



Australian War Memorial Annual Report 2009-2010





Then Prime Minister of Australia, the Honourable Kevin Rudd MP, delivers the Address on ANZAC Day 2010.



The Council Chair walks with Governor-General Her Excellency Ms Quentin Bryce through the Commemorative Area following the 2009 Remembrance Day ceremony.

Australian War Memorial Annual Report 2009–2010

Annual report for the year ended 30 June 2010, together with the financial statements
and the report of the Auditor-General



Images produced courtesy of the Australian War Memorial, Canberra

Cover image:

New Eastern Precinct development at night (AWM PAIU2010/028.11)

Back cover image:

The sculpture of Sir Edward 'Weary' Dunlop overlooks *the Terrace at the Memorial* cafe (AWM PAIU2010/028.01)

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Australian War Memorial

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Canberra, ACT 2601

Australia

www.awm.gov.au



11 August 2010

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

Dear Minister

We have pleasure in submitting the 2009-10 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.

Peter Gosgrove AC MC
Chair of Council

Steve Gower AO AO (Mil)
Director

ONE OF THE WORLD'S GREAT MUSEUMS

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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 2009-10 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 11 August 2010, the members of Council accept the 2009-10 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.



Peter Cosgrove AC MC
Chair of Council



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

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Introduction to the Report

The Annual Report of the Australian War Memorial for the year ended 30 June 2010 follows the format for an Annual Report for a Commonwealth Authority in accordance with the Commonwealth Authorities and Companies (CAC) (Report of Operations) Orders 2005 under the CAC Act 1997. Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

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

Part One

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

Part Two

Corporate Operations includes the Director's highlights and overview of the Memorial's performance during 2009–10.

Part Three

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

Part Four

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

Part Five

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

Part Six

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

Appendices

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

Contact Officer

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

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Highlights of the Australian War Memorial 2009–2010

Australian War Memorial Annual Report 2009–2010



Eastern Precinct development was completed within budget and on time – an outstanding addition.



The well established Travelling Exhibitions program reaches many Australians.



Official History of Southeast Asian conflicts was completed and dispatched by the author.



Events: the annual Christmas Carols in the grounds and "Big Things in Store" at our Treloar complex continue to be popular.

*More publications
by curators*



The RAAF hands over a Caribou aircraft for the Collection.



**“Best museum I have ever been in.
The staff were exceptionally helpful
and friendly. (nothing a bother).”**

December 2009

**“A great experience with the
memorial museum. Very enlightening.”**

January 2010

**“I have visited the new Canadian War Museum
in Ottawa and the Imperial War Museum in
London and your institution is second to none.
I was most impressed by how you combined
a memorial to honour your veterans with a
museum that explained their accomplishments.”**

March 2010



Director Steve Gower, the Council Chair, General Peter Cosgrove, and the Honourable Alan Griffin MP, Minister for Veterans' Affairs, unveil the plaque at the opening of the Eastern Precinct on 15 April 2010.

Corporate Governance

It is the end of yet another year, and the Australian War Memorial has achieved much, reached many milestones, and overcome various challenges. In the broader Australian community there has been a certain dynamism, with an evolving political and economic landscape, including, thankfully, the steady recovery from the global financial crisis. The Memorial cannot operate in isolation from the state of the national economy which impacts on appropriations. Our present circumstances reflect this and the corporate sector's ability to provide substantial funding to cultural institutions.

This year has seen a further reduction in the operational budget for the Memorial, and for other federal cultural agencies, through the ongoing application of the efficiency dividend. The challenge for the Memorial is to do more with less, but there are limits to how far this approach can be taken. In response, the Memorial has continued to review the ways activities and events are

provided to the public. Cuts have been unavoidable in these areas. The continuing reduction in the operating budget of the Memorial means that further rationalisation of staff positions and programs has had to occur during this financial year, and will continue into the next.

It is not widely appreciated that many of our existing public programs are sponsored by private Australian citizens or companies. Some of these sponsors have had a longstanding association with the institution, and without them we would not be able to provide many of the public programs that form an important part of the Memorial's commemorative function. Nor would we have been able to achieve the high standards of gallery development illustrated by the most recent *Conflicts 1945 to today* and *Over the front* permanent exhibitions. In recognition of this, I warmly acknowledge the generous support of ActewAGL; Australian Submarine Corporation; the Vincent Fairfax Family Foundation; BAE Systems;

Boeing; Peter Jackson's Wingnut Films and WETA Digital; Mr Dick Smith AO and Mrs Pip Smith; TransACT; Qantas; and the Lambert Largesse Foundation.

Particular thanks must also go to Mr Kerry Stokes AC for his much valued support of the Victoria Cross collection and his sponsorship of the special travelling exhibition *This company of brave men: the Gallipoli VCs*. The exhibition will have toured most states of Australia by the end of 2010. So far, its journey has been the subject of wide public interest and has attracted over 45,000 visitors to venues in the Northern Territory and Western Australia. I must also particularly thank the unstinting support of the Minister for Veterans' Affairs and his Department, who have sponsored the Memorial's highly successful Travelling Exhibitions program. This program has allowed seven exhibitions to tour the country in the past twelve months, and as always has provided an important opportunity for the general public, who may not always be able to get to Canberra.

The continued support of government, the Department of Veterans' Affairs, and the corporate sector will be important for the Memorial in meeting the demands of the commemoration of the 100th anniversary of the First World War.

Closer to home, the Memorial has completed the development of the Eastern Precinct, which opened in April 2010. This has altered the previously undeveloped eastern side of the Memorial's grounds by providing a new café facility, a large underground car park, and the long-awaited National Service memorial that sits beautifully amid the enhanced landscaping. We are looking forward to the dedication of the National Service memorial in September later this year.

Council was also pleased to see this year the continued dedication of management and staff to progress the Enterprise Content Management project. This project is scheduled for implementation in late 2010, and will improve the Memorial's information systems by the introduction of three integrated IT components to aid the storage and retrieval of digital images and records.

The remaining major project for this past year has been the half-life refurbishment of the Second World War galleries, and the redevelopment of the Hall of Valour by leading architect Mr Richard Johnson MBE. Both projects are ongoing and due for completion in 2010.

Major projects aside, the Memorial's commemorative activities have maintained the high standard of past years. The organisation and execution of the annual national ceremonies, ANZAC Day and Remembrance Day, continued the trend of past years by attracting large public attendances – around 2,600 in November, and 32,000 people in April.

Preparations continued this year for the expected increase in demand for services as we draw closer to the 2015 centenary of the Gallipoli landing. We will be working with the Department of Veterans' Affairs and other agencies in the interest of the nation's commemorative goals for this important date and for other commemorations of the First World War that are to follow. Planning for a number of proposals to recognise these significant anniversaries is already under way.

Through all of these activities, Council is indebted to the Finance, Audit and Compliance Committee, which provides excellent analysis and guidance on all fiscal matters. Accordingly the dedication of the Committee Chairman, Mr Ken Peacock AM, and his members is greatly appreciated. Similarly, I would like to acknowledge the service and contribution of retiring members of Council: the Honourable Jocelyn Newman AO, Air Marshal Douglas Riding AO DFC, and Professor the Honourable Kim Beazley AC. The gap caused by these departures has been filled by two new members, the National president of the Returned and Services League of Australia, Rear Admiral Ken Doolan AO RAN (Ret'd), and the Honourable Mr Graham Edwards, appointed in November 2009 and June 2010 respectively.

Finally, and most importantly, Council gratefully acknowledges the work of the Memorial's 270 committed staff, who once again have achieved excellently during the year, and all of our 290 volunteers, who every year contribute their time and skill to assist in enhancing the experience of our many visitors.

General Peter Cosgrove AC MC (Ret'd)

Chair

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 the 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 it 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



The Council of the Australian War Memorial with the Minister for Veterans' Affairs at the May 2010 meeting

Standing row L to R: Minister for Veterans' Affairs, the Honourable Alan Griffin MP, Major General William Crews AO (Ret'd); Rear Admiral Charles S. Harrington AM RAN (Ret'd); Chairman, General Peter Cosgrove AC MC (Ret'd); Mr Kerry Stokes AC; Director, Steve Gower AO AO(Mil); Rear Admiral Ken Doolan AO RAN (Ret'd); Chief of Air Force, Air Marshal Mark Binskin AM

Seated row L to R: Chief of Navy, Vice Admiral Russell H Crane AO CSM RAN; Mr Les A. Carlyon; Ms Wendy Sharpe; Mr Kenneth R. Peacock AM.

Absent: Chief of Army, Lt General Ken Gillespie AO DSC CSM

- 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 the 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.



Dawn breaks at the 2010 ANZAC Day Dawn Ceremony.

Corporate Operations

The undoubted highlight of 2009–10 was the opening of the Eastern Precinct, which brought to a close a decade-long program of realising all elements envisaged in the Memorial's site development plan. The plan has seen the prior development of the Western Courtyard and associated Sculpture Garden, the award-winning ANZAC Hall, the Parade Ground, and the C.E.W. Bean Building.

The Eastern Precinct, designed by Mr Richard Johnson of the leading Australian architectural practice, Johnson Pilton Walker, is a superb addition to the grounds. It features a formal courtyard, the National Service memorial (to be dedicated in September 2010), a new café and function centre, *the Terrace at the Memorial*, new coach parking arrangements which will enhance safety for visiting school children, an underground car park, and significant landscape improvements. Our project management consultant, Coffey Projects, and the construction contractors, PBS Building, are to be

congratulated on completing the project within a tight schedule constrained by successive ANZAC Days. Special mention must also be made of the Memorial's project manager, Stewart Mitchell, who delivered an excellent result which came in under budget. The Minister for Veterans' Affairs, the Honourable Alan Griffin MP, opened the facility on 15 April 2010.

A major project continuing from last year is the development of an Enterprise Content Management (ECM) system. As has been previously reported, this ambitious project has had its challenges. However, the project team has successfully resolved the software application functionality issues, and progress is pleasing. The first component, digital asset management, is now being tested prior to implementation. The second and third components, electronic document and records management (EDRMS) and the search function, which respectively aim to improve the management

of electronic business documents and to improve the searchability of the Memorial's entire electronic material, are progressing well through the detailed design phase. The final component, web content management, is being completed in-house concurrently with EDRMS and search. The project has indeed been challenging for the both the Memorial and the contractor, Alphawest, but there is a renewed momentum building towards the scheduled completion date at the end of 2010.

Two gallery development projects have further progressed during the year. The half-life refurbishment of the Second World War galleries will refresh these galleries and take up many of the comments and suggestions made by visitors and staff over the last ten years. In particular, it will upgrade displays associated with the Kokoda campaign and the loss of HMAS *Sydney* [II], as well as displaying some major relics for the first time. A complete redevelopment of the Hall of Valour will ensure an engaging and uplifting ambience is created in which to tell the stories of Australia's Victoria Cross (VC) recipients. Richard Johnson's design features the same sandstone and granite as used in the main building and makes reference to its art-deco artifices. The present schedule envisages a completion date of December 2010, but this is dependent upon the absence of any major latent conditions which would require special treatment. Extensive engineering analysis has indicated the floor slab of the area requires strengthening, and this is being undertaken as a preliminary primary work.

The Hall of Valour project, and its associated demount of displays, has enabled a special touring exhibition, *This company of brave men: the Gallipoli VCs*, to be staged. For the first time the nine VC medal groups awarded to Australians during the Gallipoli campaign are the central feature of a touring exhibition. It has been sponsored by Mr Kerry Stokes AC and the Channel 7 Network Limited, and I thank them wholeheartedly for their generous support. The tour commenced in Western Australia in March 2010, moved to the Northern Territory and South Australia, and will continue to Victoria in August, Queensland in October, and Tasmania in November before returning to the Memorial for re-installation in the new Hall of Valour.

At the *A is for Animals* venue in Dubbo on 21 January 2010, the Memorial's Travelling Exhibitions program, funded by the Department of Veterans' Affairs, saw its three-millionth visitor. This popular and highly successful outreach program gives many Australians the opportunity to access the work of the Memorial. During the year, eight exhibitions visited 23 venues across Australia.

Four exhibitions have been displayed in our Special Exhibition Gallery: *A is for Animals: an A to Z of animals in war*; *Sidney Nolan: the Gallipoli series*; *Of love and war*; and *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*. Each of these exhibitions will continue as part of the Travelling Exhibitions program.

Both ANZAC Day and Remembrance Day were commemorated with well-attended ceremonies. Council Chair General Peter Cosgrove AC MC (Ret'd) gave the commemorative address on Remembrance Day, and the Honourable Mr Kevin Rudd MP, then Prime Minister of Australia, delivered the address at the ANZAC Day National Ceremony.

A number of other successful events were held during the year. Just over 9,000 visitors enjoyed the traditional Christmas Carols, with ActewAGL as a major sponsor, featuring invited guest singers backed by the Band of the Royal Military College Duntroon. Unfortunately this event cannot proceed next financial year because of funding pressures. Assistance was provided to the Department of Defence for the staging of the Operation Catalyst Welcome Home Parade in November 2009. The Memorial's storage facility in Mitchell was opened to the public in September 2009 and March 2010 for "Big Things in Store". These events are very popular with the general public, with just over 7,000 visitors attending in total.

The Memorial conducted its annual international history conference in September 2009 in the BAE Systems Theatre. The focus was on the medical and nursing aspect of war. *War wounds: medicine and the trauma of conflict* was opened by Minister Alan Griffin, and 130 people attended. The fifteen speakers included Professor Jay Winter of Yale University, and the Honourable Graham Edwards, Vietnam veteran and former State and Federal MP. Feedback from both the audience and speakers was positive.

I am pleased to report that the final volume of the Official History of Southeast Asian Conflicts, *Fighting to the finish*, has been completed by the author, Ashley Ekins, and was despatched to the publisher on 5 February this year. I congratulate and thank the author for persevering with this major and demanding task despite, personal and ill-considered criticism by several detractors. The writing of an official history is a time-consuming and onerous task, and one needs only to look to note examples of unrealistic expectations and extensions of time. It seems to me that the writing of official history has become an activity that is increasingly contested. Whatever, I have no doubt that Ashley Ekins's high standards of scholarship and integrity will result in an outstanding final volume.



The Corporate Management Group: Director, Steve Gower; Assistant Director, National Collection, Nola Anderson; Assistant Director, Public Programs, Helen Withnell; and Assistant Director, Corporate Services, Rhonda Adler, enjoy the new the Terrace at the Memorial café.

Professor David Horner AM and his team of writers and researchers continued their work on the Official History of Peacekeeping, Humanitarian and Post–Cold War Conflicts. Volume two of the six-volume series, *Australia and the new world order: from peacekeeping to peace enforcement, 1988–1991*, covering the First Gulf War and peacekeeping operations in Namibia, Iran, Pakistan, Kuwait, and Afghanistan, was completed by Professor Horner and publication is expected in late 2010. Some writers on his team have not shown the commitment that invariably distinguishes Horner's work, and a number of volumes are now late.

Official commissions, acquisitions, the digitisation program, and the writing of curatorial monographs along with other publications, have ensured that the National Collection continues to be developed in line with the approved Collection Development Plan. Shaun Gladwell travelled to Afghanistan as an official war artist and eX de Medici was also appointed as an official artist to the Solomon Islands. Both trips were successful and will result in a number of high quality collection acquisitions. Other key acquisitions were the Caribou aircraft with excellent operational provenance donated at the end of its long service by the Royal Australian Air Force; the VC and medals of the late Edward "Ted" Kenna, loaned for long-term display by his family; and photographic material relating to the discovery of the final resting place of HMAS *Sydney* [II]. As part of a much larger digitisation program, on Remembrance Day Charles Bean's diaries were made available to researchers and other interested parties via the Memorial's website. The Assistant Director, National Collection Branch, continues to work closely with the Department of Defence through the Collection Coordination Group to ensure that current conflicts are appropriately represented in the National Collection. That Branch also works closely with Defence with regard to the additions to the Roll of Honour that are made prior to the Remembrance Day national ceremony. The Chairman hosts a gathering of close family and unit members for this very solemn occasion.

Mud and dust: Australian Army vehicles and artillery in Vietnam by then Head of the Military Heraldry and Technology section, Mike Cecil, was launched by Lieutenant General John Coates AC MBE (Ret'd) in November. *Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission* by the Head of the Photographs, Film and Sound section, Dr Janda Gooding, was launched shortly after by Mr Andrew Sayers, then Director of the National Portrait Gallery. I am pleased these senior curators have been able to share their deep knowledge and understanding with the wider public in this way. This important aspect of a museum's existence, sharing the specialist and diverse knowledge of its curators with the general public through publications, had lapsed many years ago. Curatorial publications over recent years have served to fill this gap. The third edition of *The ANZAC book* was published by the University of New South Wales Press and launched by Council member and distinguished First World War author, Mr Les Carlyon, in March. This remarkable book gives a snapshot of life on the Gallipoli peninsula and is in its second print run. Proceedings of the 2008 military history conference, *1918: year of victory*, were also published, as was the book *ANZACS at war* written by senior historian Dr Peter Pedersen.

A positive step towards resolving growing pressure on available storage space for our collection was taken with the purchase of the vacated Australia Post Building across the road from our complex at Mitchell. It will be fitted out to store large technology objects. It does not fully address our storage needs, but will ease the pressure on facilities while long-term solutions are being developed.

Under the new Government Bargaining Framework, the new Teamwork Agreement, which has been negotiated for implementation from 1 July 2010 can run for only one year before another agreement has to be put in place. Unfortunately, for a small agency, this represents a considerable workload.

It is difficult to reflect on the past year without mentioning the pressure that reduced funding to the Memorial is causing. It has impacted on all areas of operation, and cut-backs in advertising have resulted in a loss of market presence and inevitably affected visitor numbers. An inability to fund the previously highly successful Open Days, the Christmas Carols, and other activities and events has contributed to this. It is disappointing to staff who take pride in being part of an organisation that endeavours to cater to the broadest cross-section of the community as possible. Behind-the-scenes activities essential to the smooth running of the museum and archive have had to be cut back. It also must be reported that the salary budget remains under extreme pressure and without restoration of the funding base, further staff reductions will have to take place. Owing to funding constraints, nine staff positions were lost this year, following the loss of eight positions in financial year 2008–09. The loss of seven positions in 2010–11 and 22 positions in 2011–12 is projected if additional funding is not secured. In an institution attempting to gear up for the expected commitments associated with the centenary of the First World War, the potential loss of any valuable staff is most undesirable.

Notwithstanding, the Corporate Management Group (CMG) has striven to achieve a range of high quality activities and services within our reduced funding environment, while minimising the impact on staffing. The budget for next year has been prepared on the basis of available funding. To do this within a balanced budget has not been an easy task, and it will be increasingly difficult in the coming financial year. On the positive side, a very generous new sponsorship, providing funds for the salary of a Gallipoli scholar for five years and funds for gallery theatre activities, has been finalised and other opportunities are being followed up. The revenue flow from activities such as our e-Business, Shop and the food and beverage concession with the Hyatt Canberra have helped our situation.

There have been, as this report indicates, quite a few achievements this financial year. These would not have been possible without the wholehearted cooperation, enthusiasm, and commitment of everyone associated with the Memorial, be they staff or volunteers. The Memorial is very much dependent on their professional contribution and they have every reason to be proud of these accomplishments. I need to thank in particular two departing section heads, Mike Cecil and Patricia Sabine. Both have made a valuable contribution to the Memorial. I commend Mike for his contributions over many years to our *Wartime* magazine (which published its 50th issue

this year) and most recently his curatorial monograph. Pat's input into the *Focus: photography and war 1945–2006* exhibition was noteworthy. I wish them both well for their future endeavours, Mike in the United States of America and Pat in Tasmania.

It was a pleasure to welcome back Carol Cartwright after her 12-month detachment to the group planning the Centenary of Canberra in the ACT Chief Minister's Department. She has resumed her position as Head of Education and Visitor Services Section. Sarah Hitchcock, who did splendid work as acting Head, left the Memorial to take up the position Carol formerly held.

The oversight and strategic direction by the Council and its Chair are as always, highly valued. The outstanding contribution of Mr Ken Peacock AM as Chair of the Finance, Audit, and Compliance Committee must be warmly acknowledged. I thank all other Council members for their interest and contribution to the effective governance of this great place.

The coming years, leading up to the centenary of Gallipoli and subsequent First World War anniversaries, promise to be exciting and busy for all involved. Planning commenced some time ago to identify activities and earmark, where possible, resources to undertake them. Additionally, community expectations of assistance from the Memorial are likely to be high. The Assistant Director, Public Programs is a member of the Inter-Departmental Working Group established by the Department of Veterans' Affairs to help coordinate such activities.

Next year, the redevelopment of the Hall of Valour will bring a much needed revitalisation to the very heart of the museum, and this is a project whose successful completion is keenly anticipated. It will leave only the First World War galleries to be renewed in the gallery development program that started some fourteen years ago, and which has been at the forefront of Memorial priorities during the period. That major project is, of course, inextricably associated with our forthcoming centenary commemorations.

In conclusion, the Memorial's standing as a great national institution is made possible only by the unstinting efforts of all the staff and volunteers, which I warmly acknowledge. I especially acknowledge my corporate management colleagues, Helen Withnell, Nola Anderson, and Rhonda Adler. In what has been a long period of stability, their commitment, energy and enthusiasm have underpinned a time of great development and achievement in many core areas.

Steve Gower AO AO(Mil)
Director



Part of the 12,000-strong crowd at the 2010 ANZAC Day National Ceremony

Corporate Summary

Purpose

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

Mission

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

Vision for the Future

Our vision is for an outstanding national institution acknowledged for its commemorative ethos, outstanding exhibitions, events and activities, one which engages the greatest number of people and is recognised for its continuing revitalisation, relevance, and pre-eminence.

Values

In addition to complying with the Australian Public Service Code of Conduct, all staff are committed to the following identified values:

- respect for those who have served the nation
- a commemorative ethos reflecting the Australian identity
- the collection is the core of the museum
- leadership in our fields
- excellence and professionalism
- innovation and creativity
- fairness and equity
- high performance through teamwork.

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 are the responsibility of the Director, who is a Statutory Appointee under the *Australian War Memorial Act 1980*.

The strategic direction for the Memorial over 2009–10 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.

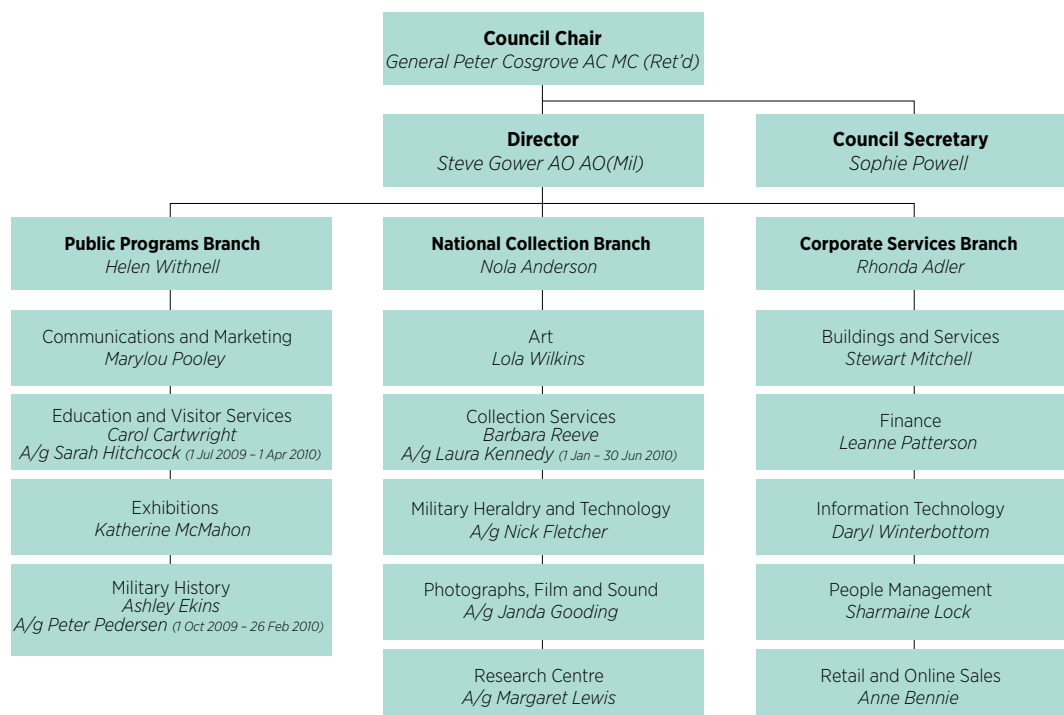
The Memorial has a number of other plans that focus on particular activities, including collection development, collection documentation, collection conservation, gallery and site development, audit, business risk, business continuity, budget, fraud control, information technology, and workplace diversity.

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

Organisation Chart and Senior Staff

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

Project teams for particular tasks are established as required. These draw on staff from sections across the Memorial, and are managed and coordinated by the Memorial's senior executive committee, the Corporate Management Group (CMG), comprising the Director and three Assistant Directors. CMG meets weekly and is responsible for the management and implementation of strategies and policies, and for the regular review of



performance. For all financial matters, the Chief Finance Officer attends CMG and also has direct access to the Director as necessary.

Profiles of senior staff are at Appendix 3.

Branch Descriptions

Public Programs

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

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war, in particular ANZAC Day and Remembrance Day. Through 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 history of Australia's involvement in Peacekeeping, Humanitarian, and Post-Cold War Operations.

National Collection

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

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

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

Corporate Services

The Corporate Services branch provides planning, resource management, and other business services.

The branch facilitates the management of the Memorial's resources, including staff, finances, facilities, information technology, and office services. It provides 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, and Ministerial and Parliamentary liaison are also coordinated in this branch.

“Thank you for an A++ experience.”

December 2009

“WWI flight film was unbelievable!”

March 2010

“I thought this display was so wonderful... we came for 2 days.”

