



Australian Government

ANNUAL REPORT 2008–09

Australian War Memorial



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Annual report for the year ended 30 June 2009, together with the financial statements and the report of the Auditor-General.

Images produced courtesy of the Australian War Memorial, Canberra

Front and back cover:

Over the front: the Great War in the air, the newest permanent exhibition in ANZAC Hall.

Inside cover:

General Peter Cosgrove AC MC (right) leads the official party through the Commemorative Area on ANZAC Day 2009. Front row, left to right: Ms Thérèse Rein; the Honourable Kevin Rudd MP, Prime Minister of Australia; Her Excellency Ms Quentin Bryce AC, Governor-General of the Commonwealth of Australia. Second row, left to right: Steve Gower AO, AO (Mil), Director of the Australian War Memorial; His Excellency Dr John Larkindale, New Zealand High Commissioner.

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Australia

www.awm.gov.au



12 August 2009

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

Dear Minister

We have pleasure in submitting the 2008-09 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
Chair 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 2008-09 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 12 August 2009, the members of Council accept the 2008-09 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
Chair of Council

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



INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2009 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 2008–09.

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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Clockwise from top left:

Visitors view tanks, guns, planes, and a rocket at the very successful "Big Things in Store" at the Treloar storage centre in Mitchell, ACT.

Guests at the launch of the new *Over the front* exhibition.

Nola Anderson, Assistant Director, Branch Head National Collection, chats to official artist Jon Cattapan in front of one of his works of art.

Curator Laura Webster (left) and Head of Art Lola Wilkins with Laura's new book, *Moments in time: dioramas of the Australian War Memorial*.

Work is underway on the new car park and café in the Eastern Precinct.

Trooper Mark Donaldson (left) hands over his recently awarded Victoria Cross to Director Steve Gower for long-term loan at the Memorial. The Victoria Cross is now on display in the *Conflicts 1945 to today* galleries.





Top: The Honourable Mr Alan Griffin MP, Minister for Veterans' Affairs, at the unveiling of the most recent addition to the Sculpture Garden, the *Animals in war memorial*.

Middle: General Peter Cosgrove leads His Excellency Mr Kay Rala Xanana Gusmão, Prime Minister of the Democratic Republic of Timor–Leste, and Her Excellency Mrs Kirsty Sword Gusmão through the Commemorative Area.

Left: The Honourable Kevin Rudd MP, Prime Minister of Australia, and His Excellency Dr John Larkindale, New Zealand High Commissioner, lay wreaths during the ANZAC Day ceremony.

CORPORATE GOVERNANCE

In looking back over the last 12 months, I can say that the period was characterised, yet again, by the high standard of achievement that the Council has always been able to expect from the Director and staff of the Australian War Memorial.

Building on the great success of the *Conflicts 1945 to today* galleries, a further significant addition was made to the exhibits in ANZAC Hall in November. The exhibition *Over the front: the Great War in the air* features five restored First World War aircraft. Most of these had not been on display for some time, and their restoration is a tribute to the wealth of skill and experience possessed by the Memorial's specialist conservation staff. An additional attraction is the accompanying 12-minute, largely computer-generated film showing aerial combat of the period, and developed especially for the Memorial by Hollywood director Mr Peter Jackson CNZM. Most visitors find the film, projected onto a giant wrap-around screen, to be visually arresting and an emotionally engaging experience.

The Memorial's current major construction program involves the creation of a new café facility, and an underground car park with 200 parking spaces in the Eastern Precinct. This has moved on well past last year's planning phase, with the first sod being turned just after ANZAC Day. Construction and development of the site is now well underway. Towards the end of June, the first milestone was reached with completion of a new coach parking facility off Treloar Crescent. Progress

to date on the Eastern Precinct has been excellent and completion early next year will enable the long-awaited National Service memorial to be built there. Its dedication is planned for late 2010. Development of the Eastern Precinct can be followed on the Memorial's website <http://www.awm.gov.au/projects/>. The completion of this project will realise the Memorial's current Site Master Plan and result in a noble, aesthetic, and cohesive landscape setting for the National Memorial and the Tomb of the Unknown Australian Soldier.

Once again the major commemorative ceremonies, ANZAC Day and Remembrance Day, attracted high public attendances – around 33,000 people, despite inclement weather in April.

Also this year, in an important endorsement of strategic direction, the Council supported a proposal to commence the half-life refurbishment of the Second World War galleries, and has also agreed that a redevelopment of the Hall of Valour take place in accordance with a proposal by leading architect Mr Richard Johnson MBE.

Given that the centenary of the landings at Gallipoli is now approaching, Council has also endorsed a number of proposals to commemorate and recognise this seminal occasion. Among these will be a complete refurbishment of the Gallipoli and Western Front galleries.

These plans are very exciting, but it must be said that the year has not been without its challenges. Redevelopment and update of exiting galleries in approaching the 2014–18 period have a high priority. This brings me to comment that the Memorial's funding base has changed owing to the evolution in asset depreciation policy and the need to absorb the efficiency dividend. The funding base will need to be strengthened. Reflecting the reality of current economic circumstances, the Memorial has had to leave some staff positions vacant and to make reductions in some programs. Because this is a memorial and national institution, some cost-saving and revenue-raising options are not open to Council. These include charging for entry and closing regularly on some days.

However, in facing the current economic demands I can report that the Memorial is fortunate in its high standards of corporate governance. This is due in no small part to the skill and expertise of the Council's Finance, Audit and Compliance Committee, its Chair Mr Ken Peacock AM, and the Director and his senior managers. Accordingly, the Council extends its appreciation and gratitude for the efforts of these dedicated and talented members and staff.

Council would also like to gratefully acknowledge the work of all Memorial staff and in particular, the volunteers, without whom many of our visitor services and conservation activities could not occur.

In the light of present economic circumstances, corporate sponsorships are much more difficult to obtain. Therefore, this year we would especially like to acknowledge the corporate supporters of the Memorial who have contributed to our programs this year. Council greatly appreciates the continued support of Qantas, Mr Dick Smith, BAE Systems, Boeing, ASC Pty Ltd, and the Vincent Fairfax Family Foundation. The support of ActewAGL for our annual traditional Christmas Carols is warmly acknowledged, as is the continuing support of the Australian Government in the form of funding toward the Eastern Precinct development project, and toward the Plaque Dedication and Travelling Exhibitions Programs.

Special mention must also be made of the kind and generous bequests and donations that have come into the Memorial this year from the general public, for which we are very grateful.

Finally, Council would also like to acknowledge the long service and dedication of retiring member Dr R.J. Bastiaan. He has made a long and committed contribution to Council. I also would like to thank the Director, Major General Steve Gower AO AO(Mil), for another very good year, and our Council Secretary, Ms Sophie Powell, whose support and assistance to Council are greatly appreciated.

General Peter Cosgrove AC MC (Ret'd)
Chair



The Council of the Australian War Memorial (clockwise from left front): Ms Wendy Sharpe; the Honourable Mrs Jocelyn Newman AO; Mr Kerry Stokes AC; Mr Les Carlyon; Mr Ken Peacock AM; Professor the Honourable Kim Beazley AC; Major General Bill Crews AO (Ret'd); Air Vice Marshal Geoff Brown AM, Deputy Chief of Air Force (representing Air Marshal Mark Binskin AM, Chief of Air Force); Lieutenant General Ken Gillespie AO DSC CSM, Chief of Army; Vice Admiral Russ Crane AM CSM RAN, Chief of Navy; General Peter Cosgrove AC MC (Ret'd), Chairman; Rear Admiral Simon Harrington AM RAN.

Corporate Governance Structure

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

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

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

Council of the Memorial

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

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

- Establishes the strategic direction and vision of the Memorial
- Approves the goals and key objectives of the Memorial
- Approves the annual budget and monitors expenditure and financial reporting, including for major projects
- Ensures agreed corporate objectives are met
- Adopts a strategic plan, which includes a business plan with objectives and key reporting measures
- Ensures the Memorial has adequate financial resources to meet known and planned future commitments

- Ensures that systems, processes and internal controls are in place for effective management and monitoring of the principal risks to which the Memorial is exposed
- Ensures that satisfactory procedures are in place for auditing the Memorial's financial affairs and that the scope of internal and external audit is adequate
- Ensures decision made are consistent with the ethos of the Memorial
- Ensures that the Memorial communicates effectively with the public and key stakeholders
- Monitors and evaluates the performance of the Director.

Council Performance

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

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

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

Profiles of Council members can be found in Appendix 2.



Top: Nola Anderson, Assistant Director, Branch Head National Collection, introduces official cinematographer Robert Nugent at the screening of his film, *No Dramas*.

Middle: Helen Withnell, Assistant Director, Branch Head Public Programs, with Jackie French at the opening of the *A is for Animals* exhibition.

Bottom: Corporate Management Group on a site tour of the Eastern Precinct project. Left to right: Nola Anderson, Assistant Director, Branch Head National Collection; Helen Withnell, Assistant Director, Branch Head Public Programs; Steve Gower, Director; Rhonda Adler Assistant Director, Branch Head Corporate Services.

CORPORATE OPERATIONS

For what might have been a year of restraint, the financial year 2008–09 proved to be very busy.

The Chair recorded the opening of our new permanent exhibition in ANZAC Hall, *Over the front: the Great War in the air*. It certainly has maintained our leadership in major, innovative, multimedia, immersive museum experiences and, as expected, has been very well received by our visitors. Some even leave convinced that they have witnessed authentic First World War footage. We are in the debt of film-maker Peter Jackson, Wingnut Films, and Weta Digital. I must also acknowledge the great work of Katherine McMahon and her exhibitions team in planning and realising successfully the overall exhibition, and also the efforts of our conservation team. Its work in restoring the aircraft featured in the exhibition was outstanding: the SE5a fighter, Avro 504K trainer, Airco DH-9 bomber, and two rare German fighter planes – the Albatros D.Va and Pfalz D.XII – look superb.

Two major projects are underway currently. The construction of an underground 200-space car park in the area to the immediate east of the main building commenced after ANZAC Day 2009. Associated with this project is a new facility to replace the former Outpost Café, together with terracing, landscaping, and a memorial to honour the service of National Servicemen in the two schemes that operated in the period after the Second World War. The design of the memorial was finalised after extensive consultation with the National

Servicemen's Association. Construction work on the car park is scheduled to be completed by ANZAC Day 2010.

The other major project is Enterprise Content Management (ECM), which envisages the use of selected software applications to integrate the management of several systems: our many collection digital databases; the content of our extensive website; and a system for electronic document and records storage and management. Without dwelling too much on it, this is a major and challenging project, but the Memorial has had some quite relevant past experience in introducing successfully separate information systems for HR–Finance and for collection management. Progress to date on ECM has been delayed when contractor–staff workshops concluded that two of the three software applications integral to the overall tendered solution did not have the required functionality. The digital asset management solution meets our needs and subsequent work with the contractor has identified a potential substitute solution for electronic document and records management. This is currently being fully investigated to ensure that it will be satisfactory; it is confidently believed a solution for the final outstanding application will be found. There have been no financial or other ramifications caused by the delay.

Two other projects involving the galleries were endorsed by Council for implementation commencing in financial year 2009–10: the half-life refurbishment of the Second World

War galleries, and the refurbishment of the Hall of Valour. The former involves attending to identified shortcomings, making good wear and tear, and embodying some improvements suggested by our curators and stakeholders. The Hall of Valour project needs to be undertaken, for it is long overdue. The presentation of the current area lacks the uplifting ambience expected of such a significant place. It is intended this be remedied by the realisation of an outstanding concept proposed by leading architect Richard Johnson.

Major projects aside, a variety of other activities have taken place. There were two temporary exhibitions. *Advancing to victory, 1918* was the final in the First World War 90th anniversary exhibition series. The exhibition *A is for Animals* was targeted at families and children. It told the stories of animals that had faithfully served Australians in war, and of animals that had been mascots or had been befriended, including those that had, of necessity, been left behind by servicemen and women going overseas.

The travelling exhibitions program continues to provide valuable Australia-wide access to the work of the Memorial. Funding from the Minister for Veterans' Affairs Commemorations program is deeply appreciated.

Very dignified and well-attended ANZAC Day and Remembrance Day ceremonies were conducted. The Prime Minister, the Honourable Kevin Rudd MP, delivered the commemorative address on Remembrance Day; and the Governor-General of the Commonwealth of Australia, Her Excellency Ms Quentin Bryce, delivered the address at the ANZAC Day National Ceremony. Inclement weather on ANZAC Day caused a pause in the trend of increasing attendances at these ceremonies in recent years.

Overall public access to Memorial activities (commemorative events, direct visits, attendance at travelling and temporary exhibitions, special events, and web user sessions) totalled 3.85 million. Among these were a record 123,000 visiting school children from all over Australia.

As foreshadowed in last year's report, there has been an emphasis on social media and with an increase in the number of interactions on new social networking sites such as Flickr, YouTube and Facebook. Overall, our experience has been positive and very successful. Where it has not been so, I understand that our experience is similar to experiences elsewhere.

The development and enhancement of the National Collection continued to be a priority, for a large and diverse collection with items of significance and provenance lies at the heart of any great museum. The Collection Coordination Group, comprising Memorial and Defence staff, coordinated a second curatorial visit to overseas operational areas which sourced a wealth of new items. The Group also coordinated the visits undertaken by official artists Jon Cattapan and eX de Medici to East Timor and the Solomon Islands respectively. These followed the visit to the Middle East by commissioned artists Lyndell Brown and Charles Green. Their subsequent travelling exhibition *Framing conflict* has attracted strong interest.

It was a great honour to attend the investiture of Trooper Mark Donaldson with the first Victoria Cross for Australia at Government House on 16 January 2009. A few days later, in a magnificent act of generosity, Trooper Donaldson handed over his award on long-term loan to the Memorial. Pending redevelopment of the Hall of Valour, the VC is on display in the Afghanistan section of the *Conflicts 1945 to today* galleries.



Left: Trooper Mark Donaldson's Victoria Cross on display in the *Conflicts 1945 to today* galleries.

A number of curatorial staff have been busy publishing monographs during the year. *A unique flight*, written by former staff member Mike Nelmes, was launched by Qantas CEO Alan Joyce in December 2008. It provided a detailed account of the service and performance of aircraft in the Memorial's collection. *Moments in time*, which covers the origins and use of the Memorial's outstanding diorama collection, was written by Laura Back and Laura Webster. Council member Mr Les Carlyon launched the book in April 2009. *Mud and dust: Australian Army vehicles and artillery in Vietnam* has been written by the Head of the Military Heraldry and Technology Section, Mike Cecil, and will be published next financial year; so will *Gallipoli revisited* by Dr Janda Gooding, which interprets Charles Bean's Historical Mission in 1919. Curators have much knowledge and experience to share with the public, and our publishing program is making it more accessible. The earlier publications, *Artists in action* and *Contact*, have been successful, with the latter in a second reprint.

Work has continued with the two official history series. The final volume of the Southeast Asian Conflicts series is almost completed. One volume of the Peacekeeping series is ready to go to the publisher, pending the resolution of some copyright and funding issues. The proceedings of the previous military history conference on Peacekeeping were also published.

A most successful history conference, *1918: year of victory*, was conducted in the Memorial's BAE Systems Theatre on 27–28 November 2008. It attracted a wide range of quality speakers, including the internationally recognised historians Professor Jay M. Winter from Yale University, Mr Peter Hart from the Imperial War Museum, and Professor Robin Prior from the University of Adelaide. The conference attracted almost 200 delegates.

I should mention the departure of several section heads after many years of excellent service. Mal Booth, former Head of the Research Centre, left the Memorial after 12 years to take up a senior position at the University of Technology, Sydney. Carol Cartwright also left, after the same period of service, for a 12-month position with the ACT Government, heading the group responsible for planning the Centenary of Canberra.

As in previous years, I have been fortunate to have had the services of a very talented and committed staff, who have delivered excellent results and made possible the high standards of service experienced by visitors. I thank them sincerely for their efforts.

The staff, along with our wonderful group of volunteers, are the reason that the Memorial continues to maintain the pre-eminence and standing expected of this great national institution. All of us are appreciative of the support and oversight at the strategic level from our Council, led by its chair, General Peter Cosgrove. Mr Ken Peacock's dedicated work as Chair of the Finance, Audit and Compliance Committee is also warmly acknowledged.

Within the constraints imposed by the current economic circumstances, we can look forward to a worthwhile and interesting coming year. Apart from the projects mentioned, further work will continue on scoping the Memorial's contribution to the Centenary of Gallipoli and other First World War anniversaries. New galleries are particularly seen as having a high priority and hopefully some sort of outstanding multi-media interpretation of Gallipoli.

Steve Gower AO AO(Mil)
Director

Her Excellency Ms Quentin Bryce, Governor-General of the Commonwealth of Australia, escorted by Steve Gower, Director of the Australian War Memorial, on ANZAC Day 2009.





Top: Ms Quentin Bryce, Governor General of the Commonwealth of Australia, and General Peter Cosgrove, Chairman of the Council of the Australian War Memorial, take the salute on ANZAC Day 2009.

Middle: Part of the large crowd at the ANZAC Day Dawn Service.

Bottom: A visitor places a poppy on the Roll of Honour in the Commemorative Area following the ANZAC Day ceremony.

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 responsible for functions in accordance with the requirements of the *Australian War Memorial Act 1980*, the *Commonwealth Authorities and Companies Act 1997*, and other applicable acts. The Memorial's strategic direction and policies are set by its Council, which 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 2008–09 has been provided by the Memorial's Corporate Plan 2008–11. 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 Six.

Organisation Chart and Senior Staff

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

Council Chair

General Peter Cosgrove AC MC (Ret'd)

Director

Steve Gower AO AO(Mil)

Public Programs

Assistant Director and Branch Head – *Helen Withnell*
Communications and Marketing – *Marylou Pooley*
Development and Sponsorship – *Jennifer Powell*
Education and Visitor Services – *A/g Sarah Hitchcock*
Exhibitions – *Katherine McMahon*
Military History – *Ashley Ekins*

National Collection

Assistant Director and Branch Head – *Nola Anderson*
Art – *Lola Wilkins*
Collection Services – *Barbara Reeve*
Military Heraldry and Technology – *Mike Cecil*
Photographs, Film and Sound – *Patricia Sabine*;
A/g from May 2009, Janda Gooding
Research Centre – *A/g Margaret Lewis*

Corporate Services

Assistant Director and Branch Head – *Rhonda Adler*
Buildings and Services – *Stewart Mitchell*
Finance – *Leanne Patterson (Chief Finance Officer)*
Information Technology – *Daryl Winterbottom*
People Management – *Sharmaine Lock*
Retail and Online Sales – *Anne Bennie*

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

Profiles of senior staff are at Appendix 3.

Branch Descriptions

Public Programs

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

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war, in particular, ANZAC Day and Remembrance Day. Through the Exhibitions program the branch contributes to the remembrance and understanding of the Australian experience of war by developing and maintaining world-class museum exhibitions, incorporating multimedia 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 Southeast Asian Conflicts from 1948 to 1975, and of 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 grounds and property management, communications strategies, and security and records management services. It is responsible for corporate planning and issues relating to administrative law, public liability, fraud control, risk management, and ethics. Corporate Services also manages tax administration, financial policy, internal audit, and asset management. The branch is also responsible for management of the Memorial Shop and e-Business.

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



The final exhibition in the anniversary series of the First World War, *Advancing to victory, 1918*, on display at the Memorial, October 2008–February 2009.



Top: School children lay poppies during the Remembrance Day ceremony.

Middle: The representatives of each of the defence forces lay wreaths during the Remembrance Day ceremony.

Bottom: The Honourable Kevin Rudd MP, Prime Minister of Australia, gives the address during the Remembrance Day ceremony.

PERFORMANCE REPORT

Outcome and Outputs Structure

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

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

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

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

External Outputs

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

Internal Outputs

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

Overall Performance against the Outcome

In achieving the required overall outcome, the following performance indicators are relevant:

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

The Memorial continues to reach significant numbers of Australians. Total interactions for the year included approximately 2.8 million visits to the website, more than 807,000 visitors to the Memorial and its storage facility in Canberra, over 163,000 visitors to travelling exhibitions, and assistance with more than 16,600 research enquiries.

The apparent decrease in visitors to the website is explained by a change in the system used to count website visitation. The system was changed when the previous system was shown to be reporting inflated figures. It is believed that there has been no decrease in the number of visitors to the website, but the new figure is more accurate.

The Memorial's on-site visitation included almost 123,000 school students, the highest student attendance the Memorial has achieved. As well, approximately 25,000 people visited the Memorial's Reading Room and more than 115,500 participated in public programs and events. These figures do not include visitation to shows or exhibitions by other organisations which display items on loan from the Memorial's collection.

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.

Commemorative ceremonies were attended by more than 45,600 people over the course of the year, with major ceremonies such as ANZAC Day and Remembrance Day attended by over 33,000 people. Just over 6,000 school students participated in wreathlaying ceremonies, while almost 6,000 other people attended plaque dedications and other commemorative ceremonies or wreathlaying services.

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

Evaluation results provide robust evidence that people's knowledge and understanding is enhanced as a result of their contact with the Memorial. An evaluation of the *Conflicts 1945 to today* exhibition found that many visitors believed they had a deeper understanding of what it would have been like to have been involved in these conflicts. A large majority said that they knew more about the extent of Australia's involvement in war and peacekeeping, and around half said that their visit had made them feel differently about Australia's involvement. An evaluation of the new *Over the front: the Great War in the air* exhibition found that most visitors could give an example of something they had learnt from the exhibition.

These results demonstrate that the Memorial is successfully achieving its outcome in what has been a difficult financial year.

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

Output 1.1 Commemorative Ceremonies

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

Overview

Commemorative events continue to attract large audiences, particularly the ANZAC Day National Ceremony and the Dawn Service, which despite inclement weather again drew strong crowds.

The Memorial again hosted a wide range of VIP visitors, including a visit by Their Majesties King Juan Carlos I and Queen Sofia of Spain; His Excellency Mr Kay Rala Xanana Gusmão, Prime Minister of the Democratic Republic of

Timor–Leste; His Excellency Dr Edward Fenech Adami, President of Malta; His Excellency Mr Lee Myung-bak, President of the Republic of Korea; and His Excellency Mr Nouri Kamil Al-Maliki, Prime Minister of the Republic of Iraq.

A complete list of 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

Key performance indicator 1

Public support for major Memorial ceremonies

Target

Major ceremonies conducted, attracting at least 20,000 visitors to the Dawn Service, 10,000 to the ANZAC Day National Ceremony, and 2,000 to the Remembrance Day ceremony

Result

ANZAC Day Dawn Service: 20,000 visitors
ANZAC Day National Ceremony: 10,000 visitors
Remembrance Day ceremony: 3,100 visitors

Key performance indicator 2

Number of other commemorative ceremonies held at the Memorial

Target

At least 10 other commemorative ceremonies conducted

Result

Commemorative ceremony	Number	Attendees
Major ceremonies	3	33,100
Plaque dedications	12	1,540
Other ceremonies	27	4,408
School wreathlayings	114	6,043
VIP wreathlayings	39	547
Total	195	45,638

Key performance indicator 3 and 4

All ceremonies conducted in a fitting and dignified manner

Visitor response based on feedback received

Target

At least 90 per cent of respondents rate the ceremonies as good or very good.

Result

93 per cent of respondents rated the ceremonies as good or very good.

The Memorial received 47 letters of thanks or appreciation regarding commemorative ceremonies.

Other Commemorative Activities

The *Animals in war memorial*, a joint project between the Australian War Memorial and the Royal Society for the Prevention of Cruelty to Animals (RSPCA), was unveiled by the Honourable Alan Griffin MP, Minister for Veterans' Affairs. The new addition to the Memorial's Sculpture Garden commemorates animals that have served and died alongside Australian servicemen and women, and recognises the practical and psychological roles animals have played during times of war and conflict. This ceremony attracted national media coverage.

Additions to the Roll of Honour

In a private ceremony involving next of kin and Major General Craig Orme CSC, representing the Chief of Army, the names of Private Dennis Millane (Indonesian Confrontation), Trooper David Pearce, Private Luke Worsley, Sergeant Matthew Lock MG, Signalman Sean McCarthy, and Lance Corporal Jason Marks (Afghanistan), all of whom lost their lives as a result of active service, were added to the Roll of Honour on Remembrance Day 2008.

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

Work towards the Eastern Precinct development has been continuous over the 2008–09 financial year and the project has evolved considerably. Stakeholder consultation is ongoing and included a productive public forum in August 2008. Legislative approvals (from the Parliamentary Standing Committee on Public Works, the Department of the Environment, Water, Heritage and the Arts (DEWHA) and the National Capital Authority) occurred without delay, allowing the fully documented design to be completed by January 2009. After a tender process and subsequent Ministerial approval, the contract with the builder (PBS Building [ACT] Pty Ltd) was exchanged on 23 April 2009, in time to allow a site handover immediately after ANZAC Day 2009, as planned. Construction works are on schedule, including completion of the new coach park (which opened before closure of the old coach park), demolition of the Outpost Café and major site excavation for the underground car park. The overall construction program is expected to be completed in time for ANZAC Day 2010.

Liaison with the National Servicemen's Association of Australia on the National Service memorial, which is an important component of the Eastern Precinct development, has also continued throughout the year. All design elements have been confirmed in consultation with the Association, which is sponsoring the cost of the memorial.

During a severe storm in December 2008 strong winds sheared two large branches from the iconic Lone Pine tree in the Memorial grounds. The tree was planted in 1934, when construction of the Memorial building was commencing. Emergency action was taken to save the tree and ensure its survival for as long as possible. The incident generated significant media and public interest. Yarralumla Nursery continues to propagate the Lone Pine from its seed, and progeny of the Lone Pine are being maintained in the vicinity of the original Lone Pine tree. The timber from the two fallen branches has been stored safely to be made into a sculpture for the National Collection and some small items for sale in the Memorial Shop.

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

Key performance indicators 1 and 2

Maintenance and development work conducted on buildings and grounds

Amount spent on the national Memorial and grounds, also expressed as a percentage of annual expenditure

Target

Development of Eastern Precinct in accordance with site master plan

Result

Development of the Eastern Precinct, including completion of the new coach park, demolition of the Outpost Café, and major site excavation for the underground car park.

Target

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

Result

The bronze Roll of Honour was amended – a new Afghanistan panel and three updated supplementary panels (First World War, Second World War, and Merchant Navy) were cast and a number of in-situ panel corrections were made.

The *Animals in war memorial* was installed.

A new pedestrian pathway supporting street coach parking was installed at the rear of ANZAC Hall.

A range of tree management activities were undertaken, including ongoing maintenance, pruning and replanting. Notably, the Lone Pine underwent detailed arborist inspection and treatment after it was damaged by severe wind.

Expenditure on the national Memorial and grounds amounted to \$5.4m, or 11 per cent of total expenditure.

Target

Identification of additional plaque dedication sites within Memorial grounds

Result

14 new commemorative plaques were completed and dedicated, ready to be installed in the Memorial grounds.

New positions are required for these to be installed. Appropriate design for the placement of plaques in the grounds is critical. The Memorial's heritage architect, Johnson Pilton Walker, has reviewed possible plaque location sites and has advised on new positions which will complement the Sculpture Garden of the Western Precinct. These will be implemented in the 2009–10 financial year.

Key performance indicator 3

Compliance with relevant codes and regulations

Target

All building works compliant with relevant standards, codes and regulations

Result

100 per cent of building works have complied with the relevant standards, codes, and regulations.

Target

Heritage elements to be managed and conserved using Australia ICOMOS Burra Charter

Result

All site works with heritage impact have been considered and implemented in line with the Memorial's draft heritage management plan, which is consistent with Burra Charter principles.

Key performance indicator 4

Timely completion of works to minimise impact on visitors

Target

Access to the Memorial and visitor facilities to high standard

Result

All building and maintenance works were scheduled to avoid major activities, events, and peak visitation; most works were completed according to schedule. Significant effort was made to reduce impact on visitor experience and access requirements.

Other Related Activities

The installation of the *Animals in war memorial* was completed successfully and a new pathway at the rear of ANZAC Hall for coach passengers was constructed. As part of the Site Lighting Master Plan, the projection of images onto the Main Building was trialled early in the year and implemented as part of the *Icon and archive* photographic exhibition.

All new works at the Memorial are considered in line with our heritage management responsibilities, as defined by the *Environmental Protection and Biodiversity Conservation Act 1999* and associated heritage documentation. The Memorial's Heritage Strategy and Heritage Register were formally accepted by the Minister for the Environment, Heritage, and the Arts. A key heritage planning document, the Heritage Master Plan, has been completed to draft stage and reviewed by DEWHA. The Draft Heritage Master Plan will be forwarded to the Australian Heritage Commission for further comment before going on public exhibition. Once public comment is considered, this key document will also be formally submitted to the Minister for the Environment, Heritage, and the Arts.

Following the withdrawal of the National Capital Authority from the long-standing agreement to provide grounds maintenance for the Memorial site, the Memorial has accepted the management and cost of grounds maintenance. This has placed a significant cost impost on the Memorial, for which there has been no supplementation. High quality garden and grounds presentation, combined with water efficiency and the sustainability of key plantings, are a high priority for the Memorial. Tree maintenance requirements are regularly reviewed and special attention is paid to the performance of significant and mature or senescent trees. During 2008–09 key tree plantings associated with the *Bomber Command memorial* were replaced and a number of advanced *Eucalyptus pauciflora* (snow gums) were sourced for planting in 2010 to enhance the Parade Ground. Specialist horticulturalist advice continues to be sought to ensure the high quality maintenance of the formal Commemorative Area garden.

The Plaque Dedication Program continues to provide recognition of the active service of specific units, with 14 new plaques dedicated this year. The program continues to grow, which has increased the difficulty of finding positions for plaques in the grounds. The Site Development Plan has identified locations in the Western Precinct with a sense of

proximity to the Main Building. A well designed plan for plaque locations is essential to ensure that the maximum number of plaques can be included while maintaining the aesthetic quality of the Western Precinct. To this end, the Site Development Plan architect, Johnson Pitton Walker, has reviewed plaque location sites and advised on new positions which complement the Sculpture Garden element of the Western Precinct.

Output 1.3 The National Collection

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

Overview

The development, enhancement, preservation, and conservation of the National Collection continued to be a priority for the Memorial in 2008–09.

The Collection Coordination Group, established last year, continued its valuable work of ensuring the Memorial continues to build its collections of material relating to current deployments. Two official artists, an official photographer, and an official cinematographer were commissioned, along with a second curatorial trip to the Middle East Area of Operations (MEAO).

