



## AUSTRALIAN WAR MEMORIAL ANNUAL REPORT 2013-2014





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Annual report for the year ended 30 June 2014,  
together with the financial statements and the  
report of the Auditor-General



Images produced courtesy of the Australian War Memorial, Canberra

Cover: Their Royal Highness The Duke and Duchess of Cambridge in a moment of private reflection at the Roll of Honour. PAIU2014/078.14

Title page: ANZAC Day National Ceremony 2014. PAIU2014/073.13

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Australian War Memorial

GPO Box 345

Canberra, ACT 2601

Australia

[www.awm.gov.au](http://www.awm.gov.au)



Her Excellency the Honourable Dame Quentin Bryce AD CVO, Governor-General of the Commonwealth of Australia, on her final visit to the Australian War Memorial as Governor-General.



His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), Governor-General of the Commonwealth of Australia, and His Royal Highness The Duke of Cambridge KG KT during the Anzac Day National Ceremony 2014 commemorating the 99th anniversary of the Anzac landings.



20 August 2014

Senator The Hon. Michael Ronaldson  
Minister for Veterans' Affairs  
Parliament House  
CANBERRA ACT 2600

Dear Minister

We have pleasure in submitting the 2013-2014 Annual Report of the Australian War Memorial in accordance with section 9 and Schedule 1 of the *Commonwealth Authorities and Companies Act 1997* (the CAC Act).

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 15 sitting days after the day on which the Minister received the report.

Rear Admiral Ken Doolan AO RAN (Ret'd)  
Chairman of the Council

Dr Brendan Nelson  
Director

***Here is their spirit in the heart of the land they loved; and here we guard the record which they themselves made.*** C.E.W. Bean

GPO Box 345  
Canberra ACT 2601  
tel: (02) 6243 4211  
fax: (02) 6243 4325  
web: [www.awm.gov.au](http://www.awm.gov.au)



## ACCEPTANCE OF THE REPORT

The Council of the Australian War Memorial is responsible under section 9 and Schedule 1 of the *Commonwealth Authorities and Companies Act 1997* for the preparation and content of the report of operation of the Australian War Memorial. The 2013-2014 Annual Report has been prepared in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Order 2011*.

In accordance with a resolution of the Council of the Australian War Memorial, passed on 20 August 2014, the members of Council accept the 2013-2014 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.



Rear Admiral Ken Doolan AO RAN (Ret'd)  
Chair of Council



Major General Paul Stevens AO (Ret'd)  
Chair of Finance, Audit, and Compliance  
Committee

*Here is their spirit in the heart of the land they loved; and here we guard the record which they themselves made.* C.E.W. Bean

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The Honourable Tony Abbott MP, Prime Minister of Australia, and the Honourable Bill Shorten MP, Leader of the Federal Opposition, each lay a wreath during the Last Post Ceremony held to mark the opening of a new Parliament.



The Honourable Kevin Rudd MP, then Prime Minister of the Commonwealth of Australia, during the launch of the Australian War Memorial's new exhibition – *Afghanistan: the Australian story*.

# INTRODUCTION TO THE REPORT



The Annual Report of the Australian War Memorial for the year ended 30 June 2014 follows the format for an Annual Report for a Commonwealth Authority in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Orders 2011* under the *Commonwealth Authorities and Companies Act 1997* (the CAC Act). Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

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

## Part One

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

## Part Two

**Corporate Operations** includes the Director's highlights and overview of the Memorial's performance during 2013-14.

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

## Appendices

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

Contact Officer

The contact officer for enquiries about this report is:

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

Phone: (02) 6243 4290

Fax: (02) 6243 4330

Email: [executive@awm.gov.au](mailto:executive@awm.gov.au)

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





Then Minister for Veterans' Affairs the Honourable Warren Snowdon MP and Rear Admiral Ken Doolan (Retd) lay wreaths at the Anzac Aged Care Wreathlaying Ceremony 2013 held in the Western Courtyard of the Australian War Memorial.



Senator the Honourable Michael Ronaldson, Minister for Veterans' Affairs, greets patrons attending Annual Anzac Aged Care Wreathlaying Ceremony 2014, Western Courtyard, Australian War Memorial.

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# AUSTRALIAN WAR MEMORIAL HIGHLIGHTS 2013-14

## Special visitors welcomed



## Special events held





## VC Acquisitions



## New Centenary Logo launched

## New galleries development



## New sponsorships – below: Boeing Australia; right: RSL & Services Clubs Australia



# Highlights

## The year in figures ...

### Visitors:

- More than **920,000** visitors to the Memorial and its storage facility in Mitchell, Canberra
- More than **320,000** visitors made their first visit to the Memorial
- Record attendances at ceremonies:
  - **113,000** at the new Last Post Ceremonies
  - **37,000** at the Anzac Day Dawn Service
  - **25,500** at the Anzac Day National Ceremony
- More than **1 million** visitors to Memorial exhibitions and travelling exhibitions
- More than **194,000** visitors attended Memorial public programs and special events
- At least **12** free highlight tours conducted by voluntary guides each day
- Media coverage to an audience of over **41.5 million** during the Anzac Day period

### Collection:

- More than **17,000** items acquired for the National Collection
- More than **412,000** National Collection items that can be accessed via online public databases

### Education:

- **75** Memorial Boxes loaned to **445** schools across the country and used by over **53,000** students
- More than **125,000** school student visitors
- More than **96,000** students participating in facilitated programs
- More than **5,200** students participated in school wreathlaying ceremonies
- **12** students from Christmas Island attended Anzac Day
- Professional development sessions provided to **70** school teachers and librarians

### Research and online access:

- More than **4.994** million visits to the website, a **16.5** per cent increase from last year
- More than **40,000** followers on Facebook
- More than **2.3 million** total views of Memorial photographs on Flickr
- More than **33,000** visitors to the Reading Room accessed over **16,600** collection items
- More than **27,800** research enquiries answered
- More than **12.644** million page views accessing online research facilities



*The Afghanistan: the Australian story exhibition.*

The Centenary of the First World War brings with it enormous challenges for the Australian War Memorial, one of which is the completion of the extensive refurbishment of the First World War Galleries. It is pleasing that this substantial project has continued to progress on schedule during the financial year 2013-14, giving confidence that it will be delivered on time and on budget. Provided there are no unforeseeable delays or problems, the many thousands of visitors to the Memorial will be able to see what has been achieved well prior to the Centenary of Anzac Day in 2015.

The Council of the Australian War Memorial along with Director Dr Brendan Nelson and his expert paid and volunteer staff have been deeply involved with this project and with inclusion therein of some facets not previously part of these galleries. For instance, there was hitherto no explanation as to why Australia went to war in 1914 or any reflection of what Australian society was like in 1914. We hope that these additional aspects will enhance and enrich the experience of our many visitors as they tour the refurbished galleries.

Another significant task the Government has asked the Australian War Memorial to undertake is to plan the

proposed Anzac Centenary Travelling Exhibition. This is an important part of commemorating the Anzac Centenary. It will allow many Australians to gain a great understanding of circumstances which resulted in many families paying an enormous price to protect and preserve our freedom and liberty 100 years ago.

The launch of *Anzac voices* in November 2013 was another significant commemoration of the First World War. This exhibition features treasures from the Memorial's archives and seeks to convey to visitors the experiences of war as recollected by those who took part in the cataclysmic events of 100 years ago.

Throughout the 2013-14 financial year the Memorial has hosted many distinguished visitors and significant commemorative ceremonies, prime among which were Remembrance Day 2013 and Anzac Day 2014. We were honoured by the presence of Her Excellency the Governor-General the Honourable Dame Quentin Bryce AD CVO and His Excellency Mr Michael Bryce AM AE at the event on 11 November 2013, where the torrential rain did little to dissuade those who wished to pay their respects to the fallen of the First World War.



His Royal Highness The Duke of Cambridge KG KT and Her Royal Highness The Duchess of Cambridge, accompanied by His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), Governor-General of the Commonwealth of Australia, and Rear Admiral Ken Doolan AO RAN (Retd), Chairman of the Council of the Australian War Memorial, after attending the 2014 Anzac Day National Ceremony.

The Dawn Service at the Australian War Memorial on 25 April 2014 attracted a record crowd estimated at over 37,000, and we were honoured by the presence at both this major commemorative event and at the later Anzac Day National Ceremony by the presence of Their Royal Highnesses The Duke and Duchess of Cambridge, the Governor-General His Excellency General the Honourable Sir Peter Cosgrove AK MC, and Her Excellency Lady Cosgrove. The national significance of the main Anzac Day Ceremony was emphasised by the presence of the Prime Minister the Honourable Tony Abbott MP and Mrs Abbott, the Leader of the Opposition the Honourable Bill Shorten MP, the Chief Justice of the High Court the Honourable Robert French AC, the President of the Senate Senator the Honourable John Hogg and the Speaker of the House of Representatives the Honourable Bronwyn Bishop MP.

This year again saw Prime Minister Abbott and the Leader of the Opposition lay wreaths to mark the start of the parliamentary year. In addition, the Minister for Defence, Senator the Honourable David Johnston, the Minister for Veterans' Affairs, Senator the Honourable Michael Ronaldson, the Assistant Minister for Defence, the Honourable Stuart Robert MP, and the Parliamentary

Secretary to the Minister for Defence, the Honourable Darren Chester MP, attended the Memorial to lay wreaths as their first official acts as ministers. These wreathlayings demonstrate the respect the Commonwealth Parliament has for the nation's fallen and for those currently serving, and symbolise the Memorial's role in national commemoration.

A daily commemorative event at the Memorial which is drawing increasingly high attendance is the Last Post Ceremony. This is now being attended on significant occasions – such as the anniversary of battles – by veterans and their families; and by senior leaders of the Australian Defence Force on their retirement as their last official engagement before leaving office. The generous support of the RSL & Services Clubs Association and RSL Victoria in sponsoring the Last Post Ceremony is very much appreciated.

The financial year 2013-14 has been one of achievement despite increasing financial challenges. The Council envisages these challenges will continue and increase during the year ahead. To prepare for this probability the Council has determined that an approach be made to government with the aim of seeking considerably greater flexibility in the allocation of available appropriation funding.



Like all government agencies the Memorial has also had to respond to the imposition of efficiency dividends over recent years.

The Council of the Australian War Memorial holds the firm view that there must be greater flexibility in the way in which resources can be applied to programs. The inflexibility of the depreciation funding and its use in our operations is an increasingly difficult constraint in an environment where funding is reducing.

Notwithstanding these concerns, the Australian War Memorial remains in a strong financial position. The operating loss reported since 2009-10 relates to annual government funding for the development of the National Collection and drawdowns from the reserve established to meet anticipated costs of the First World War centenary programs. The reported result emphasises that the Memorial's well-established financial and budget management practices are sound.

Partnerships and collaboration are essential parts of the success of the Memorial. We are delighted to be working with several generous companies and benefactors. On behalf of Council I sincerely thank BHP Billiton Sustainable Communities for their most generous donation to assist in funding the refurbishment of the First World War Galleries. I also convey the thanks of Council, the Director, and staff to Lockheed Martin, Boeing Australia, BAE Systems, Qantas, Kingold, and the DeLambert Largesse Foundation. The exceptionally generous support of these donors and others allow the Memorial to continue to be engaged in leading-edge museum technology, to deliver quality content and public programs for our visitors, and to continue to enhance the standing of what is an iconic place of commemoration for all Australians and one of the world's great museums. In this context it is pleasing to note that online travel reviewer TripAdvisor has recently ranked the Australian War Memorial as the number one Australian landmark and number 17 in the world.

There have been several changes to the membership of the Council of the Australian War Memorial during the year and I especially thank Air Vice-Marshal Julie Hammer AM CSC, Ms Jane McAloon, and Mr Kevin Woods CSC OAM for all they have contributed and for their dedication to the task of ensuring governance at the highest standard. Each has made a major contribution offering sage and timely advice.

I also thank the Australian governments that have held office during the financial year for their continued support of the Memorial. In particular, I thank the successive Ministers for Veterans' Affairs: the Honourable Warren Snowdon MP and Senator the Honourable Michael Ronaldson. Thanks are also due to the Secretary of the Department of Veterans' Affairs, Mr Simon Lewis PSM, and to his expert and dedicated staff, who continue to provide assistance and guidance.

The Council of the Australian War Memorial could not shoulder its responsibilities without the expert and dedicated assistance of the Director the Honourable

Dr Brendan Nelson and the Memorial's experienced and hardworking paid and volunteer staff. I thank each and every one of them for all that they have done and are doing to ensure that the Australian War Memorial remains the iconic national symbol of national remembrance.

Rear Admiral Ken Doolan AO RAN (Retd)  
Chairman

## 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* (the 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 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
- ensures decisions 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 once a year 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 before 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.



Members of the Council of the Australian War Memorial:

Back (left to right): Dr Brendan Nelson, Director; Lieutenant General David Morrison AO, Chief of Army; Vice Admiral Tim Barrett AO CSC RAN, Chief of Navy (appointed 30 June 2014); Air Marshal Geoff Brown AO, Chief of Air Force; Rear Admiral Ken Doolan AO RAN (Retd), Chairman; Mr Peter FitzSimons AM; Major General Paul Stevens AO (Retd).

Front (left to right): Mr Les Carlyon AC; Mr Kerry Stokes AC; The Honourable Graham Edwards AM; Ms Gabrielle Trainor; Dr Allan Hawke AC.

Absent: Ms Jane McAloon (appointment expired 6 April 2014); Vice Admiral Ray Griggs AO CSC RAN, Chief of Navy (appointment expired 29 June 2014); Air Vice-Marshal Julie Hammer AM CSC (Retd) (appointment expired 6 April 2014); Mr Kevin Woods CSC OAM (appointment expired 30 June 2014).



The Australian Defence Force Academy Napier Waller Reflection Ceremony, held in the Commemorative Area of the Australian War Memorial.

This past year has been a busy and invigorating one. The Centenary of the First World War is upon us, and I am proud to report that we have taken significant steps in preparing for its commemoration.

Although the nation federated in 1901, it was not until the cataclysm that unfolded from 1914, through building the AIF and sending young Australians overseas to fight in our name, in an Australian uniform, and with an Australian flag, that Australia had its own story.

Progress on the redevelopment of the First World War Galleries has been excellent. Primary works were completed on time and under budget, and secondary works, including exhibition fit-out, have progressed well during the year. Procurement for tertiary works has been completed and work has commenced, including for audio-visual production. The quality of work to date is impressive and commensurate with the importance and profile of the project in general. The new galleries will feature the National Collection in more accessible and interesting ways and will reposition the superb dioramas as features in the telling of our story. The project budget comprises \$28.7 million provided by government; \$2.67 million allocated from the Memorial's

existing capital reserves; and \$1 million sponsorship from BHP Billiton Sustainable Communities. I warmly acknowledge the generous support of both the federal government and BHP Billiton Sustainable Communities for this centrepiece project.

A logo was launched in February 2014 for use in all the Memorial's centenary projects. The Memorial has also licensed the use of the centenary logo for sponsors, partners, and community commemorative projects. The Memorial is managing two programs to develop commemorative merchandise – one on behalf of government and one for the Memorial. Products include apparel, stationery, publications, home-ware, gifts/memorabilia/reproductions, and corporate gifts. We have also collaborated with the Royal Australian Mint and Australia Post to develop commemorative noncirculating coins and stamps under a licensing program. Some of the merchandise was released for sale during April 2014.

The implementation of enhanced architectural lighting to the Memorial building at night, particularly of the Hall of Memory and the stained glass windows, will be completed by August 2014. Recording of the Roll of Honour



Memorial Director Dr Brendan Nelson discusses the significance of the Commemorative Crosses Program with visiting school students.

Soundscapes, featuring the voices of schoolchildren from across the country reciting the name and age at death of each of the 62,000 Australians listed on the First World War Roll of Honour, will be launched in August 2014. Our partners are ABC Radio and Google (which has produced a web-based app for use by schools). The voices of these young Australians will be heard in the First World War cloisters throughout the centenary period.

The Roll of Honour Projections project will see each of the 62,000 names from the First World War Roll of Honour projected onto the Memorial building immediately beneath the Hall of Memory dome. Each name will appear for 30 seconds on up to 30 occasions over the four years of the centenary period from August 2014. The Commemorative Crosses project involves schoolchildren who visit the Memorial inscribing individual crosses with their personal comments to the soldiers who gave their lives in war. The crosses are then delivered to Australian ambassadors and high commissioners in 39 countries for placing on Australian war graves and memorials. It is anticipated that around 15,000 crosses will have been inscribed by Remembrance Day 2014.

A partnership between the Memorial and production company Eyeworks, on behalf of Foxtel's History Channel, will deliver a five-part observational documentary series. The series follows the First World War Galleries' redevelopment, explores behind the scenes of Memorial operations, and investigates our First World War history through the stories of Australian soldiers and families. The series is presented by acclaimed television history

presenter Neil Oliver. It is expected the series will screen on the History Channel from November 2014. The Memorial is also working with the Australian National University to deliver the *Gallipoli 1915: a century on* military history conference from 18 to 20 March 2015.

The first 100 collections for *Anzac connections* were released in December 2013 and were formally launched on 17 April 2014. A further 50 collections have been added since the launch. The contents of the collections range from diaries and letters by commanders, nurses, Indigenous Australian soldiers, VC recipients, and many ordinary Australians caught up in the extraordinary experience of war. These are delivered online with simple, intuitive navigation. Prime Minister the Honourable Tony Abbott launched the digitisation of General Sir John Monash's remarkable personal letters and diaries in June. The Memorial will progressively add collections to the site over the centenary period.

The exhibition-in-a-box concept has been re-scoped to become a small photographic exhibition entitled *A camera on Gallipoli*. This exhibition will feature a selection of the remarkable images taken by Sir Charles Ryan in Egypt and on Gallipoli in 1914 and 1915, presenting some of the most graphic and important photographic images from the campaign. It will be suitable for regional and remote venues, community groups and historical societies, schools, libraries, RSLs and other service associations, Australian Defence Force bases, airports, and town or community halls.

Recruitment of the project team for the Anzac Centenary Travelling Exhibition commenced with the appointment of Major General Brian Dawson (Retd) AM CSC as the Executive Manager; and Imagination (Australia) as the Creative Director. The final scope and form of the exhibition is subject to available funds both government and corporate.

The National Remembrance Day Ceremony was conducted in November 2013 with just over 2,200 people in attendance despite the gloomy weather, including Her Excellency Ms Quentin Bryce AC CVO, the Governor-General of the Commonwealth of Australia, and Senator the Honourable Michael Ronaldson, the Minister for Veterans' Affairs, representing the Honourable Tony Abbott MP, Prime Minister of the Commonwealth of Australia. Former Prime Minister the Honourable Paul Keating delivered the commemorative address on what was also the twentieth anniversary of his towering eulogy to the Unknown Australian Soldier. Before the National Ceremony, family members, representatives from the Australian Defence Force (ADF), the Chairman, and I were in attendance at a ceremony for the addition of two names to the Afghanistan Roll of Honour. The Hall of Memory enhancements to commemorate the twentieth anniversary of the interment of the Unknown Australian Soldier were completed for Remembrance Day. A bronze panel of Mr Keating's eulogy at the 1993 interment ceremony, which replaced the printed version previously in use, was unveiled by him on

Remembrance Day. Onto the bevelled edge of the northern end of the tomb has been engraved the words:

HE IS ALL OF THEM  
AND HE IS ONE OF US

The 99th anniversary of the Anzac landings was commemorated with the Dawn Service and National Ceremony on 25 April 2014. The new elements added to the Dawn Service last year were continued and expanded in 2014. The sound of the didgeridoo, played by Indigenous Able Seaman Boatswains Mate Darren Davies in the darkness from the parapet before the commencement of the Dawn Service, was truly haunting. The record audience was able to view the service, including the Dawn Service address by Corporal Ben Roberts-Smith VC MG, on three large screens located in the grounds.

The attendance of Their Royal Highnesses The Duke and Duchess of Cambridge at the Dawn Service and the National Ceremony was a highlight, as were Australia's four living Victoria Cross recipients leading the veterans' march. Prime Minister Tony Abbott delivered the Commemorative Address, urging Australians to extend their focus to the tragedy and triumph of Australians on the Western Front. Following the National Ceremony Their Royal Highnesses The Duke and Duchess of Cambridge planted a Lone Pine sapling in the western lawn of the Memorial. The sapling was grown from the one planted in 1934 by Prince Henry, Duke of Gloucester. The final commemorative element for the day, the Last Post Ceremony, saw Corporal Daniel Keighran VC read the story of Private Thomas Anderson Whyte, 10th Battalion, AIF, who died of wounds on 25 April 1915. A champion Adelaide rower, he had volunteered to row one of the boats ashore at Anzac Cove. He was 29 years old.

Attendance at the Anzac Day ceremonies has been increasing steadily over the years, with 37,000 for the Dawn Service and 25,500 for the National Ceremony this year. Even larger numbers are anticipated next year for the centenary of the landings on Gallipoli, and planning has commenced for a full weekend of commemorative events. As well as the traditional Dawn Service and National Ceremony, it is planned to broadcast the ceremonies on Gallipoli and at Villers-Bretonneux on large screens erected in the Memorial's grounds. Further, on a date later in 2015, a special commemorative performance will be staged featuring acclaimed Australian singer-songwriter John Schumann and a range of contemporary artists.

The personal stories told in the galleries and exhibitions at the Memorial are key to a strong emotional connection to our visitors. This has been eminently apparent in the new *Afghanistan: the Australian story* exhibition, where young and old, veterans and civilians alike, have laughed and cried at the powerful stories of still-serving personnel. The exhibition was opened on 6 August 2013 by Chief of Defence Force General David Hurley AC DSC, with approximately 300 people in attendance including the Honourable Kevin Rudd MP, then Prime Minister of Australia,

and the Honourable Tony Abbott MP, then Leader of the Opposition.

Although some questioned why we would exhibit the story of a war not yet ended, I regard it as essential that the Memorial be part of the therapeutic milieu for those returning to a country that has little idea of what they have done in our name. More than 27,000 ADF personnel, Australian Federal Police, aid workers, and diplomats have served in Afghanistan over the more than a decade of our involvement. Their story needs to be told and, working with acclaimed journalist Chris Masters, we have combined objects, multimedia, and the veterans themselves to tell a powerful story.

Consistent with this, the Memorial has introduced a "soldiers in residence" program. Its objectives include providing army personnel with the opportunity to share their experiences in Afghanistan and on other operations with members of the general public. It enables them to promote awareness of the achievements of the ADF in the Afghanistan conflict. Soldiers have enjoyed working with staff behind the scenes in a number of areas across the Memorial, as well as engaging with visitors in the Afghanistan exhibition space. The program has been a great success and will be extended to include the navy and air force in late 2014. The positive impact on these soldiers and our staff has been immeasurable.

The inclusion on the Roll of Honour of those killed whilst on peacekeeping and non-warlike operations provoked considerable debate in the community and the media. This was not a decision made lightly by Memorial management and Council, but it was the right one. Commemoration of those who gave the ultimate sacrifice in operations considered peacekeeping and not warlike sits comfortably within the vision of the Memorial conceived by Australia's pre-eminent war historian Charles Bean in the depths of the First World War. Australia contributed to the first operation mandated and endorsed by the United Nations. It has done so on more than 60 occasions since, and it will certainly do so again. Australians have given their lives in the service of our nation over those six decades in circumstances in which they have been sent by successive governments on operations considered not to be "war". Thanks to them, we now live in a free world as free people. The distinction between death in "warlike" as distinct from "non-warlike" operations is to many Australians an abstract technicality creating different classes of ADF personnel in death. The Operational Service Roll of Honour panel was unveiled during a low-key but dignified ceremony on 30 August 2013. Several family members have subsequently expressed their deep gratitude for the manner in which the ceremony was conducted and their desire to return to the Memorial in the future.

An article in the *Canberra Times* just before last year's *Big things in store* exhibition described me as being "like a kid in a candy shop", and that is exactly what it is like for the thousands of happy visitors we welcomed to our Mitchell



facility in September 2013. Thanks to our exclusive partner for the event, NRMA Motoring Services, it was a great day out for the whole family and an excellent opportunity for the public to see the rare objects in storage that can't be displayed as often as we would like.

Another special event, held on 23 February 2014, was *Of animals in war*, commemorating the roles that animals have played in support of Australia's war efforts. The all-day family event was an opportunity for the public to pay their respects for the invaluable contributions of animals in Australia's military history and to honour those who served, suffered, and died alongside our soldiers. The Commemorative Ceremony was followed by a range of indoor and outdoor activities such as talks from the Australian Light Horse Association and the Canberra Racing Pigeon Combine, whose members released some pigeons from Memorial grounds. Engaging public programs were run for the benefit of the whole family, including arts and crafts, and story time. The day proved to be popular with those who attended.

Other exhibitions that opened during the year include *Salute: Canberra's military heritage*, one of the Memorial's major contributions to the 2013 Canberra Centenary celebrations. It was opened by former Memorial Director Major General Steve Gower AO AO(Mil) (Retd) in August 2013 and looked at the long association the Australian military forces have had with Canberra as well as the impact of war on Canberra and Canberrans. *Anzac voices* is the temporary exhibition providing a First World War experience for visitors during the redevelopment of the permanent First World War Galleries. It is an evocative and emotive exhibition that brings the voices of the Anzacs to the visitor in a very personal and compelling way. The firsthand descriptions of the challenges faced by the Anzacs on Gallipoli, and on the Western Front at Fromelles and Pozières, give modern-day Australians an inkling of what it was truly like for the everyday soldier. We were very pleased to be highly commended for *Anzac voices* at the Museum and Galleries National Awards in May 2014.

Another worthy project has been the refurbishment and rebranding of the Terrace at the Memorial café. The café enhancements will improve the flexibility of the internal space of the café and provide visitors with additional seating choices and the option of interacting with multimedia components. The café will now be known as Poppy's, in recognition of the service and sacrifice of those who have served in Afghanistan. Poppy's is based on the recreational centre in Afghanistan which provided services to the Australian soldiers on duty in the Middle East. It was named after Trooper David "Poppy" Pearce, who was killed in Afghanistan in 2007. Trooper Pearce was nicknamed "Poppy" because the younger soldiers regarded him as a mentor and father figure. The Memorial's café enhancements will incorporate aspects of this experience, including a photograph of Trooper Pearce, the original Poppy's sign, and the boomerang and kangaroo sign

mounted on the original Poppy's recreational centre in Tarin Kot, Afghanistan. These were brought back by the Prime Minister and presented to the Memorial. The result will be a café with an ambience consistent with being at the Australian War Memorial.

With the withdrawal of troops from Afghanistan, Memorial staff have been working closely with members of the ADF through the Collection Coordination Group (CCG) to ensure that the items identified by curators in Afghanistan are transferred to the Memorial. The CCG has also successfully produced the longest and biggest portrait commission ever undertaken at the Memorial. Nineteen servicemen and servicewomen representing the navy, army, and air force were photographed and interviewed before, during, and after their deployments to Afghanistan. The CCG was also instrumental in the deployment of a Memorial cinematographer to Operation Philippines Assist to record the humanitarian work undertaken by the ADF.

The important and ongoing work of developing and caring for the National Collection included acquisition of the Victoria Cross and medal group of Keith Payne VC OAM and the loaned Victoria Cross and medal group of Corporal Cameron Baird VC MG; the task force symbol of a kangaroo and boomerang from Poppy's recreation area in Tarin Kot; and two Protected Mobility Vehicles (Bushmasters), both damaged by Improvised Explosive Devices. Other key additions were a rare State of Victoria Permanent Infantry Officer's uniform, circa 1890; a rare collection of 13 French, German, Italian, Hungarian, Russian, and Polish First World War propaganda posters; and a hand-drawn map of the Lone Pine trenches, dated 28 November 1915, by Tom Oswald Butcher. One of the most fascinating donations is the set of 3,000 images from the No. 458 Squadron RAAF Association. In the late 1940s the association started gathering photographs and other memorabilia, and over many years has compiled these into two albums weighing 12 kilograms each. They were carried to every reunion in specially constructed green carriers made from parachute bags and will now be cared for in perpetuity by the Memorial.

The Chairman has provided an overview of the Memorial's financial position and I can only reiterate that good financial management practices are in place and we will continue to manage our operations within the available funding. As noted, this has meant a reduction in staffing for 2014-15 as well as a reduction in activities, notably the decision to not have an Open Day in 2015. Further staff reductions are forecast for 2015-16 and beyond. Some of these will be the natural result of preparatory centenary activities coming to an end and others will be the result of the ongoing efficiency dividend.

Council and management are of the firm belief that a diverse range of funding sources is the most secure way to fund the operations of the Memorial. We are very grateful to our generous supporters and partners, including BHP Billiton Sustainable Communities, Mr Kerry Stokes AC, Seven



Group Holdings, the Seven Network, Boeing Australia, Qantas, Lockheed Martin, BAE Systems, Thales Australia, Kingold, RSL and Services Clubs, and the De Lambert Largesse Foundation. I also thank the federal government, the Department of Veterans' Affairs, and Minister for Veterans' Affairs Senator Michael Ronaldson for their ongoing support.

I thank Memorial Chairman Rear Admiral Ken Doolan AO RAN (Retd), and all members of Council for their highly valued oversight and strategic direction. Unfortunately, we saw the departure of three key members of Council during the year: Air Vice-Marshal Julie Hammer AM CSC (Retd), Ms Jane McAloon and Mr Kevin Woods CSC OAM. The government recently appointed Mr Les Carlyon AC and Ms Jillian Segal AM, and I welcome them both to Council.

Of course, all this would not have been possible without the talent, enthusiasm, and commitment of the Memorial's staff and our many volunteers in their various capacities. I gratefully thank them and acknowledge their contributions. It is a great pleasure and privilege to work with them all. In particular, I thank my Assistant Directors, Rhonda Adler, Linda Ferguson, Tim Sullivan, and Anne Bennie, for their unstinting support and commitment. Sadly, Linda, who has been on long-term personal leave since early this year, found it necessary to resign from her position at the Memorial. Linda's contribution over her 18 years at the Memorial has been outstanding. Prior to her role as Assistant Director, Branch Head Public Programs, she was the Evaluation and Visitor Research Manager, establishing the vital evaluation program which informs so many aspects of our operations. She will be missed by all of us.