April 2010



The Council Chair delivers the Commemorative Address at the 2009 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 3 million visits to the website, almost 877,000 visitors to the Memorial and its storage facility in Canberra, over 204,000 visitors to travelling and touring exhibitions, and assistance with more than 21,000 research enquiries. The Memorial's on-site visitation included over 125,000 school students, the highest student attendance the Memorial has achieved. As well, more than 22,700 people visited the Memorial's Reading Room and more than 203,000 participated in interpretive 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 46,350 people over the course of the year, with major ceremonies such as ANZAC Day and Remembrance Day attended by 34,600 people. More than 6,350 school students participated in wreathlaying ceremonies, while more than 5,350 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 are enhanced as a result of their contact with the Memorial. An evaluation of the *Of love and war* exhibition found that many visitors believed they had a deeper understanding of what it would have been like to have been involved in war. A large majority said that the exhibition had made them

reflect on the enormous impact of war on people and their relationships. Around half said that it had made them feel differently or more strongly about Australians who had been involved in war; this included having a greater understanding of what they had gone through, feeling empathy and compassion towards them, and seeing them more as "complete people" rather than just as "soldiers". An evaluation of the Memorial Box program found that it stimulated users' interest in military history and enhanced their understanding of the Australian experience of war. Surveys of visitors to the *Framing conflict* travelling exhibition found increased understanding and knowledge of the extent of the Australian Defence Force's commitment in Afghanistan, the day-to-day experiences of Australian servicemen, and the Official War Art Scheme.

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

The Memorial's three major commemorative ceremonies, ANZAC Day Dawn Service and National Ceremony and Remembrance Day, were well attended and attracted national media coverage. The Honourable Kevin Rudd MP, then Prime Minister of Australia, delivered the address on ANZAC Day and General Peter Cosgrove (Ret'd) delivered the address on Remembrance Day.

The Memorial conducted over ninety VIP visits, including seven Head-of-State/Head-of-Government visits, such as the Right Honourable John Key MP, Prime Minister of New Zealand; His Excellency Dr László Sólyom, President of the Republic of Hungary; His Excellency Mr Georgi

Parvanov, President of the Republic of Bulgaria; and His Excellency Dr Susilo Bambang Yudhoyono AC, President of the Republic of Indonesia. A complete list of VIP visits and ceremonies is provided at Appendix 4.

Performance information

KEY PERFORMANCE INDICATOR

Attendance at and participation in a commemorative ceremony is an explicit act of remembrance. Therefore, the KPI for measuring the effectiveness of this program is the total attendance figure at commemorative ceremonies.

Result

46,356

DELIVERABLE 1

Three major ceremonies – the ANZAC Day Dawn Service, ANZAC Day National Ceremony, and Remembrance Day

Result

The Memorial held three major commemorative ceremonies during 2009–10. Each of these major ceremonies attracted national media coverage.

ANZAC Day Dawn Service: **20,000** visitors (20,000 last year)

ANZAC Day National Ceremony: **12,000** visitors (10,000 last year)

Remembrance Day Ceremony: **2,600** visitors (3,100 last year).

DELIVERABLE 2

At least 10 other commemorative ceremonies

Result

The Memorial conducted in close association with various groups 25 other commemorative ceremonies, including the 70th Anniversary of the invasion of Poland Wreathlaying Ceremony; Battle for Australia Annual Commemorative Ceremony; Royal Military College Duntroon – Alamein Company Annual Wreathlaying Ceremony; Nurses and Midwives Annual Commemorative Ceremony; Sandakan Annual Wreathlaying Ceremony; and the Bomber Command Annual Commemorative Day Foundation Wreathlaying.

In addition, the Memorial held 12 plaque dedication ceremonies, including 14th Company Australian Army Service Corps; 52nd Composite Anti-Aircraft Regiment; 2/24th Australian Infantry Battalion, AIF; and the Royal Australian Army Service Corps – Vietnam.

Commemorative ceremony	Number	Attendees
Major ceremonies	3	34,600
Plaque dedications	12	1,736
Other ceremonies	25	3,129
School wreathlayings	101	6,378
VIP wreathlayings	27	513
TOTAL	168	46,356

DELIVERABLE 3

At least two ceremonies per week for the school wreathlaying program

Result

School wreathlaying ceremonies continue to be popular, with 101 held during the year. School wreathlayings were attended by 6,378 students; 13 of the ceremonies were attended by Members of Parliament. This program is sponsored by the Department of Veterans' Affairs Commemorations program.

Other Commemorative Activities

The Memorial worked closely with the Department of Defence and the Royal Australian Navy to deliver the Operation Catalyst Welcome Home Parade and the HMAS *Sydney* [II] commemorative ceremony, and continues to work closely with the National Servicemen's Association of Australia in relation to the dedication ceremony for the National Service memorial planned for 8 September 2010.

Additions to the Roll of Honour

In a small, dignified ceremony hosted by the Chairman and involving Major General Paul Symon AO, Deputy Chief of Army (representing the Chief of Army), and immediate family members, the names of the following Australians who lost their lives as a result of active service were added to the Roll of Honour: Lieutenant Michael Kenneth Fussell, 4th Battalion, Royal Australian Regiment (Commando); Private Gregory Michael Sher, 1st Commando Regiment; Corporal Mathew Ricky Andrew Hopkins, 7th Battalion, Royal Australian Regiment; Sergeant Brett Ian Till, Incident Response Regiment; Private Benjamin James Ranaudo, 1st Battalion, Royal Australian Regiment.

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

Construction of the new Eastern Precinct development began immediately after ANZAC Day 2009, and the completed development was opened formally by the Minister on 15 April 2010.

The key features of the Eastern Precinct development include a formal Memorial Courtyard and National Service memorial (to be officially opened by the Governor-General on 8 September 2010), new coach parking, underground public car parking, new café/ functions catering centre, and significant associated landscape improvements to both the primary site and surrounding Treloar Crescent and adjacent vacant land.

The construction delivery period of less than 12 months (to meet a schedule of construction between ANZAC Days) was expected to be challenging; however, all major demolition, excavation, build and fit-out elements proceeded on or ahead of schedule throughout the project.

The concurrent development of the National Service memorial involved significant input from the project architect, Memorial staff, and the National Servicemen's Association. The completed memorial fountain is outstanding and is expected to become a significant aspect of the overall precinct.

Total funding for the Eastern Precinct project was \$18 million, with the Government directly providing \$12.5 million of this. The National Servicemen's Association raised \$500,000 for the design and construction of the National Service memorial.

Performance information

KEY PERFORMANCE INDICATOR

Attending the National Memorial is an explicit act of remembrance. Therefore, the KPI is the total attendance figure at the Australian War Memorial in Canberra.

Result

868,828

DELIVERABLE 1

The Eastern Precinct redevelopment project, including the National Service memorial, in accordance with the site master plan

Result

The Eastern Precinct development was completed on time and on budget in accordance with the current Site Development Plan.

DELIVERABLE 2

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

Result

High-quality building, garden and grounds presentation continues to be a priority for the Memorial.

The performance of mature trees is an important continuing focus and new plantings of tree groupings occurred throughout the Eastern Precinct, and also in the Sculpture Garden and areas flanking the Parade Ground.

Prior to ANZAC Day the sandstone elements of the Parade Ground were cleaned. A number of the heritage elements of the main building were also maintained, including the sandstone, glass, and marble elements of the Commemorative Area and grounds.

A specialist horticulturalist continues to provide advice and high quality maintenance of the formal Commemorative Area garden and this expertise is also now being used for garden maintenance of the new Memorial Courtyard which contains the National Service memorial.

DELIVERABLE 3

Access to the Memorial and visitor facilities of the highest standards

Result

Access and visitor facilities have been significantly improved this year. The completion of the Eastern Precinct development has delivered much improved and safer coach and car parking, improved outdoor areas and toilet facilities, and the replacement of the existing café with an accessible facility more suited to the requirements and significance of the site.

DELIVERABLE 4

Building works that comply with relevant standards, codes, and regulations

Result

100 per cent of building works have complied with the relevant standards, codes, and regulations. The major Eastern Precinct development was delivered in compliance with the National Code of Practice for the Construction Industry and the Building and Construction Occupational Health and Safety Accreditation Scheme.

DELIVERABLE 5

Management and conservation of heritage elements using the Australia ICOMOS Burra Charter

Result

Our heritage management responsibilities, as defined by the *Environmental Protection and Biodiversity Conservation Act 1999* and articulated in the Memorial's Draft Heritage Management Plan, ensure that any potential for impact on the heritage quality of the precinct is considered before works are undertaken. Detailed heritage assessments were conducted for the Eastern Precinct and Hall of Valour developments. With regard to the Memorial's draft Heritage Master Plan, final comment was received from the Department of the Environment, Water, Heritage and the Arts late in the year and the Plan will soon go to public consultation and final review by the Australian Heritage Commission.

DELIVERABLE 6

Timely completion of works to minimise impact on visitors

Result

All minor works at the Memorial, including regular maintenance and cleaning, are scheduled where possible out-of-hours and in consideration of significant public events. Significant works such as the Eastern Precinct development understandably create some disruption; however, work schedules for intrusive elements and alternative arrangements for visitors and public information programs were a primary consideration. Impact on ANZAC Day was seen as a key scheduling issue for the Eastern Precinct development, and the project was delivered without affecting this significant national day or other key events through the year.

Other Related Activities

Plaque Dedication Program

Strong interest in the program from ex-Service and related groups continues. To accommodate this interest, an additional plaque site on the southern side of the western car park pathway was constructed and 43 new plaques were installed. To date, 180 commemorative plaques have been installed in the Memorial's grounds. In view of the continued interest in the program, Buildings and Services continues to work closely with the Memorial's heritage architects, Johnson Pilton Walker, to identify additional sites that will complement the Memorial's grounds.

Roll of Honour

A major element of the Memorial's Commemorative Area is the bronze Roll of Honour, and efforts continue to ensure it is as accurate as possible. Panel recasts, amendments, and corrections continue to be made as required, including the addition of new names. A new Afghanistan panel was cast and installed on Remembrance Day and a number of in-situ panel corrections were made throughout the year.

OUTPUT 1.3 The National Collection

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

Overview

Major activities for 2009–10 focused on collection development, conservation and research. All areas of the National Collection branch focused on supporting exhibition development, researching and writing for the monograph publication program, acquiring objects from current conflicts, and preparing for the centenary of Gallipoli in 2015 (including developing the collection, identifying and conserving objects likely to be used in exhibitions or displays, updating documentation, and actively pursuing copyright clearance).

The Collection Coordination Group (CCG) continued its excellent work of linking the Memorial directly to active units, including those in Iraq and Afghanistan. The CCG also manages a number of collection development programs, including Collection in Action, a defence image project, a visual diaries project, and the official art and photography programs.

The Official Records Working Group, which includes representatives from the National Archives of Australia and the Department of Defence, has worked on protocols for the orderly transfer of material to the Memorial.

Performance information

KEY PERFORMANCE INDICATOR	The existence of an outstanding National Collection provides the necessary foundation for other programs to be able to occur. The KPIs for the effectiveness of this program are:
KPI 1	The number of new items acquired in accordance with the Collection Development Plan
Result	15,510
KPI 2	The number of items disposed of in accordance with the Collection Development Plan
Result	20
KPI 3	The number of items for which documentation has been enhanced or corrected
Result	622,106
KPI 4	At least 80 per cent of the collection in storage that meets conservation standards for environmental conditions
Result	<p>Photographs, Film and Sound – 98 per cent</p> <p>Art – 100 per cent</p> <p>Military Heraldry and Technology – 82 per cent</p> <p>Official records, private records, and printed and special collections – 90 per cent</p>
KPI 5	Number of collection items that can be accessed via the Memorial's online public databases
Result	A total of 324,792 items in the National Collection meet CAS requirements for public access via online public databases.
DELIVERABLE 1	The Australian War Memorial will deliver an outstanding National Collection of historical material with provenance that is related to Australia's military history.
Result	<p>Official artists Jon Cattapan (Timor-Leste) and eX de Medici (Solomon Islands) completed their works, which were then accessioned into the National Collection; these works will be displayed in the travelling exhibition <i>Perspectives: Jon Cattapan and eX de Medici</i> in 2010–11.</p> <p>Following the retirement of the Caribou fleet after 45 years of service, the RAAF donated a Caribou A4-140 to the Memorial. The Caribou in question is the oldest surviving Australian example and has served in Vietnam, Papua New Guinea, Bougainville, and East Timor. Several medal groups were either donated or loaned, including the VC and medals of the late Edward "Ted" Kenna, 2/4th Infantry Battalion, AIF, and the George Medal and campaign group awarded to Sergeant Jack Knight, 24th Battalion, AIF.</p> <p>The Finding Sydney Foundation donated over 1,400 photographs and over 50 hours of video footage taken during the exploration of the HMAS <i>Sydney</i> [II]. Interviews with ADF members who have returned from Iraq, East Timor, and Afghanistan, including Trooper Mark Donaldson VC, were recorded. Over 12,000 photographs were received and linked to names on the online Roll of Honour database.</p> <p>The Defence Library Service donated approximately 1,500 books, including several extremely valuable items, such as a 1917 edition of the <i>Military handbook on Palestine</i>.</p> <p>A list of key acquisitions and disposals is in Appendix 5.</p>

Other Collection Activities

Documentation

The program of documenting the collection was continued throughout the year with a total of over 640,000 records being enhanced. Information for all new acquisitions, works included in exhibitions, publications, and loans was upgraded. It continued to be a priority to catalogue First World War items, in preparation for the 100th anniversaries of events in the First World War (in particular, the centenary of the Gallipoli landing in 2015).

Specific projects were also completed, including the enhancing of documentation for 450 First World War posters; enhancing over 700 records of photographs associated with Charles Bean and Philip Schuler; the enhanced description of Private Records collections relating to Gallipoli. Cataloguing the map collection, and indexing the military history journals *Sabretache* and *Wartime* on the First Library Catalogue system, continued.

Curatorial activities

During the year, curatorial staff have contributed to the development of new permanent, temporary, and travelling exhibitions. These included the redevelopment of the Hall of Valour; refurbishment of the Second World War galleries; *Sidney Nolan: the Gallipoli series*; *The Rats of Tobruk, 1941*; *Of love and war*; the touring Victoria Cross exhibition *This company of brave men: the Gallipoli VCs*; and various smaller gallery item changeovers. Staff are currently developing *Perspectives: Jon Cattapan and eX de Medici*, which will demonstrate the diversity of approaches artists employ as official artists. Cattapan and de Medici covered Australian peacekeeping forces in Timor-Leste and the Solomon Islands.

Shaun Gladwell was appointed as an official war artist to Afghanistan in October 2009 to record activities of Australian Defence Force. He is the first video artist to receive an official commission.

Curatorial staff continued work for the ongoing monograph series. The first two of the series, *A unique flight: the historic aircraft collection of the Australian War Memorial* and *Moments in time: dioramas of the Australian War Memorial*, have proven to be successful. *Mud and dust: Australian Army vehicles and artillery in Vietnam* by Mike Cecil and *Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission* by Dr Janda Gooding were launched during 2009–10. *Stories of love and war: from the collection of the Australian War Memorial* by Rebecca Britt was completed and is due for release in November 2010. The research and writing for *The Collection book* continued.

In May 2010 the exhibition *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* opened at the Memorial after a successful tour around Australia. In conjunction, a conversation was held between the artists and the curator in the BAE Systems Theatre, which gave a more personal insight into their experiences as war artists.

The Art Association of Australia and New Zealand's biennial conference was held in Canberra in November 2009 with sessions presented by a range of experts, including Memorial curators, with one titled *Visualising war: politics, aesthetics and logistics* and another on contemporary photographic practice. Cherie Prosser delivered a paper related to the Memorial's contemporary official artists.

Memorial staff coordinated and delivered the annual in-house Military Museum Curators' Course and presented talks on conservation treatments to the Voluntary Guides. Lectures were given in Melbourne and New Zealand on Large Technology Object conservation, and papers were delivered at the Australian Institute for the Conservation of Cultural Material (AICCM) National Conference in Perth. Conservation staff assisted in the development of the practical component of conservation training for the University of Canberra's Heritage Studies course and began the in-house training and development of students and interns.

Intensive research and acquisition of parts was undertaken in preparation for a major restoration of the Memorial's Lockheed Hudson aircraft.

As usual, curatorial and conservation staff participated in the two successful "Big Things in Store" open days at Mitchell; provided expert advice at "Bring in Your Memorabilia" days associated with travelling exhibitions at Murwillumbah and Port Macquarie, New South Wales, and in Melbourne; and supported public programs for the exhibition *A is for Animals*.

Conservation/preservation activities

The Memorial was pleased to purchase the vacated Australia Post building across the road from the storage facility in Mitchell. This is a constructive step towards resolving the increasing concerns about the adequacy of space for the storage of the Collection. Once it has been appropriately fitted out, and security and fire upgrades have been completed, it will be used primarily to store large technology objects. As the Director noted in his report, it does not fully address our storage needs, but does create space to allow possible refurbishment work to the other storage facilities, and eases the pressure on facilities while long-term solutions are being developed.

Conservation staff have surveyed, treated, documented, relocated, rehoused, conducted stocktakes, and contributed to the planning and implementation of the following spaces and exhibitions: redevelopment of the Hall of Valour, refurbishment of the Second World War Galleries, *Of love and war, This company of brave men: the Gallipoli VCs, The Rats of Tobruk, 1941* (working title), the travelling exhibition *Icon and archive* and the continuing gallery changeover program. The "Weary" Dunlop sculpture was reinstalled in as part of the Eastern Precinct redevelopment.

The rehousing and updating of locations for the Memorial's 10,000 posters was completed. All fragile and damaged posters were identified and recorded for the ongoing conservation program. This program will ensure that regular handling of the posters will not cause damage.

The outer wings, propellers and tail plane of the former RAAF Caribou A4-140 were disassembled at Canberra Airport in preparation for road transport and storage of the aircraft at Mitchell. The availability of the Qantas hangar for this work is warmly acknowledged.

Programs are continuing to re-house and improve storage for the National Collection through the upgrade and consolidation of storage systems.

During the year, new processes were implemented for preservation digital scanning of the Photographs collection, which will greatly improve quality and efficiency. A total of 9,000 negatives and transparencies were cleaned and prepared for scanning to meet preservation standards. Other work included the ongoing digitisation of First World War glass plates; acetate storerooms reorganised and remaining acetate negatives rehoused appropriately; and a comprehensive stocktake of 30,700 negatives from the Naval Historical collection completed. Continuing preventative conservation programs included monitoring the acetate and cool store environments and continuing quality assurance testing for negative and film duplication.

Staff completed two major preservation digitisation projects, the Unit War Diaries of the Australian Imperial Force and the diaries, notebooks and folders of Charles Bean. These fragile, iconic, and highly important collections can now be freely consulted by the public via the website. Preparation for preservation scanning has commenced on AWM52 *2nd AIF and CMF War Diaries 1939-45 War* (Subseries Commando, Independent Company and Artillery Units) and for AWM78 *Reports of Proceedings HMA Ships and Establishments*.

OUTPUT 1.4 Exhibitions

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

Overview

Refurbishment of the Second World War galleries

A major focus for 2009–10 has been undertaking preparations for the half-life refurbishment of the Second World War galleries. These galleries were originally completed in February 1999. Although the galleries have remained in good condition, some of the exhibition infrastructure was displaying wear and tear and the lighting and audiovisual installation had been superseded by new technology. The refurbishment, due for completion at the end of July 2010, will address these issues and also upgrade a number of nominated exhibition displays, including those that deal with the Kokoda campaign, HMAS *Sydney* [II], and the Australian home front during 1942. A number of large technology objects will also be displayed for the first time: these include a Chevrolet lorry and Breda anti-aircraft gun combination used by Australians during the siege of Tobruk; a captured German Flak 38 anti-aircraft gun still in its original desert camouflage; and the Dingo scout car, a rare Australian armoured vehicle.

Hall of Valour

Planning and development on a major project to redevelop the Hall of Valour also commenced during the year. The current Hall of Valour is almost 30 years old and a redevelopment of the space has been a major priority for some years. The Memorial has worked closely with leading architectural firm Johnson Pilton Walker on its design. The Hall of Valour will retain its main function in telling the story of Australia's Victoria Cross (VC) winners, but more appropriate materials and finishes will be introduced to lift the overall ambience of the space and to highlight the significance of the collection on display. The new Hall of Valour will re-open in late December 2010.

Special touring exhibition

This company of brave men: the Gallipoli VCs was developed to tour to major state venues. Separately sponsored by Mr Kerry Stokes and Seven Network Limited, it has toured to Western Australia, the Northern Territory, and South Australia, and will continue to Victoria, Queensland, and Tasmania. Developed as a 95th Gallipoli anniversary project, the exhibition displays the nine VCs awarded during the Gallipoli campaign.

The VCs will return to the Memorial to be installed in the new Hall of Valour. The generosity of Mr Stokes and the Seven Network in sponsoring this exhibition is gratefully acknowledged.

Other Exhibition Activities

The Rats of Tobruk, 1941 is currently in development and will open in the Special Exhibitions Gallery in March 2011. This anniversary exhibition marks 70 years since the first battles fought by Australians in the Second World War. It will cover the campaigns of 1941 in the Mediterranean and North Africa, with a strong focus on the siege of Tobruk.

Travelling Exhibitions program

This program is funded by the Department of Veterans' Affairs commemorations program and this support is greatly appreciated. The program is highly regarded by regional and state host venues and audiences across Australia.

During the past year, seven travelling exhibitions toured to New South Wales, Queensland, Victoria, Western Australia, South Australia, and the Northern Territory. These exhibitions were:

- *George Lambert, Gallipoli and Palestine landscapes*
- *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*
- *Gallipoli: a Turkish view*
- *A is for Animals: an A–Z of animals in war*
- *A digger's best friend: an A–Z of animals in war*
- *Sidney Nolan: the Gallipoli series*
- *Icon and archive: photography and the World Wars.*

After touring to 23 venues over the past five years, *Gallipoli: a Turkish view* finished touring in April. The exhibition has been seen by just under 220,000 visitors.

The newest Memorial travelling exhibition, *Perspectives: Jon Cattapan and eX de Medici* is currently being developed. It will open at the Memorial in September 2010.

"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 three venues in New South Wales and one venue in Victoria during 2009–10.

Performance information

KEY PERFORMANCE INDICATOR	Attending a Memorial exhibition is a deliberate act to find out more about the Australian experience of war.
KPI 1	The total attendance figure at Memorial exhibitions and travelling exhibitions
Result	1,017,135
KPI 2	Qualitative or quantitative evidence about increases in visitors' understanding
Result	<p>83 per cent of surveyed visitors to the <i>Of love and war</i> exhibition agreed that they had a deeper understanding of what it would have been like to have been in a war; 84 per cent said they knew more about the experiences of Australians in the past.</p> <p>In discussing what that they had learnt from the <i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i> travelling exhibition, visitors demonstrated increased understanding of the extent of the ADF's commitment in Afghanistan; the day-to-day experiences of Australian servicemen; and the Official War Art Scheme.</p>
KPI 3	Qualitative or quantitative evidence of affective or attitudinal change
Result	<p>97 per cent of surveyed visitors to the <i>Of love and war</i> exhibition agreed that the exhibition made them reflect on the enormous impact of war on people and their relationships. 54 per cent said their visit to the exhibition had made them feel differently or more strongly about Australians who had been involved in war. This included having a greater understanding of what such people had gone through, feeling empathy, compassion, sympathy, sadness or sorrow towards them, and seeing them in a more personal sense, as "complete people" rather than just as "soldiers".</p>
DELIVERABLE 1	Permanent exhibitions developed and maintained to the highest standard
Result	<p>All permanent exhibitions are carefully maintained throughout the year. Exhibition maintenance is performed by both curatorial staff and staff volunteers supervised by curators.</p> <p>A strong focus on maintaining the high standard of exhibitions and exhibition audiovisual infrastructure was continued throughout the year.</p> <p>The development of permanent exhibitions this year was focused on the half-life refurbishment of the Second World War galleries and the redevelopment of the Hall of Valour, as noted above.</p>
DELIVERABLE 2	Travelling exhibitions exhibited at a minimum of 12 different venues across Australia
Result	Tours exhibited at 22 different venues across Australia. See Appendix 6 for details.
DELIVERABLE 3	A minimum of two temporary exhibitions displayed per year in the Special Exhibitions Gallery
Result	<p>The Special Exhibitions Gallery featured four travelling exhibitions during 2009–10. <i>A is for Animals</i> closed on 22 July 2009 and was followed by <i>Sidney Nolan: the Gallipoli series</i>, which was on display from 5 August 2009 to 18 November 2009. <i>Of love and war</i> opened on 2 December 2009 and will commence touring in November 2010. This was the most successful travelling exhibition displayed at the Memorial: it was seen by an estimated 220,000 visitors. <i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i> was displayed at the Memorial between May and August 2010 as part of its national tour.</p>

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

A wide range of interpretive activities and other events were conducted during the year. The traditional Christmas Carols attracted approximately 9,000 visitors in December. The ever popular "Big Things in Store", which opens the Memorial's storage facility in Mitchell to

the public, was held twice. The annual history conference – this year titled War Wounds: Medicine and the Trauma of Conflict – was once again successful in attracting a wide range of national and international speakers and a capacity audience of 190 delegates and a range of noteworthy speakers, including Professor Jay Winter (Yale University, keynote), Professor Paul Weindling (Oxford Brookes University), and Mr Graham Edwards.

The focus on education programs continued with the education component of the website being updated and enhanced. The education programs are being reviewed in the light of the new Australian curriculum and will be progressively implemented.

Performance information

KEY PERFORMANCE INDICATOR

Attending a Memorial program or event is a deliberate act to find out more about the Australian experience of war.

KPI 1

The total attendance figure at Memorial programs (not including major commemorative events)

Result	Type	Number	Attendees
	Closing ceremonies	364	78,457
	Education programs	1,452	79,539
	Public programs	236	11,194
	Tours	308	10,262
	Events	35	14,311
	"Big Things in Store" and other off-site programs	241	9,329
	TOTAL	2,636	203,092

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

KPI 2 and KPI 3

Qualitative or quantitative evidence about increases to participants' understanding

Qualitative or quantitative evidence of affective or attitudinal change

Result

A survey of schools participating in the Memorial's school wreathlaying program found that it provided students with a greater personal understanding of commemoration. Students were moved and humbled by their involvement in this program. The results suggest that the program may inspire students to take a more active role in commemoration. Quotes from teachers highlight these findings:

I think the students really understood the idea of sacrifice and the very real human price that was paid as a result of war.