Another key initiative has been the establishment of the Collection in Action program. This program identifies and tracks large technology items currently deployed by the Australian Defence Force, such as aircraft and ships, so that a detailed operational history and associated collection material can be acquired during their service.

The National Collection continued to be developed through acquisition and donation across all collecting categories. A highlight for the Art collection was the completion of the *Animals in war memorial*, designed by Steven Holland and undertaken in partnership with the RSPCA. A key feature of the memorial is the horse's head from the original Desert Mounted Corps Memorial in Egypt that was damaged in 1956 during the Suez Crisis. Over 100 interviews were accessioned into the Sound collection; these include 30 interviews of current ADF members serving in Iraq and over 50 recorded as part of the Official History of Peacekeeping, Humanitarian and Post–Cold War Operations. Another acquisition highlight was

the donation of the Military Cross awarded to Lieutenant Frank Clift, 53rd Battalion, AIF, for action during the 5th Division's attack at Morlancourt in July 1918.

In January 2009 Trooper Mark Donaldson of the Special Air Service Regiment became the first Australian to be awarded the Victoria Cross for Australia. He generously has loaned the medal to the Memorial for public display. Pending redevelopment of the Hall of Valour, it is displayed in the *Conflicts 1945 to today* galleries.

The collection is central to all Memorial exhibitions, and significant work is completed each year in preparing and installing objects for exhibition. An example this year was the final preparation and installation of First World War aircraft and other objects for the *Over the front: the Great War in the air* exhibition. A variety of challenging objects also were conserved and installed for the *A is for Animals* exhibition, such as stuffed dogs and a mounted horse's head.

A list of key 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 on-line 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

Target

The National Collection is developed in accordance with the Collection Development Plan 2007–10

Result

All development activity was conducted in accordance with the Collection Development Plan 2007–10. In particular, curatorial visits and liaison with Defence occurred to ensure that collecting activities addressed current conflicts.

Key performance indicator 1

Number of new items acquired

Result

9,366

Key performance indicator 2

Number of items disposed of

Result

30

Key performance indicator 10

Range variety and provenance of the collection

Result

Works by a number of artists, including Bertram Mackennal, Frederick Elliott, Violet Teague, Albert Tucker, Eric Thake, Noel Counihan, James Cant, William Dobell, Les Campbell, Esther Paterson, Zachary Inchley, and Jon Cattapan, were acquired for the National Collection, covering a range of periods, conflicts, and subjects from colonial conflicts to the current conflict in Afghanistan.

The Photographs, Film and Sound collection was enhanced by new acquisitions of importance from Vietnam; and by acquisitions from the 2009 Solomon Islands Commission, Afghanistan 2008, Iraq 2003, and Pakistan 2005, as well as acquisitions from commissions, purchase, and exchange with professional documentary makers, and unique amateur footage.

Military heraldry and technology acquisitions include an International six-wheel drive F1 truck with confirmed Vietnam provenance; uniform items belonging to Matron Vivian Bullwinkel; the Military Cross and medal group of Lieutenant F. Clift, 53rd Battalion, AIF; the Military Cross and medal group of Lieutenant Cameron McMaster, 2/4th Armoured Regiment; and the medal group of Petty Officer J.J. Maloney, RAN, who was lost on the submarine *AE1* during the First World War.

Research Centre acquisitions include a series of email letters between Leading Seaman Gerard Pratt and his wife during HMAS *Kanimbla's* tour in the Persian Gulf as part of the International Coalition against Terrorism (ICAT) during 2003; and the Order of the Day signed by Chief of Army, Lieutenant General Gillespie, on the awarding of the Victoria Cross to Trooper Mark Donaldson on 16 January 2009. A large scroll containing thousands of signatures of Changi civilian internees was donated by Peggy Farrell, the wife of Leo Farrell. Leo was involved in concert parties at Changi and collected the signatures during his internment by smuggling the paper roll in his clarinet case. At least 23 Australians have been identified on the scroll, some of whom have connections to other collection items held at the Memorial.

Target

The National Collection is documented and digitised in accordance with the Collection Documentation Plan 2008–11

Result

All documentation and digitisation activity was conducted in accordance with the Collection Documentation Plan 2008–11. The program included catalogue information and digital image capture across all collection areas. Highlights include the digitisation of First World War unit diaries, restoration of aerial photographs of the Gallipoli peninsula, the digital preservation of a range of Naval Ship histories, and note books and diaries of Charles Bean that were also digitised.

Key performance indicator 3

Number of collection items that have been documented to a minimum standard on the Memorial's collection management systems

Result

438 items, plus 1,944 books, serials, and other published records, and 33 shelf metres of official records.

Key performance indicator 4

Number of collection items for which documentation has been enhanced or corrected

Result

85,480

Target

The National Collection is surveyed, conserved, and documented to support the Memorial's exhibitions and public programs.

Result

All survey and conservation work was conducted in accordance with the Collection Conservation Plan 2008–11. Items were surveyed, conserved and documented for a number of exhibitions including: *Advancing to Victory. 1918, A is for Animals, Sidney Nolan: the Gallipoli series* and *Of love and war*.

Key performance indicator 5

Number of collection items surveyed to record their condition

Result

10,012

These included some of the First World War aircraft for the permanent exhibition *Over the front* and a range of the taxidermy animals from the *A is for Animals* special exhibition.

Key performance indicator 7

Number of collection damage incidents

Result

39 incidents of minor damage were recorded. The largest categories were examples of pre-existing damage identified during the course of collection storage review, and of minor damage to exhibits on public display.

Key performance indicator 8

Number of collection items that can be accessed via the Memorial's online public databases

Result

323,559

Target

The National Collection is conserved in accordance with the Collection Conservation Plan 2008–11

Result

All conservation work was conducted in accordance with the Collection Conservation Plan 2008–11. Items conserved include glass-plate negatives from the First World War Darge collection, the Second World War poster collection, and Colonial and First World War helmets from the Luks collection.

Key performance indicator 6

Number of collection items receiving conservation treatment

Result

6,609

Key performance indicator 9

Target

Percentage of the collection in storage that meets conservation standards for environmental conditions in the following categories:

Photographs, Film and Sound – over 95 per cent

Art collection – 100 per cent

Military Heraldry and Technology – over 80 per cent

Official records, private records, and printed and special collections – over 80 per cent

Result

Photographs, Films and Sound – 94 per cent

Art collection – 100 per cent

Military Heraldry and Technology – 86 per cent

Official records, private records, and printed and special collections – 90 per cent

Percentage of the collection in storage that meets conservation standards for environmental conditions.

Over 90% of the Official Records, private records, printed and special collections, Art, Photographs, Film and Sound Collections are stored in areas that meet conservation standards for environmental conditions. 86% of the Military Heraldry and Technology collection is stored in areas that meet conservation standards for environmental conditions.

Other Collection Activities

Art

Collection development

Two official artists were commissioned to record the activities of ADF peacekeeping missions. Official artist to East Timor, Jon Cattapan, completed his tour and works of art commissioned from him, including a large triptych, ten monotype works on paper, and a number of drawings. These works were first displayed at a media launch on 29 May 2009. Official artist eX de Medici completed a tour of the Solomon Islands and is currently producing a body of work in watercolour on paper. The works by both artists will form the basis of a travelling exhibition that will commence an Australian tour in mid-2010.

Kristin Headlam was commissioned to paint the 2008 ANZAC Day Dawn Service at the Australian War Memorial. The completed painting was received in October 2008 and hung in the Memorial's central stairwell area for ANZAC Day 2009.

There were a total of 148 works of art acquired through purchase, donation, and the Cultural Gifts Program in line with the Collection Development Plan. Second World War home-front works of art by key modernist artists are priority items in the Collection Development Plan; the Memorial acquired several such works including: Russell Drysdale *Soldiers, Albury Station*; Albert Tucker *Image of modern evil*; Sali Herman *Between two trains*; Noel Counihan *A soldier on leave*; and James Cant *On leave*. William Dobell's *Study for "Captain G.U. 'Scotty' Allan"*, was also acquired in this financial year. Works by Eric Thake and Max Newton, relating to army activities during the Second World War, were donated. Works by Les Campbell and a work by Rex Julius were purchased and relate to the RAAF and the RAN respectively.

First World War material included a portrait by Violet Teague. The sitter for this work, Lieutenant Paston Hubert Rede, received a DCM in Egypt in 1918. This donated painting is an

excellent example of Teague's work and a strong and elegant addition to the Memorial's collection of portraits.

Access and dissemination

Moments in time: dioramas at the Australian War Memorial by Laura Back and Laura Webster was published in early 2009 by New Holland. This book provides a comprehensive discussion of all the Memorial dioramas, which have remained firm favourites with visitors.

Dr Janda Gooding, as Senior Curator of Art, completed a manuscript for the book *Gallipoli revisited*, to be published by Hardie Grant in December 2009. The book is based on the significant historical mission to Gallipoli in 1919 by Charles Bean, who was accompanied by artist George Lambert and photographer Hubert Wilkins.

Several exhibitions were developed by curatorial staff, including *George Lambert: Gallipoli and Palestine landscapes and Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*. The latter has attracted significant notice, especially in the art sector, and has also been extremely popular. The recent *Sidney Nolan: the Gallipoli series* exhibition features a significant collection of this artist's work. A small exhibition on Second World War official artist Max Ragless was developed for the Memorial's Link Gallery. In addition, significant curatorial advice and support was provided for the development of a number of exhibitions including, *Advancing to victory, 1918; Over the front: the Great War in the air; A is for Animals*; and the forthcoming *Of love and war*.

Public access through enquiries, loans, visits, publications, and lectures continued through the year. A number of visits were made by art students to the art storage areas. Staff presented lectures and workshops to provide specialised training for voluntary guides. Work to improve internet access to the art collection continued through the digitisation program and enhanced catalogue information.

Collection documentation

The program of documenting the collection to agreed standards was continued throughout the year with a total of 19,192 records being enhanced; 5,205 poster records have also been enhanced. As part of the section's ongoing practice, information for all new acquisitions, works included in collection displays, exhibitions, and loans were upgraded, and a priority for recataloguing was placed on First World War items. In total, 585 works were photographed through the art core project.

Collection Services

Preservation

The preservation of large technology objects continued, including works for exhibitions such as an 18-pounder field gun and limber, and components of the Mark IV "female" tank, as well as the Ford F15A vehicle, and No. 9 Artillery Tractor. Ongoing preservation work for collection items in storage also continued, including the vulnerable textile treatment and re-housing project, the textile freezer program, the negative duplication program, and the gallery maintenance program. The gallery maintenance program is managed by conservation staff using Memorial staff volunteers. The Roll of Honour was also cleaned prior to ANZAC Day and Remembrance Day.

Conservation also focused on treatment of vulnerable textiles, rationalisation of storage facilities, and conservation of photographs, works on paper, and items for exhibition.

Public programs support

Significant conservation support was provided for public programs, including short-term exhibitions and travelling exhibitions. The popular "Bring in Your Memorabilia" days were supported by Memorial staff for the Travelling Exhibitions program, and special "behind-the-scenes" tours of the Treloar complex in Mitchell were organised.

Collection management

Collection storage continued to be a challenge during 2008–09. Plans to enhance the existing storage capacity have been delayed owing to a lack of funds. As a result, measures to provide short term storage relief have been developed. Storage of large technology objects, however, remains a challenge.

Management of the Collection Management System has also been a priority. The system supports major collection services and collection documentation projects, including exhibition and website development, and e-Sales.

Research and outreach

Among the research projects undertaken this year was one to identify the deterioration processes of vintage aircraft fabric dopes. This will be of substantial benefit to the care of the First World War aircraft collection. The Memorial's three-year Australian Research Council (ARC) investigation of the conservation applications of shortpulse lasers with the ANU came to an end, providing useful data on the application of

the technique. Memorial staff also assisted in the investigation of items from Christmas Island as part of the HMAS *Sydney II* Commission of Inquiry.

Once again the Memorial presented the Military Museums Curators' Course for 15 staff from Australian and New Zealand defence force museums, and staff also continued to work with the University of Canberra to develop the new conservation course at the university.

Military Heraldry and Technology

Collection development

A broad range of interesting heraldry and technology acquisitions was made during the year. These include the acquisition of an International six-wheel drive F1 truck with confirmed Vietnam provenance, and an example of the Australian designed and manufactured Wiles mobile steam kitchen. Heraldry additions included a set of traditional Afghan dress presented to Captain Clare O'Neill, an engineer who served in Afghanistan's Oruzgan Province in 2006 and again in 2008. Medal groups and gallantry awards for both the First and Second World Wars continue to form a significant proportion of donations. Among these were the group of Petty Officer J.J. Moloney, who served on the ill-fated Australian submarine *AE1*, lost without trace near Rabaul during the First World War.

Significant work has also been done in conjunction with Defence to ensure material from current deployments becomes available. Senior Curator Nick Fletcher went to the Solomon Islands on Operation Boss Lift to visit Assistant Curator Garth O'Connell, who was on operational deployment with the Australian Army Reserve.

Access and dissemination

Curators continue to provide advice and information on the many public inquiries 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 May 2009, attracting over 3,500 visitors. The success of "Big Things in Store" has made this a regular 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. Staff also published several articles 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 *A is for Animals*, *Over the front: the Great War in the air and Advancing to victory, 1918*. The section is providing the lead curator, Rebecca Britt, for the forthcoming exhibition *Of love and war*, as well as a collection monograph on the same subject, scheduled for release in late 2010.

The major curatorial monograph, *Mud and dust: Australian Army vehicles and artillery in Vietnam*, was completed during this year by the section's head, Mike Cecil, and is due for release in late November 2009.

Collection documentation

Extensive research and the enhancement of catalogue records continued during the year. Particular focus was maintained on uniforms and objects of the First World War, in preparation for increased public focus on the 100th anniversaries of the First World War commencing in 2014. Public access was further enhanced with more than 10,000 records made available through the Memorial website.

Photographs, Film and Sound

Collection development and documentation

The photographs collection has witnessed a marked rise in the donation of photographs from veterans of the Vietnam War. The collection has been particularly enhanced by the acquisition of over 500 images of Vietnam-era Australian Army vehicles for the publication *Mud and dust*. Other donation highlights in this area include images of Operations Ainslie and Leeton in Vietnam.

An important First World War photograph album was also donated during the year. It relates to the work of Sister Helen Donella Steele AANS who served with No. 2 Section Sea Transport Staff aboard troopships that transported wounded from England to Australia. Additionally, the Roll of Honour Project continued to generate substantial interest from the Australian community, and over 1,300 portraits were accessioned.

Several major purchases were made, including photographs from Gary Ramage (Afghanistan 2008, Iraq 2003, and Pakistan Earthquake 2005) and 11 exhibition prints produced by the Memorial's official artists to Iraq and Afghanistan in 2007, Charles Green and Lyndell Brown.

As part of the Memorial's ongoing commissions program, Glenn Campbell was appointed official photographer and deployed to the Solomon Islands to record Operation Anode over a two week period in March. The former Head of the Research Centre, Mal Booth, also contributed to the Memorial's collection of contemporary conflicts with a large collection of digital images taken during his trip to the MEAO in November 2008.

Over 350 individual audiovisual items were accepted into the Film collection. Particularly welcome were additions to the coverage of the RAN, especially during the Second World War. Unlike the Army and RAAF, RAN did not have their own film unit during the Second World War. Through the official commissioning program, 35 hours of footage shot by official cinematographer Robert Nugent during his commission to East Timor during Operation Astute was acquired for the collection. Over 700 new MICA records for the film collection were created, and over 2,000 MICA records have been enhanced.

Just over 160 original titles, representing over 200 hours of work, have been accessioned into the sound collection. Highlights for the year include 30 interviews of personnel serving in the MEAO and over 50 interviews as part of the Official History of Peacekeeping, Humanitarian and Post-Cold War Operations. In total, 104 interviews were recorded and/or processed during the year.

Documentation in the sound collection has increased to 1,200 sound recordings available to the public in the Research Centre for auditioning purposes. Additionally 80 catalogue records for sound items were added to Collection Access System, bringing the total number of sound records on CAS to 1,820. Over 370 original titles, representing over 500 hours' work, were digitally preserved and uploaded to the Memorial's network. A total of 1,700 MICA entries were enhanced and 105 oral history transcripts created. In total, 4,177 items were added to the photographs collection and 53,318 MICA records were enhanced during the year.

Preservation

Over 7,225 negatives and film-based material were cleaned and treated for duplication/scanning, 41 film titles (27,000 feet) preserved to film and or archival quality video and 614 video titles preserved to archival quality video.

Considerable attention has been devoted to researching and identifying the standards, processes, and equipment required for long-term digital preservation. Additionally, members of

the section have been involved in providing input into the review of storage conditions for the collection to ensure its long-term preservation.

Access and dissemination

Staff from the section continued to contribute to collection access programs such as "Bring in Your Memorabilia" days and floor talks and programs at venues for the travelling exhibitions of photographs *Icon and archive* and *Focus*. Staff were involved in the Memorial's exhibition program, in particular the new display relating to First World War aircraft in *Over the front: the Great War in the air* and the *Advancing to victory, 1918* exhibition.

Online access to the collection was enhanced in a number of ways, including 180 hours of audiovisual material transferred to digital format, and over 100 hours of audiovisual material transferred to VHS or DVD.

Research Centre

Collection development

The Research Centre's collections continue to develop largely through donations and an ongoing purchasing program for books of military history. The recent curatorial visit to the MEAO delivered a wealth of material, such as official records, maps, souvenirs, leaflets, serials, and digital files. Other official records acquisition highlights include the Order of the Day and a signed Investiture Program on the awarding of the Victoria Cross for Australia to Trooper Mark Donaldson and the records of Captain Lewis MacLeod during his service in UNTAC, Cambodia.

There were also many private record and published collection acquisitions. They include two diaries written during 1899–1901 by Private Stephen Payne, serving with 1st Queensland Mounted Infantry Contingent during the Boer War, and a book, cards, and a scroll from the Changi prisoner-of-war camp.

An important continuing initiative has been the establishment of the Official Records Working Group, a joint AWM – Defence – National Archives of Australia committee to ensure the appropriate acquisition of Defence official records for the National Collection.

Collection documentation, storage, preservation and access

Cataloguing priorities for 2008–09 included First World War AIF Administrative Headquarters records; post-1945 intelligence records; Peacekeeping records; oversize maps and souvenirs (68 items); maps from *Conflicts 1945 to today* (330 items); and notably, recent maps from Afghanistan and East Timor. Work has commenced on the Korean and Peacekeeping formed collections. We are continuing to make substantial additions to our post-1945 formed collections including Vietnam, Afghanistan, and Iraq. This involves surveying and assessing the material, documentation, housing the collections, and completion of the 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.

Scanning and web publication of the First World War unit diaries is continuing. Diaries for the medical, dental and nursing units, machine-gun units, artillery, engineers, and chaplains have been completed and are now available to the public on the Memorial's website.

The digital preservation of *Reports of proceedings, HMA ships and establishments* commenced in 2008–09. HMAS *Perth*, HMAS *Vendetta*, HMAS *Vampire* and HMAS *Sydney* and others have been digitised.

The First ANZACs project continued. This preservation project focuses on the Memorial's First World War collections, including private records and published unit histories. The project will support the centenary of the ANZAC landing.

Detailed investigations into 323 Roll of Honour cases have been undertaken for amendments or additions to the Roll.

Dissemination

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

Staff regularly published entries on the *AWM blog* relating to current events and exhibitions, provided radio interviews related to anniversaries, and participated in and delivered many talks and presentations. Staff represented the Memorial at the National Archives of Australia's *Shake your family tree* day, the National Archives of Australia's Canberra Consultative Forum, the Heraldry and Genealogy Society of Canberra's family history course, and the Museums Australia Conference. Talks were also delivered to the Australian Map Circle, Probus Club, Rotary Club, the Australian Garden Historical Society, ALIA Library Technician Group, Military Museum Curators' Course, and to Australian National University and Charles Sturt University students.

Remote services to the public were maintained by providing almost 87,000 on-demand copies of collection items, 87 per cent of which were scanned images. Although the number of on-demand copy orders has decreased this year, the number of pages ordered has increased significantly.

Knowledge management

"ReQuest", our online knowledge base for remote reference enquiries, continued to contribute to the Memorial's knowledge management program. Some 106 new entries have been added this year.

In collaboration with the Memorial's Information Technology Section, Research Centre staff continued their contribution towards the development of the Memorial's Enterprise Content Management system. As part of this project, the Research Centre databases were redeveloped, which has resulted in greater searching capabilities.



Memorial staff members give expert advice to members of the public at a "Bring in Your Memorabilia" day.

Output 1.4 Exhibitions

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

Overview

Over the front: the Great War in the air

This was the major permanent exhibition project for 2008–09. It opened on 28 November 2008 and tells the story of the service and sacrifice of the young men in the Australian Flying Corps during their time on the Western Front in 1917 and 1918. Three allied aircraft (a SE4a fighter, Avro 504K trainer and Airco DH9 bomber) and two rare German fighter planes (an Albatros D.Va and a Pfalz D.XII) are on display. Internationally acclaimed filmmaker Peter Jackson, in association with Wingnut Films and Weta Digital, produced a 12-minute film for the exhibition. It uses live action of First World War aircraft in flight and the latest digital film technology to re-create the risk, action, and drama of combat in the skies of France during the Great War. Actor Sam Neill narrated the film.

Refurbishment of the Second World War galleries

The current Second World War galleries have been in existence for 10 years and require some refurbishment. Preliminary scoping of this refurbishment took place in the latter part of 2008–09 and work to refurbish the galleries will commence in 2009–10.

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

Key performance indicator 1

Number of visits to the Memorial's exhibitions and travelling exhibitions

Target

Number of visitors to the Memorial's exhibitions and travelling exhibitions maintained or increased

Result

A total of 922,500 people visited Memorial exhibitions and travelling exhibitions (949,500 last year).

Key performance indicator 2

Number of tour venues across Australia

Target

Travelling exhibitions exhibited at at least 18 different venues across Australia

Result

Tours exhibited at 15 different venues across Australia. A total of 18 venues had been booked to host travelling exhibitions; however, three withdrew for economic and administrative reasons.

Key performance indicator 3

Qualitative or quantitative evidence about increases in visitors' understanding

Target

At least 80 per cent of visitors indicate that their level of understanding has increased following their visit

Result

88 per cent of surveyed visitors to the *Conflicts 1945 to today* exhibition agreed that they had a deeper understanding of what it would have been like to have been involved in these conflicts. 92 per cent agreed that they knew more about the extent of Australia's involvement in war and peacekeeping.

84 per cent of surveyed visitors to the *Over the front* exhibition provided an example of something they had learnt from the exhibition.

Most examples related to the extent of Australia's involvement in the air war during the First World War; information about the planes on display; how small and flimsy the early planes were; the intensity of the dogfights; and the conditions faced by airmen.

More than 90 per cent of surveyed visitors to the *A is for Animals* exhibition gave an example of something they had learnt from the exhibition. These generally related to just how many different kinds of animals were used in war, and the ways in which these were used. This indicates that visitors' understanding about the use of animals in war was enhanced by the exhibition.

Key performance indicator 4

Percentage of visitors satisfied with the quality of exhibitions, based on a sample survey.

Target

At least 85 per cent of visitors rate the Memorial's exhibitions as good or very good

Result

	per cent
First World War galleries	99
ANZAC Hall	99
Second World War galleries	98
Aircraft Hall	98
<i>Conflicts 1945 to today</i>	98
Orientation Gallery	96
Hall of Valour	96
Discovery Zone	95
Special exhibitions	94
Colonial commitments	93

Other Exhibition Activities

Courtyard Gallery

The Courtyard Gallery featured a special temporary exhibition, *Out of the dust: life in Afghanistan* from 3 April 2009 to 24 May 2009. The exhibition presented works by Dutch photographer Hans Stakelbeek, who was commissioned by the Dutch Ministry of Foreign Affairs to document the reconstruction of Afghanistan. The Memorial hosted the exhibition on behalf of the Netherlands Embassy.

Special Exhibitions Gallery

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

- *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* provided visitors with a sense of the power of these "icons", as well as indicating the depth of the archive itself.
- *Advancing to victory, 1918* (24 October 2008–11 February 2009) was the fourth and final exhibition in the series to mark the 90th anniversary of the First World War. It focused 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 Lieutenant General Sir John Monash. On display were original maps, key photographs, and remarkable works of art, some never displayed before. Other relics included medals awarded to Monash and Lord Birdwood, an 18-pounder field gun, and the sponson of a British Mark IV tank.
- *A is for Animals* (27 February 2009–22 July 2009) was 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 explores the remarkable stories of all creatures, great and small, caught up in conflict. This exhibition will commence a national tour in November 2009.

Exhibitions in development

In addition to the above, three travelling exhibitions have been in development during the year:

- *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* commenced a national tour on 12 November 2008 at the Ian Potter Museum of Art in Melbourne, Victoria. This travelling exhibition presents the collection of paintings and photographs produced by official war artists Lyndell Brown and Charles Green from their tour of Iraq and Afghanistan in 2007.
- *Sidney Nolan: the Gallipoli series* (opened 6 August 2009) showcases a selection of 83 works from the striking and iconic *Gallipoli* series, which Sidney Nolan presented to the Australian War Memorial in 1978.

- *Of love and war* (due to open in December 2009) explores the impact of war on the relationships of our servicemen and women: the sweethearts and lovers they left behind, or those they met while serving, and the ways in which Australians incorporated affairs of the heart into their wartime lives.
- *George Lambert: Gallipoli and Palestine landscapes* 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.

Gallery maintenance

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

Travelling exhibitions program

This program is funded by the Department of Veterans' Affairs commemorations program and this much-valued support is greatly appreciated. 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 photographic 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* explored the relationship between sport and war and focuses on the qualities we associate with both – courage, teamwork, leadership, physical prowess, mateship, and loyalty. It featured 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* provided an overview of the historical and aesthetic richness of the Memorial's photographic collection through the images and experiences of 15 photographers. One hundred photographs covered a range of areas where Australian forces have been on operations.

- *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* presents a series of paintings and large format photographs that were chosen from a body of work created by the artists after their tour of Iraq and Afghanistan in 2007.

“Bring in Your Memorabilia” program

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

The Department of Veterans' Affairs funds this highly successful program, which is run in conjunction with the Memorial's travelling exhibitions. Events were held at six venues in Victoria, three venues in Western Australia, three venues in New South Wales and one venue each in Queensland, South Australia, and the Australian Capital Territory during 2008–09.

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 the general public and for student visitors; these programs are designed to engage different audience groups and enhance their experience at the Memorial.

Radio silence and *Last letters* were regularly performed as live theatre in the galleries. Three new short performance pieces, together with regular unscripted trolley performances, were also delivered by staff.

“Big Things in Store” has continued to attract record crowds, with over 2,100 visitors attending the August event; a further 3,500 visitors in May 2009 viewed the large technology objects stored at the Memorial's Conservation and Storage Annex at Mitchell.

Renowned Bomber Command veteran, Wing Commander Peter Isaacson AM DFC AFC DFM (Ret'd), officially launched the Memorial's newest permanent exhibition, *Over the front: the Great War in the air* in November 2008. There were many gallery talks, with curator- and conservator-led tours run in conjunction with *Over the front*. The touch trolleys and children's camouflage workshops developed for this exhibition were very popular.

Advancing to victory, 1918 was opened in October 2008 by the Honourable Alan Griffin MP, Minister for Veterans' Affairs. Special guests included the New Zealand High Commissioner, His Excellency Dr John Larkindale, and His Excellency Mr Frank Carruet, the Belgian Ambassador. The curator-led tours by Peter Burness were well received by visitors.

A is for Animals was opened in February 2009, and is the first exhibition at the Memorial to be created with a young audience in mind. It was launched by children's author and ACT Children's Ambassador, Ms Jackie French. A range of family focused activities were run in conjunction with this exhibition. They included family tours and an animal touch trolley, the staff performance piece, *Dog of war*, animal story telling by Anthony Hill and Elizabeth Burness, and weekly story telling for children under five. A special animal activity day was held on 21 March 2009. The day included many highlights such as military working dogs, a petting paddock with animals featured in the exhibition, a display by the RSPCA, animal face painting, children's craft activities, and a film screening of *Valiant* with a pigeon release.



Roff, a German messenger dog captured during the First World War, was one of the stars of the *A is for Animals* exhibition.

Performance measures

Quantity:

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

Quality:

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

Key performance indicator 1

Range and number of interpretive programs and events on offer

Target

At least 700 public programs and events completed (not including major commemorative events)

Result

Type	Number	Attendees
Closing ceremonies	364	75,158
Programs	340	19,291
Tours	257	10,120
Events	28	4,005
Treloar and off-site programs	98	6,977
Total	1087	115,551

In addition to special programs and events, each day a minimum of 9 free highlight tours of the Memorial were conducted by Voluntary Guides.

913 iTour units were hired.

Key performance indicator 2

Number of visitors who attend events or participate in programs

Target

At least 100,000 participants in programs

Result

115,551 participants in public programs and events. Another 43,822 people took Voluntary Guide-led highlight tours, and 684 participated in Voluntary Guide-led children's tours.

Key performance indicator 3

Number of school students who visit the Memorial and/or participate in programs, including programs delivered off-site

Target

120,000 school students visit the Memorial

Result

122,901

Target

50,000 school students undertake quality engaging, curriculum-related school education programs managed and delivered for on-site education groups

Result

71,124

Target

At least 350 schools borrow a Memorial Box during the year

Result

361 schools borrowed a Memorial Box. Another 54 community groups and organisations also borrowed a Box.

Target

3 million pages viewed on *KidsHQ* website and 18,000 new users to *KidsHQ*

Result

623,521 pages viewed
11,935 new registered users

Key performance indicator 4

Qualitative or quantitative evidence about increases to participants' understanding

Result

An evaluation of the Memorial's iTour interpretive program found that 96 per cent of survey respondents believed the iTour enhanced their visit, and 84 per cent found it very useful in assisting their understanding of the Commemorative Area.

Key performance indicator 5

Percentage of clients satisfied with quality of program/event, based on a sample survey

Result

Program/event	per cent rated good or very good
Object theatre	98
Museum theatre	96
Public talks	95
Guided tours	95
Family holiday activities	93
Special activities/events	92
Education programs	89

Other Interpretive Activities

The Anniversary Oration marked the Memorial's 67th anniversary; the oration, titled *Cultural institutions and collective memory*, was presented by Richard Johnson, one of Australia's leading architects and the architect responsible for the Memorial Site Development Plan, its heritage strategy and the current Eastern Precinct project.