The new Corporate Plan 2014-17 and Business Plan 2014-15 focus our activities very clearly on commemoration,

engagement, and collaboration. Obviously, our focus will be on commemorating the service and sacrifice of the first Anzacs as well as our current servicemen and servicewomen. Through our exhibitions, education and public programs, online programs, and collection projects we will strive to deliver services that are relevant to contemporary audiences onsite, offsite, and online. We will seek out new opportunities to work with partners to sustain our important work. Staff will be encouraged to work collaboratively to find creative ways to increase our resources, to use those resources as effectively as possible, and to deliver the best possible value for all visitors. Ongoing investment in the Memorial's public spaces and collection storage areas will underpin success in engaging with new audiences and sustaining relevance to our stakeholders.

Something which suggests, perhaps more than anything else, that we are on the right track is the news in June this year that the world's top online travel reviewer, TripAdvisor, has ranked the Australian War Memorial as the number one Australian landmark, ahead of the Sydney Opera House and the Great Barrier Reef. At number 17 globally, the Memorial was the only Australian landmark ranked in the world's top 20. This is a tribute as much to the service and sacrifice of the two million men and women whose lives we honour as it is to our staff and volunteers.

Finally, and once more, I thank the Chairman of Council, Rear Admiral Ken Doolan AO RAN (Retd), for his leadership and support in what has been a year of remarkable achievement and transformation.

Dr Brendan Nelson  
Director



The Australian War Memorial's Corporate Management Group in front of one of the Menin Gate lions before the statues were transported on loan to the Canadian War Museum.

Left to right: Ms Rhonda Adler, Assistant Director, Branch Head Corporate Services; Mr Tim Sullivan, Assistant Director, Branch Head National Collection; Dr Brendan Nelson, Director; and Ms Anne Bennie, Acting Assistant Director, Branch Head Public Programs.

## SPOTLIGHT ON THE COLLECTION

### Australian War Memorial official war art

The Australian War Memorial operates the official war art scheme, the longest-running and largest-commissioning program of art in Australia. The work completed under the scheme provides a rich contribution to Australian art, while playing a significant role in Australia's interpretation of its wartime history.

In May 1917 artist and cartoonist Will Dyson became Australia's first official war artist. He received his commission at the Western Front, where he had already been working as an artist without pay or official standing since late 1916. In total, 16 men, including prominent artists like Arthur Streeton and A. Henry Fullwood, were commissioned to record Australia's war history during the First World War. They were mostly posted to France and Belgium, but George Lambert covered the Australian Light Horse in Palestine and also travelled to Gallipoli as part of Charles Bean's Historical Mission in 1919.

During the Second World War, as many as 35 artists were commissioned to travel overseas with military forces or cover a range of home-front themes. The selection of artists was diverse. Traditional artists like Ivor Hele and William Dargie were chosen alongside modern painters like Donald Friend and Sali Herman. Three women were commissioned, including Nora Heysen, who travelled to New Guinea to represent Australian nurses working there.

The scheme was reactivated on a reduced scale during the Korean and Vietnam wars. In the past 15 years the scheme has been invigorated to include 11 major contemporary artists covering both peacekeeping operations in East Timor and the Solomon Islands and the wars in Iraq and Afghanistan.

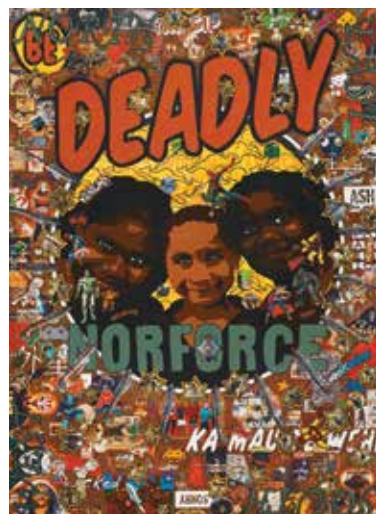


Shaun Gladwell, *BPOV MEAO* (*Behind point of view, Middle East Area of Operations*)

(Digital colour photograph, inkjet on paper, 95.0 x 63.3 cm, P10015.003)



Ben Quilty, *SOTG, after Afghanistan* (2011, oil on linen (diptych), 300 x 140 cm, ART94522)



Tony Albert, *Be deadly - NORFORCE* (2012-13, acrylic, collage elements and mixed media print with silver leaf on paper, 140 x 100 cm, ART94987)

The scheme's continuing strength and innovative outlook is apparent in the three most recent commissions. Shaun Gladwell completed his tour of Afghanistan in 2009, producing the first video works of art for the scheme. In 2011 Ben Quilty also toured Afghanistan and on his return created large-scale portraits of several soldiers who had recently served in that conflict. In these works Quilty explored the emotional and psychological effects that continue to afflict soldiers long after war. In 2012 Tony Albert was attached to the Australian Army's Regional Surveillance Unit North West Mobile Force. He is the first Indigenous Australian appointed to the role of official war artist and the first artist commissioned to work on Australian soil since the Second World War.

Four Australian War Memorial exhibitions of official war art are currently on display throughout Australia: *NORFORCE: Tony Albert* is on display in the Memorial's Western Courtyard Gallery until February 2015. *Shaun Gladwell: Afghanistan* (June 2012 to September 2014); *Ben Quilty: after Afghanistan* (February 2013 to May 2015); and *Reality in flames: modern Australian art and the Second World War* (March 2014 to June 2015) are nationally touring exhibitions.

### Events

#### **Carly Reid, Events and Ceremonies Coordinator, Commemoration and Visitor Engagement Section**

It is 5.30 am at the Anzac Day Dawn Service. It is dark and cold but I am surrounded by tens of thousands of visitors to the Memorial, all gathered in silence to remember and pay tribute to the service and sacrifice of Australia's servicemen and servicewomen. It still amazes me how such a large number of people can stand in silence with their dimly lit candles and torches, awaiting the start of the service. I may be wearing two radio headsets and running on pure adrenaline but it is impossible not to be humbled by the reverence of the occasion and the sacred site that I am privileged to call my workplace.

I have the great honour of working in the Events and Ceremonies team at the Australian War Memorial. My background is in sports event management but I have always had a keen interest in Australia's military history, so when I saw this job advertised I knew it was an opportunity I couldn't resist. Our team is part of the public face of the Memorial and is responsible for delivering a number of events and ceremonies, including the Anzac Day and Remembrance Day ceremonies as well as Open Day and *Big things in store*.

There is no such thing as an average day in the Events and Ceremonies team. During my time at the Memorial I have been lucky enough to coordinate air shows, gallery launches, and VIP visits such as Their Royal Highnesses The Duke and Duchess of Cambridge. One of my most memorable experiences was coordinating the landing of helicopters on the Memorial grounds for the Open Day event in 2013.

In addition to the major events, the team delivered over 70 events and ceremonies in 2013-14 to commemorate Australia's servicemen and servicewomen, as well as over 90 VIP visits. The events and ceremonies we deliver include wreathlaying ceremonies, plaque dedication ceremonies, and exhibition and gallery launches.

Of all the amazing experiences I have had, interacting with the veterans and their families are the ones I hold closest to my heart. It is difficult to articulate the pride that our team takes in delivering ceremonies for both the veterans and the public; we invest ourselves and are often emotionally moved by what we are able to deliver and by the responses and appreciation we receive. Our part is but a small tribute to the veterans who have done so much for us and our country.

The next four years are an important time for our team and the Memorial. We are preparing for a number of commemorative events and ceremonies for the Centenary of the First World War, with a particular focus on Anzac Day 2015.



Carly Reid pictured with Corporal Ben Roberts-Smith VC MG on Anzac Day 2014.





Members of the School of Military Engineering and their K9s at *Of animals in war*, an all-day family event at the Australian War Memorial.

## Purpose

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

## Mission

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

## Vision

Our vision is for the Memorial to:

- play the leading role in the nation's **commemoration** of the Australian experience of war;
- **engage** with people and communities to achieve our purpose;
- **collaborate** with a wide range of stakeholders and partners to create mutual long-term value; and
- be a workplace that inspires **integrity** and **excellence**.

## Values

The Memorial is committed to the Australian Public Service values:

### **Impartial**

The APS is apolitical and provides the government with advice that is frank, honest, timely, and based on the best available evidence.

### **Committed to service**

The APS is professional, objective, innovative, and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

### **Accountable**

The APS is open and accountable to the Australian community under the law and within the framework of ministerial responsibility.

### **Respectful**

The APS respects all people, including their rights and their heritage.

### **Ethical**

The APS demonstrates leadership, is trustworthy, and acts with integrity in all that it does.



### 3 Planning and Reporting Framework

The Memorial is a statutory authority within the Veterans' Affairs portfolio, and is 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 typically 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 2013-14 has been provided by the Memorial's Corporate Plan 2011-14. The plan includes, among other things, the outcomes 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, workplace diversity, and security of physical assets, people and information.

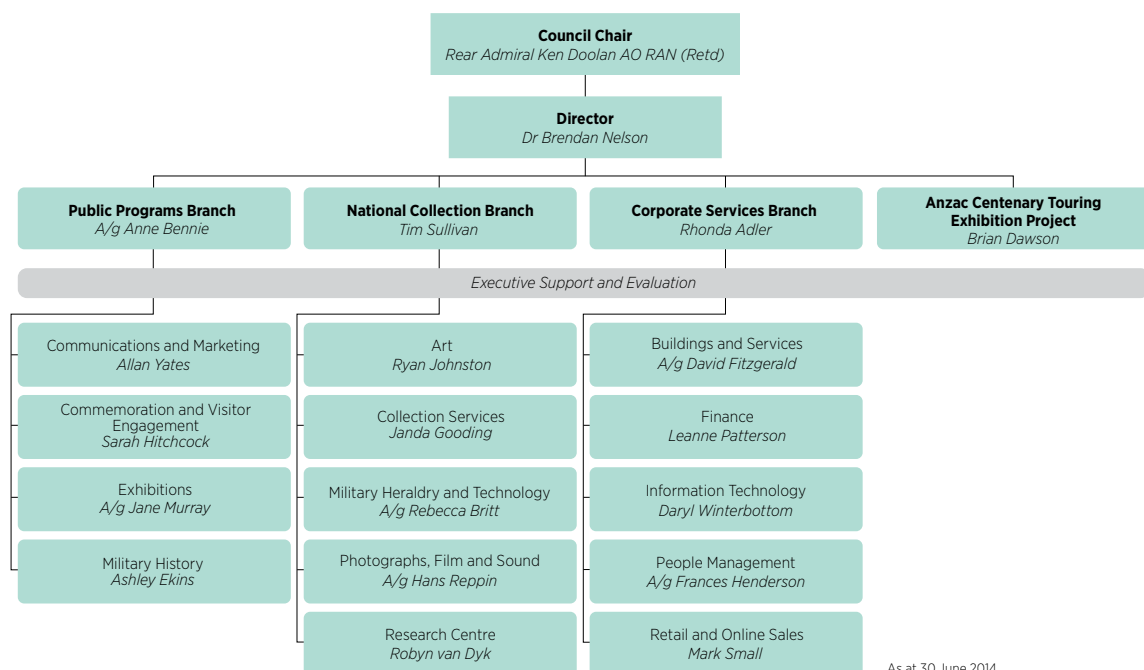
Further details of applicable legislation, functions, and powers can be found in Part 5.

### 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), which comprises the Director and three assistant directors. CMG meets weekly and is responsible for overall leadership and 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.



As at 30 June 2014

## Branch Descriptions

### National Collection

The National Collection branch develops, manages, conserves, 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 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 public enquiries, 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 comprise 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 increases 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. The Research Centre also manages the Roll of Honour and the Commemorative Roll.

### Public Programs

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

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war, in particular Anzac Day and Remembrance Day, and by producing and conducting the daily Last Post Ceremony to remember those individuals who lost their lives in conflict. 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 and interactive displays, 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 parts of 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 social media; and researching and writing the official history of Australia's involvement in Peacekeeping, Humanitarian, and Post-Cold War Operations.

The Public Programs Branch also has the responsibility for coordinating all Memorial activities in relation to the upcoming Anzac Centenary.

### Corporate Services

The Corporate Services Branch is responsible for delivery of a range of internal and external governance, compliance, and resource management functions. Implementation of government reforms relevant to the Memorial is also coordinated by the branch.

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 and ministerial and parliamentary liaison are also coordinated in this branch.

### First World War embroidered silk postcard collection

Embroidered silk postcards were first made in 1900 for the Paris Exposition, a world's fair held from 15 April to 12 November 1900 to celebrate the achievements of the past century and to accelerate development into the next. The popularity of embroidered silk postcards peaked during the First World War. A thriving cottage industry began around 1915 and the quality of the early silks was quite high. However, to satisfy demand, later workmanship was often not quite as high.

Postcard companies began to employ women to produce silks on a rough assembly line basis. The cards were generally hand embroidered on strips of silk mesh with as many as 25 on a strip. They were mostly created by French women in their homes and then sent to the factories for cutting and mounting on postcards.

Some postcards were made with little envelopes, which could contain a smaller card with a sentimental message.

It is estimated that approximately ten million silk postcards were produced during the years 1915 to 1919.

Several themes became popular, including:

- Family
- Remembrance
- Liberty
- Unity
- Souvenirs of France and Belgium
- Souvenirs of the war, and
- Regimental badges and crests.

In the 1930s and during the Second World War, machine-made cards were produced. These were simpler and plainer than the handmade silks and had fewer variations. They never gained the popularity of their First World War predecessors.

The Australian War Memorial has a collection of silk postcards with a wide variety of designs, themes, and sentiments. This collection has recently been digitised and the images are available for viewing online at: <http://www.awm.gov.au/findingaids/special/Postcards/silk.xml>.





The Australian War Memorial provides the backdrop for projected photographs during the Anzac Day Dawn Service 2014.

## 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 programs, of which five are internally generated, to achieve the Outcome:

## External Programs

- 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 Programs

- 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

*But the Second World War found us still able and ready to fight for freedom; and that free men and women should have to risk everything in fighting for their freedom within 21 years of having saved it in an earlier struggle, is nothing new in history; rather it accords with the normal process by which freedom has been won and maintained.* Charles Bean, *Anzac to Amiens*, 1952.

The Memorial delivered an extensive range of exhibitions and programs this year which assisted our audiences to build a connection with their own past as well as with Australian military history. One of the Memorial's strengths is the ability to make military history accessible to broad and differing audiences through a combination of general and focused interpretive programs and events. This year the approaches and formats have ranged from haunting photographs of First World War servicemen during rest and recreation in Vignacourt, to a timely introduction to the contemporary experiences of our servicemen in Afghanistan.

*A very incredible exhibition. Very, very moving and had a big impact. One of the most moving I have ever seen. Brought home so many things I could never have imagined.* Visitor to *Remember me: the lost diggers of Vignacourt*

The reality of the experiences of Australian troops has been successfully conveyed to our audiences, who consistently evaluated the exhibitions as informative and moving. Even if saddened by stories of hardship or loss experienced by Australian servicemen, servicewomen and their families, our audiences considered this emotional stirring a memorable and beneficial part of their experience at the Memorial, as Bean had poetically anticipated:

*When things were really bad ... when men were almost at the end of their tether and would have welcomed death certainly – the one consolation was to think: "If those in Australia knew, how pitiful and how proud they would be".* Charles Bean, *In your hands, Australians*, 1918

*"I found it very emotional, am very proud", "Quite positive and sad but not sad", "Sad but reflective", "Sad but uplifting", "Sad but informative", "Very good with slight sadness", "Very impressive with great sadness and sense of loss".* Visitor descriptions of *Remember me: the lost diggers of Vignacourt*, 2013

*"I feel grateful and sad", "Proud and sad", "A bit sad and proud", "Proud and sad for the loss but proud of our men and women who served", "Proud of our soldiers and a little bit in awe".* Visitor comments on the *Afghanistan: the Australian story* gallery, 2014.

### Commemoration performance indicator:

*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.*

Record Anzac Day attendances for the Dawn Service and National Ceremony reflected the presence of Their Royal Highnesses The Duke and Duchess of Cambridge. This year's National Ceremony audience was around 25,500 people. This is an increase of around 8,000 people or 46 per cent up on last year, and the largest attendance recorded for this ceremony. An estimated 2,000 more people attended the Dawn Service and contributed to a new record figure of over 37,000 people. It is likely that the presence of the Royals at the National Ceremony drew some people away from the Dawn Service attendance.

Remembrance Day attendance in 2013 saw around 1,600 fewer visitors than the previous year's ceremony, with 2,200 people joining this outdoor ceremony despite a very cold and rainy day.

In late March 2013 the existing daily closing ceremony program was replaced with the new Last Post Ceremony format. Since its introduction, the Last Post Ceremony has received consistently high attendances with a total for the financial year of 113,394. Compared with 2012–13, this is an increase of 22 per cent, or an additional 20,114 people attending.

Slightly more than 3,866 people attended wreathlaying or other dedicated commemorative ceremonies, and more than 5,200 students participated in school wreathlaying ceremonies.

### Accessibility performance indicator

*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.*

Total interactions for this year included more than 4.9 million visitors to the website, more than 921,300 visitors to the Memorial and its storage facility in Mitchell, more than 197,340 visitors to travelling exhibitions, and assistance with almost 28,000 research enquiries.

The Memorial's on-site visitation welcomed more than 125,300 student visitors this year. In addition, more than 33,000 people visited the Memorial's reading room and 193,920 visitors participated in interpretive programs and events. These figures do not include visitation to exhibitions by other organisations that display items on loan from the Memorial's collection.

Overall, 98 per cent of the Memorial's visitors who responded to the General Visitor Survey rated the Memorial as either exceeding or meeting their expectations. First-time visitors to the Memorial accounted for 35 per cent of visitors. Around 22 per cent of domestic travellers in the survey said that the Memorial was the main reason for their visit to Canberra.



## Knowledge and understanding performance indicator

*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.*

Evidence that people's knowledge and understanding are enhanced by visiting the Memorial is provided by evaluation results. One of the strengths of the *Anzac voices* exhibition has been the way it has conveyed to visitors the conditions faced by Australians serving in the First World War. Almost 90 per cent agreed or strongly agreed that the exhibition had given them a better understanding of this experience.

*Great contrast with Afghanistan gallery within proximity of First World War to see the juxtaposition of conditions.*  
Visitor comment, 2014

When asked to describe the conditions that were faced, many of those interviewed used particularly strong and emotive words, with 31 per cent using "horrendous" "horrific", and "shocking", 25 per cent using words such as "terrible" or "abominable", and 17 per cent using the words "appalling" or "sad". Ten per cent described the conditions as beyond comprehension, unbelievable or indescribable.

*Harsh, speechless, brutal.*

*Appalling, everything was against them, the weather etc. War was changing and the old methods were not relevant.*

*Don't know how they did it, sad and gut wrenching.*  
Visitor comments, 2014

The most memorable elements of this exhibition mainly related to either the photographs or the objects on display.

*The aerial reconnaissance map, it is evidence that contradicts what I have been told.*

*The handmade periscope, improvisation, a brilliant improvisation.*

*The diaries, so many of them, the diary with the bullet in it, Simpson's letters.*

*The list of things they were told to do before they landed at Gallipoli.*

*Watching the guys enlist. The hope in their eyes and no comprehension of where they were going.*  
Visitor comments, 2014

The Memorial has continued with ongoing research that examines war and the Australian identity. Visitors who completed the General Visitor Survey were again asked to rate how important they thought the Australian experience of war was in shaping the Australian identity. This year 78 per cent of people surveyed stated the Australian experience of war has been "very important" to "extremely important" in creating and shaping the Australian identity. Last year the result was 80 per cent, and these visitors were more likely to be aged over 55. This year the spread was more equal across all the visitor age-brackets, indicating a broadening demographic with this view.

The remainder of this report assesses the Memorial's achievement against the performance measures and targets established in the Portfolio Budget Statements 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.

## Centenary of the First World War

Planning for the Centenary of Anzac is well advanced, with a number of projects underway for delivery early in 2014-15. These projects have been the priority for 2013-14 and relate to almost all of the following performance programs. In order to reduce duplication and to make it easier to understand the Memorial's centenary program, they will be reported here and not against the related program.

The projects will be launched at various times throughout the four years of the First World War centenary period, beginning on 4 August 2014. The Anzac Centenary Projects Steering Committee was established in August 2013 to provide a governance and project delivery framework and to ensure adherence to project management principles in the delivery of the projects.

The Memorial continues to be a member of the Department of Veterans' Affairs (DVA) Interdepartmental Taskforce, and is working with DVA to deliver the official centenary merchandise program as well as co-ordinating with the media aspects of the centenary commemorations.

A communications strategy for the overall approach to marketing communications for the centenary is in development. This strategy will focus on the three key areas of communications and marketing, media, and the web. The launch of the centenary logo and program in February 2014 has placed the Memorial centenary program at the forefront for media organisations and their program planning for the next four years.

### Redevelopment of the First World War Galleries

The First World War Galleries were closed to the public throughout 2013-14 to enable construction, fit-out, and installation work to be undertaken. Construction work began in June 2013 and was completed in February 2014. This was on schedule and within budget. Exhibition fit-out work began in November 2013 and has progressed satisfactorily to date. This phase is anticipated to be completed in August 2014.

Significant progress was made in relation to the curatorship, design, and production of all exhibition components, including exhibition text and graphics, mannequins and set-piece displays, object mounts, exhibition lighting, and multimedia. The conservation and preparation of collection items for display in the galleries posed some challenges; however, steady progress was achieved in the last quarter of the year. Conservation, cleaning, and repositioning of the dioramas within the galleries was largely completed. Installation of the first exhibition components in the galleries began in June 2014. This final phase is scheduled

for completion in late 2014, ready for opening to the public, with a formal opening in February 2015.

Governance of the project was satisfactory and monthly meetings were held by the First World War Galleries Redevelopment Project Control Group, comprising the Memorial's Corporate Management Group, the Chief Finance Officer, Project Director, and principal consultants (architect, exhibition designer, quantity surveyor, and project management consultant).

### **Anzac connections**

The *Anzac connections* project involves the progressive digitisation of thousands of pages of personal accounts, letters, and diaries from Australians who served in the First World War. It also makes available improved linkage and search options to bring together all the Memorial's digital collections, including photographs, film, works of art, and objects. The first 150 collections of private records related to individuals who served in the First World War were launched on 17 April 2014, and are available to the public free and online through *Anzac connections*. Further collections, including the papers of General Sir John Monash, were launched by the Honourable Tony Abbott MP, Prime Minister of Australia, on 25 June 2014 at Parliament House. The collections are broadly representative of the Australian experience of the First World War, and include diaries and letters written by commanders, nurses, an Indigenous Australian, VC recipients, and many ordinary Australians caught up in war. They range from a single-page letter to the 10,000-page collection related to the papers of General Sir John Monash, all delivered online with simple, intuitive navigation.

The *Anzac connections* project has delivered a web platform to publish an online biographical page for each person. This development has been showcased with one page created per person for each private record collection that has been published. These pages include links to recently migrated biographical rolls and collection objects related to the creator of the private record. The Memorial will add collections to the site over the centenary period.

Recently, the project has focused on enhancing the search-and-result display functions of the web and the clean-up of data that resulted from the merging of the Memorial's two major collection databases. This data will in turn be used to create an online web ontology standard. This will improve search results and discoverability of the collections and allow all cultural institutions who are producing material related to the centenary of the First World War to exchange between their collections. The Memorial is currently in discussion with the National Archives of Australia, the National Library, and the State Library of New South Wales regarding collaborative opportunities for the project.

### **Memorial centenary logo**

In February 2014 the Memorial launched its centenary logo, featuring the key line *Their Spirit, Our Pride*, at the

announcement of our centenary program. The logo has been trademarked and will be used for all Memorial projects and activities and licensed to significant donors, sponsors, supporters, and various community-based centenary initiatives.

### **Merchandising programs**

As a result of the Anzac Centenary Advisory Board's recommendations the Memorial was appointed the lead agency to manage and deliver the Anzac Centenary Official Merchandising Program on behalf of the federal government. Contract negotiations and product development are underway.

In addition to managing this program the Memorial has produced its own range of centenary merchandise. In late 2013 Intandem was contracted to deliver a range of centenary-branded merchandise, to be available to all Australians through external retailers and a specific centenary website. Products include apparel, stationery, publications, homewares, memorabilia, reproductions, and corporate gifts, some of which went on sale in April 2014. Collaboration with Intandem is also underway to develop a dedicated website for this range (including wholesale orders). In addition the Memorial has signed agreements with the Royal Australian Mint for a series of commemorative coins and with Australia Post for an extensive stamp program featuring the Memorial's centenary logo, highlighting Australia's involvement in conflicts throughout the century.

### **Anzac Day 2015**

Preparation for the expected increase in visitor numbers for Anzac Day 2015 has commenced. The new elements introduced over the past two years will be continued and expert advice has been sought with regard to appropriate site planning and layout to ensure public safety.

### **Centenary commemorative performance**

An Anzac commemorative performance is also being planned for 2015. The initial scoping for the performance has been completed and detailed planning will be undertaken during 2014.

### **Roll of Honour Soundscapes; Roll of Honour Lighting Projections**

Two commemorative projects focused on the Roll of Honour will be launched on 4 August 2014: the Roll of Honour Soundscapes and the Roll of Honour Lighting Projections.

The Roll of Honour Soundscapes will feature children's voices reciting the name and age at death of each one of the 62,000 Australians listed on the First World War Roll of Honour. These voices will form a subtle, solemn soundscape within the western cloister as you walk alongside the First World War Roll of Honour panels. The supporting infrastructure within the cloisters was completed by the end of June 2014 and our partners, ABC Radio and Google, have facilitated the recordings.

These same Roll of Honour names will be projected as text onto the exterior of the Memorial building, beneath the Hall of Memory dome, each night during the four years of the centenary period. The infrastructure for the projections was completed by early July 2014, and an online estimator has been developed to allow the public to anticipate when a specific name will be projected. The final requirements for the online estimator has progressed to the build-and-test phase at the end of 2013-14 and it is planned to "go-live" to coincide with the centenary of the declaration of the First World War, on 4 August 2014.

### **External lighting**

The exterior of the Memorial has been transformed through architectural lighting to provide greater illumination of important central aspects of the building, with prominence given to the stained-glass windows of the Hall of Memory, now visible through a subtle glow from within.

### **Commemorative Crosses**

The Commemorative Crosses program has commenced and will continue during the centenary period. The project draws on the commemorative experiences of schoolchildren as part of their visit to the Memorial, capturing in the students' own words their individual reflections on those Australians who lost their lives in war and other conflicts. These thoughts will take the form of short messages written on small wooden crosses, which the Memorial – working with Department of Foreign Affairs and Trade – will arrange to be laid on Australian war graves and memorials across the world. Crosses have already been laid in Belgium, China, Egypt, Lebanon, Singapore, and Turkey, and this will continue throughout the centenary period.

### **Travelling exhibitions**

*Remember me: the lost diggers of Vignacourt*, featuring hand-printed First World War photographs from the Louis and Antoinette Thuillier collection, continues to form an important part of the Memorial's travelling exhibitions and Centenary of Anzac programs. The exhibition commenced touring in mid-2013.

*A camera on Gallipoli* is a photographic exhibition based on the remarkable images taken by Colonel Charles Ryan during his service as a surgeon on Gallipoli. This exhibition has been developed in three formats: firstly, a prepared framed exhibition suitable for smaller venues such as libraries, schools, and councils; secondly, as exhibition graphic panels in a digital form for users to print for their own display; and thirdly, as a pop-up exhibition suitable for outdoor display. Over 90 venues have expressed an interest in displaying the exhibition in one of the three formats.

### **Large Technology Objects display**

First World War Large Technology Objects will be displayed in the Memorial grounds next year for the duration of the centenary for visitors to view and understand the significance of these collection items. Three sites have been identified on the western side of the Memorial building

for the installation of these objects. The selection is being finalised pending assessment of conservation requirements and significance.

### **Publishing**

Two significant Memorial publications will be released in 2014-15. The first, *Anzac treasures: the Gallipoli collection of the Australian War Memorial*, is written by Dr Peter Pedersen and will be released in November 2014. This superb publication tells the story of Gallipoli through the priceless objects, photographs, works of art, diaries, and documents in arguably the most significant Anzac-related collection in the world.

*Australians at the Great War 1914-1918*, written by Senior Historian Peter Burness, will be released in April 2015 and seeks to explain why the men and women of Australia did what they did during the First World War.

### **Behind-the-scenes documentary**

As the Memorial prepares for the Centenary of the First World War, a five-episode documentary series is being produced for the History Channel (Foxtel Networks Australia). This is the largest local project the History Channel has undertaken. The series is being presented by internationally renowned historian Neil Oliver, who will take the viewers behind the scenes to explore the work being done by the Memorial in the lead up to the centenary, follow the redevelopment of the First World War Galleries, and investigate Australian military history. The series is scheduled to be broadcast for Australian audiences on the History Channel on Remembrance Day 2014.

### **Gallipoli 1915: a century on**

The joint Australian War Memorial-Australian National University (ANU) history conference *Gallipoli 1915: a century on* will be held from 18 to 20 March 2015 at ANU's Llewellyn Hall. Preparations have progressed satisfactorily during the year with the finalisation of the conference program and the commencement of event logistics.

### **Anzac Centenary Travelling Exhibition – The spirit of Anzac: centenary experience**

Within the Anzac Centenary program of activities and events announced by the government in April 2013, the flagship initiative was the Anzac Centenary Travelling Exhibition (ACTE) – *The spirit of Anzac: centenary experience*. The Memorial was tasked to scope the ACTE on behalf of the government and received seed funding of \$10 million for the project.

A steering group comprising representatives from the Memorial and the Department of Veterans' Affairs was established in February 2014 to manage the successful delivery of the project, with meetings scheduled to align with key project milestones.

In February 2014, after a detailed tender process, an agreement was signed with Imagination (Australia) for the provision of creative direction services to the ACTE project.