It gave more insight – helped the students appreciate that we were talking about "real people".

Children were highly involved and gained greater insight into the veteran's life when he spoke. The service was an excellent manner for the children to fully understand and reflect on war.

Over 50 students out of 72 respondents indicated that they are now more likely to participate in ANZAC Day ceremonies. Overall, the wreathlaying is one of the events/venues that our students cherish.

A survey of schools and groups who had borrowed a Memorial Box found that it stimulated users' interest in Australia's war history and enhanced their understanding. The following comments highlight this result:

Content especially valuable as discussion starters and for empathy

Seeing actual items added enormously to the children's interest and understanding of the topic.

So engaging, students showed great respect when using items.

Fabulous box of artefacts. Gave children better idea of our involvement in Vietnam. Their pre-knowledge was "It was the war we lost", which I found very sad. Better idea of the real people involved.

Thanks again – it has really been great to have it for the loan period. It has helped to stimulate the children and sparked an interest in their country's history that some of them never realised was within them.

DELIVERABLE 1

Result

A range of public programs and events for visitors to the Memorial

The Memorial provided a range of programs for the general public and student visitors, designed to engage different audience groups and enhance their experience.

Live theatre performances of *Radio silence* and *Last letters* were delivered in the exhibition galleries during peak visitation periods. The performances attracted an audience of just under 6,000 visitors.

"Big Things in Store" was conducted at the storage facility in Mitchell in September 2009 and again in March 2010, attracting a total of 7,000 visitors.

The Anniversary Oration marked the Memorial's 68th anniversary. The oration, titled *ANZAC Day and the Australian psyche*, was presented by Professor the Honourable Kim Beazley.

The Memorial in conjunction with the Department of Veterans' Affairs hosted War Wounds: Medicine and the Trauma of Conflict, a two-day international conference.

The Memorial continued the tradition of hosting a Christmas Carols concert, thanks to continuing sponsorship by ActewAGL. The event featured a number of prominent artists, including Barry Crocker, Rachel Beck, David Dixon, and Hayley Jensen. All were supported by the Band of the Royal Military College Duntroon and a 200-strong community choir. The concert was attended by approximately 9,000 people and continues to engage the local community in the lead-up to Christmas.

The hallmark closing ceremony program, sponsored by TransACT, continues to be the Memorial's most popular and moving program. On anniversary days it is enhanced with a short interpretive talk about the significance of that particular day. The TransACT sponsorship enables this popular activity, first established with live music in 2002, to continue. Some adverse publicity suggesting that sponsorship would compromise the dignity of the occasion – which it does not – quickly faded away.

DELIVERABLE 2**A series of quality, engaging curriculum-related school education programs for on-site education groups**

Result

Education programs continue to be well supported by Australian schools. In total, 125,287 school students (122,901 last year) have visited the Memorial with 79,539 of them choosing a facilitated program. This 63 per cent conversion rate (up from 57 per cent in 2008–09) is a significant increase, which ensures more students will have an enhanced learning experience. The education program is being analysed and assessed against the coming changes to the Australian curriculum, and the Education section continues to provide support for teachers undertaking programs in a museum environment. The Discovery Zone continues to deliver an immersive and interactive experience for school students and family visitors.

DELIVERABLE 3**73 Memorial Boxes for schools in all Australian states and territories to borrow during the year**

Result

The Memorial Box program continues to be a consistently successful and highly used outreach resource. Recent funding from Boeing and the Department of Veterans' Affairs has enabled the program to continue.

445 Memorial Box loans have been recorded across all states this year and the boxes have been used by 33,000 students. This is a 7 per cent increase in usage from 2008–09.

DELIVERABLE 4**KidsHQ, an Education-specific section of the Memorial's website**

Result

The Education website has undergone several changes to create a more accessible interface for teachers. The Education specific site received 80,460 visits with almost 1.8 m page hits. This represents a 285 per cent increase on page views compared with 2008–09, showing that this technology offers us an opportunity to disseminate information effectively. The implementation of the *Diary of an ANZAC* project has significantly increased the usage of the education website, repeat visitation, and awareness of the collection.

Other Interpretive Activities

A number of book launches were held during the year, including two curatorial monographs: *Mud and dust: Australian Army vehicles and artillery in Vietnam* by Mike Cecil, launched in November 2009 by Lieutenant General John Coates (Ret'd), and *Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission* by Dr Janda Gooding, launched in December 2009 by Mr Andrew Sayers, then Director of the National Portrait Gallery. The Memorial's third edition of *The ANZAC book*, edited by Ashley Ekins, was published by the University of New South Wales Press and launched by Les Carlyon in March 2010.

The *M is for Mates* book, produced in conjunction with the Department of Veterans' Affairs and launched in conjunction with the *A is for Animals* exhibition last year, has been very successful. It has been reprinted already as well as being short listed for the Children's Book Council of Australia's Book of the Year – Eve Pownall Award.

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

Marketing the Memorial, exhibitions, and events was again a high priority. The integrated marketing communications strategy incorporates various channels such as the internet, radio, print, and broadcast. Specific marketing plans were successfully implemented for the four travelling exhibitions displayed at the Memorial: *Sidney Nolan: the Gallipoli series*, *Of love and war*, *A is for Animals*, and *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*, all of which received national coverage. His Excellency Mr Michael Bryce provided substantial support for the review and update of the Memorial brand. New brands for ANZAC Day and “Big Things in Store” were developed, as well as a brand for the Gallipoli Lone Pine products.

The internet continues to be a key component of the marketing communications strategy with web presences for exhibitions developed. Events were placed on the Memorial's Facebook page and Twitter, both of which are also automatically updated when blog posts are uploaded. A range of images were added to the Flickr commons group, including a children's theme and selected images from *Of love and war*. Footage of a conservator explaining the work done to stabilise wedding dresses in the National Collection was added to YouTube, as were five additional videos, including material covering the discovery of the wreckage of HMAS *Sydney* [II].

A strategy to redesign and update the website was developed and implemented. Focus groups (including both staff and public users) were held, and a substantial evaluation process was undertaken (this included an online survey of external users and a card-sorting analysis by external users, staff and volunteers). As a result of this evaluation, new navigation and design features have been developed and released for user testing.

Performance information

KEY PERFORMANCE INDICATOR	Effective promotion of the Memorial provides the necessary foundation for other programs to function effectively.
KPI 1	Number of visits to the Memorial's website
Result	2,995,923
KPI 2	Number of people to make their first visit to the Memorial
Result	It is estimated that 307,000 people visited the Memorial for the first time this year.
KPI 3	Number of people to visit the Memorial travelling exhibitions
Result	204,272 visitors attended travelling and touring exhibitions.
DELIVERABLE 1	An engaging website with accurate information
Result	<p>This year has seen an almost 3 per cent increase in the number of visits to the Memorial's website. Visitors are doing more while on the site, visiting almost 14 per cent more pages, seeing more collection records, and reading more digitised material.</p> <p>In December a major re-development of the collection access system (which allows website visitors to look at collection records) went live. Since then, there has been a 153 per cent increase in the number of records viewed, and an increase of almost 106 per cent in the average time spent looking at collection records.</p>

More digitised material was added to the site during the year, including the First World War Army war diaries and the records of C.E.W. Bean. Other new content, such as that prepared to support the *Of love and war*, *Sidney Nolan: the Gallipoli series*, and *Framing conflict: Iraq and Afghanistan* – Lyndell Brown and Charles Green exhibitions, has been well visited, while older pages such as the ones that describe the history and tradition of ANZAC Day saw heavy traffic in the weeks leading up to 25 April.

A major task this year has been the development and release of a new website design. Much of this work involved consultation with staff and the public. The new design was released for public comment in June; early responses have been positive. The design aims to group online material more logically and to provide improved navigation to the ever-increasing amount of digitised collection material available on the site

DELIVERABLE 2

Result

A media website with current and accurate information and images

Media alerts and releases are routinely added to the media section of the website to ensure that journalists are informed of upcoming events and exhibitions. The portal is also updated, as required, to provide additional information and images about Memorial events and exhibitions. Additionally, from time to time information has been added to the website in response to requests from the Department of Veterans' Affairs.

DELIVERABLE 3

Result

High-quality service to media to encourage suitable coverage in all media forms

The Memorial Media Officer has a highly effective and constructive relationship with journalists across all media. Print, television, radio, and internet media are informed of events and exhibitions at the Memorial in a timely fashion through media alerts and releases. Requests for interviews or information are handled promptly, usually on the day they are received. The Memorial has a very strong and positive reputation as a result of its high-quality service delivery to the media.

DELIVERABLE 4

Result

High-quality promotional activities at major trade shows and elsewhere as appropriate

The Memorial continued its strong relationships with the business tourism and leisure sectors. Joint ventures were developed with Australian Capital Tourism, Canberra Convention Bureau, and National Capital Attractions Association. Activities included attendance at Tourism Australia's Australian Tourism Exchange and the Canberra Convention Bureau's Top Secret campaign. Promotional activities included joint partnership in the national Culture Shock campaign and trade show work in Wagga Wagga, New South Wales. The Memorial maintained its presence at the Canberra and Region Visitor Information Centre with a display featuring the *Of love and war* exhibition. Umbrellas featuring the *Of love and war* logo were used as promotional giveaways and were sold through the Shop.

Other Promotion and Community Services Activities

Friends of the Memorial

The Friends of the Memorial program continues to maintain a sound membership base. This program provides an opportunity for people to support and engage with the Memorial. The program's members are made up of individuals, families, clubs, organisations, and schools from across Australia and around the world.

Members received invitations to Remembrance Day, ANZAC Day, and a number of travelling exhibitions. Over 400 Friends attended ANZAC Day and almost 60 attended "Big Things in Store" in March 2010. The special Friends Military History seminar series, which ran over five weeks from February 2010, attracted almost 160 Friends.

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 final volume of the Official History of Southeast Asian Conflicts was completed and despatched to the publisher. This represented a significant achievement. It is a substantial and scholarly work, which has been completed with the diligence and care an official history deserves. Work continued on the Official History of Peacekeeping, Humanitarian, and Post-Cold War Conflicts, with the second volume, *Australia and the new*

world order: from peacekeeping to peace enforcement 1988–1991, now completed.

Many research projects were undertaken during 2009–10. Two Australian Research Council grant projects were supported: the five-year Gallipoli Centenary Research Project and the investigation into Australian involvement in post-Second World War war crimes trials of Japanese military. Two curatorial monographs were published, as well as four other military history books. The Summer Scholars Program, which has supported over 70 historians since its inception in 1985, continued, with three scholars completing their projects.

The website continued to provide access to both the National Collection and archival records and a wide range of historical information and education programs.

Performance information:

KEY PERFORMANCE INDICATOR

Conducting one's own research at the Memorial's Research Centre, viewing digitised website resources, searching through the Memorial's online databases, making research enquiries, attending lectures and conferences or reading material produced by the Memorial's military historians, are all deliberate actions to interpret and understand the Australian experience of war and its enduring impact on Australian society.

KPI 1	Total attendance at Memorial conferences
Result	156 people attended each of the two days.
KPI 2	Number of visits to the Research Centre Reading Room and Online Gallery
Result	22,745 people visited the Reading Room; an estimated 302,000 people visited the Online Gallery.
KPI 3	Number of collection items retrieved for and accessed by the Reading Room clients
Result	17,229
KPI 4	Number of research enquiries answered by Memorial staff
Result	Over 21,000 enquiries were answered by curatorial staff and historians.
KPI 5	Number of page views accessing the Memorial website's digitised information resources
Result	9,667,991
KPI 6	Number of online searches conducted through the Collection Access System
Result	2,144,918
KPI 7	Number of individuals searching through the Collection Access System
Result	513,936
KPI 8	Number of collection reproduction items provided to external customers
Result	7,499

KPI 9	Sales figures for <i>Wartime</i> magazine and other publications produced by the Memorial										
Result	<table> <tr> <td>Type</td><td>Sales</td></tr> <tr> <td><i>Wartime</i></td><td>22,582</td></tr> <tr> <td>Books*</td><td>5,161</td></tr> <tr> <td>Exhibition catalogues</td><td>1,634</td></tr> <tr> <td>Souvenir publications</td><td>4,177</td></tr> </table> <p>* Sales of books through e-Business and the Shop only. Does not include sales through other book stores.</p>	Type	Sales	<i>Wartime</i>	22,582	Books*	5,161	Exhibition catalogues	1,634	Souvenir publications	4,177
Type	Sales										
<i>Wartime</i>	22,582										
Books*	5,161										
Exhibition catalogues	1,634										
Souvenir publications	4,177										
KPI 10	Successful publication of books from the Memorial's publishing program										
Result	<p>A number of books were published including:</p> <ul style="list-style-type: none"> • <i>Mud and dust: Australian Army vehicles and artillery in Vietnam</i> by Mike Cecil • <i>Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission</i> by Dr Janda Gooding • The third edition of <i>The ANZAC book</i> edited by Ashley Ekins • <i>1918: year of victory</i> edited by Ashley Ekins • <i>Sidney Nolan: the Gallipoli series</i> by Lola Wilkins and Laura Webster <p>Two books were completed for publishing:</p> <ul style="list-style-type: none"> • <i>Stories of love and war from the collection of the Australian War Memorial</i> by Rebecca Britt (a companion book to the exhibition) • <i>Australian War Memorial</i> guidebook to the Western Front by Dr Peter Pedersen and Peter Burness (with volunteer researcher Chris Roberts). 										
DELIVERABLE 1	Continued support for the Official History of Peacekeeping, Humanitarian and Post-Cold War Conflicts										
Result	<p>Two Memorial historians (one full-time writer and one part-time research assistant) continued to contribute to this six-volume history. The manuscript of Volume 2, <i>Australia and the new world order: from peacekeeping to peace enforcement 1988–1991</i>, covering the First Gulf War and peacekeeping operations in Namibia, Iran, Pakistan, Kuwait, and Afghanistan, was completed by Professor David Horner and publication is expected in late 2010.</p> <p>Further volumes will be published over the following years up to approximately 2013. Volume 6, <i>In their time of need</i>, covering Australian overseas emergency relief, is being written by Dr Steven Bullard and is expected to be completed by late 2011. Publication is expected in late 2012, depending on availability of funding.</p>										
DELIVERABLE 2	The final chapter of the Official History of Southeast Asian Conflicts										
Result	<p>The manuscript of Volume 9, <i>Fighting to the finish: the Australian Army and the Vietnam War 1968–1975</i>, by Ashley Ekins with Ian McNeill, was despatched with supporting material to the publisher in February 2010 and is currently in production for release in 2011.</p>										
DELIVERABLE 3	Continued support for a range of internal research projects										
Result	<p>Support continued for the following research:</p> <p>Ashley Ekins</p> <ul style="list-style-type: none"> • <i>Fighting to the finish: the Australian Army and the Vietnam War, 1968–1975</i> (for publication in 2011) 										

- *1918: year of victory* conference book (edited)
- *The ANZAC book* (third edition with supplementary material)
- Gallipoli Centenary Research Project (with Macquarie University)

Dr Steven Bullard

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

Dr Peter Pedersen

- *ANZACS at War*

Libby Stewart

- *With healing hands*

Dr Karl James

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

Dr Jean Bou

- *Australia's Palestine campaign*

Aaron Pegram

- *The bounds of silence: Australian prisoners of war on the Western Front in the First World War* (PhD research)

Keiko Tamura

- Australia–Japan Research Project (AJRP), research activities and publications on conclusion of AJRP in October 2009

Dr Georgina Fitzpatrick (University of Melbourne)

- *Japanese war crimes trials research project.*

Dr Peter Pedersen and **Peter Burness** (with the assistance of volunteer researcher Chris Roberts) continued to research and write a comprehensive Australian War Memorial field guide book to the First World War battlefields of the Western Front, (for publication in 2011).

The Memorial continued to support:

- a five-year Gallipoli Centenary Research Project (funded by an ARC grant in collaboration with Macquarie University) to identify and translate Ottoman records of the Gallipoli campaign within Turkish archives and publish significant findings based on this material
- a major investigation into Australian involvement in Japanese post–Second World War war crimes trials (funded by an ARC grant in collaboration with the University of Melbourne) to produce a multi-volume law report series covering 310 trials and a separate volume on their historical and legal significance.

Memorial staff disseminated military history in many ways during the year:

- delivered lectures on Australian military history to training sessions of Memorial voluntary guides and the workplace skills training program
- prepared and delivered courses on Australian military history to Memorial staff and staff from the Department of Veterans' Affairs
- provided advice for commemorative plaques and associated ceremonies; anniversary closing addresses; speeches for the Minister for Veterans' Affairs, the Prime Minister, and the Governor-General; and media commentary, as required
- delivered research papers and public talks on aspects of Australian military history at seminars, conferences, and other venues

- published both scholarly and popular articles on a wide range of Australian military history subjects, notably in the Memorial's magazine, *Wartime*
- the Education Section, in conjunction with the Department of Veteran's Affairs produced the *M is for Mates* book

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

DELIVERABLE 4

Result

Continued support for the Summer Scholars program

The Memorial continued to support the annual Summer Scholars program. Scholars are selected through a competitive, merit-based selection process, open to university students at a late stage of their history degrees, customarily honours graduates. They are assigned individual research projects and are supervised and professionally guided by Memorial historians.

Three scholars successfully completed the following research projects related to the Memorial's collections and exhibitions program:

Chelsea Mannix (Monash University) undertook a study of Warrant Officer Jack Balsillie's activities in collecting material on Australian involvement in the Malayan campaign of the Second World War

Liana Markovich (University of Wollongong) completed a comparative study of Australian troop morale and operational effectiveness during the final campaigns of the Pacific War

Tom Richardson (Monash University) completed a study of the siege and capture of Giarabub, Libya, in March 1941, examining the commanders and tactics employed by Italian and Australian forces.

After editing, all the research reports will be published on the Memorial's website.

DELIVERABLE 5

Result

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

Memorial staff presented 11 conference papers and 8 lectures and wrote 38 articles. Staff also delivered 62 onsite talks and 64 off-site talks as well as 16 interviews.

DELIVERABLE 6

Result

A publishing program of curatorial monographs

Two curatorial monographs were completed and launched:

- *Mud and dust: Australian Army vehicles and artillery in Vietnam* by Mike Cecil
- *Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission* by Dr Janda Gooding
- *Stories of Love and War from the collection of the Australian War Memorial* by Rebecca Britt is forthcoming.

Nola Anderson continued writing *The Collection book* (working title) with research assistance provided by Dr Ian Jackson. Contributions are also being made by other staff. Murdoch Books have been selected as the publisher.

DELIVERABLE 7

Result

4 issues of *Wartime* published

Publication of the Memorial's popular magazine, *Wartime*, continued. Four issues (numbers 47–50) were published in 2009–10, with a balance of high-quality and engaging popular articles. A high proportion of articles in *Wartime* continued to be written by historians and other Memorial staff. Several "themed issues" proved highly popular, notably a special 50th issue on the 95th anniversary of the Gallipoli campaign with a gatefold cover featuring a previously unpublished panoramic photograph of the ANZAC area from the Memorial's collections.

DELIVERABLE 8**Access to collection items through excellent Reading Room and online research facilities**

Result

The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. A total of 22,745 people visited the Reading Room, requesting 17,229 collection items. There were 774,619 online visitors to the Information Sheets, Encyclopedia and other Research Centre web pages. The Research Centre's digitised collection items are also very popular, with 276,191 visits to the war diaries and 159,140 to the official histories. There has been an increase of visits to the war diaries, which can be attributed to the addition of the C.E.W. Bean Papers and the completion of the First World War Unit Diaries digitisation project.

DELIVERABLE 9**An authoritative research enquiry service available in a range of formats, including online**

Result

Research Centre staff answered 14,731 enquiries during 2009–10. The enquiries include those made online or by telephone, fax, and letter. The trend continues whereby telephone and online enquiries (via ReQuest and email) vastly outnumber letter enquiries. Research Centre clients continue to be satisfied with the quality of service they receive. Some 1,223 emails and letters of appreciation were received in 2009–10.

Curatorial sections and Military History Section also answered a large number of public research enquiries.

DELIVERABLE 10**Online access to the Memorial's digitised website resources and databases**

Result

Two significant digitisation projects were completed this year and are available on the website: the First World War Army diaries and the C.E.W. Bean Papers. These records are important additions to the large suite of digitised First World War material already available online. The Collection Access System was redeveloped to make it more useful for the public; improvements include persistent URLs and the ability to browse to related material by following links. The public response to the changes to this system has been very positive.

DELIVERABLE 11**An annual history conference**

Result

In September 2009 the Memorial convened a highly successful international history conference, War Wounds: Medicine and the Trauma of Conflict. The Honourable Alan Griffin, opened the conference and the keynote address was delivered by Professor Jay Winter of Yale University. The conference attracted a wide range of historians, civilian and military medical professionals, veterans, and the general public; the conference generated wide media interest. Memorial historians Ashley Ekins and Elizabeth Stewart delivered papers, together with other speakers on a range of themes related to the practice of medicine in warfare and the human cost of casualties. Both audience and speakers registered an overwhelmingly positive response. The conference papers have been compiled and edited for publication in a volume to be released in March 2011.

DELIVERABLE 12**A shop that provides quality military books and exhibition publications**

Result

The Shop continues to stock a wide range of quality military and historical books, as well as exhibition publications.

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.

in conjunction with the Canberra Institute of Technology, builds customer service and museum skills for front-of-house staff while also providing an introductory level of military history training. The new underground car park, opened in April, provides visitors with closer and safer access to the Memorial building.

Overview

Staff training and development is a key focus of the Memorial's continuing endeavour to provide exceptional service to all its visitors. The Workplace Skills course, run

Performance information:

KEY PERFORMANCE INDICATOR	The provision of high-quality visitor services provides the necessary foundation for other programs to function effectively.
KPI 1	At least 90 per cent of surveyed visitors believe that their visit met or exceeded their expectations.
Result	99.5 per cent of approximately 1,350 surveyed visitors stated that their visit to the Memorial had met or exceeded their expectations.
KPI 2	At least 80 per cent of surveyed visitors believe that the Memorial has maintained or improved its standard of service since their last visit.
Result	Of more than 830 surveyed visitors who were making a repeat visit to the Memorial, 99.6 per cent said that the Memorial had maintained or improved its standard of service since their last visit.
DELIVERABLE 1	Front-of-house staff and volunteers are trained in customer service and have at least an introductory level of military history.
Result	<p>The front-of-house staff and volunteers work together to provide high-level customer service to visitors. It is a priority to enhance staff skills through training and development to adapt our services to meet visitor trends and needs.</p> <p>The continuation of the Workplace Skills course, held in conjunction with the Canberra Institute of Technology, provides floor staff with training in both customer service and museum skills, with an introductory level of military history. Upon successful completion, they receive a Museum Practices Level III Certificate.</p>
DELIVERABLE 2	High-quality and suitable public facilities such as restrooms, café, and way-finding signage
Result	The Memorial is a safe and well presented venue with suitable public facilities such as restrooms, first aid and parents' room, signage and cafés. The Hyatt provides café services in two purpose-built facilities, the most recent – <i>the Terrace at the Memorial</i> – opened during April 2010. A new underground car park for visitors, which provides more mobility-impaired and general car spaces close to the Memorial main entrance, was also opened in April.

DELIVERABLE 3**Opportunities for visitor feedback such as Service Charter, Visitors' book, and evaluation services****Result**

The Memorial encourages feedback from visitors. A Visitors' Book is located in the Orientation Gallery and the Service Charter is available in the Orientation Gallery or online.

193 compliments were received via the Service Charter and the Visitors' Book. This is 66 more than last year. These compliments covered various aspects of the Memorial and its services: for example, 104 related to the standard of exhibitions and displays, and 80 to the high standard of service provided by staff and voluntary guides.

Seven complaints were received via the Service Charter and the Visitors' Book, a decrease of 36 per cent. These included three about staff and two about the provision of food services by the catering contractors. The other two complaints related to the opening hours of the Research Centre Reading Room and accessible parking and lift arrangements. A written response was made to each complaint and action was taken where appropriate.

There is an extensive program of evaluation in place to monitor standards of services and visitor satisfaction. Further information about the Memorial's evaluation and visitor research activities is provided under Output 1.10.

Other Visitor Services Activities***Volunteer services***

Volunteers at the Memorial continued to make a significant contribution, with 292 volunteering their time, skills, and expertise to support both front-of-house functions and projects in curatorial and conservation areas. This level of dedication and service is gratefully acknowledged.

The Memorial provides structured and ongoing training for volunteers, with regular information meetings and development sessions. In addition to conducted, VIP, and after-hours tours, Voluntary Guides undertake a minimum of ten free highlight tours each day. The Memorial's volunteers also 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.

INTERNAL OUTPUTS

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

OUTPUT 1.9 Corporate Governance

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

In accordance with its planned schedule, the full Council and the Finance, Audit and Compliance Committee each met four times during the year. The Remuneration and Corporate Support Committees each met once.

The Chair of the Council and Director provided a briefing to the Minister after each meeting. The Memorial's senior management team also met twice with senior representatives of the Department of Veterans' Affairs to discuss matters of business relevant to both parties.

Through the Council and Committee meeting process, detailed papers and recommendations from the Memorial's management were presented. Major considerations and decisions undertaken by Council related to projects such as the Eastern Precinct development, the implementation of the Enterprise Content Management System, approval of the 2010–11 Business Plan and an associated Budget, design development for the half-life refurbishment of the Second World War galleries and Hall of Valour, and proposed 2015 Gallipoli Anniversary programs.

Members of the Australian National Audit Office (ANAO) and internal auditors RSM Bird Cameron attended each of the committee meetings. The outcomes of reviews undertaken in accordance with the approved internal audit plan were presented at each meeting.

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, an area of ongoing concern. Council resolved to develop a new policy proposal seeking an increase to base Appropriation funding for operational expenses. This initiative continues to be the subject of discussion with the Minister and the Department of Veterans' Affairs, and the Department of Finance and Deregulation.

In accordance with terms of reference, Council reviewed its performance in August 2009 via a survey completed by Council members, the Director, and senior management. Overall, the results of the review

indicate that performance of Council during 2008–09 was satisfactory, with 21 of the 23 criteria achieving an average score of 4 out of 5 or above.

