probud Club, 20 February 2008
Lawrence of Arabia and the Light Horse, after-hours tour for Art Libraries Society of Australia and New Zealand (ARLIS), Canberra, 20 February 2008
Lawrence of Arabia and the Light Horse, tour, NLA Web and Reader Services staff, 6 March 2008
ARK Group one-day Master Class on Digitisation, the *Revolutionising Library Management* masterclass series, Sydney, 1–2 April 2008
Lawrence of Arabia and the Light Horse, illustrated talk, Weston Creek Rotary Club, 7 April 2008
Lawrence of Arabia and the Light Horse, illustrated talk, National Seniors, 10 April 2008
Lawrence of Arabia and the Light Horse, curator-led tours on 8, 9, 12 December; 16, 23 and 30 January; 14, 21, 27 February; 5, 12, 19 March; 2, 9, 16, 23, 30 April; 7, 14, 21, 24 May
"Lawrence of Arabia and the Light Horse: the road to Damascus", talk, Australian Society of Archivists, Australian War Memorial, 25 September 2007.
"Star-crossed", *WarTime* 40 (Oct 2007)



- Boyle, Stephanie "Pacific film collections", talk, The Pacific Manuscripts Bureau, Australian National University, 7 February 2008
- Britt, Rebecca "Sport and war", talk, Grafton Regional Gallery, Grafton, NSW, 11 November 2007
- Britt, Rebecca; Smedley, Joanne; Kennedy, Laura "Introduction to the work of curators and conservators", talk, Maclean and District Historical Society, Maclean, NSW, 10 November 2007
- "Introduction to the work of curators and conservators", talk, Clarence River Historical Society, Grafton NSW, 10 November 2007
- Bullard, Steven "A model gift", *Wartime* 41 (Jan 2008)
- "The god of strategy", *Wartime* 39 (Jul 2007)
- Burness, Peter *To Flanders fields, 1917*, Australian War Memorial, 2007
- "Australia's worst experience in war", *Wartime* 39 (Jul 2007)
- "To Flanders fields, 1917", *Capital* 30 (Sep 2007)
- "The Australian Light Horse", essay, exhibition catalogue for *Lawrence of Arabia and the Light Horse* (Dec 2007)
- "The desert campaign", *Wartime* 41 (Jan 2008)
- "Australians on the Western front, 1916–18", talk, ADF Federation Guard, Australian War Memorial, 28 February 2008
- "ANZAC Day at Villers-Bretonneux, 1918", *Wartime* 42 (Apr 2008)
- 1918 Villers-Bretonneux to Hamel*, Department of Veterans' Affairs, April 2008
- "Australians on the Western Front", talk, Canberra North Rotary Club, Yowani Country Club, 5 June 2008
- "The Western Front and the Villers-Bretonneux Memorial", talk, University of the Third Age, Wests Rugby Union Club, Thursday 12 June 2008
- Cartwright, Carol "The Western Front and the Villers-Bretonneux Memorial", talk, University of the Third Age, Wests Rugby Union Club, 12 June 2008
- Chaley, Madeleine "Field interviews in Iraq", paper, National Oral History Conference, Brisbane, 28 September 2007
- Condé, Anne-Marie "John Treloar, official war art, and the Australian War Memorial", *Australian Journal of Politics and History* 53, September 2007
- "War history on scraps of paper: exhibitions of documents at the Australian War Memorial, 1922–1954", *Public History Review* 14, 2007
- "Words for warriors", *Wartime* 40 (Oct 2007)
- "Dioramas as interpretations of history", talk, Australian Government Summer School for Teachers of Australian History, 21–22 January 2008
- "War's wrinkled front': battle dioramas and Australian military memory", paper, The Digger and the Larrikin Live On: ANZAC Weekend at the Imperial War Museum, conference, London, 26–27 April 2008
- "Pursuing Ben", *Wartime* 42 (Apr 2008)
- Condon, Janette "Mud and blood: digitised unit diaries of the first AIF now available online", paper, Australasian Association for European History, University of Sydney, 4 July 2007
- "To the last man and the last shilling: changing attitudes to grief in the First World War", talk, 93rd anniversary of the Women's International League for Peace and Freedom, Legislative Assembly, Canberra, 23 April 2008

Cowan, Sarah	"Curator-led tour of <i>Icon and archive</i> ", talk, Australian War Memorial, 11 June 2008
Cruise, Richard	"The value of volunteers at the Australian War Memorial", talk, Royal Australian Historical Society, ANU, 20 October 2007
East, Neryl	"Dealing with inevitable mergers and restructures", lecture, Achieving Internal Communication Best Practice in the Public Sector, conference, Rydges World Square, Sydney, 27 September 2007 "Branding a cultural icon", paper, Public Relations Institute of Australia National Convention, Sofitel Wentworth, Sydney, 16 October 2007
Ekins, Ashley	"Gallipoli: a Turkish view", talk, official opening of <i>Gallipoli: a Turkish view</i> travelling exhibition, Macquarie University Library, 3 August 2007 "On writing official history", Anniversary Oration, Australian War Memorial Theatre, 9 November 2007 "The Australians at Passchendaele, 1917", paper, Dead Reckoning: Passchendaele 1917 Conference, In Flanders Fields Museum, Ypres, 16 November 2007 "Official history in conflict: writing the soldiers' war", paper, Australian Government Summer School for Teachers of Australian History, Australian National University, Canberra, 22 January 2008 "Ironsides: Centurion tanks in Vietnam", talk, AWM Activities Day, 1 March 2008 "Why did the US lose in Vietnam?", presentation, Strategic Studies course at the Australian Command and Staff College, Weston Creek, ACT, 26 March 2008
Etsel, Mike	"Firepower and protection", seminar, Australian Technical Staff Officers' Course, Australian War Memorial Mitchell Annex, 21 February 2008
Goddard, Chris	Tour, Treloar storage facilities for engineers, 15 April 2008
Gooding, Janda	"George Lambert: the war artist", talk, Australian Decorative and Fine Arts Society (Bowral chapter), Australian War Memorial, 5 July 2007 "George Lambert and the Australian War Memorial", paper presented to Art History and Curatorship staff and postgraduate students, University of Melbourne, 15 August 2007 "Gallipoli and Palestine landscapes", talk, Gosford Regional Art Gallery, Gosford, NSW, 9 February 2008 "George Lambert", talk, Australian War Memorial, 28 July 2007 "George Lambert", talk, Ian Potter Museum of Art, Melbourne, 17 August 2007 "The politics of a panorama: Robert Dale and King George Sound", in <i>Mapping colonial conquest: Australia and Southern Africa</i> , ed. Norman Etherington (Nedlands: University of Western Australia Press, 2007) <i>George Lambert: Gallipoli and Palestine landscapes</i> , official opening address, Gosford Regional Art Gallery, Gosford, NSW, 8 February 2008 "George Lambert and the battlefield landscape", talks, Toowoomba Regional Art Gallery, 10 and 23 April 2008
Gower, Steve	"The Australian War Memorial", talk, Commonwealth Sergeant at Arms Conference, ANZAC Hall, 1 August 2007 "Developments at Australian War Memorial", talk, TPI Congress, Woden, ACT 17 September 2007 "Qantas and defence", talk, Qantas sponsorship function, ANZAC Hall, 18 September 2007