Creative direction for the project was broken into three phases: discovery and scope; creative development; and blueprint/documentation. Phase one was delivered in March 2014 and phases two and three are scheduled for delivery in July and October 2014 respectively.

The final scope and form of the exhibition is subject to available funds both government and corporate.

## Program 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

A number of significant dates and events in Australia's military history were marked with commemorative ceremonies during the reporting period. The Memorial experienced significant growth in both the number of and attendance at these ceremonies.

A rainy Remembrance Day marked the 95th anniversary of the Armistice and the 20th anniversary of the interment of the Unknown Australian Soldier in the Hall of Memory. In addition to the delivery of the Remembrance Day ceremony, a bronze plaque inscribed with the poignant eulogy delivered in 1993 by the then Prime Minister, the Honourable Paul Keating, was unveiled.

On Friday 25 April 2014 the 99th anniversary of the Anzac landings were commemorated by a record number of attendees at both the Dawn Service and the National Ceremony. Images from the collection were projected onto the main building from 9 pm. Before the Dawn Service there were readings from letters and diaries

written by Australians serving in conflicts over the last century. Readings included the personal reflections of Wing Commander Sharon Bown, which provided a moving insight into her experiences. Images of the 40 Australian servicemen who were killed in Afghanistan were projected onto the main building as she spoke. Family members of many of the fallen were in attendance.

The Dawn Service attracted an audience upwards of 37,000. The service was televised onto three large screens located within the grounds, ensuring the whole audience could watch the service, which included Corporal Ben Roberts-Smith VC MG providing the Commemorative Address. Their Royal Highnesses The Duke and Duchess of Cambridge, accompanied by members of the Royal Household, also attended the Dawn Service.

The attendance of the Their Royal Highnesses at the National Ceremony attracted a large national and international media contingent. The ceremony was attended by an audience of 25,500 – an increase of 8,000 from 2013. The veterans' march was led by the four living Victoria Cross recipients and proved a highlight for both the public and the media. The march was followed by the wreathlaying ceremony and Commemorative Address delivered by the Honourable Tony Abbott MP, Prime Minister of Australia. Following the National Ceremony Their Royal Highnesses The Duke and Duchess of Cambridge planted a Lone Pine sapling in the western lawn of the Memorial. The sapling was grown from seeds from the tree planted at the Memorial in 1934 by the Duke of Gloucester.

The final commemorative element for the day, the Last Post Ceremony, saw Corporal Dan Keighran VC read the story of Private Thomas Anderson Whyte, 10th Battalion, who died of wounds on 25 April 1915.



Ieper (Ypres) Fire Brigade Buglers Tonny Desodt and Dirk Vandekerckhove perform at the Last Post Ceremony. The Ieper (Ypres) Fire Brigade Buglers have performed the Last Post, the traditional final salute to the fallen, nightly at the Menin Gate Memorial for the past 87 years in honour of the soldiers of the former British Empire and its allies who died in the Ypres Salient during the First World War.

Performance information:	Commemorative Ceremonies																													
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	Just over 187,200 people attended commemorative ceremonies during 2013-14.																													
Deliverable 1	Three major ceremonies – the Anzac Day Dawn Service, Anzac Day National Ceremony, and Remembrance Day Ceremony																													
Result	<p>The Memorial held three major commemorative ceremonies during 2013-14. Each was attended by large audiences, in particular the Anzac Day Dawn Service, which attracted record attendance.</p> <p>1. Anzac Day Dawn Service: approximately <b>37,000</b> visitors (35,000 last year)</p> <p>2. Anzac Day National Ceremony: <b>25,500</b> visitors (17,500 last year)</p> <p>3. Remembrance Day Ceremony: <b>2,200</b> visitors (3,835 last year)</p>																													
Deliverable 2	At least ten other commemorative ceremonies																													
Result	<p>The Memorial conducted <b>35</b> other commemorative ceremonies in association with various groups, including the Battle for Australia wreathlaying ceremony, the Army’s Birthday, the RSL National Conference, the National Council of Women of Australia wreathlaying ceremony, the Nurses and Midwives Annual Commemorative Ceremony, and the Bomber Command Annual Commemorative Day wreathlaying.</p> <p>The Memorial facilitated <b>six</b> plaque dedication ceremonies: for the 24th Battalion, the 57/60th Battalion, the No. 80 Wing Royal Australian Air Force, the Army Chaplains, the 5/7th Royal Australian Regiment, and the Submarines Association Australia ACT.</p> <table><tr><th>Commemorative ceremony</th><th>Number</th><th>Attendees</th></tr><tr><td>Major ceremonies</td><td>3</td><td>64,700</td></tr><tr><td>Plaque dedications</td><td>6</td><td>320</td></tr><tr><td>Other ceremonies</td><td>35</td><td>3,290</td></tr><tr><td>Head of state visits</td><td>2</td><td>24</td></tr><tr><td>VIP wreathlayings</td><td>25</td><td>256</td></tr><tr><td>School wreathlayings</td><td>102</td><td>5,280</td></tr><tr><td>Last Post Ceremonies</td><td>365</td><td>113,394</td></tr><tr><td><b>TOTAL</b></td><td><b>538</b></td><td><b>187,264</b></td></tr></table>			Commemorative ceremony	Number	Attendees	Major ceremonies	3	64,700	Plaque dedications	6	320	Other ceremonies	35	3,290	Head of state visits	2	24	VIP wreathlayings	25	256	School wreathlayings	102	5,280	Last Post Ceremonies	365	113,394	<b>TOTAL</b>	<b>538</b>	<b>187,264</b>
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<b>TOTAL</b>	<b>538</b>	<b>187,264</b>																												
Deliverable 3	At least two ceremonies per week for the school wreathlaying program																													
Result	<p>The school wreathlaying ceremony program continues to be an engaging and meaningful commemorative experience for students visiting the Australian War Memorial. The program enables students to participate in a ceremony in the Tomb of the Unknown Australian Soldier and includes a guest veteran to provide a personal perspective on service and sacrifice. The opportunity to ask questions of the veteran is a valuable learning experience for the students.</p> <p><b>102</b> ceremonies (107 last year) attended by <b>5,280</b> students (5,767 last year) were held throughout the year. Eight of the ceremonies were attended by a member of parliament who greeted and spoke to students from their electorates. This was a significant increase on the previous year during which only one member of parliament was able to attend.</p> <p>Funding support provided by the Department of Veterans’ Affairs enables this commemorative program to be delivered.</p>																													



## Performance information:

## Commemorative Ceremonies

### Deliverable 4

### The Last Post Ceremony on a daily basis

#### Result

Following its inception in April 2013, the Last Post Ceremony has continued to grow in popularity with visitors to the Memorial and to the website. There has been an overwhelming response from stakeholders to participate in the ceremony.

Over **200** requests for stories, delivered at the end of each day, have been received from a wide variety of stakeholders including families, veterans' associations, schools, Defence, and visiting VIPs. Of these requests, over **170** personal or family ceremonies have been delivered and scheduled, with the remainder in the research and writing process. With the approaching Centenary of the First World War, such requests are expected to increase significantly. In particular, visiting school groups are planning their visits to include the Last Post Ceremony as part of their itinerary and are increasingly participating in the wreathlaying component. There has also been a marked increase in the number of in VIPs scheduling afternoon visits in order to attend the Last Post Ceremony – of the 90-plus VIP visits to the Memorial in the 2013-14 reporting year, over a third have attended the ceremony.

Several high-profile ceremonies have been held during this period: a ceremony to mark the parliamentary sitting year; launches for special exhibitions *Afghanistan: the Australian story*, *Salute: Canberra's military heritage*, and *Anzac voices*; and the unveiling of the Operational Services Panel and the Long Tan Cross exhibit. Attendees have included the Governor-General, the Prime Minister and Leader of the Opposition, senior members of cabinet, the Minister for Veterans' Affairs, the Minister for Defence, and members of the opposition. Defence readers generously volunteer their time to read the story at the ceremony; readers have included the Chief of Defence Force, the Vice Chief of Defence Force, the Chief of Army, the Chief of Joint Operations and Victoria Cross recipients.

## Other commemorative activities

### Additions to the Roll of Honour

In a private ceremony held on Remembrance Day the names of two servicemen who lost their lives while serving in Afghanistan, Corporal Scott Smith and Corporal Cameron Baird VC MG, were added to the Roll of Honour. Family members and Defence personnel were in attendance. The partner of Private Nathanael Gallagher, who was not able to attend the service in 2012 when Private Gallagher's name was added to the roll, also attended the ceremony with her parents and son.

### Operational Service Remembrance Ceremony

In March 2013 the Council of the Australian War Memorial determined that all Australian Defence Force personnel killed while on operational service, including those on some non-warlike operations, would be included on the Memorial's Roll of Honour.

On Friday 30 August 2013 a ceremony adding the names of the 48 servicemen and servicewomen killed on operational and non-warlike operational service was held in the Commemorative Area and was attended by family, friends, and Defence personnel.

### VIP visits

The Memorial conducted over 90 VIP visits, including the visit by Their Royal Highnesses The Duke and Duchess of Cambridge and four visits by a head of state or head of government. These visits included His Excellency Mr Taur Matan Ruak, President of the Democratic Republic of Timor-Leste, The Right Honourable John Key, Prime Minister of New Zealand, Mr Zoran Milanovic, Prime Minister of Croatia, and His Excellency Dr Tony Tan Keng Yam, President of the Republic of Singapore, and Mrs Mary Yam.

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

## 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

In addition to the Roll of Honour and Hall of Memory, the surrounding grounds are maintained as an important commemorative area. The review of the Campbell Site Development Plan completed in November 2011 identified future plaque and memorial locations. A memorial to war correspondents is planned for one of the identified

locations in the western precinct and several options for the placement of Large Technology Objects in the grounds are being considered.

Enhancements to the Roll of Honour, including the addition of the names of those killed on operational service, have been implemented. The Hall of Memory has also undergone some enhancement for the twentieth anniversary of the entombment of the Unknown Australian Soldier. The soundscape and lighting projections projects, centred on the First World War Roll of Honour, are close to delivery. Heritage impact assessments were undertaken to ensure all proposed enhancements in the Commemorative Area are in alignment with the Memorial's Heritage Management Plan.

### Performance Information

<b>Key performance indicator</b>	<b>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.</b>
Result	A total of over 920,000 visitors attended the National Memorial.
<b>Deliverable 1</b>	<b>The Memorial heritage building, Commemorative Area, and surrounding grounds maintained and presented to highest standard</b>
Result	<p>High-quality building, garden, and grounds presentation remains a top priority for the Memorial. A maintenance program was continued to ensure that the grounds and buildings are presented to the highest possible standard. Replacement of trees and other plantings was undertaken as required, as was maintenance of all sculptures and memorials, buildings, and the Pool of Reflection.</p> <p>Rabbits continue to inhabit the grounds in moderate numbers, despite efforts to remove them. A change of landscaping has commenced in key areas to make the site a less suitable habitat for rabbits, with Westringia beds in the western sculpture garden where rabbit proofing has been installed and the beds replanted with a Hebe species similar to that planted on Anzac Parade.</p> <p>Detailed garden maintenance of the Commemorative Area and the Memorial Courtyard continues to be performed weekly to keep these high-profile formal gardens at their best. The refined maintenance regime for the Pool of Reflection in the Commemorative Area, and for the National Service memorial fountain in the Memorial Courtyard, has further improved water quality and reduced conservation requirements in these areas.</p> <p>Enhancements to the Hall of Memory including the installation of a bronze casting of the eulogy given by the former Prime Minister, the Honourable Paul Keating, on the twentieth anniversary of the interment of the Unknown Australian Soldier.</p> <p>A regular maintenance regime for the Lone Pine tree (<i>Pinus halepensis</i>) continues to assist with its longevity. A replacement <i>Pinus halepensis</i>, derived from a seed taken from the original Lone Pine, was planted by Their Royal Highnesses The Duke and Duchess of Cambridge. It is anticipated that this tree will have grown to a suitable size when the original Lone Pine reaches senescence.</p>
<b>Deliverable 2</b>	<b>Access to the Memorial and visitor facilities of the highest standards</b>
Result	<p>The implementation of the Campbell Site Development Plan continued. While no new major site developments for visitor amenity were undertaken this year, minor upgrades to security and access pathway lighting between the C.E.W. Bean Building and the Terrace Café were completed. New and additional lights will be installed in July to highlight the Western Courtyard stairs and speed controls were installed on the east access road to increase public safety, especially in the vicinity of school group activities.</p> <p>Additional pedestrian pathways are proposed for next financial year, to be installed to improve public egress from the western carpark to the Sculpture Garden and from Fairbairn Avenue to the Main Building entrance.</p>

<b>Deliverable 3</b>	<b>Building works that comply with relevant standards, codes, and regulations</b>
Result	All building works at the Memorial are undertaken in accordance with relevant standards, codes, and regulations.
<b>Deliverable 4</b>	<b>Management and conservation of heritage elements using the Australia ICOMOS Burra Charter</b>
Result	<p>The Memorial's 1997 Heritage Conservation Masterplan was reviewed by consultants International Conservation Services, who advised on future long-term heritage conservation requirements for the Memorial building and the monitoring and maintenance requirements of the building fabric. The recommendations have been considered and will be undertaken as appropriate and as time and budget allow.</p> <p>Heritage specialists continue to provide advice, when required, for proposed building works in heritage-sensitive areas such as the Hall of Memory and Commemorative Area, including for the Memorial's Lighting Masterplan implementation.</p> <p>Bird deterrent installations used around the Main Building continue to be refined, including new concealed netting within the dome of the Hall of Memory. Other general heritage conservation activities have included regular conservation and cleaning of key sculptural elements and stonework.</p>
<b>Deliverable 5</b>	<b>Timely completion of works to minimise impact on visitors</b>
Result	<p>All minor works at the Memorial, including regular maintenance and cleaning, are scheduled out-of-hours when possible and in consideration of significant public events. Any major works that may be disruptive are scoped and planned to ensure that work on intrusive elements is scheduled at the most appropriate times, that alternative arrangements are made for visitors, and that the public is informed.</p> <p>Work continues for the redevelopment of the First World War Galleries and has had some impact on visitor experience, including the closure of the galleries, increased noise levels, and changes to visitor circulation, entry, and egress. The Memorial has done all that is possible to ensure that these changes have had minimal impact on visitors.</p>

## Other Related Activities

### *Plaque Dedication Program*

Renewed interest in the program by unit associations resulted in an additional eight plaques being installed during the year, bringing the total number of unit plaques installed in the Memorial's grounds to 210. There are currently 13 plaque positions remaining. A further three plaques are expected to be installed by the end of December 2014.

### *Roll of Honour*

The Memorial's bronze Roll of Honour panels were updated for accuracy, with a number of in-situ amendments being made to the panels. The Afghanistan panel was recast to include an additional two names.

Three bronze panels to include those who died on operational service were installed on the south-east wall of the cloisters. To facilitate the inclusion of these panels, the "Post-45" and "Current Conflicts" panels were relocated to the eastern wall to follow on from the Second World War panels.



The 9th Annual Anzac Aged Care Wreathlaying Ceremony, Western Courtyard, Australian War Memorial.

## OUTPUT 1.3 The National Collection

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

### Overview

The major achievements for all areas of the National Collection branch focused on developing, conserving, and documenting the collection, particularly in relation to First World War and Afghanistan conflicts, as well as ensuring that all sections are positioned to respond flexibly and quickly to the increase in centenary-related activity.

Major acquisitions and commissions were made in all priority areas of the Collection Development Policy. Art acquisitions included two significant donations – the first, over 400 works of art by William Edwin Pidgeon, and the second, a rare collection of wartime work by renowned painter John Brack. The acquisition program for military heraldry and technology focused on current conflicts, particularly working with the Collection Coordination Group to ensure objects selected on curatorial visits to the Middle East Area of Operations were secured on the withdrawal of troops from Afghanistan. The Memorial's collection of significant gallantry medals from across all conflicts was enhanced by the acquisition of the Victoria Cross and medal group of Warrant Officer Class 2 Keith Payne VC OAM, and the Victoria Cross, Military Medal, and campaign medals of Sergeant Stan McDougall VC. Ten silver gelatine vintage prints relating to activities of Turkish forces during the First World War and a hand-drawn map by Tom Oswald Butcher of the Lone Pine trenches dated 28 November 1915 were key additions to the photographic and Research Centre collections respectively.

The purchase of a large freezer container and state-of-the-art anoxic equipment has allowed a ten-fold increase in effective pest-eradication capabilities. The conservation of the dioramas for the First World War Galleries was completed to an extremely high standard. The Digital Asset Management System reached 100 terabytes of storage which will increase significantly with the ingestion of digital film content as the next priority. Procurement for additional storage is underway.

Along with developing, conserving, and documenting the collection, increasing access and broadening visitor engagement was a key focus for the Memorial over the past year. *Anzac voices* features treasures from the Memorial's archives, bringing, in the words of the Anzacs, vivid descriptions of the horrific conditions they found themselves in on Gallipoli and the Western Front. The HMT *Devanha* lifeboat used in the Gallipoli landings was installed in the Shrine of Remembrance in Melbourne. *Reality in flames: modern Australian art and the Second World War* is the first exhibition dedicated exclusively to exploring how Australian modernist artists responded creatively to the Second World War. The exhibition consists of 90 works of art drawn from the Australian War Memorial's collection; taken together, they constitute one of the most diverse and comprehensive collections of modern Australian art relating to war. A new range of public programs was developed to engage audiences with the role of art within the commemorative context. Visitor engagement was strengthened by curator and artist floor talks, behind-the-scenes tours of collection storage areas, public viewings of objects and works of art, and delivering curriculum-based learning materials in partnership with the ABC educational website SPLASH!

### 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:
<b>KPI 1</b>	<b>The number of new items acquired, in accordance with the Collection Development Plan</b>
Result	17,217 items were acquired (10,186 last year).
<b>KPI 2</b>	<b>The number of items disposed of, in accordance with the Collection Development Plan</b>
Result	Seven items were deaccessioned (65 last year).
<b>KPI 3</b>	<b>The number of items for which documentation has been enhanced or corrected</b>
Result	Documentation was enhanced or corrected for 620,981 items (213,069 last year).
<b>KPI 4</b>	<b>At least 80 per cent of the collection in storage that meets conservation standards for environmental conditions</b>
Result	Photographs, Film and Sound – 93 per cent (93 per cent last year). Art – 100 per cent (100 per cent last year). Military Heraldry and Technology – 83 per cent (85 per cent last year). Official records, private records, and printed and special collections – 100 per cent (99 per cent last year).

<b>KPI 5</b>	<p><b>Number of collection items that can be accessed via the Memorial's online public databases</b></p> <p>A total of 412,674 items in the National Collection meet Collection Access System (CAS) requirements for public access via online public databases (336,571 last year).</p>
<b>Deliverable 1</b>	<p><b>The Australian War Memorial will deliver an outstanding National Collection of historical material with provenance that is related to Australia's military history</b></p>
Result	<p>The depth and breadth of the National Collection is incomparable. It covers over a century of conflicts, all arms of the Defence Forces, and the home front. Its range includes works of art, Large Technology Objects, letters and diaries, uniforms and medals, photographs, film, and sound recordings.</p> <p>Key acquisitions during 2013–14 included one of, if not the, earliest-known depictions of the landing on Gallipoli, painted by an artist who was also a participant in the landing, Horace Moore-Jones. This painting was acquired with the support of the Ministry of Arts through the National Cultural Heritage Account. A rare collection of 13 French, German, Italian, Hungarian, Russian, and Polish First World War propaganda posters were purchased from the Hans Sachs Collection auction in New York. Sachs was one of the foremost poster collectors of the early twentieth century, but his entire collection was confiscated by the Nazis during the Second World War. It was finally returned to his grandson in America by the German government in 2012, and was subsequently offered at auction. This rare collection significantly enhances the Memorial's international poster collection.</p> <p>As mentioned previously, the Memorial acquired several important medal groups, including the Victoria Cross and medal group of Warrant Officer Class 2 Keith Payne VC OAM, and the Victoria Cross, Military Medal and campaign medals of Sergeant Stan McDougall VC. The Australian Defence Force donated two battle-damaged Bushmaster Protected Mobility Vehicles. Both vehicles were badly damaged by improvised explosive devices in Uruzgan province, Afghanistan. Two key heritage items from Afghanistan were the Task Force symbol of a kangaroo and boomerang mounted on the wall of Tarin Kot's Poppy's recreation area and an improvised bell which hung in the chapel there.</p> <p>A donation of approximately 3,000 images in two albums from the No. 458 Squadron RAAF Association and a collection of 12 images of Xena, an Explosives Detection Dog, on a route search in Afghanistan in 2012 were also acquired.</p> <p>Research Centre acquisitions included a letter and diary relating to the First World War service of Private Henry George (Harry) Whiting which vividly describe Private Whiting's work with the Graves Registration Unit at the end of the war; a letter by Brigadier Stuart Paul "Bill" Weir, Commander 1st Australian Task Force, South Vietnam, to Australian entertainer Lorrae Desmond MBE, thanking her for a concert she gave in September 1969; and an Order of Service for a memorial service in Kandahar, Afghanistan, for Lieutenant Marcus Case, who died of wounds 30 May 2011.</p> <p>A list of key acquisitions and disposals is in Appendix 5.</p>

## Other Collection Activities

### Documentation

Documentation has focused on supporting the First World War Galleries redevelopment through research and enhancement of records associated with the forthcoming displays. Curators have also researched and updated records in response to other centenary activities such as the travelling exhibition and the outgoing loans program.

Major projects included documentation of the First World War sketchbook collection, over 400 William Pidgeon works, and documentation of new acquisitions. Documentation enhancements were completed for *Reality in flames: modern Australian art and the Second World War*. The physical relocation of the medal store in response to renovations of the Administration Building prompted the upgrading of over 4,000 medal and badge records in order to enable a smooth and efficient transfer to their new

location. Documentation was improved for over 50 new private records selected for *Anzac connections*.

Over 1,500 new catalogue records were created for published collection records, including maps and books, and almost 200 records were enhanced. Over 3,100 official records were enhanced on RecordSearch and almost 170 new private records collections were catalogued, with more than 1,100 amendments made to collection records. The Memorial has a collection of over 130 official e-series panoramic photographs from the First World War. The documentation of these photographs – as well as their multiple versions, which are in a variety of formats (prints, negatives, and positive) – was completed and enhanced.

### Curatorial activities

Curatorial activity focused on making the collection accessible through exhibitions, events, enquiries, and publications. Staff contributed to the redevelopment of



the First World War Galleries, and to the new *Anzac voices*, *Salute: Canberra's military heritage*, and *Afghanistan: the Australian story* exhibitions. The travelling exhibitions *Ben Quilty: after Afghanistan* and *Reality in flames: modern Australian art and the Second World War* were on tour while a war art exhibition for the Embassy of Australia in Washington and a propaganda poster exhibition were in development during the year. Significant additions to the Hall of Valour, such as the uniform of Corporal Ben Roberts-Smith VC MG, and the M4 rifle used by Corporal Cameron Baird VC MG, were undertaken.

The ever-popular *Big things in store* in September 2013 and a large number of curator-conducted tours provided visitors with access to the collection stored at the Treloar complex in Mitchell. Public programs such as gallery talks, curator-led exhibition tours and public viewings of the collection also provided many opportunities for public interaction. Staff also worked on a number of external displays, including forthcoming exhibits at the Museum of Australian Democracy and the installation of almost 40 works of art at Parliament House in Canberra.

Requests for curatorial advice by external parties seeking to develop centenary exhibitions increased significantly during 2013-14. Additionally, curators of art managed 14 major artistic commissions due to be delivered in 2014-15, including three new diorama backdrops, two public sculptures, and a commemorative print portfolio featuring the work of ten Australian and New Zealand artists. Official war artists commissioned by the Memorial often take photographs to assist them to create their works of art when they return to Australia. The photographs team has added to the National Collection over 360 digital photographs taken by Ben Quilty in Afghanistan, Tony Albert in the Northern Territory, Jon Cattapan in the Solomon Islands and eX de Medici on Bougainville. Public engagement with the Memorial's film collection increased significantly as it is being made available online either through the Memorial's website or as part of the curatorial-selected films uploaded to the Memorial's YouTube channel. One documentary produced by official cinematographer John Martinkus, *Afghanistan: the Australian experience* –

*Tarin Kot*, has had over 21,000 views since it was uploaded in 2013.

### Conservation – preservation activities

Conservation projects have focussed on conserving and installing items for *Afghanistan: the Australian story* and *Anzac voices*, and have participated in the packing of travelling exhibitions such as *Reality in flames: modern Australian art and the Second World War*. Conservation and preparatory work for the First World War Galleries continued to be the focus, and significant onsite dioramas work was carried out.

The majority of the negatives for the Vignacourt photographic collection were cleaned and stabilised in preparation for scanning. The retrieval and preparation of acetate and nitrate negatives for online sales increased considerably, and over 35,000 negatives from the NAVYC and NAVYG series were re-housed, with 5,000 negatives tested for film base. The Textiles, Paintings and Paper labs prepared many objects for loan, with a particularly large number of paintings being prepared for government departments. A highlight of this project was the installation in Parliament House of George Lambert's *Anzac, the landing 1915*.

Research and acquisition of parts and other materials was undertaken for historical objects selected for display in the First World War Galleries, including the 4.5-inch howitzer, 18-pounder gun and numerous smaller items such as uniforms. The collection of over 130 official e-series panoramic photographs from the First World War was rehoused into new storage cupboards specifically designed for large-format objects.

Digital preservation of the archive continues, with over 38,201 preservation images of archival documents scanned for preservation. These include collections for the *Anzac connections* project and for *Naval reports of proceedings*. Conservation of physical collection items included approximately 43 shelf-metres of official records, over 240 private records manuscript collections and almost 2,000 published ephemera collections reviewed, documented, and rehoused in appropriate archival storage.



Senior Art Curator Claire Baddeley with some of the 400 works of art by William Edwin Pidgeon donated to the Memorial, including illustrated letters, paintings, sketches, drawings, photographs, and ephemeral material relating to Pidgeon's time as a war correspondent. The collection is one of the largest donations received by the Memorial over the past ten years.

## OUTPUT 1.4 Exhibitions

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

### Overview

While the development of permanent exhibitions focused on the redevelopment of the First World War Galleries, the other major permanent exhibition development was *Afghanistan: the Australian story*, which was officially launched on 6 August 2012 by the Honourable Kevin Rudd MP, then Prime Minister of Australia.

Information about the progress of the redevelopment of the First World War Galleries can be found in the section dedicated to projects relating to the Centenary of the First World War on page 19.

To maintain the high standard of exhibition presentation, collection items are continually maintained and regularly changed over, including a series of small display changeovers in the Orientation Gallery, the Courtyard Gallery, and the Link Gallery.

With the galleries' focus on providing visitors with cutting-edge multimedia interpretive experiences, the Memorial's audio-visual team continues to work to a seven-day-per-week roster to ensure that the audio-visual presentations run at optimum levels.

The Travelling Exhibitions Program funded by the Department of Veterans' Affairs continued to be the Memorial's major access and outreach activity. In 2013-14 the program fulfilled its mandate to provide people living outside of Canberra with access to the National Collection, by touring six travelling exhibitions to at least one venue in each state and territory.

### Performance information:

Key performance indicator	Attending a memorial exhibition is a deliberate act to find out more about the Australian experience of war. The KPIs for the effectiveness of this program are:
<b>KPI 1</b>	<b>The total attendance figure at the Memorial exhibitions and travelling exhibitions</b>
Result	A total of 1,019,674 people visited Memorial exhibitions and travelling exhibitions.
<b>KPI 2</b>	<b>Qualitative or quantitative evidence about increases in visitors' understanding</b>
Result	<p>Of those interviewed, 90 per cent thought that <i>Anzac voices</i> gave them a better understanding of the Australian experience and the conditions they faced, almost equally divided between those who strongly agreed or agreed with the statement.</p> <p>Of those interviewed, 87 per cent stated that the content in the Afghanistan gallery gave them a better understanding of the Australian experience of Afghanistan and the conditions our soldiers faced there.</p> <p>Of those interviewed, 72 per cent of respondents at the <i>Afghanistan: the Australian story</i> gallery could provide at least one fact that they had learned during their visit and 46 per cent cited improved understanding of the geography of Afghanistan or an element of the content relating to the experience of serving in Afghanistan (for example, improvised explosive devices).</p> <p><i>It is a vast, huge country with tough environment for troops to deal with. Their involvement with community.</i></p> <p><i>Effects of the IEDs and their sophistication, it felt like mechanisms were similar to explosives in Vietnam. Modern technology vs primitive technology.</i></p> <p><i>People from "next door" are doing this job right now. This is real.</i></p> <p>Almost 70 per cent of visitors to <i>Remember me: the lost diggers of Vignacourt</i> could cite at least one thing learned.</p> <p><i>The Chinese labour camps, this is something not talked about, very fascinating.</i></p> <p><i>The highland army with the bottle of wine, the variety of people who passed through Vignacourt.</i></p> <p><i>Personal stories personalise and humanise the war, especially the picture of four men and only one went home.</i></p> <p><i>Increased my awareness of how bad it was but filled with wonderful people.</i></p> <p><i>It helped me recognise the soldiers of 99 years ago as regular people.</i></p> <p>One of the successes of the <i>Salute: Canberra's military heritage</i> exhibition was that it presented a history that many could relate to. Of those interviewed, 46 per cent stated that they had either a personal or family connection to the content and 20 per cent of those who could recall something learned in the exhibition cited an aspect of military history in Canberra.</p>

*The air raid sirens in Kingston, I did not know about them.*

*That WRANS (Women's Royal Australian Naval Service) lived in the house that we lived in but it has been knocked down now.*

*Trenches and the internment camps in Bourke, NSW. I was born there during the war and was not aware of any camps.*

*Did not know Duntroon was previously a sheep station or about the plans and history of the War Memorial.*

The variety in the content of the *Salute: Canberra's military heritage* exhibition was its most popular aspect, followed by the history of Canberra. Making connections was also a common theme in the responses:

*Everything is amazing. Makes it more important and relevant since my husband is in the military.*

*Most things I looked at I enjoyed. The photographs linking to my history and noticing the change over time.*

*Being able to connect places and how Canberra evolved.*

### KPI 3

#### Qualitative or quantitative evidence of affective or attitudinal change

#### Result

The *Afghanistan: the Australian story* gallery and the temporary exhibition *Remember me: the lost diggers of Vignacourt* generated strong emotional results in their audiences, despite relating to the stories and experiences of Australian servicemen and servicewomen at opposite ends of the historical spectrum.