Membership of the Council changed during the year with the Honourable Mrs J. Newman AO and Air Marshal D. Riding AO DFC (Ret'd) coming to the end of their appointments, and Professor the Honourable K.C. Beazley AC being appointed until his resignation in January 2010 to take up his new position as Ambassador to the United States of America. Mr K. Peacock was reappointed to the Council for a further one-year term, and the Honourable Mr G. Edwards was appointed to Council late in June 2010.

Details of Council members are included in Appendices 1 and 2.

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 and members of CMG.

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

Each month a wide range of statistical information is collated and presented to enable trends across business activities to be identified. Where possible, the Memorial's performance is compared with that of other collecting institutions.

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

In addition to weekly CMG meetings, a Project Control Group (PCG) met monthly to monitor performance of

major projects being undertaken. The focus of these meetings was to ensure 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 implementation of the new Enterprise Content Management (ECM) system, redevelopment of the Eastern Precinct, and projects associated with the refurbishment of the Second World War galleries and the Hall of Valour.

Planning for how the Memorial will recognise the upcoming First World War centenaries in 2014–18 has already commenced. Council has endorsed in principle a range of projects, in particular, those focused on the Gallipoli anniversary. These projects are now being developed and costed. The Memorial is represented on the Centenary Interdepartmental Working Party convened by Department of Veterans' Affairs and on a sub-committee to establish the Centenary of ANZAC Commission announced by the federal government on ANZAC Day.

Efforts to secure support through corporate sponsorship continued throughout 2009–10 and resulted in funding being provided for activities such as the Closing Ceremony, a Gallipoli Fellow (appointed for the for five years leading up to the centenary of that campaign), public programs in the galleries, further funding for the Memorial Box program, and a touring exhibition of Gallipoli VCs.

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 quarter.

Risk Management

The Memorial's Risk Management and Fraud Control Plans were implemented during the year. 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. CMG received quarterly reports against the Risk Register and the Fraud Control Plan's key performance indicators.

In May 2009 CMG approved a Business Continuity Plan (BCP) testing program in line with external audit findings. Following each test, the BCP is reviewed and updated. It was agreed that the desktop option was the most suitable for the Memorial, as it provides a suitable picture of the adequacy of the BCP while being both relatively easy to organise and run, and cost-effective. The testing program included three tests – July and October 2009 and March 2010. The October test was not held, however, owing to constraints in resourcing and time.

Test 1 (major and lengthy power outage 30 minutes prior to commencement of Dawn Service) was held on 2 July 2009. The scenario stimulated a great deal of discussion about the adequacy of established processes and procedures. Test 2 (fire in the server room in the Administration building, with major fire and water damage causing the building to be closed, initially for one week but then extending over several) was held on 2 March 2010. This scenario again stimulated a great deal of discussion, particularly about the reliance on IT for a range of activities and the need to prioritise IT activities in the event of a disaster. It is envisaged that the cancelled October test (a serious fire in the Second World War galleries) will now be held in the second half of 2010.

The current processes and procedures met both tests satisfactorily, although some improvements were identified and will be implemented as budget and time allow.

The Memorial participated in Comcover's annual risk management benchmarking survey in 2010 and achieved a good rating (6.6 out of 10). There were some major changes in this year's survey and, as expected, despite our practices and procedures improving, our overall score has decreased. There were three key changes. The first change was the introduction of five "maturity" levels, which reflect the level of investment an agency has made in its risk management framework and its effectiveness in integrating these capabilities. The second was the expansion of the former five key result areas to ten elements covering all aspects of risk management. The third involved the introduction of peer groups to allow comparison with like agencies. These changes reflect Comcover's recognition that agencies' risk management practices have improved significantly since the survey commenced ten years ago, which in essence has raised the bar for the agencies completing the survey.

Copyright

The Memorial's Copyright Group continues to progress work on two initiatives: the development of a specific policy on administering orphaned works in the National Collection, and the development of retrospective strategies to clean up inaccurate copyright status fields in its Collection Management System (MICA).

The first initiative is being undertaken by Research Centre staff, who have developed several test cases. The policy will be drafted with reference to the recently published Copyright In Cultural Institutions' *Flexible dealing and cultural institutions* publication, to which the Copyright Group was a major contributor. Several strategies have been developed and implemented by the Copyright Group, in conjunction with Collection Services staff, to address the second initiative. In addition, the chair of the Copyright Group has drafted both general and section-specific in-house training modules on copyright. It is planned to have these delivered in the second half of 2010.

Evaluation and Visitor Research

Evaluation and visitor research addressed a range of Memorial activities in 2009–10.

A summative evaluation was conducted for the *Of love and war* exhibition, which was on display in the Memorial's Special Exhibitions Gallery from 3 December to 5 May. The exhibition explores the impact of war on the romantic relationships of Australian men and women. More than 100 visitors were observed in the exhibition, the aim being to understand how long they stayed and the degree to which they interacted with the items on display. Another 122 visitors were interviewed as they exited the exhibition. An estimated 200,000 people saw the *Of love and war* exhibition, one-quarter of whom had made a special visit to the Memorial to see it. The evaluation found that this exhibition attracted more women than men, although once in the exhibition the men stayed just as long and looked at just as many things as the women. Most respondents were engaged by the exhibition and related to the emotions it explored. The exhibition caused visitors to reflect on the impact of war on people and their relationships. For about half of all respondents, it made them feel differently or more strongly about Australians who had been involved in war; for example, it gave them a greater understanding of what such people had gone through, and led them to feel empathy with and compassion towards these people, or to see them as "complete people". A large

majority agreed that the exhibition gave them a deeper understanding of what it would have been like to have been involved in war, let them find out more about the experiences of Australians in the past, and allowed them to see a new side of the Memorial.

Two of the Memorial's travelling exhibitions were evaluated off-site, with visitor surveys collected at four different venues hosting Memorial exhibitions. *Framing conflict: Iraq and Afghanistan* – Lyndell Brown and Charles Green was evaluated at the Gippsland Art Gallery Sale, Vic., Fleet Air Arm Museum in Nowra, NSW, and Perc Tucker Regional Gallery in Townsville, Qld. Visitors to *Sidney Nolan: the Gallipoli series* were surveyed at the Tweed River Regional Art Gallery in Murwillumbah, NSW. Surveying visitors to Memorial travelling exhibitions is an important way of monitoring the impact of this program in regional Australia.

A major evaluation was undertaken to assist in the redevelopment of the Memorial's website. The evaluation addressed the purpose of the Memorial's website, the needs of users and potential users, and the design and structure of the website. The evaluation commenced with a review of existing data on the website's purpose and usage, including web statistics and other written material. A series of 21 focus groups was then held with Memorial staff and volunteers, followed by an online survey with more than 1,300 web users. These focus groups identified the main reasons why people visit the website and the sorts of activities they expect to be able to do online. To improve the structure of the website, a card-sorting activity was undertaken with staff, volunteers, and web users; this method provides insight into the way people tacitly group and label content on a website and improves the likelihood that they will find what they are looking for. To ensure that the new website structure is working effectively, usability testing was also undertaken. Users were given a series of tasks to complete and were monitored to see how they approached these tasks and whether they were able to complete them. Online tracking and monitoring will continue to be used into 2010–11 to ensure that the redeveloped website is working effectively.

The completion of the Eastern Precinct and the launch of a new café, *the Terrace at the Memorial*, has seen the commencement of two new evaluation studies. The first, an evaluation of site signage, aims to ensure that visitors are able to find their way to and from the Memorial's car parks. The second study is an evaluation of customer satisfaction at *the Terrace at the Memorial* and *Landing place* cafés. Customer feedback forms have

been developed for both cafés and will be used alongside customer satisfaction surveys to gather information. This study will help ensure that the Memorial's contracted caterer meets agreed standards.

In the lead-up to the introduction of the new National Curriculum, an evaluation was conducted of the Memorial's facilitated education programs. The Memorial's Education team initially assessed its range of facilitated programs against the topics identified for the new National Curriculum, and identified ten new or adapted programs that could be offered. Teachers who had visited the Memorial with their students were then contacted and asked to assess these programs. Almost 200 teachers completed an online survey in which they rated the proposed facilitated programs on their content, length, and affordability. The evaluation identified key learning experiences that teachers seek for their students at the Memorial. The findings are being used to inform decisions about the education programs that will be offered, to ensure they best meet the needs of teachers and students.

A calibration study was conducted of the electronic "people counter" the Memorial uses to estimate visitor attendance. The study also reviewed the methods for estimating attendance used by other free-entry national institutions. As a result, the Memorial has altered the method it uses to estimate general visitor attendance, to bring it into line with the methods of the other institutions.

The Memorial continued its regular visitor surveys throughout 2009–10, monitoring what visitors did during their visit and what they thought of the Memorial's facilities and services. The Memorial updated its general visitor survey to take into account changes recommended by the Australian Bureau of Statistics to achieve common measurement and reporting across the sector. Approximately 1,350 randomly-selected visitors completed the revised general visitor survey: results from this study have been included throughout this report as appropriate. During the year, the Memorial also reviewed and updated the survey it uses to evaluate its Memorial Box program in order to gather more qualitative information. Surveys were also used to collect information from attendees at school wreathlaying ceremonies, the War Wounds: Medicine and the Trauma of Conflict history conference, and the two "Big Things in Store" events held during the year.

OUTPUT 1.11 Resource Management

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

Buildings and Services

Buildings

The technical development of a more efficient Control Strategy for the Memorial's Building Management System (BMS) was completed last year; the implementation of changes to the control of Heating, Ventilation and Air Conditioning (HVAC) to reduce energy consumption is occurring progressively. Associated refinements made to climate control included completion of a program in the Administration building to replace obsolete pneumatic HVAC controls with modern electronics; and the review in conjunction with conservators at the Memorial of parameters for conservation storage climate control. The commissioning of the new café climate control hydronic system continued into winter 2010 to ensure that the energy efficiency and performance design of this innovative heating and cooling system was fully met.

The capacity and capability of the Memorial's storage facility at Mitchell continues to be a focus. A significant activity this year has been the purchase from Australia Post of an additional storage building adjacent to the Mitchell site. The requirements of this building to support additional collection storage at Mitchell have been scoped, and work to upgrade fire protection and security will be completed in the next financial year. The detailed scoping and options study for an upgrade of HVAC and power for the Treloar A building was also completed this year and it is expected an upgrade to this building's infrastructure can be undertaken next financial year.

The Memorial's cleaning contract was fully reviewed and re-tendered this year. A full review of the Memorial's facility maintenance contract and plant and equipment asset register was also undertaken as part of preparation for the re-tender of the Memorial's long-standing facility maintenance contract. A range of building improvements have also been made at the Campbell site. Works this year include:

- renovation of the Multimedia section in the C.E.W. Bean Building to facilitate movement of this section towards a more digital technology focus;

- connection of electrical “smart meters” to the BMS for improved monitoring and fault finding;
- improvements to the humidity control for the Memorial’s negative collection storage area;
- general improvements to plant room configuration and removal of obsolete services and cabling; and
- review of requirement for uninterrupted power supply to support exhibition audio visual equipment (installation scheduled for next financial year).

Grounds

The precinct underwent major landscape renovation and planting as part of the Eastern Precinct development (refer to Output 1.2 National Memorial and Grounds) and this has significantly improved the overall site. Grounds irrigation system controls have been upgraded and site irrigation is now also fully controllable through the Memorial’s BMS.

Heritage

Detailed heritage assessments were conducted for the Eastern Precinct and Hall of Valour developments. Final comment on the Memorial’s draft Heritage Master Plan was received from the Department of the Environment, Water, Heritage and the Arts late in the financial year. The draft plan will now soon go to public consultation and final review by the Australian Heritage Commission.

Security (including emergency planning)

The upgrade of the Memorial’s security infrastructure was completed last year and this year effort has been directed at continuing familiarisation in the use of the new system and managing the defects liability period. The scope of the ongoing maintenance agreement for the Memorial’s security infrastructure was also refined. Memorial security staff played a significant role in security arrangements for the *This company of brave men: the Gallipoli VCs* travelling exhibition. The Emergency Planning Committee met four times, and planning for and conducting emergency evacuation drills for all Memorial buildings has continued.

Workshop services

The Memorial’s workshop supports a wide range of Memorial activities; work this year included the construction of exhibition infrastructure for the *Sidney Nolan: the Gallipoli series*, *Of love and war*, and *Framing Conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* special exhibitions. The workshop also supported gallery development and travelling exhibitions

with trades assistance for the construction of various storage and display units, plinths and packing crates; it also undertook general building and gallery works, and commemorative plaque installations.

Records management

Records management staff were heavily involved in work related to the planning and implementation of the Electronic Document and Records Management (EDRMS) component of the Enterprise Content Management project. Work on the EDRMS progressed well during the year towards implementation. Final design documents were reviewed and approved in early June, allowing the building phase of the project to commence shortly thereafter. Another major achievement during the year was the documentation and transfer to the Research Centre of all sentenced records from the period 1945–88 and the completion of the annual file census.

Finance

Financial and corporate support systems

Planning for the Memorial’s Financial Management Information System upgrade has commenced, and a timeframe for implementation in 2010–11 was developed. The final implementation date will be dependent on the successful completion of the Enterprise Content Management System, currently scheduled for December 2010.

The continued training of Finance staff across a number of system and financial functions served to further develop the team’s skill base and to provide for adequate coverage in the event of unplanned staff absences.

Financial policy

The Memorial’s Procurement Guidelines were updated during the year to incorporate recent changes to the Government’s procurement and general policies.

As part of Government’s *Operation Sunlight* budget reforms, a new Collection Development and Acquisition Budget was established from 1 July 2009. The existing funding policy for non-Collection asset replacement will continue, and recent advice indicates that there are now plans to introduce departmental capital budgets for CAC agencies. No other changes to funding arrangements have been made.

The Chief Finance Officer continued to be involved in activities necessary to ensure the funding strategies for planned capital projects are achieved, including the East Precinct redevelopment project.

A review of the Memorial's investment arrangements resulted in additional on-call accounts being established. This has resulted in additional revenue and increased flexibility with short term investments. The investment portfolio was also extended to include additional financial institutions as approved by Finance, Audit, and Compliance Committee so as to minimise any risk exposure.

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 the Department of Finance and Deregulation as required.

Two formal internal budget reviews were conducted during the year and funding was reallocated between corporate priorities where necessary.

The Memorial's 2010–11 budget was developed in accordance with Government budget policy, and includes \$7.2 m for the Collection Development and Acquisition Budget noted above (previously funded through general appropriation revenue). Funding for many business plan activities has been reduced or ceased where necessary to ensure that the organisation continues to operate within the level of funding made available from both the government and non-government sources.

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 relating to procurement and financial management policies and procedures were presented for Memorial staff throughout the year. 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 or CA status.

Information Technology

Enterprise Content Management

The Enterprise Content Management (ECM) project continued to be the major priority, to address increasing needs for Digital Asset Management (DAM), Electronic Document and Records Management (EDRMS), Web Content Management (WCM) and Enterprise Search. Previous contract issues with the solution provider were resolved by September 2009, allowing the project to continue. Delays introduced by the negotiations resulted in a compressed schedule for the completion goal of December 2010. This challenged Memorial staff resources, but there has been solid progress from September 2009. DAM progressed through to user acceptance testing, while detailed designs were completed for EDRMS and Search. The originally proposed WCM solution was found to be overly complex and, based on the advice of an independent consultant, was set aside in favour of a more efficient solution. Overall, the project remains on schedule for completion by December 2010.

Strategic planning

Oversight of IT strategic direction, information management policy, and web services continued through monthly meetings of the Information Management Steering Group (IMSG) and reporting to CMG.

Corporate applications and network infrastructure

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. Key achievements included:

- upgrade of the collection management system (MICA);
- upgrade of software to support e-Business and school booking activities;
- redevelopment of the web technical platform and release of a new look and feel for the website;
- ongoing support for all other corporate software applications;
- acquisition and commissioning of a preservation standard, digital storage solution to support the DAM component of the ECM project;
- further implementation of server virtualisation to improve administration and to deliver operational efficiencies;
- rolling replacement of network servers as part of the ongoing leasing strategy;

- replacement of 50 per cent of workgroup printers;
- extension of the data network to *the Terrace at the Memorial café*;
- establishment of sponsored internet access points (WiFi hot spots) in the Research Centre and *the Terrace at the Memorial café*;
- maintenance of staff training across Microsoft, VMware and Interwoven products.

The replacement of desktop and notebook computers was again deferred due to staff resources and a need to achieve savings towards balancing the overall AWM budget.

People Management

Strategic people management – workforce planning

A major focus for the year was the successful development of a new one-year Teamwork Agreement for the Memorial for 2010–11. The process for development of the new Agreement went smoothly with the target date for implementation of 1 July 2010 met through the cooperative efforts of all parties. The Agreement provides for a 3 per cent pay increase.

A number of key policies were reviewed during the year, including Defence Reserve Leave, Overseas Development, and the Code of Ethics.

A change management plan was developed and implementation commenced to facilitate the introduction of the ECM in 2010–11.

Workforce development

The People Development Program is a key strategy for enhancing the skill levels of staff and for increasing productivity within the Memorial. The 2009–10 plan incorporated ongoing management programs, including the Cultural Management Development and Advanced Workplace Skills Programs (run in cooperation with our cultural institution partners), the Workplace Skills program, and participation in the Public Sector Management Program. The Memorial's Leadership Program, with occasional guest speakers, began with a talk in April presented by Professor Stephen Parker, Vice Chancellor of the University of Canberra. This was followed by talks delivered by Australian Women's Basketball coach, Carrie Graff, in May, and by the Chief Executive of the Department of Disability, Housing and Community Services (ACT Government), Sandra Lambert, in June.

Other learning and development programs provided to address individual Personal Development Plan requests included recruitment, financial management, cultural awareness and diversity, and instruction on new equipment and technology.

Australian Military History courses were conducted again by Memorial historians, with the course continuing to provide key knowledge and skills to Memorial staff.

People management and services

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

The Memorial's three-year Workplace Diversity Plan was also reviewed, updated and implemented in March 2010. The Memorial's Workplace Harassment Contact Officer program continued to operate effectively and no formal grievances were made during the year.

The Memorial provides an Employee Assistance Program to support staff and their family members. The service provider is PPC Worldwide. The program continued to deliver effective support during the year, with statistics provided by PPC on the operation of the program which indicate that usage 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 \$1,716,723 was achieved; this was above target by 11 per cent or \$166,723. The net profit for the shop before notional costs was \$399,068 and after notional costs was \$269,333, which represents 16 per cent of sales.

The focus this year was on both cost containment and successful product development to deliver strong profit margins. Gross profit margins increased by 3 per cent to 56 per cent, resulting in a 23 per cent net operating profit before notional costs. The average sale in the Shop has also grown to be \$20.01.

Two more curatorial collection publications were released this year: *Mud and dust: Australian Army vehicles and artillery in Vietnam* and *Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission*. These publications featured prominently in the Shop. Copies signed by the author provided a point of difference for publications purchased from the Memorial. The film *No dramas: recordings from Iraq* by the Australian War Memorial's first official cinematographer, Robert Nugent, was also released on DVD. This was an important release, as it was the first time such material on a current conflict has been produced for public sale by the Memorial.

Branches of the historically significant Lone Pine tree broke off during a severe storm in December 2008. Timber from those branches was secured for a range of products, the first series being released for sale on 13 January 2010. There had been significant interest in the products owing to the national media coverage in late December; this resulted in many requests for products both on-site at the Memorial and via our online Shop. Sales revenue through both outlets on the launch day was approximately \$60,000. While stocks of most products are now sold out, pens made from the Lone Pine tree are still available.

A small range of merchandise was developed to accompany the *Of love and war* travelling exhibition. Products were designed to appeal to a female clientele and included compact mirrors and umbrellas, each with images that featured in the exhibition. The high visitation to this exhibition during its display period at the Memorial ensured that this merchandise, along with other Memorial merchandise, sold well.

e-Business

Gross e-Business revenue of \$873,842 was made up of \$678,503 (79 per cent) cash and \$176,937 (21 per cent) in the value of fee waivers granted. There was, compared with the previous year, a decrease in both the number and value of corporate waivers.

The average monthly revenue achieved this year was approximately \$72,820, with April 2010 recording the single highest revenue (\$122,033).

Major projects for this year included a pricing review and an upgrade of the e-Business software solution, Piction. Production prices of Collection reproductions were established in 2002 and last reviewed in 2005. User fee pricing had not been reviewed since 2002. As a result of the review, new production prices were introduced in

October 2009. New user fees and categories of use were introduced with the upgraded software in December 2009.

The software upgrade delivered enhanced design, a more efficient search interface, and increased usability within the Online Shop. After some initial fine-tuning of the service, the overall result shows a strong increase in web traffic searching and viewing the records of the collection and products in the shop. In addition, more customers are placing online orders.

The revenue performance has improved in the last six months as a result of the software and interface upgrade, pricing changes, and successful Shop product releases. Revenue from Shop products grew this year by 1 per cent, with sales of Gallipoli Lone Pine timber products and *The ANZAC book* contributing over \$73,000 in revenue. Since *The ANZAC book's* release in March 2010, e-Business has sold almost 700 copies.

Sales of Collection reproductions have been modest this year with 65 per cent of e-Business revenue from this source. High-resolution TIFF scans are by far the most preferred product, with 4,712 individual scans being supplied.

Growth in the sales of Shop products was assisted by an educational resources flyer distributed to schools nationally. This is a yearly initiative undertaken through the Department of Veterans' Affairs. Over 1,000 items were sold as a result of this campaign, which generated approximately \$20,000 in revenue for the Memorial.

Other Revenues

Overall, non-government revenue was \$8.42 million, which exceeded the target by 35 per cent. Total revenue (including the value of goods and services provided free of charge) was \$10.11 million. Strong contributions were made by Shop sales, interest, education programs, and sponsorships.

OUTPUT 1.13 Team Management

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

This is a common output across the Memorial and recognises the promotion of teamwork to achieve corporate priorities. The Business Management and Performance Feedback Scheme (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 while more specialist committees such as Work Place Relations, Occupational Health and Safety, Exhibition Planning, Emergency Planning and Evacuation, Environment and Energy, and Information Management are essential forums for addressing cross-branch matters of importance. All-staff meetings are held periodically to provide updates from senior management on key strategic issues and major project developments.

Staff and management contributed to and/or participated in community programs such as Red Cross Blood Bank, Legacy, Heart Foundation, and Mothers Day Classic Fun Run fund-raising activities.

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

An indicator of the effectiveness of teamwork at the Memorial is the willingness of staff to contribute 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 dedication of staff and commitment to achieving corporate priorities as approved in the Business Plan is very much appreciated by senior management and Council.



The Director explains the elements of the Hall of Memory to visiting school students during a special wreathlaying ceremony.

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;
 - (j) to train members of the staff of the Memorial, and other such persons as the Council approves, in developing, caring for, and undertaking research in relation to the Memorial collection;
 - (k) to assist, on request, in the creation and maintenance of military museums in Defence Force establishments;
 - (m) to occupy, use, and control any land or building owned or held under lease by the Commonwealth and made available to the Memorial under section 7;
 - (n) to erect buildings;
 - (o) to purchase or take on hire, or to accept as a gift or on deposit or loan, and to dispose of or otherwise deal with furnishing, equipment, and other goods;

- (p) to act as trustee of monies or other property vested in the Memorial on trust; and
- (q) to act on behalf of the Commonwealth or of an authority of the Commonwealth in the administration of a trust relating to historical material or related matters.

Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Honourable Alan Griffin MP was the minister responsible for the Memorial for 2009–10.

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 2009–10* was approved by Council in May 2009 and audits were completed as follows:

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

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the 2010–11 Business Plan.

The 2010–11 Internal Audit Plan was approved by Council in May 2010. The new plan will include:

- review of events risk management
- security of the National Collection
- business risk assessment
- fraud risk assessment
- development of Strategic Internal Audit plan 2011–14.

External Audit

The audit of the 2009–10 Financial Statements was undertaken by Moore Stephens on behalf of the ANAO and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's 2009–10 Financial Statements is at page 53.

Fraud Control

As required by the Commonwealth Fraud Control Guidelines, the Memorial implements practices and

procedures for effective fraud control. During 2009–10 the Memorial implemented the prevention, detection, and reporting procedures and processes outlined in the Fraud Control Plan. The Memorial responded to the 2008–09 annual survey by the Australian Institute of Criminology in August 2009.

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 directors of a Commonwealth authority must ensure that the authority complies with a General Policy Order to the extent that the Order applies to the authority. No General Policy Orders that apply to the Memorial were issued during 2009–10. The Memorial continued to comply with the following policies applied previously by Ministerial Directions:

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

Indemnities and Insurance Premiums

The total insurance premium for 2009–10, including the 7.9 per cent discount received through the annual Risk Management Benchmarking Survey in 2009, was \$204,954.34 (excluding GST), which was approximately \$78,000 lower than for 2008–09. The policy provided comprehensive cover for property and general liability, with the premiums being \$159,213.91 and \$33,449.40 respectively. Council members are provided with indemnity insurance, and the premium for the Director's and officers' liabilities was \$7,429.09.

Legal Actions

A claim for potential liability (up to \$280,000) 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. An unsuccessful settlement conference was held in December 2009; further information has been provided by the plaintiff, and the Commonwealth is attempting to settle the claim.

Ombudsman

One issue concerning the inclusion on the Roll of Honour at the Memorial of the names of sailors who died while on post–Second World War mine clearance operations was raised with the Commonwealth Ombudsman. The Memorial provided documentation to the Ombudsman and the matter was closed.

Social Justice and Equity

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

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

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

- About 4.5 per cent of the Memorial's general visitors have a disability (approximately 30,600 people during 2009–10).
- 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 gave a rating of satisfied or very satisfied for the indicated services:
 - 90 per cent – mobility-impaired access into the building
 - 94 per cent – mobility-impaired access within galleries and between floors
 - 84 per cent – free wheelchairs
 - 82 per cent – accessible toilets
 - 78 per cent – mobility-impaired parking.

It is anticipated that satisfaction with mobility-impaired parking should improve now that more parking has been made available closer to the Memorial entrance in the new Eastern Precinct underground car park.