- "The new galleries at the Australian War Memorial", talk, RUSI monthly lunch, Sydney, 25 September 2007
- Opening speech at NS Conference, Australian War Memorial, 26 September 2007
- "The Australian War Memorial's new galleries", talk, RUSI monthly lunch, Adelaide, 5 November 2007
- "Gallipoli, the world wars, and international cricket", talk, One Day International official luncheon, Manuka Oval, ACT, 12 February 2008
- Opening remarks at the Order of Australia Association Multi-faith observance and wreathlaying ceremony, Australian War Memorial, 17 February 2008
- "Heritage Tourism", talk, ACT Tourism Conference, Canberra, 28 February 2008
- "Sport, war, and the 1945 services cricket team", talk, Canberra Club International Congress dinner, Canberra, 18 March 2008
- "New Galleries at the Australian War Memorial and their development", talk, St Andrew's Retirement Home, Canberra, 4 April 2008
- "Commemoration of ANZAC Day", keynote address, RSL ACT congress, Australian War Memorial, 13 June 2008
- "Leadership and management" talk, Loddon Murray Community Leadership Program, Australian War Memorial, 17 June 2008
- "The AIF railway operating companies and the Hunslet steam locomotive", interview, Tim Fischer's railway program, ABC Radio, June 2008
- Gray, Andrew "What's happening at the Australian War Memorial", talk, Belconnen Probus Club, Western District Rugby Union Club, ACT, 14 August 2007
- Heywood, Warwick "Anthony Gross", article, exhibition catalogue for *Modern Britain 1900–1960* (Melbourne: National Gallery of Victoria, 2007)
- "Obscure dimensions of conflict: Lyndell Brown and Charles Green", *Artlink* 28 (Mar 2008)
- Holcombe, Liz "Blogging @ the Australian War Memorial", *The MAG: Museums and Galleries NSW* 2 (Jun 2008)
- Hull, Ros "Mateship and sacrifice", talk, Florey Primary School, 17 April 2008.
- James, Karl "The new Vietnam War gallery at the Australian War Memorial", talk, Hervey Bay Regional Gallery, Hervey Bay, Qld, 5 August 2007
- "'Hell was let loose': making order from confusion. The RAN Beach Commandos at Balikpapan, July 1945", paper, 2007 Naval History Symposium, United States Naval Academy, Annapolis, MD, USA, 20–22 September 2007.
- "Australia's other Asian wars", *Wartime*, 41 (Jan 2008)
- Review of *The Australian Army in World War II* by Mark Johnston, *Wartime* 41 (Jan 2008)
- "Working as a public historian", paper, Post-graduate Workshop Day, University of Wollongong, Wollongong, NSW, 7 March 2008
- James, Karl; Kazuhiro Monden "Return to New Guinea: comparing Australian and Japanese memories of the New Guinea campaign", paper, War and Our World conference, University of Manchester, Manchester, United Kingdom, 19–21 July 2007
- Jones, Emma "Looking forward, looking back: copyright at the Australian War Memorial", paper, Museum Computer Network conference, Chicago, IL, USA, 9 November 2007
- Keaney, David "Lambert paintings, technique and frames", talk, Australian War Memorial, 21 July 2007

Kemister, John	<p>“Conservation of the HMAS <i>Brisbane</i> bridge”, talk, Australian War Memorial, 10, 17 and 24 January 2008</p> <p>“Conservation/engineering”, talk, National Youth Science Forum tour of Treloar Annex, Australian War Memorial, 17 and 23 January 2008.</p>
Kennedy, Laura	<p>“Food in the collection”, talk, Australian Institute for the Conservation of Cultural Material (AICCM) National Conference, Brisbane, 17–19 October 2007</p>
Kertes, Bernard	<p>“DISACT: the Disasters ACT Network”, talk, Arts Agency Collections Working Group, Collection Management and Conservation workshop on Disaster Preparedness and Response Management for Collections, State Library of Victoria, 6 August 2007</p>
Lakin, Shaune	<p>“Focus: photography and war, 1945–2006”, talk, Monash Gallery of Art, 16 January 2007</p> <p>“Pat Brassington: This is not a photograph”, <i>Art Monthly (Australia)</i> 202 (Aug 2007)</p> <p>“Official Australian Army photographers in Vietnam and censorship”, paper, 32nd Congress of the International Committee of the History of Art (Art and War session), University of Melbourne, 17 January 2008</p> <p>“Focus: photography and war”, talk, Central TAFE Gallery, Perth, WA, 11 April 2008</p> <p>“Photojournalism – future challenges”, FotoFreo 2008 seminar, Fremantle, WA, 12–13 April 2008</p> <p>“Managing the Australian War Memorial photographic collection”, lecture, BA (Hons) students, Australian National University, 7 May 2008.</p>
Lewis, Margaret	<p>“Military family history”, talk, Heraldry and Genealogy Society of Canberra, National Archives of Australia, 14 July 2007</p> <p>“Introducing the Australian War Memorial”, talk, Canberra Consultative Forum, National Archives of Australia, ACT, 28 September 2007</p> <p>“The Memorial and Australian history research”, talk, DEST/ANU Summer School for teachers, Australian War Memorial, 21 and 22 January 2008</p>
Lloyd, Ross; Gordon, David; Jepsen, Tim	<p>“Management of OH&S issues” talk and tour, Defence Material Organisation Safety Practitioners Forum, Australian War Memorial's Treloar technology centre, 1 November 2007</p>
Londey, Peter	<p>“Sixty years of keeping the peace”, <i>Wartime</i> 39 (Jul 2007)</p> <p>“Known soldiers: the Roll of Honour at the Australian War Memorial”, paper, When the Soldiers Return conference, University of Queensland, Brisbane, 29 November 2007</p> <p>“Official and unofficial histories of peacekeeping”, lecture, Australian History Summer School, Canberra, 21–22 January 2008</p> <p>“George Gittoes: peacekeeping artist”, talk, Australian History Summer School, AWM, 21–22 January 2008</p>



- Neale, Kerry
 “Fractured faces, fractured lives: facially disfigured soldiers of the Great War, 1914–18”, paper, Australian and New Zealand Society for the History of Medicine conference, Australian National University, 5 July 2007
 “Without the faces of men: the return of facially disfigured Australians soldiers from the Great War”, paper, When the Soldiers Return conference, University of Queensland, 30 November 2007
 “‘Those women with banners’: the Save Our Sons movement during the Vietnam War”, talk, Australian War Memorial, 10 and 24 January 2008
- Nichols, Robert
 “Contested space: the art of editing museum labels”, paper, New Horizons: Australian Society for Technical Communication (NSW) conference, Sydney, NSW, 26–27 October 2007
 “The art of developing exhibitions”, talk, Gungahlin Probus Club, Gungahlin Lakes Golf Club, Gungahlin, ACT, 10 December 2007
- Norberry, Jennie
 “Behind-the-scenes tour”, talk, Australian War Memorial, 1 March 2008
- O’Connell, Garth
 “Aboriginal ANZACs buried at Gallipoli”, talk, Australian War Memorial battlefield tour, Shell Green Cemetery, Gallipoli, Turkey, 23 April 2008
- Pearce, Andrew
 “‘But it doesn’t look real’: the presentation of models and museum exhibits. Who’s leading who?”, talk, ACT Scale Modellers Society, Canberra Labor Club, Canberra City, 12 September 2007
- Pegram, Aaron
 “German offensive tactics”, *Wartime* 42 (Apr 2008)
 “McDougall’s stand at Dernancourt”, *Wartime* 42 (Apr 2008)
- Pfanner, Susan
 “Volunteering at the Australian War Memorial”, talk, St Ninian’s Women’s Group, St Ninian’s church hall, Lyneham, ACT, 1 May 2008
- Pollard, Mary
 Behind-the-scenes tour and talk for on records held in the Research Centre, Twilight Program, talk, Australian War Memorial, 17 January 2008
 “Researching family history”, talk, Research Centre, Australian War Memorial, 3 October 2007
 “Resources for family historians on the Memorial website”, talk, Australian War Memorial, 3 October 2007
- Reeve, Barbara; Fitzgerald, Dave;
 Kennedy, Laura
 “Environmental parameters for long-term collection preservation at the Australian War Memorial”, talk, Australian Institute for the Conservation of Cultural Material (AICCM) National Conference, Brisbane, 17–19 October 2007
- Richter, Jeremy
 Interview, *The silence* (documentary), 2 October 2007
 “Research at the Australian War Memorial”, talk to the Federation Guard, 2 October 2007
 “Researching family history”, talk, Research Centre, Australian War Memorial, 10 October 2007
 “Using the Research Centre collections”, talk to ADFA Cadets, Adams Hall, Duntroon, 29 January 2008
- Roberts, Pen
 “The Research Centre’s published collections”, talk, Charles Sturt University students, Australian War Memorial, 17 April 2008
- Roberts, Tim,
 “Australian War Memorial Research Centre”, *Archives and manuscripts: the journal of the Australian Society of Archivists* (May 2007)