When asked how the *Afghanistan: the Australian story* exhibition made them feel, 32 per cent of respondents said they felt proud and appreciative of the job the troops were doing or the value of the mission. Another 20 per cent mentioned feeling saddened by aspects of the content, and an additional 10 per cent cited empathy for troops and their families specifically. Of those asked, 19 per cent felt moved but did not readily articulate or describe how in greater detail.

*I felt compassion for the people and families who get left behind, the significance for the families, being in the Army. A deeper understanding of the personal stories.*

*I feel compassionate to the problems personnel come back with.*

*Emotional. I reacted really strongly, bit embarrassing but it's so real.*

*I feel quite sad and proud.*

*Humble, grateful – appreciate what you have here and for people who go over there and do that for their country*

When asked if their thoughts had changed, 14 per cent of visitors reported feeling more sympathetic and supportive of the Australian involvement; 12 per cent were already supportive; 45 per cent did not specify (most likely supportive); and 11 per cent felt that they had a better understanding but had not necessarily changed their minds.

When the visitors to *Remember me: lost diggers of Vignacourt* were asked to nominate the best thing about this exhibition, 34 per cent cited the photographs, 21 per cent referred to the story of loss and discovery, and 20 per cent described a feeling of connection with the soldiers and an understanding of their experience.

*Capturing the faces of soldiers, seeing their companionship, seeing the reality of war – the loneliness.*

*Clarity of the photographs, the human touch. Separated by time but not by presence. Felt as though I was with the soldiers.*

*It is intensely personal and intimate, it gives an extra dimension to the Australian war experience.*

*Knowing the conditions the soldiers went through, how different the time period was, how young the soldiers were.*

*The personal stories were exquisite and moving to a point which almost had me in tears.*

*The quotes were evocative. Speaking from 100 years ago. This is an absolute treasure that has been lost for so long.*

Just over 50 per cent of those interviewed in the *Salute: Canberra's military heritage* exhibition survey felt that it had made them more proud of Canberra or had increased their sense of ownership in Canberra. Of those whose views had not changed many already held a positive perception.

<b>Deliverable 1</b>	<b>Permanent exhibitions developed and maintained to the highest standard</b>
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>In addition to the redevelopment of the Memorial's First World War Galleries, the other major permanent exhibition development was <i>Afghanistan: the Australian story</i>. The imperative for the development of this exhibition was to tell the story of the men and women who served and continue to serve in Afghanistan as a priority over the withdrawal of troops from Afghanistan. The exhibition was opened to the public in August 2013.</p> <p>Using cutting-edge multimedia technology, the exhibition combines the personal reflections of soldiers, civilians, and their loved ones with battle footage, artefacts, and commissioned photographs and works of art to tell the story of Australia's involvement in the conflict in Afghanistan. Central to the display is a large-scale audio-visual presentation that draws on the Memorial's extensive collection, as well as Defence material. The exhibition represents all areas of the conflict, including the role Australians have played in activities such as training the Afghan army and police, and the building of bridges and schools.</p>
<b>Deliverable 2</b>	<b>Travelling exhibitions exhibited at different venues across Australia</b>
Result	<p>The Travelling Exhibitions program was funded by the Department of Veterans' Affairs Commemorations Program, support which was greatly appreciated. The program is highly regarded by regional and state host venues and audiences across Australia.</p> <p>During the past year, six travelling exhibitions were exhibited at 16 different venues across all states and territories. These exhibitions were:</p> <ul style="list-style-type: none"> <li>• <i>Perspectives: Jon Cattapan and eX de Medici</i></li> <li>• <i>Shaun Gladwell: Afghanistan</i></li> <li>• <i>Nurses: from Zululand to Afghanistan</i></li> <li>• <i>Ben Quilty: after Afghanistan</i></li> <li>• <i>Remember me: the lost diggers of Vignacourt</i></li> <li>• <i>Reality in flames: modern Australian art and the Second World War</i></li> </ul> <p>See Appendix 6 for location details.</p> <p>Development of a new Anzac Centenary travelling exhibition, <i>A camera on Gallipoli</i>, progressed well during the year. This small travelling exhibition will feature a selection of the best 40 images taken by Dr Charles Ryan in Egypt and on Gallipoli in 1914–15. Ryan, an Australian surgeon with an interest in photography (including stereographs), took some of the most remarkable photographs in the Memorial's collection, including the famous image from the May truce and the burial of the dead.</p> <p><i>A camera on Gallipoli</i> will be available to host venues in three formats: as framed photographic prints; as a solely graphic display, using an easily installed panel/pop up framework; and as a digital version allowing host venues to print their own copies of the exhibition, or to display its content as an audio-visual presentation.</p>
<b>Deliverable 3</b>	<b>A minimum of two temporary exhibitions displayed per year in the Special Exhibitions Gallery</b>
Result	<p>The temporary exhibitions program featured two exhibitions in the Special Exhibitions Gallery.</p> <p><i>Remember me: the lost diggers of Vignacourt</i> (2 November 2012 to 31 July 2013) included 74 hand-printed First World War photographs from the Louis and Antoinette Thuillier collection. Eight hundred glass-plate negatives from this collection were generously donated to the Memorial by Mr Kerry Stokes AC in August 2012. The exhibition focused on military activity and occupations around the French town of Vignacourt between 1916 and 1919.</p> <p><i>Salute: Canberra's military heritage</i> was the Memorial's contribution to the Canberra Centenary and was shown from 16 August to 13 November 2013. The exhibition explored the central role the armed forces have played in Australian national life: from the first young officer cadets that started at the Royal Military College, Duntroon, in 1911, through the two world wars to the present.</p> <p><i>Ben Quilty: after Afghanistan</i> will be the next exhibition to be displayed in the Special Exhibitions Gallery. It will open in December 2014.</p>

## Other Exhibition Activities

### ***Temporary exhibition***

The First World War exhibition *Anzac voices* opened on 29 November 2013, and will remain on display in the Special Exhibitions Gallery until 30 November 2014. It has provided an important First World War presence at the Memorial while the permanent galleries are closed for redevelopment. The exhibition features treasures from the Memorial's archives, presenting the stories of some of the Anzacs through their diaries and letters. These include the personal stories of Captain Charles Bean, Lieutenant General Sir William Birdwood, Major General Sir William Bridges, Sister Alice Ross-King, Private Douglas Grant, Private John

Simpson Kirkpatrick, Sir Ian Hamilton, Major Frederick Tubb and General Sir John Monash. These are the stories of their experiences in their own words that reveal the harsh realities of war and their secret hopes and fears.

### ***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 successful program, which is run in conjunction with the Memorial's travelling exhibitions. No *Bring in Your memorabilia* events were taken up by travelling exhibition venues in 2013-14.



Mr Alan Moore, a Second World War official war artist, visits the Australian War Memorial to view his own works of art for the first time in 60 years. The works on display relate to the liberation of the Bergen-Belsen concentration camp in Germany. Mr Moore was the only Australian official war artist who went to Bergen-Belsen towards the end of the war to record the horrors perpetrated during the Holocaust.



## 4 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

During the reporting period the Memorial has developed and delivered a variety of interpretive programs reaching a range of onsite and offsite audiences.

In 2013–14 more than 194,000 people engaged in the Memorial's interpretive programs and events. These activities invited new audiences to engage with the Memorial, highlighted the National Collection, and provided opportunities for audiences to participate in the operations and activities of the Memorial. As well as the ever popular one-day opening of the Memorial's storage area at Mitchell, *Big things in store*, new programs were introduced, including the *Of animals in war* day.

Of particular note in new programming was the introduction of the Soldiers in Residence Program. Working with the Australian Army Directorate of Army Health (DAH), the pilot program allowed current serving Afghanistan wounded or ill soldiers to play a role in delivering to the public during the initial launch period of the exhibition *Afghanistan: the Australian story*.

Following the success of the initial Soldiers in Residence Program a further three rotations have been undertaken. The program allows serving soldiers to familiarise themselves with both front- and back-of-house operations at the Memorial, engaging in commemoration and collection preservation while also providing Memorial staff with exposure to aspects of the Australian Defence Force's culture and practices. In addition to these benefits, the program provided members of the public with a rich and engaging experience.

### 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. The KPIs for the effectiveness of this program are:**

KPI 1	The total attendance figure at Memorial programs (not including commemorative ceremonies)		
	Type	Number	Attendees
Result	Education programs	1,711	96,958
	Public programs	500	22,876
	Out-of-hours tours	21	1,595
	Tours	253	6,534
	VIP tours	64	394
	Events	27	12,163
	Offsite programs	486	53,873
	(including Treloar Technology Centre tours and Memorial Box loans)		
	<b>TOTAL</b>	<b>3,062</b>	<b>194,393</b>
Each day a minimum of 12 free highlight tours of the Memorial were conducted by voluntary guides. Attendance numbers for these are included within Tours.			

KPI 2	Qualitative or quantitative evidence about increases to participants' understanding
Result	Around 70 per cent of those attending the <i>Big things in store</i> event in September 2013 could recall a fact or aspect relating to the collection. Examples of new knowledge cited include:
	<i>The Nurses tour was fantastic; would love to hear rest. Males didn't join until 1973 and nurses went overseas to be closer to loved ones.</i>
	<i>Learned about the little motorbikes used by paratroopers.</i>
	<i>A reminder that the Caribou aircraft was the oldest in service.</i>
<i>The amount of restoration being done to Beaufort and Hudson aircraft.</i>	

KPI 3	Qualitative or quantitative evidence of affective or attitudinal change
Result	A review of how audiences were choosing to participate in guided tours provided insights into what parts of these activities they were valuing. The tours met the expectations of 88 per cent of those participating and were better than expected for another 11 per cent. This study showed that greater depth of knowledge in a variety of topics, presented in a unique and individual way by different guides, was part of their appeal.

Out of those who completed a tour 26 per cent found it met their expectations because it was informative, interesting, or factual, 16 per cent thought it provided a good introduction to the Memorial, and amongst other categories nine per cent stated that they learnt new things or now saw things in a new way.

*A lot of information, especially about things which you would not have noticed on your own.*

*I saw things in a logical sequence.*

*Much more informative and very moving, getting to know individuals.*

*It was much more informative than I thought and I learnt interesting things that we would not have known by going ourselves.*

*Very informative and gave us a better understanding of the Australian involvement in war.*

## Deliverable 1

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

#### Result

Public Programs activities were delivered to 22,876 visitors. This year has seen an increased participation in delivery by many sections across the Memorial. Programs included: *Hands-on history*, which allows visitors of all ages to handle artefacts and objects while discovering associated personal stories; collection-focused gallery talks; weekly curator-led tours of the special exhibition; behind-the-scenes art tours; school holiday craft workshops; professional museum theatre performances of *Radio silence* and *Last letters* during school holidays; guest lectures from notable historians; and summer film screenings, featuring six Second World War themed films.

A record attendance of 4,802 visitors attended the *Big things in store* event in September. In addition to the opportunity to view many of the Memorial's Large Technology Objects (LTOs), including tanks, planes, helicopters, vehicles, and artillery, the public was treated to displays from the Australian Defence Force Precision Drill team and musical performances by the *Stiletto*s. Talks and craft activities added to the day's events.

On 23 February the Memorial delivered the *Of animals in war* ceremony and program of activities. This program commemorated the role that animals have played in support of Australia's war efforts. The successful day finished with a moving Last Post Ceremony honouring Sapper Darren Smith and his Explosives Detection Dog Herbie, who were both killed in Afghanistan.

The Australian Federation Guard ceremonial program, which incorporates mounting a catafalque party around the Tomb of the Unknown Australian Soldier and the posting of sentries outside the Hall of Memory all day, was conducted twice monthly and incorporated into the daily Last Post Ceremony.

## Deliverable 2

### A series of quality, engaging, curriculum-related school education programs for onsite education groups

#### Result

Education programs at the Australian War Memorial are key educational activities for Australian school students, from preschool to Year 12. In total, 125,302 school students visited the Memorial during the reporting period, of which 96,958 – or 77 per cent – participated in a facilitated program. The 12 education programs offered links to statements in the *Australian curriculum: history* and were designed to assist students to remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society.

The centenary Commemorative Crosses project was incorporated into the *We will remember them* program.

*It was moving to see the grave of the unknown Australian soldier. Thank you for teaching us about the war. We are truly grateful.*

Madison, Tintern Girls Grammar School

## Deliverable 3

### 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 requested and highly regarded outreach resource. The 75 themed boxes, administered by state agents, contain a variety of items, including case studies of personal stories and hands-on items including uniforms, badges, and objects. In 2013-14, 445 schools and community organisations borrowed a Memorial Box, with approximately 53,400 users. Secondary schools made up around 50 per cent of all borrowers, with primary schools at 36 per cent and community groups like public libraries, aged-care facilities, and after-school care groups making up the remainder.

In 2014 the First World War boxes were refurbished, with 30 newly designed boxes scheduled to roll out for the start of the 2015 school year. Previous material sent out in print or hard copy format has been redeveloped and enhanced as an online resource available on the education pages of the Memorial's website.

Ongoing funding by the Department of Veterans' Affairs enables the program to continue. A survey of all Memorial Box borrowers indicated high satisfaction, with an average rating of 8.9 out of a possible 10 (8.7 last year).

*We had a display of the uniforms and memorabilia at our Anzac Day commemoration ... having tangible items such as those helped make Anzac Day more meaningful for them. The variety of materials and textures of the items you included were especially engaging for our visually impaired and blind students.*

Alice Betteridge, Royal Institute of Deaf and Blind Children

#### Deliverable 4

#### An education-specific section of the Memorial's website.

##### Result

The Memorial's education web pages were reorganised in 2014 to make them more user-friendly and better able to meet the needs of schools, with a simpler search function enabling content to be searched by curriculum code, conflict, or year level. Additions to the pages include The *Anzac diversity* resource, made possible through the sponsorship of the Kingold Group. Eighty case studies of multicultural Anzacs have been written, with 40 already online. This project links to the *Australian curriculum: history* and has been well received.

The education page contains a general blog to publish examples of students' work, and curriculum-related online education kits to accompany the Memorial's onsite and travelling exhibitions. These include: *Baden Pailthorpe*, *Reality in flames*, and *Remember me: the lost diggers of Vignacourt*.

Audiences were engaged via social media, with *Collection detection* and *Dig deeper* activities regularly published on the Memorial's Facebook page. Each *Collection detection* story reached upwards of 6,000 users and the articles have received excellent teacher feedback:

*Great article. I'm going to use it at school. We are educating the kids not just what happens in wars but ... why they occurred in the socio-economic context.*

Adam, Yarra Hills Secondary College

Compared to last financial year, visitation to the education page is up by 37.6 per cent and time spent on the pages is up by 59.3 per cent.

## Other Interpretive Activities

### Education

In addition to engagement in learning activities ranging from the Discovery Zone, an experiential learning area, to facilitated education programs, visiting school students also increasingly participated in commemorative ceremonies. Over 400 students attended the 2013 Remembrance Day National Ceremony, with 102 students participating in the poppy-laying component of the program. Eighty-five students attended the 2014 Anzac Day National Ceremony, including 12 who travelled all the way from Christmas Island to be here on the day.

Students have become active participants in the daily Last Post Ceremonies by laying wreaths.

In collaboration with the History Teachers' Association of Australia and the Department of Veterans' Affairs, the Education team researched, developed, and hosted online the 2014 Simpson Prize question. This First World

War-themed national essay-writing competition is for secondary students. Links to relevant source material from the Memorial's collection were provided to assist students with their research and writing. An Education team member accompanied winning students from each state on a guided battlefield tour as part of their two-week trip to Gallipoli around Anzac Day 2014.

The second publication in the Century of Service series, *Audacity: stories of heroic Australians in wartime*, was developed by Education and published in collaboration with the Department of Veterans' Affairs in March 2014. The first book in the series, *Devotion: stories of Australia's wartime nurses* (published in 2013), was shortlisted as a Notable Book in the Children's Book Council of Australia Book of the Year Awards in May 2014.

Education delivered five professional development sessions throughout the year to 70 school teachers and librarians. The aim of these programs is to equip teachers to use the Memorial's collection and historical content in the classroom.

## OUTPUT 1.6 Promotions and Community Services

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

### Overview

The Memorial continues its integrated marketing campaigns to ensure it disseminates information to its core audience as well as continuing to promote to non-core audiences. The Memorial endeavours to appeal to all ages within the wider Australian community and to assist the Australian public in understanding the impact of war on our society.

The launch of the Memorial's First World War centenary brand and program received national media coverage and positioned the Memorial as the centre of commemorative activities for the 2014-18 period.

Remembrance Day and Anzac Day at the Memorial were covered nationally by all major media outlets. Anzac Day included live crosses with a majority of the major television networks. The visit by Their Royal Highnesses The Duke and Duchess of Cambridge increased media coverage for Anzac Day. There were over 3,730 media items over the period 21-27 April, giving a total audience reach of 81.9 million and a total advertising space rate (ASR) of \$22.3 million. On Anzac Day there were just over 1,460 items, with a total audience reach of 41.5 million and a total ASR of \$14.3 million.

### Performance information:

Key performance indicator	Effective promotion of the Memorial provides the necessary foundation for other programs to function effectively. The KPIs for the effectiveness of this program are:
<b>KPI 1</b>	<b>Number of visits to the Memorial's website</b>
Result	There were 4,994,686 visits to the Memorial's website.
<b>KPI 2</b>	<b>Number of people to make their first visit to the Memorial</b>
Result	It is estimated that 320,414 people visited the Memorial for the first time during the financial year.
<b>KPI 3</b>	<b>Number of positive media items, including television, radio, online, and print media</b>
Result	A total of just over 3,180 media items were recorded during the year with 97.8 per cent of them positive.
<b>Deliverable 1</b>	<b>An engaging website with accurate information</b>
Result	<p>There was a 16.5 per cent increase in visitation to the website this year. April, always our highest traffic month, saw a nine per cent increase compared to 2013. From 22 to 26 April 2014 there were over 434,000 visits to the website, up 16 per cent for the same period in 2013.</p> <p>An increasing proportion of users are now accessing the website from mobile or tablet devices, and this number has been growing rapidly. This year, 12 per cent of all visits to the website were made using a mobile device, a 65 per cent increase on last year, while 13 per cent used a tablet to access the website, an 80 per cent increase on last year.</p> <p>As part of the first stage of <i>Anzac connections</i>, the website's "single search" function was implemented. Single search allows users to search for information about people, places, objects, and events across all digitised material. There has been a steady increase in use of the new search, with a 60 per cent increase in use since it was implemented in December 2013.</p>
<b>Deliverable 2</b>	<b>High-quality service to media to encourage suitable coverage in all forms of media</b>
Result	<p>The Memorial has continued to build upon its strong existing relationship with the media across print, online, television, and radio. The Memorial worked proactively to inform media about events and exhibitions at the Memorial and to create media stories and opportunities around significant anniversaries, visits, and new acquisitions.</p> <p>A regional strategy has been developed to achieve further coverage in remote regions of Australia. The strategy draws on collaboration with Rural Press, the Australian Local Government Association, and Returned and Services Leagues. The Memorial will work closely with these groups to push key messages and information out to regional areas across Australia. This strategy will assist in the delivery of key messages over the centenary period.</p> <p>For significant anniversaries, events, and visits, the Memorial liaised closely with the media to manage onsite locations, ensuring that the media could report effectively on events and maximising the coverage for the Memorial – particularly in the case of live television.</p>

## Media portal – new online focus

In the lead-up to centenary of the First World War commemorations, the Memorial will be focusing on delivering First World War content through the media portal and the distribution of media packages relating to major anniversaries, exhibitions, events, and projects. The launch of the Memorial's centenary logo in February 2014 encouraged media outlets across Australia to communicate their coverage expectations, allowing the Memorial to take a lead role in servicing the media for their centenary requirements across all platforms.

### Deliverable 3

#### High-quality marketing and promotional activities as appropriate

##### Result

The Memorial undertakes national marketing campaigns to support its permanent, temporary, and travelling exhibition program. In 2013–14 the Memorial promoted onsite exhibitions *Afghanistan: the Australian story*, *Anzac voices*, and *Remember me: the lost diggers of Vignacourt*.

In addition to the Memorial exhibition program, successful marketing communication campaigns were undertaken for a number of events, including the *Of animals in war* commemorative day in February 2014. Remembrance Day and Anzac Day, as the Memorial's leading ceremonial events, were also promoted. On Remembrance Day poor weather affected crowd numbers, but Anzac Day 2014 saw record crowds and had Their Royal Highness The Duke and Duchess of Cambridge in attendance.

The Memorial continued to activate its *Weekend Australian* advertising series, which received positive public response. Extending the reach of the Memorial's target audience, 2013–14 also saw national ads in Fairfax newspapers, including in the *Sydney Morning Herald*, which profiled the *Reality in flames* travelling exhibition launched at the S.H. Ervin Gallery in Sydney.

The Memorial was also promoted at specific trade events such as the AIME (Australasian Incentives Meetings Expo) where the Memorial is sold/promoted to business and associations as an event and function venue.

In addition, the Memorial was represented at the Australian Tourism Exchange, where active promotion of the Memorial was undertaken to engage with international and national tour operators and wholesalers.

Furthermore, the Memorial regularly conducts familiarisations for local, national, and international industry professionals and operators, enhancing our marketing activities.

Human Brochure, a marketing campaign developed by VisitCanberra (the local State Tourism Organisation), featured the Memorial and was a successful campaign for both the Memorial and Canberra as tourist destinations.

## Other Promotion and Community Services Activities

### Friends of the Memorial

Friends of the Memorial is the Memorial's membership loyalty program, offering a range of benefits and members-only events. Memberships are available to individuals, families, clubs, and organisations. In August 2013 bi-annual memberships were introduced, with a discount for Friends who renewed for the two-year period. The program has continued to expand, with approximately 1,700 active members, an increase of seven per cent from June 2013.

The Friends program ran a number of events in conjunction with Anzac Day and Remembrance Day along with a series of new events, including military history coach tours, white glove tours, and a trivia evening. These events attracted an average attendance of 38 Friends each. The events with the highest attendance were Anzac Day and Remembrance Day, and an exclusive opening of *Afghanistan: the Australian story* hosted by Dr Brendan Nelson and ABC journalist Chris Masters was the third most highly attended. Friends across Australia were also invited to the Memorial's travelling

exhibitions: *Perspectives: Jon Cattapan and eX de Medici*, *Remember me: the lost diggers of Vignacourt*, *Ben Quilty: after Afghanistan*, *Nurses: from Zululand to Afghanistan*, *Reality in flames*, and *Shaun Gladwell: Afghanistan*.

### Social media

Social media continues to grow and is an increasingly fundamental part of the Memorial's approach to marketing communications.

This year saw an increased use of social media in the Memorial's integrated marketing and communication strategies, with overwhelmingly positive results.

Highlights include achieving the milestone of over 40,000 followers on Facebook. In April 2014 Facebook posts reached over one million people. The Memorial has received over 2,300,000 total views of our photographs on Flickr and over 390,000 views in April 2014 alone.

The continued increase in followers and, more importantly, in interactions across all the social media sites used by the Memorial indicates a strong interest from the public in using these sites to keep in contact with the Memorial and its activities, and as a way to discover and to share information.



## 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

A wide range of research and dissemination activities were undertaken during the year, including digitisation of private records in the Research Centre, publication of curatorial and military history books and articles, media broadcasts, individual research projects, family history workshops, and the provision of military history information and research assistance.

### Research Centre database migration

In December 2013, as part of the *Anzac connections* project, the Memorial completed the successful integration of two major databases with the migration of over two million Research Centre Database records. This represents a major efficiency for the Memorial as it is no longer supporting two separate databases. The integration has also provided the platform to link all the digitised collections and people data and manage it better into the future.

Data clean-up continues as a result of the integration. The *Anzac connections* project uses the data to publish to the web a clean set of place, conflict, and Australian military unit data. The successful migration of the data onto the same platform is the beginning of the project's ability to publish and interlink structured data on the web so it is more extractable and usable.

### 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. The KPIs for the effectiveness of this program are:
<b>KPI 1</b>	<b>Number of visits to the Research Centre's Reading Room</b>
Result	It is estimated that over 33,000 people visited the Reading Room in 2013-14. This 60 per cent rise in visitor numbers can be attributed to the growing interest in Australian military history and the Research Centre's collections associated with the Centenary of the First World War. The volunteer service previously offered in the Online Gallery has been moved to the Family History area adjacent to the <i>Conflicts 1945 to today</i> gallery.
<b>KPI 2</b>	<b>Number of collection items retrieved for and accessed by Reading Room clients</b>
Result	Overall, 16,610 collection items were requested by Reading Room clients in 2013-14. Last year 17,290 items were retrieved and accessed by approximately 20,000 Reading Room clients.
<b>KPI 3</b>	<b>Viewing online research facilities</b>
Result	Over 12,644,300 page views of the Memorial's online research facilities were recorded.
<b>KPI 4</b>	<b>Number of research enquiries answered by Memorial staff</b>
Result	Memorial staff answered 24,521 research enquiries in 2013-14.
<b>KPI 5</b>	<b>Total attendance at Memorial conferences</b>
Result	The <i>Vietnam: international perspectives on a long war</i> international history conference attracted a near-capacity audience of 180 delegates.
<b>KPI 6 &amp; 7</b>	<b>Number of lectures and conference papers given by Memorial staff</b>
Result	<b>Number of books and articles written by Memorial staff</b>
	During 2013-14 Memorial staff presented <b>31</b> conference papers or lectures (12 last year) and wrote <b>1</b> book (4 last year), <b>5</b> book chapters (7 last year) and <b>43</b> articles (57 last year) during the year.
	Memorial staff also delivered <b>87</b> onsite talks (113 last year), <b>33</b> offsite talks (41 last year) and completed <b>82</b> interviews (48 last year).
	A select list of staff talks, lectures, and publications is included in Appendix 7.

KPI 8	Sales figures for <i>Wartime</i> magazine and other publications produced by the Memorial	
	Type	Sales
Result	<i>Wartime</i>	22,744
	Books*	1,979
	Exhibition catalogues	1,232
	Souvenir publications	13,115
* Sales of books through e-Sales and the Memorial Shop only. Does not include sales through other book stores.		
Deliverable 1	<b>Support for research about Australian military history including:</b> <b>a. the <i>Official history of Australian peacekeeping, humanitarian and post-cold war operations</i>;</b> <b>b. the Summer Scholars program; and</b> <b>c. a range of internal research projects.</b>	
Result	<p><i>a. The Official history of Australian peacekeeping, humanitarian and post-cold war operations</i></p> <p>The Memorial continues to support the six-volume <i>Official history of Australian peacekeeping, humanitarian and post-Cold War operations</i> through the contribution of one full-time historian.</p> <p>Volume 3, <i>The good international citizen: Australian peacekeeping in Asia, Africa and Europe, 1991-1993</i>, by Professor David Horner and Dr John Connor, was published in 2014.</p> <p>Volume 5, <i>Good neighbour operations: Australian peacekeeping operations in the South Pacific, 1980-2007</i>, by Dr Bob Breen, was completed in 2012 but is still awaiting clearance by the relevant government departments before publication.</p> <p>Volume 6, <i>In their time of need: Australia's overseas emergency relief operations</i>, is being researched and written by Memorial historian Dr Steven Bullard. Due to difficulties in securing access to essential documents, progress has been delayed and this volume is now expected to be completed in 2015.</p> <p><i>b. The Summer Scholars program</i></p> <p>Scholars are selected through a competitive, merit-based selection process that is 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 research projects related to the Memorial's collections, publications, and conference program:</p> <p><b>Nicholas Jensen</b> (University of Melbourne) undertook a study of the operations by Australian soldiers during the battle of Flers on the Western Front in late 1916.</p> <p><b>Harriet Lobb</b> (University of Melbourne) examined the experiences of RAAF aircrew in Britain while not on operations during the Second World War.</p> <p><b>Adam Rankin</b> (University of Western Australia) conducted a detailed study of the last Australian action on the Western Front, the battle of Montbrehain in early October 1918.</p> <p>After editing, all the scholars' research reports are published on the Memorial's website. The scholars also delivered public presentations on their findings at the conclusion of the program.</p> <p><i>c. A range of internal research projects</i></p> <p>These included:</p> <ul style="list-style-type: none"> <li>• A major investigation into Australian involvement in post-Second World War Japanese 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.</li> </ul>	

- A three-year research project into Borneo in the Second World War in partnership with the Australian National University (ANU) and funded by an ARC grant. The project, titled *Beyond Allied histories: Dayak memories of World War II in Borneo*, will provide new research into how different groups of people experienced the Second World War in Borneo. The research team will combine anthropological expertise from Dr Christine Helliwell of the College of Arts and Social Sciences at ANU with curatorial expertise from Robyn van Dyk, Head of the Research Centre at the Memorial, in a collaborative project that will produce a scholarly book, a series of articles, and a major public exhibition at the Memorial in 2017 that will represent Australian and Dayak responses to the war.

Memorial staff disseminated military history in various ways during the year. They:

- delivered research papers and public talks on aspects of Australian military history at seminars, conferences and in association with Memorial exhibitions and other public programs
- provided military history advice for a wide range of corporate needs, including in-house training, media requirements, major commemorative functions, and official government program
- planned, in association with the Australian National University, an international history conference to be convened in Canberra in March 2015 to mark the centenary of the Gallipoli campaign
- contributed to the development of the Memorial's permanent and travelling exhibitions
- published both scholarly and popular articles on a wide range of Australian military history subjects.