The Memorial played host to the *1918: year of victory* conference, a two-day international conference that discussed aspects of the final year of the First World War. Further details about the conference are available under Output 1.7.

A unique flight: the historic aircraft collection of the Australian War Memorial by Mike Nelmes and published by the Memorial, was launched by Alan Joyce, Chief Executive Officer, Qantas, in December 2008. This book profiles the Memorial's unique aircraft collection, providing operational

histories, archival images and colour plates, and stories of their war service.

The Memorial continued the tradition of hosting a Christmas carols concert in December 2008, sponsored by ActewAGL. Unfortunately the event had to be cancelled owing to heavy rains.

Output 1.6 Promotions and Community Services

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

Overview

A key focus this year for the Memorial was to continue the integrated marketing communications strategy developed and implemented last year. Through various communication channels such as the internet, radio, print, and broadcast, our exhibitions such as *Over the front: the Great War in the air* and *A is for Animals* received national and international coverage. ANZAC Day and the handover of the Donaldson VC also received extensive national coverage.

The Memorial continued to attend relevant trade shows and is an active member of the ACT tourism industry. The travelling exhibitions program continued to be an excellent promotional vehicle for the Memorial, as well as providing access to the collection and exhibitions for those visitors unable to come to Canberra. The promotional displays travelled around the NSW rural show circuit and are an excellent tool to reach an extended audience.

Performance measures

Quantity:

1. Amount of feature media coverage of the Memorial, based on number of media articles and television and radio reports
2. Range and number of promotional activities undertaken by Memorial staff
3. Number of user sessions to the Memorial's website and their average length of stay

4. Number of visits to the Memorial's travelling exhibitions
5. Geographic spread of travelling exhibition visitors
6. Number of visits to the Memorial
7. Percentage of Memorial visitors that are making their first visit

Quality

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

Key performance indicator 1

Amount of feature media coverage of the Memorial, based on number of media articles and television and radio reports

Target

300 print articles, 350 radio reports, 100 television reports

Result

587 print articles, 530 radio reports, 273 television reports, 317 online reports

Target

85 per cent media coverage favourable

Result

98 per cent favourable

Key performance indicator 2

Range and number of promotional activities undertaken by Memorial staff

Target

100 promotional activities, including major trade shows

Result

153 promotional activities, including 4 major trade shows, 26 joint ventures with Australian Capital Tourism, 15 industry meetings, 3 battlefield tours, and numerous activities to promote special exhibitions and events.

Key performance indicator 3

Number of user sessions to the Memorial's website and their average length of "stay"

Target

4.1 million visitors to website

Result

2.8 million visitors

The target was set early in Feb–Mar 2008 and was not based on 2006–07 website figures and the expectation that the existing visitation trend would at least remain constant.

When 2007–08 figures were analysed in July 2008, concerns were raised about their accuracy compared with other methods used to measure activity on the website. A new analytics system was implemented in late July 2008 to address these concerns. Both systems were run concurrently for a short time, which indicated that the old system was reporting inflated figures. We are confident that the new system provides more reliable figures.

Target

Average web visit time 10 minutes

Result

Average web visit 5 minutes, 2 seconds

The target for the average visit length was based on 2006–07 figures, and the assumption was that this figure would remain at least constant. The lower than expected average visit length can be partly explained by the change from the previous analytics system (see above). Changes to the structure of the website during 2008–09, which mean that visitors can find what they want more quickly, could also explain the decrease in time spent on the website.

Key performance indicator 4

Number of visits to Memorial travelling exhibitions

Target

Average of 10,000 visitors to travelling exhibitions in metropolitan areas and an average of 3,000 visitors to travelling exhibitions in regional areas

Result

Metropolitan average: 13,966

Regional average: 10,098

Key performance indicator 5

Geographic spread of travelling exhibition visitors

Target

Each state and territory has at least one travelling exhibition visit during the year

Result

State/territory	Venues	Visitors
Vic	6	99,560
WA	3	45,645
NSW	3	9,420
Qld	1	6,806
SA	1	1,508
ACT	1	135
Tas	0	0
NT	0	0
Total	15	163,074

The Museum and Art Gallery of Northern Territory declined to display Memorial travelling exhibitions as the military museum currently under construction is deemed to be more appropriate.

The only expressions of interest from Tasmanian venues were for *Gallipoli: a Turkish view* and *Focus: photography and war*. *Focus* was booked in for display at the Queen Victoria Museum and Art Gallery, however, owing to space restrictions they were forced to withdraw from displaying a Memorial travelling exhibition.

Key performance indicator 6

Number of visits to the Memorial

Target

800,000 visitors to the Memorial

Result

807,066

Key performance indicator 7

Percentage of Memorial visitors who are making their first visit

Target

25 per cent

Result

30 per cent

Key performance indicator 8

Percentage of remote visitors whose visit met or exceeded their expectations

Target

50 per cent of remote visitors rate the exhibition they visited as very good or excellent, and 80 per cent of remote visitors say that the exhibition either met or exceeded their expectations

Result

64 per cent rated the exhibition they visited as very good
 31 per cent rated it as good
 45 per cent said the exhibition exceeded their expectations
 53 per cent said their expectations were met

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

A major highlight was the integrated marketing campaign for *Over the front: the Great War in the air*, including a television campaign on WIN Television in the Canberra, Regional New South Wales, and Illawarra regions, and a radio campaign

on MIX 106.3. Print advertising included *Capital Magazine*, *The Weekend Australian Magazine* and specialist aviation publications targeting aircraft enthusiasts.

The marketing campaign for *A is for Animals* included a television campaign on WIN Television in the Canberra, Regional New South Wales, and Illawarra regions and a radio campaign on MIX 106.3 and Wagga regional radio 2WG. The print advertising included *Capital Magazine* and a focus on family-based publications such as *Kid Friendly*. Accommodation packages were developed for both exhibitions. The *A is for Animals* accommodation package with the Mantra Hotel was particularly successful; it included a children's activity pack consisting of the colouring-in book *Simpson and Duffy*, an animal toy, poppy seeds, bookmarks, and a drink bottle.

Public Affairs

The Memorial continued to use a variety of media (television, radio, newspapers, magazines, and online news sites) to promote the Memorial's exhibitions, activities, and collection. Most media coverage was positive and further enhanced the Memorial's position as a place of commemoration, a world-class museum, and as a centre of excellence for Australian military history.

Positive media coverage was sustained across the year with a variety of news items. Major media coverage was achieved in all states for the openings of the exhibitions *Over the front: the Great War in the air*, *Advancing to victory, 1918* and *A is for Animals*, as well as for Remembrance Day, ANZAC Day, and the loan of the Victoria Cross medal by Trooper Mark Donaldson VC.

Over many years elements within the history profession have attempted to create controversy regarding what they see as the Memorial's failure to cover what are termed the "Frontier Wars" during the original settlement of Australia. During this year, the *7.30 Report* attempted to stir the supposed issue with interviews with several historians, and there was a print article, surprisingly by an employee of the National Museum of Australia, criticising our policy. Following long-standing Council guidance on this matter, the position has been maintained that such issues fall outside the original intent and purpose of the institution, as well as outside the provisions of its governing Act.

ANZAC Day continued to attract strong media coverage in 2008–09, although reduced from previous years, as ANZAC Day fell on a Saturday. Highlights included Channel Nine's *Today* show presenting live from the Memorial the day before ANZAC Day; live national coverage of the Dawn Service by Sky News and ABC Radio; and a live broadcast of the National Ceremony in the ACT by ABC Television.

Friends of the Memorial

The Friends of the Memorial program continues to maintain a sound membership base. A Friends membership provides opportunities for people to support the Memorial and to access a comprehensive members-only program of events, activities and discounts. Communication with Friends is constantly being improved by using a number of channels, including a newsletter, a web page, and email updates.

Friends received invitations with reserved seating to Remembrance Day and ANZAC Day. ANZAC Day in particular was well attended with 400 Friends reserving seats for the National Ceremony. Friends are also invited to exhibition openings and many attended the openings of the exhibitions *Over the front: the Great War in the air*, *Advancing to victory, 1918*, and *A is for Animals*. Special Friends-only events were also held during the year, including a behind-the-scenes tour of the Research Centre, and a curator-led aircraft tour of the *Over the front* exhibition.

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

one research assistant. The manuscript of the first volume (by Professor Horner) has been completed. Research and writing of the other volumes continues.

On Remembrance Day 2008 the Memorial joined Flickr Commons, which allows collection images that are in the public domain to be shared on one of the largest photo-sharing sites. Thirty images were added initially, and three other small sets have been added since. The 91 images have attracted hundreds of comments, tags, and contacts from people all over the world. This activity was part of the Memorial's web 2.0 strategy, which also saw us continue with a Facebook profile and YouTube channel, and public groups on Flickr. This strategy has enabled a wider audience to be reached and to be engaged in new ways. The Memorial has over 5,000 Facebook fans, an 86 per cent increase from the last financial year and there have been many thousands of views of our videos (both collection and non-collection items) on YouTube.

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

Key performance indicator 1

Number of Memorial and Memorial-supported research projects undertaken

Target

7 major research projects underway during the year, plus a range of discrete/specific research projects completed as required

Result

Historians of the Military History section worked on 10 major military history research projects during 2008–09:

Ashley Ekins:

Fighting to the finish: the Australian Army in the Vietnam War 1968–1972

Gallipoli research project: translation of Turkish records

Steven Bullard:

In their time of need: Australia's overseas emergency relief operations

Karl James:

The hard slog: the II Australian Corps during the Bougainville campaign

A study of the Kokoda Track (completed and delivered in 2009)

Libby Stewart:

With healing hands: Australian civilian surgical teams in Vietnam (published in August 2009)

Jean Bou:

The Light Horse (completed for publication in October 2009)

Anne-Marie Condé:

A biography of John Treloar (suspended after the author left the Memorial)

Keiko Tamura:

Memories of the Japanese midget submarine attack on Sydney in 1942

Georgina Fitzpatrick (University of Melbourne)
Japanese War Crime Trials research project.

The Memorial also supported three annual scholar research projects (for further details see Appendix 10):

- research for the Memorial's *Of love and war* exhibition by Margaret Hutchison, University of Adelaide
- concepts of valour and the award of the Victoria Cross by Isobelle Barrett-Meyering, University of Sydney and
- Japanese war crimes trials by Tristan Moss, University of Melbourne.

Key performance indicator 2

Target

25 lectures/papers given; 60 articles written; 1 book published by Memorial staff

Result

17 lectures/papers presented

39 articles written

3 books published

Key performance indicator 3

Sales figures for *Wartime* magazine

Target

4 issues of *Wartime* published, with an average circulation of 7,300 per issue

Result

4 issues of *Wartime*

Average circulation just over 7,000 copies

Key performance indicator 4

Number of visitors to the Research Centre

Target

At least 25,000 visitors to the Reading Room and 30 per cent of visitors visit the Online Gallery

Result

24,500 visitors went to the Reading Room

41 per cent of Memorial visitors went to the Online Gallery

Key performance indicator 5

Number of collection items retrieved for and accessed by Reading Room clients

Target

12,000 collection items accessed by Reading Room clients

Result

22,000 collection items

Key performance indicator 6

Number of research enquiries answered by Memorial staff

Target

10,000 research enquiries answered by Memorial staff

Result

Research Centre staff answered 15,491 enquiries during 2008–09. 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. The trend continues of telephone and online enquiries (via ReQuest and email) vastly outnumbering letter enquiries.

In addition, approximately 1,140 research enquiries were answered by Military History staff during the year.

Key performance indicator 7

Number of page views accessing the Memorial website's digitised information resources

Target

10 million page views of the Memorial's digitised website resources

Result

20.2 million page views

Key performance indicator 8

Number of online searches conducted on the Memorial's databases

Target

1.3 million online searches on the Memorial's databases

Result

At least 933,000 searches were conducted

Key performance indicator 9

Percentage of Research Centre standards of service that are met from the Memorial's website. Another 420,000 online searches were conducted through external search engines which resulted in access to the Memorial's databases.

Target

Research Centre standards of service met in at least 95 per cent of cases

Result

	per cent
Stack retrievals (on-site): 30 minutes	97
Stack retrievals (off-site): 14 days	99
Photocopying requests: various times	90
Letter enquiries: 10 days	96
Internet enquiries: 5 days	80
Telephone enquiries: answered in person	97

Key performance indicator 10

Percentage of Research Centre clients satisfied with quality of visit

Target

At least 90 per cent of visitors rate the Research Centre as good or very good.

Result

	per cent
Online Gallery	94
Reading Room	94

Research Centre clients continue to be satisfied with the quality of service they receive. ReQuest allows clients to register a comment on the level of service and overwhelmingly the level chosen is excellent. In 2008–09, some 1,106 emails and letters of thanks and appreciation were received by the Research Centre.

Other Research, Information and Dissemination Activities

Military History

Research

A number of significant research projects continue and several projects were completed.

The Memorial continues its five-year collaborative project with Macquarie University, funded by an ARC grant. "Completing the Gallipoli story: researching Turkish archives for a more comprehensive history" aims to identify and translate key documents within Turkish archives, and to publish significant work based on this material. Despite difficulties in securing continuous access to Ottoman records held by the Turkish General Staff archives, the project continues to make substantial progress with locating and translating important documents in other Turkish collections.

The Memorial is supporting a major research project in conjunction with the University of Melbourne, funded by an ARC grant. "The law reports series on Australia's post-Second World War war crimes trials" is an investigation into Japanese war crimes trials, with a University of Melbourne researcher working in the Military History section.

Dr Karl James of the Military History section completed a detailed research study of the Kokoda campaign of 1942, commissioned by the International Projects Division of the Department of Environment, Water, Heritage and the Arts.

In September 2008 four historians of the Military History section participated in a joint Australian War Memorial – Imperial War Museum study tour of First World War battlefields of the Western Front. They delivered research papers at particular sites, gained an enhanced knowledge of Great War history, and made valuable contacts with colleagues at museums in France, Belgium, and Britain.

Three visiting scholars completed research projects in Australian military history under the Memorial's annual Summer Vacation Scholarship Scheme, as detailed in Appendix 10.

Publications

Following review and clearing by relevant agencies, the manuscript text of the final volume of the Vietnam official history, *Fighting to the finish: the Australian Army in the Vietnam War 1968–1972*, by Mr Ashley Ekins, was despatched to the publisher in September 2008. The remaining material, including visuals and end matter, is currently being finalised.

Issues 43 to 46 of the Memorial's popular magazine *Wartime* were produced under the editorship of Dr Robert Nichols. A high proportion of articles in *Wartime* continue to be written by historians of the Military History section and other Memorial staff.

The Australia–Japan Research Project (AJRP), led by Dr Keiko Tamura, completed its 13th year of activities funded by the Embassy of Japan. Dr Tamura's research into the history of Australian–Japanese relations after the Japanese midgeet submarine attack in Sydney in 1942, was published as an article in *Wartime*, issue 45; further essays will be posted in English and Japanese on the AJRP website. In August 2008 the Japanese government decided not to continue funding for the AJRP project beyond June 2009. Consequently, the project will cease activities in mid-September 2009.

Memorial historians published numerous papers and articles in journals and magazines, and delivered papers at conferences during the year (details are part of the list included at Appendix 7).

Dissemination

In November 2008 the Memorial convened a highly successful international conference, *1918: year of victory*, to mark the 90th anniversary of the end of the First World War. The Minister for Veterans' Affairs, the Honourable Alan Griffin MP, opened proceedings and the keynote address was delivered by Professor Jay Winter of Yale University. A field of specialist historians, including Mr Peter Hart (Imperial War Museum), Rear Admiral James Goldrick AM CSC RAN (Australian Defence College), and Memorial staff Mr Ashley Ekins and Dr Peter Pedersen delivered papers on a range of themes. Memorial historian Mr Peter Burness delivered the conference dinner address. The conference attracted

a capacity audience of 190 delegates who registered an overwhelmingly positive response. Generous sponsorship for the conference was provided by the Department of Veterans' Affairs. Conference proceedings will be published for ANZAC Day 2010.

Historians of the Military History section also delivered papers at separate symposia on the Gallipoli campaign and the battle of Binh Ba. Both events attracted capacity audiences.

Historians and editorial staff contributed to the development of permanent and travelling exhibitions. They also gave numerous talks and media interviews related to travelling and permanent exhibitions, and delivered talks on Australian military history to training sessions of Memorial voluntary guides and in the workplace skills training program. They developed and delivered a second successful training course for Memorial staff on research and writing for publishing.

The staff Military History Course was revised and Memorial historians delivered two courses aimed at providing key knowledge and skills to Memorial staff as well as to selected staff from the Department of Veterans' Affairs.

Staff presented a range of papers, lectures, public talks, and interviews about the Memorial, its exhibitions, the collection, anniversaries, and Australian military history. Historians delivered a substantial number of research papers and public talks on aspects of Australian military history at seminars, conferences, and other venues. Historians also provided advice for numerous commemorative plaques, anniversary closing addresses, speeches for the Minister, the Prime Minister, and the Governor-General, and media comment as required.

A full list of staff talks, lectures, and publications is at Appendix 7.

Website

The Memorial's use of the web has changed during the 2008–09 year. While digitised collection material continues to be added to the main website, uploading of content to social media sites has been trialled so as to make our content more visible to a wider audience.

The most visited parts of the website continue to be the digitised records, particularly the biographical rolls and lists. The war diaries from the First and Second World Wars, and the Southeast Asian Conflicts also have a high rate of visitation. While visitation to these resources is steady during the year, two peaks around 11 November and 25 April saw a trebling of activity.

Web blogs have continued to flourish. About five posts a month are written by staff from across the Memorial. On average, the posts have each attracted over five comments from the public. Many links have been made from blog posts to collection images and records, which has seen an increase in traffic to those items.

A major task this year was preparing for the implementation of a new web content management system (WCM). The underlying structure of the website was completely redesigned so that it could ultimately be migrated to the WCM. This work also aimed to improve the accessibility of the site for visitors, and to make it simpler for the web team to maintain. Significant progress has been made in consolidating related web content, removing duplicated material, and upgrading templates. A feature of the work has been the development and use of new code which allows more efficient use of digital assets on the site and in the blog.

Output 1.8 Visitor Services

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

Overview

The high standard of visitor services continued at the Memorial with a greater emphasis on staff training and development, undertaken to adapt our services to meet changing visitor trends and needs. The Workplace Skills course held in conjunction with Canberra Institute of Technology continues to build customer service and museum skills for floor staff. On completion of the course, they receive the Museum Practices Level III Certificate.

Extensive research and evaluation to monitor standards of service and visitor satisfaction continues to be undertaken. Approximately 1,100 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 Visitor Book, and actions taken to address complaints

Key performance indicator 1

Percentage of visits to the Memorial that are repeat visits or that result from word of mouth recommendations

Target

60 per cent of visitors are repeat visitors, and 25 per cent of general visitors received a word of mouth recommendation

Result

70 per cent of visitors were repeat visitors.
28 per cent received a word-of-mouth recommendation.

Key performance indicator 2

Average duration of visits to the Memorial

Target

Average duration of visit at least 2 hours

Result

2 hours 29 minutes

Key performance indicator 3

Percentage of Memorial visitors who believe the Memorial has maintained or improved its standard of service since their last visit

Target

At least 80 per cent of visitors believe that the Memorial has maintained or improved its standard of service since their last visit

Result

80 per cent reported standard improved, 19 per cent standard maintained

Key performance indicator 4

Percentage of Memorial visitors whose visit met or exceeded their expectations

Target

At least 90 per cent of visitors believe their visit met or exceeded their expectations

Result

60 per cent exceeded expectations, 40 per cent met expectations

Key performance indicator 5

Number of compliments received via the Memorial's Service Charter and Visitors' Book

Target

100 compliments received via the Service Charter and Visitors' Book on various aspects of the Memorial

Result

In total, 127 compliments were received via the Service Charter and Visitors' Book. Several aspects of the Memorial were complimented, including 80 relating to the high standard of the Memorial's exhibits and displays and 45 relating to the high standard of service provided by staff and voluntary guides.

Key performance indicator 6

Number of complaints received via the Memorial's Service Charter and Visitors' Book and actions taken to address complaints

Target

Fewer than 20 complaints received via the Service Charter and Visitors' Book

Result

In total, 11 complaints were received via the Service Charter. These included 2 complaints about staff (4 last year), 2 about the provision of food services by the catering contractors (11 last year), and 2 about exhibits and displays. Other complaints related to tours, lighting, the website, parking, and the acknowledgement of the RAF only on the Commemorative Roll and not on the Roll of Honour.

It should be noted that complaints are also received directly by email and on veterans' sites. Four issues were identified as the subject of serial complaints outside the Service Charter context.

Target

Action taken as appropriate to address complaints in 100 per cent of cases

Result

A written response was made to each complaint and action was taken where appropriate.

Other Visitor Services Activities

Volunteer services

The long and proud tradition of volunteering at the Memorial continued with 282 volunteers giving their time, skills, and expertise to support front-of-house functions and projects in curatorial and conservation areas. Of particular note was the recognition of Mrs Margaret Beadman OAM, who became the eighth Volunteer and Voluntary Guide to be awarded Life Membership (20 years) for her service to the Memorial. She joins Mrs Gwen Keys, Mrs Carole Middleton, Mrs Dianne Mitchell OAM, Mrs Clare Palmer, Mrs Joan Whitaker, and Mrs Norma Wrigley, who have each have provided more than 20 years' service as a volunteer at the Memorial. This level of dedication and service is gratefully acknowledged.

The Memorial provides structured and ongoing training for volunteers with regular information and development sessions; eight Voluntary Guides were also awarded a Statement of Attainment in Guiding. The Memorial's volunteers conducted tours, assisted the public to gain access to family history information in the Online Gallery, and engaged with family and student visitors in the Discovery Zone.

The new galleries have been incorporated successfully into the Voluntary Guides' tours, and each day a minimum of nine free highlight tours were conducted in addition to organised and VIP tours.

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. The Remuneration Committee met once during the year as required.

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 a number of projects, including the Eastern Precinct development, Enterprise Content Management implementation, approval of the 2009–10 Business Plan and an associated Budget, proposed 2015 Gallipoli anniversary programs, and progress on the Official History of Peacekeeping, Humanitarian and Post–Cold War Operations.

Members of the Australian National Audit Office (ANAO) attended each of the committee meetings and internal auditors RSM Bird Cameron attended three out of the four committee meetings. The outcomes of reviews undertaken in accordance with the approved internal audit plan were presented at each meeting. After each Council meeting the Minister was briefed by the Chair of Council and the Director.

The Chairs of Council and the Finance, Audit and Compliance Committee were also involved in several out-of-session discussions relating to the Memorial's funding arrangements and changes being implemented through Operation Sunlight reforms.

A performance audit undertaken by ANAO relating to Approval of Funding for Capital Works involved a review of the Memorial's Discovery Zone and *Conflicts 1945 to today* galleries project. The Chair of the Finance, Audit and Compliance Committee represented Council in discussions with ANAO.

In accordance with the terms of reference, Council reviewed its performance in August 2008 via a survey completed by Council members, the Director, and senior management. Overall, the results of the review indicate that the performance of Council during 2007–08 was highly satisfactory, with 21 of the 23 criteria achieving an average score of more than 4 out of 5. It is believed that the standard of corporate governance as currently practised is high and appropriate to the Memorial as a high-profile public institution.

Output 1.10 Executive Strategic Management

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

Executive Leadership

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

CMG meets weekly and considers a wide range of matters either brought up by its members or presented 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 monthly financial statements and is able to provide independent and direct advice to senior management.

SMG also meets weekly and is a forum for the 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 that each project was meeting its objectives, timeframe, and budget. Regular scope and budget reconciliations were undertaken and involved the CFO and an external quantity surveyor. The Memorial's well developed and mature project delivery model and associated governance arrangements have

been adopted for major projects currently being undertaken, including the implementation of a new Enterprise Content Management (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 addressed a wide range of Memorial activities in 2008–09. There was a strong focus on exhibition evaluation during the year, with several summative evaluations conducted to measure the impact of Memorial exhibitions.

A summative evaluation for the *Conflicts 1945 to today* galleries focused on determining whether the original objectives and outcomes of the galleries had been met, whether any unanticipated outcomes had occurred, and on evaluating the effectiveness of different types of exhibition practice in the galleries. A total of 316 visitors were interviewed for the study. The data is currently being analysed; early results indicate that the galleries have brought about strong feelings of pride and thankfulness among visitors for the contribution of Australian servicemen and women, and have encouraged visitors to reflect on the enormous sacrifice of those who died. Many visitors claim to know more about the extent of Australia's involvement in war and peacekeeping, and to have a deeper understanding of what it would have been like to have been involved. Most visitors also said that they would talk or think about their visit to these galleries again; half said that their visit had made them feel differently about Australia's involvement in war and peacekeeping; and around 30 per cent expected that their visit to the galleries would change the way they think or behave in the future. It is anticipated that this study will be completed early in the new financial year.

A remedial-summative evaluation was conducted of the Memorial's newest permanent exhibition, *Over the front: the Great War in the air*, which opened in November 2008. A total of 123 observations and 276 interviews were completed for the evaluation, which focused on understanding and improving the visitor experience of the new exhibition and its place in ANZAC Hall. During the evaluation period, the screening times of the *Over the front* film and the other object theatre shows in ANZAC Hall were changed; this was to ascertain the most effective screening schedule that would maximise viewing rates, minimise visitor disruption, facilitate smooth front-of-house operations, and enable other public programs and events to be scheduled. Overall, the evaluation found that visitors reacted very positively to the *Over the front* exhibition, which achieved high attendances and praise from the visitors, many of whom visited especially to see it. In particular, the film and the restored aircraft were singled out by visitors as the best elements of the exhibition. The evaluation also sought information on visitor learning, with most respondents able to give an example of something they had learnt from the *Over the front* exhibition. Key learnings related to the extent of Australia's involvement in the First World War air war, information about the planes on display, how small and flimsy the early planes were, the intensity of the dogfights, and the conditions faced by airmen.

Summative evaluations were also conducted for two exhibitions on display in the Memorial's special exhibition gallery: *A is for Animals* and *Icon and archive*. Visitor surveys were used to gauge the extent of visitor learning and satisfaction with these exhibitions, and to determine whether the exhibitions attracted new audiences to the Memorial. Visitor observations were also used to understand how long visitors stayed in the *A is for Animals* exhibition as well as other aspects of visitor behaviour, such as using interactives and viewing audiovisual displays.

Four of the Memorial's travelling exhibitions were evaluated off-site, with visitor surveys collected at seven different venues hosting Memorial exhibitions. The newest travelling exhibition, *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*, was evaluated at the Ian Potter Gallery in Melbourne, the Ballarat Regional Art Gallery, and the Benalla Art Gallery. *George Lambert: Gallipoli and Palestine landscapes* was evaluated at the Bendigo Art Gallery and the Riddoch Gallery, Mount Gambier. Visitors to the *Gallipoli: a Turkish view* exhibition were surveyed at the Western Australian

Museum Albany, as were visitors to *Focus: photography and war, 1945–2006* at the Perc Tucker Gallery in Townsville. Surveying visitors to Memorial travelling exhibitions is an important way of monitoring the success of this program in regional Australia.

The Memorial continued to conduct regular visitor surveys throughout 2008–09, to monitor what visitors did during their visit and what they thought of the Memorial's facilities and services. Approximately 1,100 randomly-selected visitors took part in the Memorial's general visitor survey: results from this study have been used to assess the Memorial's performance elsewhere in this report. More than 200 other visitors were surveyed to measure their satisfaction with the Landing Place Café. This study is used to ensure that the Memorial's contracted caterer meets agreed standards. As part of its ongoing program of evaluation, the Memorial also surveyed teachers and community groups borrowing Memorial Boxes, and participants in the Memorial's school wreathlaying program.

Risk Management

The Memorial's Risk Management and Fraud Control Plans were implemented during the year. The Business Continuity Plan was reviewed and updated, and a test of one component was completed. The test stimulated a great deal of discussion about the adequacy of established processes and procedures. While some gaps were identified, the current processes and procedures met the test satisfactorily. Risk management was monitored across the organisation, and for all major events and activities specific risk management plans were developed in advance. Planning for emergency evacuation continued with trial evacuations completed in all buildings. 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

In conjunction with major upgrades of power and cooling at the Memorial last year, a full Life Cycle Assessment and energy audit was conducted to assist in the management of plant replacement and to identify high-level energy savings.

A number of efficiency and energy-saving initiatives have begun, including a more efficient control strategy for the building management system and staged replacement of obsolete heating, ventilation, and air-conditioning controls.

The Memorial has been planning for new controlled environment collection storage to address a critical shortage of such space. A new collection storage building is proposed, but given the likely timeframe to achieve this, building infrastructure in existing facilities will require upgrading. The Life Cycle Assessment and energy audit conducted last year closely looked at the collection storage facilities at Mitchell. The Treloar A building at Mitchell is a key storage and conservation facility and a detailed scoping and design for an upgrade of services and power to support this building for as long as the next ten years has begun. It is expected that an upgrade of this infrastructure at Treloar A will be undertaken over the next two years.

The Memorial's facilities management area continued to provide management and advice for the defects liability period for the recent redevelopment of the *Conflicts 1945 to today* galleries.

A range of building improvements have also been made at the Campbell site. These were mainly to improve collection access and storage, and to rationalise staff accommodation. Works this year include:

- The review and rearrangement of some staff accommodation in the Administration Building
- The relocation of the multimedia team from the Exhibitions section to the Main Building, bringing it closer to the location of gallery multimedia installations and controls

- The expansion of Research Centre storage space for the map collection and improvements to the research library stacks area.

Services

The upgrade of the Memorial's security infrastructure on all sites has been completed this year. The defects liability period for the new galleries has been coordinated and an ongoing maintenance program has commenced. The security control room has been fully refurbished, providing an improved work environment and increased effectiveness of the Memorial's security staff.

The records management unit continued with the process of improving compliance with relevant legislation and standards. The unit's key achievements include the completion of the record-sentencing covering the Memorial's inactive records from 1945 to 1988; completing the annual file census; and continuing to support and participate in work related to the implementation of electronic recording keeping.

The Memorial's workshop supports a wide range of activities, including the construction of exhibition infrastructure for *Advancing to victory, 1918*, and *A is for Animals*. The workshop also provided trades assistance for the construction and installation of *Over the front: the Great war in the air* in ANZAC Hall and during the defect liability period for the newly completed *Conflicts 1945 to today* exhibitions and the Discovery Zone, as well as general building and conservation works.

The emergency planning committee met three times; planning for and conducting emergency evacuation drills for all Memorial buildings has continued.