- 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 more satisfied by their visit to the Memorial than non-Indigenous Australians.
- About 25 per cent of Australian visitors were born overseas (22 per cent in the Australian population as a whole). Satisfaction level among overseas-born Australian visitors was the same as for those born in Australia.
- About 13 per cent of Australian visitors speak a language other than English at home – a smaller percentage than that found in the Australian population (16 per cent), although this proportion is growing (up from 10 per cent last year). Those Australians who speak a language other than English at home were just as satisfied by their visit to the Memorial as those who speak only English at home.

In 2009–10 a wide range of facilities and services were made available for visitors including:

- strollers for visitors with children
- wheelchairs for visitors
- 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.

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 52.

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.

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 193 compliments, 125 suggestions and comments, and 7 complaints were received through the Service Charter or the Visitors' Book during 2009–10. A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 47.

Of the comments and suggestions received, almost 60 per cent (71 out of 125) 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 signage, being given notice regarding opening times, parking facilities, shop products, and seating in the galleries.

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.

As prescribed by policy, the Memorial responded to all comments received under the Service Charter that included contact details. Standard response times are within ten days for comments received by letter, fax, or email, and within three days for telephone inquiries that cannot be handled immediately. These standards were met in the majority of cases.

Advertising and Market Research Expenditure

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, the following is a summary of amounts paid by the Memorial to advertising agencies, market research organisations, and media advertising organisations. As required, particulars of payments less than \$10,000 have not been included. The Memorial did not pay for the services of any polling or direct mail organisations.

Name	Services provided	Amount paid \$
TMP Worldwide Pty Ltd	General Memorial advertising and recruitment advertising	157,972
WIN Television NSW Pty Ltd	General Memorial advertising	129,771
Grey Advertising Canberra Pty Ltd	General Memorial advertising	63,662
Canberra FM Radio	General Memorial advertising	32,733
Chief Minister's Department	General Memorial advertising	31,800
Nationwide News Pty Ltd	General Memorial advertising	29,150
Department of Territory and Municipal Services	General Memorial advertising	25,000
Capital Magazine Publishing	General Memorial advertising	12,474
Hardie Grant Magazines	General Memorial advertising	11,400
WIN Television Qld Pty Ltd	General Memorial advertising	11,000
Advertising expenditure		504,962
Market research expenditure		–
Total		\$504,962

Freedom of Information Act 1982, Section 8 Statement

This statement is correct to 30 June 2010.

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 Administration Building
Australian War Memorial
Treloar Crescent
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
- (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 2009–10

In 2009–10 the Memorial received one request for access to documents under the *Freedom of Information Act 1982*. The application fee of \$30 was received but all further charges were waived. No outstanding requests were carried over from 2008–09.

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

The Memorial's Energy and Environment Committee rigorously monitors the Memorial's energy (gas and electricity) and water use. The Committee also continues to oversee environmental management and to review and make recommendations on energy and environment initiatives. Examples of energy initiatives this year are:

- upgrade of obsolete pneumatic air conditioning controls to electronic (Administration Building)
- review and improvement of the Building Management System (BMS) control strategy (Memorial wide)
- connection of electrical "smart meters" to the BMS
- all essential external lighting now controlled by photoelectric cells.

Heritage

Detailed heritage assessments were conducted for the Eastern Precinct and Hall of Valour developments. Final comment on the Memorial's draft Heritage Master Plan was received from the Department of the Environment, Water, Heritage and the Arts late in the financial year. The draft plan will soon go to public consultation and final review by the Australian Heritage Commission.

The following activities were undertaken as part of the ongoing conservation and presentation of the heritage precinct:

- The weathered sandstone capping in the Eastern Cloisters and drainage covers above the gargoyles throughout the Cloisters were repaired.
- The interior of the stained glass windows in the Hall of Memory were cleaned and additional bird deterrents installed to discourage roosting.
- The marble Stone of Remembrance on the Parade Ground and the Commemorative Stone in the Western Courtyard were cleaned and the lettering re-gilded.
- Bronze framed glass windows in the south of the Commemorative Area were re-glazed to repair damage and match other original window features.
- All original external light fittings on the main building were repaired and serviced and connected to photoelectric cell controlled circuits.
- Conservation works to the mosaic element of the Australian servicewomen's memorial and an upgrade of its water feature infrastructure are currently being undertaken.

Occupational Health and Safety

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

The fifth round of the program of random plant audits was conducted over the period May–June 2010. 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 audit included the Military Heraldry and Technology section, Research Centre, and Buildings and Services section's Security, Workshop, and Services units. No significant issues of concern were recorded.

A program of eye tests for staff who use screen-based equipment as an integral part of their duties was completed in September 2009 and involved more than 80 staff. Close to 50 per cent of staff participated in the annual influenza vaccination program conducted in March and May. Training in OH&S awareness for new staff continues to be delivered via the Memorial's online induction system. Support for general health-related activities during the year included continuation of the rolling health awareness program. Sessions conducted as part of the health awareness program included

a seminar on "depression and anxiety" delivered by *beyondblue*, "diet and physical activity" presented by the Heart Foundation, a talk on "work-life balance" by PPC Worldwide, a talk on "correct posture" (specifically for staff who spend much of their working day on their feet) by Freedom in Action, and several sporting activities such as softball and walking. A session about smoking, delivered by QUIT as part of the program, returned a very positive result, with several staff committing to giving up smoking as a result.

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. In its role as an employer, the Memorial reports through the Australian Public Service Commission's State of the Service agency survey.

A number of services are maintained by the Memorial to ensure that the needs of visitors with disabilities are met. These include the provision of accessible parking, lifts, and wheelchairs. The quality of these services is regularly included in visitor surveys. The results of the surveys are monitored to ensure that appropriate standards or service and satisfaction are maintained.

The Memorial's Service Charter invites feedback on its provision of services. Comments, complaints, and grievances received through the Visitors' Book and the Service Charter are responded to within ten days, and action is undertaken as appropriate. The Service Charter is available on the Memorial's website.

Extensive consultation with relevant community members is undertaken during all exhibition development.



The RAAF hands over the Caribou A4-140 to the Memorial. Front row, left to right: Nola Anderson, Assistant Director, and Air Commodore John Oddie, Commander, Air Lift Group. Back row, left to right: Air Marshal Mark Binskin AO, Chief of Air Force; Flying Officer Matt Sullivan; Wing Commander Tony Thorpe; Sergeant Scott Jones; Corporal Daniel Amiet; Corporate Nicholas Bordujenko; Veteran pilot, Mr Kevin Henderson.

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 2010, which comprise: a Statement by the Council, Director and Chief Finance Officer, Statement of Comprehensive Income; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; Schedule of Asset Additions 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 have 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.

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 2010 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Peter Kerr
A/ Executive Director
Delegate of the Auditor-General
Canberra
11 August 2010




Australian War Memorial

STATEMENT BY COUNCIL, DIRECTOR AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2010 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*, as amended.

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 Council.


General F J Cosgrove AC MC
Chairman of Council
11 August 2010
Mr K R Peacock, AM
Chairman of Finance, Audit and Compliance
Committee
11 August 2010
Steve Gower AO AO (Mil.)
Director
11 August 2010
Ms Leanne Patterson
Chief Finance Officer
11 August 2010

STATEMENT OF COMPREHENSIVE INCOME for the period ended 30 June 2010

	Note	2010 \$	2009 \$
EXPENSES			
Employee benefits	2A	19 092 086	18 463 055
Suppliers	2B	12 283 141	14 487 258
Depreciation and amortisation	2C	17 207 892	17 545 590
Write-down and impairment of assets	2D	324	53 726
Losses from asset sales	2E	12 966	-
Total expenses		48 596 409	50 549 629
Less:			
OWN-SOURCE INCOME			
Own-source revenue			
Sale of goods and rendering of services	3A	3 443 317	3 446 919
Interest		1 901 499	2 559 204
Resources received free of charge	3B	1 247 703	3 379 954
Other revenue	3C	3 511 323	2 762 190
Total own-source revenue		10 103 842	12 148 267
Gains			
Sale of assets	3D	-	45 595
Reversals of previous asset write-downs and impairment	3E	3 692	-
Total gains		3 692	45 595
Total own-source income		10 107 534	12 193 862
Net cost of services		38 488 875	38 355 767
REVENUE FROM GOVERNMENT			
Revenue from Government	3F	31 407 000	38 597 000
Total revenue from Government		31 407 000	38 597 000
Surplus (Deficit) attributable to the Australian Government	9	(7 081 875)	241 233
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation reserves		-	(22 952 339)
Total other comprehensive income		-	(22 952 339)
Total comprehensive income (loss) attributable to the Australian Government		(7 081 875)	(22 711 106)

The reported deficit in 2010 is a result of changes to Government funding associated with the depreciation of the National Collection. Please refer to Note 9 for further detail.

BALANCE SHEET as at 30 June 2010

	Note	2010 \$	2009 \$
ASSETS			
Financial Assets			
Cash and cash equivalents	4A	3 976 773	7 159 890
Trade and other receivables	4B	396 177	400 321
Investments	4C	35 000 000	37 500 000
Accrued interest revenue		991 682	920 850
Total financial assets		40 364 632	45 981 061
Non-financial Assets			
Land and buildings	5A	124 643 721	112 399 891
Infrastructure, plant and equipment	5B	4 165 551	4 367 644
Heritage and cultural assets	5C	959 890 818	963 946 234
Exhibitions	5D	19 520 359	21 137 536
Intangibles	5E	3 199 870	2 782 562
Inventories		589 059	547 833
Other non-financial assets	5G	246 978	113 130
Total non-financial assets		1 112 256 356	1 105 294 830
Total assets		1 152 620 988	1 151 275 891
LIABILITIES			
Payables			
Suppliers	6A	822 566	1 948 190
Other payables	6B	1 438 944	1 245 391
Total payables		2 261 510	3 193 581
Provisions			
Employee provisions	7A	6 611 559	6 161 516
Total provisions		6 611 559	6 161 516
Total liabilities		8 873 069	9 355 097
NET ASSETS		1 143 747 919	1 141 920 794
EQUITY			
Contributed equity		32 380 000	23 471 000
Asset revaluation reserves		525 056 320	525 056 320
Retained surplus		586 311 599	593 393 474
Total equity		1 143 747 919	1 141 920 794

STATEMENT OF CHANGES IN EQUITY for the period ended 30 June 2010

	Retained Earnings		Asset Revaluation Reserves		Contributed Equity Capital		Total Equity	
	2010	2009	2010	2009	2010	2009	2010	2009
	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	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
Comprehensive income								
Other comprehensive income	-	-	-	(22 952 339)	-	-	-	(22 952 339)
Surplus (Deficit) for the period	(7 081 875)	241 233	-	-	-	-	(7 081 875)	241 233
Total comprehensive income attributable to the Australian Government	(7 081 875)	241 233	-	(22 952 339)	-	-	(7 081 875)	(22 711 106)
Transactions with owners								
Contributions by owners					8 909 000	9 300 000	8 909 000	9 300 000
Equity injection								
Sub-total Transaction with owners					8 909 000	9 300 000	8 909 000	9 300 000
Closing balance at 30 June attributable to the Australian Government	586 311 599	593 393 474	525 056 320	525 056 320	32 380 000	23 471 000	1 143 747 919	1 141 920 794

CASH FLOW STATEMENT for the period ended 30 June 2010

	Note	2010 \$	2009 \$
OPERATING ACTIVITIES			
Cash received			
Goods and services		3 599 787	3 411 143
Receipts from Government		31 407 000	38 597 000
Interest		1 830 667	2 438 903
Net GST received		2 671 619	1 244 474
Other cash received		3 113 773	2 762 190
Total cash received		42 622 846	48 453 710
Cash used			
Employees		(18 642 043)	(18 375 019)
Suppliers		(14 966 528)	(11 433 485)
Total cash used		(33 608 571)	(29 808 504)
Net cash from operating activities	8	9 014 275	18 645 206
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		3 388	103 174
Investments		45 000 000	47 500 000
Total cash received		45 003 388	47 603 174
Cash used			
Purchase of property, plant and equipment		(23 609 780)	(15 599 933)
Investments		(42 500 000)	(55 000 000)
Total cash used		(66 109 780)	(70 599 933)
Net cash used by investing activities		(21 106 392)	(22 996 759)
FINANCING ACTIVITIES			
Cash received			
Contributed equity		8 909 000	9 300 000
Total cash received		8 909 000	9 300 000
Net cash from financing activities		8 909 000	9 300 000
Net increase (decrease) in cash held			
Cash and cash equivalents at the beginning of the reporting period		7 159 890	2 211 443
Cash and cash equivalents at the end of the reporting period	4A	3 976 773	7 159 890

SCHEDULE OF COMMITMENTS as at 30 June 2010

	Note	2010 \$	2009 \$
BY TYPE			
Commitments receivable			
Sponsorship		(313 500)	(436 700)
GST recoverable on commitments		(566 921)	(1 923 885)
Total commitments receivable		(880 421)	(2 360 585)
Commitments payable			
Capital commitments			
	1.18		
Land and buildings		392 177	15 838 156
Infrastructure, plant and equipment		-	151 262
Exhibitions		670 719	691
Intangibles		1 240 104	2 341 705
National Collection		309 698	220 816
Total capital commitments		2 612 698	18 552 630
Other commitments			
Operating leases	1.18	339 703	431 494
Project commitments		645 952	115 373
Other commitments		2 951 282	2 499 935
Total other commitments		3 936 937	3 046 802
Net commitments by type		5 669 214	19 238 847
BY MATURITY			
Commitments receivable			
One year or less		(564 874)	(1 960 631)
From one to five years		(315 547)	(399 954)
Total commitments receivable		(880 421)	(2 360 585)
Commitments payable			
Capital commitments			
One year or less		2 522 870	17 093 553
From one to five years		89 828	1 459 077
Total capital commitments		2 612 698	18 552 630
Operating lease commitments			
One year or less		237 212	362 787
From one to five years		102 491	68 707
Total operating lease commitments		339 703	431 494
Other Commitments			
One year or less		1 744 538	2 328 600
From one to five years		1 852 696	286 708
Total other commitments		3 597 234	2 615 308
Net commitments by maturity		5 669 214	19 238 847

NB: Commitments are GST inclusive where relevant.

The following non-financial non-current assets were added in:

2010	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage & Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles \$'000	Total \$'000
By purchase – Government funding	1 340	14 214	640	5 652	500	705	23 051
By purchase – other	-	-	562	-	-	-	562
Assets received as gifts/donations	-	-	-	398	-	-	398
Total	1 340	14 214	1 202	6 050	500	705	24 011

2009	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage & Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles \$'000	Total \$'000
By purchase – Government funding	-	3 932	682	6 766	863	1 101	13 344
By purchase – other	-	-	1 064	-	-	-	1 064
Assets received as gifts/donations	-	-	-	1 618	-	-	1 618
Total	-	3 932	1 746	8 384	863	1 101	16 026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**1.1 Outcome of the Memorial**

The Memorial is structured to meet the following outcome:

Australians remembering, interpreting, and understanding the Australian experience of war and its enduring impact through maintaining and developing the National Memorial, its collection and exhibition of historical material, commemorative ceremonies and research.

1.2 Basis of Preparation of the Financial Statements

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

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

The financial statements have been prepared in accordance with:

- Finance Minister's Orders (FMO) for reporting periods ending on or after 1 July 2009; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and are 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 statements are 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 statement of comprehensive income when, and only when, the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgements 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.

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

1.4 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.

1.5 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.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010**1.6 Gains***Sale of Assets*

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

1.7 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.

1.8 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 long term 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 will apply 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 2010. 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.

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.

1.9 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.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

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.

1.10 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 2010 to cover commitments and expenses relating to 2009-10 and 2010-11. Cash is also reserved for a number of projects including the Hall of Valour redevelopment, World War II Gallery half-life refurbishment, Enterprise Content Management system, Travelling Exhibition programs, and conservation works on the National Collection.

1.11 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". 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 statement of comprehensive income.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010**1.12 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).

1.13 Acquisition of Assets

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and 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.

1.14 Property, Plant and Equipment*Asset Recognition Threshold*

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

Revaluations

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

Asset Class	Fair Value Measured at:
Land	Market selling price
Buildings	Market selling price / depreciated replacement cost
Exhibitions	Depreciated replacement cost
Plant and 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 in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly through the surplus/deficit, except to the extent that they reverse a previous revaluation increment for that class.

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010*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:

	2010	2009
Buildings and building improvements	10 to 175 years	10 to 175 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 2010. 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.

1.15 Heritage and Cultural Assets

Pursuant to Section 8 of the *Australian War Memorial Act 1980*, the Memorial has the authority to dispose of heritage and cultural items which are not required as part of the National Collection, or are unfit for inclusion.

Revaluations

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

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

Depreciation

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

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

1.16 Intangible Assets

The Memorial's intangibles comprise purchased and internally developed software, 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 (2009: 2 to 10 years).

All software assets have been assessed for indications of impairment as at 30 June 2010.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010**1.17 Inventories**

The Memorial holds finished goods 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 – cost of direct materials and labour plus attributable costs that are capable of being allocated on a reasonable basis.

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

1.18 Commitments

Capital commitments include current undertakings and outstanding contractual payments related to the redevelopment of the Hall of Valour, Second World War Gallery refurbishment and the development of the Enterprise Content Management System (ECM). 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 3 to 5 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 3 to 5 years from the commencement of the lease. The Memorial may take out additional leases at any time during the contract period.

1.19 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.

1.20 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.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

2 EXPENSES**2A. Employee benefits**

Wages and salaries	14 610 853	14 328 802
Superannuation		
Defined benefit plans	1 778 489	1 801 486
Defined contribution plans	932 741	879 599
Leave and other entitlements	1 462 818	1 044 063
Other employee benefits	307 185	409 105
Total employee benefits	19 092 086	18 463 055

2B. Suppliers**Goods and services**

Property and Support Services	4 422 533	4 281 110
Professional Services	1 425 869	1 389 754
Staff Support	1 438 396	1 727 964
Advertising and Promotions	1 309 537	1 914 495
Cost of Goods Sold	1 161 938	1 440 327
Information Technology	830 515	704 341
Exhibitions	316 024	460 614
Travel	306 663	332 621
Other	772 352	1 451 313
Total goods and services	11 983 827	13 702 539

Goods and services

Provision of goods – related entities	20 560	9 192
Provision of goods – external parties	2 033 066	2 518 220
Rendering of services – related entities	1 033 933	1 336 025
Rendering of services – external parties	8 896 268	9 839 102
Total goods and services	11 983 827	13 702 539

Other supplier expenses

Operating lease rentals – minimum lease payments	224 072	509 456
Workers' compensation premiums	75 242	275 263
Total other supplier expenses	299 314	784 719
Total supplier expenses	12 283 141	14 487 258

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

2C. Depreciation and amortisation

Depreciation:

Buildings and building improvements	3 310 060	3 338 183
Infrastructure, plant and equipment	1 388 102	1 603 332
Heritage and cultural assets	10 104 884	9 826 006
Exhibitions	2 116 970	2 396 058
Total depreciation	16 920 016	17 163 579

Amortisation:

Intangibles (Computer Software)	287 876	382 011
Total amortisation	287 876	382 011
Total depreciation and amortisation	17 207 892	17 545 590

2D. Write down and impairment of assets

Asset write downs from:

Impairment of receivables	33	-
Impairment of financial assets	291	42
Impairment of inventories	-	53 684
Total write down and impairment of assets	324	53 726

2E. Losses from asset sales

Infrastructure, plant and equipment

Proceeds from sale	(3 388)	-
Carrying value of assets sold	16 354	-
Total losses from asset sales	12 966	-

2F. Operating expenditure for Heritage and Cultural Assets

Operating expenditure	6 976 223	5 107 136
Total operating expenditure	6 976 223	5 107 136

Operating expenditure is contained in the statement of comprehensive income; however, it is not disclosed as a separate line item. It is merely a representation of expenditure relating to heritage and cultural assets.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

3 INCOME*Revenue***3A. Sale of goods and rendering of services**

Provision of goods – related entities	20 800	19 743
Provision of goods – external parties	2 374 451	2 233 567
Rendering of services – related entities	53 439	107 975
Rendering of services – external parties	994 627	1 085 634
Total sale of goods and rendering of services	3 443 317	3 446 919

3B. Resources received free of charge

Resources received – related entities	423 256	944 308
Resources received – external parties	824 447	2 435 646
Total resources received free of charge	1 247 703	3 379 954

3C. Other revenue

Donations	1 076 282	805 369
Sponsorships	1 868 703	1,276 642
Friends of the Memorial	138 510	139 847
Donated Collection Items	397 550	479 950
Royalties Income	30 251	28 069
Other	27	32 313
Total other revenue	3 511 323	2 762 190

*Gains***Sale of assets**

Infrastructure, plant and equipment		
Proceeds from sale	-	28 174
Carrying value of assets sold	-	(57 579)
	-	(29 405)
Collection		
Proceeds from sale	-	75 000
Total net gain from sale of assets	-	45 595

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

3E. Reversals of previous asset write-downs and impairment

Inventory	3 692	-
Total reversals of previous asset write-downs and impairment	3 692	-

Revenue from Government**3F. Revenue from government**

Department of Veterans' Affairs

CAC Act body payment item	31 407 000	38 597 000
Total revenue from Government	31 407 000	38 597 000

4 FINANCIAL ASSETS**4A. Cash and cash equivalents**

Cash balance comprises:

Cash on hand	37 500	32 750
Deposits	3 939 273	2 627 140
Cash and cash equivalents		
(excluding term deposits with original maturities 90 days or less)	3 976 773	2 659 890
Term deposits with original maturities 90 days or less	-	4 500 000
Total cash and cash equivalents	3 976 773	7 159 890

The Memorial does not have any fixed term investments as at 30 June 2010 with original terms of 90 days or less.

For further information on cash holdings, refer to Accounting Policy Note 1.10 Cash.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

4B. Trade and Other Receivables**Goods and services**

Goods and services – related entities	10 670	9 181
Goods and services – external parties	202 517	131 079
Total receivables for goods and services	213 187	140 260

Other receivables

GST receivable from the Australian Taxation Office	179 873	258 586
Other receivables	3 150	1 475
Total other receivables	183 023	260 061
Total trade and other receivables (gross)	396 210	400 321

Less impairment allowance (goods and services)	(33)	-
Total trade and other receivables (net)	396 177	400 321

Receivables are expected to be recovered in:

No more than 12 months	396 177	400 321
Total trade and other receivables (net)	396 177	400 321

Current terms are net 30 days (2009: 30 days)

Receivables are aged as follows:

Not overdue	364 524	372 354
Overdue by:		
– less than 30 days	19 493	21 884
– 30 to 60 days	8 115	3 623
– 61 to 90 days	3 562	1 981
– more than 90 days	516	479
Total trade and other receivables (gross)	396 210	400 321

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

Reconciliation of the impairment allowance account:

	Goods and services	
	2010	2009
Opening balance	-	(1 438)
Amounts written off	-	224
Amounts recovered and reversed	5 796	-
Increase/(decrease) recognised in net surplus	(5 829)	1 214
Closing balance	(33)	-

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

4C. Investments

Deposits	35 000 000	37 500 000
Total investments	35 000 000	37 500 000

Other financial assets are expected to be recovered in:

No more than 12 months	35 000 000	35 000 000
More than 12 months	-	2 500 000
Total investments	35 000 000	37 500 000

The Memorial's investments represent term deposits held with Australian banks with original terms greater than 90 days. Maturity dates range from July 2010 to June 2011. Effective interest rates range from 4.10% to 6.35%. (2009: 3.40% to 8.27%).

For further information on investments, refer to Accounting Policy Note 1.10 Cash.

5 NON-FINANCIAL ASSETS**5A. Land and buildings**

Land – at fair value	9 190 000	7 850 000
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Buildings

Buildings – at fair value	120 081 637	102 102 022
Assets under construction – at cost	-	3 765 726
Accumulated depreciation	(4 627 916)	(1 317 857)
Total buildings	115 453 721	104 549 891

Total land and buildings	124 643 721	112 399 891
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The Memorial purchased a property during 2010 from Australia Post to be used as further storage for the Collection. Settlement was finalised in May 2010 for \$1.85 m and the value of the land and building is included in the fair value of land and buildings.

The Memorial's land and buildings were revalued as at 31 December 2008 by an independent valuer (Herron Todd White Pty Ltd), in accordance with the policy stated in note 1.14. 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 \$23.0 m in 2009 was not expensed and utilised existing reserves.

No indicators of impairment were found for land and buildings.

Assets under construction in 2009 comprise the development of the Eastern Precinct.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

5B. Infrastructure, Plant and Equipment

Infrastructure, plant and equipment – at fair value	7 395 263	6 351 258
Accumulated depreciation	(3 229 712)	(1 983 614)
Total Infrastructure, Plant and Equipment	4 165 551	4 367 644

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

5C. Heritage and Cultural Assets

National Collection – at fair value	994 905 179	988 855 711
Accumulated depreciation	(35 014 361)	(24 909 477)
Total Heritage and Cultural Assets	959 890 818	963 946 234

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

5D. Exhibitions

Exhibitions – at fair value	26 675 411	26 351 479
Assets under construction – at cost	175 861	-
Accumulated depreciation	(7 330 913)	(5 213 943)
Total exhibitions	19 520 359	21 137 536

No indicators of impairment were found for exhibition assets.

Assets under construction comprise the redevelopment of the Memorial's Hall of Valour.

5E. Intangibles

Computer software:		
Purchased	3 710 596	3 645 226
Internally developed – in progress	2 938 663	2 298 849
Accumulated amortisation	(3 449 389)	(3 161 513)
Total intangibles	3 199 870	2 782 562

No indicators of impairment were found for intangible assets.