## Deliverable 2

### A publishing program including:

- a. curatorial monographs;**
- b. military history publications;**
- c. *Wartime*; and**
- d. exhibition and education publications.**

## Result

### a. Curatorial monographs:

Major publication were: *Anzac treasures: the Gallipoli collection of the Australian War Memorial*, by Dr Peter Pedersen, was completed during the last year. This book is a companion to the previous monograph on the collection and will be published by Murdoch Books in November 2014

*Australians at the Great War 1914-1918*, by Peter Burness, completed and to be published by Allen & Unwin in early 2015

### b. Military history publications:

- *Australian soldiers in Asia-Pacific in World War II*, by Lachlan Grant, completed for publication by NewSouth Publishing in October 2014
- *Prisoners of war: the Australian experience of captivity in the twentieth century*, edited by Aaron Pegram, Lachlan Grant, and Joan Beaumont, in production with Melbourne University Press for publication in early 2015
- *Kokoda: beyond the legend*, edited by Karl James, in production with Cambridge University Press for publication in 2015
- *The Changi book*, edited by Lachlan Grant, in production for publication by NewSouth Publishing in 2015
- *Korea: in from the cold*, edited by Michael Kelly, compiling and editing for publication in 2015
- *Australia's war crimes trials 1945-51*, edited by Tim McCormack and Narrelle Morris (forthcoming 2015)

## c. Wartime:

Production of the Memorial's popular magazine, *Wartime*, continued during 2013–14. Four issues (numbers 63–66) were published with a balance of high-quality and engaging popular articles. A high proportion of articles in *Wartime* continued to be written by Memorial staff. The magazine continued its popular "themed" focus, featuring collections of articles on: "Through enemy eyes" (issue 63); Australian involvement in the war in Afghanistan (issue 64); the Boer War (issue 65); and the Normandy campaign (issue 66).

## d. Exhibition and education publications:

- *Australian War Memorial guide*, completed for publication in October 2014
- Catalogue to accompany *Reality in flames: modern Australian art and the Second World War*, exhibition, February 2014
- *Audacity: stories of heroic Australians in wartime*, by Carlie Walker, published by the Department of Veterans' Affairs in association with the Australian War Memorial, 2014

**Deliverable 3****Access to collection items and military history information including:****a. reading room facilities;****b. an authoritative research enquiry service;****c. an annual conference;****d. online research facilities;****e. a shop that provides quality military history books and exhibition publications.**

## Result

*a. Reading room facilities*

The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. Over 33,000 people visited the Reading Room and there were almost 16,610 requests for collection items through the Reading Room. The number of visitors and collection item requests reflects that Reference Officers are often delivering a face-to-face reference service, which is also typically delivered to remote clients via email, phone, and letter. Many researchers are also accessing the digitised collections from the Reading Room. The availability of digitised records such as war diaries, Reports of Proceedings and private records through *Anzac connections* has contributed to alleviating pressure on the retrieval of original documents.

*b. An authoritative research enquiry service*

Memorial staff answered over 27,800 enquiries made online, by telephone, and by mail from the public, the media, and those referred by the Minister's office, the Prime Minister's office, and other government agencies. This is 2,100 more enquires than last year. Telephone and online enquiries (via ReQuest and email) vastly outnumber mail enquiries. Research Centre clients were satisfied with the quality of service, with over 1,800 emails and letters of appreciation received in 2013–14.

In addition, historians answered a substantial number of mail and email enquiries sent to the editors of *Wartime*.

*c. An annual conference*

This year's international annual history conference, *Vietnam: international perspectives on a long war*, marked the 40th anniversary of the cessation of hostilities by Australian military forces in Vietnam and the final withdrawal of Australian and American combat forces in 1973. This was the Memorial's first major conference focusing solely on the Vietnam War and the event attracted a near-capacity audience of 180 delegates. It drew eminent historians, war correspondents, and veterans from both Australia and the US, as well as academics, authors, film-makers, researchers, students and interested members of the general public. Supported by Boeing Australia and the Department of Veterans' Affairs, the highly successful two-day conference on 15 and 16 August 2013 presented 16 outstanding international speakers (four American and 12 Australian), seven of whom were Vietnam veterans.

The Memorial's Boeing Visiting Fellow, Dr John A. Nagl (Minerva Distinguished Research Professor at the US Naval Academy, Annapolis) delivered the keynote address. Dr Nagl also delivered lectures on the lessons of counter-insurgency warfare from Vietnam, Iraq, and Afghanistan at two venues: at the United States Studies Centre of the University of Sydney, before an invited audience of some 100 people; and at the Strategic and Defence Studies Centre at the Australian National University to a capacity public audience of almost 300 people. Dr Nagl's talks attracted considerable media interest and he delivered radio and press interviews in both Sydney and Canberra. The Memorial's media

partner SKY News Australia also recorded the entire conference and broadcast it on Australia's Public Affairs Channel, A-PAC. The papers from the conference will be compiled and edited for publication.

*d. Online research facilities*

There are now over 150 digitised private records available to the public on the Memorial's website as part of the *Anzac connections* project. The papers have been released in stages, with 100 going live in December, a second tranche early in 2014, and some 10,000 pages from the wartime papers of General Sir John Monash being launched on 25 June 2014.

In December 2013, a new collection search was added to the site. The new search enables people to get results from both collections and digitised records in one place and was the result of work with also saw improvements made to the facilities for searching biographical information.

*e. A shop that provides quality military history books and exhibition publications*

The Memorial Shop continues to stock a comprehensive range of military history publications, as well as exhibition catalogues. The Online Shop also offers a range of these titles.

See Output 1.12 for more detail.

## Other Research Activities

### *Family history outreach*

The Research Centre continues to offer an outreach training program for researching family history. The workshops focus on how to use the collections and services of the Australian War Memorial and other institutional collections that relate to Australian military service to help researchers discover their family's military service story. This financial year has seen visits to Bega and Inverell, and talks delivered at the Heraldry and Genealogy Society of Canberra and the Australian National University.

### *Honour rolls*

A variety of research tasks were undertaken in support of the ongoing administration of the Roll of Honour and the Commemorative Roll. These tasks included investigations into new cases for inclusion on the rolls, the amendment or improvement of existing data and information, research in support of policy development, and responding to both specific and general enquiries from government and the public.



*Big things in store:* the Treloar Technology Centre of the Australian War Memorial opens its doors to the public. Sponsored by NRMA, the event attracted over 4,500 people.



## OUTPUT 1.8 Visitor Services

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

### Overview

The world-class visitor experience provided at the Australian War Memorial was recognised on 18 June 2014 by travel website TripAdvisor, which announced that the Memorial had been ranked number one in the 2014 Travellers' Choice awards for landmarks in Australia and the South Pacific.

The team that provides the Front of House visitor services consists of paid full-time, part-time, and casual staff, together with a dedicated group of volunteers. Their commitment to service excellence ensured that visitors received a meaningful, professional, and engaging experience at the Memorial.

Visitor satisfaction is also formally measured by survey results, which indicated a 99 per cent satisfaction rate. Appreciation of the level of service provided is also demonstrated by the many comments and complimentary letters received each year; an example follows.

*Dear Madam/Sir*

*I visited the Australian War Memorial last Thursday and would like to provide you with some feedback on my experience as it relates to the customer service offered by your staff on that day.*

*I was welcomed warmly by a staff member at the top of the main stairs at the entrance. This person (I do not recall her name) could see that I knew where I wanted to go so did not seek to direct me further, which I was impressed with. I was then welcomed to the AWM again by helpful staff at the cloakroom desk. Again, the welcome was genuine and polished. As I moved through the galleries, if I hesitated for a small period of time or seemed to be looking for something, a staff member would immediately approach and ask if I needed assistance. As I moved into each new space I was acknowledged – always friendly, always discreet.*

*I must commend your staff for their attentiveness, friendliness and general approach to AWM visitors. It made a very enjoyable visit even better.*

*Thank you.*

*Regards,*

### Performance information:

Key performance indicator	The provision of high-quality visitor services provides the necessary foundation for other programs to function effectively. The KPIs for the effectiveness of this program are:
<b>KPI 1</b>	<b>At least 90 per cent of surveyed visitors believe that their visit had met or exceeded their expectations</b>
Result	In 2013–14 98 per cent of surveyed visitors stated that their visit to the Memorial had met or exceeded their expectations.
<b>KPI 2</b>	<b>At least 80 per cent of surveyed visitors believe that the Memorial has maintained or improved its standard of service since their last visit</b>
Result	Of the surveyed visitors who were making a repeat visit to the Memorial 99 per cent said that the Memorial had maintained or improved its standard of performance since their last visit. This year 75 per cent of this total felt it had improved, which was five per cent more than last year. This is attributed to the changes having taken place at the Memorial over the last ten or more years.
<b>Deliverable 1</b>	<b>Front-of-house staff trained to deliver high-level customer service and voluntary guides trained to an introductory level of military history</b>
Result	During the reporting period the Visitor Services staff have welcomed over 920,000 visitors to the Memorial. This year the closure of the First World War Galleries in preparation for the centenary redevelopment required constant adaptation for front-of-house operations. Staff and volunteers responded flexibly to the changing environment, particularly the reduced access to First World War material, by adapting gallery interpretation and tailoring tours for visitors through alternate display areas such as the <i>Anzac voices</i> temporary exhibition, the <i>Over the front</i> display and the <i>Hall of Valour</i> . The heightened public interest in the First World War centenary was evident in the level of enquiry received, and the team will welcome the opportunity to showcase the redeveloped First World War Galleries when they open later in 2014.  A new intake of voluntary guides started their three-month Memorial training program, which is accredited by the Canberra Institute of Technology and provides the guides with a Statement of Attainment in Guiding.

Dear Sir/Madam

*I visited some two weeks ago and was most impressed with the respect and consideration demonstrated by your staff to all. It is several years since I have been to your site but it is always on my "must visit" list when I come to Canberra. We were fortunate to be there on a Wednesday so were there for the honour guard and the Last Post. How moving it was and how lovely to see the many school children who observed.*

*Please continue the impressive work you do to retain such important memories for so many, and to honour those who lost their lives and those who have contributed in any way to our ongoing safety.*

*With thanks*

## Deliverable 2

### High-quality and suitable public facilities such as restrooms, café, and way-finding signage

#### Result

The Memorial is safe and well-presented with appropriate public facilities available, such as restrooms, a first-aid room, and a parents' room. Signage to the cafés and parking facilities has been improved during the year, and further enhancements are planned to be undertaken for external orientation signage.

Hudson's Catering continued as the provider of café services in our two purpose-built facilities: the Landing Place in Anzac Hall and the Terrace at the Memorial Café in the grounds.

The Terrace at the Memorial Café was refurbished and rebranded during the year to improve the flexibility of its internal space, to provide visitors with additional seating choices, and to offer access to multimedia components. The café has been renamed "Poppy's", after the recreational centre for Australian soldiers in Tarin Kot, Afghanistan, named after Trooper David "Poppy" Pearce, who was killed in 2007. The café enhancements aim to subtly incorporate aspects of that centre, including a photograph of Trooper Pearce, the original Poppy's sign and the boomerang and kangaroo that were mounted in the original recreational centre. The refurbished and rebranded Poppy's café will be formally opened on 24 July 2014 by Prime Minister the Honourable Tony Abbott MP.

## Deliverable 3

### Opportunities for visitor feedback, such as Service Charter, Visitors' Book, and evaluation services

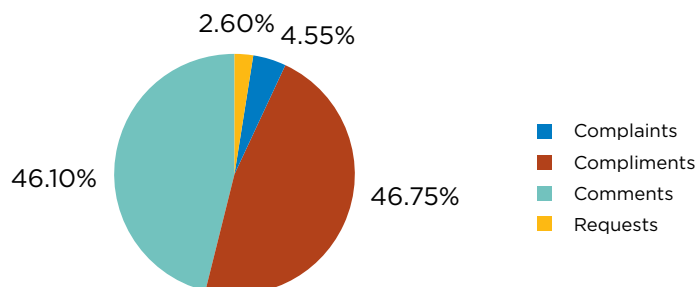
#### Result

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

This year 72 compliments were received via the Service Charter and Visitors' Book (127 last year). Several aspects of the Memorial received compliments, including the standard of exhibits and displays, and the high standard of service provided by voluntary guides and staff.

Seven complaints were received via the Service Charter and Visitors' Book (6 last year). These comprised three about staff, two about the standard of exhibitions and displays, one about exhibition advertising, and one about noisy children and rude teachers. Appropriate action was taken in each case.

### Visitor Book and Service Charter 2013-2014



An extensive program of evaluation monitors 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 an important contribution, with over 230 people volunteering their time, skills, and expertise to support both front-of-house services and projects in curatorial and conservation areas. This year the administration of the Memorial volunteers moved from Visitor Services to the Human Resources section.

The volunteers' level of service and dedication is gratefully acknowledged and the Memorial continued to provide structured and ongoing training together with regular information and development sessions.

At the Front of House, the voluntary guides delivered 12 free highlight tours each day for general visitors, as well as many conducted and VIP tours for visiting groups and dignitaries throughout the year.

The Memorial's volunteers also helped the public gain access to family history information and engage with family and student visitors in the Discovery Zone.

Volunteer veterans participated in the Memorial school wreathlaying program, engaging with students about their service experiences. This successful program enhanced understanding of commemoration for the participating school groups.

## **INTERNAL OUTPUTS**

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

### **OUTPUT 1.9 Corporate Governance**

*The Council of the Australian War 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 the Director provided a briefing to the Minister after each meeting. The Memorial's senior management team also met 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. The major considerations and decisions undertaken by Council related to:

- monitoring of progress associated with the redevelopment of the First World War Galleries;
- development of a broader program of events related to the Centenary of the First World War;
- progress in relation to the Official History of Peacekeeping Operations;
- proposed changes resulting from the Commonwealth Financial Accountability Framework Review and the potential impacts on the Memorial; and
- the Memorial's parking arrangements in response to the proposed introduction of paid parking on national land.

PricewaterhouseCoopers (PWC) continued as the Memorial's Internal Auditor. Members of the Australian National Audit Office (ANAO) and PWC attended each of the committee meetings. A program of audits was approved by Council for the 2012-13 financial year and the outcomes of reviews undertaken were presented at each meeting.



Children from St Stephen's School in Algester, Queensland, lay wreaths on the Tomb of the Unknown Australian Soldier during a school wreathlaying ceremony. Dr Jim Chalmers MP (Member for Rankin) was also in attendance.

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

In accordance with terms of reference, Council reviewed its performance in August 2014 via a survey completed by Council members, the Director, and senior management. Overall, the results of the review indicate that performance of Council during 2013-14 was highly satisfactory or more, with 18 of the 20 criteria achieving an average score of four out of five or above.

Council membership changes during the year included the completion of terms for Air Vice-Marshal Julie Hammer AM CSC (Retd), Ms Jane McAloon, and Mr Kevin Woods CSC OAM, and the appointments of Mr Les Carlyon AC and Ms Jillian Segal AM from 12 and 19 June 2014 respectively. Both the new appointments are for a period of three years.

Air Vice-Marshal Julie Hammer AM CSC (Retd) continued as Chair of the Finance, Audit and Compliance Committee until the end of her term in April 2014. Major General Paul Stevens AO (Retd) accepted the position in her place and Ms Gabrielle Trainor accepted a position on the Remuneration Committee following Air Vice-Marshal Hammer's departure.

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 brought forward either by its members or via papers from section heads. Monthly reports are presented to monitor performance against the approved Business Plan, as well as to review management of any identified business risks. The CFO presents a set of financial statements on a regular basis and is able to provide independent and direct advice to senior management. A Centenary Funding Reserve has been established to provide for additional staffing resources needed to deliver and support programs associated with the centenary period and to respond to the increase in demands for information about the collection and personal records of servicemen and servicewomen. Funding from the general appropriation is being quarantined for this purpose. A number of new positions were established and staff engaged for the duration of specific project periods during 2013-14.

As a result of a number of new initiatives to support both changes in corporate priorities and programs associated

with the centenary period, enhanced project management was a key resource requirement. Additional professional project managers have been recruited to ensure a coordinated and cross-Memorial approach to project delivery is achieved.

The Information Management Steering Group (IMSG) meets monthly and is key to determining the strategic direction of Information Management, ICT, and web initiatives. This area of business continues to grow and underpins many of the Memorial's corporate objectives. The prioritisation of available resources is a major focus of IMSG. In recognition of the Memorial's increasing reliance on and investment in technology for the delivery of information and services, an Enterprise Architecture review was commissioned to provide a clear understanding of the information and communications technology (ICT) requirements for the Memorial to meet its stated objectives, and to identify priority areas for further ICT investment from available resources.

A wide range of statistical information is collated and presented on a monthly basis to access trends across business activities. Where possible, comparatives are also provided against the performances of other collecting institutions.

Planning continued during the year for the forthcoming First World War centenaries in 2014-18. Council has endorsed in principle a range of projects, in particular those focused on the Gallipoli anniversary. The major project being undertaken is the redevelopment of the First World War Galleries. In addition to \$1.7 million in seed funding, a further \$27 million has been provided by government for this purpose.

Dedicated efforts continued to secure corporate sponsorship support. A number of corporate sector partnerships have either been secured or are in the process of being negotiated. These include significant long-term partnerships with existing supporters Boeing, BAE Systems, and Qantas. The De Lambert Largesse Foundation, National Roads and Motoring Association (NRMA), Thales, and Kingold have all partnered with the Memorial in delivering programs for visitors and students. Other opportunities are being explored with a range of individuals and corporations.

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

In addition to weekly CMG meetings, a Project Control Group (PCG) met monthly to monitor performance of the refurbishment of the First World War Galleries. A new Anzac Centenary Projects Steering Committee was established to monitor a number of projects associated with and delivered in the centenary period. This committee met on a monthly basis, and the focus of these meetings was to ensure that projects were being delivered in terms of their objectives, timeframe, and budget. A consistent Project Management

methodology was developed and adopted for all major projects, including risk and stakeholder management.

## Strategic Management

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

A review of the format and content of the Business Plan was undertaken and the results were presented to Council in May 2014. The Business Plan is now more strategic in content and better reflects the interaction of resources and teams from across the Memorial in the delivery of many programs and activities.

## Risk Management and Business Continuity Planning

The Memorial's Risk Management and Fraud Control Plans for 2011-14 were implemented during the 2013-14 financial year. Identified risks were 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 several times during the year. CMG and Council received quarterly reports against the Risk Register and the Fraud Control Plan's key performance indicators.

The Memorial continued its program of desktop scenario testing with a review of its ability to respond to a site-wide power outage and severe flooding two days prior to Anzac Day 2015. Internal auditors PricewaterhouseCoopers was engaged to review and update the Business Continuity Plan.

The Memorial participated in Comcover's annual risk management benchmarking survey in 2014 and achieved a good rating of 7.5 out of 10, which was an improvement on the previous year. The Memorial reached the selected target maturity level for all the elements, and management and Council were satisfied with this result.

The Memorial continued its active participation in the Corporate Management Forum Insurance and Risk Management Working Group, believing that this network provides valuable support and information sharing.

## Evaluation and Visitor Research

### Evaluation

This year there has been a high volume of exhibitions, events, and programs at the main Memorial site or on tour, generating evaluation and audience research projects.

Exhibition surveys were conducted for;

- Afghanistan gallery

- *Remember me: the lost diggers of Vignacourt*
- *Salute: Canberra's military heritage* exhibition
- *Anzac voices* exhibition

Event surveys were conducted for;

- *Big things in store*
- *Of animals in war* ceremony and family day

Performance surveys were conducted for

- General visitor survey
- Catering performance

Audience research assisting program development was conducted for;

- *Reality in flames: modern Australian art and the Second World War*
- Guided tour program

The opening of the Afghanistan gallery was an exciting exhibition development and surveys were conducted from its first day open to the public. These have provided valuable insights into contemporary topics for modern audiences.

It was intended that this exhibition would provide a focal point for serving or returning Afghanistan troops, but it has also seen an unexpected level of family and friends of those who had served in Afghanistan using it to better understand the experiences of their loved ones. Of those surveyed, 15 per cent identified themselves as family or friends of members of Defence who had served or were serving in Afghanistan. Seven per cent identified themselves as an Afghanistan veteran. Reasons for wanting to see the exhibition included:

- *Was in Afghanistan and wanted to see how the story was told.*
- *This is very contemporary and I could end up going to Afghanistan.*
- *I served there, and wanted to show my mates about it.*
- *I served and wanted to show my mum and cousin.*
- *Son has been over there.*
- *Son served in Afghanistan – had two tours.*
- *Have two cousins in Afghanistan.*
- *Cousin's children served in Afghanistan.*
- *Live in Canungra, an army town, and worked on base. Knew many who went over.*
- *We'd heard about it in media and want to show the kids what's going on over there.*
- *Wanted to hear the stories of the soldiers posted there.*
- *Wanted to understand the current conflict a little bit more.*
- *Interested in Afghanistan war and why we are there.*

The *Anzac voices* exhibition has been particularly successful in providing visitors a sense of the harsh conditions that



the Australian troops endured during the First World War. Peter Corlett's *Man in the mud* sculpture display was a popular feature of the First World War Galleries prior to refurbishment and is no less evocative for our current visitors;

*The man in the mud was heartbreaking.*

*The man in the mud put me there.*

*That man in the mud – I don't really know why it just stood out because it looked like we had lost all hope.*

An exit survey was conducted for all temporary exhibitions at the Memorial this year. These surveys consistently ask our visitors to rate the quality of the exhibition, and the Memorial's exhibitions typically achieve a combined "very good" and "good" rating – the two highest – of just over 90 per cent. *Remember me: lost diggers of Vignacourt* was a stand-out this past financial year, attaining a total of 98 per cent "good" or "very good" ratings, with 83 per cent of this total in ranking it "very good".

### Visitation

Larger attendance-counting teams comprising staff volunteers assisted with the Memorial's three major days this year. Anzac Day had increased attendances but Remembrance Day was lower in November 2013 due to bitter cold and rain.

Visitation at the Memorial's *Big things in store* event in September increased again to an estimated 4,800 people. Evaluation of this event provided useful demographic information: once again the audience was predominantly male (62 per cent), with 81 per cent coming out of general interest as part of a family group. For 70 per cent of the respondents this was their first attendance at this event.

The Memorial's existing automated people-counter at the main entrance was upgraded with new equipment and improved reporting software from Beonic Technologies. The upgrade includes thermal sensors at the entrances to the Afghanistan gallery and Special Exhibitions Gallery, improving the means and speed by which attendance reporting is completed.

## 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

Energy management continues to be a priority for the Memorial, and technical initiatives undertaken in the last financial year have maintained efficient energy consumption on the site. The refinement of the control strategy for building climate control is ongoing, with emphasis still on managing temperature and humidity parameters to efficiently meet the needs of both material conservation and energy efficiency. Electrical sub-meters in the Main Building

have been connected to the Building Management System (BMS) to enable a proactive response to consumption spikes. A number of Main Building gas sub-meters have been pulse-enabled to allow for remote read and connection to the BMS. Further sub-meters are expected to be progressively added.

Planning for the Mitchell precinct's capacity for increased storage of the collection continued in 2013-14. The plan considers the precinct footprint and the functioning of the facility, and outlines options for staged new development and the renovation and/or extension of existing buildings. Additional land and buildings (Treloar E) adjacent to existing Memorial facilities at Mitchell became available in 2011. The Memorial's three-year lease agreement on this property ends 30 June 2014, and the Memorial is exercising its option to purchase the land on 1 July 2014.

An accommodation and storage redevelopment master plan was developed to deliver much-needed additional meeting, storage, and office space across the all Memorial Buildings. The final stages of the accommodation review were implemented throughout the financial year. Work included refurbishment of a large area of the Administration Building to enable a number of staff to be accommodated in an open plan office environment and create new spaces for National Collection donation assessments and transit. Kitchens and break-out spaces (initially developed in 1988) were also upgraded.

The upgrade of the air conditioning and main switchboards for the Enrico Taglietti-designed Annex A building has now been fully installed, with fine-tuning of new equipment and practical completion expected in June 2014. The mechanical and electrical design and documentation respects the Commonwealth heritage criteria of the building.

A range of general building and infrastructure initiatives have also been undertaken, including additional three-phase power and data being installed throughout the Campbell precinct to better accommodate media requirements for large-scale events such as Anzac Day. Also completed were upgrades to car park signage and line marking, a new drainage system for the Bomber Command memorial, and a review of fire extinguishers. The review and installation of roof-height safety systems across all the Memorial buildings has also commenced.

Significant services support continues for centenary projects, including the First World War Galleries' refurbishment, sound and projection initiatives, and enhancements to the Last Post Ceremony webcam and public address systems.

#### Grounds

Grounds maintenance contracts are managed effectively to ensure outstanding grounds presentation at all times. A specialist gardener is contracted for garden maintenance of the Commemorative Area, the eastern precinct, and the memorials and sculptures throughout the western precinct to ensure these locations are presented at a high standard.

This year, landscaping enhancements have been completed at the entrance of the Main Building including *Lonicera nitida* hedges and the introduction of additional bins, resulting in an aesthetically pleasing and functional entry for visitors. The Western Courtyard was subject to major landscaping upgrades in order for the Memorial's Lighting Masterplan to be implemented. Irrigation systems were also replaced in all new planted areas, in addition to the installation of wire netting in the raised garden beds to minimise rabbit inhabitation.

### **Security (incl. emergency planning)**

Compliance with the new Protective Security Policy Framework has been an ongoing focus for the Memorial. Liaison with the Australian Federal Police (AFP) occurs for all high-profile visits and events. The Memorial has a strong, positive working relationship with the AFP ACT Policing for coordination, and policing, the Memorial's high-profile events and ceremonies such as Anzac Day and Remembrance Day.

Enhanced security systems were implemented for access and control of the National Collection, including new audit and reporting capability.

All security staff completed a Certificate II in Security Operations, which standardised the team's knowledge and greatly improved understanding of the latest legislation and security practices and procedures.

The Emergency Planning Committee met four times, and the planning for and conduction of emergency evacuation drills for all Memorial buildings has continued. The initiative to standardise Emergency Warning and Intercommunication System (EWIS) tones across all Memorial buildings to the latest standard was completed. This has assisted with fire warden training and with the building occupants' ability to clearly understand emergency evacuation messages.

### **Workshop services**

The Memorial's workshop supports a wide range of Memorial activities. Work this year included trades support for the *Anzac voices* exhibition and the installation of the *Love and war* travelling exhibition interstate. Workshop staff have also been actively involved in the relocation of the First World War dioramas and their backgrounds, and the demounting of existing First World War exhibitions. The workshop has also assisted with a range of building works, preparations for ceremonies, gallery maintenance, and general building and grounds maintenance works.

### **Records management:**

Following the rollout of the updated SharePoint system, the Records Management unit's primary function was reconfigured to that of a mail room, with mail being scanned to SharePoint, and the retrieval and rehousing of paper files. Pressure on the records management storage facility at Campbell has been alleviated by the transfer of seldom-accessed records to the Treloar D storage facility.

## **Finance**

### **Financial planning and monitoring**

The Memorial has a well-established internal budget development and management process, which includes oversight of a number of components to ensure corporate priorities are funded to an appropriate level. Many new projects and activities related to the Centenary of the First World War were funded from an internal reserve, with potential allocations forecast over several years to ensure adequate resourcing during the commemorative period.

Funding strategies were also developed for a range of capital projects planned over the next ten years, including National Collection storage, gallery refurbishments, building works, site development, software upgrades, and IT hardware replacement.

The Memorial continues to work closely with its onsite functions and catering contractor to maximise exposure and ensure the ongoing success of our popular visitor and corporate event facilities.

Regular financial reporting to management, Council, and the Department of Finance during the year included Memorial-wide financial results, budget review and analysis, cash balance reporting, capital management planning, and commercial operations.

The Memorial's land and buildings were formally revalued during 2013-14, resulting in a net increase in fair value of \$16.9 million.

### **Financial policy**

The Chief Finance Officer (CFO) continued to participate in the development of whole-of-government reforms through attendance at formal working groups and developing input to key discussion papers.

In particular, extensive feedback was provided in relation to the proposed rules applicable under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The Memorial's position was presented to the Joint Committee of Public Affairs and Audit inquiry into the development of the PGPA Rules, and will continue to be represented throughout the ongoing Public Management Reform Agenda consultation process.

The CFO was also involved in activities to ensure the funding strategies for major projects and programs were achieved, including resource analysis and forecasts for the refurbishment of the First World War Galleries and projects associated with the Centenary of the First World War.

### **Support services and systems**

The Finance section provides a range of services to support Memorial activities, including accounts payable and receivable, domestic and overseas travel arrangements, budget management, procurement advice, assets management, Fringe Benefits Tax, contracts management and superannuation advice, and investment management.

The section has a strong focus on the provision of high-quality procurement and contract advice, and a number of customised training sessions were delivered to inform staff on the key features of government policy.

Several financial management induction and training sessions were conducted throughout the year in addition to ongoing end-user financial system support services.

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

## Information Technology

### Corporate systems

The section supports a range of IT based systems underpinning operations including administrative, collection management, public access, information, retail, and online services. There is an excellent record of high systems availability, which is achieved through dedicated attention to systems monitoring and well-planned upgrades.

Upgrade of the SharePoint-based electronic records management system was completed and the system is now recognised as being compliant with requirements set out by the National Archives of Australia. A number of workflows to automate functions such as National Collection/mixed collection tracking, loans approvals, public enquiries/advice, and travel arrangements were also implemented. Training in both records management requirements and systems operation was delivered to all staff.

A new service management application was implemented to streamline the information technology and collection management help desk functions. The same software will be leveraged to address similar needs across other internal service areas such as building services, finance, and human resources.

Technical resources supported enhancement of the website as part of the *Anzac connections* project and also worked to facilitate the relocation of website hosting to an external provider later in the year. There was considerable effort to streamline the flow of information from collection databases to the web.

Consolidation of databases was achieved through the migration of seven rolls of recognition to the central collection management database application, MICA. Other activities included database changes to accommodate the commemorative *Anzac voices* and Roll of Honour Projections projects.

Planning was progressed for the necessary upgrade of the *MediaBin* product, which provides for management of digital assets in the National Collection.

### Network infrastructure

The section develops and maintains a modern in-house IT platform which supports the systems referred to above.

Core network switching infrastructure was replaced to achieve an enterprise-wide backbone operating at greater than 10 gigabytes per second to accommodate growing needs for the transfer of greater volumes of data, particularly that related to the handling of larger digitised collection materials.