Finance

Financial and Corporate Support Systems

The Memorial's Financial Management and Information System (FMIS) and its related system interfaces are stable, and no major upgrades or enhancements were undertaken in 2008–09.

Minor system modifications were made during the year to allow vendor remittance advice notices to be sent electronically, resulting in significant efficiencies and cost savings. Since its initial implementation, this feature has been modified to further improve the level of system-generated information provided to vendors.

The Memorial continues to promote the payment of supplier invoices via electronic funds transfer, with the majority of suppliers now adopting this payment method.

Financial Policy

The Chief Finance Officer (CFO) participated in the Department of Finance and Deregulation's (DoFD) Net Cash Funding Working Group in relation to the Government's Operation Sunlight budget reforms, specifically regarding ongoing funding to support collection development. A budget neutral outcome for the Memorial was achieved and a separately funded Collection Development Acquisition Budget was established. The CFO participation in Phase Two Working Group discussions continues, which will focus on ongoing funding matters specific to CAC agencies, including asset replacement and accrued employee entitlements.

The CFO continued to be involved in activities necessary to ensure the funding strategies are achieved for planned capital projects, including the Eastern Precinct redevelopment, the half-life refurbishment of the Second World War galleries, and the redevelopment of the Hall of Valour.

The Memorial maintained its conservative investment strategies, and following the announcement of the Government Deposit Guarantee in late 2008, new investments are now spread across major Australian-owned banks. As expected, the economic downturn has had an impact on the level of revenue generated from the short-term investment of surplus cash reserves, and future capital strategies have been amended to address the reduction in estimated revenue.

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. Financial results and cash balances were also reported regularly to DoFD as required.

The Memorial's 2009–10 budget was developed in accordance with Government budget policy, and includes \$1.7 million as the third and final capital injection for the Eastern Precinct redevelopment (\$1.5m in 2007–08, \$9.3m in 2008–09) and \$7.2m for the Collection Development and Acquisition Budget (previously funded through general appropriation revenue).

Financial Services

The Finance section provides a range of services to support Memorial activities, including accounts payable and receivable, domestic and overseas travel arrangements, procurement advice, assets management, contracts management, Fringe Benefits Tax, Goods and Services Tax, 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. Customised financial training sessions were also developed and presented to address specific needs during the year.

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

Information Technology

The main focus continued to be the Enterprise Content Management project which was established to address increasing needs for the management of digital assets, electronic records, and material published to the web. Progress was slow due to extended contract negotiations with the contractor, but a detailed technical design for the Digital Asset Management component was achieved. During the delay periods, staff made good progress preparing data for migration into the new system. Implementation of this component will proceed in 2009–10 as the Memorial investigates alternative solutions for Electronic Document and Records Management and Web Content Management.

Oversight of IT strategic direction, information management policy, and web services continued through regular meetings of the Information Management Steering Group and reporting to the CMG. The Memorial also continued to maintain contact with other cultural agencies through the Commonwealth Managers Forum for IT, and to be apprised of IT initiatives at a whole of government level through representation at the CIO forums.

Ongoing support was provided for a wide range of corporate applications, and general access to such systems was maintained at greater than 99.8 per cent availability. Key achievements included:

Corporate Systems

- Transition of the corporate email system from Novell GroupWise to Microsoft Outlook and Exchange as well as implementation of improved anti-spam software
- Improvements to the management and delivery of the Research Centre databases, which include the Roll of Honour, nominal rolls, biographical databases, and digitised records such as war diaries
- Upgrade of office applications to Microsoft Office 2007
- Upgrade of the Piction e-Business system
- Delivery of comprehensive staff training for Outlook email and migration to the upgraded office applications.

Network Infrastructure

- Rolling replacement of servers and expansion of disk space to accommodate general data storage needs
- Acquisition of a preservation standard digital storage solution for the Digital Asset Management compartment
- Implementation of virtual server farms for development /test and production environments to improve the provisioning and management of servers for corporate applications
- Expansion of network switching equipment to support the above changes
- Parallel implementation of Microsoft active directory network authentication to support Exchange and ECM integrations
- Replacement of the robotic tape library, the primary backup system for data which is transported off-site
- Replacement of the network firewall appliances
- Reorganisation of main computer room facility to accommodate additional equipment
- Ongoing upgrade of specialist technical training for both applications and infrastructure IT staff.

People Management and Development

Strategic People Management

The Memorial's Teamwork Agreement provided a 4 per cent increase to staff salaries from 1 July 2008 and scope for the payment of a one-off bonus of up to 2 per cent for all employees who successfully participated in the 2008–09 Business Management and Performance Feedback Scheme (BMPFS).

A number of key policies were reviewed during the year including First Aid, Outside Employment, Leave and Attendance and a new policy developed for Resolving Workplace Issues designed to replace mechanisms that had previously been incorporated in our Agreement.

Workforce Development

An extensive People Development Program was developed and implemented to address the training and development needs of individuals, in alignment with the Memorial's annual Business Plan and general work requirements. Ongoing programs conducted during 2008–09 included the Cultural Management Development and Advanced Workplace Skills programs, run in cooperation with our cultural institution partners, and the Workplace Skills and Public Sector Management programs. The Memorial values highly the cooperation and support it receives from the other cultural institutions in the delivery of the Cultural Management Development and Advanced Workplace Skills programs.

Two Australian Military History courses were delivered to Memorial and DVA staff during the year, with the course continuing to provide key knowledge and skills. A Researching, Writing and Editing course was also delivered to Memorial staff. Other learning and development program training provided during the year included Microsoft Office 2007, supervision, ceremonial and protocol, financial management, research and writing skills, project management, contract management, lighting skills for professional photographers, relevant instruction on new equipment and technology and defensive tactics for security personnel.

Following on from the review of the Memorial's Workplace Harassment Policy and Guidelines completed in the previous year, all staff attended Workplace Harassment refresher training designed to maintain a harmonious work environment free from bullying and harassment.

In cooperation with the other cultural institutions in Canberra (the National Library of Australia, the National Archives of Australia, the National Film and Sound Archive, and the National Museum of Australia), the Memorial continued to provide assistance towards the development of an undergraduate course in materials conservation science at the University of Canberra.

Regular training was provided on evacuation procedures to emergency wardens, with additional specific training provided to building wardens.

People Management and Services

The Workplace Relations Committee (WRC) is the formal representative vehicle for the Memorial's workplace relations and consultation process. The WRC met on four occasions, and the Occupational Health and Safety Committee on six, during the year. Both committees fulfil a crucial role in providing constructive, cooperative forums for management and staff to discuss workplace issues and review policies.

The Memorial provides an Employee Assistance Program to support staff and their family members. The service provider is PPC Worldwide, formerly known as the OSA Group. The program continued to deliver effective support during the year; statistics on the operation of the program indicate that usage was low and continued to be principally for non-work related personal issues.

The Memorial's staffing overview, people development and training report, and performance-based remuneration are at Appendix 8.

Output 1.12 Revenue Generation

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

Memorial Shop

Shop revenue of almost \$1,720,000 was achieved, which was above target by 19 per cent or almost \$269,000.

The net profit for the shop before notional costs was \$301,448 and operating net profit after notional costs was \$201,750, which represents 12 per cent of sales.

With increasing staff costs, the focus this financial year was to deliver the best possible profit margins. This has been achieved by developing and stocking suitable products with appropriate profit margins and changing operational procedures where necessary to minimise costs. Changes and additions to a number of product categories (including food, clothing and giftware) have assisted in delivering significantly improved profit margins overall. This is reflected in a 4 per cent decrease in the cost of goods, which delivered a 54 per cent gross profit and translated to a 21 per cent net operating profit before notional costs.

Another initiative early this year was to implement a simplified discount structure for stakeholder and interest groups. This

initiative has reduced discounts by over \$11,700, which delivered a further 1 per cent to net profit for this financial year.

A small range of merchandise for children was introduced to accompany the *A is for Animals* exhibition, which opened in February 2009. A colouring-in kit based on images and themes from the Memorial's collection, novelty pencils, and dog and donkey plush toys have contributed close to \$8,900 in sales this year. These products will continue to deliver strong sales as an ongoing part of the product range.

Two publications and a DVD were released to further disseminate information about the National Collection. The book titles were *A unique flight*, featuring the aircraft collection, and *Moments in time*, about the diorama collection. The DVD *Australians in the Great War* includes four videos from the recent anniversary exhibitions for the years 1915 through 1918. This was the first commercial quality DVD to be produced by the Memorial, and so successful that a second duplication run was needed to meet demand. Sales of these products have been strong, with over 1,067 copies sold this year through both the Shop and e-Business.

Two notable and popular product ranges that have been introduced are the contemporary poppy range of attractively boxed mugs, place mats and coasters, and linen tea towels depicting popular recruitment posters, to the war effort on the home front, and an ANZAC biscuit recipe. These products alone have generated over \$22,000 in sales since being introduced this year.

e-Business

e-Business achieved revenue of \$948,100, which was 5 per cent above target. A total of 109 requests for fee waivers were received this year. The value of those waivers granted represents almost \$218,000, an increase compared with last year but consistent with the three years prior. These waivers deliver non-cash benefits to the Memorial, such as collection items or marketing. Next year, high-value waiver requests will be reviewed quarterly to ensure waiver assistance is adequately distributed.

The average revenue per month was approximately \$74,500 this year, with October 2008 the single highest revenue month at \$101,635.

The largest revenue type is commercial user fees for use of photographs, works of art, and film, which contributes 45 per cent of revenue. Shop products such as publications and

merchandise contributed 27 per cent of e-Business revenue. The largest numbers of orders placed were for digital prints (1,177 orders) with an average of 2.3 prints per order. High-resolution TIFF scans are by far the most preferred product (811 orders with 4,474 individual scans supplied). The highest volume of orders was 876, despatched in May 2009.

The Shop product revenue of over \$253,000 is 1 per cent above last year's result. Sale of Shop products through e-Business has decreased slightly this year, reflecting a reduction in DVA publishing and associated promotions. To address this decrease, two initiatives were implemented in the second half of the year: a campaign that targeted previous customers by promoting products related to their previous purchases; and to broaden the appeal of our offerings, a promotion of Memorial publications in addition to DVA published titles.

e-Business is committed to cost-effective, ongoing marketing and promotion to existing customers of Shop publications and merchandise. This year various product promotion flyers were despatched with all orders, and with battlefield tour and history conference materials, to advise customers of new and related products of interest. Email newsletters were sent to all customers who had requested to be informed of new products every eight to 12 weeks. Advertising continued in each issue of *Wartime* magazine. Both the ad hoc and ongoing marketing produced strong returns, with \$28,000 in sales achieved throughout the year.

A further increase in sales activity was experienced in March and April 2009 as a result of an educational resources flyer sent to all schools. This is the second year that this very successful low-cost, high-return initiative has been distributed through DVA. A total of 759 items were sold through this campaign, generating close to \$20,000 in revenue.

An upgrade of the Piction e-Business system was commenced this year; it aims to deliver enhanced design, usability, and tools to provide a more efficient process for management of customer orders and the maintenance of available products. The upgrade will be completed and live by mid next year.

Other Revenues

Overall, non-government revenue was \$8.08 million, which exceeded the target by 16 per cent. Total revenue (including the value of goods and services provided free of charge) was \$12.2 million. Strong contributions were made by Shop sales, interest, donations, and staff consulting services.



The Memorial Shop following the recent fit-out.

Development and Sponsorship

Corporate support targets have been particularly difficult to achieve in the current economic climate.

Regular contact is maintained with all key corporate supporters. The donor boards in the Orientation Gallery are in the process of being redesigned and the names of all contributors will be reapplied to the boards – some corporate donors will be upgraded to reflect the total of their contributions.

The Bequest program has been revised and information has been added to the website relating to donations, bequests, and sponsorship. A Bequest printed pamphlet is in production. Several bequests have been received during the past quarter, totalling in excess of \$300,000.

Online donations are now being received via the Memorial's website.

A mailout to all entries on the Memorial's database was completed, in conformity with the provisions of the *Privacy Act 1988*, and a comprehensive internal review of the Raiser's Edge database update has been undertaken. The Raiser's Edge database is in the process of being upgraded on the Memorial's servers, and new workflows are being introduced which will improve the quality of management of the corporate support databases and enhance the ability of the Memorial to track corporate and individual donations and bequests.

During the year a successful sponsorship agreement was reached with BAE Systems for the Memorial's theatre, and ActewAGL commenced its sponsorship of the traditional Christmas Carols.

Output 1.13 Team Management

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

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

Weekly senior management and section meetings continue to provide the vehicle for effective communication across the Memorial. Project updates are provided and strategic issues discussed at these meetings. More specialised committees, such as Workplace 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 the Red Cross Blood Bank, Legacy, and Heart Foundation fund-raising activities. 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 and Remembrance Days. The contribution made by staff here is very much appreciated and fundamental to the success of these important days, which are in themselves very good for building teamwork across the organisation.

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



Top: Installation of the Avro 504K and Albatros D.Va planes featured in the *Over the front* exhibition.

Middle: The SE5a and Airco DH9 planes in position in the *Over the front* exhibition.



Top: The *A is for Animals* exhibition, on display at the Memorial from February to July 2009, has commenced its national tour.

Middle: Visitors view Major General Sir William Bridges's horse "Sandy" (the only Australian horse to return from the First World War) at the opening of the *A is for Animals* exhibition.

Bottom: Children listen intently to Robyn Siers during the storytelling held as part of the activities for the *A is for Animals* exhibition.

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 Honourable Alan Griffin MP was the minister responsible for the Memorial for 2008–09.

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 2008–09* was approved by Council in May 2008 and audits were completed as follows:

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

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the 2009–10 Business Plan.

The 2009–10 Internal Audit Plan was approved by Council in May 2009. The new plan will include:

- review of staff consulting services charging rates
- review of Fringe Benefits Tax calculation and reporting
- fraud control planning review and update
- review of procurement processes
- IT risk assessment.

External Audit

The audit of the 2008–09 Financial Statements was undertaken by Ascent on behalf of the ANAO and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's 2008–09 Financial Statements is at page 63.

Fraud Control

As required by the Commonwealth Fraud Control Guidelines, the Memorial implements practices and procedures for effective fraud control. During 2008–09 the Memorial implemented the prevention, detection, and reporting procedures and processes as outlined in the Fraud Control Plan. In addition, the Fraud Control Policy was reviewed and updated. The Memorial responded to the 2008–09 annual survey by the Australian Institute of Criminology in August 2008.

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 2008–09. 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 2008–09, including the 7.9 per cent discount received through the annual Risk Management Benchmarking Survey, was \$285,127 (excluding GST), which was approximately \$2,000 lower than 2007–08. The policy provided comprehensive cover for property and general liability, with the premiums being \$239,128 and \$46,478.93 respectively. Council members are provided with indemnity insurance, and the premium for the Director's and officers' liabilities was \$5,401.91.

Legal Actions

A claim for potential liability (up to \$120,000) was made against the Memorial relating to a fall on the internal eastern steps in the front foyer area during 2005. Comcover is managing the case and Blake Dawson Waldron has been appointed as the legal provider for the matter. The Commonwealth provided discoverable documents in February 2009. No further action has occurred since that time.

Social Justice and Equity

The Memorial is the nation's most visited cultural institution and one of Australia's best-known and most 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 3.5 per cent of the Memorial's general visitors have a disability (approximately 22,700 people during 2008–09).
- 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:
 - 93 per cent – mobility-impaired access lift (entrance to the building)
 - 87 per cent – mobility-impaired access lifts (inside the building)
 - 93 per cent – free wheelchairs
 - 94 per cent – large print gallery guides
 - 95 per cent – disabled toilets
 - 92 per cent – disabled parking.
- Fewer than 1 per cent of Australian visitors identify as Aboriginal or Torres Strait Islanders (2.5 per cent of Australian population). Indigenous Australians were as satisfied by their visit to the Memorial as non-Indigenous Australians.

- About 22 per cent of Australian visitors were born overseas (the same proportion as the Australian population as a whole). Satisfaction among overseas-born Australian visitors is the same as for those born in Australia.
- About 10 per cent of Australian visitors 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 lower 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. A report assessing the plan against the Commonwealth Disability Strategy can be found at page 60.

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 127 compliments, 132 suggestions and comments, and 11 complaints were received during 2008–09.

A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 39.

Of the comments and suggestions received, approximately 50 per cent (70 out of 132) related to the Memorial's galleries and to the correction of captions. All comments and suggestions were considered, and action taken where appropriate. Other comments made by visitors related to online bookings, seating in the galleries, parking, and signage.

The Memorial also received a number of letters and emails relating to corrections to the long-standing online encyclopedia and advice regarding photograph captions, as well as suggestions for changes to material in the new *Conflicts 1945 to today* galleries.

Six visitors commented and one visitor made a complaint that the lighting levels in the galleries were too low. Some galleries have a slightly lower lighting level than other galleries as a design feature to focus visitors' attention on the major exhibits and circulation paths, rather than on the space as a whole. The lighting level is subject to continual adjustment and all comments are taken into consideration. A further six visitors commented with regard to perceived disrespect displayed by some visitors to the Memorial.

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

The Memorial responded to all comments received under the Service Charter that included contact details, as prescribed by 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.



Some of the Memorial's many Voluntary Guides at the "Badge Day" awards ceremony, held in the BAE Systems Theatre, 2 July 2008.

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	\$346,984
Canberra FM Radio	General Memorial advertising	\$28,933
WIN Television NSW Pty Ltd	General Memorial advertising	\$167,735
Dept of Territory & Municipal Services	General Memorial advertising	\$24,910
National Gallery of Australia	General Memorial advertising	\$2,000
National Capital Attractions Association	General Memorial advertising	\$3,500
National Museum of Australia	General Memorial advertising	\$27,500
Chevron Publishing Group	General Memorial advertising	\$2,970
Hardie Grant Magazines	General Memorial advertising	\$13,200
Capital Magazine Publishing	General Memorial advertising	\$12,474
Macquarie Southern Cross Media	General Memorial advertising	\$5,082
Bearcage Productions	General Memorial advertising	\$9,680
Sensis	General Memorial advertising	\$1,860
Wings	General Memorial advertising	\$2,000
Haymarket	General Memorial advertising	\$2,772
Signature Publishing	General Memorial advertising	\$5,500
	Advertising Expenditure	\$657,100
	Market Research Expenditure	–
	Total	\$657,100

Freedom of Information Act 1982, Section 8 Statement

This statement is correct to 30 June 2009.

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 2008–09

No FOI requests were received during 2008–09 and no outstanding requests were carried over from 2007–08. Consequently, no 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. Sociable and equitable processes are included in the Memorial's Teamwork (Collective) Agreement 2007–10.

The Memorial's Energy and Environment Committee (EEC) continues to oversee environmental management and to review and recommend on energy and environment initiatives. The EEC also closely monitors the Memorial's energy (gas and electricity) and water consumption.

Heritage

The Memorial's Heritage Register and Heritage Strategy are complete and have been formally accepted by the Minister for the Environment, Heritage and the Arts. The Heritage Register has also been included on the Memorial's Collection Management database and records ongoing site heritage management activities.

The Memorial's draft Heritage Management Plan has also been completed and referred to the Department of the Environment, Water, Heritage and the Arts (DEWHA) for comment. Once the draft Plan has been agreed with DEWHA the Australian Heritage Commission will comment before the Plan goes to public consultation.

As part of the ongoing conservation and presentation of the Memorial, the following activities were undertaken:

- The Lone Pine, damaged in a storm in late December, has been stabilised under the supervision of a qualified arborist. The tree is healthy and continues to be monitored.
- General ongoing maintenance to original fixtures and fittings on the main building occurred, including repair to original lighting and architectural features.
- To reduce nesting opportunity for pigeons, unused original light fittings in the Hall of Memory were removed. The fittings were not ornamental but are an interesting record and have been documented and stored. Other pigeon control activities included the installation of an electric roosting deterrent inside the Hall of Memory dome.
- The supplementary panel of the Merchant Navy Roll of Honour was cleaned and re-waxed to remove weather staining.

Occupational Health and Safety Report

The Memorial's OH&S Committee met on six occasions during the year, continuing its important role of discussing issues, reviewing policies and procedures, monitoring all incident reports, and recommending follow-up action as necessary.

The fourth round of the program of random plant audits was conducted over the period February to March 2009. The program involves reviewing the Memorial's plant and equipment to ensure that the Memorial complies with the requirements of the *Occupational Health and Safety Act 1991*. The fourth round audit included the Photographs, Film and Sound section, Exhibitions section, Retail and Online Sales section, Document Control Centre, and the Treloar A Conservation laboratories. No significant issues of concern were recorded.

Just over 50 per cent of staff participated in the annual influenza vaccination program conducted in March, April, and June. The threat of a pandemic prompted close monitoring of all communications and advice from the Department of Health and Ageing and also media reports in the light of the Memorial's pandemic plan with preparations adjusted accordingly.

Support for general health-related activities during the year included a rolling health awareness program that commenced in October 2008 and ran until June 2009. Sessions conducted as part of the program included a seminar on "nutrition and high performing diets" presented by Dr Stephen Gurr from the Australian Institute, a talk on the importance of correct posture to relieve stress on the body, a talk on "depression and anxiety" delivered by *beyondblue*, an "introduction to yoga" session, talk on breast cancer awareness, and a talk on prostate cancer awareness provided by the Prostate Cancer Foundation of Australia. A "Quit" smoking session delivered as part of the program returned a very positive result, with several staff giving up smoking as a direct consequence.

General OH&S awareness training sessions were delivered to all section heads, line managers, and general staff during the year to promote awareness and heighten commitment to health and safety principles throughout the Memorial. The Memorial's new online OH&S training tool was used to help promote health and safety awareness to new staff as part of their induction.

Commonwealth Disability Strategy Report

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

Performance Indicator	Performance Measure	Current Level of Performance 2008–09	Goals for 2009–10	Actions for 2009–10
1. Providers have established mechanisms for quality improvement and assurance.	Evidence of quality improvement and assurance systems in operation.	A regular program of formative and summative evaluation is in place to continually review and address the needs of visitors and users of the Memorial's facilities.	Specific questions continue to be included in evaluation surveys targeting the needs of the people with disabilities.	Survey results are monitored to ensure that appropriate standards of service and satisfaction are maintained.
		Ongoing exit surveys address facilities and services provided to people with disabilities; survey results are monitored to ensure that appropriate standards of service and satisfaction are maintained.	Specific questions continue to be included in evaluation surveys targeting the needs of the people with disabilities.	Survey results are monitored to ensure that appropriate standards of service and satisfaction are maintained.
		Work on planned changes to the Eastern Precinct and accessible parking to provide significant improvement to access for people with disabilities commenced in April 2009.	Implementation of improvements for people with a disability to accessible parking, entry to the Memorial and catering facilities.	Works to be completed by April 2010.
		Several lifts throughout Memorial building are monitored and any repairs undertaken in a timely way as budgets allow.	Lift will continue to be monitored and any repairs will be undertaken in a timely way as budgets allow.	Lift will continue to be monitored and any repairs will be undertaken in a timely way as budgets allow.

Performance Indicator	Performance Measure	Current Level of Performance 2008–09	Goals for 2009–10	Actions for 2009–10	
2.	Providers have an established service charter that specifies the roles of the provider and consumer and service standards which address accessibility for people with disabilities.	Established service charter that adequately reflects the needs of people with disabilities in operation.	Service Charter Coordinator and managing Service Charter functions.	Issues raised actioned in a timely way as budgets allow.	Issues raised actioned in a timely way as budgets allow.
		Comments and any complaints received via the Service Charter or Memorial Visitor Book are responded to in a timely manner and addressed as appropriate within budget restrictions.	Comments and complaints responded to within 10 days of receipt and action undertaken in response as appropriate.	Issues raised actioned in a timely way as budgets allow.	
3.	Complaints/grievance mechanisms, including access to external mechanisms, in place to address concerns raised about performance.	Established complaints/grievance mechanisms, including access to external mechanisms, in operation.	The Memorial has a formal process in place for handling of complaints, grievances and other complaints about performance.	Ongoing improvement of the coordination and management of issues raised as complaints/grievances through Service Charter Coordinator.	Ongoing improvement of the coordination and management of issues raised as complaints/grievances through Service Charter Coordinator.
			Issues raised to be actioned as budgets allow.	Issues raised to be actioned as budgets allow.	



Top: Children have a hands-on experience during the Vivid program.

Middle: Simpson Prize winners tour the Memorial prior to their trip to Gallipoli.

Bottom: Richard Barry, a Vietnam Veteran, speaking to students Jake Lee and Moira Gillespie about the new Vietnam Memorial Box. The Honourable Alan Griffin MP, Minister for Veterans' Affairs, launched the Memorial Box in the Courtyard Gallery on 29 January 2009.



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 2009, which comprise: a Statement by the Council and Director; Income Statement; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments and Notes to and forming part of the Financial Statements, including a Summary of Significant Accounting Policies.

The Council's Responsibility 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*, including the Australian Accounting Standards (which include 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. I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance 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 2601
10 National Circuit BARTON ACT
Phone (02) 6263 7300 Fax (02) 6263 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*, including the Australian Accounting Standards; and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the Australian War Memorial's financial position as at 30 June 2009 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Alana Foster
Executive Director
Delegate of the Auditor-General
Canberra
13 August 2009

Australian War Memorial

STATEMENT BY COUNCIL AND DIRECTOR

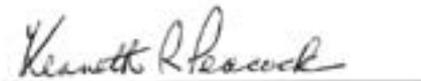
In our opinion, the attached financial statements for the year ended 30 June 2009 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*.

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

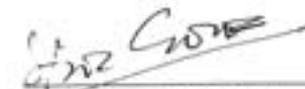
This statement is made in accordance with a resolution of the directors.



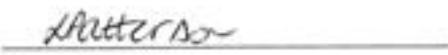
General P J Cosgrove AC MC
Chairman of Council
12 August 2009



Mr K R Peacock, AM
Chairman of Finance, Audit and Compliance
Committee
12 August 2009



Steve Gower AO AO (Mil.)
Director
12 August 2009



Ms Leanne Patterson
Chief Finance Officer
12 August 2009

INCOME STATEMENT

for the period ended 30 June 2009.

	Note	2009 \$	2008 \$
INCOME			
Revenue			
Revenue from Government	2A	38 597 000	37 983 000
Sale of goods and rendering of services	2B	3 446 919	3 469 759
Interest		2 559 204	2 344 340
Resources received free of charge	2C	3 379 954	1 926 076
Other revenue	2D	2 762 190	2 833 021
Total Revenue		50 745 267	48 556 196
Gains			
Sale of assets	2E	45 595	11 389
Total Gains		45 595	11 389
Total Income		50 790 862	48 567 585
EXPENSES			
Employee benefits	3A	18 463 055	17 943 424
Suppliers	3B	14 487 258	14 321 526
Depreciation and amortisation	3C	17 545 590	15 876 015
Write down and impairment of assets	3D	53 726	102 583
Total expenses		50 549 629	48 243 548
Surplus attributable to the Australian Government		241 233	324 037

BALANCE SHEET

as at 30 June 2009.

	Note	2009 \$	2008 \$
ASSETS			
Financial Assets			
Cash and cash equivalents	4A	7 159 890	2 211 443
Trade and other receivables	4B	400 321	282 916
Investments	4C	37 500 000	30 000 000
Accrued interest revenue		920 850	800 549
Total financial assets		45 981 061	33 294 908
Non-Financial Assets			
Land and buildings	5A	112 399 891	134 757 851
Infrastructure, plant and equipment	5B	4 367 644	4 251 292
Heritage and cultural assets	5C	963 946 234	965 387 888
Exhibitions	5D	21 137 536	22 702 443
Intangibles	5E	2 782 562	2 063 742
Inventories		547 833	537 582
Other non-financial assets	5G	113 130	334 310
Total non-financial assets		1 105 294 830	1 130 035 108
Total assets		1 151 275 891	1 163 330 016
LIABILITIES			
Payables			
Suppliers	6A	1 948 190	771 128
Other payables	6B	1 245 391	1 153 508
Total payables		3 193 581	1 924 636
Provisions			
Employee provisions	7A	6 161 516	6 073 480
Total provisions		6 161 516	6 073 480
Total liabilities		9 355 097	7 998 116
NET ASSETS		1 141 920 794	1 155 331 900
EQUITY			
Contributed equity		23 471 000	14 171 000
Asset revaluation reserves		525 056 320	548 008 659
Retained surplus		593 393 474	593 152 241
Total equity		1 141 920 794	1 155 331 900

	Note	2009 \$	2008 \$
Current Assets		44 142 024	34 166 800
Non-current Assets		1 107 133 867	1 129 163 216
Current Liabilities		8 344 268	6 930 112
Non-current Liabilities		1 010 829	1 068 004

STATEMENT OF CHANGES IN EQUITY

as at 30 June 2009

	Retained Earnings		Asset Revaluation Reserves		Contributed Equity/Capital		Total Equity	
	2009	2008	2009	2008	2009	2008	2009	2008
	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	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
Income and Expenses recognised directly in equity								
Revaluation adjustment	-	-	(22 952 339)	764 615	-	-	(22 952 339)	764 615
Sub-total Income and Expenses recognised directly in Equity	-	-	(22 952 339)	764 615	-	-	(22 952 339)	764 615
Surplus for the period	241 233	324 037	-	-	-	-	241 233	324 037
Total Income and Expenses	241 233	324 037	(22 952 339)	764 615	-	-	(22 711 106)	1 088 652
Transactions with Owners								
<i>Contributions by Owners</i>								
Equity injection	-	-	9 300 000	-	9 300 000	1 867 000	9 300 000	1 867 000
Sub-total Transactions with Owners			9 300 000		9 300 000	1 867 000	9 300 000	1 867 000
Closing balance at 30 June attributable to the Australian Government	593 393 474	593 152 241	525 056 320	548 008 659	23 471 000	14 171 000	1 141 920 794	1 155 331 900

CASH FLOW STATEMENT

for the period ended 30 June 2009.