Rutherford, Dianne	"Gallipoli's graves", <i>The Globe</i> 59, (2007)
Sabine, Patricia	"Focus: photography and war 1945–2006", talk, Latrobe Regional Art Gallery, Morwell, Vic., 30 October 2007
Smedley, Joanne	"My name is ANZAC" and "Photographs for the online Roll of Honour", talks, Maclean District Historical Society and Clarence River Historical Society, Grafton, 10 November 2008 "My name is ANZAC" and "Photographs for the online Roll of Honour", talks, Grafton Regional Gallery, 11 November 2008
Spittel, Christina	"Remembering the war: Australian novelists in the interwar years", <i>Australian Literary Studies</i> 23 (2007) "What are you suddenly so interested in ancient history for? The First World War in recent Australian novels", paper, Association for the Study of Australian Literature annual conference, University of Queensland, 4 July 2007 "Oh, mother! We must be brave!": grief and mourning in Australian novels about the Great War", paper, When the Soldiers Return conference, University of Queensland, 29 November 2007 "The war of the words: an Australian soldier helped Erich Maria Remarque to world fame", <i>Wartime</i> 42 (Apr 2008) "He gave his life that others may live: <i>Der Mann, der Esel und der Erste Weltkrieg im australischen Kinder- und Jugendbuch der Gegenwart</i> ", chapter, <i>Der Erste Weltkrieg in der populären Erinnerungskultur</i> (Essen: Klartext Verlag, 2008)
Steel, Nigel	"The Sinai and Palestine gallery", tour, Australian War Memorial, 27 October 2007 "ANZAC Day? The British landing on 25 April 1915", seminar paper, History Department, University of Adelaide, 16 April 2008 "Different perspectives: the Australian War Memorial, Imperial War Museum, and questions of national identity", talk, Their Past Your Future program, Australian War Memorial, 23 April 2008. "Learning about the First World War, 1914–1918", talk, Red Hill Primary School, Canberra, 29 April 2008
Stewart, Libby	"One 'Nasho's war", <i>Wartime</i> 41 (Jan 2008) "It's all about the people: creating the new Vietnam gallery", talk, Australian War Memorial, 1 March 2008 "The Vietnam Gallery", paper, NSW History Teachers' Association professional development day, Sydney University, 24 May 2008
Stockman, Dennis and Siers, Robyn	"What's happening at the Australian War Memorial", talk, National Senior Association, Western Creek Labour Club, Weston, 30 April 2008.
Tamura, Keiko	"Shooting the invisible enemy: the Japanese in Damien Parer's newsreels", paper, Film and History in the Pacific workshop, Australian National University, 7 February 2008 "Australian and Japanese experiences and perceptions on the Pacific War", talk, Their Past, Your Future program, Australian War Memorial, 23 April 2008 "Historical changes in public displays of the Japanese Midget Submarine in Australia", paper, Military History Society of Japan, Yamato Museum, Kure, Japan, 1 June 2008



Tibbitts, Craig	"To Flanders fields", tour, Australian War Memorial, 3 and 10 October 2007
van Dyk, Robyn	"Researching and using primary sources in the Australian War Memorial's collections", talk, ANU students, Australian War Memorial, 21 August 2007
	"Christmas special", <i>Collectors</i> , ABC television, 12 October 2007
	"Horsemen of the air", <i>Wartime 40</i> (Oct 2007)
	"Creating a legend", <i>Wartime 40</i> (Oct 2007)
	"Post cards and food labels", <i>Collectors</i> , ABC television, 23 December 2007
	"Curator tour: Lawrence of Arabia and the Light Horse", talk, Australian War Memorial, 10, 17 and 21 January 2008
	"From the archive to exhibition", talk, DEST/ANU History Summer School for Teachers, 21 January 2008
	"Cotton bols to carrots", talk, Women's History Month, Australian War Memorial, 16 March 2008
	"Tribute to HMAS <i>Sydney</i> ", talk, Australian War Memorial, 23 March 2008
	<i>Lawrence of Arabia and the Light Horse</i> exhibition, tour, Australian War Memorial, 26 March 2008
	"Hugo Throssell VC and the battle at Hill 60", talk to Battlefield Tour Group, Gallipoli, 20 April 2008
	"Australian Women's Land Army", talk to the Yass Historical Society, Australian War Memorial, 22 May 2008
Webster, Laura	"Fashion out of the box", talk, National Gallery of Australia, 19 August 2007
	"Australian War Memorial: Arthur Streeton's <i>Middle Harbour dressing station and Cathedral interior</i> ", <i>World of Antiques and Art</i> 73, (Aug 2007)
Winter, Christine	"A history of women and police peacekeeping", paper, Fifth Australasian Women and Policing Conference, "Women Leading Change", Melbourne 27 August 2007
Withnell, Helen	"Managing in a cultural institution", talk, Advanced Workplace Skills Program, Elizabeth McKay Aquatic Centre, Yarralumla, ACT, 13 August 2007
	Speech at opening of <i>Sport and war</i> , Hazlehurst Regional Gallery, Gymea, NSW, 31 August 2007
	Lecture to ANU Museum Management graduate program, ANU, 24 September 2007

APPENDIX 8

Staffing Overview as at 30 June 2008

The staff of the Memorial are appointed or employed under the *Public Service Act 1999*.

	Ongoing				Non-ongoing						TOTAL
	Full time		Part time		Full time		Part time		Casual		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
APS Level 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
APS Level 2	18.0	13.0	0.0	0.0	2.0	5.0	0.6	0.0	0.0	0.0	38.6
APS Level 3	13.0	11.0	0.0	0.6	3.0	5.0	0.5	0.2	0.3	0.2	33.9
APS Level 4	15.0	12.0	0.0	1.6	0.0	5.0	0.0	0.0	0.0	0.0	33.6
APS Level 5	8.0	10.0	0.0	0.0	1.0	0.0	0.0	0.8	0.0	0.0	19.8
APS Level 6	17.0	19.0	0.0	2.2	5.0	1.0	0.0	0.4	0.0	0.0	44.6
AWM BBB	1.0	2.0	0.0	0.0	0.0	0.8	0.0	0.0	0.0	0.0	3.8
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	8.0	12.0	0.0	0.8	5.0	7.0	0.0	1.6	0.0	0.0	34.5
AWM BB 4	2.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	3.0
EL 1	17.0	17.0	0.0	0.8	2.0	1.0	0.8	0.0	0.0	0.0	38.6
EL 2	7.0	8.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	16.0
SES	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
Stat Off Holder	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
<i>Sub-totals</i>	<i>111.0</i>	<i>107.0</i>	<i>0.0</i>	<i>7.0</i>	<i>19.0</i>	<i>24.8</i>	<i>1.9</i>	<i>3.1</i>	<i>0.3</i>	<i>0.2</i>	
TOTAL	218.0		7.0		43.8		5.0		0.5		274.3

Total Ongoing	225.0
Total Non-ongoing	48.8
Total Casual	0.5
Total Females	142.1
Total Males	132.2

Performance-Based Pay

All staff under the Teamwork (Collective) Agreement were eligible for the productivity bonus of up to 2 per cent for successful participation in the 2006–07 Business Management and Performance Feedback Scheme. The total payment to staff was \$306,038.10.

The Memorial's seventh cycle of performance-based pay for Senior Executive Service Officers covered the period 1 July 2006 to 30 June 2007. Four officers received a combined total of \$84,127.60.

People Development and Training Report

A total of 964 person days were spent in formal training during 2007–08 and 292 staff (151 females and 141 males) participated in eligible training activities during the year.

The People Development formal expenditure rate* for the Australian War Memorial for 2007–08 was 3.31 per cent. Total People Development expenditure was \$597,065.93

Salary for participants	\$182,472.99
People Development staff salary	\$73,836.00
People Development administration (course costs, etc.)	\$272,875.90
Studybank costs (reimbursement of fees/expenses and salary)	\$67,881.04
TOTAL	\$597,065.93

* Expressed as a percentage of the annual 2007–08 salary expenditure of \$18,025,728.36, which comprised 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
Royal Museum of Fine Arts, Belgium	Painting	<i>Masques d'artillerie, 1917</i> [Artillery masks, 1917]	Exhibition (in-house)	16/07/2007	16/12/2007	2
	Painting	<i>L'incendie des Halles d'Ypres, 1914</i> [Fire in the halls of Ypres, 1914]	Exhibition (in-house)	16/07/2007	16/12/2007	
Royal Army Museum, Brussels	Painting	<i>Ecluse du canal de Furnes a Nieuport, 1917</i> [Sluice of the Canal Veurne, Nieuwpoort 1917]	Exhibition (in-house)	23/07/2007	31/12/2007	5
	Painting	<i>In den Gouden Leeuw, Nieuwport, 1916</i> [In the Golden Lion, Nieuwpoort, 1916]	Exhibition (in-house)	23/07/2007	31/12/2007	
	Drawing	<i>Nieuport, va-et-vient sur l'Yser, 1917</i> [Nieuwpoort, back and forth on the Yser, 1917]	Exhibition (in-house)	23/07/2007	31/12/2007	
	Painting	<i>Le poste de garde, Paul-Auguste De Bruyn, 1917</i> [The post guard, portrait of Paul Auguste De Bruyn, 1917]	Exhibition (in-house)	23/07/2007	31/12/2007	
	Drawing	<i>Ypres, Rue de Lille, 1919</i> [Lille Street, Ypres, 1919]	Exhibition (in-house)	23/07/2007	31/12/2007	
Australian Secret Intelligence Service	Communications equipment	Manual tape coder	Exhibition (in-house)	24/07/2007	31/12/2007	8
	Communications equipment	"Bug" - plastic case crystal with transformer	Exhibition (in-house)	24/07/2007	31/12/2007	
	Optical equipment	Tessina customised mount with camera attached	Exhibition (in-house)	24/07/2007	31/12/2007	
	Optical equipment	2 Tessina cameras in a book	Exhibition (in-house)	24/07/2007	31/12/2007	
	Optical equipment	Mikroma camera	Exhibition (in-house)	24/07/2007	31/12/2007	
	Optical equipment	Cigarette lighter camera	Exhibition (in-house)	24/07/2007	31/12/2007	
	Optical equipment	Box of Minori film	Exhibition (in-house)	24/07/2007	31/12/2007	
	Optical equipment	Minox VEF camera	Exhibition (in-house)	24/07/2007	31/12/2007	