Computer software “internally developed – in progress” comprise the development of the Memorial's Enterprise Content Management (ECM) software.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

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

Table A Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (2009–10)

	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage and Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles (Computer software) \$'000	Total \$'000
As at 1 July 2009							
Gross book value	7 850	105 868	6 351	988 855	26 351	5 944	1 141 219
Accumulated depreciation/amortisation and impairment	-	(1 318)	(1 983)	(24 909)	(5 213)	(3 161)	(36 584)
Net book value 1 July 2009	7 850	104 550	4 368	963 946	21 138	2 783	1 104 635
Additions by purchase	1 340	14 214	1 202	5 652	500	705	23 613
Additions by donation	-	-	-	398	-	-	398
Depreciation/amortisation expense	-	(3 310)	(1 388)	(10 105)	(2 118)	(288)	(17 209)
Disposals – other	-	-	(159)	-	-	-	(159)
Depreciation on disposals	-	-	143	-	-	-	143
Net book value 30 June 2010	9 190	115 454	4 166	959 891	19 520	3 200	1 111 421
Net book value as at 30 June 2010 represented by:							
Gross book value	9 190	120 082	7 394	994 905	26 851	6 649	1 165 071
Accumulated depreciation/amortisation and impairment	-	(4 628)	(3 228)	(35 014)	(7 331)	(3 449)	(53 650)
	9 190	115 454	4 166	959 891	19 520	3 200	1 111 421

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

	Land \$'000	Buildings \$'000	Other infrastructure, plant and equipment \$'000	Heritage and Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles (Computer software) \$'000	Total \$'000
As at 1 July 2008							
Gross book value	7 800	134 511	4 635	980 471	25 527	4 843	1 157 787
Accumulated depreciation/amortisation and impairment	-	(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
Additions by purchase	-	3 932	1 746	6 766	863	1 101	14 408
Additions by donation	-	-	-	1 618	-	-	1 618
Revaluations recognised in other comprehensive income	50	(32 575)	-	-	-	-	(32 525)
Depreciation adjustment on revaluation recognised in other comprehensive income	-	9 573	-	-	-	-	9 573
Depreciation/amortisation expense	-	(3 338)	(1 603)	(9 826)	(2 396)	(382)	(17 545)
Disposals – other	-	-	(30)	-	(38)	-	(68)
Depreciation on disposals	-	-	4	-	7	-	11
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 and impairment	-	(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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$

5G. Other non-financial assets

Prepayments	246 978	113 130
Total other non-financial assets	246 978	113 130

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

Total other non-financial assets are expected to be recovered in:

No more than 12 months	246 978	113 130
Total other non-financial assets	246 978	113 130

6 PAYABLES**6A. Suppliers**

Trade creditors	822 566	1 948 190
Total supplier payables	822 566	1 948 190

Supplier payables expected to be settled within 12 months:

Related parties	95	-
External parties	822 471	1 948 190
Total supplier payables	822 566	1 948 190

6B. Other payables

Salaries and wages	387 705	326,133
Payment received in advance	1 023 340	887 925
Customer orders not yet supplied	27 899	31 333
Total other payables	1 438 944	1 245 391

Total other payables expected to be settled within 12 months:

No more than 12 months	1 438 944	1 245 391
Total other payables	1 438 944	1 245 391

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	6 019 886	5 794 122
Other	591 673	367 394
Total employee provisions	6 611 559	6 161 516

Employee provisions are expected to be settled in:

No more than 12 months	2 778 511	2 636 417
More than 12 months	3 833 048	3 525 099
Total employee provisions	6 611 559	6 161 516

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

8 CASH FLOW RECONCILIATION**Reconciliation of cash and cash equivalents as per Balance Sheet to Cash Flow Statement**

	2010	2009
	\$	\$
Cash and cash equivalents as per:		
Cash Flow Statement	3 976 773	7 159 890
Balance Sheet	3 976 773	7 159 890
Difference	-	-

Reconciliation of net cost of services to net cash from operating activities:

Net cost of services	(38 488 875)	(38 355 767)
Add revenue from Government	31 407 000	38 597 000
Operating result	(7 081 875)	241 233

Adjustments for non-cash items

Depreciation and amortisation	17 207 892	17 545 590
Net loss (gain) from disposal of assets	12 966	(45 595)
Write down of assets	(3 368)	53 726
Donated assets	(397 550)	(479 950)

Change in assets/liabilities

(Increase)/decrease in receivables	4 144	(117 407)
(Increase)/decrease in inventories	(41 226)	(10 251)
(Increase)/decrease in accrued interest	(70 832)	(120 301)
(Increase)/decrease in other non-financial assets	(133 848)	221 181
Increase/(decrease) in trade creditors	(1 125 624)	1 177 062
Increase/(decrease) in other payables	193 553	91 882
Increase/(decrease) in employee provisions	450 043	88 036
Net cash from / (used by) operating activities	9 014 275	18 645 206

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	(11 860)	(9 892)
Credit unused	88 140	90 108

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

9 SURPLUS ATTRIBUTABLE TO THE AUSTRALIAN GOVERNMENT

The reported deficit in 2010 is a result of changes to Government funding associated with the depreciation of the National Collection. This note reports the financial results if this funding remained as a revenue item instead of an equity item.

	2010 \$	2009 \$
Comprehensive Income		
Revenue from Government – Income	31 407 000	38 597 000
Revenue from Government – Depreciation funding	7 209 000	-
Own source income – excluding resources received free of charge and donated Collection items	8 458 589	8 333 958
Revenue sub-total	47 074 589	46 930 958
Expenses – employee benefits and suppliers	(31 375 227)	(32 950 313)
Expenses sub-total	(31 375 227)	(32 950 313)
Sub-total	15 699 362	13 980 645
Non-cash amounts		
Expenses – depreciation and losses from sale of assets	(17 221 182)	(17 599 316)
Own source income – resources received free of charge and donated Collection items	1 648 945	3 859 904
Revised surplus (Deficit) attributable to the Australian Government	127 125	241 233

10 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*).

	2010 Number	2009
\$Nil – \$14,999	10	9
\$15,000 – \$29,999	1	1
Total	11	10
Total remuneration received or due and receivable by the Memorial Council members	\$130,867	\$139,649

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

11 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*.

12 EXECUTIVE REMUNERATION**12A. Actual remuneration Paid to Senior Executives**

The number of senior executives who received:

	2010	2009
less than \$145,000*	-	-
\$175,000 – \$189,999	-	2
\$190,000 – \$204,999	1	1
\$205,000 – \$219,999	2	-
\$310,000 – \$324,999	1	1
Total	4	4

* Excluding acting arrangements and part-year service.

Total expense recognised in relation to Senior Executive employment

	2010	2009
	\$	\$
Short-term employee benefits		
Salary (including annual leave taken)	602 977	587 392
Changes in annual leave provisions	39 104	17 586
Performance bonus	84 187	80 882
Other ¹	126 208	108 204
Total short-term benefits	852 476	794 064
Superannuation (post-employment benefits)	95 823	83 290
Total	948 299	877 354

In addition to the above, during the year the memorial paid \$0 in termination benefits to senior executives (2009: \$0).

Notes:

¹ 'Other' includes motor vehicle and other allowances.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

12B. Salary Packages for Senior Executives

	As at 30 June 2010			As at 30 June 2009		
	No. SES	Base salary (including annual leave)	Total remuneration package ¹	No. SES	Base salary (including annual leave)	Total remuneration package
Total remuneration		\$	\$		\$	\$
less than \$145,000*	-	-	-	-	-	-
\$175,000 – \$189,999	-	-	-	2	251 279	362 651
\$190,000 – \$204,999	1	130 635	201 132	1	133 357	203 688
\$205,000 – \$219,999	2	269 748	428 910	-	-	-
\$310,000 – \$324,999	1	202 595	318 257	1	202 756	311 015
Total	4			4		

* Excluding acting arrangements and part-year service.

Notes:

1. Non-Salary elements available to Senior Executives include:

- (a) Performance Bonus
- (b) Motor vehicle allowance
- (c) Superannuation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

13 REMUNERATION OF AUDITORS

	2010	2009
	\$	\$

The cost of financial statement audit services provided to the Memorial were: **52 500** 50 500

No other services were provided by the Auditor-General.

14 FINANCIAL INSTRUMENTS

14A. Categories of financial instruments

Financial assets

Held-to-maturity

Deposits on short-term investment	35 000 000	42 000 000
Total	35 000 000	42 000 000

Loans and receivables

Cash at bank	3 939 273	2 627 140
Trade and other receivables	396 177	400 321
Total	4 335 450	3 027 461

Carrying amount of financial assets	39 335 450	45 027 461
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Financial liabilities

Other financial liabilities

Trade creditors	822 566	1 948 190
Total	822 566	1 948 190

Carrying amounts of financial liabilities	822 566	1 948 190
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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

	2010	2009
	\$	\$
14B. Net income and expense from financial assets		
Held-to-maturity		
Interest revenue	1 825 156	2 397 709
Net gain/(loss) held-to-maturity	1 825 156	2 397 709
Loans and receivables		
Interest revenue	76 343	161 495
Impairment	(33)	-
Net gain/(loss) loans and receivables	76 310	161 495
Net gain/(loss) from financial assets	1 901 466	2 559 204

14C. 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.

Financial liabilities

The net fair values for trade creditors, which are short-term in nature, approximate their carrying amounts.

14D. 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.

Financial Assets

Trade and other receivables	396 210	400 321
Cash at Bank	3 939 273	2 627 140
Total	4 335 483	3 027 461

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

	Not past due nor impaired 2010 \$	Not past due nor impaired 2009 \$	Past due or impaired 2010 \$	Past due or impaired 2009 \$
Financial Assets				
Cash at bank	3 939 273	2 627 140	-	-
Trade and other receivables	364 524	372 354	31 686	27 967
Total	4 303 797	2 999 494	31 686	27 967

Ageing of financial assets that are past due or impaired for 2010:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	19 493	8 115	3 562	516	31 686
Total	19 493	8 115	3 562	516	31 686

Ageing of financial assets that are past due or 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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

14E. 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 owing to Government funding and internal policies and procedures put in place to ensure there are appropriate resources to meet the Memorial's financial obligations.

14F. 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 150 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 2010 \$	Equity 2010 \$	Profit or loss 2009 \$	Equity 2009 \$
Interest rate risk	Interest	+1.50% (2009: +0.75%)	584 652	584 652	334 949	334 949
		-1.50% (2009: -0.75%)	(584 652)	(584 652)	(334 949)	(334 949)

The method used to arrive at the possible risk of 150 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.

15 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*. (2008–09: Nil)

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

16 ASSETS HELD IN TRUST

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

16A. Florance Foundation Trust Fund – monetary asset

During 1979–80 an amount of \$3,000 was provided by Mrs D. Florance of Bowral, NSW, on condition that it is invested and the interest used to bring disadvantaged children to the Memorial. To this the Memorial added \$5,000, bringing the total of the Florance Foundation to \$8,000. In 1985–86 the Australian War Memorial Fund paid a further \$10,000 into the Florance Foundation so that sufficient interest is generated to ensure the purpose of the Florance Foundation can continue. The Florance Foundation's current financial position, which is reported on a cash basis, is as follows:

	2010	2009
	\$	\$
Total amount held at the beginning of the reporting period	20 716	20 923
Interest received	437	650
Payments made	(354)	(857)
Total amount held at the end of the reporting period	20 799	20 716

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

16B. Australian War Memorial Krait Trust Fund – monetary asset

In April 1985 the Memorial received the MV *Krait* and \$50,000 from the Z Special Unit Association Krait Public Museum Fund. The monies, together with interest, are held in a separate bank account as provided for in the agreement with the trustees of the Krait Fund. These funds are for the conservation of the MV *Krait*. The interest earned 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:

	2010	2009
	\$	\$
Total amount held at the beginning of the reporting period	40 104	40 375
Interest received	847	1 254
Payments made	-	(1 525)
Total amount held at the end of the reporting period	40 951	40 104

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2010

17 REPORTING OF OUTCOMES

	Outcome 1	
	2010	2009
Expenses	48 596 409	50 549 629
Income from non-government sector		
Activities subject to cost recovery	3 369 078	3 319 201
Total income from non-government sector	3 369 078	3 319 201
Other own sourced income		
Sale of goods and services – to related entities	74 239	127 718
Interest	1 901 499	2 559 204
Other	4 762 718	6 187 739
Total other own sourced income	6 738 456	8 874 661
Net cost of outcome delivery	38 488 875	38 355 767

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

**“ A fantastic museum. ”
A must for every Aussie.**

March 2010

“ Thank you for the awesome tour. ”

January 2010

**“ Amazing, brilliant place. Really
educational...wonderful displays and films. ”**

December 2009



One of the most successful travelling exhibitions attracted an estimated 220,000 visitors.

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Appendix 1

Council Membership

Chair

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

Members

Professor the Honourable K.C. Beazley AC – resigned 1 January 2010

Air Marshal M. Binskin AO

Mr L.A. Carlyon

Vice Admiral R. Crane AO CSM RAN

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

Rear Admiral K. Doolan AO RAN (Ret'd)

The Honourable Mr G. Edwards

Lieutenant General K. Gillespie AO DSC CSM

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

The Honourable Mrs J. Newman AO – appointment expired 8 November 2009

Mr K.R. Peacock AM

Air Marshal D.J.S. Riding AO DFC (Ret'd) – appointment expired 5 August 2009

Ms W. Sharpe

Mr K. Stokes AC

Profiles of Council Members can be found in Appendix 2.

Council Committee Membership and Attendance

Standing Committees as of 30 June 2010

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)

Rear Admiral K. Doolan AO RAN (Ret'd)

In attendance:

Director

Assistant Director, Corporate Services

Chief Finance Officer

Invited members for relevant portions of the meeting:

Representatives from Australian National Audit Office

Representatives from Internal Audit

Terms of reference

The Finance, Audit, and Compliance Committee is established as an advisory committee to provide oversight and advice on the risk management and control framework, financial statements, legislative compliance, and internal and external audit activities of the Memorial. It will make recommendations to Council and the Director on matters pertaining to the financial management, audit, and compliance of the Memorial, and advise the Director on the development of budgets and financial estimates. The 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 rotation basis for an initial term of three years. An extension of the term will be subject to review of the Member's performance and contribution to the Committee. The Chair of Council should not also Chair the Committee.

Frequency of meetings, quorum, and operation of the committee

The Committee will meet at least quarterly, prior to Council meetings, and at other times as deemed 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, the Assistant Director, Branch Head Corporate Services, the Chief Financial Officer, and external and internal auditors, as necessary, on matters relating to the Committee's function.

Minutes of Committee meetings will be provided to Council for each quarterly meeting, based on the agenda of the Committee meeting and its principal responsibilities. Copies of the minutes will be available, as necessary, to ANAO or its subcontractor as part of the annual audit process. A summary report of matters addressed 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 the Director, the Committee must be independent of management; understand the accountability relationships and their impact on financial performance, risk, and controls; and maintain a good relationship with management and internal and external auditors.

Members must have an understanding of the business of the Memorial and the ability to ask relevant questions of management and internal and external auditors. Members should have sufficient understanding of the Memorial's financial reports and audit requirements, with 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)

Ms W. Sharpe

[Vacant]

[Vacant]

[Vacant]

Director, Australian War Memorial

Terms of Reference

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

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

Publications on Minor Conflicts and Commitments Committee

Disbanded by Council, March 2010

Council Membership Committee

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

Mr L.A. Carlyon

Mr K.R. Peacock AM

Terms of Reference

To provide advice to the Minister through the Chairman.

Corporate Support Committee

Mr K. Stokes AC (Chair)

Mr K.R. Peacock AM

[Vacant]

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	APPENDIX 1		Committees	
	Eligible Meetings	Attendance	Eligible Meetings	Attendance
Professor the Honourable K. C. Beazley AC	2	2	–	–
Air Marshal M. Binskin AO	4	1	–	–
Mr L. A. Carlyon	4	3	1	1
Vice Admiral R. Crane AO, CSM, RAN	4	3	1	1
General P.J. Cosgrove AC MC (Ret'd)	4	4	6	5
Major General W.J. Crews AO (Ret'd)	4	4	5	5
Rear Admiral K. Doolan AO RAN (Ret'd)	4	4	2	2
The Honourable G. Edwards	–	–	–	–
Lieutenant General K. Gillespie AO DSC CSM	4	2	–	–
Rear Admiral C.S. Harrington AM RAN (Ret'd)	4	3	4	4
The Honourable Mrs J. Newman AO	1	1	–	–
Mr K.R. Peacock AM	3	3	5	4
Air Marshal D.J.S. Riding AO DFC (Ret'd)	–	–	–	–
Ms W. Sharpe	4	4	–	–
Mr K. Stokes AC	4	3	–	–

[The Council Remuneration Committee met in August 2009.

The Council Membership Committee met in May 2010.]

APPENDIX 2

Council Profiles

Chair

General Peter Cosgrove AC MC (Ret'd) was an *ex officio* Council member in 2000–02. He was appointed to Council in June 2006 for three years, and in June 2009 for a further three-year term, having been appointed as Chair on 13 November 2007. Following his graduation from the Royal Military College, Duntroon, in 1968, he served in Malaysia as a lieutenant in the 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 as Chief of Army, and then Chief of the Defence Force. He retired from this position in 2005. General Cosgrove was Australian of the Year in 2001. He is a non-executive Director of Qantas, a consultant to Deloitte Touche Tohmatsu, and Chairman of the South Australian Defence Industry Development Board. In addition, he is a member of the Australian Institute of Company Directors, and of the board of Cardno, an engineering consultancy company, and Chair of the General Sir John Monash Foundation and of the Australian Rugby Union Board.

Council Members

Professor the Honourable Kim Beazley AC (MA MPhil) was appointed to Council in July 2009 for a three-year term. He was the Chancellor of the Australian National University, and Winthrop Professor of Political Science and International Relations at the University of Western Australia. A Member of Parliament from 1980 to 2007, he was a minister from 1983 to 1996, holding various portfolios, including Defence; Finance; Transport and Communications; Employment, Education and Training; Aviation; and Special Minister of State. He was Deputy Prime Minister (1995–96) and Leader of the Opposition (1996–2001) and (2005–06). In 2009 Professor Beazley was awarded the Companion of the Order of Australia, and on 1 January 2010, he retired from Council to take up the position of Australia's Ambassador to the United States of America.

Air Marshal Mark Binskin AO 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 Force Combined Air and Space Operations Centre, 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, 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 AO 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 Deputy Chief of Navy in June 2006 and was made a Member of the Order of Australia in the Queen's Birthday Awards 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 (Materiel), and Assistant Chief Defence Force, Logistics. He was the Director of the Defence Intelligence Organisation when he retired in 1999 after 37 years' service in the Defence Force. General Crews was the Deputy Chief Executive Officer of the Institution of Engineers Australia from 2000 to 2003, and the National President of the Returned and Services League of Australia from 2003 to 2009.

Rear Admiral Ken Doolan AO RAN (Ret'd) was appointed to Council in November 2009. Admiral Doolan joined the Royal Australian Navy as a 13-year-old cadet midshipman in 1953 and completed full time service in 1993 with the rank of rear admiral. He served in the destroyer *Vampire* during the Confrontation with Indonesia in 1966 and in the guided missile destroyer *Perth* in 1970–71 during the Vietnam War. He was the first Commanding Officer of the amphibious heavy-lift ship *Tobruk* and commanded the guided missile destroyer *Brisbane* in the mid-1980s. During the Gulf Crisis and Gulf War of 1990–91, Admiral Doolan was Maritime Commander, Australia and in this role was Operational Commander of all Australian combatant forces deployed to that conflict. He was appointed an Officer in the Military Division of the Order of Australia in January 1991. Subsequently Admiral Doolan has filled several remunerated and honorary positions, including membership of the Defence Force Remuneration Tribunal, National Secretary of the Order of Australia Association, and President of the Australian Institute of Navigation. He has also written several books and established a publishing firm. Admiral Doolan has served for many years as a member of the National Defence Committee of the Returned and Services League of Australia and in September 2009 was elected National President of the RSL. Other appointments include Chairman of the Forces Entertainment Board, and Vice President of the Australian Institute of Navigation.

The Honourable Mr Graham Edwards was appointed to Council in June 2010. He is a Vietnam veteran and former MP. He attended Christian Brothers College, Perth, and later Leederville Technical College. Following school, Mr Edwards was employed by the West Australian Government Railways, and served in the regular army for three years (1968–71); he saw service in Vietnam with the 7th Battalion, Royal Australian Regiment, in 1970. Mr Edwards was wounded twice in Vietnam, the second time losing his legs to a "jumping jack" anti-personnel landmine. After discharge from the army and a period of rehabilitation, he spent ten years with the Commonwealth Public Service in Defence, Veterans' Affairs, and the Vietnam Veterans Counselling Service, and was elected as a Councillor with the City of Stirling in 1980. In 1983 he was elected to the Parliament of Western Australia, where he served for 14 years, including seven years as a minister. In 1998 he was elected to the House of Representatives and retired in 2007. Mr Edwards was recently made a Freeman of the City of Wanneroo in his home state of Western Australia, and is a member of the Prime Minister's Advisory Council on Veterans.

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. He 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 (ADF Operation Slipper). Lieutenant General Gillespie was appointed Vice Chief of the Defence Force in July 2005.

Rear Admiral Simon Harrington AM RAN 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 *Canberra* in 1987–88 and *Adelaide* in 1992–93, and the Naval College at Jervis Bay in 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 was elected Senator for Tasmania and, among other appointments, served as Shadow Minister for Defence Science and Personnel, Shadow Minister for Veterans' Affairs, and Shadow Minister for Defence. As Minister for Social Security and Minister for Family and Community Service from 1996 until 2001, she also represented the Defence and Veterans' Affairs portfolios in the Senate. From 2001 to 2007 she served on the Board of the Australian Strategic Policy Institute, retiring from the Senate in February 2002. Currently, she serves on the board of the Breast Cancer Network of Australia, and of Cancer Australia, and in June 2007 she was appointed Patron of Defence Families Australia. The Honourable Mrs Newman retired from Council on 8 November 2009.

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. Mr Peacock was then reappointed for an additional term due to end in November 2010. 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, and was Chairman of the 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 Air Force, 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 as the 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. Air Marshal Riding retired from Council on 5 August 2009.

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 in East Timor. She was the first woman to have such a commission since the Second World War. She has won many awards, including the Sulman Prize, the Portia Geach Memorial Award (twice), and the Archibald Prize. She was commissioned by the city of Sydney to paint an Olympic Pool-sized mural for the Cook and Philip Park Aquatic Centre, and has been awarded two important travelling scholarships. She exhibits regularly in Canberra, Sydney, Brisbane, and Melbourne and is a visiting lecturer in painting at the National Art School, Sydney. She holds a Bachelor of Arts (Visual Arts), a Graduate Diploma (Art), a Graduate Diploma of Education (Art), and a Master of Fine Arts.

Mr Kerry Stokes AC was appointed to Council in August 2007. His leadership of Seven Network Limited caps four decades of his 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. Mr Stokes is the recipient of the Order of Australia and a Centenary Medal for Corporate Governance, and presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. He 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 Chairman 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), and member of the Executive Board for Museum Management, International Council of Museums (2001–07). He is a member of the Canberra Business Council's Task Force on Tourism, Arts, and Sport; an honorary ambassador for Canberra; Chair of the Board, 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. Before taking up this role she held the position of Chief Finance Officer and 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, project managed a number of initiatives, and sponsored the implementation of e-Business. She has instigated many accounting reforms within the Memorial and has been recognised for her contribution to "whole of government" initiatives. She participates actively in external forums, especially to represent cultural agencies, and attended the 2003 Museum Leadership Program at the University of Melbourne Business School.

Nola Anderson has been Assistant Director and Branch Head of the National Collection Branch since September 2003. She joined the Memorial in 1987, having worked previously as a lecturer in art history and a freelance writer on Australian arts. Since coming to the Memorial she has worked in various areas, including curatorial, collection management, and exhibition development. In 1998 she was awarded a 12-month residential Smithsonian Research Fellowship in 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 she attended the Getty Institute's Museum Leadership Program in Los Angeles. She is at present writing a major book on the Memorial's collection for publishing in 2012.

Anne Bennie joined the Memorial in 2003 as e-Business Manager and in 2004 was appointed Head, Retail and Online Sales, which brought together the e-Business Unit and Memorial Shop. Anne's background is in private enterprise, where she held numerous analytical roles with Nielsen market research followed by senior account management roles in advertising agencies. She delivered 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 a Graduate Certificate in Public Sector Management in 2009.

Carol Cartwright has returned as the Head of Education and Visitor Services after a one-year executive appointment to the ACT Public Service, heading the planning for the 2013 Canberra Centenary celebration and artsACT. She came to the Memorial in 1997, and after managing the Travelling Exhibitions program and leading the final stages of Gallery Development for the *Conflicts 1945 to today* exhibition, she moved to managing the Memorial's front-of-house activities. She has expertise in all aspects of planning and managing ceremonies and major events, as well as a great enthusiasm for the visitor experience, and programs for the general public and schools. She has a Graduate Certificate in Public Sector Management from Flinders University, and attended the Museum Leadership Program in 2005. She has recently been appointed as the President of the ACT Branch of Museums Australia.

Ashley Ekins has been Head of the Military History section since 2007. A graduate of the University of Adelaide, he specialises in the First World War and the Vietnam War. He has published widely and delivered numerous public presentations and research papers at international conferences. He has researched and written two volumes of

The Official History of Australian Involvement in Southeast Asian Conflicts 1948–1975 covering Australian Army ground operations in Vietnam: volume eight, *On the offensive: the Australian Army in the Vietnam War, 1967–1968*, co-authored with the late Dr Ian McNeill and published in 2003; and the ninth and final volume, *Fighting to the finish: the Australian Army in the Vietnam War 1968–1975*, currently in production for release in 2011. He has led 14 consecutive annual Memorial battlefield tours to Gallipoli as tour leader and historical guide, and produced a comprehensive guide booklet for visitors to Gallipoli.

Nick Fletcher is the Acting Head of Military Heraldry and Technology, a position he has occupied since November 2009. He started at the Memorial in 1995, and has been a member of the MHT Section since 2001. He is a regular leader of Australian War Memorial battlefield tours to both Gallipoli and the Western Front, and has a particular interest in the First World War. In October 2009 he visited Afghanistan as an Official Curator, becoming the first staff member to do so. He has a Bachelor of Arts (Graphic Design) and has completed the Cultural Management Development Program (2006).

Janda Gooding joined the Memorial in 2005 as Senior Curator of Art and was appointed acting Head of the Photographs, Film, Sound, and Multimedia Section in May 2009. Previously she had worked in curatorial positions at the Art Gallery of Western Australia from 1979. With degrees in Fine Art, Australian Studies and a Doctorate in History, she has published widely and delivered research papers at national and international conferences. In 2007 she curated the exhibition *George Lambert: Gallipoli and Palestine landscapes* and has recently completed the book *Gallipoli revisited*, which examines the work of the Australian Historical Mission to Gallipoli, 1919.