	Note	2009 \$	2008 \$
Operating Activities			
Cash received			
Goods and services		3 411 143	3 533 926
Receipts from Government		38 597 000	37 983 000
Interest		2 438 903	2 362 786
Net GST received		1 244 474	2 753 598
Other cash received		2 762 190	2 833 021
Total cash received		48 453 710	49 466 331
Cash used			
Employees		(18 375 019)	(17 504 952)
Suppliers		(11 433 485)	(16 140 285)
Total cash used		(29 808 504)	(33 645 237)
Net cash from operating activities	8	18 645 206	15 821 094
Investing Activities			
Cash received			
Proceeds from sales of property, plant & equipment		103 174	24 644
Investments		47 500 000	50 500 000
Total cash received		47 603 174	50 524 644
Cash used			
Purchase of property, plant and equipment		(15 599 933)	(23 264 205)
Investments		(55 000 000)	(45 500 000)
Total cash used		(70 599 933)	(68 764 205)
Net cash used by investing activities		(22 996 759)	(18 239 561)
Financing Activities			
Cash received			
Contributed equity		9 300 000	1 867 000
Total cash received		9 300 000	1 867 000
Net cash from financing activities		9 300 000	1 867 000
Net increase (decrease) in cash held		4 948 447	(551 467)
Cash and cash equivalents at the beginning of the reporting period		2 211 443	2 762 910
Cash and cash equivalents at the end of the reporting period	4A	7 159 890	2 211 443

SCHEDULE OF COMMITMENTS

as at 30 June 2009.

	Note	2009 \$	2008 \$
By Type			
Commitments receivable			
Sponsorship		(436 700)	(165 000)
GST recoverable on commitments		(1 923 885)	(554 259)
Total commitments receivable		(2 360 585)	(719 259)
Commitments payable			
Capital commitments			
	1.17		
Land and buildings		15 838 156	465 373
Infrastructure, Plant & Equipment		151 262	508 963
Exhibitions		691	189 289
Intangibles		2,341,705	2 341 705
National Collection		220 816	401 279
Total capital commitments		18 552 630	3 906 609
Other Commitments			
Operating leases	1.17	431 494	571 814
Project commitments		115 373	483 144
Other commitments		2 499 935	1 752 780
Total other commitments		3 046 802	2 807 738
Net commitments by type		19 238 847	5 995 088
By Maturity			
Commitments receivable			
One year or less		(1 960 631)	(416 003)
From one to five years		(399 954)	(303 255)
Total commitments receivable		(2 360 585)	(719 259)
Commitments payable			
Capital Commitments			
One year or less		17 093 553	2 290 779
From one to five years		1 459 077	1 615 830
Total capital commitments		18 552 630	3 906 609

	Note	2009 \$	2008 \$
Operating lease commitments			
One year or less		362 787	393 484
From one to five years		68 707	178 330
Total operating lease commitments		431 494	571 814
Other Commitments			
One year or less		2 328 600	1 562 667
From one to five years		286 708	673 257
Total other commitments		2 615 308	2 235 924
Net commitments by maturity		19 238 847	5 995 088

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 (FMO) for reporting periods ending on or after 1 July 2008; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

The financial 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 or the FMO, 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.

Unless alternative treatment is specifically required by an accounting standard, income 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 Judgments and Estimates

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

- The fair value of the National Collection is considered to be market selling price (where such a market exists), or depreciated replacement cost, taking into consideration the intrinsic value of historically significant objects. Due to the size of the National Collection, a representative sample of all major categories is selected, valued and extrapolated to determine a total fair value.
- The fair value of land and buildings is considered to be the market value of similar assets, taking into account the heritage aspects of the buildings where appropriate, and using depreciated replacement cost if no active market is identified.

1.3 New Accounting Standards

Adoption of new Australian Accounting Standard Requirements

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

Future Australian Accounting Standard Requirements

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

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 nor effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Memorial.

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

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

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

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

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

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

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

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2009. 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. The Memorial recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

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

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

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

1.8 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 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 2009 to cover commitments and expenses relating to 2008–09. Capital reserves total 34% of cash held and are accumulating for future planned works. Of the remaining funds, cash is also held for major commitments such as the Eastern Precinct redevelopment works, Enterprise Content Management system, Travelling Exhibitions programs, 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.

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

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 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 income at their fair value at the date of acquisition. Significant donated National Collection items are recognised at the time of acquisition, and other donated Collection items are brought to account at the time of revaluation.

1.13 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 & Equipment	Market selling price/ depreciated replacement cost

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

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve, except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised 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:

	2009	2008
Buildings & building improvements	10 to 175 years	10 to 75 years
Plant and equipment	2 to 30 years	2 to 30 years
Exhibitions	5 to 15 years	5 to 15 years

Impairment

All assets were assessed for impairment at 30 June 2009. 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 sub-class, and range from 10–600 years. Rates and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

1.15 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 life. The useful lives range from 2 to 10 years (2008: 2 to 10 years).

All software assets have been assessed for indications of impairment as at 30 June 2009.

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 construction of the Eastern Precinct and the development of the Enterprise Content Management System (ECM). 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 reported no contingent assets or liabilities in either the current or immediately preceding reporting period.

1.19 Taxation

The memorial is exempt from all forms of taxation except Fringe Benefits tax (FBT) and the Goods and Services Tax (GST).

Revenues, expense and assets are recognised net of GST except:

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

	2009	2008
	\$	\$

2 INCOME

Revenue

2A. Revenue from Government

Department of Veterans' Affairs

CAC Act body payment item	38 597 000	37 983 000
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Total Revenue from Government	38 597 000	37 983 000
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2B. Sale of goods and rendering of services

Provision of goods – related entities	19 743	34 444
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Provision of goods – external parties	2 233 567	2 260 148
---------------------------------------	-----------	-----------

Rendering of services – related entities	107 975	83 319
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Rendering of services – external parties	1 085 634	1 091 848
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Total sale of goods and rendering of services	3 446 919	3 469 759
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2C. Resources received free of charge

Resources received – related entities	944 308	1 142 770
---------------------------------------	---------	-----------

Resources received – external parties	2 435 646	783 306
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Total resources received free of charge	3 379 954	1 926 076
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2D. Other revenue

Donations	805 369	932 193
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Sponsorships	1 276 642	1 474 246
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Friends of the Memorial	139 847	140 014
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Donated Collection Items	479 950	262 439
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Royalties Income	28 069	22 646
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Other	32 313	1 483
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Total Other Revenue	2 762 190	2 833 021
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	2009	2008
	\$	\$
Gains		
2E. Net gain from sale of assets		
Infrastructure, plant & equipment		
Proceeds from sale	28 174	24 644
Carrying value of assets sold	(57 579)	(13 255)
	(29 405)	11 389
Collection		
Proceeds from sale	75 000	-
Carrying value of assets sold	-	-
Total net gain from sale of assets	45 595	11 389

3 EXPENSES

3A. Employee benefits

Wages and salaries	14 328 802	13 271 579
Superannuation	2 681 085	2 800 241
Leave and other entitlements	1 044 063	1 446 431
Other employee benefits	409 105	425 173
Total employee benefits	18 463 055	17 943 424

3B. Suppliers

Provision of goods – related entities	9 192	24 567
Provision of goods – external parties	2 518 220	2 177 591
Rendering of services – related entities	1 336 025	1 233 214
Rendering of services – external parties	9 839 102	10 114 280
Operating lease rentals – external parties	509 456	554 654
Workers compensation premiums	275 263	217 220
Total supplier expenses	14 487 258	14 321 526

	2009	2008
	\$	\$
3C. Depreciation and amortisation		
Depreciation:		
Buildings and building improvements	3 338 183	3 428 696
Infrastructure, plant and equipment	1 603 332	661 463
Heritage and cultural assets	9 826 006	9 542 517
Exhibitions	2 396 058	1 919 256
Total depreciation	17 163 580	15 551 932
Amortisation:		
Intangibles (Computer Software)	382 011	324 083
Total amortisation	382 011	324 083
Total depreciation and amortisation	17 545 590	15 876 015
3D. Write down and impairment of assets		
Asset Write-Downs from:		
Impairment of receivables	-	1 147
Impairment of financial assets	42	-
Impairment of inventories	53 684	101 436
Total Write Down and Impairment of Assets	53 726	102 583

4 FINANCIAL ASSETS

4A. Cash and cash equivalents

Cash balance comprises:

Cash on hand	32 750	31 660
Deposits	2 627 140	2 179 783
Cash and cash equivalents	2 659 890	2 211 443
(excluding term deposits with original maturities 90 days or less)		
Term deposits with original maturities 90 days or less	4 500 000	-
Total Cash and cash equivalents	7 159 890	2 211 443

The Memorial's deposits held with Australian banks include fixed term investments of \$4.5m with original terms of 90 days or less. Maturity dates are all in July 2009. Effective interest rates on all deposits range from 3.70% to 3.90%.

For further information on cash holdings, refer to Accounting Policy Note 1.9 Cash.

	2009	2008
	\$	\$
4B. Trade and Other Receivables		
Goods and services – related entities	9 181	188 240
Goods and services – external parties	131 079	48 785
Total receivables for goods and services	140 260	237 025
GST receivable from the Australian Taxation Office	258 586	47 068
Other receivables	1 475	261
Total other receivables	260 061	47 329
Total trade and other receivables (gross)	400 321	284 354
Less Impairment allowance (goods and services)	-	(1 438)
Total trade and other receivables (net)	400 321	282 916

All receivables are current assets. Current terms are net 30 days (2008: 30 days).

Receivables are aged as follows:

Not overdue	372 354	256 383
Overdue by:		
- less than 30 days	21 884	18 067
- 30 to 60 days	3 623	6 054
- 61 to 90 days	1 981	701
- more than 90 days	479	3 149
Total trade and other receivables (gross)	400 321	284 354

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

Reconciliation of the impairment allowance account:

	Goods & services 2009	Goods & services 2008
Opening balance	(1 438)	(291)
Amounts written off	224	0
Amounts recovered and reversed	0	291
Increase/decrease recognised in net surplus	1214	(1,438)
Closing balance	-	(1 438)

	2009	2008
	\$	\$
4C. Investments		
Deposits	37 500 000	30 000 000
Total Investments	37 500 000	30 000 000
Other financial assets are expected to be recovered in:		
Less than 12 months	35 000 000	30 000 000
More than 12 months	2 500 000	-
Total Investments	37 500 000	30 000 000

The Memorial's investments represent term deposits held with Australian banks with original terms greater than 90 days. Maturity dates range from July 2009–July 2010. Effective interest rates range from 3.40% to 8.27% (2008: 6.84% to 8.60%). For further information on investments, refer to Accounting Policy Note 1.9 Cash.

5 NON-FINANCIAL ASSETS

5A. Land and buildings

Land – at fair value	7 850 000	7 800 000
Buildings – at fair value	102 102 022	134 391 737
Assets under construction – at cost	3 765 726	119 163
Accumulated depreciation	(1 317 857)	(7 553 049)
Total buildings	104 549 891	126 957 851
Total land and buildings (non-current)	112 399 891	134 757 851

The Memorial's Land and buildings was revalued as at 31 December 2008 by an independent valuer (Herron Todd White Pty Ltd), 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 net revaluation decrement of \$23.0m was not expensed and utilised existing reserves.

No indicators of impairment were found for land and buildings.

5B. Infrastructure, Plant and Equipment

Infrastructure, plant and equipment – at fair value	6 351 258	4 634 297
Accumulated depreciation	(1 983 614)	(383 005)
Total Infrastructure, Plant & Equipment (non-current)	4 367 644	4 251 292

The Memorial's Infrastructure, plant and equipment was 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 B below.

(2008: a revaluation decrement of \$0.08m utilised existing reserves.)

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

	2008	2009
	\$	\$
5C. Heritage and Cultural Assets		
National Collection – at fair value	988 855 711	980 471 359
Accumulated depreciation	(24 909 477)	(15 083 471)
Total Heritage and Cultural Assets (non-current)	963 946 234	965 387 888

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.

5D. Exhibitions

Exhibitions – at fair value	26 351 479	25 043 319
Assets under construction – at cost	-	483 976
Accumulated depreciation	(5 213 943)	(2 824 852)
Total Exhibitions (non-current)	21 137 536	22 702 443

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	3 645 226	3 429 625
Assets under construction – at cost	2 298 849	1 413 619
Accumulated amortisation	(3 161 513)	(2 779 502)
Total Intangibles (non-current)	2 782 562	2 063 742

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

5F. Analysis of Property, Plant, Equipment and Intangibles

Table A Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2008–09)

Item	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage & Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles (Computer software) \$'000	Total \$'000
As at 1 July 2008							
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)
Net book value 1 July 2008	7 800	126 958	4 251	965 388	22 702	2 064	1 129 163
As at 30 June 2009							
Additions by purchase	-	3 932	1 746	8 384	863	1 101	16 026
Revaluations and impairments through equity	50	(32 575)	-	-	-	-	(32 525)
Depreciation adjustment on revaluation through equity	-	9 573	-	-	-	-	9 573
Depreciation/amortisation expense	-	(3 338)	(1 603)	(9 826)	(2 396)	(382)	(17 545)
Disposals – other	-	-	(26)	-	(31)	-	(57)
Net book value 30 June 2009	7 850	104 550	4 368	963 946	21 138	2 783	1 104 635
Net book value as at 30 June 2009 represented by:							
Gross book value	7 850	105 868	6 351	988 855	26 351	5 944	1 141 219
Accumulated depreciation/amortisation	-	(1 318)	(1 983)	(24 909)	(5 213)	(3 161)	(36 584)
	7 850	104 550	4 368	963 946	21 138	2 783	1 104 635

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

Item	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage & 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 by purchase	-	3 734	1 997	6 669	9 660	1 406	23 465
Revaluations and impairments through equity	-	-	(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

	2009	2008
	\$	\$
5G. Other non-financial assets		
Prepayments	113 130	334 310
Total other non-financial assets	113 130	334 310

All other non-financial assets are current assets.

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

6 PAYABLES

6A. Suppliers

Trade creditors	1 948 190	771 128
Total suppliers payable	1 948 190	771 128

All supplier payables are current and payable to external parties.

Settlement is usually made net 30 days (2008: 30 days).

Supplier payables – external parties	1 948 190	771 128
	1 948 190	771 128

6B. Other payables

Salaries and wages	326 133	228 669
Payment received in advance	887 925	865 000
Customer orders not yet supplied	31 333	59 839
Total other payables	1 245 391	1 153 508

All other payables are current. Payments received in advance relate to sponsorship monies for specific projects which will commence in the following financial year.

7 PROVISIONS

7A. Employee Provisions

Leave	5 794 122	5 768 386
Other	367 394	305 094
Total employee provisions	6 161 516	6 073 480

Employee provisions are represented by:

Current	5 150 687	5 005 476
Non-Current	1 010 829	1 068 004

The classification of current employee provisions includes amounts for which there is not an unconditional right to defer settlement by one year, hence in the case of employee provisions the above classification does not represent the amount expected to be settled within one year of the reporting date. Employee provisions expected to be settled in twelve months from the reporting date are \$2,636,417 (2008: \$2,879 236), and in excess of one year \$3,525,099 (2008: \$3,404,913).

8 CASH FLOW RECONCILIATION

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

	2009	2008
	\$	\$
Report cash as per:		
Cash Flow Statement	7 159 890	2 211 443
Balance Sheet	7 159 890	2 211 443
Difference	-	-

Reconciliation of operating result to net cash from operating activities

Operating result	241 232	324 037
Depreciation and amortisation	17 545 590	15 876 015
Net loss (gain) from disposal of assets	(45 595)	(11 389)
Write down of assets	53 726	102 583
Donated assets	(479 950)	(262 439)
(Increase)/Decrease in receivables	(117 406)	196 423
(Increase)/Decrease in inventories	(10 251)	1 356
(Increase)/Decrease in accrued interest	(120 301)	18 446
(Increase)/Decrease in other non-financial assets	221 181	(166 321)
Increase/(Decrease) in trade creditors	1 177 062	(562 477)
Increase/(Decrease) in other payables	91 882	(133 612)
Increase/(Decrease) in employee provisions	88 036	438 472
Net cash from/(used by) operating activities	18 645 206	15 821 094

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	(9 892)	(12 995)
Credit unused	90 108	87 005

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*).

	2009	2008
The number of Council members included in these figures are shown below in the relevant remuneration bands.		
	Number	
\$Nil – \$14,999	9	11
\$15,000 – \$29,999	1	1
Total number of council members	10	12
Total remuneration received or due and receivable by Memorial Council members	\$139 649	\$136 127

10 RELATED PARTY DISCLOSURES

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

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

11 EXECUTIVE REMUNERATION

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

\$160,000 – \$174,999	-	1
\$175,000 – \$189,999	2	1
\$190,000 – \$204,999	1	-
\$205,000 – \$219,999	-	1
\$310,000 – \$324,999	1	-
\$385,000 – \$399,999	-	1
	4	4
The aggregate amount of total remuneration of senior executives shown above	\$ 877 354	\$ 939 217
The aggregate amount of separation and redundancy/termination benefit payments during the year to executives shown above.	-	-

12 REMUNERATION OF AUDITORS

	2009	2008
	\$	\$
The cost of financial statement audit services provided to the Memorial were:	50 500	49 000
No other services were provided by the Auditor-General.		

13 FINANCIAL INSTRUMENTS

13A. Categories of financial instruments

Financial Assets

Held-to-maturity financial assets

Deposits on short-term investment	42 000 000	30 000 000
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Loans and receivables

Cash at bank	2 627 140	2 179 783
Trade and other receivables	400 321	284 354

Carrying amount of financial assets

45 027 461	32 464 137
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Financial Liabilities

Other financial liabilities

Trade creditors	1 948 190	771 128
-----------------	-----------	---------

Carrying amounts of financial liabilities

1 948 190	771 128
-----------	---------

13B. Net income and expense from financial assets

Held-to-maturity financial assets

Interest revenue	2 397 709	2 070 549
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Net gain/(loss) held-to-maturity

2 397 709	2 070 549
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Loans and receivables

Interest revenue	161 495	273 791
Impairment	-	(1 438)

Net gain/(loss) loans and receivables

161 495	272 353
---------	---------

The net income/expense from financial assets not at fair value from profit and loss is \$2,559,204 (2008: \$2,342,902).

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.

	2009	2008
Financial Assets		
Trade and other receivables	400 321	284 354
Cash at bank	2 627 140	2 179 783
Total	3 027 461	2 464 137

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

	Not past due nor impaired 2009 \$	Not past due nor impaired 2008 \$	Past due or impaired 2009 \$	Past due or impaired 2008 \$
Financial Assets				
Loans and receivables		2 179 783	-	-
Cash at bank	2 627 140			
Trade and other receivables	372 354	256 383	27 967	27 971
Total	2 999 494	2 436 166	27 967	27 971

Ageing of financial assets that are past due but not impaired for 2009:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	21 884	3 623	1 981	479	27 967
Total	21 884	3 623	1 981	479	27 967

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 \$
Trade and other receivables	18 067	6 054	701	3 149	27 971
Total	18 067	6 054	701	3 149	27 971

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 75 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk.

				Effect on		Effect on
	Risk Variable	Change in variable	Profit or loss 2009	Equity 2009	Profit or loss 2008	Equity 2008
			\$	\$	\$	\$
Interest rate risk	Interest	+0.75%	334 949	334 949	161 057	161 057
		(2008: +0.50%)				
Interest rate risk	Interest	-0.75%	(334 949)	(334 949)	(161 057)	(161 057)
		(2008: -0.50%)				

The method used to arrive at the possible risk of 75 basis points was based on both statistical and non-statistical analysis. The statistical analysis has been based on the cash rate for the past five years issued by the Reserve Bank of Australia (RBA) as the underlying dataset. This information is then revised and adjusted for reasonableness under the current economic circumstances.

75 basis points is considered reasonable because it is possible that there will be greater volatility compared to that which has been experienced in recent years, however, not to the extent of the extraordinary volatility experienced in 2008–09.

14 COMPENSATION AND DEBT RELIEF

The Memorial has not made payments or provided for any provisions in relation to compensation and debt relief, including either act of grace payments; waivers of debt owed to the Memorial; payments made under the Scheme for Compensation for Detriment caused by Defective Administration; payments approved under ex-gratia programs or payments made under special circumstances relating to APS employment pursuant to section 73 of the *Public Service Act 1999*. (2007–08: Nil)

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:

	2009	2008
	\$	\$
Balance carried forward from previous year	20 923	20 912
Interest received	650	1 140
Payments made	(857)	(1 129)
Balance carried forward to next year	20 716	20 923

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:

	2009	2008
	\$	\$
Balance carried forward from previous year	40 375	40 360
Interest received	1 254	2 204
Payments made	(1 525)	(2 189)
Balance carried forward to next year	40 104	40 375

16 REPORTING OF OUTCOMES

16A. 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.

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.

16B. Net Cost of Outcome Delivery

	Outcome 1	
	2009	2008
Expenses		
Departmental	50 549 629	48 243 548
Total Expenses	50 549 629	48 243 548
Costs recovered from the provision of goods and services to the non-government sector		
Departmental	3 319 201	3 351 996
Total costs recovered	3 319 201	3 351 996
Other external income		
Sale of goods and services – to related entities	127 718	117 762
Interest	2 559 204	2 344 340
Other	4 144 956	2 392 989
Total other external income	6 831 878	4 855 091
Net cost/(contribution) of outcome	40 398 550	40 036 461

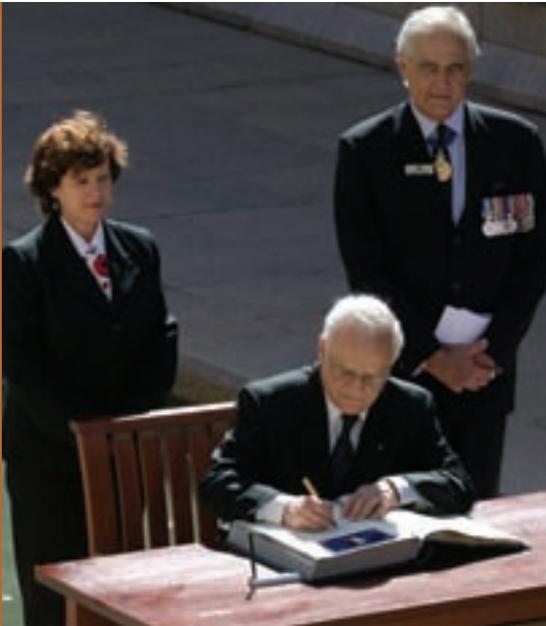
The net costs shown include intra-government costs that would be eliminated in calculating the actual Budget outcome.

16B: Major Classes of Income and Expenses by Outputs

	Output 1 Commemoration Ceremonies		Output 2 National Memorial/Grounds		Output 3 National Collection		Output 4 Exhibitions	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Operating expenses								
Employee benefits	283	244	1 286	1 420	7 188	7 197	2 164	2 101
Suppliers	473	433	1 692	2 195	3 854	3 547	1 816	1 953
Depreciation and amortisation	64	49	2 427	2 247	11 065	10 596	3 363	2 492
Write down and impairment of assets	-	-	-	-	-	1	-	-
Total departmental expenses	820	726	5 405	5 863	22 107	21 341	7 343	6 546
Funded by								
Income from government	772	1 127	4 632	3 913	15 825	15 816	6 561	5 456
Sale of goods and rendering of services	-	-	-	-	-	-	75	99
Interest	-	-	849	694	849	694	861	956
Resources received free of charge	47	32	47	32	1 557	996	47	56
Other income	116	179	111	165	632	409	1 145	1 478
Gains (losses) from sale of assets	10	1	9	-	23	4	(30)	(1)
Total departmental income	945	1 339	5 648	4 804	18 886	17 915	8 659	8 045

	Output 5 Interpretive Services		Output 6 Promotion & Community Relations		Output 7 Research, Information & Dissemination		Output 8 Visitor Services		Outcome 1
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	Total 2009 \$'000
Operating expenses									
Employee benefits	2 464	2 058	1 497	1 572	2 172	2 036	1 409	1 315	18 463
Suppliers	505	447	2 311	1 960	1 672	1 786	2 164	1 999	14 487
Depreciation and amortisation	125	93	167	136	220	165	115	98	17 546
Write down and impairment of assets	-	1	-	-	44	89	10	12	54
Total departmental expenses	3 094	2 598	3 975	3 668	4 108	4 076	3 698	3 424	50 550
Funded by									
Income from government	1 544	1 784	2 702	2 664	3 860	4 234	2 701	2 989	38 597
Sale of goods and rendering of services	367	370	79	106	2 926	2 895	-	-	3 447
Interest	-	-	-	-	-	-	-	-	2 559
Resources received free of charge	527	180	914	399	194	198	47	32	3 380
Other income	164	128	406	255	188	219	-	-	2 762
Gains (losses) from sale of assets	8	-	8	3	9	4	9	1	46
Total departmental income	2 610	2 462	4 109	3 427	7 177	7 549	2 757	3 022	50 791
									48 568

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



Top Left: The President of Malta, Dr Edward Fenech Adami, signs the Visitors' Book in front of the Pool of Reflection, while Memorial Director Steve Gower and an Information Assistant look on, 24 February 2009.

Top Right: The President of the Republic of South Korea, President Lee Myung-Bak, at a wreathlaying ceremony at the Tomb of the Unknown Australian Soldier in the Hall of Memory, 5 March 2009.

Bottom: Director Steve Gower escorting King Juan Carlos I and Queen Sophie of Spain through the Commemorative Area and along the Roll of Honour during their visit to the Australian War Memorial on 24 June 2009.





Top: Professor Jay Winter speaking at the 1918: Year of Victory conference.

Middle: The latest addition to the Sculpture Garden is a tribute to the sacrifice of animals in war. The *Animals in war memorial* was partly funded by the RSPCA.

Bottom: Special visitors at the unveiling of the *Animals in war memorial*.

APPENDICES

Appendix 1

Council Membership

Chair

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

Members

Dr R.J. Bastiaan AM RFD – appointment expired
25 April 2009

Air Marshal M. Binskin AM

Vice Admiral R. Crane AM CSM RAN

Mr L.A. Carlyon

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

Lieutenant General K. Gillespie AO DSC CSM

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

The Honourable Mrs J. Newman AO

Mr K.R. Peacock AM

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

Ms W. Sharpe

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. Members will be appointed on a rotating basis for an initial term of three years. An extension of the term will be subject to review of the Member's performance and contribution to the Committee. The Chair of Council should not also chair the Committee.

Frequency of Meetings, Quorum, and Operation of the Committee

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

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

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

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

Skills, Experience, and Qualities of Committee Members

To be fully effective in supporting the Council and Director, the Committee must be independent of management; understand the accountability relationships and their impact on financial performance, risk, and controls; and maintain a good relationship with management and 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 Honourable Mrs J. Newman AO

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

Ms W. Sharpe

Director, Australian War Memorial

Terms of Reference

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

- communicate, as necessary, with the Remuneration Tribunal in relation to remuneration arrangements for the Director of the Australian War Memorial.
- consider and pursue other matters that may be referred by Council concerning the Director or other senior management of the Australian War Memorial in relation to remuneration and conditions of service.

Publications on Minor Conflicts and Commitments Committee

Mr L.A. Carlyon (Chair)

The Honourable Mrs J. Newman AO

Director, Australian War Memorial

[Vacant]

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/her 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	3	3	1	0
Air Marshal M. Binskin AM	4	1	–	–
Vice Admiral R. Crane AM CSM, RAN	4	2	–	–
Mr L.A. Carlyon	4	4	–	–
General P.J. Cosgrove AC MC (Ret'd)	4	4	7	6
Major General W.J. Crews AO (Ret'd)	4	3	5	4
The Lieutenant General K. Gillespie AO DSC CSM	4	1	–	–
Rear Admiral C.S. Harrington AM RAN (Ret'd)	4	4	4	4
The Honourable Mrs J. Newman AO	4	3	1	1
Mr K.R. Peacock AM	4	4	6	6
Air Marshal D.J.S. Riding AO DFC (Ret'd)	4	4	6	5
Ms W. Sharpe	4	4	1	1
Mr K. Stokes AC	4	3*	–	–

*Briefed separately by the Director

Appendix 2

Council Profiles

Chair

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.

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, two years in 2004, and two years in 2006, and another one year term in 2008. 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.

Air Marshal Mark Binskin AM was appointed to Council in July 2008. Air Marshal Binskin has served in various joint and single-service staff positions, including Headquarters Australian Defence Force as Deputy Director Airspace Control and as Staff Officer to the Chief of Defence Force; in the Defence Materiel Organisation as Officer Commanding the Airborne Early Warning and Control System Program Office; and in Air Force Headquarters as Director General Performance Management Audit and Director General Capability Planning. During Australia's 2003 contribution to the war in Iraq, Air Marshal Binskin served as Chief of Staff at Headquarters Australian Theatre. Following this, he served as the first dedicated non-USAF Director of the US Central Air Forces Combined Air and Space Operations Center where he was responsible for the conduct of all Coalition air operations in support of Operation Iraqi Freedom and Operation Enduring Freedom (ADF Operations Catalyst and Slipper). For this service he was awarded a Commendation for Distinguished Service. Air Marshal Binskin is a graduate of the Harvard Business School Advanced Management Program, the Australian Institute of Company Directors and RAAF Command and Staff Course, where he was awarded the Chief of Staff's Prize for Professional Excellence.

Mr Les Carlyon was appointed to Council in May 2006 for a three-year term, and in April 2009 for a further three-year term. He has had a distinguished career in journalism, having been editor of *The Age*, editor-in-chief of the *Herald* and *Weekly Times* group and a visiting lecturer in journalism at RMIT. As one of Australia's most respected journalists, he has received both the Walkley Award (1971 and 2004) and the Graham Perkin Australian Journalist of the Year Award (1993). He is the author of *Gallipoli*, a best-seller in both Australia and Britain, and has authored several other books on sport and Australian history. His most recent book, *The Great War*, was published in 2006 and was the joint winner of the Prime Minister's award for Australian history.

Vice Admiral Russ Crane AM CSM RAN was appointed to Council in July 2008. Vice Admiral Crane was the Commanding Officer HMAS *Derwent* from 1993, and on completion, was posted as the Director of the Maritime Intelligence Centre in Sydney. He was then appointed as the Chief Staff Officer Command and Control, Communications and Intelligence in Maritime Headquarters. Vice Admiral Crane assumed command of HMAS *Success* on 24 November 1998 and was awarded the Conspicuous Service Medal in early 2000. He was promoted to Commodore in March 2000 and posted to Australian Defence Headquarters in Canberra as the Director General Intelligence, Surveillance, Reconnaissance and Electronic Warfare. He was the Commander Australian Naval Systems Command from October 2001 before being promoted to Rear Admiral on 1 May 2004 and assuming duties as Director General Coastwatch. He was appointed as Deputy Chief of Navy in June 2006 and was awarded a Member in the Order of Australia in the Queen's Birthday Honours list in 2007.

Major General Bill Crews AO (Ret'd) was appointed to Council in May 2006 for a three-year term, and in April 2009 for a further two-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 (Material), 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.