Other switches central to the connectivity of storage area networks were also replaced due to their age and a need for greater performance.

The need to converge an increasing number of IP networks was identified as part of an enterprise architecture review. A number of smaller networks such as building management were moved to the enterprise-wide IT network. Based on successful trials, other networks have potential to be added to minimise duplication of equipment and reduce management overheads.

The technical platform for webcasting of the Last Post Ceremony was bedded down and handed over to the multimedia team for day-to-day operation.

An enterprise-wide wireless network was implemented as the platform for improved data access to corporate applications. The same network will also provide appropriately segregated access for visitors to the Memorial.

Planning is well advanced for the implementation of a replacement digital preservation storage repository required to accommodate the considerable volumes of data which will be generated by film digitisation, since it can no longer be preserved through film copying.

A review of network security architecture has been initiated and will lead to replacement of network firewall equipment early in the new financial year.

In a move to address periods of peak load on the website (such as Anzac Day) some elements of the site's delivery were moved to an external hosting provider.

### Strategic planning and governance

The Information Management Steering Group (IMSG) continues its oversight of information management and the application of technology-based systems. In late 2013 the IMSG initiated a review of enterprise architecture to better understand the key capabilities required to support corporate business. A number of recommendations were implemented and some ongoing work will need to be completed to inform an update of the IT Strategic Plan.

## People Management

### Strategic people management/workforce planning

Consistent with last year, the Memorial's People Management Strategy identifies strategic workforce priorities for the Memorial. These priorities are:

- alignment of people and our business through positive performance culture
- promoting organisational health and wellbeing
- building leadership and management capability

- attracting and retaining the right people
- encouraging innovation and agility

More recently, the introduction of a workforce planning procedure was adopted within the Memorial which will evolve and mature over the next several years. The methodology incorporates a range of steps, including strategic analysis (future state and scenario planning), forecasting (future workforce projections), workforce risk analysis, strategy development, and agreed actions and accountabilities for execution and integration into business plans.

As the Memorial is committed to building and sustaining a diverse workforce to deliver its current and future business objectives, the implementation of this process will provide the opportunity to attract, develop, and retain skilled, engaged, and committed employees.

This robust methodology will provide a clearer picture for the Memorial around the identification of critical capability gaps and allow for the adoption of tailored strategies to assist in mitigating future workforce risk. This will also lead to greater linkages and alignment with the business and budget process, recognising that they are critical to business activities to achieve the Memorial's strategic objectives.

### **Workforce development**

The Memorial fosters a culture of professional development and enhances and supports staff expertise through a range of in-house and externally provided learning opportunities.

This year, particular emphasis was placed on enhancing capability in the areas of Project Management and Media Skills to support our staff in the lead up to the Centenary of the First World War.

To further develop our agility and resilience, the introduction of ongoing in-house programs of Resilience, Coaching, Positive Leadership, and Mental Health First Aid were implemented. These programs form part of the Memorial's Health and Wellbeing Framework.

In addition, specialist training programs, conferences, and seminars represent critical components of our learning and development strategy to support the range of expertise required within the Memorial.

In-house "Learning from Each Other" sessions were also introduced this year. This initiative provides staff with opportunities to hear, share with, and learn from their colleagues who have presented papers at conferences and seminars and to foster a learning culture.

The Memorial's Studies Assistance scheme provided support to 23 employees, enabling them to undertake formal qualifications relevant to their expertise.

### **People management and services**

The Performance Through People Scheme continues to be an important framework for the Memorial to manage and enhance performance of our employees.

The Workplace Relations Committee met on four occasions during the year and continues as an important forum for staff consultation, including policy development.

On 15 January 2014 the Memorial took on new responsibilities under the *Public Interest Disclosure Act 2013* regarding the investigation of allegations of serious wrongdoing in the Commonwealth public sector. In order to ensure compliance with this new legislation the Memorial has developed policy, procedures, training, and awareness-raising for facilitating and dealing with public interest disclosures, including the appointment and training of authorised officers and supervisors who can receive a disclosure of information.

## **OUTPUT 1.12 Revenue Generation**

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

### **Memorial Shop**

- Shop revenue of \$1,783,496 was achieved against a target of \$1,605,000. The net profit for the Memorial Shop was \$288,149 before notional overhead costs.
- Key indicators of Shop performance are the average transaction value (\$20.12), the number of Shop transactions (80,938), and the overall profit margin (54 per cent). While the transaction value and number of transactions were both higher than last year, the profit margin was slightly less due to high-volume sales of key products with relatively low margins.
- The suite of Memorial souvenir publications continued to perform well. The *Australian War Memorial guide*, *A place to remember*, and *Hall of Memory* are sold in both the Orientation Gallery and the Memorial Shop. The *Australian War Memorial guide* is both a handbook for the galleries and an attractive memento, and generated \$48,287 in revenue.
- The Shop supported a number of new publications and events, including the launch of *The good international citizen: Australian peacekeeping in Asia, Africa and Europe, 1991-1993* by David Horner and John Connor.
- A range of centenary merchandise was developed for sale in the Shop and online. This range includes items developed exclusively for the Memorial as well as items produced under license with other suppliers (for instance, the Royal Australian Mint and Australia Post). The centenary range includes:
  - souvenirs (e.g. baseball caps, keyrings, mugs etc.)
  - branded centenary clothing range
  - circulating and non-circulating coins commemorating key events in Australian military history
  - 2015 centenary calendars featuring First World War photographs and recruitment posters.

## e-Business

The Memorial's e-business revenue of \$1,477,131 was 60 per cent above target. This revenue is a combination of:

- costs associated with reproductions from the National Collection
- user fees associated with commercial use of the material
- the value of charges waived where the material is used for educational, private, or commemorative purposes
- Shop products sold online.

The anticipated growth of centenary-related activities resulted in a significant increase in the value of the corporate waivers granted, and a rise in revenue from costs associated with collection reproductions. There was a decrease in online sales of Shop products, due in part to the lack of major new publications. (New releases during 2014-15 should see a rise in online sales.)

The Online Shop sells a range of books and merchandise. Popular items included the *Ben Quilty: after Afghanistan* exhibition catalogue, a First World War recruiting poster set, and *Anzacs on the Western Front: the Australian War Memorial battlefield guide*.

Marketing activities included email newsletter campaigns, promotions via the Shop's Facebook page, an educational resources brochure sent to all schools, printed flyers sent out with eBusiness orders, and advertising through *Wartime* magazine.

## 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 new Perform scheme is a key strategy for ensuring individual work plans are aligned with Business Plan activities.

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

The Memorial's Employee Assistance Program, which provides counselling and support to staff and immediate family members, was used by a small number of staff. The majority of matters referred to this service were not of a work-related nature.

Staff and management contributed to and/or participated in community programs through fund-raising activities.

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

The dedication shown by staff and their commitment to achieving corporate priorities as approved in the Business Plan are very much appreciated by senior management and Council.



Salute: Canberra's military heritage exhibition launch.





The Memorial's 2014 Summer Scholars, Adam Rankin, Harriet Lobb, and Nicholas Jensen, are presented with certificates.



Young visitors engaging with the *Hands-on history* trolley during the school holidays program.



Lucinda Shawcross cleaning and repairing artefacts from Memorial Boxes. There are six themed boxes containing hands-on artefacts, primary source material, uniforms, and much more. Each box is linked to carefully selected photographs, case studies, and teacher notes.



The Remembrance Stone adorned with wreaths during the 2013 Remembrance Day Ceremony.

## Legislation, Functions, and Powers

### Enabling Legislation

The Australian War Memorial is established as a corporation by the *Australian War Memorial Act 1980* (the Act). 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 subsection 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 1962* 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 a condition and, if a gift, devise, bequest or assignment is accepted by the Memorial on trust or subject to a condition, 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, furnishings, equipment, and other goods;
- (p) to act as trustee of moneys 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 Warren Snowdon MP was the minister responsible for the Memorial from 1 July until 18 September 2013, when Senator Michael Ronaldson was appointed as the Minister for Veterans' Affairs.

### Powers of the Minister

The Minister has the following powers under the Act:

- (a) to make available to the Memorial for the purposes of the Memorial such land owned or held under lease by the Commonwealth as is specified by the Minister by notice in the *Gazette*, and any building, structure or other improvements on that land [subsection 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 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 [subsection 7(2)].
- (c) to approve the disposal of historical material if the value of that material exceeds \$5,000 [subsection 8(4)];
- (d) to approve the appointment of a deputy to a member of Council [subsection 12(1)];
- (e) to convene a meeting of Council at any time [subsection 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 Memorial's internal audit services are outsourced to PricewaterhouseCoopers.

The *Internal Audit Plan 2013-14* was approved by Council in May 2013 and work was completed as follows:

- review of procurement and contract management
- 2014-17 Business Risk Assessment
- 2014-17 Fraud Risk Assessment and Fraud Control Plan
- 2014-17 Strategic Internal Audit Plan

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the 2014-15 Business Plan.

The *Internal Audit Plan 2014-15* was approved by Council in May 2014. The new plan will include:

- Risk management review of major events planning and management
- Review of systems, controls and procedures to manage staff entitlements
- Work health and safety management and compliance
- Review of collection management – high-risk items

### External Audit

The audit of the 2013-14 Financial Statements was undertaken by Ernst & Young on behalf of the ANAO and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's 2013-14 Financial Statements is at page 66.

## Fraud Control

As required by the Commonwealth Fraud Control Guidelines 2011, the Memorial implements practices and procedures for effective fraud control. During 2013-14 the Memorial implemented the prevention, detection, and reporting procedures and processes as outlined in the Memorial's Fraud Control Plan 2011-14, which is based on the Fraud Risk Assessment undertaken in December 2010. All reasonable measures were taken to minimise the incidence of fraud at the Memorial.

The Memorial has identified one significant fraud risk. It relates to the potential loss of collection items in storage. The strategies in place to manage this risk include:

- continuous improvements to the stocktake program
- adherence to collection movement and security plans
- high-quality security arrangements with controlled access, and
- continual pursuit of funding to ensure regular improvements to storage area security systems and stocktake procedures.

There were no fraud incidents reported during 2013-14.

The Memorial responded to the 2013-14 annual survey run by the Australian Institute of Criminology in October 2013.

An enterprise-wide Fraud Risk Assessment was undertaken in January 2014 and the Fraud Control Plan was updated for 2014-17. One significant fraud risk was identified in the

misuse of entitlements, including leave, flex, and time off in lieu. The Head, Human Resources, is responsible for ensuring controls are in place and for reporting against them every six months. Controls include:

- a formal leave approval process;
- reconciliation of staff absences to leave applications submitted;
- timely update of leave records;
- supporting managers/supervisors to proactively manage staff flex leave balances;
- implementation of Employee Self Service for automation of leave processing and approval to be completed by the end of September 2014; and
- regular undertaking of spot audits and controls review for leave and entitlements.

## 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 2013-14. 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 2013-14, including the 8.39 per cent discount received through the annual Risk Management Benchmarking Survey 2013, was \$278,810.80 (excluding GST), which was just over \$23,000 higher than 2012-13. The policy provided comprehensive cover for property and general liability (including professional indemnity), with the premiums being \$171,907.72 and \$100,790.98 respectively. Council members are provided with indemnity insurance through directors' and officers' liability cover and the premium for this was \$14,465.65.

## Legal Actions

There were no legal actions taken against the Memorial during 2013-14.

## Ombudsman

No issues were raised with the Ombudsman during 2013-14.



## Social Justice and Equity

The Memorial is committed to social justice and equity and aims to provide a high level of public access to its physical grounds, commemorative ceremonies, and public programs designed to increase understanding of the Australian experience of war and its impact on Australian society. The Memorial undertakes regular research studies to ensure it is informed on the changing needs of its diverse national and international audience.

The Memorial identifies audience groups and specific needs through varied and dedicated visitor research and evaluation. The Memorial regularly surveys its visitors to identify and monitor how well needs are being met. Results for 2013–14 indicate:

- About 2.5 per cent of the Memorial's general visitors have a disability.
- Visitors with a disability, and their carers, are just as satisfied with the Memorial's facilities and services as visitors without a disability. Among visitors who used facilities and services for people with disabilities, the following proportions gave a rating of satisfied or very satisfied:
  - 98 per cent – mobility-impaired access into the building (up from 94 per cent in 2012–13)
  - 98 per cent – mobility-impaired access within galleries and between floors (up from 95 per cent)
  - 90 per cent – accessible toilets (up from 69 per cent)
  - 90 per cent – free wheelchairs (up from 71 per cent)
  - 84 per cent – mobility-impaired parking (up from 69 per cent)
- These findings indicate that satisfaction with access has increased across all of the categories for Memorial visitors with disabilities.
- The percentage of Australian visitors identifying as Aboriginal or Torres Strait Islander peoples (three per cent of the Australian population) remained at one per cent. Indigenous Australians were just as satisfied by their visit to the Memorial as non-Indigenous Australians.
- About 29 per cent of Australian visitors were born overseas – a slightly higher proportion than that found in the Australian population (27.7 per cent). Satisfaction levels were equal for all Australian visitors regardless of their country of birth.
- About 15 per cent of Australian visitors speak a language other than English at home (up from 12.6 per cent), a lower percentage than that found in the Australian population (19 per cent). Those Australians who speak a language other than English at home were more likely to be satisfied with their visit than very satisfied.

## Service Charter Report

The Memorial's Service Charter, *Setting the standard*, addresses the full range of services provided by the Memorial. It was introduced on 1 July 1998 and reviewed and updated during 2012–13. 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.

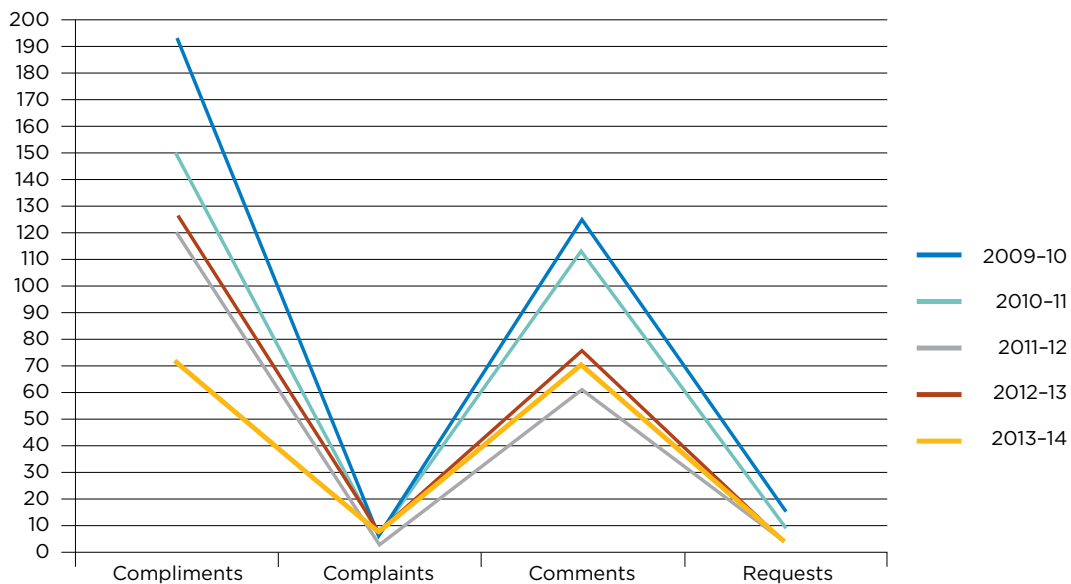
A total of 72 compliments (127 last year), 75 suggestions, comments, and requests (80 last year), and seven complaints (three last year) were received through the Service Charter or the Visitors' Book during 2013–14. A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 45.

Of the comments and suggestions received, almost 55 per cent (39 out of 71) related to the Memorial's galleries and to the correction of captions. Other comments made by visitors included those related to accessibility issues such as seating and stairs in the galleries and grounds, respect issues such as the changes to the Hall of Memory, noisy children in the galleries and the Commemorative Area, and the lack of Indigenous flags at the front of the building. All comments and suggestions were considered, and action was taken where appropriate.

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.



### Visitor Book and Service Charter 2013-14



Simpson Prize history competition winners in front of the statue of Simpson and his donkey. Memorial plays a key role in the setting of the Simpson Prize question each year, selecting Memorial records and collection items as source material for students to integrate in their essays.

## 5 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 of 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
WIN Television	General Memorial advertising	\$92,999.00
Fairfax Media	General Memorial advertising	\$85,529.86
Grey Group Canberra	Recruitment advertising	\$40,556.02
Prime 7	General Memorial advertising	\$42,185.00
Nationwide News	General Memorial advertising	\$39,000.00
ACT Economic Development Director	General Memorial advertising	\$22,227.28
Hardie Grant Magazines	General Memorial advertising	\$17,250.00
Bearcage Productions	General Memorial advertising	\$16,701.00
City News	General Memorial advertising	\$14,250.00
Canberra FM Radio	General Memorial advertising	\$11,618.00
<i>Highlife Magazine</i> (Canongate Partners Pty Ltd)	General Memorial advertising	\$10,800.00
Macquarie Regional Radio (Southern Cross Austereo)	General Memorial advertising	\$10,280.00
	<i>Advertising expenditure</i>	\$403,396.16
	<i>Market Research Expenditure</i>	Nil
<b>Total</b>		<b>\$403,396.16</b>

### ***Freedom of Information Act 1982***

The Memorial publishes a broad range of information on its website in compliance with the Information Publication Scheme (IPS), which has been established under Part 2 of the *Freedom of Information Act 1982* and commenced on 1 May 2011. The Memorial's IPS entry can be found at: <http://www.awm.gov.au/about/information-publication-scheme>.

As part of its IPS entry, the Memorial publishes an Agency Plan on its website, available at [http://www.awm.gov.au/about/AWM-IPS\\_Agency\\_Plan.pdf](http://www.awm.gov.au/about/AWM-IPS_Agency_Plan.pdf).

The purpose of the Memorial's Agency Plan is to show what information the Memorial proposes to publish, how and to whom the information will be made available, and how the Memorial will otherwise comply with the IPS requirements.

### **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 FOI Act).

The four categories are:

- (a) administrative files and papers relating to all aspects of the Memorial's functions. These are subject to the FOI

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 subsection 13(1) of the FOI Act, these are not deemed to be documents of an agency, and therefore are not subject to the provisions of the FOI 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 subsection 13(2) of the FOI Act these are deemed for the purposes of the FOI Act to be in the possession of the agency that placed them in the Memorial collection. Access to these documents under the FOI 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 FOI 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 FOI Act. The access point at which members of the public may make inquiries on FOI matters, submit formal requests for access to documents, or inspect documents to which access has been granted, is given below. The access point is open for business from 8.30 am to 4.51 pm, Monday to Friday (excluding public holidays). Information about access for people with disabilities can be obtained by contacting the FOI officer at the access point given below.

## FOI Procedures and Initial Contact Points

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

Reception Desk  
Australian War Memorial  
Anzac Parade  
CAMPBELL ACT 2612  
or  
GPO Box 345  
CANBERRA ACT 2601  
Tel: (02) 6243 4290

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

- (a) by mail to an address specified by the applicant;
- (b) at the official FOI access point; or
- (c) at the information access office located within the regional office of the National 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 FOI 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 FOI 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 2013-14

In 2013-14 the Memorial received seven requests for access to documents under the FOI Act. One request was granted in full and two were granted in part, with all charges waived. No documents were found for one request and another was deemed to have been withdrawn. Two requests were refused on resource grounds, which resulted in an appeal to the Information Commissioner. The Information Commissioner advised on 12 June 2014 that as a result of machinery of government changes the review application has been finalised. The applicant appealed to the Administrative Appeals Tribunal on 23 June 2014.

### FOI Statistics Summary 2013-14

Received	Granted in full	Granted in part	No documents found	Withdrawn	Refused on resource grounds
7	1	2	1	1	2

One outstanding request was carried over from 2012-13 and was granted in part.

## Environmental Protection and Biodiversity Conservation Act 1999, Section 516A Statement

In accordance with section 516A of the *Environmental Protection and Biodiversity Conservation Act 1999* (the EPBC Act), Australian government agencies are required to include in their annual reports information detailing the environmental performance of the organisation and the organisation's contribution to ecologically sustainable

development. This remains a key objective for the Memorial and is being applied to the development of plans for the enhancement and ongoing maintenance of the Memorial's buildings and its operations. The Memorial neither administers any legislation nor has any appropriation directly related to the principles of environmental sustainability and development. Accordingly, the Memorial's involvement relates to environmental practices within the Memorial. Social and equitable practices are included in the Memorial's Teamwork Agreement 2011-14 and will be included in the next Teamwork Agreement.

## Energy Consumption and Environmental Management

Consumption of electricity, gas, and water continues to be monitored closely and is a priority for the Memorial, with gas and electricity consumption remaining close to trend. The refinement of the control strategy for building climate control is ongoing, with emphasis still on managing temperature and humidity parameters to efficiently achieve both material conservation and energy efficiency needs.

Work on the Memorial's Lighting Master Plan is well underway and will be completed in time for the 2015 Anzac Centenary. The external lighting upgrade will greatly enhance the Main Building's appearance, emphasising the façade's architectural features while still achieving major energy savings compared to those existing currently.

Other energy saving initiatives undertaken include the electronic monitoring of a number of gas sub-meters for the Main Building. Planning is well underway for the Main Building's remaining gas sub-meters to also be included. The HVAC system of the Treloar A building, including the electrical switchboards, has been completely upgraded. This upgrade included electronic sub-meters, which are scheduled to be attached to the Building Management System to allow a proactive response to any consumption spikes.

The recycling of paper, cardboard, glass, plastic bottles, toner cartridges, and fluorescent tubes in the administration areas continues. The provision of recycling facilities for public events in the Memorial's grounds, including Anzac Day and Remembrance Day, is ongoing. In addition, the recycling of old display lighting in the Memorial's Main Building has commenced.

## Heritage Management

The Memorial's endorsed Heritage Management Plan continues to guide management of the Memorial's heritage precinct. The Memorial's 1997 Heritage Conservation Master Plan was reviewed by International Conservation Services. Their report advised on future long-term heritage requirements for the Memorial's Main Building and ongoing monitoring and maintenance requirements for the building fabric. Heritage specialists continue to provide advice, when required, for proposed building works in heritage-sensitive areas.

Bird-deterrent installations used around the Main Building continue to be refined.

Other general heritage conservation activities undertaken include regular conservation and cleaning of key sculptural elements. A clean of the stonework in the Commemorative Area was undertaken prior to Anzac Day 2014, and the cleaning of other areas, including the Main Building tower, has been scheduled.

In order to assist with its longevity, regular maintenance of the Lone Pine (*Pinus halepensis*) continues. A new Lone Pine Tree, grown from a seed of the original tree, was planted by Their Royal Highnesses The Duke and Duchess of Cambridge on Anzac Day 2014. It is anticipated that this tree will have developed significantly when the original tree reaches senescence.

## Work Health and Safety

### Executive commitment

The Memorial is committed to safeguarding the health and safety of its employees, workers, and visitors by providing and maintaining a safe working environment. The Memorial aims to eliminate all preventable work-related injuries and illnesses through systematic management. Furthermore, the Memorial is committed to supporting and promoting the holistic wellbeing of its employees. Work, Health and Safety outcomes are reported to Council at each meeting via a standing agenda item.

### Work Health and Safety Committee

The Work Health and Safety Committee meets six times per year and assists the Memorial in developing, implementing, and reviewing measures designed to protect the health and safety of our workers and visitors. The committee is made up of worker and management representatives, and provides one of the key consultation mechanisms with workers in accordance with relevant legislation.

The Memorial's work health and safety function is managed through human resources with assistance from professional experts, who provide advice to the committee, assist with hazard and incident investigations and case management, and provide relevant training as required.

### Health and Wellbeing Program

The Memorial promotes health awareness among employees by delivering an annual Health and Wellbeing Program. This is focused on health and lifestyle initiatives to create positive health changes for workers. Employee consultation is a key element of the program and staff participated in a Health and Wellbeing Survey in July 2013. Survey results informed the development of the 2013-14 program, and aimed for a proactive prevention and intervention approach. This year programs included staff workshops to inform the development of a Work Health and Safety framework, with particular emphasis on mental health and wellbeing. To support this framework, ongoing in-house programs of resilience, coaching, positive leadership, and mental health

first aid were also implemented. The aim of these programs is to increase our agility and resilience as an organisation and validate the unique working environment of the Memorial.

Other programs included: quit smoking sessions, flu vaccinations, and bi-annual eye testing.

A trainer familiarisation program for Manual Handling and Ergonomic Workstation Assessments provided us with in-house capability to deliver training programs for Anzac Day and Remembrance Day and to perform ergonomic assessments as required.

### **Ongoing initiatives**

The Memorial provides reimbursement for employees who require glasses for screen-based work and audiometric screening for staff working in areas where the recommended noise limits are exceeded.

First aid officers are located throughout the Memorial buildings to ensure immediate assistance is available when required.

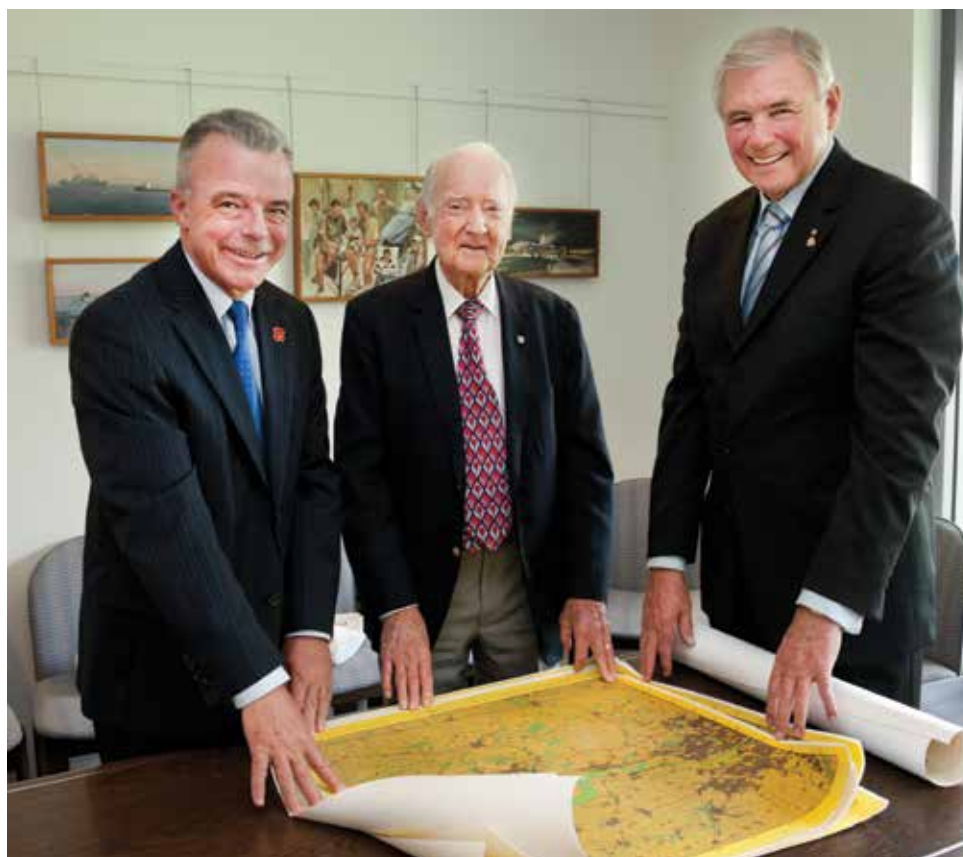
The Memorial has a no-tolerance approach to bullying and harassment and has implemented Harassment-Free

Workplace guidelines which set out expectations on behaviour, and in 2013 engaged the Australian Public Service Commission to deliver Bullying- and Harassment-Free Workplace training for all staff. The Memorial also has a number of contacts available should an employee or manager require advice regarding an instance of bullying or harassment. These include harassment contact officers across all business areas and the Employee Assistance Program. The Memorial addresses formal and informal allegations of bullying or harassment promptly and sensitively.

### **Outcome measures**

The Memorial has maintained a focus on prompt reporting and management of accidents and incidents. Implementation of an early intervention program has delivered increased support for employees and shown improved injury recovery rates. Implementation of enhanced early intervention and hazard identification and risk assessment processes is underway and aims to recognise cost benefits going forward.

No directions or notices under the *Work Health and Safety Act 2011* were given to the Memorial.



Dr Ronald Houghton (centre) donates Second World War maps and photographs to the Australian War Memorial. The donation was accepted by Memorial Director Dr Brendan Nelson and Rear Admiral Ken Doolan AO RAN (Retd), Chairman of the Council of the Australian War Memorial.



## FOCUS ON ...

### Retail

#### **Nadia Pessarossi, Shop Manager, Retail and Online Sales Section**

The Memorial Shop is a key way in which the Australian War Memorial raises money and plays an important part in the Memorial's role of disseminating military history information.

As a child I always loved coming to the Australian War Memorial for visits and for a school excursion in year 10, looking at our beloved Man in the mud – I knew I just had to work at this amazing place. I feel privileged and excited that I am able to work here and contribute to the Memorial's revenue stream and our visitors' experiences through customer service and product development. My goal is to make sure each visitor can take home a memorable piece or an educational item so that we continue to commemorate and educate each generation.

There are so many different aspects of being the Memorial Shop Manager; it is like no other retail shop I have managed, and every day I meet interesting, talented, strong people. I love hearing their stories: from local artists and designers assisting with Memorial products to veterans publishing their own stories, and to mothers who have lost their sons in current conflicts.

One day my job can involve turning a fallen branch from the Lone Pine tree into tasteful product, and the next I am organising an author talk or selling Anzac Biscuits to hungry young school children for their bus ride home. And when it rains we make sure there are ponchos at the ready!

The shop sells such a wide variety of products, but my favourite would have to be the Lone Pine range. These are very close to my heart. My very first Memorial Shop purchase was one of our many pencil sharpeners that are mini replicas of wartime aircraft; you would be surprised at how well a mini spitfire can sharpen a pencil!