Birks, David F	Award	Victoria Cross: Lieutenant F. Birks, 6th Battalion, AIF	Exhibition (in-house)	8/08/2007	7/08/2017	6
	Medal	1914–15 Star: Private F. Birks, 2nd Field Ambulance, AIF	Exhibition (in-house)	8/08/2007	7/08/2017	
	Medal	Victory Medal: Lieutenant F. Birks, 6th Battalion, AIF	Exhibition (in-house)	8/08/2007	7/08/2017	
	Medal	British War Medal 1914–20: Lieutenant F. Birks, 6th Battalion, AIF	Exhibition (in-house)	8/08/2007	7/08/2017	
	Award	Military Medal: Lance Corporal F. Birks, 2nd Field Ambulance, AIF	Exhibition (in-house)	8/08/2007	7/08/2017	
	Firearm	Belgian pocket revolver and holster: Second Lieutenant F. Birks, VC, 6th Battalion, AIF	Exhibition (in-house)	8/08/2007	7/08/2017	
Royal Society for Asian Affairs	Map	Sketch map made by Lawrence	Exhibition (in-house)	1/11/2007	31/07/2008	2
	Medal	Lawrence of Arabia memorial medal	Exhibition (in-house)	1/11/2007	31/07/2008	
Tate	Painting	<i>Colonel T.E. Lawrence, 1919</i>	Exhibition (in-house)	1/11/2007	31/07/2008	1
All Souls College	Letters	Letter from Feisal to Lawrence, from Wejh	Exhibition (in-house)	1/11/2007	31/07/2008	12
	Heraldry	<i>Zebun</i> (outer robe) worn by T.E. Lawrence	Exhibition (in-house)	1/11/2007	31/07/2008	
	Sculpture	Hittite horse and rider	Exhibition (in-house)	1/11/2007	31/07/2008	
	Personal equipment	Spoon	Exhibition (in-house)	1/11/2007	31/07/2008	
	Personal equipment	Bowl	Exhibition (in-house)	1/11/2007	31/07/2008	
	Personal equipment	Silver plate	Exhibition (in-house)	1/11/2007	31/07/2008	
	Personal equipment	Belt for dagger and scabbard	Exhibition (in-house)	1/11/2007	31/07/2008	
	Edged weapon or club	Gold dagger and scabbard	Exhibition (in-house)	1/11/2007	31/07/2008	
	Heraldry	Box for head cloth and <i>agal</i>	Exhibition (in-house)	1/11/2007	31/07/2008	
	Uniform	<i>Thob</i> (inner robe) worn by T.E. Lawrence	Exhibition (in-house)	1/11/2007	31/07/2008	
	Headdress	Head cloth	Exhibition (in-house)	1/11/2007	31/07/2008	
	Personal equipment	Leather sandals	Exhibition (in-house)	1/11/2007	31/07/2008	
Headdress	<i>Agal</i>	Exhibition (in-house)	1/11/2007	31/07/2008		



Liddell Hart Centre for Military Archives, King's College	Papers	Notes made by Basil Liddell Hart on David Lean's <i>Lawrence of Arabia</i> , 1962	Exhibition (in-house)	1/11/2007	31/07/2008	1
National Archives, United Kingdom	Book	Note from Lawrence to Winston Churchill after a meeting with Feisal	Exhibition (in-house)	1/11/2007	31/07/2008	6
	Papers	Cablegram sent from Basra by Lawrence on 9 April 1916 to his senior officer, Colonel Gilbert Clayton, Director of Military Intelligence in Cairo	Exhibition (in-house)	1/11/2007	31/07/2008	
	Map	Map showing a post-war division of territory among the Arabs and Europeans	Exhibition (in-house)	1/11/2007	31/07/2008	
	Papers	Lawrence's account of an attack on the railway near Mudawara	Exhibition (in-house)	1/11/2007	31/07/2008	
	Book	Pages from <i>Twenty-seven Articles</i>	Exhibition (in-house)	1/11/2007	31/07/2008	
	Book	Telegram from Churchill to Lawrence, 1921	Exhibition (in-house)	1/11/2007	31/07/2008	
Museum of Costume, Bath	Uniform	Outer robe worn by T.E. Lawrence, c. 1917	Exhibition (in-house)	1/11/2007	31/07/2008	2
	Uniform	Inner robe and belt worn by T.E. Lawrence, ca. 1917	Exhibition (in-house)	1/11/2007	31/07/2008	
Imperial War Museum	Heraldry	Gilt bronze wreath laid on Saladin's tomb in Damascus	Exhibition (in-house)	1/11/2007	31/07/2008	20
	Firearm	Bedouin carbine from Palestine	Exhibition (in-house)	1/11/2007	31/07/2008	
	Personal equipment	Field Marshall Allenby's baton	Exhibition (in-house)	1/11/2007	31/07/2008	
	Sculpture	Bronze bust of Colonel T.E. Lawrence CB, DSO	Exhibition (in-house)	1/11/2007	31/07/2008	
	Painting	Lieutenant General Harry Chauvel, 1918	Exhibition (in-house)	1/11/2007	31/07/2008	
	Painting	Lieutenant Colonel T.E. Lawrence, CB, DSO, 1918	Exhibition (in-house)	1/11/2007	31/07/2008	
	Drawing	Emir Sherif Feisal, 1918	Exhibition (in-house)	1/11/2007	31/07/2008	
	Cigarette/trade card	Mitchell's cigarette card, 1936, showing Lawrence. From the Valerie Freeman Collection.	Exhibition (in-house)	1/11/2007	31/07/2008	
	Printed Record	Colour poster for David Lean's film <i>Lawrence of Arabia</i> . Folded, silhouette. From Valerie Freeman Collection	Exhibition (in-house)	1/11/2007	31/07/2008	

	Printed Record	Colour poster for David Lean's film <i>Lawrence of Arabia</i> . Folded, silhouette. From Valerie Freeman Collection	Exhibition (in-house)	1/11/2007	31/07/2008	
	Printed Record	<i>Photoplay</i> magazine, July 1962, to show article "What do you know about this man?". From Valerie Freeman Collection	Exhibition (in-house)	1/11/2007	31/07/2008	
	Printed Record	Maurice Jarre sheet of music for David Lean film's, <i>Lawrence of Arabia</i> . From Valerie Freeman Collection	Exhibition (in-house)	1/11/2007	31/07/2008	
	Printed Record	Envelope for letter written by Lawrence to his mother from Syria, 1913. From the Valerie Freeman Collection	Exhibition (in-house)	1/11/2007	31/07/2008	
	Printed Record	Hejaz postage stamps. From the Valerie Freeman Collection	Exhibition (in-house)	1/11/2007	31/07/2008	
	Certificate	IWM exhibit certificate relating to the wreath from Saladin's tomb. Signed by T.E. Lawrence and with his handwritten notes on the back.	Exhibition (in-house)	1/11/2007	31/07/2008	
	Edged Weapon or Club	<i>Jambiya</i> Arabian dagger	Exhibition (in-house)	1/11/2007	31/07/2008	
	Firearm	Bedouin muzzle-loading rifle	Exhibition (in-house)	1/11/2007	31/07/2008	
	Technology	Hannukah lamp used by Jews in Jerusalem	Exhibition (in-house)	1/11/2007	31/07/2008	
	Headdress	Headdress of an officer in the Hejaz regular army	Exhibition (in-house)	1/11/2007	31/07/2008	
	Uniform	Tunic of an officer in the Hejaz regular army	Exhibition (in-house)	1/11/2007	31/07/2008	
The Royal Collection Trust	Firearm	British .303-inch Lee Enfield rifle	Exhibition (in-house)	1/11/2007	31/07/2008	2
	Letters	Note on the rifle given to King George V by Colonel T.E. Lawrence.	Exhibition (in-house)	1/11/2007	31/07/2008	
Booth, Mal	Album	<i>Sgt Pepper's Lonely Hearts Club Band</i> album cover	Exhibition (in-house)	1/11/2007	31/07/2008	1
National Film and Sound Archive	Poster	<i>Forty thousand horsemen</i> . lobby card: rows of horsemen on beach	Exhibition (in-house)	23/11/2007	8/06/2008	3
	Poster	<i>Forty thousand horsemen</i> . lobby card: playing two-up	Exhibition (in-house)	23/11/2007	8/06/2008	