Lieutenant General Ken Gillespie AO DSC CSM was appointed to Council in July 2008. He graduated from the Officer Cadet School, Portsea, in 1972 and was commissioned into the corps of the Royal Australian Engineers. His senior appointments have included the inaugural commanding officer of the 3rd Combat Engineer Regiment, Staff Officer Operations to the Chief of the Defence Force, inaugural commander of the Australian Theatre Joint Intelligence Centre (ASTJIC), and the inaugural Principal

Staff Officer – Intelligence, Headquarters Australian Theatre. Lieutenant General Gillespie was promoted to Brigadier in January 1999. In this rank he was the Chief of Staff Training Command – Army, he commanded the United Nations Sector West multinational brigade in East Timor, and he was the National Commander of Australia's contribution to Operation Enduring Freedom. Lieutenant General Gillespie was appointed as Vice Chief of the Defence Force in July 2005.

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.

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 (1995–2002), and Chairman, Hawker de Havilland Limited (2000–02). 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 served a three-year term and was reappointed in 2007 for a further two years. 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.

Ms Wendy Sharpe was appointed to Council in June 2005 for a three-year term, and again in 2008 for another three years. 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 Phillip 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.

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; 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 was appointed to the position of Assistant Director, Branch head Corporate Services in December 2007. 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 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 the 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.

Carol Cartwright is the permanent Head of Education and Visitor Services, but is on a one-year appointment to the ACT Public Service, heading up planning for the 2013 Canberra Centenary celebration. She 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 all aspects of planning and managing ceremonies and major events, as well as a great enthusiasm for customer service and education programs. Carol transferred to head up the Gallery Development section in the final stages of the new *Conflicts 1945 to today* project, which saw the galleries open in February 2008. 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, Military Heraldry and Technology. 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. His most recent book, *Mud and dust: Australian army vehicles and artillery in Vietnam*, is due for release in November 2009. In May 2008 he became the first curator from 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 the Vietnam War. While researching and writing for the Official History Unit, he contributed to every volume of the Official History of Australia's 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*, forthcoming. 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 seven major documentary films as historical adviser. He has studied First World War and Vietnam War battlefields and led 14 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.

Janda Gooding joined the Memorial in February 2005 as Senior Curator of Art and was appointed acting Head of the Photographs, Film and Sound section in May 2009. Prior to this she had worked in curatorial positions at the Art Gallery of Western Australia since 1979. With degrees in Fine Art, Australian Studies, and a doctorate in History, she has published widely on Australian art and history and delivered numerous public lectures and research papers at national and international conferences. In 2007 she curated the travelling exhibition *George Lambert: Gallipoli and Palestine landscapes* and has recently completed the manuscript for a book examining the work of the Australian Historical Mission to Gallipoli, 1919.

Margaret Lewis became acting Head of the Research Centre in February 2009. She joined the Memorial in 1997 as a Reference Librarian and subsequently was appointed Manager, Information Services. Margaret has worked in libraries at the CSIRO, Wildlife Division, and the Department of Zoology, University of Toronto, Ontario, Canada. On returning to Canberra, she worked at Questacon, the National Science and Technology Centre, before joining the Memorial. She holds a Bachelor of Arts (History) from the Australian National University and a Graduate Diploma in Library and Information Studies from the University of Canberra.

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 Exhibitions 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 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 and joined the Memorial in 1997. Prior to this she worked at Parliament House. She heads up a small but vital team responsible for all aspects of print and electronic media, publishing, and the Memorial's online presence to ensure the Memorial has an integrated marketing communications strategy. More recently she led the team in ensuring the marketing and public relations success of the Memorial's latest exhibition *Over the front: the Great War in the air*. She holds a Master of Tourism Management from the University of Canberra and is an honorary ambassador for Canberra. In 2008 she was recognised by the tourism industry for her outstanding contribution.

Jennifer Powell joined the Memorial in February 2007 as Head of Business Development and Sponsorship. Jennifer came to the Memorial with a strong background in branding and income generation to work within the Public Programs Branch of the Memorial on new business and sponsorship initiatives. Jennifer has held several positions within police services, both in Australia and overseas, including the Australian Federal Police, City of London and the Metropolitan Police Service UK, where she held the position of Manager Intellectual Property and Merchandising and had responsibility for managing all trademark properties for commercial distribution and licensing in film and television. Jennifer spent several years in Sydney with the Max Markson Publicity Agency, running high-profile international fund-raising and marketing events for charities and cause-related groups. Jennifer is currently studying for a Bachelor of Management (Public Administration and Marketing) at the University of 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 (1990–93) and undertaking conservation consultancies for museums, private and corporate collectors, and archaeological excavations in Hong Kong, New Zealand, Syria, Cyprus, France, Italy, Australia, Britain, and the United States. Between 1981 and 1984 she worked as a conservator at the Fitzwilliam Museum and taught 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. Barbara is a Fellow of the International Institute for Conservation.

Patricia Sabine has been Head of Photographs, Film, and Sound from 2004 to 2009. She is currently working off-line on a special photography research project linked to forthcoming anniversaries. Patricia has worked for the Art Gallery of New South Wales, the Australian Art Exhibitions Corporation, the Australian Gallery Directors' Council, and the National Gallery of Victoria, becoming the inaugural Manager Cultural Development for the City of Melbourne in 1987. From 1992 to 2002 she was Director of the Tasmanian Museum and Art Gallery. In 1997 she was named Telstra's Tasmanian Businesswoman of the Year and was awarded the Centenary Medal in 2001. In 2002 she established, on behalf of a private entrepreneur, the first major commercial gallery devoted to wilderness photography. She was the President of Museums Australia from 2005 to 2009.

Lola Wilkins began work in the Art section in 1984 and is now Head of Art. She has a Bachelor of Art with majors in art history and Spanish from Flinders University. She has developed the Memorial's collection through the reactivation of the official war artist program. She has also curated several major touring art exhibitions, including *Through women's eyes: Australian women artists and war, 1914–1994*, *Ivor Hele: the heroic figure*, and *Stella Bowen: art, love and war*. In 1999 she completed the Museum Leadership Program and in 2000 received a Gordon Darling Foundation Grant to research the work of the Australian expatriate artist Stella Bowen. In 2003 she edited *Artists in action: from the collection of the Australian War Memorial* and in 2004 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 curated the current travelling exhibition of Sidney Nolan's Gallipoli works of art which were presented to the Memorial by the artist, *Sidney Nolan: the Gallipoli series*.

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 completed an Associate Diploma and a Bachelor of Arts (Library and Archival Studies) at the University of Canberra in 1997 and spent five years working at the National Library of Australia, which included a secondment to the National Archives of Australia. Sophie joined the Memorial as a curator in the Research Centre in 2003, and became the Executive Officer for the National Collections branch in 2004. She was appointed as the Council Secretary in 2006 and completed the Cultural Management Development Program in the same year. Sophie is also the Memorial's Copyright Policy Officer and the Chair of the Memorial's Copyright Group, and is currently undertaking graduate studies at the Australian National University.

Appendix 4

VIP Visits, Events and Ceremonies

VIP Visits

7 July 2008

His Excellency Mr Jalil Jalani, High Commissioner of Pakistan, accompanied by Brigadier Babar Virk, Defence Advisor

13 July 2008

Sir David Pepper KCMG, Director, Government Communications Headquarters, United Kingdom.

24 July 2008

Mr Philip Quast, international actor and singer, Australia

25 July 2008

Archbishop Paul Cremona OP, Archbishop of Malta, accompanied by His Excellency Mr Francis Tabone, High Commissioner of Malta

27 July 2008

General James N. Mattis, Supreme Allied Commander Transformation (NATO), United States of America

4 August 2008

General William L. Nyland (Ret'd), United States Marine Corps, Capstone Military Leadership Programme, United States of America

7 August 2008

Her Excellency Mrs Martha Ortiz de Rosas, Ambassador of Mexico and Dean of Diplomatic Corp

13 August 2008

Colonel Yeo Yee Peng, Commander Tactical Air Support Group, Republic of Singapore Air Force, Singapore

15 August 2008

Mr Yim Sung-joon, President of the Korea Foundation, and His Excellency Dr KIM Woo sang, Ambassador of the Republic of Korea

20 August 2008

His Excellency Dr Kenneth C. Michael AC, Governor of Western Australia, and Her Excellency Mrs Julie Michael

26 August 2008

His Excellency Mr Kay Rala Xanana Gusmão, Prime Minister of the Democratic Republic of Timor–Leste, and Her Excellency Mrs Kirsty Sword Gusmão

27 August 2008

Senator Dominique Leclerc, Chairman of the Australia–France Interparliamentary Friendship Group

27 August 2008

Lieutenant General Douglas M. Fraser USAF, Deputy Commander, United States Pacific Command, United States of America

28 August 2008

General John Craddock, Supreme Allied Commander, Europe (SACEUR), NATO Allied Command Operations, United States of America

28 August 2008

The Honourable Peter Milliken MP, Speaker of the House of Commons, Canada

28 August 2008

Major General Raymond F. Rees, Oregon National Guard, United States of America

29 August 2008

Korean Delegation of Politicians; Mr Gi Hyeon Kim (Delegation Leader), Member of the 18th National Assembly, Grand National Party

3 September 2008

The Right Honourable John McFall MP, Commons Parliamentary Association, United Kingdom

3 September 2008

Dr Wolfgang Thierse, Vice President German Federal Parliament, Germany

10 September 2008

Major General Pieter Cobelens, Director Defence Intelligence and Security Services, the Netherlands

17 September 2008

Mr Hervé Morin, Minister for Defence, France

23 September 2008

Mr Julio Miranda, Chairman, Defence and Security Committee of the NATO Parliamentary Assembly, Portugal

26 September 2008

His Excellency Mr Albert Chua, High Commissioner, Republic of Singapore

30 September 2008

Major General Sir Sebastian John Lechmere Roberts KCVO OBE, Royal College of Defence Studies, United Kingdom

1 October 2008

Air Vice Marshal Tim M. Anderson DSO, Assistant Chief of Air Staff, Royal Air Force, United Kingdom

2 October 2008

Major General Michael Maples, Director, Defence Intelligence Agency, United States of America accompanied by Major General Matt Macdonald, Chief of Defence Intelligence, Canada and Air Marshal Stuart Peach, Chief of Defence Intelligence, United Kingdom

6 October 2008

The Honourable Dr James B. Peake MD, Secretary of Veterans Affairs, United States of America

9 October 2008

Vice Admiral Michiel van Maanen, Inspector General of Armed Forces, the Netherlands

8 October 2008

Major General David J. Shouesmith, Assistant Chief of Defence Staff (Logistics Operations), United Kingdom

11 October 2008

Australian Command and Staff College, Department of Defence

13 October 2008

Australian Women's Rugby Team ("Wallaroos") and New Zealand Women's Rugby Team ("Black Ferns")

13 October 2008

General Carrol H. Chandler, Commander, Pacific Air Force, United States of America

17 October 2008

President of the Senate, Senator, the Honorable John Hogg, Senator for Queensland

23 October 2008

His Excellency Mr Nuri Kamil Al-Maliki, Prime Minister of the Republic of Iraq

28 October 2008

His Excellency E. Ahmed Shareef, Undersecretary of the Department of Municipal Affairs, Abu Dhabi

28 October 2008

Air Marshal T.S. Randhawa VM, Commandant, National Defence Academy, India

29 October 2008

Her Excellency Ms Quentin Bryce AC, Governor-General of the Commonwealth of Australia, and His Excellency Mr Michael Bryce AM AE

29 October 2008

Major General Yan Jiangfeng, Vice Chairman and Major General Tang Yinchu, Senior Adviser, Chinese Institute for International Strategic Studies, China

5 November 2008

Admiral Sureesh Mehta PVSM AVSM ADC, Chief of the Naval Staff and Chairman, Chiefs of Staff Committee, India

14 November 2008

Air Vice Marshal Graham B. Lintott, Royal New Zealand Air Force, New Zealand

14 November 2008

Afghan Joint House Parliamentary Delegation led by Senator Mohammad Omer Shirzad

27 November 2008

Mr Abdullah Tarmugi, Speaker of the Parliament, Singapore, and His Excellency Mr Albert Chua, High Commissioner of Singapore

26 November 2008

General Sir John Monash Award winners

1 December 2008

Lieutenant General Bill Rollo CBE, British Army, United Kingdom

9 December 2008

The Honourable James R. Clapper Jr, Under Secretary of Defence (Intelligence), United States of America

22 December 2008

His Excellency Dr Jean Daniel, Ambassador of Lebanon, and Mr Mishban Ahab MP

16 January 2009

Mr Andre M. Levesque, Director Honours and Recognition, National Defence Headquarters, Canada

16 January 2009

The Honourable Kevin Rudd MP, Prime Minister of Australia, and Ms Thérèse Rein

20 January 2009

Trooper Mark Donaldson VC and Mrs Emma Donaldson

21 January 2009

Lieutenant General Dr James G. Roudebush, Surgeon General United States Air Force, United States of America

23 January 2009

General Duncan McNabb, United States Air Force, Commander – Transportation Command, United States of America

28 January 2009

Vice Admiral John M. Bird, Commander 7th Fleet, United States of America

29 January 2009

Mr Mark Dearfield, Chief – Department of Defense, Pacific and Mrs Penny Horgan, Chief – Special United States Liaison Office

1 February 2009

Major General Dr Heridadi, Chief of TNI Health Services, Indonesia

3 February 2009

General Sir Sam Cowan KCB CBE, Deputy Grand President, Royal Commonwealth Ex-Services League, United Kingdom

4 February 2009

The Honourable Mr Bob Dadae, Minister for Defence, Papua New Guinea

6 February 2009

His Excellency Mr Cornelis Wilhelmus Andraea, Ambassador of the Kingdom of the Netherlands

11 February 2009

Rear Admiral Allen G. Myers, Director, Warfare Integration/ Senior National Representative, United States Navy

17 February 2009

Lieutenant General Tebogo Masire, Commander, Botswana Defence Force

18 February 2009

Major General Vickas Kapur VM, Assistant Director General, Financial Planning, Indian Defence Force

24 February 2009

His Excellency Dr Edward Fenech Adami, President of Malta and Mrs Mary Fenech Adami

25 February 2009

Brigadier General Kurt Story, Deputy Commanding General for Operations, Army Space and Missile Defense Command/ Army Forces Strategic Command, United States of America

27 February 2009

Colonel George M. Gadd OBE (Ret'd), President, International Federation of Korean War Veterans Association (IFKWVA), United Kingdom

28 February 2009

Mr Sam Basil, Shadow Minister for Industrial Relations and Fisheries, Papua New Guinea

5 March 2009

Air Chief Marshal Subandrio, Chief of Air Force, Indonesia

5 March 2009

His Excellency Mr Lee Myung-bak, President of the Republic of Korea

11 March 2009

Dr Edward K. Ssekandi, Parliamentary Speaker and Parliamentary Delegation, Uganda

12 March 2009

His Excellency Mr Nouri Kamil Al-Maliki, Prime Minister of the Republic of Iraq

17 March 2009

Mr Sergey Mironov, Chairman of the Federal Council of the Federal Assembly of the Russian Federation, Russia

19 March 2009

The Honourable Kate Wilkinson MP, Minister of Labour and Food Safety, New Zealand

26 March 2009

Mr H. Upadhyay, Chairman, Joint Intelligence Committee, India

26 March 2009

Major General Romeo Prestoza, Chief of the Intelligence Service, Republic of the Philippines

29 March 2009

Major General Dennis Via, United States Army, United States of America

30 March 2009

Lieutenant General Keith J. Stalder, Commander, United States Marine Corps Forces Pacific, United States of America

31 March 2009

Vice Admiral Pradeep Chauhan AVSM VSM, Assistant Chief of Naval Staff, Foreign Cooperation Intelligence, India

7 April 2009

General Ratchakrit Kanchanawat, Chief of Joint Staff, Headquarters, Thailand

15 April 2009

Brigadier Gary Ang, Deputy Secretary (Policy), Ministry of Defence, Republic of Singapore Air Force, Singapore

16 April 2009

First Admiral Anuwi bin Hassan, Assistant Chief of Staff Plans and Operations, Malaysia

16 April 2009

General C. Robert Kehler USAF, Commander, Space Command, United States of America

21 April 2009

General Alexander Yano, Chief of Army, the Republic of the Philippines

23 April 2009

Lieutenant General Ömer Necati Özbahadır, Commander, 2nd Turkish Army, Turkey

27 April 2009

Rear Admiral Tayyab Ali Dogar, Commandant National Security College, National Defence University, Pakistan

11 May 2009

Major General Pirash Kayansamruaj, Director, Army Doctrine and Strategy Development Centre, Thailand

18 May 2009

General Tariq Majid, Chairman, Joint Chiefs of Staff Committee, Pakistan

21 May 2009

Dr Mark Kristmanson, Director of Public Programming, National Capital Authority, Ottawa, Canada

24 May 2009

Air Vice Marshal Virendra Nath Kalia, Assistant Chief of Air Staff, India

25 May 2009

Lieutenant General Konstantinos Kalamatas, Deputy Chief of Defence, Greece

27 May 2009

Dr David McCormick, Former US Treasury Under Secretary of International Affairs, United States of America

28 May 2009

The Honourable Hardie Davis, Member of the United States of America House of Representatives, Georgia, Australian Political Exchange Council

3 June 2009

Chief Justice Konakuppakatil Gopinathan Balakrishnan, India

4 June 2009

AIS Men's Cricket Squad, Centre for Excellence and Development, Queensland led by Greg Chappell

6 June 2009

His Excellency Mr Albert Chua, High Commissioner of Singapore

15 June 2009

The Honourable Rosemary Museminali, Minister for Foreign Affairs and Cooperation, Rwanda

16 June 2009

Admiral Tedjo Edly Purdijatno, Chief of Naval Staff Indonesia

16 June 2009

Mr Gerald F. Pease Jr. Executive Director, Department of Defense, Policy Board on Federal Aviation, United States of America

17 June 2009

General Agustadi Sasongko Purnomo, Chief of Army Staff, Indonesia

17 June 2009

Major General J.J.C. Bucknall CBE, Assistant Chief of General Staff, United Kingdom

23 June 2009

Dr Choi Chang-gon, Director, General Industry Promotion Bureau, Republic of Korea

24 June 2009

Their Majesties King Juan Carlos I and Queen Sofia of Spain

Ceremonies and Events

11 July 2008

World Youth Day, Military Diocese, wreathlaying ceremony

27 July 2008

Australian Army Training Team Vietnam wreathlaying ceremony

19 August 2008

Royal Australian Corps of Signals plaque dedication ceremony

27 August 2008

Fairmile Ships and Harbour Defence Motor Launches plaque dedication ceremony

27 August 2008

2/1st North Australian Observation Unit plaque dedication ceremony

3 September 2008

Battle for Australia wreathlaying ceremony

12 September 2008

Battle of Britain wreathlaying ceremony

23 September 2008

Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women wreathlaying ceremony

24 September 2008

2/33rd Battalion, AIF, wreathlaying ceremony

1 October 2008

Australian Computers in Education wreathlaying ceremony

10 October 2008

Australian Civilian Medical/Surgical Teams Vietnam plaque dedication ceremony

14 October 2008

Ordnance Field Park Vietnam plaque dedication ceremony

20 October 2008

2/13th Australian Infantry Battalion, AIF, plaque dedication ceremony

21 October 2008

War Widows Guild of Australia wreathlaying ceremony

23 October 2008

Opening of *Advancing to victory, 1918* exhibition by the Honourable Alan Griffin MP, Minister for Veterans' Affairs

24 October 2008

Royal Military College of Australia, Alamein Company wreathlaying ceremony

28 October 2008

RSL and Services Clubs of Australia wreathlaying ceremony

4 November 2008

Royal Australian Corps of Signals, ACT Branch, wreathlaying ceremony

7 November 2008

Campbell High School wreathlaying ceremony

11 November 2008

Remembrance Day Roll of Honour unveiling ceremony

11 November 2008

National Remembrance Day Ceremony

11 November 2008

Anniversary Oration

19 November 2008

HMAS *Sydney II* wreathlaying ceremony

27 November 2008

Opening of *Over the front: the Great War in the air* exhibition by Mr Peter Isaacson, RAAF veteran of RAF Bomber Command

27–28 November 2008

1918: Year of Victory military history conference opened by the Honourable Alan Griffin MP, Minister for Veterans' Affairs

29 November 2008

1st Battalion, 173d Airborne Brigade Association, Australia wreathlaying ceremony

2 December 2008

Launch of Michael Nelmes's *A unique flight: the historic aircraft collection of the Australian War Memorial* by Mr Alan Joyce, CEO Qantas

8 December 2008

Officer Cadet School of Australia Portsea, Class of 1958, wreathlaying ceremony

12 December 2008

Christmas Carols

22 January 2009

Victoria Cross medal loan handover, Trooper Mark Donaldson VC

29 January 2009

Launch of the Memorial Box *Vietnam: the Australian experience* by the Honourable Alan Griffin MP, Minister for Veterans' Affairs

4 February 2009

Miranda Returned and Services League Sub Branch wreathlaying ceremony

26 February 2009

Opening of *A is for Animals: an A to Z of animals in war* exhibition by Ms Jackie French, author

27 February 2009

HMAS *Perth* Association wreathlaying ceremony

4 March 2009

2/6th Field Regiment, AIF, plaque dedication ceremony

6 March 2009

3 Company, Australian Army Service Corps, plaque dedication ceremony

11 March 2009

30th Australian Infantry Battalion Association 1939–1945 plaque dedication ceremony

20 March 2009

2/21st Australian Infantry Battalion (Gull Force) plaque dedication ceremony

1 April 2009

Annual Community Aged Care wreathlaying ceremony

2 April 2009

Opening of *Out of the dust: life in Afghanistan* photographic exhibition by His Excellency Mr Wilhemus Andrae, Ambassador of The Netherlands

7 April 2009

Launch of Laura Back and Laura Webster's *Moments in time: dioramas at the Australian War Memorial* by Mr Les Carlyon

15 April 2009

Gungahlin Regional Seniors' wreathlaying ceremony

15 April 2009

Launch of Professor Robin Prior's *Gallipoli: the myth revealed* by Steve Gower, Director

22 April 2009

Florance Foundation wreathlaying ceremony

25 April 2009

ANZAC Day Dawn Service

25 April 2009

ANZAC Day National Ceremony

1 May 2009

No. 21 (City of Melbourne) Squadron, RAAF,
plaque dedication ceremony

8 May 2009

International Midwives and Nurses Week wreathlaying
ceremony

13 May 2009

Gallipoli Remembered concert as part of the Canberra
International Music Festival

21 May 2009

Unveiling of the *Animals in war memorial* by the Honourable
Alan Griffin MP, Minister for Veterans' Affairs

26 May 2009

32nd Australian Heavy Anti-Aircraft Battery,
Royal Australian Artillery plaque dedication ceremony

29 May 2009

Sandakan Families Association commemorative ceremony

31 May 2009

Bomber Command Annual commemorative ceremony

12 June 2009

ACT Returned and Services League Branch Annual Congress
wreathlaying ceremony

27 June 2009

Reserve Forces Day ceremony

28 June 2009

23rd Field Regiment Association wreathlaying ceremony

Appendix 5

Key Acquisitions and Disposals

Acquisitions

Art

- Franklin Bennett, *Officers Mess 2/2AGH* 1943; 1 pen and black ink on brown card
- Gordon Bennett, *Always in the name of God* 2006; 1 inkjet print on paper
- Henk Brouwer, *HM Chalmers* 1942; 1 pen & ink on paper, 1 pencil on paper
- William Leslie Bowles, *Louis McCubbin* c. 1940; 1 plaster sculpture, cast in bronze
- H. Bunnett, *1st Battalion (West Melbourne) Victorian Infantry* 1890; *Victorian Artillery* c. 1895; *Victorian Mounted Rifles* c. 1895; 3 chromolithographs on paper
- Les Campbell, *Northern Territory series* 1945; 5 watercolours on paper
- James Cant, *On leave* 1945; 1 oil on board
- Maurice Carter, *Peace rally* c. 1939–45; 1 oil on board
- Jon Cattapan, official war artist commission 2008; 16 works
- Colin Colahan, *Wing Commander James Alexander* c. 1942; 1 oil on composition board
- Dean Colls, *Clearing the barrel* 2009; 1 bronze sculpture
- Noel Counihan, *The shade of things to come* c. 1944; *A soldier on leave* 1943–44; 1 pen and ink on paper, 1 oil on composition board
- Roy Dalgarno, *US Camp somewhere in Australia* c. 1939–45; 1 pen and wash on paper
- Austen Deans, *Colonel Leslie Ernest Le Souef* 1941; 1 watercolour on paper
- William Dobell, *Study for "Captain G.U. 'Scotty' Alla"* 1941; 1 gouache on paper on backing board
- Russell Drysdale, *Soldiers, Albury Station* 1942; 1 pastel on paper
- Douglas Dundas, *Wartime rally, Melbourne* 1940; 1 oil on canvas on board
- Earthworks Poster Collective, *Vietnam victory* 1975; 1 colour process lithograph on paper
- Frederick Elliott, *Australian fleet entering Sydney Harbour* 1913; 1 watercolour on paper
- John Fitzhardinge, *Portrait of James Kinnane* 1944; 1 pencil and wash on paper
- Allister Greig, *Not titled [view of ocean from shoreline]* c. 1942–45; *Changi* 1943; 1 watercolour and oil on paper, 1 pen, ink and wash on paper
- Alan Hall, *Series of drawings made at sea* 1939–46; 34 pencil on paper
- Weaver Hawkins, *The two-minute silence* 1928; 1 linocut on rice paper
- Kristin Headlam, 2008 Dawn Service commission 2008; 1 oil on canvas and 7 studies
- Sali Herman, *Between two trains* 1946; 1 oil on canvas
- Steven Holland, *Animals in war memorial* 2009; 1 stainless steel, bronze, concrete and granite sculpture
- Bruce T.M. Holmes, *The "Pass Road", New Guinea near Rouna Falls* 1943; *Writing home* 1941; 2 pencil on paper
- Zachery Inchley, *Range cards*, 2008; 9 biro and felt tip pen on lined paper
- C. Jackson, *Laundry Changi prison* c. 1942–45; 1 pen, ink and wash on paper
- Rex Lawson Julius, *PT OD class* c. 1940–44; 1 watercolour on paper
- W.F. Kearton, *Sketchbook of France*, 1916–1918; 15 watercolour, ink and wash on paper
- Murray Kirkland, *Series of prints First World War 2007*; 4 etchings on paper, 3 lithographs on paper
- Tim Kyle, *Figure for Kapyong Diorama* 2006; 1 bronze sculpture
- David Low, *The voice of the tempter* c. 1916–17; *At Berlin, if Australia voted NO*; 2 coloured lithographs on paper
- Bertram Mackennal, *Queen Victoria in Her Coronation Robes* 1897; 1 bronze sculpture
- Max Newton, *Victoria Town* 1945; 1 watercolour on paper
- Vic O'Connor, *Ladlehands on nightshift* 1945; 1 oil on canvas
- John Oldham, *Stevens uses 150th for profits and war* c. 1938; 1 colour linocut on paper

- Walter Paget, Sidney Paget, *The war in the Soudan: Australian (New South Wales) infantry marching into camp at Souakim* 1885; 1 wood engraving on paper
- Geoffrey Parle, [*The camp potter, D.M. Fraser (NX40359)*] 1944; 1 pencil and ink on paper
- Esther Paterson, *Rex Julius* c.1940–44; 7 oil on canvas on board
- Richard Simkin, *Types of South Australian Regiments* 1900; *Types of New South Wales Regiments* 1900; *Types of Victorian Regiments* 1900, 3 chromolithographs on wove paper
- Violet Teague, *Lieutenant Paston Hubert Rede* 1919; 1 oil on canvas
- Eric Thake, *Jeep in the rain* 1945; *Morotai mud* 1945; 1 watercolour and gouache on paper, 1 pencil on paper
- Garth Tickle, *Battle of Porton plantation* c.1945; 1 oil on canvas
- Albert Tucker, *Image of modern evil* 1943; 1 watercolour on paper
- Raoul Varin, *Amiens Cathedral* c. 1918; 1 etching on paper
- Ralph Malcolm Warner, *Another victim of sabotalk* c. 1944–45; *The Corps of Signals has a special job for you* c.1941–1945; *This is your country! Don't talk the Jap into it* c. 1940; 3 colour process lithographs on linen
- James William, [*Airmen's non-stop ball*] 1941; 1 gouache and pencil on drafting linen
- Henry Woolcott, *Stained glass window design (for "War Memorial")* c. 1918; 1 ink, watercolour and pencil on paper
- Arthur Young, *POW scene at Ambon, Indonesia*; 1 oil and pen ink on canvas board
- Artist unknown, *Adelaide YMCA army work* c. 1915; 1 lithograph on paper
- Artist unknown, *Offer your help now as a Red Cross V.A.D.* c. 1939–45; 1 offset lithograph on paper
- Artist unknown, *Ho Chi Minh* c. 1962–72; 1 screenprint on canvas
- Artist unknown, *Karl Marx* c. 1962–72; 1 screenprint on canvas
- Artist unknown, *Friedrich Engels* c. 1962–72; 1 screenprint on canvas
- Artist unknown, *Roll out the barrel! But see that it's Tooheys* c. 1943; 1 lithographic print on card
- Artist unknown, *Defence of Mafeking* 1899; 1 chromolithograph on paper
- Artist unknown, *Battle of Belmont* 1899; 1 chromolithograph on paper
- Artist unknown, *Sorry, Australia got it first! Invest in the 4th Liberty Loan* c. 1943; 1 colour lithograph on linen
- Artist unknown, *Are you a fifth columnist? If you spread disease, you are!* c. 1936–45; 1 colour lithograph on linen
- Artist unknown, *Stop work to stop the war. Vietnam moratorium. US and us out* c. 1970; 1 lithograph on paper
- Artist unknown, *National mobilisation against conscription* c. 1970; 1 lithograph on paper
- Artist unknown, *Help yourself get on when you get out. RAAF educational services* c. 1944–45; 1 colour process lithograph on paper
- Artist unknown, *For a modern career choose the Regular Army* c. 1952; 1 screenprint on paper on linen
- Artist unknown, *Lon minded? Army apprentices school* 1960; 1 screenprint on paper on linen
- Artist unknown, *Be ubiquitous! Gunners go places in today's scientific army* 1960; 1 screenprint on paper on linen
- Artist unknown, *High or low. You can go places in today's scientific army* 1960; 1 screenprint on paper on linen
- Artist unknown, *From the snowy to the sea, men of value serve Australia!* 1960; 1 screenprint on paper on linen
- Artist unknown, *In flood or fire, men of value serve Australia!* 1960; 1 screenprint on paper on linen
- Artist unknown, *RAASC.CMF – Citizen Military Forces* c. 1963–78; 1 lithograph on cardboard
- Artist unknown, *Man with a mission. Defender of freedom* c. 1963–78; 1 photolithograph on cardboard
- Artist unknown, *Talk to our man ... about your army career* 1978; 1 photolithograph on cardboard
- Artist unknown, *Our soldiers are also citizens – learning to defend our community* c. 1963–78; 1 screenprint on cardboard

- Artist unknown, *SASR. Special Air Services Regiment. Talk to your orderly room about it today* c. 1963–78; 1 screenprint on cardboard
- Artist unknown, *A Sister of Charity* c. 1899–1902; 1 chromolithograph on paper on board
- Artist unknown, *Cape Colony* c. 1899–1902; 1 chromolithograph on paper on board
- Artist unknown, *Music in Moresby by the Rambling Rogues of Rhythm* c. 1939–45; 1 pencil and wash on paper
- Artist unknown, *Mounted infantry escorting the Governor to the exhibition* 1888; 3 wood engravings on single sheet of paper
- Artist unknown, *The Duke of Edinburgh in Australia: HMS Galatea entering between Sydney Heads* 1868; 1 wood engraving on paper
- Artist unknown, *The recent Suakin expedition – return of the NSW contingent to Sydney* 1886; 1 wood engraving on paper
- Artist unknown, *The war in the Soudan: departure of the Australian Contingent from Sydney, NSW* 1885; 1 wood engraving on paper
- Artist unknown, *The return home of the Australian contingent from the Soudan* 1885; 1 wood engraving on paper

Military heraldry and technology

- Medal group of Petty Officer J.J. Maloney RAN, who was lost on the submarine *AE1* during the First World War
- Small parts of helicopter A2-767, operated by No. 9 Squadron, RAAF, when it was shot down in South Vietnam with the loss of Lance Corporal J.F. Gillespie
- Map, identity discs and Zippo lighter of Lance Corporal R.H.J. Parker, 1RAR, South Vietnam, who was KIA in November 1965
- Uniform items belonging to Matron Vivian Bullwinkel
- Military Cross and medal group of Lieutenant F. Clift, 53rd Battalion, AIF. The MC was awarded for operations at Morlancourt on 29 July 1918
- International six-wheel-drive F1 truck with confirmed Vietnam provenance
- An example of an Australian-designed and manufactured Wiles mobile steam kitchen

Photographs, Film and Sound

Photographs

- Gary Ramage, 198 images taken in Afghanistan 2008, Iraq 2003 and Pakistan earthquake 2005
- A view of the 16 ships of the American Great White Fleet on their voyage from Sydney to Melbourne
- George Gittoes, 40 images taken in Iraq and Afghanistan 2008
- Howard Coster, toned studio portrait of Lieutenant Colonel T.E. Lawrence (Lawrence of Arabia). Originally loaned to the Memorial for the *Lawrence and the Light Horse* exhibition; acquired in 2008
- A portrait of Private William Edward Sing DCM, 5th Light Horse Regiment (later 355A 31st Battalion)
- Charles Green and Lyndell Brown, 11 exhibition prints produced by the official artists in Iraq and Afghanistan in 2007
- Glenn Campbell, official photographer; over 2,000 photographs of Operation Anode, Solomon Islands
- Colleen Johnston and family, photograph album of Sister Helen Donella Steele AANS, who served with No. 2 Section Sea Transport Staff
- Lieutenant Commander John Brown (Ret'd), former RAN pilot, 86 colour images of his time as a pilot and 2/IC of the Australian contingent (Austair) to the Second United Nations Emergency Force (UNEF II) in 1979
- Nos. 466/462 Squadrons, RAAF, Association albums
- Mal Booth, large collection of images taken in Iraq and Afghanistan 2008
- Neal Phillipps and family, albums relating to the service of Squadron Leader Roy Cecil Phillipps MC and Bar DFC, First and Second World Wars.
- Corporal Andrew Turner (Ret'd), 227 photographs relating to his service as part of 3rd Calvary Regiment (3CAV), Royal Australian Armoured Corps (RAAC), in the Vietnam War
- Susan Parker, photographs of the Australian contingent to England for Coronation of King George VI in 1937
- Charles Lewis, photograph of RAN guided-missile destroyer HMAS *Brisbane* // D41, taken from USS *Brinkley Bass* DD-887
- 1,300 Roll of Honour portrait images from family members and others.