Margaret Lewis became acting Head of the Research Centre at the Memorial in February 2009. She joined the Memorial in 1994 as a Reference Librarian and subsequently was appointed Manager, Information Services. She has worked in libraries at CSIRO and the University of Toronto, Canada. 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 service departments, including Primary Industries and Energy, Finance, and the Department of Administrative Services. Her first period of service with the Memorial was in 1993, working in payroll. After periods in other organisations she returned to the Memorial and became Head of People Management in 2002. She holds a Graduate Certificate in Public Sector Management from Macquarie University.

Katherine McMahon was appointed as the Head of Exhibitions in July 2006. She joined the Memorial in September 2002 as the Manager of Personnel Operations in People Management, and was Council Secretary from January 2004 to June 2006. Before that she spent nine years working in Human Resources. During her tenure as Head of Exhibitions, she has overseen the Memorial's extensive temporary and travelling exhibitions program; the redevelopment of the permanent *Conflicts 1945 to today* galleries; and the development of the permanent ANZAC Hall exhibition, *Over the front: the Great War in the air*. She has a Bachelor of Arts (Art History and Curatorship) from the Australian National University.

Stewart Mitchell is Head of Buildings and Services. He holds a Bachelor of Applied Science in Natural Resource Management and has worked in national park and outdoor recreation, and in private enterprise business management 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. He has a particular interest in heritage buildings and management of the Memorial's heritage precinct.

Leanne Patterson has been Chief Finance Officer and Head of Finance since December 2007. She 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 relating to 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. She heads a team responsible for all aspects of print and electronic media, publishing, branding, and the Memorial's online presence to ensure that the Memorial has an integrated marketing communications strategy. She is a member of the National Capital Attractions Association, 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.

Barbara Reeve has been the Head of Collection Services since 1998. She was the inaugural Head of Conservation at the Australian National Maritime Museum, from 1993 to 1998. She has a BSc (Hons) in Archaeological Conservation and Materials Science from the University of London and a BA (Hons) in Classical and Near Eastern Archaeology, from Bryn Mawr College. She completed the Museum Leadership Program at the University of Melbourne Business School and was a Visiting Scholar at Wolfson College, Cambridge, in 2010. She has extensive international experience, including the establishment of conservation training at Hong Kong University; conservation and collection management work for museums, collectors, and archaeological excavations in Europe, the Asia-Pacific, and the Middle East; and teaching for Cambridge University's Classical Tripos. Her professional interests and publications include collection management, conservation, community bushfire recovery, and eco-effectiveness in the heritage sector.

Lola Wilkins began work in the Art Section in 1984 and is now Head of Art. She has a Bachelor of Arts with majors in art history and Spanish from Flinders University. She was integral in the reactivation of the official war artist program and has curated major touring art exhibitions that include *Through women's eyes: Australian women artists and war, 1914–1994*; *Ivor Hele: the heroic figure*; *Stella Bowen: art, love and war*; and the major international exhibition *Shared experience: art and war – Australia, Britain, and Canada in the Second World War*. In 1999 she completed the Museum Leadership Program and in 2000 received a Gordon Darling Foundation Grant to research the work of Stella Bowen. In 2003 she edited *Artists in action: from the collection of the Australian War Memorial*. Lola has recently co-curated *Sidney Nolan: the Gallipoli series* which opened at the Memorial in 2009 and is currently touring to regional venues until 2012.

Daryl Winterbottom joined the Memorial in 1989 to direct implementation of the Collection Management System and then established the Information Technology Section in 1992. Previously his career involved electronics and computer technology, and included development of astronomy instrumentation at Mount Stromlo; the establishment of electronics support sections at the Royal Military College Duntroon; and implementation of computer networks at the Australian Defence Force Academy, the University of New South Wales. He holds a Diploma of Applied Science from the University of Canberra. He has managed the establishment, maintenance, and development of the Memorial's information technology infrastructure and business critical applications. He is an active member of MSG, which sets and monitors strategic directions for information technology and management. He initiated and manages the Memorial's new Enterprise Content Management project. He also represents the Memorial as the Chief Information Officer in Government forums.

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 and 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 the 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. She 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. She is also the Memorial's Copyright Policy Officer and the Chair of the Memorial's Copyright Group.

APPENDIX 4

VIP Visits, Events and Ceremonies

VIP Visits

5 July 2009	Lieutenant General Javed Zia, Adjutant General, Pakistan Army
9 July 2009	Vice Admiral Xavier Magne FN, Deputy Chief of Staff, Aero Naval Operations, French Navy
13 July 2009	Brigadier Omer Esenyel, Commander, Armed Forces College, Istanbul
13 July 2009	Dr Hubertus Knabe, Director, Hohenschönhausen Memorial, Berlin
16 July 2009	Captain Patrick Mulchany USN, United States Navy
21 July 2009	Air Marshal Mark Binskin AM, Chief of Air Force, and Mr David Lowey, Director, Lowey Institute, Australia
27 July 2009	Brigadier General Rob van der Meer, Surgeon General, Netherlands Armed Forces
27 July 2009	Minster Yang Kim, Minister of Patriots and Veterans' Affairs, Republic of Korea
28 July 2009	Mrs Patricia Gamble, Deputy to the Assistant Secretary of Defense, Networks and Integration, Chief Information Officer for International Affairs, US Department of Defense
29 July 2009	Brigadier General Klaus Feldmann, Director of Armour and Commanding Officer, German Armour Training School
30 July 2009	Professor David Blight, Professor of American History, Yale University, USA
5 August 2009	Major General Supiadin, Assistant to the Chief of Defence, Indonesia
7 August 2009	Commodore Ajay Kochhar, Joint Director Naval Plans, Indian Navy
9 August 2009	Ms Penelope Horgan and US Legislative Assembly Members
11 August 2009	Vice Admiral Anil Chopra, Director General, Indian Coast Guard
12 August 2009	Mr Ralph Heath, President, Lockheed Martin Aeronautics, USA
14 August 2009	Brigadier Noel T. Jones, Deputy Chief, National Securing Agency, US Air Force
16 August 2009	The Honourable Steven J. Fletcher, Minister of State, Government of Canada
17 August 2009	Mrs Preeti Kumar and Mrs Neeraj Kochhar (wives of Lieutenant General Kumar and Major General Kochhar, Indian Defence Force)
18 August 2009	Representative Cho Yoon-sun, Member of the 18th National Assembly, spokesperson, Grand National Party, Republic of Korea
28 August 2009	Rear Admiral Sunil Lanba, Flag Officer Sea Training, Indian Navy
7 September 2009	The Right Honourable Joan Ryan MP and UK Parliamentary Delegation
30 September 2009	His Excellency Mr László Sólyom, President of the Republic of Hungary
2 October 2009	General Pol Saroeun, Commander in Chief, Royal Cambodian Armed Forces
5 October 2009	The Right Honourable Baroness Ann Taylor, Minister for International Defence and Security, UK
6 October 2009	Lieutenant General Ted F. Bowlds, Commander, Electronic Systems Center, US Air Force
13 October 2009	Major General Suryo Haryanto, Head of Delegation, Lemhannas (Indonesian National Tenacity Institute)
14 October 2009	Lieutenant General Jones M. Mutwii, Commandant, National Defence College, Kenya
19 October 2009	Brigadier Bakty Tarsil Tarigan, Director of Evaluation and Development, National Forces Joint Staff and Command College, Indonesia
24 October 2009	His Excellency Mr Mahmoud Movahhedi, Ambassador to Australia for the Islamic Republic of Iran

26 October 2009	His Excellency Mr Nikola Gruevski, Prime Minister of the Former Yugoslav Republic of Macedonia
28 October 2009	Mr Ilija Filipović, Speaker of the House of Peoples, and Mr Milorad Zivković, Speaker of the House of Representatives, Bosnia and Herzegovina
29 October 2009	Brigadier Oliver Tramond, Supreme Commander, French Armed Forces of New Caledonia
29 October 2009	His Excellency Mr Georgi Parvanov, President of the Republic of Bulgaria, and Mrs Zorka Parvanova
2 November 2009	Lieutenant General Patrick O'Reilly, Director of Missile Defense, US Department of Defense
8 November 2009	Major General Lawrence Wells, USAF and UN contingent
9 November 2009	Brigadier Awad bin Mohammed bin Saed Al Masheakhi, Director of Education and Military Culture, Headquarters Royal Air Force, Oman
15 November 2009	Mr Chris Anderson, Intelligence, US Department of Defense
16 November 2009	Air-Vice Marshal Kevin Paule AM, Commander Integrated Area Defence System, RAAF
16 November 2009	Major General Anthony L. Jackson, Commanding General, Marine Corps Installations West
20 November 2009	Mr Mikhail Fradkov, Director of the Foreign Intelligence Service and former Prime Minister of Russia
22 November 2009	Lieutenant General John R. Allen, Deputy Commander, Central Command, United States Marine Corps
30 November 2009	Mr Roland Knott, Director, UK Missile Defence Centre, Ministry of Defence
1 December 2009	Brigadier General Ahmed bin Abdulrahman Al-Shahri, Director of Training, Saudi Land Forces
7 December 2009	Brigadier Khawar Saeed, Director General, Foreign Military Commitments East, Pakistan
15 December 2009	Major General Roslan Saad, Commander First Division, Royal Malaysian Air Force
16 December 2009	Lieutenant General Antonio L Romero II (Ret'd), Undersecretary for Finance and Armed Forces Modernization Affairs, Philippines
2 February 2010	General Jean Louis Georgelin, Chief of the French Defence Force
4 February 2010	His Excellency Mr Premysl Sobotka, President of the Senate of the Parliament of the Czech Republic
10 February 2010	Rear Admiral Jack Hines (USN), Rear Admiral Kazuki Yamashita (JMSDF), Rear Admiral Russ Penniman (USN), Commodore Steve MacDowall (RAN), Brigadier General Tom Harwood (USAF), Brigadier General John Broadmeadow (USMC), senior officers of Exercise Rim of the Pacific 2010
10 February 2010	Dr Kim Sang-Hyup, Secretary to the Korean President for the National Future and Vision, and Principal Climate Change Advisor
11 February 2010	Mr Charlie Miller, Vice President, International Corporate Communications, Boeing, accompanied by Mr Ken Morton, Communications Director, Boeing Australia
12 February 2010	Madame Suzanne Tining, Deputy Minister for Veterans' Affairs, Canada
15 February 2010	Major General Mart de Kruij, Deputy Commander, Royal Netherlands Army
16 February 2010	Mr William J. Lynn III, US Deputy Secretary of Defense, and Ms Mary Murphy
18 February 2010	Major General Rajesh Singh, Additional Director General, International Cooperations, Indian Army
23 February 2010	The Honorable Mr Salim Warde, Minister for Culture, Lebanon

24 February 2010	Lieutenant General Ivan Koreta, Deputy Chief, Uganda People's Defence Force, Inspector General of the Armed Forces
26 February 2010	Mr Richard Kelleway CBE, Director General, Commonwealth War Graves Commission, UK
26 February 2010	Ms Amanda Dory, US Deputy Assistant Secretary of Defense for Strategy
2 March 2010	His Excellency Lieutenant General Khama Seretse Ian Khama, President of the Republic of Botswana
5 March 2010	Professor Dr Ali Akdemir, Rector, Çannakale Onsekiz Mart University, Turkey
9 March 2010	His Excellency Dr Susilo Bambang Yudhoyono, President of the Republic of Indonesia, and Madam Ani Bambang Yudhoyono
10 March 2010	General Walter Natynczyk, Chief of Defense Staff, Canada
11 March 2010	Major General Randolph Alles USMC, Director, Strategic Planning and Policy, US Pacific Command
14 March 2010	The Honourable Charlot Salwai MP, Minister for Education, Republic of Vanuatu
17 March 2010	Her Excellency Ms Quentin Bryce AC, Governor-General of the Commonwealth of Australia, and His Excellency Mr Michael Bryce AM AE
18 March 2010	Mr Camile Grand, Director, Foundation for Strategic Research, France
23 March 2010	Rear Admiral Stephen Lloyd, Chief Strategic Systems Executive, Royal Navy, UK
31 March 2010	Lieutenant General Oscar Rabena, Chief of Air Force, Philippines
1 April 2010	His Excellency Mr Jeffery Bleich, Ambassador to Australia for the United States of America
13 April 2010	Admiral James Stavridis USN, Commander, US European Command and Supreme Allied Commander Europe
22 April 2010	Major General Zho Zhimel, Deputy Commandant, Air Force Command College, People's Republic of China
28 April 2010	Brigadier General Darrell Williams, Director for Logistics, Engineering and Security Assistance, US Pacific Command
28 April 2010	General James E. Cartwright, US Vice Chairman of the Joint Chiefs of Staff
6 May 2010	Brigadier General Hans-Werner Wienmann, First Deputy Assistant Chief to Staff for Politico-Military Affairs and Arms Control, Geneva Centre for the Democratic Control of Armed Forces, Germany
7 May 2010	Colonel Toni Azar, Commander in Chief, Lebanese Armed Forces
17 May 2010	Lieutenant General Nem Sowarth, Deputy Director-General of Defence Services and Director of Policy and Planning Department, Ministry of National Defence, Kingdom of Cambodia
17 May 2010	His Excellency Dr Ali Akbar Matkan, Deputy Minister of Science, Research and Technology, Islamic Republic of Iran
28 May 2010	Major General Simon van Groningen, Commandant of the Netherlands Defence Academy
3 June 2010	His Excellency Mr Mohamed Nasheed, President of the Republic of Maldives
4 June 2010	His Excellency Mr Jeffery Bleich, Ambassador to Australia for the United States of America
8 June 2010	Vice Admiral Charles Style CBE RN (Ret'd), Commandant, Royal College of Defence Studies
16 June 2010	Minister George Yeo, Minister for Foreign Affairs, Republic of Singapore
24 June 2010	Major General Aslizar Tanjung, Commander of the Padang Task Forces, Indonesian Armed Forces

Events and Ceremonies

2 August 2009	Wreathlaying Ceremony – Australian Army Training Team Vietnam
4 August 2009	Plaque Dedication – 14th Company, Australian Army Service Corps
5 August 2009	Event – <i>Sidney Nolan: the Gallipoli series</i> exhibition launch
19 August 2009	Plaque Dedication – 7th Infantry Battalion, AIF (1939–1945)
26 August 2009	Plaque Dedication – 35th Infantry Battalion, AIF
26 August 2009	Event – <i>With healing hands</i> book launch
28 August 2009	Event – USAF representative promotion ceremony
1 September 2009	Wreathlaying Ceremony – Polish Embassy (70th anniversary of the invasion of Poland by Nazi Germany)
2 September 2009	Wreathlaying Ceremony – Battle for Australia
6 September 2009	Event – “Big Things in Store”
15 September 2009	Wreathlaying Ceremony – Battle for Britain
15 September 2009	Plaque Dedication – 2/1st Australian Machine Gun Battalion, AIF
22 September 2009	Event – TransACT sponsorship announcement
23 September 2009	Wreathlaying Ceremony – Totally and Permanently Impaired Annual Congress
24/25 September 2009	Event – <i>War Wounds: Medicine and the Trauma of Conflict</i> history conference
25 September 2009	Wreathlaying Ceremony – HMAS <i>Moresby</i>
30 September 2009	Plaque Dedication – 2/4th Australian Machine Gun Battalion, AIF
30 September 2009	Plaque Dedication – 52nd Australian Composite Anti-Aircraft Regiment, AIF
16 October 2009	Plaque Dedication – 2nd Battalion, RAR
20 October 2009	Wreathlaying Ceremony – 32 Small Ships Squadron, RAE
21 October 2009	Wreathlaying Ceremony – 78 (Fighter) Wing (Malta), RAAF
21 October 2009	Plaque Dedication – 2/4th Field Regiment, AIF
23 October 2009	Wreathlaying Ceremony – Royal Military College of Australia, Alamein Company
31 October 2009	Plaque Dedication – 3rd Cavalry Regiment, RAAC
31 October 2009	Wreathlaying Ceremony – Society for Paediatric Anaesthesia in New Zealand and Australia
9 November 2009	Wreathlaying Ceremony – Royal Australian Corps of Signals
11 November 2009	Roll of Honour Additions Ceremony
11 November 2009	Remembrance Day Ceremony
11 November 2009	Event – Anniversary Oration
21 November 2009	Event – Operation Catalyst Welcome Home Parade
26 November 2009	Event – <i>Mud and dust</i> book launch
26 November 2009	Plaque Dedication – 2/24th Infantry Battalion, AIF
27 November 2009	Plaque Dedication – 2/14th Infantry Battalion, AIF
2 December 2009	Event – <i>Of Love and war</i> exhibition launch
11 December 2009	Event – Christmas Carols Concert
15 December 2009	Event – <i>Gallipoli revisited</i> book launch
14 January 2010	Event – Victorian State Youth Brass Band Performance
2 February 2010	Event – MV <i>Krait</i> bell handover
1 March 2010	Wreathlaying Ceremony – 109th Army birthday
1 March 2010	Wreathlaying Ceremony – HMAS <i>Perth</i>

2 March 2010	Wreathlaying Ceremony – Reservoir RSL Sub-Branch, Victoria
14 March 2010	Event – “Big Things in Store”
25 March 2010	Event – USAF representative retirement ceremony
26 March 2010	Plaque Dedication – Royal Australian Army Service Corps, Vietnam
15 April 2010	Event – Eastern Precinct launch
16 April 2010	Event – Presentation by Trooper Mark Donaldson VC
25 April 2010	ANZAC Day Dawn Service
25 April 2010	ANZAC Day National Ceremony
25 April 2010	Wreathlaying Ceremony – United Australian Lebanese Movement
7 May 2010	Wreathlaying Ceremony – Nurses and midwives
14 May 2010	Wreathlaying Ceremony – AHS <i>Centaur</i>
20 May 2010	Event – <i>Framing conflict</i> exhibition launch
21 May 2010	Event – Conversations presentation
28 May 2010	Commemorative Ceremony – Sandakan
1 June 2010	Event – USAF representative promotion ceremony
6 June 2010	Commemorative Ceremony – Bomber Command
11 June 2010	Wreathlaying Ceremony – ACT RSL Congress
26 June 2010	Wreathlaying Ceremony – Reserve Forces Day
27 June 2010	Wreathlaying Ceremony – 23rd Field Regiment Association
30 June 2010	Event – Australian Girls Choir performance

APPENDIX 5

Key Acquisitions and Disposals

The Memorial acquired 15,510 new items into the National Collection during the year. Key items are listed below:

Acquisitions

Art

- 23 watercolours by eX de Medici, official artist to the Solomon Islands
- 6 paintings by Jon Cattapan as an extension of the body of work he produced for his official artist commission to Timor-Leste in 2008
- painting by Donald Friend, *The camp, 1944*
- painting by Charles Green and Lyndell Brown, *EDD Sarbi in Afghanistan*.
- crayon sketch by Hilda Rix Nicholas, *Study for "These laid the world away ..."* c. 1920.

Military Heraldry and Technology

- The Victoria Cross and medals of the late Edward "Ted" Kenna were loaned for display by his family.
- Items of uniform and personal equipment used by Captain Percy Cherry VC MC of 26th Battalion, AIF, were donated.
- De Havilland Canada DHC-4A Caribou A4-140 was added to the Collection after disposal by the RAAF.
- The George Medal and campaign group awarded to Sergeant Jack Knight, 24th Battalion, AIF, were donated to the Memorial.

Photographs, Film and Sound

The Photographs, Film and Sound collection was enhanced by new acquisitions from Afghanistan and Vietnam as well as acquisitions through commissions, purchase, and exchange with professional documentary makers, and unique amateur footage. Highlights include:

- 1,430 still photographs and over 50 hours of video footage recorded during the exploration of HMAS *Sydney* [II], donated by the Finding Sydney Foundation
- 100 digital photographs taken by official artist Shaun Gladwell during his visit to Afghanistan
- a collection of over 50 interviews with members and associates of the Naval and Military Club, including Dame Beryl Beaurepaire, Sir William Dargie, Air Commodore Dr Phillip Opas OBE LLM
- interviews with ADF members returned from Iraq, Timor, and Afghanistan, including Trooper Mark Donaldson VC, members of RAAF, Joint Public Affairs Unit, 1 Commando Regiment, and Overwatch Battlegroup
- over 12,000 names on the online Roll of Honour database now with a portrait linked to them (additions to the Roll of Honour portray some of those Australians who were recently identified as being buried at Pheasant Wood)
- photographic portraits of several Victoria Cross winners, brought into the collection as a result of the refurbishment of the Hall of Valour.

Research Centre

The Research Centre has acquired a diverse range of material:

- some 1,500 books for the Research Book collection, donated by the Defence Library service, several of which were extremely valuable (including a 1917 edition of the *Military handbook on Palestine*)
- a typed diary relating to the visit to Afghanistan in 2009 by Australian War Memorial Senior Curator Nick Fletcher
- a collection relating to Flight Lieutenant Thomas Joseph Lynch, comprising his RAAF Observer's Air Gunner's and W/T Operator's Flying Log Book, a handwritten diary kept by Lynch while a prisoner of war in Germany, and two RAAF Pay Books
- Memorial's Visitor Book from 1984 to 2007 (now accessioned into the collection).

Disposals

There were 20 disposals from the National Collection, all of which fell within the Director's delegation.

APPENDIX 6

Special Touring Exhibition

Total visitation: 38,887 to 30 June 2010

	From	To
<i>This company of brave men: the Gallipoli VCs</i>		
1. Western Australian Museum, Perth	20/3/10	2/5/10
2. Museum and Art Gallery of the Northern Territory, Darwin	8/5/10	20/6/10
3. State Library of South Australia, Adelaide	26/6/10	8/8/10

Travelling Exhibitions

Total Travelling Exhibitions visitation: 3,131,702 to 30 June 2010

	From	To
<i>Sidney Nolan: the Gallipoli series</i>		
4. Tweed River Art Gallery, Murwillumbah, NSW	22/01/10	14/03/10
5. Bathurst Regional Art Gallery, Bathurst, NSW	26/03/10	16/05/10
6. S.H. Ervin Gallery, The Rocks, Sydney	28/05/01	27/06/10
<i>George Lambert: Gallipoli and Palestine landscapes</i>		
7. The Glasshouse, Port Macquarie, NSW	27/8/2009	11/10/2009
8. Anne and Gordon Samstag Museum of Art, Adelaide	11/11/2009	05/02/2010
<i>A is for Animals: an A-Z of animals in war</i>		
9. Western Plains Cultural Centre, Dubbo, NSW	07/11/09	31/01/10
10. National Wool Museum, Geelong, Vic.	19/02/10	06/6/10
11. Qantas Founders Museum, Longreach, Qld	18/06/10	10/10/10
<i>A digger's best friend</i>		
12. Eden Killer Whale Museum, Eden, NSW	05/12/09	31/1/10
13. Narooma Library, Narooma, NSW	05/02/10	21/03/10
14. Narellan Library, Narellan, NSW	26/03/10	09/05/10
15. Eskbank House and Museum, Lithgow, NSW	17/05/10	25/07/10
<i>Gallipoli: a Turkish view</i>		
16. Camden Library, Camden, NSW	08/10/09	29/11/09
17. Lithgow Small Arms Factory Museum, Lithgow, NSW	12/12/09	25/04/10

Icon and archive: photography and the world wars

18. Monash Gallery of Art, Wheelers Hill, Melbourne	16/04/10	11/07/10
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Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green

19. Gippsland Art Gallery, Sale, Vic.	18/07/09	13/09/09
20. Fleet Air Arm Museum, Nowra, NSW	10/10/09	13/12/09
21. QUT Art Museum, Brisbane	07/01/10	28/02/10
22. Perc Tucker Regional Gallery, Townsville, Qld	06/03/10	02/05/10

“Bring in Your Memorabilia” days

The Glasshouse, Port Macquarie, NSW in association with <i>George Lambert: Gallipoli and Palestine landscapes</i>	19–20/09/2009
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Tweed River Art Gallery, Murwillumbah, NSW in association with <i>Sidney Nolan: the Gallipoli series</i>	11/02/2010
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Monash Gallery of Art, Wheelers Hill, Vic. in association with <i>Icon and archive: photography and the world wars</i>	29/05/2010
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S.H. Ervin Gallery (National Trust of Australia), Sydney in association with <i>Sidney Nolan: the Gallipoli series</i>	27/06/10
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APPENDIX 7

Staff Publications, Lectures, and Talks

Rhonda Adler	"Resource Management", talk, Cultural Management Development Program, Lyneham, ACT, 14 September 2009
Nola Anderson	"Women and the role of the Australian War Memorial", talk, Zonta Club, Yarralumla, ACT, 4 August 2009
George Bailey	"Conservation of large outdoor objects workshop", talk, Whangarie Museum and Kiwi House, Whangarie, New Zealand, 17–18 February 2010 "Conservation of large outdoor objects workshop", talk, National Army Museum, Waiouru, New Zealand, 20–21 February 2010 "Conservation of large outdoor objects workshop", talk, Brayshaw Heritage Park, Blenheim, New Zealand, 24–25 February 2010 "Conservation of large outdoor objects workshop", talk, Taieri Historical Park, Taieri, Otago, New Zealand, 27–28 February 2010 "Project profile: conserving Australia's wartime collection", article, <i>Corrosion and materials</i> , 35, Vol. 2, April 2010
Jean Bou	"The Sinai-Palestine campaign 1916–18 and the charge at Beersheba, 31 October 1917", lecture, Military History Group, University of the Third Age, Canberra, 29 October 2009 <i>Light Horse: a history of Australia's mounted arm</i> , book, Cambridge University Press, Port Melbourne, Vic, 2009
Stephanie Boyle	"Amateur film and the researcher: alternative perspectives of Australian soldiers in Vietnam", article, <i>Australian academic & research libraries journal</i> , Vol. 40, No. 3, 3 September 2009 "Film and Sound Collections at the Australian War Memorial", talk, Audiovisual Collection Summit, National Film and Sound Archive, Canberra, 27 October 2009
Rebecca Britt	"Of love and war", article, <i>Capital</i> , 43, November–December 2009 "Of love and war", talk, Canberra Visitors Centre Staff, Australian War Memorial, 10 December 2009 "A tale of two weddings", article, <i>Wartime</i> , 49, January 2010
Aine Broda	"Loans (inward and outward) at the Australian War Memorial", talk, CIT Certificate IV Students, Australian War Memorial, 5 May 2010
Steve Bullard	"Australia's war in New Guinea, and Australia in the liberation of the Netherlands East Indies", article, Post, Peter (ed.), <i>The Encyclopaedia of Indonesia in the Pacific War</i> , Leiden, July 2009 "'You don't return alive from New Guinea': Japanese Army forces in the South-West Pacific Area during the Second World War", conference paper, Chief of Army's Military History Conference, Canberra, 1 October 2009
Peter Burness	"A chain of disasters", article, <i>Wartime</i> , 47, July 2009 "A quiet hero", article, <i>Wartime</i> , 47, July 2009 "The battles of Villers-Bretonneux revisited", talk, Australian War Memorial, 23 August 2009 "Our first VC", article, <i>Wartime</i> , 48, October 2009