	Poster	<i>Forty thousand horsemen:</i> lobby card: 4 horsemen seated	Exhibition (in-house)	23/11/2007	8/06/2008	
Royal Australian Air Force (RAAF) Museum, Point Cook	Heraldry	Vest, life preserver, pneumatic type B-5: USAF	Exhibition (in-house)	2/12/2007	1/12/2017	
	Heraldry	Flying overalls: British, Korean War, blue/grey one piece flying suit	Exhibition (in-house)	2/12/2007	1/12/2017	
	Uniform	Boots: US Army, Korean War	Exhibition (in-house)	2/12/2007	1/12/2017	
Fransen, Nicole	Aircraft	Box of fabric from Albatros aircraft	Exhibition (in-house)	3/12/2007	31/05/2008	1
Hughes, Martin	Photograph	Large original photograph of T.E. Lawrence	Exhibition (in-house)	7/12/2007	1/05/2008	2
	Frame	Frame for original photograph of T.E. Lawrence	Exhibition (in-house)	7/12/2007	1/05/2008	
Oakley, Gary William	Firearm	Replica drill M16	Exhibition (in-house)	21/12/2007	28/02/2008	1
Butterfield, Mark	Album - Photograph	Book one: photograph album relating to Sergeant Frederick Henry James Butterfield	Exhibition (in-house)	4/03/2008	28/10/2008	4
	Optical equipment	Original folding camera associated with Sergeant Frederick Henry James Butterfield	Exhibition (in-house)	4/03/2008	28/10/2008	
	Album - Photograph	Book two: photograph album relating to Sergeant Frederick Henry James Butterfield	Exhibition (in-house)	4/03/2008	28/10/2008	
	Album - Photograph	Book three: photograph album of Sergeant Frederick Henry James Butterfield	Exhibition (in-house)	4/03/2008	28/10/2008	
Tamworth Historical Society	Black-and-white glass lantern slide	Private Charles Norman Callcott	Exhibition (in-house)	15/04/2008	24/10/2008	6
	Black-and-white glass lantern slide	Cressy brothers with family	Exhibition (in-house)	15/04/2008	24/10/2008	
	Black-and-white glass lantern slide	Private George Victor Brooks	Exhibition (in-house)	15/04/2008	24/10/2008	
	Black-and-white glass lantern slide	Private John Hinkelbein	Exhibition (in-house)	15/04/2008	24/10/2008	
	Black-and-white glass lantern slide	William George Jacob	Exhibition (in-house)	15/04/2008	24/10/2008	

	Black-and-white glass lantern slide	Garnet David Victor Jones	Exhibition (in-house)	15/04/2008	24/10/2008	
Fysh, J. H.	Painting	<i>Portrait of W.H. Fysh AFC</i>	Exhibition (in-house)	1/05/2008	30/04/2009	1
State Library of New South Wales	Print	<i>The battle-scarred barracks, Ypres. Australian Infantry awaiting order to take over the line</i>	Exhibition (state)	26/05/2008	24/10/2008	4
	Print	<i>Australian Light Horse machine-gunners in action amongst the Judaeen hills.</i>	Exhibition (state)	26/05/2008	24/10/2008	
	Print	<i>The shell-shattered areas of Chateau Wood</i>	Exhibition (state)	26/05/2008	24/10/2008	
	Print	<i>Death the Reaper: attention is directed to the remarkable wraith-like form of the shell burst, and to the outline of a white skull surmounting it.</i>	Exhibition (state)	26/05/2008	24/10/2008	
National Gallery of Australia	Photograph	<i>Munitions manufacture, Maribyrnong, Victoria, 1939–40</i>	Exhibition (in-house)	6/06/2008	12/10/2008	4
	Photograph	<i>Aircraft engine manufacture, 1939–40</i>	Exhibition (in-house)	6/06/2008	12/10/2008	
	Photograph	<i>Optical munitions worker, 1939–40</i>	Exhibition (in-house)	6/06/2008	12/10/2008	
	Photograph	<i>Training, 1939–40</i>	Exhibition (in-house)	6/06/2008	12/10/2008	
TOTAL						94



Outward Loans

BORROWER	OBJECT NAME	TITLE	PURPOSE	LOAN START	LOAN END	ITEM COUNT
Hawkesbury Regional Gallery	Drawing	<i>ANZAC bathing scene</i>	Exhibition (regional)	23/07/2007	19/10/2007	1
Hobbs, Sean	Heraldry	Identity card in holder: S. Hobbs, Australian War Memorial official photographer	Recall – personal use	3/09/2007	17/09/2007	1
Army Museum of South Australia	Award	Distinguished Service Order: Lieutenant Colonel T.J. Daly, 9th Light Horse Regiment, AIF	Exhibition (military institution)	24/09/2007	17/12/2007	6
	Medal	Victory Medal: Lieutenant Colonel T.J. Daly, 9th Light Horse Regiment, AIF	Exhibition (military institution)	24/09/2007	17/02/2007	
	Medal	Colonial Auxiliary Forces officer's decoration: Lieutenant Colonel T.J. Daly	Exhibition (military institution)	24/09/2007	17/04/2006	
	Medal	British War Medal 1914–20: Lieutenant Colonel T.J. Daly, 9th Light Horse Regiment, AIF	Exhibition (military institution)	24/09/2007	17/06/2005	
	Medal	1914–15 Star: Major T.J. Daly, 9th Light Horse Regiment, AIF	Exhibition (military institution)	24/09/2007	17/08/2004	
	Medal	Colonial Auxiliary Forces Long Service Medal: Lieutenant Colonel T.J. Daly	Exhibition (military institution)	24/09/2007	17/10/2003	
Historic Houses Trust of NSW	Edged weapon or club	British pattern 1827 rifle regiment presentation sword and scabbard: Sergeant Major T Baynes, New South Wales Volunteer Rifles	Exhibition (cultural)	8/10/2007	31/10/2009	1
National Gallery of Victoria	Painting	<i>Bomber crew</i>	Exhibition (cultural)	15/10/2007	24/03/2008	4
	Drawing	<i>Appearance of a long-nosed Blenheim</i>	Exhibition (cultural)	15/10/2007	24/03/2008	
	Painting	<i>Flight from reason</i>	Exhibition (cultural)	15/10/2007	24/03/2008	
	Drawing	<i>Remains of a flying bomb</i>	Exhibition (cultural)	15/10/2007	24/03/2008	
Army Museum Bandiana	Vehicle	T34/85 Medium Tank: USSR	Exhibition (military institution)	3/12/2007	30/11/2017	1
Old Parliament House	Sculpture	<i>Billy Hughes</i>	Exhibition (government)	4/02/2008	1/03/2009	11
	Leaflet	"The Anti's Creed"	Exhibition (government)	4/02/2008	1/03/2009	

	Greeting card	"Greetings, 1918–1919, London" [Greeting Card to Soldiers & Sailors by W.M. Hughes]	Exhibition (government)	4/02/2008	1/03/2009	
	Letters	Letter from Prime Minister Billy Hughes to Senator George Pearce, dated 3/12/17	Exhibition (government)	4/02/2008	1/03/2009	
	Leaflet	"The Blood Vote"	Exhibition (government)	4/02/2008	1/03/2009	
	Leaflet	"Australian Labor Party"	Exhibition (government)	4/02/2008	1/03/2009	
	Leaflet	Front – "The Death Ballot"; reverse – "The Mothers"	Exhibition (government)	4/02/2008	1/03/2009	
	Leaflet	Front – "By voting 'yes' Australia will rub out this blot"; reverse – "Women will you play your part? Vote 'yes' on 20th December"	Exhibition (government)	4/02/2008	1/03/2009	
	Leaflet	"A mother's lament"	Exhibition (government)	4/02/2008	1/03/2009	
	Leaflet	"Australian nationalists. Vote yes"	Exhibition (government)	4/02/2008	1/03/2009	
	Poster	Digger brand. "Don't argue"	Exhibition (government)	4/02/2008	1/03/2009	
Minister for Defence, Science and Personnel	Painting	<i>Australian artillery in action, Peronne</i>	Exhibition (government)	7/03/2008	6/03/2009	3
	Print	<i>Copy of Jarlujangka Wangki</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>Copy of Captain Reg Saunders</i>	Exhibition (government)	7/03/2008	6/03/2009	
Minister for Veterans' Affairs – Parliament House	Painting	<i>Inside the hangar</i>	Exhibition (government)	7/03/2008	6/03/2009	8
	Painting	<i>Milk for the mess</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>Disembarking from Chinook helicopter</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>The RBS-70 afternoon watch, HMAS Kanimbla</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>Night patrol: head of Gallipoli soldier</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>Head of a Gallipoli soldier</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>Study for Rural destruction</i>	Exhibition (government)	7/03/2008	6/03/2009	
	Painting	<i>Crouching soldier, 108 Field Battery, 4th Field Regiment</i>	Exhibition (government)	7/03/2008	6/03/2009	