Film

- Robert Nugent, 35 hours of footage shot by official cinematographer during his commission to East Timor during Operation Astute
- George Gittoes, 20 hours of footage shot during his tour of Afghanistan 2008
- 120 hours of filmed interviews with Australian and Japanese veterans conducted during production of *Beyond Kokoda* by SGSS Productions
- William Thomas Aldis Moran, home movies of his service with the Royal Australian Navy and Royal Navy, 1935–40
- 16 mm black-and-white and colour camera original cine film taken by William Thomas Aldis Moran while serving with the RAN, 1935–40.
- Don Anderson, home movies of his service with the Royal Australian Navy 1939–48
- 9.5 mm black-and-white camera original cine film taken by Petty Officer Donald Anderson while serving with the RAN (including actions at Bardia and battle of Calabria; commissioning and delivery to Australia of HMAS *Sydney III* in 1948
- Sir Robert Evelyn Porter's movies of his military service in India, New Guinea, and Australia during the Second World War
- Sea Power Centre collection of 42 16 mm camera original colour films ex official Royal Australian Navy covering RAN ships such as HMAS *Hobart*, *Vendetta*, *Duchess*, *Canberra*, submarines, the Fleet Air Arm and RAAF cooperation with United Nations Emergency Forces (UNEF II) in the Sinai in 1975–76
- Collection of super 8 mm colour film shot by Bill Taylor while serving in South Vietnam 1967–68 particularly Fire Support Base Coral.

Sound

- Carnarvon Shire Council/Australian War Memorial joint project of oral history interviews regarding the rescuing of *Kormoran* survivors
- Interview by Head, Military History section, with Trooper Mark Donaldson VC
- Robert Breen Collection relating to peacekeeping in Somalia, Bougainville and East Timor

- Interviews with Australian War Memorial commissioned official artists Jon Cattapan and eX de Medici
- 52 interviews acquired for the Memorial's oral history program

Research Centre

Official Records

- Order of the Day on the awarding of the Victoria Cross to Trooper Mark Donaldson (Afghanistan)
- Records of Commander Greg Swinden RAN during his deployments to East Timor, Solomon Islands, and the Persian Gulf (Peacekeeping/Recent conflicts).
- Records of Captain Lewis MacLeod during his service in UNTAC, Cambodia (Peacekeeping operations).
- Sub-unit diary – Security Force – ASC UNAMIR II – Bravo Company – Australian Medical Support Force to Rwanda (Peacekeeping operations).
- Collection of signals between Chairman, Chief of Staff Committee) to Headquarters Australian Force Vietnam (Vietnam War).
- Collection of records of Major General Sir Victor Windeyer, CO, 2/48th Battalion and 20th Aust Infantry Brigade (Second World War).
- Diary kept by Captain John Chalk during operations in Ramu Valley, New Guinea, while serving with the Papuan Infantry Battalion (Second World War).
- Australian War Memorial administrative and correspondence files, 1940–88

Private Records acquisitions:

- Two diaries written during 1899–1901 by Private Stephen Payne, serving with 1st Queensland Mounted Infantry Contingent during the Boer War (South Africa 1899–1902)
- Letters, news cuttings, souvenir booklets, service-related documents, and reports of the Australian Bushmen's Contingent (3rd NSW Contingent) during the Boer War (South Africa 1899–1902)
- Collection of Rania MacPhillamy, including correspondence, loose photographs, a photograph album and family papers, mostly covers material relating to her work at the Empire Soldiers Club, Kantara, Egypt (First World War).

- Five original diaries of Corporal John Frazer Thomas, serving with 37th Battery, 10th FAB, 4th Divisional Artillery (First World War).
- Diary of Albert Charles Coussens while on board HMAS *Stuart*, 10 June 1940 to 27 September 1942, and while in Darwin, 26 August 1942 to 3 December 1942 (Second World War).
- Letters and postcards of Commander Greg Swinden (RAN), whilst on deployments in the Solomon Islands, East Timor and the Gulf (Peacekeeping/Recent conflicts).
- Three diaries kept by Lance Corporal Poppy Wenham during deployment as member of Operation Bel Isi in Bougainville in 2000 and Operation Relex II in Australia's north-west maritime approaches in 2005 and 2006 (Peacekeeping operations).
- Collection is a series of emails written by Gerard Pratt and Margaret Pratt during the tour of HMAS *Kanimbla* in the Persian Gulf as part of the International Coalition against Terrorism (ICAT) in 2003.
- Hand-drawn escape map of northern Victoria and New South Wales, used by Captain Theodor Detmers of the *Kormoran*, in his escape from Dhurringile Prison, Vic, in 1945 (GR16654)
- INTERFET Rules of Engagement cards (GR16489)
- Collection of post-45 material including publications, maps, philately, souvenirs, leaflets relating to service of RAN Commander Greg Swinden in East Timor, Solomon Islands and Middle East (GR15187)
- Escape maps created in Colditz (Oflag IV-C) by prisoner of war Lieutenant. Jack Millet (GR14721)
- Unit History book *To points unknown: the First Al Muthanna Task Group*, a pictorial record of the tour to Iraq by the 1st Al Muthanna Task Group from April to November 2005 (F 355.356 T627)
- Coronation Contingent souvenir material donated by Sergeant Graham, who was one of four men selected to represent all National Servicemen in the Australian Coronation Contingent (GR15698)
- Decorative certificate of appreciation from the town of Wynnum presented to nurse Elizabeth Kemp for her First World War service (GR14852)

Published Collections acquisitions:

- Forces Advisory Committee on Entertainment (FACE) collection of concert party souvenirs, posters and publicity material relating to entertainment of Australian troops overseas from Vietnam to the Middle East (GR14886)
- Changi prisoner-of-war book, "The Return of Alekhine" a chess book hidden behind a "Recipe Index" cover and rented out by D. Alexander at Changi for 10 cents a day (V 940.547252 P985r)
- Scroll containing thousands of signatures of civilian internees at Changi internment camp (GR16755)
- Autographed Aristocrat playing cards signed by prisoners of war and other servicemen at the time of liberation of the Japanese prisoner-of-war camps in 1945 (GR16978)

Disposals

Military Heraldry and Technology

- Land Rover Ceremonial with limber and funeral gun carriage assigned to Army Museum Bandiana in exchange for an International six-wheel drive F1 truck with confirmed Vietnam provenance, and an example of the Australian designed and manufactured Wiles mobile steam kitchen. Ministerial approval for exchanged received 15 August 2009.

Appendix 6

Travelling Exhibitions

Total Travelling Exhibitions visitation: 2,803,243 to 30 June 2009

	From	To
Focus: photography and war, 1945–2006		
1. New England Regional Art Museum, Armidale, NSW	17/10/2008	23/11/2008
2. Cowra Regional Art Gallery, Cowra, NSW	13/12/2008	01/02/2009
3. Perc Tucker Regional Gallery, Townsville, Qld	27/03/2009	03/05/2009
George Lambert: Gallipoli and Palestine landscapes		
4. Bendigo Art Gallery, Bendigo, Vic.	26/07/2008	31/08/2008
5. Hazelhurst Regional Gallery and Art Centre, Gympie, NSW	12/10/2008	30/11/2008
6. Latrobe Regional Gallery, Morwell, Vic.	12/12/2008	15/02/2009
7. Riddoch Art Gallery, Mount Gambier, SA	15/05/2009	28/06/2009
Sport and war		
8. State Library of Victoria, Melbourne, Vic.	1/07/2008	26/19/2008
Gallipoli: a Turkish view		
9. Western Australian Museum – Geraldton, WA	24/07/2008	07/09/2008
10. Western Australian Museum – Kalgoorlie, WA	30/10/2008	08/03/2009
11. Western Australian Museum – Albany, WA	26/03/2009	19/07/2009
All together: sport and war		
12. Tuggeranong Homestead, Canberra, ACT	24/07/2008	24/08/2008
Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green		
13. Ian Potter Museum of Art, Melbourne, Vic.	05/11/2008	01/02/2009
14. Art Gallery of Ballarat, Ballarat, Vic.	07/02/2008	03/05/2009
15. Benalla Art Gallery, Benalla, Vic.	15/05/2008	05/07/2009

Bring in Your Memorabilia days

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

06/08/2008

Cowra Regional Art Gallery, Cowra, NSW, in association with *Focus: photography and war 1945–2006*

13/12/2008

Perc Tucker Regional Gallery, Townsville, Qld, in association with *Focus: photography and war 1945–2006*

03/05/2009

Western Australian Museum – Albany, WA, In association with *Gallipoli: a Turkish view*

05/06/2009



Appendix 7

Staff Publications, Lectures, and Talks

Name	Description
Booth, Mal	<p>"Digitisation, digital preservation and social media at the Australian War Memorial", talk, VALA (Victorian Automated Libraries Assoc) Members, Ballieau Library, University of Melbourne, 27 August 2008</p> <p>"The Memorial's digitised content and our use of Web 2.0 tools", keynote address, 2008 SPERA (Society for the Provision of Education in Rural Australia) National Conference, Bayview Eden Hotel, Melbourne, 28 August 2008</p> <p>"Digital Convergence at the Australian War Memorial", keynote address, ALIA Information Online Conference, Sydney Convention Centre, 20 January 2009</p> <p>"Digitisation for library managers", pre-conference workshop, ALIA's Information Online Conference, Sydney, 19 January 2009</p>
Bou, Jean	<p>"They shot the horses – didn't they?", <i>Wartime</i> 44 (October 2008)</p> <p>"The Beersheba photograph: I", <i>Quadrant</i> (March 2009)</p>
Boyle, Stephanie	<p>"Shoot: an alternative perspective of Australian soldiers in Vietnam", paper, XIVth Biennial Conference of the Film and History Association of Australia and New Zealand, University of Otago, Dunedin, New Zealand, 29 November 2008</p>
Britt, Rebecca	<p>"Sport and war", public talk, Tuggeranong Homestead, ACT, 27 July 2008</p>
Bullard, Steven	<p>"Threat, response and moderation: Australia's grand strategy in the years leading up to the outbreak of war in the Pacific", paper, National Institute for Defense Studies International Forum on War History, Tokyo, 18 September 2008</p> <p>"Threat, response and moderation: Australia's grand strategy in the years leading up to the outbreak of war in the Pacific", <i>NIDS international forum on war history: proceedings</i>, March 2009</p>
Burness, Peter	<p>"The last to fall", <i>Wartime</i> 44 (October 2008)</p> <p><i>Advancing to victory, 1918</i>, Australian War Memorial exhibition catalogue, (2008)</p> <p>"Heilly: front-line village", <i>Wartime</i> 45 (January 2009)</p> <p>"Heroes of the new battleground", <i>The Canberra Times</i>, 25 April 2009</p> <p>"Letters to home", <i>The Canberra Times</i>, 25 April 2009</p> <p>"The Victoria Cross in Australia", <i>Wartime</i> 46 (April 2009)</p> <p>"Those magnificent men", talk, 1918: Year of Victory History Conference dinner, ANZAC Hall, 28 November 2008</p> <p>"Uniforms", <i>The Oxford companion to Australian military history</i> (2nd ed., 2008)</p> <p>Extended live interview for television documentary on Australians awarded the <i>Victoria Cross, For Valour</i>, History Channel, 25 April 2009</p> <p>"The Western Front remembered", <i>Capital Magazine</i> 40 (May–June 2009)</p> <p>"Breaking the Hindenburg Line", <i>Wartime</i> 43 (July 2008)</p>

Name	Description
Carpenter, Eric	<p>"Introduction to the Research Centre", talk, Charles Sturt University students, Australian War Memorial, 23 April 2009</p> <p>"Primary source research at the Australian War Memorial" and "Research Centre: researching and writing history course", talks, Australian National University students, Australian War Memorial, 15 September 2008</p>
Cumming, Frances	"Preventive conservation initiatives at the Australian War Memorial", talk, University of Canberra Conservation and Cultural Heritage Management students, Australian War Memorial, 30 March 2009
Currey, Andrew	"Private records in the Research Centre's collection", talk, Great Lakes College students, Research Centre Reading Room, Australian War Memorial, 11 June 2009
d'Arx, Jason	"Exhibition development, design and installation for travelling and temporary exhibitions", talk, CIT Museum Practice students, Australian War Memorial, 3 June 2009
de Vogel, Miesje	"Interviewing veterans", talk, Radford College, Bruce, ACT, 20 May 2009
Dethridge, Kate	"A is for Animals", <i>Capital Magazine</i> 39, March–April 2009
Dimcevska, Vicky	"Images of war: the life of a soldier", <i>World of Antiques and Art</i> , August 2008–February 2009
Ekins, Ashley	<p>Panel discussion on Gallipoli with Nigel Jamieson, author–director of stage production <i>Gallipoli</i>, and Brad Manera, Curator, Hyde Park Barracks, following public screening of Tolga Örnek's documentary, <i>Gallipoli: the frontline experience</i>, Sydney Theatre Company, Walsh Bay, Sydney, 10 August 2008</p> <p>"Gallipoli – the eternal battlefield", <i>Capital Magazine</i> 35 (September–October 2008)</p> <p>"The battle of Fromelles", <i>Wartime</i> 44 (October 2008)</p> <p>"The worst war in history", <i>The Age</i>, 8 November 2008</p> <p>"Fighting to exhaustion: morale, discipline and combat effectiveness in the armies of 1918", paper presented at 1918: Year of Victory History Conference, BAE Systems Theatre, Australian War Memorial, 27 November 2008</p> <p>"Gallipoli: myths and realities", talk, Florey Primary School Teachers Professional Development session, Australian War Memorial, 29 January 2009</p> <p>"Gallipoli in the Australian imagination", talk, Queensland regional champion teachers in Civics and Citizenship, Australian War Memorial, 28 March 2009</p> <p>"Gallipoli: the enduring legend", talk, "Gallipoli – courage, controversy, catastrophe" symposium, Australian War Memorial, 5 April 2009</p> <p>"History under fire", <i>Wartime</i> 46 (April 2009)</p>
Ferguson, Linda	<p>"Introduction, evaluation rationale", paper, Graduate Certificate in Scientific Communications students, Australian National University, 3 February 2009</p> <p>"Research strategies: quantitative vs qualitative", paper, Graduate Certificate in Scientific Communications students, Australian National University, 9 February 2009</p> <p>"An introduction to sampling", paper, Graduate Certificate in Scientific Communications students, Australian National University, 11 February 2009</p> <p>"Instrument design", paper, Graduate Certificate in Scientific Communications students, Australian National University, 16 February 2009</p>

Name	Description
Gillespie, Carmel	"Making it relevant: personal reactions to the Vietnam War", <i>Agora, Journal of the History Teachers' Association of Victoria Limited</i> , 20 April 2009
Gooding, Janda	"Painting memorials: George Lambert and Gallipoli", paper, Australian Historical Association Biennial Conference, Melbourne, 9 July 2008 "George Lambert: opening address", talk, Hazelhurst Regional Art Gallery, 10 October 2008 "George Lambert: Gallipoli and Palestine landscapes", talk, La Trobe Regional Gallery, Morwell, Vic., 12 and 13 December 2008 "George Lambert", talks, Bendigo Art Gallery, 25 and 26 July 2008
Gower, Steve	"Recent developments at the Australian War Memorial", talk, United Service Club, Brisbane, 8 July 2008 Opening address, 5th Australian Institute for Conservation of Cultural Materials annual meeting, Materials, Books, Paper and Photographic Material Group, BAE Systems Theatre, Australian War Memorial, 23 July 2008 "Management of a statutory authority", talk, ANU Museum Postgraduate course, Australian National University, 23 July 2008 "National Servicemen and the Australian War Memorial", talk, Queanbeyan/ACT National Servicemen's Association monthly meeting, Gowrie Services Club, Manuka, ACT, 2 August 2008 "Thirteen years in the cattle yard': reflections on being Director of the Australian War Memorial from a farming perspective", talk, Australian Defence Colleges Association Annual Dinner, Weston Creek, 8 August 2008 "Management of a statutory authority", address, SA Regional Skills Training Group, Post Graduate Diploma, BAE Systems Theatre, Australian War Memorial, 22 September 2008 "Aircraft Hall, ANZAC Hall, and recent developments", talk, RAAF Europe Association Annual dinner, Camberwell Civic Centre, Camberwell, Vic., 26 September 2008 Opening speech, <i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i> exhibition, Ian Potter Gallery, University of Melbourne, Melbourne, 12 November 2008 "ANZAC Day and commemoration over the years", Sir Albert Coates's Annual Memorial Oration, University of Ballarat, Ballarat Vic., 16 November 2008 Opening address, <i>Over the front: the Great War in the air</i> exhibition, ANZAC Hall, Australian War Memorial, 27 November 2008 "Commemoration at the Australian War Memorial", talk, Legacy Club of Sydney monthly luncheon, AWA House, Sydney, 2 April 2009 "The attraction of Canberra as a destination", address, Canberra Convention Bureau's "Top Secret" Dinner, Old Parliament House, 14 May 2009 Speech to launch book, <i>Gallipoli: end of the myth</i> by Professor Robin Prior, Australian War Memorial, 15 April 2009

Name	Description
Heywood, Warwick	<p>Catalogue essay, <i>War: Lyndell Brown and Charles Green</i>, exhibition at Grantpirrie, Redfern, NSW, 3 September–11 October 2008</p> <p><i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i>, exhibition catalogue (October 2008)</p> <p>"Art, history, and war: a tradition of official Australian war artists", <i>Art and Antiques Victoria</i> (December 2008)</p> <p>"Cool art from a hot zone", <i>Wartime</i> 46 (April 2009)</p>
Holcombe, Liz	<p>"Small steps: changing how a museum uses the web", paper, Museums Australia's 2009 National Conference, <i>Work in Progress</i>, Newcastle, NSW, 19 May 2009</p>
James, Karl	<p>"Gallant fighter", <i>Wartime</i> 43, July 2008</p> <p>"The capture of Tyne Cot by the 40th Battalion, 4 October 1917", talk, AWM/IWM Western Front Battlefields Study Tour, Tyne Cot Cemetery, Zonnebeke, Belgium, 19 September 2008</p> <p>"Soldiers to citizens", <i>Wartime</i> 45 (January 2009)</p> <p>"The track': a historical desktop study of the Kokoda Track", report commissioned by the Department of Environment, Water, Heritage and the Arts, Canberra 2009</p> <p>"The Memorial and war commemoration", talk, Australian War Memorial, 20 April 2009</p>
Kertesz, Bernard	<p>"The Disasters ACT network; disaster preparedness for heritage collections", talk, Committee of Blue Shield Australia, ALIA House, Deakin, 23 February 2009</p> <p>"DISACT, the protection of collections through disaster preparedness", talk, Business Continuity Institute, Canberra Forum Meeting, Canberra Club, 25 February 2009</p> <p>"DISACT, a regional approach to safeguarding national heritage collections", talk, Canberra launch of Australia–New Zealand Business Continuity Awareness Week, Hotel Realm, 23 March 2009</p>
Lakin, Shaune	<p>"Icon and archive", talk, Australian National University students, Australian War Memorial, 9 and 28 July 2008</p> <p>"Icon or archive?" <i>Wartime</i> 43 (July 2008)</p> <p>"Photography and the Australian experience of war", <i>Capital Magazine</i> 35 (July–August 2008)</p> <p>"Icon and archive", talk, Special Interest Group, Museums Australia, Australian War Memorial, 27 July 2008</p> <p>"Icon and archive", tour for teachers, Australian War Memorial, 26 June 2008</p>
Lewis, Margaret and Norberry, Jennie	<p>"River of opportunities", talk, ALIA Library Technician Group, 25 October 2008</p>
Macgillicuddy, Bridie	<p>"The First World War visual diary of George Courtney Benson", talk, Australian National University students, Australian War Memorial, 11 March 2009</p>
Nichols, Robert	<p>"After the shooting stopped", <i>Wartime</i> 45 (January 2009)</p>
Norberry, Jennie	<p>"Family History at the Research Centre", talk, Heraldry and Genealogical Society of Canberra, 9 August 2008</p> <p>"Research Centre: researching and writing history", talk, Australian National University students, Australian War Memorial, 1 September 2008</p> <p>"Research Centre familiarisation", talk, Military Police, Australian War Memorial, 16 July 2008</p>

Name	Description
Norberry, Jennie; Orr, Alexandra; van Dyk, Robyn; Tibbitts, Craig; Berelle, Craig	"Introduction to the Research Centre", talk, Charles Sturt University students, Australian War Memorial, 23 April 2009
Orr, Alexandra	"The Australian War Memorial and collecting items related to recent and future conflicts", talk, DNPR (E&L), Royal Australian Navy, Australian War Memorial, 27 October 2008 "Digitisation at the Australian War Memorial", talk, Military Museum Curators Course, Australian War Memorial, 1 December 2008
Pedersen, Peter	"Reflections on a battlefield", <i>Wartime</i> 44 (October 2008) "Historians at the Australian War Memorial", talk, Hawker College senior history students, Australian War Memorial, 18 September 2008 "General Sir John Monash", talk, 2009 General Sir John Monash Award winners, Australian War Memorial, 26 November 2008 "Maintaining the advance: Monash, battle procedure and the Australian Corps in 1918", paper, 1918: Year of Victory History Conference, Australian War Memorial, 27 November 2008 "Recock and refigure: Trooper Mark Donaldson VC speaks", <i>Wartime</i> 46 (April 2009) "From Howse to Donaldson: winning the Victoria Cross", <i>Wartime</i> 46 (April 2009) "ANZAC Day and what it means", talk, Woden Valley RSL, Woden, 24 April 2009 The Japanese Attack on Sydney Harbour", talk, National Judicial College of Australia, Australian War Memorial, 2 March 2009 "Gallipoli: courage, controversy, catastrophe", talk, Australian War Memorial, 5 April 2009 Extended live interview for television documentary on Australians awarded the Victoria Cross, <i>For Valour</i> , History Channel, 25 April 2009
Pegram, Aaron	"Australia's Fromelles prisoners", <i>Wartime</i> 44 (October 2008) "In the hands of the Hun", talk, Western Australia Museum, Albany, WA, 4 June 2009 "In the bag: the capture of Australian prisoners on the Western Front, 1916–1918", Australian Historians Association Conference, University of Sunshine Coast, Qld, 30 June 2009 "The arms of black melancholy", <i>Wartime</i> 46 (April 2009) "The bounds of silence: Australian prisoners in Germany during the First World War, 1916–1918", paper, Research School of Humanities, Australian National University, Canberra, 25 August 2008
Prosser, Cherie	"The contemporary official war artist experience", talk, Australian War Memorial, 28 April 2009
Quinn, Susie	"Balancing the need to protect the collection and save the earth", talk, Cultural Management Development Program, Australian War Memorial, 14 November 2008
Roche, Ally	"The Furoshiki: memories came wrapped in a Japanese soldier's cloth", <i>Wartime</i> 45 (January 2009)
Rutherford, Dianne and Lewincamp, Sophie	"Mapping the terrain", paper, Australian Institute for the Conservation of Cultural Materials' Book (AICCM), Paper and Photographic Materials Group Symposium, Australian War Memorial, 23 July 2008

Name	Description
Sabine, Patricia	"Focus: photography and war 1945–2006", talks, Perc Tucker Regional Gallery, Townsville Qld, 27 and 28 March 2009
Siers, Robyn	" <i>M is for mates</i> ": <i>Animals in wartime from Ajax to Zep</i> , Department of Veterans' Affairs in association with the Australian War Memorial, Canberra, 2009
Stewart, Libby	"A gunner's tale", <i>Wartime</i> 43 (July 2008) " <i>Conflicts 1945 to today</i> galleries: a study in collaboration", paper, Museums Australia's 2009 National Conference <i>Work in Progress</i> , Newcastle, 18 May 2009 "Taking care of the wounded, 1917", talk, AWM/IWM Western Front Battlefields Study Tour, Brandhoek New Military Cemetery, Belgium, 20 September 2008
Tamura, Keiko	"Japanese midget submarine and its displays in Australia" (in Japanese), paper, Research Group meeting, "War and memories in Australia and Japan", Hakone, Japan, 27 July 2008 "Archival roles of the Australian War Memorial for history research in Australia", paper, Research Group meeting, "Comparative research on international archives", Koyasan, Japan, 31 July 2008 "Australia–Japan Research Project and its activities", Canberra North Rotary Club, Yowani Country Club, 28 August 2008 "Narratives of Japanese war brides in Australia", paper, symposium, "Japanese women's migration: picture brides and war brides", Tokyo Women's University, Tokyo, 2 August 2008 "A Japanese soldier's experience of war in New Guinea" talk, North Canberra Rotary Club, Yowani Country Club, Lyneham, 28 August 2008 "Mrs Weir's morning tea: an encounter between Japanese prisoners of war and an Australian woman after the Cowra Breakout", talk, Weston Creek Rotary Club, Weston Creek Club, Weston, 22 December 2008 "Japanese war brides in Australia", talk, Australian National Maritime Museum, Sydney, 5 February 2009
Tibbitts, Craig	"The 14th Australian Brigade's capture of Louverval and Doignies, 2–4 April, 1917", talk, Louverval, France, 18 September 2008
Torrens, Alexandra	"Second World War poster collection", talk, Australian National University students, Australian War Memorial, 11 March 2009
van Dyk, Robyn	"Digging for Victory" public talk, The Australian Garden History Society, National Library of Australia, 28 August 2008 "Use of the new flexible dealing provision of the <i>Copyright Act</i> for the web publishing of orphan works", talk, Copyright in Cultural Institutions group, National Museum of Australia, 26 March 2009 "Touring the battlefields of the Western Front", talk, Rotary Club of Belconnen, Belconnen, ACT, 22 April 2009
van Dyk, Robyn and Hunt, Mel	"Map collections at the Australian War Memorial's", talk, Australian Map Circle members, Australian War Memorial, 20 October 2008
Warnes, Diana	"Elwyn (Jack) Lynn (1917–1997): twenty questions", <i>World of Antiques and Art</i> (August 2008–February 2009)
Webster, Laura (and Laura Back)	<i>Moments in time: dioramas at the Australian War Memorial</i> (New Holland, Chatswood, NSW, 2008)

Name	Description
Wilkins, Lola	"The Memorial's official war artist program", talk, Lions Club of Canberra Belconnen, Belconnen Soccer Club, Hawker, 18 August 2008
Withnell ,Helen	<p>"Managing in a cultural institution", talk, Advanced Workplace Skills program, MacKillop House, Lyneham, ACT, 23 September 2008</p> <p>"Historians and galleries", talk, University of Notre Dame, Australia, history students, Australian War Memorial, 13 October 2008</p>

Appendix 8

Staffing Overview as at 30 June 2007

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

	Ongoing		Ongoing		Non-ongoing		Non-ongoing		Casual		Total
	Full time		Part time		Full time		Part time				
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
APS Level 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
APS Level 2	17.0	12.0	0.0	0.0	9.0	6.0	0.0	0.6	0.0	0.0	44.6
APS Level 3	13.0	9.0	0.0	0.6	5.0	8.0	0.0	0.0	0.0	0.0	35.6
APS Level 4	14.0	10.0	0.0	1.7	1.0	6.0	0.0	1.1	0.0	0.0	33.9
APS Level 5	6.0	8.0	0.7	0.0	2.0	2.0	0.0	0.8	0.0	0.0	19.5
APS Level 6	16.0	18.0	0.0	2.1	6.0	2.0	0.4	0.8	0.0	0.0	45.3
AWM BBB	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.8	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	8.0	0.0	0.9	4.0	9.0	0.0	2.6	0.0	0.0	32.6
AWM BB 4	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0
EL 1	16.0	15.0	0.5	1.7	1.0	1.0	0.0	0.0	0.0	0.0	35.2
EL 2	6.0	8.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	15.0
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
Sub-totals	104.0	93.0	1.3	7.1	28.0	35.0	0.4	6.8	0.0	0.0	
Totals	197.0		8.3		63.0		7.2		0.0		275.5

Total Ongoing 205.3

Total Non-ongoing 70.2

Total Casual 0.0

Total Females 141.8

Total Males 133.7

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 2007–08 Business Management and Performance Feedback Scheme. The total payment to staff was \$312,693.42.