We have built an amazing shop team. They work so hard and, like myself, understand that the Australian War Memorial has a high level of respect for its visitors. Likewise, the shop meets the visitor's retail needs while still respecting the experience of the galleries.

I am always proud to say that I work at the Australian War Memorial.



### Donations

#### **Eleanor Cave, Collection Donations Officer, Collection Services Section**

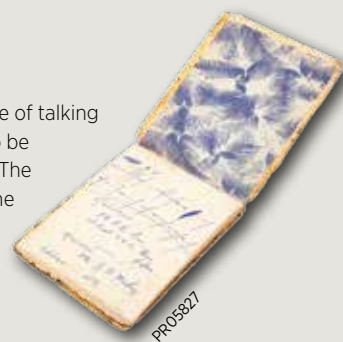
Working as a part of the Collection Donations team at the Memorial allows me the privilege of talking with members of the public every day. I am never sure quite what material we are going to be offered when I pick up the phone or open an email, but it is always something interesting! The Australian public is very generous, and lots of people offer us items to be considered for the National Collection. Every week we receive between 30 and 50 new offers of donation. Sometimes it is a single item, such as medals, a diary, or a banner. Other times it can be incredible amounts of material, such as 700 model aeroplanes, two wardrobes filled with letters and photographs, or boxes and trunks brimming with memorabilia.

Meeting with donors can be special, as it can be a significant and emotional day. For many the act of donating letters or medals can in itself be an act of memorialisation and remembering.

Some stories are moving, such as a Boer War collection which included the letters from home that an Australian soldier had kept in his pocket over his heart and which were still there when he was killed. Others are fun, like an oilcloth used to wrap around a note dropped from the air; the note was written by a pilot thanking a Victorian family for helping him and his crew when they had crashed the week before, after which the family had sent them back to barracks with cake and other treats.

Then there are those which are unexpectedly amusing, such as an autograph book filled with jokes, insults, and one-liners written in Morse code.

Talking with donors and sharing their stories is an enjoyable part of my job. So often a donor will remember an anecdote for something that would otherwise appear unremarkable – but it is gathering these stories together with the objects that can really make a donation sing.





The 7th Annual Bomber Command Commemorative Wreathlaying Ceremony in recognition of the service and sacrifice of all those who served in Bomber Command.

## REPORT BY THE AUDITOR-GENERAL AND FINANCIAL STATEMENTS



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Veterans' Affairs

I have audited the accompanying financial statements of the Australian War Memorial for the year ended 30 June 2014, which comprise: a Statement by Council, Director and Chief Finance Officer; the Statement of Comprehensive Income; Statement of Financial Position; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; and Notes to and forming part of the financial statements comprising a summary of significant accounting policies and other explanatory information.

### *Council's Responsibility for the Financial Statements*

The Council of the Australian War Memorial is responsible for the preparation of financial statements that give a true and fair view in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, including the Australian Accounting Standards, and for such internal control as is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

### *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 about 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 of the financial statements that give a true and fair view 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 the 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 my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

***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 2014 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Peter Kerr

Delegate of the Auditor-General

Canberra

20 August 2014

**Australian War Memorial****STATEMENT BY COUNCIL, DIRECTOR AND CHIEF FINANCE OFFICER**

In our opinion, the attached financial statements for the year ended 30 June 2014 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.

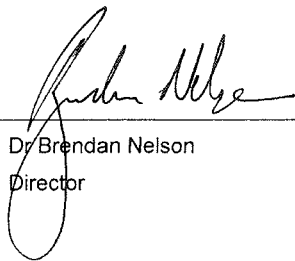
This statement is made in accordance with a resolution of Council.



Rear Admiral Ken Doolan AO RAN (Ret'd)  
Chairman of Council



Major General Paul Stevens AO (Ret'd)  
Chair of Finance, Audit and Compliance  
Committee



Dr Brendan Nelson  
Director



Ms Leanne Patterson  
Chief Finance Officer

20 August 2014



	Note	2014 \$	2013 \$
<b>NET COST OF SERVICES</b>			
<b>EXPENSES</b>			
Employee benefits	3A	25 537 528	22 804 448
Suppliers	3B	18 535 551	16 223 443
Depreciation and amortisation	3C	18 892 459	18 123 869
Write-down and impairment of assets	3D	5 364	14 939
Losses from asset sales	3E	20 707	2 495
<b>Total expenses</b>		<b>62 991 609</b>	57 169 194
<b>Less:</b>			
<b>OWN-SOURCE INCOME</b>			
<b>Own-source revenue</b>			
Sale of goods and rendering of services	4A	4 361 496	3 185 032
Interest	4B	3 061 152	3 161 777
Resources received free of charge	4C	1 093 073	2 154 013
Donations and sponsorships	4D	3 418 534	2 227 408
Other revenue	4E	213 398	171 654
<b>Total own-source revenue</b>		<b>12 147 653</b>	10 899 884
<b>Total own-source income</b>		<b>12 147 653</b>	10 899 884
<b>Net cost of services</b>		<b>50 843 956</b>	46 269 310
Revenue from Government	4F	40 900 000	39 353 000
<b>(Deficit)</b>		<b>(9 943 956)</b>	(6 916 310)
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items not subject to subsequent reclassification to profit or loss</b>			
Changes in asset revaluation surplus		16 901 015	398 435
<b>Total other comprehensive income</b>		<b>16 901 015</b>	398 435
<b>Total comprehensive income (loss)</b>	21	<b>6 957 059</b>	(6 517 875)

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

**STATEMENT OF FINANCIAL POSITION** as at 30 June 2014

	<b>Note</b>	<b>2014</b>	<b>2013</b>
		<b>\$</b>	<b>\$</b>
<b>ASSETS</b>			
<b>Financial assets</b>			
Cash and cash equivalents	6A	<b>5 709 642</b>	2 372 598
Trade and other receivables	6B	<b>1 278 269</b>	808 529
Investments	6C	<b>67 000 000</b>	66 000 000
Other financial assets		<b>1 513 097</b>	1 230 433
<b>Total financial assets</b>		<b>75 501 008</b>	70 411 560
<b>Non-financial assets</b>			
Land and buildings	7A, F	<b>139 869 189</b>	116 160 061
Property, plant and equipment	7B, F	<b>5 026 042</b>	4 116 567
Heritage and cultural assets	7C, F	<b>1 020 279 755</b>	1 020 381 434
Exhibitions	7D, F	<b>28 361 649</b>	23 663 088
Intangibles	7E, F	<b>4 949 241</b>	5 273 335
Inventories	1.18	<b>819 668</b>	687 385
Other non-financial assets	7G	<b>1 158 581</b>	298 105
<b>Total non-financial assets</b>		<b>1 200 464 125</b>	1 170 579 975
<b>Total assets</b>		<b>1 275 965 133</b>	1 240 991 535
<b>LIABILITIES</b>			
<b>Payables</b>			
Suppliers	8A	<b>3 169 776</b>	1 607 487
Other payables	8B	<b>1 151 434</b>	822 391
<b>Total payables</b>		<b>4 321 210</b>	2 429 878
<b>Provisions</b>			
Employee provisions	9A	<b>9 210 445</b>	8 343 238
<b>Total provisions</b>		<b>9 210 445</b>	8 343 238
<b>Total liabilities</b>		<b>13 531 655</b>	10 773 116
<b>NET ASSETS</b>		<b>1 262 433 478</b>	1 230 218 419
<b>EQUITY</b>			
Contributed equity		<b>83 708 000</b>	58 450 000
Asset revaluation reserves		<b>616 056 472</b>	599 155 457
Retained surplus		<b>562 669 006</b>	572 612 962
<b>Total equity</b>		<b>1 262 433 478</b>	1 230 218 419

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

**STATEMENT OF CHANGES IN EQUITY** for the period ended 30 June 2014

	Retained earnings		Asset revaluation surplus		Contributed equity / capital		Total equity	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance at 1 July</b>								
Balance carried forward from previous period	572 612 962	579 529 272	599 155 457	598 757 022	58 450 000	47 325 000	1 230 218 419	1 225 611 294
<b>Adjusted Opening Balance</b>	<b>572 612 962</b>	<b>579 529 272</b>	<b>599 155 457</b>	<b>598 757 022</b>	<b>58 450 000</b>	<b>47 325 000</b>	<b>1 230 218 419</b>	<b>1 225 611 294</b>
<b>Comprehensive Income</b>								
Other comprehensive income	-	-	16 901 015	398 435	-	-	16 901 015	398 435
(Deficit) for the period	(9 943 956)	(6 916 310)	-	-	-	-	(9 943 956)	(6 916 310)
<b>Total comprehensive income</b>	<b>(9 943 956)</b>	<b>(6 916 310)</b>	<b>16 901 015</b>	<b>398 435</b>	<b>-</b>	<b>-</b>	<b>6 957 059</b>	<b>(6 517 875)</b>
<b>Transactions with owners</b>								
Equity injection	-	-	-	-	25 258 000	11 125 000	25 258 000	11 125 000
<b>Sub-total Transaction with owners</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25 258 000</b>	<b>11 125 000</b>	<b>25 258 000</b>	<b>11 125 000</b>
<b>Closing balance at 30 June</b>	<b>562 669 006</b>	<b>572 612 962</b>	<b>616 056 472</b>	<b>599 155 457</b>	<b>83 708 000</b>	<b>58 450 000</b>	<b>1 262 433 478</b>	<b>1 230 218 419</b>

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

**CASH FLOW STATEMENT** for the period ended 30 June 2014

	Note	2014 \$	2013 \$
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Receipts from Government		40 900 000	39 353 000
Sales of goods and rendering of services		4 217 294	4 017 117
Interest		2 778 488	3 273 373
Net GST received		3 278 957	1 218 509
Donations and sponsorships		3 210 384	1 719 958
Other		213 398	171 654
<b>Total cash received</b>		<b>54 598 521</b>	49 753 611
<b>Cash used</b>			
Employees		(24 766 320)	(22 228 954)
Suppliers		(20 057 764)	(14 634 214)
<b>Total cash used</b>		<b>(44 824 084)</b>	(36 863 168)
<b>Net cash from operating activities</b>	10	<b>9 774 437</b>	12 890 443
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Proceeds from sales of property, plant and equipment		2 210	3 836
Proceeds from sale of investments		81 500 000	67 500 000
<b>Total cash received</b>		<b>81 502 210</b>	67 503 836
<b>Cash used</b>			
Purchase of property, plant, equipment and intangibles		(30 697 602)	(12 586 776)
Purchase of investments		(82 500 000)	(81 000 000)
<b>Total cash used</b>		<b>(113 197 602)</b>	(93 586 776)
<b>Net cash from investing activities</b>		<b>(31 695 392)</b>	(26 082 940)
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Contributed equity		25 258 000	11 125 000
<b>Total cash received</b>		<b>25 258 000</b>	11 125 000
<b>Net cash from financing activities</b>		<b>25 258 000</b>	11 125 000
<b>Net increase/(decrease) in cash held</b>		<b>3 337 045</b>	(2 067 497)
Cash and cash equivalents at the beginning of the reporting period		2 372 597	4 440 095
<b>Cash and cash equivalents at the end of the reporting period</b>	6A	<b>5 709 642</b>	2 372 598

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

	Note	2014 \$	2013 \$
<b>BY TYPE</b>			
<b>Commitments receivable</b>			
Sponsorship		(3 269 264)	(1 786 871)
GST recoverable on commitments		(2 319 452)	(2 146 109)
<b>Total commitments receivable</b>		<b>(5 588 716)</b>	<b>(3 932 980)</b>
<b>Commitments payable</b>			
<b>Capital commitments</b>	1.19		
Land and buildings		397 820	2 424 428
Infrastructure plant and equipment		52 701	103 095
Exhibitions		6 098 907	2 339 673
Intangibles		-	159 276
National Collection		1 663 056	-
<b>Total capital commitments</b>		<b>8 212 484</b>	<b>5 026 472</b>
<b>Other commitments</b>			
Operating leases	1.19	1 159 644	1 087 375
Project commitments		2 644 760	769 337
Other		16 766 350	18 510 882
<b>Total other commitments</b>		<b>20 570 754</b>	<b>20 367 594</b>
<b>Total commitments payable</b>		<b>28 783 238</b>	<b>25 394 066</b>
<b>Net commitments by type</b>		<b>23 194 522</b>	<b>21 461 086</b>
<b>BY MATURITY</b>			
<b>Commitments receivable</b>			
Within 1 year		(3 217 950)	(2 319 626)
Between 1 to 5 years		(2 370 766)	(1 613 354)
<b>Total commitments receivable</b>		<b>(5 588 716)</b>	<b>(3 932 980)</b>
<b>Commitments payable</b>			
<b>Capital commitments</b>			
Within 1 year		6 480 548	3 806 021
Between 1 to 5 years		1 731 936	1 220 451
<b>Total capital commitments</b>		<b>8 212 484</b>	<b>5 026 472</b>
<b>Operating lease commitments</b>			
Within 1 year		653 593	496 280
Between 1 to 5 years		506 051	591 095
<b>Total operating lease commitments</b>		<b>1 159 644</b>	<b>1 087 375</b>
<b>Other commitments</b>			
Within 1 year		17 244 572	13 846 931
Between 1 to 5 years		2 166 538	5 433 288
<b>Total other commitments</b>		<b>19 411 110</b>	<b>19 280 219</b>
<b>Total commitments payable</b>		<b>28 783 238</b>	<b>25 394 066</b>
<b>Net commitments by maturity</b>		<b>23 194 522</b>	<b>21 461 086</b>

Commitments are GST inclusive where relevant.

Capital commitments are primarily contracts for exhibition works in progress.

Other commitments are primarily contracts for the provision of casual staff, buildings and grounds maintenance and services.

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



**INDEX TO THE NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

<b>Note</b>	<b>Description</b>
1	Summary of significant accounting policies
2	Events after the reporting period
3	Expenses
4	Own-source income
5	Fair Value Measurements
6	Financial assets
7	Non-financial assets
8	Payables
9	Provisions
10	Cash flow reconciliation
11	Credit arrangements
12	Remuneration of council members
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18	Compensation and debt relief
19	Assets held in trust
20	Reporting of outcomes
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## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 1.1 Objectives of the Memorial

The Memorial was established by section 4 of the *Australian War Memorial Act 1980* and is a not-for-profit Australian Government controlled entity.

The objective and outcome of the Memorial is to assist 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.

The continued existence of the Memorial in its present form and with its present programs is dependent on Government policy and on continued funding by Parliament for the Memorial's administration and programs.

### 1.2 Basis of preparation of the Financial Statements

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

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

- Finance Minister's Orders (FMOs) for reporting periods ending on or after 1 July 2011; 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 the historical cost convention, except for certain assets and liabilities 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 values are rounded to the nearest thousand dollars unless otherwise specified.

Unless an alternative treatment is specifically required by an Accounting Standard or the FMOs, assets and liabilities are recognised in the Statement of Financial Position when and only when it is probable that future economic benefits will flow to the Memorial, or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executory contracts are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments or the Schedule of Contingencies.

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.
- Valuation information has been presented in accordance with AASB 13 *Fair Value Measurement*. Valuation inputs are reviewed annually to determine if there have been any significant changes which may indicate that assets would need to be reclassified between levels (refer to Note 5B below).
- The Memorial's primary liability, employee provisions, includes an estimation component in respect of long-term employee benefits measured as the present value of estimated future cash outflows.

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

## 1.4 New Australian 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. All other new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to the current reporting period have had no financial impact on the Memorial.

### **Future Australian Accounting Standard Requirements**

The following new standards were issued by the Australian Accounting Standards Board prior to the sign-off date, which are not expected to have a financial impact on the Memorial for future reporting periods. They are disclosed to provide users with information about the main requirements:

- *AASB 1055 Budgetary Reporting* (issued March 2013)
- The Australian Accounting Standards Board (AASB) has issued new Standard AASB1055. This new Standard requires reporting of budgetary information and explanation of significant variances between actual and budgeted amounts by not-for-profit entities within the General Government Sector. The new Standard applies to reporting periods beginning on or after 1 July 2014.
- *AASB 2013-1 Amendments to AASB 1049 – Relocation of Budgetary Reporting Requirements* (issued March 2013)  
This Standard relocates the budgetary requirements currently in AASB 1049 *Whole of Government and General Government Sector Financial Reporting* into AASB 1055 to make it the complete reference on this topic.

The following revised and amending standards were issued by the Australian Accounting Standards Board prior to the sign-off date, which are not expected to have a financial impact on the Memorial for future reporting periods. They are disclosed to provide users with information about the main requirements:

- *AASB 9 Financial Instruments* (issued September 2012)  
This Standard incorporates the classification and measurement requirements for financial liabilities, the recognition and derecognition requirements for financial instruments and the classification and measurement requirements for financial assets.
- *AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments* (issued November 2013).  
At BC6.74 the amendment removes the mandatory effective date of 1 January 2015 for AASB 9. At present there is an incomplete model for accounting for financial instruments and removal of the mandatory effective date will allow entities to plan for transition to AASB 9 when final requirements are complete (BC6.75).
- *AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127)* (issued October 2010)  
This amendment reflects additions to AASB 9 in relation to the requirements for classifying and measuring financial liabilities. The existing requirements for the classification of financial liabilities and the ability to use the fair value option have been retained. Where the fair value option is used for financial liabilities any change in fair value will be accounted for as follows:
  - Changes attributable to changes in credit risk are to be presented in other comprehensive income
  - All other changes are to be presented in profit or loss

If the chosen accounting treatment creates or enlarges an accounting mismatch in the profit or loss, then the effect of the changes in credit risk should also be presented in profit or loss. These changes will apply once the model for accounting for financial instruments is complete.

Other new standards, revised standards, interpretations and amending standards that were issued prior to the sign-off date and are applicable to the future reporting period are not expected to have a future financial impact on the Memorial.

## 1.5 Revenue

Revenue from the sale of goods is recognised when:

- a) the risks and rewards of ownership have been transferred to the buyer;
- b) the Memorial retains no managerial involvement or effective control over the goods;
- c) the revenue and transaction costs incurred can be reliably measured; and
- d) 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:

- a) the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- b) 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 terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Project-specific sponsorship funding, which meets the requirements of a contribution in accordance with *AASB 1004: Contributions*, is recorded as revenue when the Memorial obtains control of or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Memorial, and the amount can be measured reliably.

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

### **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.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government agency or authority as a consequence of a restructuring of administrative arrangements (refer to Note 1.7).

### **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 by the CAC Act body unless the funding is in the nature of an equity injection or a loan.

## **1.6 Gains**

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

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

Resources received free of charge are recorded as either revenue or gains depending on their nature.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements (refer to Note 1.7).

### **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 (less any formal reductions) are recognised directly in contributed equity in that year.

## **1.8 Employee Benefits**

Liabilities for 'short-term employee benefits' (as defined in *AASB 119 Employee Benefits*) and termination benefits expected within 12 months of the end of the reporting period 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.

Other long-term employee benefits are measured as the net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

**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 for sick leave.

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

The liability for long service leave is recognised and measured at the net present value of the estimated future cash flows to be made in respect of all employees at 30 June 2014. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

**Separation and Redundancy**

Provision is made for separation and redundancy benefit payments. The Memorial recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

**Superannuation**

The Memorial's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), AustralianSuper (formerly AGEST), or the PSS Accumulation Plan (PSSap). The CSS, PSS, and AustralianSuper 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 in the Department of Finance's administered schedules and notes.

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

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

**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 rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

Where an asset is acquired by means of a finance lease, the asset is capitalised at either the fair value of the lease property or, if lower, the present value of minimum lease payments at the inception of the contract and a liability is recognised at the same time and for the same amount.

The discount rate used is the interest rate implicit in the lease. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed on a straight-line 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 is recognised at its nominal amount. Cash and cash equivalents include:

- a) cash on hand;
- b) demand 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.

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

The Memorial has cash in the bank and on short-term investment as at 30 June 2014 to cover future commitments and expenses. Cash is also reserved for a number of projects including the First World War gallery redevelopment, Travelling Exhibition programs, Centenary of First World War activities, and conservation works on the National Collection.



### 1.11 Financial assets

The Memorial classifies its financial assets in the following categories:

- a) held-to-maturity investments;
- b) available-for-sale financial assets; and
- c) 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 that are recognised 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.

#### ***Receivables***

Trade receivables and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as "receivables". 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 the end of each reporting period.

*Financial assets held at amortised cost* – if there is objective evidence that an impairment loss has been incurred for 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.

### 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 Contingent Liabilities and Contingent Assets

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

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

### 1.14 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 measured 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, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

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.

### 1.15 Property, Plant and Equipment

#### **Asset Recognition Threshold**

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

#### **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 were carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations were conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments were made on a class basis. Any revaluation increment was 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 were recognised directly in the surplus/deficit, except to the extent that they reversed a previous revaluation increment for that class.

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

#### **Depreciation**

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

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:

	2014	2013
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 2014. 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 of disposal 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.

**Derecognition**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

**1.16 Heritage and Cultural Assets**

The Memorial's collection of heritage and cultural assets comprises a wide range of objects relating to Australia's military history, including but not limited to:

- Works of art (various mediums)
- Large technology objects
- Photographs
- Official and private records
- Film
- Military heraldry and technology items
- Audio
- Ephemera

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. Section 8 of the *Australian War Memorial Act 1980* dictates the appropriate approvals to dispose of National Collection assets. The *Australian War Memorial Act 1980* can be found at:

<http://www.comlaw.gov.au/Details/C2004C00198>

The decision whether or not to acquire or retain an item for the National Collection is based on two criteria:

1. Assessment to establish that the item is of significance to Australian military history;
2. Assessment that the benefit and resource implications of acquiring or retaining the item are acceptable.

The evaluation process ensures that the history and provenance of objects is recorded at the time of acquisition and records the significance of the item to the Australian community, provides a systematic assessment of the values of objects against the existing collection and other collecting institutions, and assists in setting priorities for collection management and conservation resources.

The Memorial's Collection Development Plan for heritage and cultural assets can be found at:

[www.awm.gov.au/sites/default/files/collection\\_development\\_plan.pdf](http://www.awm.gov.au/sites/default/files/collection_development_plan.pdf)

The Memorial's preservation and curatorial policies for heritage and cultural assets can be found at:

<http://www.awm.gov.au/collection/conservation>

**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 so 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 based on useful lives have been estimated based on the condition and physical composition of items in each sub-class, and range from 5 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.

### 1.17 Intangibles

The Memorial's intangibles comprise purchased software, which is carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Memorial's software are 2 to 10 years (2013: 2 to 10 years).

All software assets were assessed for indications of impairment at 30 June 2014.

### 1.18 Inventories

The Memorial only holds inventory for sale, 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:

- a) stores – average purchase cost; and
- b) finished goods and work-in-progress – cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.

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

### 1.19 Commitments

Capital commitments include current undertakings and contractual payments related to the provision of items for exhibition works-in-progress. Other commitments are related to contracts for provision of casual staff and buildings and grounds maintenance. Commitments are GST inclusive where relevant.

The nature of operating lease commitments is as follows:

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

### 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, expenses and assets are recognised net of GST except:

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

## 2 EVENTS AFTER THE REPORTING PERIOD

The Memorial had an option to purchase the land and buildings it currently leases at Treloar E, Callan Street, Mitchell (see note disclosure 1.19 above). On 1 July 2014, the Memorial exercised this option and the site was purchased for \$2.5m. This acquisition will materially increase the value of the Memorial's Land and Buildings assets with a subsequent increase in future depreciation expenses. This transaction has no impact on the financial statements for the year ended 30 June 2014.

Other than this matter, no other matters or circumstances have arisen since the end of the financial year that have significantly affected, or may significantly affect, the financial statements.

	2014 \$	2013 \$
<b>3 EXPENSES</b>		
<b>3A. Employee benefits</b>		
Wages and salaries	19 073 010	17 670 875
Superannuation		
Defined benefit plans	1 954 690	1 788 868
Defined contribution plans	1 817 641	1 371 792
Leave and other entitlements	1 971 309	1 517 885
Separation and redundancies	131 347	-
Other employee benefits	589 531	455 028
<b>Total employee benefits</b>	<b>25 537 528</b>	<b>22 804 448</b>
<b>3B. Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Property and support services	5 219 040	4 989 153
Professional services (contractors and consultants)	2 037 856	1 709 880
Staff support	3 134 168	2 143 219
Advertising and promotions	991 715	2 338 744
Cost of goods sold	1 607 643	1 000 584
IT services	1 037 093	1 084 443
Exhibitions	1 645 768	919 518
Travel	471 001	474 808
Other	1 883 512	1 174 782
<b>Total goods and services supplied or rendered</b>	<b>18 027 796</b>	<b>15 835 131</b>
<b>Goods supplied in connection with</b>		
Related parties	172 690	5 688
External parties	2 924 386	1 906 235
<b>Total goods supplied</b>	<b>3 097 076</b>	<b>1 911 923</b>
<b>Services rendered in connection with</b>		
Related parties	1 283 542	731 887
External parties	13 647 178	13 191 321
<b>Total services rendered</b>	<b>14 930 720</b>	<b>13 923 208</b>
<b>Total goods and services supplied or rendered</b>	<b>18 027 796</b>	<b>15 835 131</b>
<b>Other suppliers</b>		
<b>Operating lease rentals in connection with</b>		
External parties – Minimum lease payments	323 390	264 631
Workers compensation expenses	184 365	123 681
<b>Total other suppliers</b>	<b>507 755</b>	<b>388 312</b>
<b>Total suppliers</b>	<b>18 535 551</b>	<b>16 223 443</b>



	2014	2013
	\$	\$
<b>3C. Depreciation and Amortisation</b>		
<b>Depreciation</b>		
Buildings and building improvements	4 392 129	3 788 317
Property, plant and equipment	862 760	1 240 595
Heritage and cultural assets	10 206 372	10 027 726
Exhibitions	2 666 728	2 374 969
<b>Total depreciation</b>	<b>18 127 989</b>	<b>17 431 607</b>
<b>Amortisation</b>		
Intangibles (Computer Software)	764 470	692 262
<b>Total amortisation</b>	<b>764 470</b>	<b>692 262</b>
<b>Total depreciation and amortisation</b>	<b>18 892 459</b>	<b>18 123 869</b>

### 3D. Write-Down and Impairment of Assets

Impairment of receivables	205	(11)
Impairment of inventories	5 159	14 950
<b>Total write-down and impairment of assets</b>	<b>5 364</b>	<b>14 939</b>

### 3E. Losses from Asset Sales

#### Property, plant and equipment

Proceeds from sale	(2 210)	(3 836)
Carrying value of assets sold	22 917	6 331
<b>Total losses from asset sales</b>	<b>20 707</b>	<b>2 495</b>

### 3F. Operating expenditure for Heritage and Cultural Assets

Operating expenditure	8 424 460	7 737 096
<b>Total operating expenditure for heritage and cultural assets</b>	<b>8 424 460</b>	<b>7 737 096</b>

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 already reported in Notes 3A. to 3E. relating to heritage and cultural assets.

	2014 \$	2013 \$
<b>4 OWN-SOURCE INCOME</b>		
<b>4A. Sale of Goods and Rendering of Services</b>		
<b>Sale of goods in connection with</b>		
Related parties	46 907	37 049
External parties	2 517 955	2 176 120
<b>Total sale of goods</b>	<b>2 564 862</b>	<b>2 213 169</b>
<b>Rendering of services in connection with</b>		
Related parties	39 404	38 999
External parties	1 757 230	932 864
<b>Total rendering of services</b>	<b>1 796 634</b>	<b>971 863</b>
<b>Total sale of goods and rendering of services</b>	<b>4 361 496</b>	<b>3 185 032</b>
<b>4B. Interest</b>		
Deposits	3 061 152	3 161 777
<b>Total interest</b>	<b>3 061 152</b>	<b>3 161 777</b>
<b>4C. Resources received free of charge</b>		
Resources received free of charge in relation to		
Related parties	102 222	372 540
External parties	990 851	1 781 473
<b>Total resources received free of charge</b>	<b>1 093 073</b>	<b>2 154 013</b>
<b>4D. Donations and sponsorships</b>		
Donations	2 188 869	658 736
Sponsorships	1 021 515	1 061 222
Donated Collection Items	208 150	507 450
<b>Total donations and sponsorships</b>	<b>3 418 534</b>	<b>2 227 408</b>
<b>4E. Other revenue</b>		
Friends of the Memorial – membership income	162 449	153 178
Other	50 949	18 476
<b>Total other revenue</b>	<b>213 398</b>	<b>171 654</b>
<b>4F. Revenue from Government</b>		
Supplementation		
Department of Veterans' Affairs		
CAC Act body payment item	40 900 000	39 353 000
<b>Total revenue from Government</b>	<b>40 900 000</b>	<b>39 353 000</b>

## 5 FAIR VALUE MEASUREMENTS

The following tables provide an analysis of assets and liabilities that are measured at fair value. The different levels of the fair value hierarchy are defined below.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Memorial can access at measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

### 5A. Fair Value Measurements

#### Fair value measurements at the end of the reporting period by hierarchy for assets and liabilities in 2014

	Fair value measurements at the end of the reporting period using			
	Fair value	Level 1 inputs	Level 2 inputs	Level 3 inputs
	\$	\$	\$	\$
<b>Non-financial assets</b>				
Land	9 700 000	-	9 700 000	-
Buildings on freehold land	130 169 189	-	130 169 189	-
Exhibitions	18 369 583	-	-	18 369 583
Heritage and cultural	1 020 279 755	-	591 164 050	429 115 705
Other property, plant and equipment	5 026 042	-	5 026 042	-
<b>Total non-financial assets</b>	<b>1 183 544 569</b>	<b>-</b>	<b>736 059 281</b>	<b>447 485 288</b>
<b>Total fair value measurements of assets in the Statement of Financial Position</b>	<b>1 183 544 569</b>	<b>-</b>	<b>736 059 281</b>	<b>447 485 288</b>

There were no liabilities not measured at fair value in the Statement of Financial Position

#### Fair value measurements

The highest and best use of all non-financial assets is the same as their current use.