Australian Institute of Aboriginal and Torres Strait Islander Studies	Medal	Pacific Star: Lieutenant R.W. Saunders, 2/7th Battalion, AIF	Exhibition (cultural)	15/04/2008	23/05/2008	14
	Medal	Africa Star: Lieutenant R.W. Saunders, 2/7th Battalion, AIF	Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	1939–45 Star: Lieutenant R.W. Saunders, 2/7th Battalion, AIF	Exhibition (cultural)	15/04/2008	23/05/2008	
	Award	MBE (Civil): Captain R.W. Saunders	Exhibition (cultural)	15/04/2008	23/05/2008	
	Photograph	Blackman, Charles T. (Lance Corporal)	Exhibition (cultural)	15/04/2008	23/05/2008	
	Photograph	Blackman, Charles T. (Lance Corporal)	Exhibition (cultural)	15/04/2008	23/05/2008	
	Flag		Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	Dutch War Commemorative Cross 1940–1945: Warrant Officer L.V. Waters, 78 Squadron RAAF	Exhibition (cultural)	15/04/2008	23/05/2008	
	Heraldry	Engraved cigarette case: Sergeant R.W. Saunders 2/7th Battalion AIF	Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	United Nations Service Medal for Korea: Captain R.W. Saunders, 3rd Battalion, Royal Australian Regiment	Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	Korea Medal: Captain R.W. Saunders, 3rd Battalion, Royal Australian Regiment	Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	Australia Service Medal: Lieutenant R.W. Saunders, 2/7th Battalion, AIF	Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	British War Medal 1939–45: Lieutenant R.W. Saunders, 2/7th Battalion, AIF	Exhibition (cultural)	15/04/2008	23/05/2008	
	Medal	Defence Medal: Lieutenant R.W. Saunders, 2/7th Battalion, AIF	Exhibition (cultural)	15/04/2008	23/05/2008	
United States Pentagon	Sculpture	Replica of <i>On Guard</i>	Exhibition (government)	25/04/2008	24/04/2010	2
	Flag	Flag, RAN: Gulf War, 1991: White Ensign from HMAS <i>Sydney</i> . autographed	Exhibition (government)	25/04/2008	24/04/2010	
Historic Houses Trust of NSW	Drawing	<i>Catalina flying boat, Rose Bay</i>	Exhibition (state)	28/04/2008	22/09/2008	7

	Drawing	<i>Landing wheels for Sunderlands</i>	Exhibition (state)	28/04/2008	22/09/2008	
	Drawing	<i>Flying boat base</i>	Exhibition (state)	28/04/2008	22/09/2008	
	Drawing	<i>Sunderland under repair</i>	Exhibition (state)	28/04/2008	22/09/2008	
	Poster	"A new air map from the Australian viewpoint"	Exhibition (state)	28/04/2008	22/09/2008	
	Poster	"The skyways are today's highways"	Exhibition (state)	28/04/2008	22/09/2008	
	Poster	"Regular flying-boat services between Australia and England"	Exhibition (state)	28/04/2008	22/09/2008	
Australian National Maritime Museum	Drawing	<i>Souvenir hunters</i>	Exhibition (state)	2/06/2008	30/06/2009	11
	Heraldry	Turkish prisoner of war beadwork snake	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Turkish prisoner of war beadwork snake: Corporal E.H. Goulding, 14th Light Horse Regiment, AIF	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Souvenir Sphinx paperweight: Sergeant D. Roberts, 17th Battalion, AIF	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Butterfly belt with duralium buckle: Sapper L. McLennan, 2/2nd Forestry Unit	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Souvenir crocodile pencil holder and letter opener: Miss F. Oppatt	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Printed cloth souvenir of Egypt "From Hughie to Mother"	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Decorative teaspoon from Egypt presented to Mrs Winifred Cazneau by William Fell, AIF	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Calico postage bag for teaspoon: Mrs Winifred Cazneau	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Trench art dressing table box: Craftsman M.L. Bradley, 13th Australian Advanced Workshop, Australian Electrical and Mechanical Engineers	Exhibition (state)	2/06/2008	30/06/2009	
	Heraldry	Hand-carved hair comb: Sergeant A.P. Colman, M Special Unit, AIF	Exhibition (state)	2/06/2008	30/06/2009	
TOTAL						72

APPENDIX 10

Scholarship, Fellowship, and Grant Holders

Summer Vacation Scholarship Scheme, 2008

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 another suitable facility. The total cost for the three scholars in 2007–08 was \$16,227.

Projects undertaken were:

Elsbeth Grant, University of Adelaide

Research for the Memorial's *A is for animals* exhibition

Rachel Imms, Australian National University

"'Operation Darwin Assist': the national response to Cyclone Tracy"

Meleah Ward, University of Adelaide

"Australians and Americans on the Somme, 1918"



An image of Private John Yansen, 45th Battalion, on the Roll of Honour in the Commemorative Area.

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*

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State Government of New South Wales	Mr Richard Pratt AC
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Australia Remembers – Australian Capital Territory Committee



Visitors to the Lawrence of Arabia and the Light Horse exhibition.

APPENDIX 12

Alliances, Partnerships, and Cooperation

The Memorial has over a period of years developed alliances and partnerships that are of mutual benefit. In 2007–08 these included:

<i>All Souls College (UK)</i>	<ul style="list-style-type: none">• Loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>Army History Unit</i>	<ul style="list-style-type: none">• Cooperation on the Collection Coordination Group.• Provision of conservation and training for Army museum curators by Memorial staff• Regular cooperation with continuing transfer of archival records and acquisitions for the National Collection• Cooperation, including membership by the Head, Military History Section, on the Army History Committee
<i>Australian Bureau of Statistics</i>	<ul style="list-style-type: none">• 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
<i>Australian Capital Territory Heritage Council</i>	<ul style="list-style-type: none">• Membership on the ACT Heritage Council by Senior Conservator, Large Technology Objects
<i>Australian Capital Tourism</i>	<ul style="list-style-type: none">• 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• Membership of Grants Advisory Committee
<i>Australian Defence Force</i>	<ul style="list-style-type: none">• Cooperation with Australia's Federation Guard to assist with special closing ceremonies once a month as well as various other ceremonies throughout the year• Cooperation with Royal Military College Band, Duntroon, 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• Staging of Beat Retreat at the Memorial in 2007
<i>Australian Defence Force Academy</i>	<ul style="list-style-type: none">• 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• Assistance to Australian Technical Staff Officer course (ATSOC) with practical projects and site visits
<i>Australian Embassy, Washington</i>	<ul style="list-style-type: none">• Provided small photographic exhibitions for ANZAC Day 2007 and 2008
<i>Australian Federal Police</i>	<ul style="list-style-type: none">• Cooperation, especially with security and traffic management during major events and security advice for buildings and collection facilities• Assistance in coordination of United Nations Day• Cooperation with research for Official History of Peacekeeping, Humanitarian and Post–Cold War Operations