	<p>"The Western Front", talk, Department of Veterans' Affairs Military History Course, Woden, Canberra, 19 November 2009</p> <p>"Over the front", talk, BAE Systems dinner, Australian War Memorial, 24 November 2009</p> <p>"Heroes of Tobruk", article, <i>Wartime</i>, 49, January 2010</p> <p>"Hooky Walker, the English general", article, <i>Wartime</i>, 50, April 2010</p> <p>"First man ashore", article, <i>Wartime</i>, 50, April 2010</p> <p>"ANZAC heroes", article, <i>Canberra Times</i>, 24 April 2010</p>
Peter Burness and Elizabeth Stewart	<i>This company of brave men: the Gallipoli VCs</i> , book, Blue Star Print Group, Canberra, 2010
Jamie Croker and John Kemister	"The conservation of two First World War aircraft", conference paper, Australian Institute for the Conservation of Cultural Material 2009 National Conference, Western Australian Museum–Maritime, Fremantle, 25 September 2009
Frances Cumming	"Preventative conservation initiatives across the Australian War Memorial", talk, University of Canberra Conservation and Cultural Heritage students, Australian War Memorial, 22 February 2010
Andrew Currey	<p>"Where did they serve? How to research a person's military service at the Australian War Memorial", talk, Heraldry & Genealogy Society of Canberra, Introduction to Family History Course, National Archives of Australia, Canberra, 8 August 2009</p> <p>"The under-16s in the Second World War, especially Jack Rowsell", talk, Denistone East Public School, Eastwood, NSW students, Australian War Memorial, 18 August 2009</p>
Jason d'Arx	<p>"Exhibition design and development at the Memorial", talk, CIT Certificate IV Students, Australian War Memorial, 5 May 2010</p> <p>"The Travelling Exhibitions program at the Australian War Memorial", talk, Linton Village, RSL Life Care Retirement Village, Yass, NSW, 22 March 2010</p> <p>"<i>A is for Animals: an A to Z of animals in war</i> exhibition", talk, Longreach School of Distance Education, Longreach, Qld, 15 June 2010</p>
Majella Edwards	"War birds and pin-up girls", article, <i>Wartime</i> , 48, October 2009
Ashley Ekins	<p>"Bloody Ridge: the assault on Lone Pine", article, <i>Wartime</i>, 47, July 2009</p> <p>"Chewing cordite: self-inflicted wounds among soldiers of the Great War", conference paper, War Wounds: Medicine and the Trauma of Conflict, Australian War Memorial History Conference, Canberra, 24 September 2009</p> <p>"A 'precious souvenir': the making of <i>The Anzac book</i>", Introduction to the third edition of <i>The Anzac book: written and illustrated in Gallipoli by the Men of Anzac</i>, University of New South Wales Press, Sydney, March 2010</p> <p>(ed.) <i>1918 year of victory: the end of the Great War and the shaping of history</i>, book, Exisle Publishing, Auckland, March 2010</p> <p>"Fighting to exhaustion: morale, discipline and combat effectiveness in the armies of 1918", chapter 7 in <i>1918 year of victory: the end of the Great War and the shaping of history</i>, Exisle Publishing, Auckland, March 2010</p> <p>"1918 year of victory and the impact of the Great War", talk, Parramatta Library, Sydney, 14 April, 2010</p> <p>Commemorative closing address on 95th anniversary of the Gallipoli landings, Australian War Memorial, 25 April 2010</p>

Karen Ely	"Risk management and insurance at the Australian War Memorial", talk, CIT Certificate IV students, Australian War Memorial, 5 May 2010
Mike Etzel	"Short history of contemporary selected small arms", talk, 2 Regt Commando Mortar Platoon, Australian War Memorial, 25 November 2009 "Technical analysis of artillery design and construction", talk, School of Artillery, Australian War Memorial, 11 June 2010
Janice Farrer	"Diary of an ANZAC: a Gallipoli perspective", talk, National Seniors Association, Macquarie, Canberra, 8 April 2010
Linda Ferguson	"Qualitative program evaluation at the Australian War Memorial: visitor outcomes", talk, Image Round-Table, National Portrait Gallery, Canberra, 24 February 2010 "Introduction, evaluation rationale", lecture, Graduate Certificate in Scientific Communications students, Australian National University, Canberra, 26 February 2010 "Research strategies: quantitative vs qualitative", lecture, Graduate Certificate in Scientific Communications students, Australian National University, Canberra, 1 March 2010 "An introduction to sampling", lecture, Graduate Certificate in Scientific Communications students, Australian National University, Canberra, 3 March 2010 "Instrument design", lecture, Graduate Certificate in Scientific Communications students, Australian National University, Canberra, 5 March 2010 "Visitor outcomes at the Australian War Memorial", conference paper, Forum on visitor research in natural and cultural heritage attractions, University of Queensland, Brisbane, QLD, 13 July 2009 "Exhibition evaluation", talk, Workplace Skills Program, Australian War Memorial, 12 August 2009 "Evaluation at the Australian War Memorial", talk, Cultural Management Development Program, Lyneham, ACT, 14 September 2009
Jessie Firth	"How to bag a war bird: the re-covering of two German First World War aircraft", conference paper, 9th North American Textile Conservation Conference, Québec City, Canada, 2 October 2009 "How to bag a war bird: the re-covering of two First World War aircraft", talk, Australian Institute for the Conservation of Cultural Materials, Australian War Memorial, 14 April 2010
Nick Fletcher	"Collecting for the Australian War Memorial: why and how", talk, 2/14th Battalion Association, Ainslie, Canberra, 27 November 2009
Chris Goddard	Tour of Lancaster "G for George", talk, No. 460 Squadron, RAAF, veterans and families, Australian War Memorial, 20 May 2010
Janda Gooding	<i>Gallipoli revisited: in the footsteps of Charles Bean and the Australian Historical Mission</i> , book, Hardie Grant, Melbourne, July 2009 "Gallipoli revisited: photography and war", lecture, ANU Art History and Curatorship students, Australian National University, Canberra, 2 September 2009 "George Lambert: art and war", talk, Port Macquarie and Hastings Regional Gallery, Port Macquarie, NSW, 25 September 2009 "Photography and landscape", conference paper, Art Association of Australia and New Zealand conference, Australian National University, Canberra, 27 November 2009

- “George Lambert: Gallipoli and Palestine landscapes”, talk, official opening *George Lambert: Gallipoli and Palestine landscapes*, Samstag Museum of Art, Adelaide, 11 November 2009
- “Gallipoli revisited 1919: Charles Bean and the Australian Historical Mission”, talk, Sydney Institute, Sydney, 20 April 2010
- “Words and images from the battlefield”, talk, Monash Wordfest 2010, Monash Gallery of Art, Melbourne, 1 May 2010
- “Gallipoli revisited”, talk, East Wahroonga Probus Club, Turramurra, NSW, 28 June 2010
- Steve Gower “Gamesmanship and sledging”, talk, Australian Golf Club Services Golf Dinner, Sydney, 27 August 2009
- Introductory speech, launch of *This company of brave men: the Gallipoli VCs*, Western Australian Museum, Perth, 19 March 2010
- Introductory speech, launch of *The Anzac book*, Australian War Memorial, 26 March 2010
- Introductory speech, opening of the Eastern Precinct, Australian War Memorial, 15 April 2010
- Keynote address, Hunter Valley Steamfest, Maitland, NSW, 18 April 2010
- Acknowledgement of CEO Margaret Birtley, Collections Council of Australia Annual Dinner, Adelaide, 21 April 2010
- Keynote address, opening of *This company of brave men: the Gallipoli VCs*, State Library of South Australia, 25 June 2010
- Warwick Heywood “Albert Tucker: image of modern evil”, *Article, World of Antiques and Art*, 78, February–August 2010
- “Framing conflict exhibition tour”, talk, Canberra Tourist Information Centre, Australian War Memorial, 25 June 2010
- “Art, history and war”, article, *Capital*, 42, September 2009
- Kassandra Hobbs “Filming the Sydney”, article, *Wartime*, 49, January 2010
- Ian Jackson “Sending the news home”, article, *Wartime*, 48, October 2009
- Karl James “‘Hell was let loose’: the RAN Beach Commandos at Balikpapan, July 1945”, article, *International Journal of Naval History*, Vol. 8, no. 2, 2009
- “Right sentiment, wrong campaign”, article, *Wartime*, 48, October 2009
- “The greyhounds of Kokoda”, article, *Wartime*, 48, October 2009
- “Kokoda: ‘Track’ or ‘Trail’?”, article, *Wartime*, 48, October 2009
- “Wizards of Oz”, article, *Australian Book Review*, 316, November 2009
- “The ‘Immortal Kokoda Trail’: the riddles of Kokoda”, conference paper, Contested Memories: Case Studies from the World Wars, University of Queensland, Brisbane, 20 November 2009
- “The first kill”, article, *Wartime*, 49, January 2010
- Emma Jones “What happens at the Australian War Memorial”, talk, Year 3 class, Ngunnawal Primary School, Ngunnawal, ACT, 11 November 2009
- Bernard Kertesz “Alert but not alarmed: a decade of Disasters ACT network”, conference paper, Disaster Proofing Heritage Collections – the Blue Shield Australia and DISACT Symposium, National Library of Australia, Canberra, 6 May 2010

Bridie Macgillicuddy	"Acquisitions, Australian War Memorial: Iso Rae, <i>Horses at details camp (1915)</i> and <i>Expeditionary Force</i> ", article, <i>World of Antiques & Art</i> , 77, August 2009
Peter Pedersen	<p>"Changing fortunes: the battles of Villers-Bretonneux re-examined", talk, Australian War Memorial, 23 August 2009</p> <p>"Australia in the Second World War: North Africa and Europe", talk, Department of Veterans' Affairs, Military History Course, Woden, ACT, 19 November 2009</p> <p>"Australia in the Korean War", talk, Department of Veterans' Affairs, Military History Course, Woden, ACT, 26 November 2009</p> <p>"Here is their spirit", article, <i>Wartime</i>, 49, January 2010</p> <p>"Australia in Iraq and Afghanistan", talk, Department of Veterans' Affairs, Military History Course, Woden, ACT, 25 February 2010</p> <p>"Burning Bridges", article, <i>Wartime</i>, 50, April 2010</p> <p>"The air war over the Western Front", talk, <i>The Collectors</i>, ABC Television, 23 April 2010</p> <p><i>ANZACs at war</i>, book, Carlton Press, London, 2010</p> <p>"Fromelles and Pheasant Wood", live commentary, <i>Dedication of Pheasant Wood War Cemetery</i>, Sky television, 20 July 2010</p>
Jane Peek	"Threads of connection: wartime embroidery", talk, Shrine of Remembrance, Melbourne, 29 January 2010
Aaron Pegram	<p>"The spirit of the bayonet", article, <i>Wartime</i>, 47, July 2009</p> <p>"A shot in the dark", article, <i>Wartime</i>, 47, July 2009</p> <p>"Aussie soldier: prisoner of war", article, <i>Wartime</i>, 47, July 2009</p> <p>"Shots from along the trail", article, <i>Wartime</i>, 48, October 2009</p> <p>"Of the little we could do for them': Australian prisoners and the Red Cross during the First World War", talk to AWM Volunteer Guides, 10 February 2010</p> <p>"Burial at Fromelles", article, <i>Wartime</i>, 50, April 2010</p> <p>"Prisoners of respite: Australian prisoners and the Battle of Bullecourt, 11 April 1917", talk to Friends of the Memorial, 11 April 2010</p>
Cherie Prosser	<p>"Penleigh Boyd watercolours", article, <i>World of Antiques & Art</i>, 77, August 2009</p> <p>"A marriage of photography and painting: recent Official War Art Scheme commissions", conference paper, Art Association of Australia and New Zealand Conference, Australian National University, Canberra, 27 November 2009</p>
Barbara Reeve	"Keeping it local: sustainability in museums", conference paper, IAQ in Museums and Archives, 9th Indoor Air Quality Meeting, IAQ 2010: post-conference meeting of COST Action D42 Preservation, Analysis, and Guidelines Working Groups, Institute of Technology, Chalon-sur-Saône, France, 24 April 2010
Pen Roberts	"Published and Digitised Collections highlights", talk, Friends of the National Library of Australia, Australian War Memorial, 23 March 2010
Patricia Sabine	"Defining the curatorial role and function within the broader museum context", lecture, Curatorship Theory and Practice students, Australian National University, Canberra, 4 March 2010

- “Digging in and holding on”: Gallipoli panorama by Major F.G. Giles DSO”, article, *Wartime*, 50, April 2010
- “Through the (looking) glass darkly: managing a multi-disciplinary museum in the 1990s”, talk, Research School of Humanities, Australian National University, Canberra, 25 August 2009
- Jennifer Selby “The kind eyelids of night hid my tears”, article, *Wartime*, 49, January 2010
- Elizabeth Stewart “Surgery under fire”, conference paper, War Wounds: Medicine and the Trauma of Conflict, Australian War Memorial History Conference, Canberra, 24 September 2009
- “Nurses under fire”, article, *Wartime*, 50, April 2010
- “*This company of brave men: the Gallipoli VCs*”, article, *Capital*, 45, March–April 2010
- “*This company of brave men: the Gallipoli VCs*”, talk, Museum and Art Gallery of Northern Territory, Darwin, 8 May 2010
- “*This company of brave men: the Gallipoli VCs*”, talk, State Library of South Australia, Adelaide, 26 June 2010
- With healing hands: the untold story of the Australian civilian surgical teams in Vietnam*, book, Allen and Unwin, Sydney, 2009
- Dennis Stockman “Recent developments at the Australian War Memorial, and ANZAC Day information”, talk, View Association, Yowani Country Club, Canberra, 14 April 2010
- Paul Taylor “The girl in the badge”, article, *Capital*, January–February 2010
- Craig Tibbitts “The Honour Rolls: maintaining the vision”, talk, Department of Defence Nature of Service Workshop, Yowani Country Club, Canberra, 5 March 2010
- Craig Tibbitts and Alexandra Orr “Introduction to Research Centre collections”, talk, Cadet, Reserve and Employer Support Division, Australian Defence Force, Australian War Memorial, 6 November 2009
- Alana Treasure, George Bailey, and Cathy Challenor “Analysis of Christmas Island grave relics to help solve a mystery linked to the loss of HMAS *Sydney II*”, talk, Australian Institute for the Conservation of Cultural Materials ACT Division members, Australian War Memorial, 18 November 2009
- Robyn Van Dyk “Tracking the service records of the Australian Women’s Land Army”, talk, Australian Women’s History Forum, Australian War Memorial, 18 March 2010
- “The notebooks and diaries of C.E.W. Bean”, talk, Manning Clark House, Canberra, 15 April 2010
- “Evacuation of ANZAC”, article, *Wartime*, 50, April 2010
- “Understanding the need to manage and preserve digital objects and collections”, talk, Public Sector Digital Preservation, Ark Group Conference, Sydney, 12 May 2010
- Alexandra Walton “‘Art Mob’ series: the Australian Social Realists”, talk, Australian War Memorial Guides, National Gallery of Australia, Canberra, 24 May 2010
- “The official war artists”, talk, Art Worlds Symposium, Australian National University, Canberra, 19 September 2009
- Laura Webster “*Sidney Nolan: the Gallipoli series*”, talk, National Gallery of Australia Voluntary Guides, Australian War Memorial, 15 September 2009
- “*Sidney Nolan: the Gallipoli series*”, talk, National Gallery of Australia Members, Australian War Memorial, 17 October 2009

	<p>"Art curatorship at the Australian War Memorial", lecture, Art History/Art History and Curatorship students, Australian National University, Canberra, 3 June 2010</p>
Lola Wilkins	<p>"Nolan: the first great drama", article, <i>Wartime</i>, 47, July 2009</p> <p>"Sidney Nolan and the ANZACs", article, <i>Capital</i>, 41, July–August 2009</p> <p>"Artist in the aftermath", article, <i>Wartime</i>, 49, January 2010</p> <p>"<i>Sidney Nolan: the Gallipoli series</i> exhibition", talk, Tweed River Art Gallery, Murwillumbah, NSW, 22–23 January 2010</p> <p>"An inner life", talk, National Portrait Gallery, Canberra, 27 January 2010</p> <p>"<i>Sidney Nolan: the Gallipoli series</i> exhibition", talk, Bathurst Regional Art Gallery, Bathurst, NSW, 26 March 2010</p> <p>"Through women's eyes: Australian women artists and war", talk, Australian Decorative Fine Art Society, University of Tasmania, Hobart, 12 April 2010</p> <p>"What does it take to become an Australian official war artist?", talk, Australian Decorative Fine Art Society, University of Tasmania, Hobart, 13 April 2010</p> <p>"Official art at the Australia War Memorial", article, <i>Agora</i>, 45, no. 2, 2010</p> <p>"Sidney Nolan's <i>Gallipoli lament</i>", talk, National Gallery of Australia, Canberra, 27 May 2010</p> <p>"Sidney Nolan's <i>Gallipoli series</i>", talk, S.H. Ervin Gallery Volunteers, Sydney, 28 May 2010</p> <p>"Sidney Nolan's <i>Gallipoli series</i>", talk, S.H. Ervin Gallery, Sydney, 29 May 2010</p>
Lola Wilkins and Laura Webster	<p><i>Sidney Nolan: the Gallipoli series</i>, exhibition catalogue, Australian War Memorial, August 2009</p>
Helen Withnell	<p>"Managing and leading in a cultural institution", talk, Advanced Workplace Skills Program, Lyneham, ACT, 17 August 2009</p>

APPENDIX 8

Staffing Overview as at 30 June 2010

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

	Ongoing		Ongoing		Non-ongoing		Non-ongoing				
	Full time		Part time		Full time		Part time		Casual		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
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	16.0	13.0	0.0	0.0	8.0	5.0	0.6	0.7	0.0	0.0	43.3
APS Level 3	10.0	10.0	0.0	0.6	4.0	10.0	0.0	0.7	0.2	0.6	36.1
APS Level 4	12.0	10.0	0.0	0.0	3.0	8.0	0.0	0.0	0.0	0.0	33.0
APS Level 5	8.0	8.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0	18.0
APS Level 6	16.0	19.0	0.0	2.5	5.0	2.0	0.4	0.0	0.0	0.0	44.9
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	9.0	9.0	0.0	0.9	2.0	6.0	0.0	2.6	0.0	0.0	29.6
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	16.0	0.5	0.8	3.0	0.0	0.8	0.0	0.0	0.0	37.1
EL 2	5.0	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0
SES	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
Statutory Office											
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	100.0	99.0	0.5	4.9	26.0	32.0	1.8	4.8	0.2	0.6	

Total Ongoing	204.4
Total Non-ongoing	64.6
Total Casual	0.8
Total Females	141.3
Total Males	128.5

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 2008–09 Business Management and Performance Feedback Scheme. The total payment to staff was \$326,327.62.

The Memorial's eighth cycle of performance-based pay for Senior Executive Service Officers covered the period 1 July 2008 to 30 June 2009. Four officers received a combined total of \$79,787.30.

People Development and Training Report 2009–10

A total of 835 person days were spent in formal training during 2009–10, and 285 staff (159 females and 126 males) participated in eligible training activities during the year.

The People Development formal expenditure rate* for the Australian War Memorial for 2009–10 was 2.75 per cent. Total People Development expenditure was \$509,669.

Salary for participants	\$226,556
People Development staff salary	\$89,210
People Development administration (course costs, etc.)	\$155,467
Studybank costs (reimbursement of fees/expenses and salary)	\$38,436
TOTAL	\$509,669

* Expressed as a percentage of the annual 2009–10 salary expenditure of \$18,503,359, which comprised 26 pay periods.

APPENDIX 9

Major Sponsors

The Australian War Memorial gratefully acknowledges the generous support of the following individuals and organisations.

Benefactors

Benefactors are those who have contributed over \$250,000.

Australia and New Zealand Banking Group Ltd	Mr Richard Pratt AC
Australian Submarine Corporation	Qantas
BAE Systems Australia	Rio Tinto Ltd
Coles Myer Ltd	Seven Network Limited
Commonwealth Government of Australia	State Government of New South Wales
Dame Beryl Beaurepaire AC DBE and the late Mr Ian Beaurepaire CMG	State Government of Victoria
De Lambert Largesse Foundation	Tattersall's
Estate of the late Mr Edgar Henry King	Telstra
Estate of the late Ruth Margaret Jenkins	Tenix Pty Ltd
John T. Reid Charitable Trusts	Thyne Reid Foundation
Mr Dick Smith AO and Pip Smith	Vincent Fairfax Family Foundation
Mr Kerry Packer AC	Wingnut Films
Mr Kerry Stokes AC	

Companions

Companions are those who have contributed over \$50,000.

ActewAGL	National Australia Bank Ltd
ADI Limited	Newcrest Mining Ltd
Boeing Australia	News Limited
Broken Hill Proprietary Company Ltd	Oracle Corporation
Commonwealth Bank of Australia	Pacific Dunlop
CSR Limited	SEDCOM Communications Pty Ltd
Estate of the late Ella Maud Clarke	Sir Bruce and Lady Watson
Estate of the late Elsie Ada McGrath	State Government of Queensland
Estate of the late James Frederick Blythe	State Government of South Australia
Estate of the late Kingsley Juan Clark	State Government of Tasmania
Foster's Brewing Group Ltd	State Government of Western Australia
General Dynamics Land Systems Australia	Thales Australia
Gordon Darling Foundation	The Australian Women's Weekly
Government of the Australian Capital Territory	The Bruce and Joy Reid Foundation
Howard Smith Ltd	The Pratt Foundation
Lambert Vineyards	The Sidney Myer Fund
Mr Harry O. Triguboff AO	TransACT
Mr John Wicking AM	Wesfarmers Limited
Mr Robert Strauss MBE	Weta Digital
Mr T.V. Fairfax AM	

Patrons

Patrons are those who have contributed over \$20,000.

Australia Remembers – ACT Committee
Aviation Art
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Burmah Castrol
Casinos Australia International
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Emu Botton Homestead
Estate of the late Beryl Martin
Government of the Northern Territory
John and Betty Skipworth
Lady C. Ramsay
Macquarie Bank Foundation
Mr Dugald Mactaggart
Estate of the late Mr J.S. Millner AM

Mrs Margaret Ross AM
OPSM
PricewaterhouseCoopers
Raytheon Australia Pty Ltd
Renison Goldfields Consolidated Ltd
Rosebank Engineering Pty Ltd
Shell Company of Australia
Sir James Balderstone AC
Sir William Durrant and Lady Durrant AM
Spicers Paper
Teys Bros (Holdings) Pty Ltd
The Laminex Group
WESFI Limited

GLOSSARY

AC	Companion in the Order of Australia	GST	Goods and Services Tax
ACT	Australian Capital Territory	HMAS	His/Her Majesty's Australian Ship
ADF	Australian Defence Force	IMSG	Information Management Steering Group
AE	Air Efficiency Award	INTERFET	International Force for East Timor
AIF	Australian Imperial Force	IT	Information Technology
AJRP	Australia-Japan Research Project	KidsHQ	interactive website for kids
AM	Member in the Order of Australia	MBE	Member of the British Empire
ANAO	Australian National Audit Office	MC	Military Cross
ANU	Australian National University	MIBIS	Memorial Integrated Business Information System
ANZAC	Australian and New Zealand Army Corps	MICA	Memorial Integrated Collection Access System
AO	Officer in the Order of Australia	MP	Member of Parliament
APS	Australian Public Service	NSW	New South Wales
ARC	Australian Research Council	NT	Northern Territory
AWM	Australian War Memorial	OH&S	Occupational Health and Safety
BCP	Business Continuity Plan	PCG	Project Control Group
BMPFS	Business Management Performance Feedback Scheme	PICTION	Collection management and ordering system
BMS	Building Management System	Qld	Queensland
CAC Act	Commonwealth Authorities and Companies Act 1997	RAAC	Royal Australian Armoured Corps
CAS	Client Access System	RAAF	Royal Australian Air Force
CBE	Commander of the Order of the British Empire	RAE	Royal Australian Engineers
CFO	Chief Finance Officer	RAN	Royal Australian Navy
CIT	Canberra Institute of Technology	RN	Royal Navy
CMG	Corporate Management Group	RSL	Returned and Services League
Comcover	Commonwealth insurance company	SA	South Australia
CPA	Certified Practising Accountant	SMG	Senior Management Group
CSM	Conspicuous Service Medal	Tas.	Tasmania
DAMS	Digital Asset Management System	USA	United States of America
DCM	Distinguished Conduct Medal	USAF	United States Air Force
DEWHA	Department of Environment, Water, Heritage and the Arts	USMC	United States Marine Corps
DFC	Distinguished Flying Cross	USN	United States Navy
DoFD	Department of Finance and Deregulation	VC	Victoria Cross
DSC	Distinguished Service Cross	Vic.	Victoria
DVA	Department of Veterans' Affairs	VIP	Very Important Person
D-Zone	Discovery Zone	WA	Western Australia
ECM	Enterprise Content Management	WCM	Web Content Management
EDRMS	Electronic Document and Record Management System		
EEC	Energy and Environment Committee		
EPBC	Environmental Protection and Biodiversity Conservation Act 1999		
EWIS	Emergency Warning Intercommunication System		
FBT	Fringe Benefits Tax		
FOI	Freedom of Information		
FMIS	Financial Management Information System		

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