The Memorial's eighth cycle of performance-based pay for Senior Executive Service Officers covered the period 1 July 2007 to 30 June 2008. Four officers received a combined total of \$72,843.90.

People Development and Training Report

A total of 835 person days were spent in formal training during 2008–09, and 302 staff (161 females and 141 males) participated in eligible training activities during the year.

The People Development formal expenditure rate* for the Australian War Memorial for 2008–09 was 3.43 per cent. Total People Development expenditure was \$628,519.92

Salary for participants	\$209,424.07
People Development staff salary	\$78,321.40
People Development administration (course costs, etc.)	\$296,110.08
Studybank costs (reimbursement of fees/expenses and salary)	\$44,664.37
Total	628,519.92

* Expressed as a percentage of the annual 2008–09 salary expenditure of \$18,304,100.28, which comprised 26 pay periods.

Appendix 9

New Loans 2008–09

Inward

Loans that were new in the 2008–09 financial year.

Lender	Object type	Title	Loan Start	Loan end	Total
1st Combat Engineer Regiment, Royal Australian Engineers	Heraldry items	Tennis ball – Explosive Detection Dogs <ul style="list-style-type: none"> Dog harness and leather lead – Explosive Detection Dog Kylie Dog Collar – Explosive Detection Dog Andy Dog Collar – Explosive Detection Dog Razz 	29/08/2008	28/08/2009	7
	Badge	Patch – Explosive Detection Dogs			
Ballarat Fine Art Gallery	Painting	<i>The battle of Villers-Bretonneux, 1918</i>	20/09/2008	12/03/2009	1
Brown, Lyndell and Green, Charles	Photograph	<ul style="list-style-type: none"> <i>Dusk, Afghan National Army Observation Post, Tarin Kowt Base, Uruzgan Province, Afghanistan</i> <i>Hoist, Propeller Change, Night, Fightline, Military Installation, Gulf</i> 	1/11/2008	31/10/2010	2
Donaldson, Mark Gregor Strang	Medals	<ul style="list-style-type: none"> Victoria Cross for Australia Australian Active Service Medal with Clasp "ICAT" Afghanistan Campaign Medal Australian Defence Medal NATO Medal with Clasp "ISAF" 	22/01/2009	21/01/2014	5
Clifford, Fumika	Heraldry items	Silk kimono Silk obi	3/02/2009	2/02/2014	3
	Official record	Travel document			
Sullivan, Mark	Map	Map of Gallipoli: Lieutenant R.M. Young	24/02/2009	23/12/2009	1
Ryan, Iva Loretta	Papers	<ul style="list-style-type: none"> Letter to David Ryan from Royal Australian Air Force Letter to David Ryan from Department of Air 3 x telegram Documents from the Australian Repatriation Commission Letter from the Office of the High Commissioner for the Commonwealth of Australia 	13/03/2009	12/03/2014	9
		Colour			
	Heraldry	Observer's sweetheart brooch			

Lender	Object type	Title	Loan Start	Loan end	Total
Kennedy family	Medals	Private H.W. Madden, 3rd Battalion, Royal Australian Regiment: <ul style="list-style-type: none"> • George Cross • 1939–45 Star • Pacific Star • British War Medal 1939–1945 • Australia Service Medal • Korea Medal • United Nations Service Medal for Korea 	23/03/2009	22/03/2019	17
	Medallions	Sergeant J.W. Whittle, AIF: <ul style="list-style-type: none"> • Royal Navy and Army Boxing Association medallion • British Expeditionary Force Recreational Training medallion 			
	Medals and awards	Sergeant J.W. Whittle, AIF: <ul style="list-style-type: none"> • Victoria Cross • Distinguished Conduct Medal • Queen's South Africa Medal • 1914–15 Star • British War Medal 1914–1920 • Victory Medal • George V Jubilee Medal • George VI Coronation Medal 			
Dutch Ministry of Foreign Affairs	Colour prints	<ul style="list-style-type: none"> • Photograph of a man holding a polaroid photograph of a well • Photograph of abandoned Russian Army vehicles • Photograph of Olympic swimming pool on Swimming Pool Hill in Kabul • Photograph of a portrait of Ahmed Shah Massood • Photograph of advertisement for Nestle's milk powder • Photograph depicting home life • Photograph of the change in Afghanistan. From rusty old buses to shiny new cars. • Photograph of the former Royal Palace of Dar-ul-Aman. • 4 photographs of security guards in Afghanistan • Photograph of new houses in Kabul • Photograph of ISAF troops in Afghanistan. 			

Lender	Object type	Title	Loan Start	Loan end	Total
Dutch Ministry of Foreign Affairs (Con't)	Colour prints	<ul style="list-style-type: none"> • Photograph of a Provincial Reconstruction Team (PRT) slide show • Photograph of consultation with the Provincial Reconstruction Team (PRT) near the Chora Valley. • 3 photographs of a meeting regarding bidding for contracts for local builders • 2 photographs of a man exercising at the Rehabilitation Centre for War Victims in Kabul • Photograph of a disabled girl • Photograph of a wall being built • 4 photographs of a girls' school in Uruzgan • Photograph of members of the Afghan National Auxiliary Force (ANAP) • 4 photographs showing members of the Afghan National Auxiliary Force (ANAP) training as assistant police officers • 2 photographs picturing a child against a wall • 2 photographs picturing a group of children • A typical "Afghan portrait" – photograph • 2 photographs of the road to Chora Valley • Photograph of an earth structure • Photograph of the terrain in Afghanistan • Photograph of irrigation systems in Afghanistan • 3 photographs of the landscape in Afghanistan • 5 photographs of "Jungle Trucks" • Photograph showing transporting of a car by bus 	27/03/2009	24/05/2009	53
Kelsey, Thomas Robert Matthew	Helmet and uniforms	<p>Trooper T.R.M. Kelsey:</p> <ul style="list-style-type: none"> • Combat crewman helmet • Shirt with patches • Combat trousers • Combat boots 	28/03/2009	27/03/2014	4

Outward Loans

Borrower	Object type	Title	Loan start	Loan end	Total
Royal Australian Air Force (RAAF) Museum, Point Cook	Heraldry	Hand-painted souvenir plate from the Berlin Airlift: Warrant Officer H. Blackman	21/07/2008	30/04/2009	1
Art Gallery of South Australia	Painting	<i>Ballet of wind and rain</i>	25/07/2008	15/12/2009	1
Imperial War Museum	Heraldry	Map pins: Major General J. Monash, 3rd Australian Division, AIF	2/09/2008	9/10/2009	5
	Personal equipment	Identity disc: Colonel J. Monash, 4th Australian Infantry Brigade, AIF			
	Personal equipment	Pair of identity discs: Major General J. Monash, 3rd Australian Division, AIF			
	Heraldry	Signet ring: General Sir John Monash, AIF			
	Heraldry	Shrapnel: Brigadier J. Monash, 4th Australian Infantry Brigade, AIF			
HMAS <i>Shoalhaven</i> Association	Heraldry	HMAS <i>Shoalhaven</i> <ul style="list-style-type: none"> • Steering wheel • Ship's crest • Ship's bell • Life belt 	2/09/2008	27/09/2008	4
National Portrait Gallery	Paintings	<ul style="list-style-type: none"> • <i>Colonel Edward "Weary" Dunlop</i> • <i>Captain Albert Jacka</i> 	1/10/2008	31/01/2010	2
Shepparton Art Gallery	Painting	<ul style="list-style-type: none"> • <i>Street scene (soldiers in Baghdad)</i> • <i>Crowd outside Christian monastery (Baghdad)</i> • <i>Iraqi man (Abu Ghraib prison)</i> • <i>Iraqi women (Najaf)</i> 	20/11/2008	24/02/2009	4
Gibbons, Denis Stanley	Documents	Miscellaneous papers	19/01/2009	18/07/2009	115
	Uniform and helmet	<ul style="list-style-type: none"> • Green jungle bush hat • Jungle green trousers • Army issue camouflage rain smock • Jungle green combat jacket • Jungle green tropical combat trousers • US Army camouflage tropical combat jacket • US Army camouflage tropical combat trousers • Sweat rag • US Army tiger stripe camouflage combat jacket • US Army tiger stripe camouflage combat trousers 			

Borrower	Object type	Title	Loan start	Loan end	Total
Gibbons, Denis Stanley (Con't)	Uniform and helmet	<ul style="list-style-type: none"> • Black overalls • Helicopter pilot APH-5 flight helmet with headset kit • Flight helmet carrying bag • Black jacket • Black pyjama style trousers • US M1 helmet with camouflage cover • United States summer flying coveralls, Type CS/FR-1 • USS New Jersey baseball cap • Camouflage bush hat • US Army tropical combat jacket • US Army tropical combat trousers • Jungle green shirt • RAAF poplin flying suit 			
	Heraldry	<ul style="list-style-type: none"> • 6th Battalion, Royal Australian Regiment (6RAR), plaque • 9th Battalion, Royal Australian Regiment, plaque • Special Air Service Regiment Australia plaque • HMAS <i>Perth</i> plaque • A Squadron, 3rd Cavalry Regiment, plaque • 1st Australian Field Hospital plaque • 104 Field Battery plaque • Vietnam Veterans of America plaque • Veterans of Foreign Wars of the United States plaque • A Company, 6th Battalion, plaque • Honorary <i>Playboy</i> plaque • Boxed Zippo cigarette lighter with engraved 6th RAR/NZ (ANZAC) crest • Boxed Zippo cigarette lighter with 6RAR crest • Boxed Zippo cigarette lighter with 334 UT T Armed Helicopter enamel badge • Zippo cigarette lighter with 102 Vietnam–Germany–Philippines logo • Vulcan cigarette lighter with RAAC Vietnam crest • Defence issue Mk III cigarette lighter with 1964 Vietnamese and Thai coins 			

Borrower	Object type	Title	Loan start	Loan end	Total
Gibbons, Denis Stanley (Con't)	Heraldry	<ul style="list-style-type: none"> • Cigarette lighter advertising Sangwoo custom tailors • Jerry can shaped cigarette lighter • Boxed Konwal cigarette lighter with Boomers Attack Squadron enamel badge • Defence issue Mk III cigarette lighter with 5 Dong coin • Defence issue Mk III cigarette lighter • Ronson cigarette lighter engraved with boomerang and shield • Cigarette lighter decorated with Thai gods 			
	Personal Equipment	<ul style="list-style-type: none"> • Camera bag • Individual hootchie/groundsheet • Air mattress • Individual netting tent fly • Individual survival kit, Hot–Wet Environment • SDU-5E distress marker light • Pair identification discs • Red acoustic guitar • Pilot's leg clipboard • UTT 3 Dragon pin brooch • Pilot's Penlite torch • Wallet • M1956 load carrying harness, sling belt and equipment 			
	Technology	<ul style="list-style-type: none"> • Damaged camera flash gun • Nikomat FT (Nikkormat) 35 mm SLR camera with 135 mm telephoto lens • Nikomat FT (Nikkormat) 35 mm SLR camera with 35 mm wide angle lens • Olympus Pen-FT half-frame 35 mm camera • Yashica 35 mm adaptor set • Boxed Rollei 1/1 baune lens • Boxed Rollei 1/1 bados lens • Boxed 35 mm mount adapter N for half-lens camera • Instruction booklet for Olympus PEN-FT camera • Nikon lens hood • Aiwa Model TP-1001 stereo reel-to-reel four-track tape recorder 			

Borrower	Object type	Title	Loan start	Loan end	Total	
Gibbons, Denis Stanley (Con't)		<ul style="list-style-type: none"> Philips portable cassette tape recorder Fi-Cord 101 mini reel-to-reel tape recorder Electrical cable Soligor BL Deluxe flash gun Yashica 635 twin-lens reflex 35 mm camera Popular 300 flash-gun unit US lightweight rucksack and frame 				
	Aircraft	CPU-26AVP Computer Air Navigation				
	Badge	<ul style="list-style-type: none"> <i>Playboy</i> bunny embroidered patch 3rd Cavalry Regiment embroidered patch 334th Armed Helicopter Team embroidered patch 1 Troop, 3rd Cavalry Regiment, embroidered patch USS New Jersey embroidered shoulder title UTT 3 Dragon embroidered patch 2/54th Tiger embroidered patch Pair of Australian Press Correspondent cloth shoulder titles Skull and cross metal pin badge Australian Vietnam Forces 1962–73 cloth patch 				
		Currency	<ul style="list-style-type: none"> South Vietnamese 5 dong note South Vietnamese 10 dong note South Vietnamese 100 dong note Cambodian 10 rial note South Vietnamese 20 dong note South Vietnamese 20 dong note 5 x Singapore 1 dollar note 3 x US Military Payment Certificate 5 cents 5 x United States Military Payment Certificate 10 cents 2 x US Military Payment Certificate 25 cents 2 x US Military Payment Certificate 50 cents US Military Payment Certificate 10 dollars 			

Borrower	Object type	Title	Loan start	Loan end	Total
Northern Territory Library	Drawing	<i>First air raid on Australia, 19 February 1942</i>	1/02/2009	30/04/2009	2
	Drawing	<i>14th Australian Anti-aircraft Battery (Militia) Fixed Defences, Darwin</i>	1/02/2009	30/04/2009	
Casula Powerhouse Arts Centre	Painting	<i>Image for a dead man</i>	9/03/2009	11/07/2009	1
Carrick Hill	Paintings	<i>AAMWS (Private Gwynneth Patterson) Pathologist titrating sera (Captain Robert Black) View from Sisters' Mess, Finschhafen Sister Minnie Goldstein working in the blood bank, Alexishafen</i>	10/03/2009	31/05/2010	4
National Library of Australia	Serial	<i>Army News</i>	30/04/2009	29/07/2009	1

Appendix 10

Scholarship, Fellowship, and Grant Holders

Summer Vacation Scholarship Scheme, 2009

The Memorial's Summer Vacation Scholarship Scheme was again a success. Scholars – usually honours graduates – are selected through a competitive, merit-based selection process open to students at a late stage of their history degrees. They are assigned individual projects and are supervised and professionally guided by historians of the Military History section. 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 2008–09 was \$17,064 (partly supported by a Julia Ross sponsorship worth \$8,000).

Projects undertaken were:

Margaret Hutchison, University of Adelaide

"Love and war: war brides in the Australian experience"

Isobelle Barrett-Meyering, University of Sydney

"Victoria Crosses: the vagaries of valour"

Tristan Moss, University of Melbourne

"Australian war crimes trials: atrocities against captured airmen of the RAAF"

Appendix 11

Major Sponsors

The Australian War Memorial gratefully acknowledges the generous support of the following individuals and organisations.

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Benefactors are those who have contributed over \$250,000

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Companions are those who have contributed over \$50,000

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Patrons are those who have contributed over \$20,000

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Lambert Vineyards	Teys Bros (Holdings) Pty Ltd
Macquarie Bank Foundation	The Laminex Group
Mr Dugald Mactaggart	WESFI Limited

Appendix 12

Alliances, Partnerships, and Cooperation

The Memorial has over a period of years developed alliances and partnerships that are of mutual benefit. In 2008–09 these included:

<i>ANZAC Memorial Trust, Sydney</i>	<ul style="list-style-type: none"> • Provided advice on security, environmental control, and electronic collection management systems in support of the ANZAC Memorial Trust's upgrade of its exhibitions and collection management systems • Received donation of glass plate negatives for the National Collection
<i>Army History Unit</i>	<ul style="list-style-type: none"> • Regular cooperation with continuing transfer of archival records and acquisitions for the National Collection • Cooperation from the Head, Military History section, including membership of Army History Advisory Committee (AHAC) • Linkage project on the use of femtosecond lasers in conservation in association with the Australian National University, Army History Unit, Naval Heritage Collection, Artlab Australia, and the Art Gallery of New South Wales
<i>Army History Unit, Air Power Development Centre, Australian Defence Force, Naval History Directorate</i>	<ul style="list-style-type: none"> • Cooperation on National Collection development through the Collection Coordination Group
<i>Army History Unit, Air Power Development Centre, Australian Defence Force, Naval History Directorate, Royal New Zealand Air Force Museum</i>	<ul style="list-style-type: none"> • Provision of training in conservation and preservation management for Army museum curators
<i>Australian Association for the Advancement of Pacific Studies</i>	<ul style="list-style-type: none"> • Provided information for their report in relation to Pacific collections in Australian museums and galleries
<i>Australian Broadcasting Corporation</i>	<ul style="list-style-type: none"> • Provided curatorial and collection management assistance with filming for Four Corners and The Collectors
<i>Australian Bureau of Statistics</i>	<ul style="list-style-type: none"> • Provision of advice regarding the proposed development of data standards for major cultural institutions
<i>Australian Capital Territory and New South Wales high schools</i>	<ul style="list-style-type: none"> • Provided work placements for high school and home-schooled students across the Memorial
<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 Events Assistance Program Assessment Committee
<i>Australian Customs</i>	<ul style="list-style-type: none"> • Provided venue for Customs, AFP, DFAT meeting on the importation of Schedule 2 weapons and post-meeting collection tours

<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
<i>Australian Defence Force Academy</i>	<ul style="list-style-type: none"> • Collaboration on academic–historical projects and assistance to course work • Assistance with various ceremonies • Assistance to Australian Technical Staff Officer Course (ATSOC) with practical projects and site visits
<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 • Received advice on forensic analysis of HMAS Sydney material recovered from Christmas Island from Australian Federal Police forensic scientists
<i>Australian Institute for the Conservation of Cultural Material</i>	<ul style="list-style-type: none"> • Provided venue for AICCM Book, Paper, and Photographic Materials Symposium July, 2008 • Provided specialist information and links to the Memorial's website to Victorian Division, AICCM, in support of recovery efforts for Victoria's bushfires
<i>Australian National Botanical Gardens</i>	<ul style="list-style-type: none"> • Contributed material for display in an ANBG exhibition on the use of the acacia as a symbol of Australian remembrance and commemoration
<i>Australian National Maritime Museum</i>	<ul style="list-style-type: none"> • Provided information on policies and procedures for dealing with hazardous materials in collections
<i>Australian National University</i>	<ul style="list-style-type: none"> • 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.
<i>Australian Research Council</i>	<ul style="list-style-type: none"> • Linkage project for the <i>Official History of Peacekeeping, Humanitarian and Post–Cold War Operations</i> with the Australian National University • Linkage project on the use of femtosecond lasers in conservation in association with the Australian National University, 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 inks on paper, in photographic media and on painted surfaces, in cooperation with the University of Canberra, the National Museum of Australia, and the National Archives of Australia (Memorial's research component: Iron gall ink degradation on parchment) in cooperation with the University of Canberra and the National Archives of Australia • Linkage project with Macquarie University for joint Gallipoli research project to translate documents in the Turkish military archives • 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>Canberra and Capital Region Tourism Awards</i>	<ul style="list-style-type: none"> Member and sponsor of the Awards Committee
<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 Convention Bureau</i>	<ul style="list-style-type: none"> Director Chair of 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 Provided information on assessing significance for proposed acquisitions, to the course convenor for the Certificate 4 in Museum Practice
<i>Commonwealth Heads of Conservation Committee</i>	<ul style="list-style-type: none"> Membership of 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 (CAMD)</i>	<ul style="list-style-type: none"> Provided feedback to 2008–09 CAMD Survey of Museums Director attends CAMD meetings Provided feedback to CAMD Disaster Taskforce on assistance provided by the Australian War Memorial to Victorian bushfire-affected communities Provided feedback to CAMD on responses provided to DEWHA on the review of the <i>Protection of Movable Cultural Heritage Act 1986</i> and <i>Regulations</i>
<i>Department of Defence</i>	<ul style="list-style-type: none"> Advice and information regarding conflicts and eligibility for the Roll of Honour Advice and information for next of kin ceremony for additions to 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 access to armouries and curator-supervised weapons handling for civilian and military personnel in Defence
<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, Water, Heritage and the Arts</i>	<ul style="list-style-type: none"> Liaison on EPBC Act requirements and heritage and planning advice Provided feedback to the DEWHA Review of the <i>Protection of Movable Cultural Heritage Act 1986</i> and <i>Regulations</i>

<i>Department of Foreign Affairs and Trade</i>	<ul style="list-style-type: none"> • Assistance to research for <i>Official History of Peacekeeping, Humanitarian and Post–Cold War Operations</i>
<i>Department of Veterans' Affairs</i>	<ul style="list-style-type: none"> • Funding for travelling exhibitions, Memorial Box project, and school wreathlaying; international history conference, <i>1918: year of victory</i> • Historical consultancies for oral history project • Close collaboration with DVA Commemoration Branch historical education projects • Portfolio coordination matters • Funding for anniversary exhibitions • Collaboration in the coordination and delivery of the National Indigenous Veterans' Commemoration Ceremony • Provision of information about development of <i>M is for Mates</i>
<i>Disaster ACT (DisACT)</i>	<ul style="list-style-type: none"> • Secretary of Disaster ACT committee: Senior Paper Conservator; and Member of DisACT Committee: Preventive Conservation Officer • Memorandum of Understanding on Disaster Preparedness between Canberra's Cultural Collecting Institutions
<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>Historic Houses Trust of New South Wales</i>	<ul style="list-style-type: none"> • Provided advice on the conservation of leather on firearms • Provided information on policies and procedures for dealing with asbestos hazards in collections
<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>HMAS Sydney (II) Commission of Inquiry</i>	<ul style="list-style-type: none"> • Provided forensic analysis of HMAS Sydney material recovered from Christmas Island • The Manager, Conservation of Art, Paper, Photographs, and Textiles, and the Senior Conservator, Objects, testified before the COI about their analysis of HMAS Sydney material
<i>Imperial War Museum, London</i>	<ul style="list-style-type: none"> • Staff exchange program • Development of joint battlefields tour • Provided information on policies and procedures for long-term conservation planning, collection depreciation, and the useful lives of collection items • Received information on the use of passive environmental control in collection storage facilities
<i>Lambert Vineyards</i>	<ul style="list-style-type: none"> • 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>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>Museums Australia</i>	<ul style="list-style-type: none"> • Corporate Membership • Staff member is a committee member on National Education Network • Attendance at Institute of Museum and Gallery Education (IMAGE) special interest group.

<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 of standards and procedures for archival management and public access to Commonwealth records
<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"> • Member of Advisory Council • Joint promotion and marketing of education programs and products • Support of below-the-line costs for a staff member
<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 • Partnership in the Pandora digital archiving project • MOU about provision of business continuity assistance • 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, National Film and Sound Archive, 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 • Cooperative forum for <i>National Conservation and Preservation Committee</i> (NCPC: Heads of Conservation) • Cooperative forum for Branch Heads, Corporate Services • Cooperative forum for Risk Management, Business Continuity, and Insurance
<i>National Library of Australia, National Archives of Australia, National Gallery of Australia, National Museum of Australia, and National Film and Sound Archive</i>	<ul style="list-style-type: none"> • Cooperation on disaster recovery, assessment of depreciation funding and useful lives issues, 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 Standards Taskforce for Museums</i>	<ul style="list-style-type: none"> • Provided feedback to the National Standards Taskforce on their <i>Proposed National Standards for Australian Museums and Galleries</i>
<i>New Zealand Antarctic Heritage Trust</i>	<ul style="list-style-type: none"> • Senior Textiles Conservator provided expertise, advice, and technical support to the Trust's "Ross Sea Heritage Restoration Project"
<i>RAAF History Unit</i>	<ul style="list-style-type: none"> • Assistance to Official History of Peacekeeping, Humanitarian and Post–Cold War Operations
<i>Returned Services League (RSL) Clubs and Sub-Branches</i>	<ul style="list-style-type: none"> • Delivery of ANZAC Day Dawn Service on behalf of ACT Branch • Provided advice on the establishment and maintenance of museum displays and collection care and management to the George Town, Leeton, and Port Pirie RSLs
<i>Simpson Prize Tour</i>	<ul style="list-style-type: none"> • Facilitate visit to Memorial for State prize winners and runners up • Provided behind-the-scenes visit to collection storage for tour participants

University of Canberra

- Gallery talks, laboratory tours, collection management information, and work experience placements provided to students on the course
- Conservation and Cultural Materials course cooperation: 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
- Support for the ACT visitor satisfaction survey and National Capital Educational Tours project evaluation
- Provided access to specialist equipment to assist with the conservation of textiles from the University of Canberra's collections

University of Melbourne

- 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
- Planning of collaborative research (ARC) on war crimes trials
- Assistance provided to ARC Linkage Project on copyright management and digitisation practices

Vincent Fairfax Family Foundation

- Support for development of online products to support Discovery Zone

Visions of Australia

- Participation by Assistant Director, Public Programs, on the Visions of Australia committee
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Glossary

AANS	Australian Army Nursing Service	Comcover	Commonwealth insurance company
ABC	Australian Broadcasting Corporation	CPA	Certified Practising Accountant
AC	Companion in the Order of Australia	CPG	Commonwealth Procurement Guidelines
ADF	Australian Defence Force	CSC	Conspicuous Service Cross
ADFA	Australian Defence Force Academy	CSM	Conspicuous Service Medal
AE	Air Efficiency Award	DCM	Distinguished Conduct Medal
AFP	Australian Federal Police	DEWHA	Department of Environment, Water, Heritage and the Arts
AIF	Australian Imperial Force	DFC	Distinguished Flying Cross
AJRP	Australia–Japan Research Project	DFM	Distinguished Flying Medal
ALIA	Australian Library and Information Association	DoFD	Department of Finance and Deregulation
AM	Member in the Order of Australia	DSC	Distinguished Service Cross
ANAO	Australian National Audit Office	DSO	Distinguished Service Order
ANU	Australian National University	DVA	Department of Veterans' Affairs
ANZAC	Australian and New Zealand Army Corps	D-Zone	Discovery Zone
AO	Officer in the Order of Australia	ECM	Enterprise Content Management
APS	Australian Public Service	EEC	Energy and Environment Committee
ARC	Australian Research Council	EPBC	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>
ASL	Average Staffing Level	EWIS	Emergency Warning Intercommunication System
ATO	Australian Taxation Office	FBT	Fringe Benefits Tax
AWM	Australian War Memorial	FOI	Freedom of Information
BMPFS	Business Management Performance Feedback Scheme	FMIS	Financial Management Information System
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>	GST	Goods and Services Tax
CAS	Client Access System	HMAS	His/Her Majesty's Australian Ship
CBE	Commander of Order of the British Empire	HMS	His/Her Majesty's Ship
CFO	Chief Finance Officer	Hon.	The Honourable
CIO	Chief Information Officer	HRMIS	Human Resources Management Information System
CIT	Canberra Institute of Technology	ICOM	International Council of Museums
CMG	Corporate Management Group	IMSG	Information Management Steering Group
CNZM	Companions of the New Zealand Order of Merit		

INTERFET	International Force for East Timor	OAM	Medal of the Order of Australia
IT	Information Technology	OBE	Order of the British Empire
KBE	Knight Commander of the British Empire	OH&S	Occupational Health and Safety
KCB	Knight Commander of Bath	PCG	Project Control Group
KCMG	Knight Commander of the Order of St Michael and St George	PICTION	Collection management and ordering system
KCVO	Knight Commander of the Royal Victorian Order	RAF	Royal Air Force
<i>KidsHQ</i>	Interactive website for kids	RAAF	Royal Australian Air Force
MBA	Master of Business Administration	RAN	Royal Australian Navy
MBE	Member of the British Empire	RAR	Royal Australian Regiment
MC	Military Cross	RFC	Royal Flying Corps
MD	Doctor of Medicine	RFD	Reserve Force Decoration
MEAO	Middle East Area of Operation	RMC	Royal Military College, Duntroon
MG	Medal of Gallantry	RSL	Returned and Services League
MIBIS	Memorial Integrated Business Information System	RSPCA	Royal Society for the Prevention of Cruelty to Animals
MICA	Memorial Integrated Collection Access System	Rt Hon.	The Right Honourable
MOU	Memorandum of Understanding	SA	South Australia
MP	Member of Parliament	SAS	Special Air Service
NAA	National Archives of Australia	SES	Senior Executive Service
NATO	North Atlantic Treaty Organisation	SMG	Senior Management Group
NCA	National Capital Authority	UNTAC	United Nations Transitional Authority in Cambodia
NGA	National Gallery of Australia	USAF	United States Air Force
NLA	National Library of Australia	VC	Victoria Cross
NZ	New Zealand	WCM	Web Content Management
		WRC	Workplace Relations Committee

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the front
the Great War in the air

When a biplane flies over the battlefield in the summer of 1918, it is the first of its kind. It is the first of a new breed of aircraft, the biplane, which is designed to be able to fly over the battlefield and see the enemy's positions. It is the first of a new breed of aircraft, the biplane, which is designed to be able to fly over the battlefield and see the enemy's positions.