<i>Australian National University</i>	<ul style="list-style-type: none"> • Australian Research Council linkage project for the Official History of Peacekeeping, Humanitarian 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 for 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
<i>Australian Quarantine Inspection Service</i>	<ul style="list-style-type: none"> • Advice and facilitation of inspection for incoming loans from Britain for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>Australian Research Council</i>	<ul style="list-style-type: none"> • Linkage project on the use of femtosecond 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 • Linkage project for joint Gallipoli research project to translate documents in the Turkish military archives with Macquarie University • Linkage project for the Official History of Peacekeeping, Humanitarian and Post–Cold War Operations with the Australian National University • Linkage project for the war crimes trials project (“Law reports series on Australia’s post–Second World War war crimes trials”) with University of Melbourne
<i>Australian Society of Archivists</i>	<ul style="list-style-type: none"> • 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
<i>Australian Tourism Export Council</i>	<ul style="list-style-type: none"> • Corporate membership • Attend regular meetings on international marketing
<i>Australian War Memorial ANZAC Foundation</i>	<ul style="list-style-type: none"> • Assists the Memorial in fund-raising particularly via bequests
<i>Canadian War Museum</i>	<ul style="list-style-type: none"> • Advice on documentation standards for collection management systems
<i>Canberra and Capital Region Tourism Awards</i>	<ul style="list-style-type: none"> • Member and sponsor of the Awards Committee • Provision of one-on-one sessions with entrants to assist in submission writing
<i>Canberra Business Council</i>	<ul style="list-style-type: none"> • Participation by Director in the Task Force on Arts, Tourism and Sport
<i>Canberra College</i>	<ul style="list-style-type: none"> • Cooperation with staff in development of new science curriculum and assessment requirements
<i>Canberra Convention Bureau</i>	<ul style="list-style-type: none"> • Director on Board • Staff member is a member of Research and Learning Institutes Group (RALIG) • Cooperation on joint promotion of Canberra as a unique destination to hold meetings, conferences and exhibitions
<i>Canberra Institute of Technology</i>	<ul style="list-style-type: none"> • Collaboration in program for Statement of Attainment for Volunteer Guides • Joint delivery of Workplace Skills development course • Provided lectures and assistance to Museums Studies Students
<i>Carbine Club</i>	<ul style="list-style-type: none"> • Provided special display in conjunction with function held at Australian War Memorial
<i>Coffs Harbour TAFE</i>	<ul style="list-style-type: none"> • Provided information and assistance to Museums Studies Student.

<i>Commonwealth Collecting Institutions Forum on Reference Services</i>	<ul style="list-style-type: none"> • Meets quarterly, hosting and secretarial duties shared
<i>Commonwealth Heads of Conservation Committee</i>	<ul style="list-style-type: none"> • Membership on the Commonwealth Heads of Conservation Committee by Head, Collection Services.
<i>Computer Education Group of the ACT (CEGACT)</i>	<ul style="list-style-type: none"> • Cooperation in the promotion of learning technologies
<i>Copyright in Commonwealth Institutions group</i>	<ul style="list-style-type: none"> • Professional liaison between cultural institutions regarding copyright issues.
<i>Council of Australian Museum Directors</i>	<ul style="list-style-type: none"> • Provided feedback to 2006–07 CAMD Survey of Museums
<i>Department of Defence</i>	<ul style="list-style-type: none"> • Advice and information regarding conflicts and eligibility for the Roll of Honour • Assistance regarding acquisitions for the National Collection • Assistance to and support of research for Official History of Peacekeeping, Humanitarian and Post–Cold War Operations • Provided images, loans, advice and practical assistance from Head, Collection services for refurbishment of ANZUS Corridor exhibition, the Pentagon • Provided training, advice, and assistance to practicum student from Department of Defence. • Provided tour of conservation workshops for DMO Safety Forum participants • Provided assistance to Defence Library on thesaurus development • Provided assistance to Defence on display of radioactive objects
<i>Department of Education, Science and Training</i>	<ul style="list-style-type: none"> • Collaboration on the administration of the PACER rebate for schools. Mandatory for schools to visit the Memorial
<i>Department of Environment and Water Resources</i>	<ul style="list-style-type: none"> • Liaison on EPBC Act requirements and heritage and planning advice
<i>Department of Foreign Affairs and Trade</i>	<ul style="list-style-type: none"> • Assistance to research for Official History of Peacekeeping, Humanitarian and Post–Cold War Operations
<i>Department of Veterans' Affairs</i>	<ul style="list-style-type: none"> • Funding for Travelling Exhibitions, Memorial Box project, and School wreathlaying, Peacekeeping Conference and 1917 and 1918 anniversary exhibitions • 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 • Collaboration in the coordination and delivery of the National Indigenous Veterans' Commemoration Ceremony
<i>DisACT (Disaster ACT)</i>	<ul style="list-style-type: none"> • Secretary of Disaster ACT committee: Senior Paper Conservator; and Member of DisACT Committee: Preventive Conservation Officer. The Memorial hosted one of the DISACT network meetings • Memorandum of Understanding on Disaster Preparedness between Canberra's Cultural Collecting Institutions was renewed in 2006.
<i>Embassy of Japan</i>	<ul style="list-style-type: none"> • Continuing financial support for the Australia–Japan Research Project
<i>Heraldry and Genealogical Society of Canberra</i>	<ul style="list-style-type: none"> • Liaison related to ongoing delivery of training programs and talks



<i>History Teachers Association of Australia (HTAA)</i>	<ul style="list-style-type: none"> • Regular collaboration on HTAA Professional development and participation in HTAA conferences • Participation in judging of National History Challenge
<i>Hyatt Hotel</i>	<ul style="list-style-type: none"> • Delivery of catering management at Australian War Memorial
<i>Imperial War Museum, London</i>	<ul style="list-style-type: none"> • Facilitated IWM couriers' tours of Australian museums' conservation laboratories and storage facilities • Coordination provided by IWM for loan and return of objects from UK collections for <i>Lawrence</i> exhibition • loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition • Provided information on policies and procedures for dealing with radiation and asbestos hazards in collections • Advice on collection conservation planning and policy development. • Liaison for research project on aircraft doping materials • Staff exchange program • Development of joint battlefields tour
<i>Institute of Museum and Gallery Education (IMAGE)</i>	<ul style="list-style-type: none"> • A special interest group in Museums Australia Association: Education Manager is President
<i>International Council of Museums</i>	<ul style="list-style-type: none"> • Membership on the Museum Management Board by the Director • Participated in ICOM's Australia Museum Partnership Program by providing 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
<i>Kings College London (UK)</i>	<ul style="list-style-type: none"> • loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition)
<i>Lambert Vineyards</i>	<ul style="list-style-type: none"> • 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.
<i>Macquarie University, Sydney</i>	<ul style="list-style-type: none"> • Australian Research Council linkage grant for joint Gallipoli research project to translate documents in the Turkish military archives
<i>Martin and Sally Hughes</i>	<ul style="list-style-type: none"> • loaned rare photo for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>Mellon Foundation</i>	<ul style="list-style-type: none"> • Provided summary of research on conservation uses of femtosecond lasers being done by Australian War Memorial –Australian National University consortium funded by an ARC Grant
<i>Museum of Costume, Bath (UK)</i>	<ul style="list-style-type: none"> • loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>Museum of Victoria</i>	<ul style="list-style-type: none"> • 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
<i>Museums Australia</i>	<ul style="list-style-type: none"> • Corporate Membership • Head, Photographs, Film and Sound – President of Museums Australia • Assistance to the annual Museums Australia Conference in the form of the Welcome to delegates event, the provisions of parallel session space, and the volunteer assistance of many Australian War Memorial staff

<i>National Archives of Australia</i>	<ul style="list-style-type: none"> • 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 • Regular liaison regarding digitisation of collection material • Provided Research Centre and Conservation staff assistance with Shake Your Family Tree Day event • Provided six-month placement for NAA staff in Paper Conservation Laboratory
<i>National Capital Attractions Association</i>	<ul style="list-style-type: none"> • Corporate membership. • Staff members hold Treasurer and Research positions on executive • Providing an opportunity for joint marketing initiatives and networking
<i>National Capital Authority</i>	<ul style="list-style-type: none"> • Cooperation in commemorative precinct (ANZAC Parade) including promotion of Memorial
<i>National Capital Education Tourism Project and National Museum of Australia</i>	<ul style="list-style-type: none"> • Collaboration on History Teaching Fellowship • Joint promotion and marketing of education programs and products
<i>National Film and Sound Archive</i>	<ul style="list-style-type: none"> • loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>National Foundation of Australian Women</i>	<ul style="list-style-type: none"> • 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
<i>National Gallery of Australia</i>	<ul style="list-style-type: none"> • Provided access to and use of specialised conservation equipment to facilitate conservation treatment of NGA collection items
<i>National Heads of Collection Forum</i>	<ul style="list-style-type: none"> • Cooperative forum for heads of national and state cultural heritage collections
<i>National Institute for Defense Studies, Tokyo (NIDS)</i>	<ul style="list-style-type: none"> • Continuing agreement regarding publishing and distribution of <i>Japanese Army operations in the South-Pacific Area</i> (translation of sections of the Japanese Second World War official history)
<i>National Library of Australia</i>	<ul style="list-style-type: none"> • Images from the Memorial’s photographic collection made available for retrieval through the <i>Picture Australia</i> 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 • Paper Conservator to NLA for six-month placement in Paper Conservation Laboratory • Provided information on environmental parameters for collection storage
<i>National Library of Australia, National Archives of Australia, National Gallery of Australia, National Museum of Australia, ScreenSound Australia, and Australian National Maritime Museum</i>	<ul style="list-style-type: none"> • Cooperative forum for Branch Heads, Public Programs • Joint membership of the Disaster Recovery ACT response group • Cooperative forum for Branch Heads, National Heads of Collections Forum • Provided information for Register of Research Projects to National Heads of Collections Forum • Cooperative forum for <i>National Conservation and Preservation Committee</i> (NCPCC: Heads of Conservation) • Hosted Imperial War Museum couriers’ visit and “behind-the-scenes” tours



<i>National Library of Australia, National Archives of Australia, National Gallery of Australia, National Museum of Australia and National Film and Sound Archives</i>	<ul style="list-style-type: none"> • 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 • Joint membership of the Disaster Recovery ACT response group
<i>National Museum of Australia</i>	<ul style="list-style-type: none"> • Provided information on conservation lab fit-out to assist with design of NMA new conservation facilities • Provided information on Subject thesaurus and data entry standards • Supplied conservation materials to frame 24 paintings for exhibition • Provided access to and use of specialised conservation equipment to facilitate movement of NMA collection items.
<i>Queanbeyan Business Council</i>	<ul style="list-style-type: none"> • Marketing in the Queanbeyan Visitor Information Centre
<i>Queensland Police</i>	<ul style="list-style-type: none"> • Received advice and assistance with licensing and permits for Long Tan filming.
<i>RAAF Historical</i>	<ul style="list-style-type: none"> • Liaison regarding custody and transfer arrangements for RAAF official historical records • Assistance to Official History of Peacekeeping, Humanitarian and Post–Cold War Operations
<i>Seapower Centre Australia</i>	<ul style="list-style-type: none"> • 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 <i>Sydney</i> relics retrieved from Christmas Island • Assistance to Official History of Peacekeeping, Humanitarian and Post–Cold War Operations
<i>Royal Society for Asian Affairs (UK)</i>	<ul style="list-style-type: none"> • loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>RSL– ACT Branch</i>	<ul style="list-style-type: none"> • Delivery of ANZAC Day Dawn Service
<i>Shrine of Remembrance, Melbourne</i>	<ul style="list-style-type: none"> • Liaison on possible joint education projects • Provided information on collection object types for use in collection categorization in a collection management system • Provided support for the development of the Shrine's bid for \$15,000 from the National Library of Australia's Community Heritage Grants scheme.
<i>Simpson Prize Tour</i>	<ul style="list-style-type: none"> • Provided "behind-the-scenes" visit to collection storage for tour participants • Provided tour leader
<i>Tate (UK)</i>	<ul style="list-style-type: none"> • Loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition)
<i>The National Archives (UK)</i>	<ul style="list-style-type: none"> • Loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition
<i>The Royal Collection Trust (UK)</i>	<ul style="list-style-type: none"> • Loaned objects for the <i>Lawrence of Arabia and the Light Horse</i> exhibition

<i>University of Canberra</i>	<ul style="list-style-type: none"> • Gallery talks, laboratory tours, collection management information and work experience placements provided to students on the course • Conservation and Cultural Materials course co-operation. Teaching assistance and guided site visits to the Memorial's galleries, conservation and storage facilities provided by conservation staff; work experience placements and assistance provided to students on the course. • Participation by Head, Collection Services, in curriculum development for proposed conservation course • Partners in Learning (PAL) Internships in Professional Education in Information Studies • Collaboration in development of new Art Program (education) • Establishment of working group with ACT Art Teachers • Support for the ACT visitor satisfaction survey and National Capital Educational Tours project evaluation • Participated in the Sustainable Tourism Cooperative Research Centre Attraction Satisfaction Benchmarking Project
<i>University of Melbourne</i>	<ul style="list-style-type: none"> • Conservation Course cooperation: specialist lectures provided by conservation staff; supervisory support provided for special projects; and Professional Practice work placements provided to students on the course • Provided advice and assistance to Conservation Students • Assistance provided to the ARC research project on copyright management and digitisation practices • Planning of collaborative research on war crimes trials
<i>Vincent Fairfax Family Foundation</i>	<ul style="list-style-type: none"> • Support for development of online products to support Discovery Zone
<i>Visions of Australia</i>	<ul style="list-style-type: none"> • Participation by Assistant Director, Public Programs, on the Visions of Australia committee
<i>Westmead Hospital, Medical Physics Dept</i>	<ul style="list-style-type: none"> • Received assistance with Laser Licence Application for ARPANSA



GLOSSARY

AC	Companion in the Order of Australia	CWM	Canadian War Museum
ACT	Australian Capital Territory	DCM	Distinguished Conduct Medal
ADFA	Australian Defence Force Academy	DFC	Distinguished Flying Cross
AFP	Australian Federal Police	DFM	Distinguished Flying Medal
AGS	Australian Government Solicitor	DoFA	Department of Finance and Administration
AJRP	Australia–Japan Research Project	DPP	Director of Public Prosecutions
AM	Member in the Order of Australia	DSO	Distinguished Service Order
ANAO	Australian National Audit Office	D-Zone	Discovery Zone
ANU	Australian National University	ECM	Enterprise Content Management
ANZAC	Australian and New Zealand Army Corps	EEC	Energy and Environment Committee
AO	Officer in the Order of Australia	EMS	Environmental Management System
APS	Australian Public Service	EPBC	Environmental Protection and Biodiversity Conservation
ARC	Australian Research Council	ESD	Environmentally sustainable development
ASL	Average Staffing Level	EWIS	Emergency Warning Intercommunication System
ASIO	Australian Security Intelligence Organisation	FBT	Fringe Benefits Tax
ATM	Automatic Teller Machine	FOI	Freedom of Information
ATO	Australian Taxation Office	FMIS	Financial Management Information System
AUSFTA	Australian–United States Free Trade Agreement	GST	Goods and Services Tax
AWM	Australian War Memorial	HMAS	His/Her Majesty's Australian Ship
BMPFS	Business Management Performance Feedback Scheme	HMS	His/Her Majesty's Ship
CAC	Commonwealth Authorities and Companies	Hon.	The Honourable
CAS	Client Access System	HRMIS	Human Resources Management Information System
CBMS	Central Budget Management System	ICOM	International Council of Museums
CDS	Commonwealth Disability Strategy	IMSG	Information Management Steering Group
CFO	Chief Finance Officer	INTERFET	International Force for East Timor
CIT	Canberra Institute of Technology	IT	Information Technology
CMG	Corporate Management Group	ITIM	Employee Assistance Program provider
Comcover	Commonwealth insurance company	IWM	Imperial War Museum
CPA	Certified Practising Accountant	KBE	Knight Commander of the British Empire
CPG	Commonwealth Procurement Guidelines	KCB	Knight Commander of Bath
CSC	Conspicuous Service Cross	<i>KidsHQ</i>	interactive website for kids
CUC	Capital Use Charge	LAV	Light Armoured Vehicle
		LRPV	Long Range Patrol Vehicle

LTO	Large Technology Object	SMG	Senior Management Group
MBA	Master of Business Administration	SOE	Standard Operating Environment
MBE	Member of the British Empire	SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
MC	Military Cross	UK	United Kingdom
MIBIS	Memorial Integrated Business Information System	USA	United States of America
MICA	Memorial Integrated Collection Access System	VC	Victoria Cross
MOU	Memorandum of Understanding	VESDA	Very Early Smoke Detection Apparatus
MP	Member of Parliament	VIP	Very Important Person
NAA	National Archives of Australia	VPN	Virtual Private Network
NCA	National Capital Authority	W3C	World Wide Web Consortium
NGA	National Gallery of Australia	WAAAF	Women's Auxillary Australian Air Force
NLA	National Library of Australia	WHCO	Workplace Harassment Contact Officer
NZ	New Zealand		
OAM	Medal of the Order of Australia		
OBE	Order of the British Empire		
OH&S	Occupational Health and Safety		
PDP	People Development Program		
PhD	Doctor of Philosophy		
PICTION	Collection management and ordering system		
POS	Point of Sale		
RAA	Royal Australian Army		
RAAF	Royal Australian Air Force		
RAN	Royal Australian Navy		
RAR	Royal Australian Regiment		
RFC	Royal Flying Corps		
RFD	Reserve Force Decoration		
RMC	Royal Military College, Duntroon		
R&SL	Returned and Services League		
RSPCA	Royal Society for the Prevention of Cruelty to Animals		
Rt Hon.	Right Honourable		
SAP	SAP Australia (company name)		
SAS	Special Air Service		
SES	Senior Executive Service		



COMPLIANCE INDEX

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