### 5B. Level 1 and Level 2 Transfers for recurring fair value measurements

#### Recurring fair value measurements transferred between Level 1 and Level 2 for assets and liabilities

As this is the first year of adoption of AASB 13 *Fair Value Measurement*, no assets were transferred between Levels 1 and 2 during the reporting period.

The Memorial's policy for determining when transfers between levels are deemed to have occurred can be found in Note 1.3.

## 5C. Valuation Technique and Inputs for Level 2 and Level 3 Fair Value Measurements

### Level 2 and 3 fair value measurements - valuation technique and the inputs used for assets and liabilities in 2014

	Category (Level 2 or Level 3)	Fair value \$	Valuation technique(s) <sup>1</sup>	Inputs used	Range (weighted average) <sup>2</sup>
<b>Non-financial assets</b>					
Land	Level 2	<b>9 700 000</b>	Market Approach	Recent sales of comparable land	N/A
Buildings on freehold land	Level 2	<b>130 169 189</b>	Gross Current Cost	Current replacement cost and Current reproduction cost	N/A
Exhibitions	Level 3	<b>18 369 583</b>	Depreciated Replacement Cost	Original cost adjusted for CPI from date of acquisition Calculation of useful lives and market based residual values	Items are highly specialised with no comparable market
Heritage and cultural	Level 2	<b>591 164 050</b>	Market Approach	Auction prices of comparable items in Australia and Overseas	N/A
Heritage and cultural	Level 3	<b>429 115 705</b>	Depreciated Replacement Cost	Professional appraisals of items	\$0.7M to \$116.7M \$0.6M
Other property, plant and equipment	Level 2	<b>5 026 042</b>	Market Approach	Market prices of comparable items	N/A
		<b>1 183 544 569</b>			

1. No change in valuation technique occurred during the period.

2. Significant unobservable inputs only. Not applicable for assets or liabilities in the Level 2 category.

### Recurring and non-recurring Level 3 fair value measurements – valuation processes

The Memorial procured valuation services from the Australian Valuation Office for property, plant and equipment, Herron Todd White for land and buildings and Simon Storey Valuers for the National Collection. The Memorial has relied on valuation models provided by these valuers. The Memorial tests the procedures of the valuation model at least once every 12 months. All valuers have provided written assurance to the Memorial that the model developed is in compliance with AASB 13.

### Recurring Level 3 fair value measurements – sensitivity of inputs

The significant unobservable inputs used in the fair value measurement of the Memorial's heritage and cultural assets are identical or similar items through recorded auction sales, catalogues and known private collections. Significant increases (decreases) in any of those inputs in isolation would result in a significantly higher (lower) fair value measurement.

Generally, a change in the assumption used for professional appraisals of similar iconic items is accompanied by a directionally similar change in the assumption used for private sales of similar iconic items.

**5D. Reconciliation for Recurring Level 3 Fair Value Measurements****Recurring Level 3 fair value measurements – reconciliation for assets**

	Non-financial assets		
	Exhibitions 2014 \$	Heritage and Cultural 2014 \$	Total 2014 \$
<b>Opening balance</b>	<b>18 369 583</b>	<b>429 115 705</b>	<b>447 485 288</b>
Purchases	-	-	-
<b>Closing balance</b>	<b>18 369 583</b>	<b>429 115 705</b>	<b>447 485 288</b>

The Memorial's policy for determining when transfers between levels are deemed to have occurred can be found in Note 1.

**6 FINANCIAL ASSETS****6A. Cash and Cash Equivalents**

	2014 \$	2013 \$
Cash on hand	7 650	8 950
Cash on deposit	5 701 992	2 363 648
<b>Total cash and cash equivalents</b>	<b>5 709 642</b>	<b>2 372 598</b>

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

**6B. Trade and Other Receivables****Goods and services receivables in connection with**

Related parties	98 688	171 852
External parties	1 031 019	310 940
<b>Total goods and services receivables</b>	<b>1 129 707</b>	<b>482 792</b>

**Other receivables**

GST receivable from the Australian Taxation Office	148 543	318 332
Other receivables	19	7 405
<b>Total other receivables</b>	<b>148 562</b>	<b>325 737</b>
<b>Total trade and other receivables (gross)</b>	<b>1 278 269</b>	<b>808 529</b>

Less impairment allowance

Goods and services	-	-
<b>Total trade and other receivables (net)</b>	<b>1 278 269</b>	<b>808 529</b>

Receivables are expected to be recovered in no more than 12 months (2013: no more than 12 months).

Current terms for receivables are net 30 days (2013: net 30 days).

Trade and other receivables (gross) aged as follows:

Not overdue	1 167 364	647 080
Overdue by:		
- 0 to 30 days	99 743	112 100
- 31 to 60 days	3 262	44 037
- 61 to 90 days	7 900	5 024
- More than 90 days	-	288
<b>Total trade and other receivables (gross)</b>	<b>1 278 269</b>	<b>808 529</b>



	2014	2013
	\$	\$

**Reconciliation of the impairment allowance account:**

	Goods & services 2014 \$	Goods & services 2013 \$
<b>Opening balance</b>	-	(65 818)
Amounts written off	160	65 578
Amounts recovered and reversed	-	507
Increase / (Decrease) recognised in net cost of services	(160)	(267)
<b>Closing balance</b>	-	-

**6C. Investments**

Deposits	67 000 000	66 000 000
<b>Total investments</b>	<b>67 000 000</b>	<b>66 000 000</b>
Total investments are expected to be recovered in:		
No more than 12 months	67 000 000	66 000 000
<b>Total investments</b>	<b>67 000 000</b>	<b>66 000 000</b>

The Memorial's investments represent term deposits held with Australian banks with terms greater than 90 days. Maturity dates range from July 2014 – February 2015. Effective interest rates range from 3.55% to 4.14% (2013: 3.95% to 5.143%).

For further information on investments, refer to Accounting Policy Notes 1.10 and 1.11.

**7 NON-FINANCIAL ASSETS****7A. Land and buildings**

Land – at fair value	9 700 000	9 190 000
<b>Total land</b>	<b>9 700 000</b>	<b>9 190 000</b>
<b>Buildings</b>		
Buildings – at fair value	132 632 911	122 905 412
Accumulated depreciation	(2 463 722)	(15 935 351)
<b>Total buildings</b>	<b>130 169 189</b>	<b>106 970 061</b>
<b>Total land and buildings</b>	<b>139 869 189</b>	<b>116 160 061</b>

No indicators of impairment were found for land and buildings.

No land and buildings are expected to be sold or disposed of within the next 12 months.

**7B. Property, plant and equipment**

Property, plant and equipment – at fair value	6 604 932	4 842 900
Accumulated depreciation	(1 578 890)	(726 333)
<b>Total property, plant and equipment</b>	<b>5 026 042</b>	<b>4 116 567</b>

No indications of impairment were found for property, plant and equipment.

No property, plant and equipment is expected to be sold or disposed of within the next 12 months.

	2014	2013
	\$	\$
<b>7C. Heritage and Cultural Assets</b>		
National Collection – at fair value	<b>1 045 494 896</b>	1 035 390 203
Accumulated depreciation	<b>(25 215 141)</b>	(15 008 769)
<b>Total Heritage and Cultural Assets</b>	<b>1 020 279 755</b>	1 020 381 434

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

No heritage and cultural assets are expected to be sold or disposed of within the next 12 months.

## 7D. Exhibitions

Assets under construction – at cost	<b>9 992 066</b>	4 105 748
Exhibitions – at fair value	<b>27 429 349</b>	25 950 378
Accumulated depreciation	<b>(9 059 766)</b>	(6 393 038)
<b>Total exhibitions</b>	<b>28 361 649</b>	23 663 088

Assets under construction comprise the redevelopment of the First World War galleries.

No indicators of impairment were found for exhibition assets.

No exhibitions are expected to be sold or disposed of within the next 12 months.

## Revaluations of non-financial assets

A revaluation increment of \$16,901,015 for land and buildings (2013: \$398,435 for property, plant and equipment) was credited to the asset revaluation reserve by asset class and included in the equity section of the statement of financial position; no increments were expensed (2013: nil expensed).

The Memorial's land and buildings were revalued as at 31 December 2013 by an independent valuer, in accordance with the policy stated in note 1.15. The fair value was determined by reference to the assets' depreciated replacement cost or market selling price (for items where a market exists). The carrying amount is included in the valuation figures above and is separately disclosed in Table 7F below.

## 7E. Intangibles

Computer software:

Purchased	<b>10 971 992</b>	10 531 615
Accumulated amortisation	<b>(6 022 751)</b>	(5 258 280)
<b>Total intangibles</b>	<b>4 949 241</b>	5 273 335

No indicators of impairment were found for intangible assets.

No intangibles are expected to be sold or disposed of within the next 12 months.

**7F. Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2013-14)**

	Land	Buildings	Total land and buildings	Other property, plant and equipment	Heritage and cultural assets	Exhibitions	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2013</b>								
Gross book value	9 190	122 905	132 095	4 843	1 035 390	30 056	10 531	1 212 915
Accumulated depreciation / amortisation	-	(15 935)	(15 935)	(726)	(15 009)	(6 393)	(5 258)	(43 321)
<b>Net book value 1 July 2013</b>	<b>9 190</b>	<b>106 970</b>	<b>116 160</b>	<b>4 117</b>	<b>1 020 381</b>	<b>23 663</b>	<b>5 273</b>	<b>1 169 594</b>
Additions:								
Purchase	-	6 987	6 987	1 796	10 105	11 579	440	30 907
Revaluations and impairments recognised in other comprehensive income	510	16 391	16 901	-	-	-	-	16 901
Depreciation / amortisation expense	-	(4 392)	(4 392)	(863)	(10 206)	(2 667)	(764)	(18 892)
Other movements	-	4 213	4 213	9	-	(4 213)	-	9
Disposals	-	-	-	(33)	-	-	-	(33)
<b>Net book value 30 June 2014</b>	<b>9 700</b>	<b>130 169</b>	<b>139 869</b>	<b>5 026</b>	<b>1 020 280</b>	<b>28 362</b>	<b>4 949</b>	<b>1 198 486</b>
Net book value as at 30 June 2014 represented by:								
Gross book value	9 700	150 496	160 196	6 605	1 045 495	37 422	10 972	1 260 690
Accumulated depreciation / amortisation	-	(20 327)	(20 327)	(1 579)	(25 215)	(9 060)	(6 023)	(62 204)
Total as at 30 June 2014	9 700	130 169	139 869	5 026	1 020 280	28 362	4 949	1 198 486

92 **7F. (Con'd) Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2012-13)**

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the period ended 30 June 2014

	Land	Buildings	Total land and buildings	Other property, plant and equipment	Heritage and cultural assets	Exhibitions	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2012								
Gross book value	9 190	122 190	131 380	9 305	1 028 038	27 205	9 550	1 205 476
Accumulated depreciation / amortisation	-	(12 147)	(12 147)	(5 544)	(4 981)	(4 018)	(4 565)	(31 253)
Net book value 1 July 2012	9 190	110 043	119 233	3 761	1 023 057	23 187	4 985	1 174 223
Additions:								
By purchase	-	715	715	1 211	7 352	2 851	976	13 105
Revaluations recognised in other comprehensive income	-	-	-	398	-	-	-	398
Depreciation / amortisation expense	-	(3 788)	(3 788)	(1 241)	(10 028)	(2 375)	(693)	(18 125)
Assets transferred in/(out)	-	-	-	(5)	-	-	5	-
Disposals	-	-	-	(7)	-	-	-	(7)
Net book value 30 June 2013	9 190	106 970	116 160	4 117	1 020 381	23 663	5 273	1 169 594
Net book value as at 30 June 2013 represented by:								
Gross book value	9 190	122 905	132 095	4 843	1 035 390	30 056	10 531	1 212 915
Accumulated depreciation / amortisation	-	(15 935)	(15 935)	(726)	(15 009)	(6 393)	(5 258)	(43 321)
Total as at 30 June 2013	9 190	106 970	116 160	4 117	1 020 381	23 663	5 273	1 169 594

	2014	2013
	\$	\$

## 7G. Other Non-Financial Assets

Prepayments	1 158 581	298 105
<b>Total other non-financial assets</b>	<b>1 158 581</b>	<b>298 105</b>

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

Other non-financial assets are expected to be recovered in no more than 12 months (2013: no more than 12 months).

## 8 PAYABLES

### 8A. Suppliers

Trade creditors	3 169 776	1 607 487
<b>Total suppliers</b>	<b>3 169 776</b>	<b>1 607 487</b>
Suppliers expected to be settled within 12 months in connection with		
Related parties	19 000	53 858
External parties	3 150 776	1 553 629
<b>Total suppliers</b>	<b>3 169 776</b>	<b>1 607 487</b>

Settlement was usually made within 30 days (2013: 30 days).

### 8B. Other payables

Wages and salaries	978 357	791 492
Prepayments received	64 754	16 000
Paid parental leave	5 049	1 749
Unearned income	103 274	13 150
<b>Total other payables</b>	<b>1 151 434</b>	<b>822 391</b>

Other payables are expected to be settled in no more than 12 months (2013: no more than 12 months).

## 9 PROVISIONS

### 9A. Employee Provisions

Leave	8 631 512	7 860 304
Separations and redundancies	96 000	-
Other	482 933	482 934
<b>Total employee provisions</b>	<b>9 210 445</b>	<b>8 343 238</b>

Employee provisions expected to be settled

No more than 12 months	6 630 793	5 355 582
More than 12 months	2 579 652	2 987 656
<b>Total employee provisions</b>	<b>9 210 445</b>	<b>8 343 238</b>



## 10 CASH FLOW RECONCILIATION

### Reconciliation of cash and cash equivalents as per Statement of Financial Position to Cash Flow Statement

	2014	2013
	\$	\$
<b>Cash and cash equivalents as per:</b>		
Cash Flow Statement	5 709 642	2 372 598
Statement of Financial Position	5 709 642	2 372 598
<b>Discrepancy</b>	-	-

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

Net cost of services	(50 843 956)	(46 269 310)
Revenue from Government	40 900 000	39 353 000
<b>(Deficit)</b>	<b>(9 943 956)</b>	<b>(6 916 310)</b>

### Adjustments for non-cash items

Depreciation and amortisation	18 892 459	18 123 869
Net write-down of other assets	5 364	14 939
Loss (gain) from disposal of assets	20 707	2 495
Donated assets	(208 150)	(507 450)

### Movements in assets and liabilities

(Increase)/Decrease in net receivables	(469 945)	654 455
(Increase) in inventories	(137 443)	(61 600)
(Increase)/Decrease in accrued interest	(282 664)	111 596
(Increase) in other non-financial assets	(860 476)	(104 274)
Increase in trade creditors	1 661 589	819 600
Increase in other payables	325 743	177 629
Increase in employee provisions	771 208	575 494
<b>Net cash from operating activities</b>	<b>9 774 437</b>	<b>12 890 443</b>

## 11 CREDIT ARRANGEMENTS

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

Credit facilities:

Credit card limit	95 000	80 000
Credit used	(15 529)	(963)
<b>Credit unused</b>	<b>79 471</b>	<b>79 037</b>

## 12 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 (subsection 9(2) of the *Australian War Memorial Act 1980*).

	2014	2013
The number of Council members included in these figures are shown below in the relevant remuneration bands:		
\$0 to \$29,999	10	10
\$30,000 to \$59,999	1	-
<b>Total number of Council members</b>	<b>11</b>	<b>10</b>

The total remuneration received or due and receivable by the Memorial Council members for 2014 is \$200 839 (2013: \$165 238).

Remuneration of executive directors is included in Note 14: Senior Executive Remuneration.

## 13 RELATED PARTY DISCLOSURES

No loans or grants were made to any members of the Council and 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*.

## 14 SENIOR EXECUTIVE REMUNERATION

### 14A. Senior Executive Remuneration Expenses for the Reporting Period

	2014	2013
	\$	\$
<b>Short-term employee benefits</b>		
Salary	888 143	654 697
Performance bonuses	51 690	87 477
Motor vehicle and other allowances	140 031	112 165
<b>Total short-term employee benefits</b>	<b>1 079 864</b>	<b>854 339</b>
<b>Post-employment benefits:</b>		
Superannuation	269 961	102 666
<b>Total post-employment benefits</b>	<b>269 961</b>	<b>102 666</b>
<b>Other long-term employee benefits:</b>		
Annual leave accrued	36 755	25 306
Long-service leave	11 816	22 426
<b>Total other long-term benefits</b>	<b>48 571</b>	<b>47 732</b>
<b>Termination benefits</b>		
Separation payments	12 764	-
<b>Total termination benefits</b>	<b>12 764</b>	<b>-</b>
<b>Total senior executive remuneration expenses</b>	<b>1 411 160</b>	<b>1 004 737</b>

1. Note 14A is prepared on an accrual basis (therefore the performance bonus expenses disclosed above may differ from the cash 'Bonus paid' in Note 14B).

2. Note 14A excludes acting arrangements and part-year service where total remuneration expensed as a senior executive was less than \$195,000.

**14B. Average annual reportable remuneration paid to substantive senior executives during the reporting period**

As at 30 June 2014

Average annual reportable remuneration <sup>1</sup>	Substantive Senior executives	Reportable salary <sup>2</sup>	Contributed superannuation <sup>3</sup>	Reportable allowance <sup>4</sup>	Bonus paid <sup>5</sup>	Total
	No.	\$	\$	\$	\$	\$
Total reportable remuneration (including part-time arrangements)						
\$195 000 - \$224 999	1	179 342	27 246	6 691	-	213 279
\$225 000 - \$254 999	2	174 587	38 537	21 731	-	234 855
\$345 000 - \$374 999	1	130 155	192 421	-	23 780	346 356
\$375 000 - \$404 999	1	335 636	17 775	-	27 910	381 321
Total	5	819 720	275 979	28 422	51 690	1 175 811

As at 30 June 2013

Average annual reportable remuneration <sup>1</sup>	Substantive Senior executives	No.	Reportable salary <sup>2</sup>	Contributed superannuation <sup>3</sup>	Reportable allowance <sup>4</sup>	Bonus paid <sup>5</sup>	Total
			\$	\$	\$	\$	\$
Total reportable remuneration (including part-time arrangements)							
less than \$195 000	3		111 125	13 520	-	-	124 645
\$195 000 - \$224 999	2		163 813	35 483	-	11 806	211 102
\$405 000 - 434 999	1		342 389	5 866	-	63 866	412 121
Total	6		617 327	54 869	-	75 672	747 868

1. This table reports substantive senior executives who received remuneration during the reporting period. Each row is an averaged figure based on headcount for individuals in the band.
2. "Reportable salary" includes the following:
  - a) gross payments (less any bonuses paid, which are separated out and disclosed in the "bonus paid" column);
  - b) reportable fringe benefits (at the net amount prior to "grossing up" for tax purposes);
  - c) reportable employer superannuation contributions; and
  - d) exempt foreign employment income.
3. The "contributed superannuation" amount is the average cost to the Memorial for the provision of superannuation benefits to substantive senior executives in that reportable remuneration band during the reporting period.
4. "Reportable allowances" are the average actual allowances paid as per the "total allowances" line on individuals' payment summaries.
5. "Bonus paid" represents average actual bonuses paid during the reporting period in that reportable remuneration band. The "bonus paid" within a particular band may vary between financial years due to various factors such as individuals commencing with or leaving the Memorial during the financial year.

#### 14C. Other highly paid staff

During the reporting period, there were 0 employees (2013: 0 employees) whose reportable remuneration was \$195,000 or more.

### 15 REMUNERATION OF AUDITORS

	2014 \$	2013 \$
<b>Fair value of services received</b>		
Financial statement audit services	<b>57 000</b>	55 350
<b>Total fair value of services received</b>	<b>57 000</b>	55 350

The Memorial's auditor is the Australian National Audit Office, which has retained Ernst & Young (Australia) to assist with the assignment.

No other services were provided by the Australian National Audit Office.

No other services were provided by Ernst & Young (Australia).

## 16. FINANCIAL INSTRUMENTS

### 16A. Categories of financial instruments

	2014 \$	2013 \$
<b>Financial assets</b>		
Held-to-maturity financial assets		
Deposits on short-term investment	67 000 000	66 000 000
<b>Total held-to-maturity</b>	<b>67 000 000</b>	<b>66 000 000</b>
<b>Loans and receivables</b>		
Cash at bank	5 701 992	2 363 648
Trade and other receivables	1 278 269	490 197
Accrued interest revenue	1 513 097	1 230 433
<b>Total loans and receivables</b>	<b>8 493 358</b>	<b>4 084 278</b>
<b>Total financial assets</b>	<b>75 493 358</b>	<b>70 084 278</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	3 169 776	1 607 487
<b>Total financial liabilities measured at amortised cost</b>	<b>3 169 776</b>	<b>1 607 487</b>
<b>Total financial liabilities</b>	<b>3 169 776</b>	<b>1 607 487</b>

### 16B. Net gains or losses on financial assets

Held-to-maturity financial assets		
Interest revenue	2 888 021	3 003 249
<b>Net gain on held-to-maturity assets</b>	<b>2 888 021</b>	<b>3 003 249</b>
<b>Loans and receivables</b>		
Interest revenue	173 131	158 528
Impairment	-	-
<b>Net gain on loans and receivables</b>	<b>173 131</b>	<b>158 528</b>
<b>Net gains on financial assets</b>	<b>3 061 152</b>	<b>3 161 777</b>

### 16C. 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.

None of the classes of financial assets are readily traded on organised markets in standardised form.

#### Financial Liabilities

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

None of the classes of financial liabilities are readily traded on organised markets in standardised form.

**16D. 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 Statement of Financial Position. 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.

	<b>2014</b>	2013
	<b>\$</b>	\$
<b>Financial assets</b>		
Trade and other receivables	<b>1 278 269</b>	808 529
Cash at Bank	<b>5 701 992</b>	2 363 648
Accrued interest revenue	<b>1 513 097</b>	1 230 433
Deposits on short-term investment	<b>67 000 000</b>	66 000 000
<b>Total</b>	<b>75 493 358</b>	70 402 610



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

	<b>Not past due nor impaired 2014 \$</b>	<b>Not past due nor impaired 2013 \$</b>	<b>Past due or impaired 2014 \$</b>	<b>Past due or impaired 2013 \$</b>
<b>Financial assets</b>				
Deposits on short-term investments	<b>67 000 000</b>	66 000 000	-	-
Cash at bank	<b>5 701 992</b>	2 363 648	-	-
Trade and other receivables	<b>1 513 097</b>	647 080	<b>110 905</b>	161 449
Accrued Interest Revenue	<b>1 167 364</b>	1 230 433	-	-
<b>Total</b>	<b>75 382 453</b>	70 241 161	<b>110 905</b>	161 449

**Ageing of financial assets that are past due but not impaired for 2014:**

	<b>0 to 30 days \$</b>	<b>31 to 60 days \$</b>	<b>61 to 90 days \$</b>	<b>90+ days \$</b>	<b>Total \$</b>
Trade and other receivables	<b>99 743</b>	<b>3 262</b>	<b>7 900</b>	-	<b>110 905</b>
<b>Total</b>	<b>99 743</b>	<b>3 262</b>	<b>7 900</b>	-	<b>110 905</b>

**Ageing of financial assets that are past due but not impaired for 2013:**

	<b>0 to 30 days \$</b>	<b>31 to 60 days \$</b>	<b>61 to 90 days \$</b>	<b>90+ days \$</b>	<b>Total \$</b>
Trade and other receivables	112 100	44 037	5 024	288	161 449
<b>Total</b>	112 100	44 037	5 024	288	161 449

**16E. Liquidity risk**

The Memorial's financial liabilities were trade payables. The exposure to liquidity risk was based on the notion that the Memorial will encounter difficulty in meeting its obligations associated with financial liabilities. This was highly unlikely due to government funding and mechanisms available to the Memorial and internal policies and procedures put in place to ensure there were appropriate resources to meet the Memorial's financial obligations. All trade payables will mature within one year (2013: within one year).

**16F. Market risk**

The Memorial held basic financial instruments that did not expose the Memorial to certain market risks such as 'Currency risk' and 'Other price risk'.

**Interest rate risk**

Interest rate risk refers to the risk that the fair value of 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 60 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk.

Risk Variable	Change in variable	Effect on		Effect on	
		<b>Profit or loss</b>	<b>Equity</b>	Profit or loss	Equity
		<b>2014</b>	<b>2014</b>	2013	2013
		<b>\$</b>	<b>\$</b>	\$	\$
	+0.60%				
Interest rate risk	Interest (2013: +1.20%)	<b>436 212</b>	<b>436 212</b>	820 471	820 471
	-0.60%				
Interest rate risk	Interest (2013: -1.20%)	<b>(436 212)</b>	<b>(436 212)</b>	(820 471)	(820 471)

The method used to arrive at the possible risk of 60 basis points was based on both statistical and non-statistical analyses. 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.

**17 FINANCIAL ASSETS RECONCILIATION**

	<b>2014</b>	2013
	<b>\$</b>	\$
<b>Financial assets</b>		
<b>Total financial assets as per Statement of Financial Position</b>	<b>75 501 008</b>	70 411 560
<b>Less: Non-financial instrument components</b>	<b>7 650</b>	8 950
<b>Total non-financial instrument components</b>	<b>75 493 358</b>	70 402 610
<b>Total financial assets as per financial instruments note</b>	<b>75 493 358</b>	70 402 610

## 18 COMPENSATION AND DEBT RELIEF

	2014 \$	2013 \$
No 'Act of Grace payments' were expended during the reporting period. (2012-13: Nil)	-	-
No waivers of amounts owing to the Memorial were made during the reporting period. (2012-13: Nil)	-	-
No payments were provided under the Compensation for Detriment caused by Defective Administration (CDDA) Scheme during the reporting period. (2012-13: Nil)	-	-
No ex-gratia payments were provided for during the reporting period. (2012-13: Nil)	-	-
No payments were provided in special circumstances relating to APS employment pursuant to section 73 of the <i>Public Service Act 1999</i> (PS Act) during the reporting period	-	-

## 19 ASSETS HELD IN TRUST

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

### 19A. 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 original amount, 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:

	2014 \$	2013 \$
<b>Total amount held at the beginning of the reporting period</b>	<b>21 507</b>	20 819
Interest received	<b>598</b>	688
Payments made	<b>(1 322)</b>	-
<b>Total amount held at the end of the reporting period</b>	<b>20 783</b>	21 507

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, as part of the Anzac Day commemorations, to the Memorial. The Legacy Co-ordinating Council and the Memorial together meet the balance of the fares' cost.

### 19B. 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 of Australia for maintenance work on the MV *Krait*. The financial position of the Fund, which is reported on a cash basis, is as follows:

	2014 \$	2013 \$
<b>Total amount held at the beginning of the reporting period</b>	<b>41 562</b>	40 234
Interest received	<b>1 160</b>	1 328
Payments made	<b>(1 357)</b>	-
<b>Total amount held at the end of the reporting period</b>	<b>41 365</b>	41 562

## 20 REPORTING OF OUTCOMES

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.

### 20A. Net cost of outcome delivery

	Outcome 1	
	2014	2013
	\$	\$
<b>Expenses</b>	<b>62 991 609</b>	57 169 194
<b>Own-source income</b>	<b>12 147 653</b>	10 899 884
<b>Net cost (contribution) of outcome delivery</b>	<b>50 843 956</b>	46 269 310

### 20B. Major Classes of Departmental Expense, Income, Assets and Liabilities by Outcome

	Outcome 1 <sup>1</sup>	
	2014	2013
	\$	\$
<b>Expenses</b>	<b>62 991 609</b>	57 169 194
<b>Income from non-government sector</b>		
Activities subject to cost recovery	<b>4 275 186</b>	3 108 985
Interest	<b>3 061 152</b>	3 161 777
Resources received free of charge – external entities	<b>990 852</b>	1 781 473
Other	<b>3 631 931</b>	2 379 062
<b>Total income from non-government sector</b>	<b>11 959 121</b>	10 431 297
<b>Other own-source income</b>		
Sale of goods and services	<b>86 310</b>	76 047
Resources received free of charge – related entities	<b>102 222</b>	372 540
Other	<b>-</b>	20 000
<b>Total other own-source income</b>	<b>188 532</b>	468 587
<b>Net cost (contribution) of outcome</b>	<b>50 843 956</b>	46 269 310

<sup>1</sup> The net costs shown include intra-government costs that were eliminated in calculating the actual Budget Outcome

**21 NET CASH APPROPRIATION ARRANGEMENTS**

	<b>2014</b>	2013
	<b>\$</b>	\$
<b>Total comprehensive income less depreciation/amortisation expenses previously funded through revenue appropriations<sup>1</sup></b>	<b>17 163 431</b>	3 509 851
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	<b>10 206 372</b>	10 027 726
<b>Total comprehensive income – as per the Statement of Comprehensive Income</b>	<b>6 957 059</b>	(6 517 875)

<sup>1</sup> From 2010-11, the Government introduced net cash appropriation arrangements, where revenue appropriations for depreciation/amortisation expenses ceased. The Memorial now receives a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required. If the funding continued to be provided as revenue instead of equity, the net result (excluding asset revaluations) would have been a surplus in each year.

The depreciation/amortisation expenses included above relate to the Memorial's collection of heritage and cultural assets.



Chaplain Rod Bailey, Army Chaplain, ADFA, during the National Sandakan Remembrance Day Wreathlaying Ceremony.

## APPENDIX 1

### Council Membership

#### Chairman

Rear Admiral K.A. Doolan AO RAN (Retd) – reappointed 12 November 2012

#### Members

Air Marshal G.C. Brown AO

Mr L. Carlyon AC – appointed 12 June 2014

The Honourable G.J. Edwards AM

Mr P.J. FitzSimons AM

Vice Admiral R.J. Griggs AO CSC RAN

Air Vice-Marshal J.M. Hammer AM CSC (Retd) – appointment expired 6 April 2014

Ms J.F. McAloon – appointment expired 6 April 2014

Lieutenant General D.L. Morrison AO

Ms J. Segal AM – appointed 19 June 2014

Major General J.P. Stevens AO (Retd)

Mr K.M. Stokes AC – appointment expired 6 April 2014; appointed 6 August 2014

Ms G. Trainor

Mr K.J. Woods CSC OAM – appointment expired 30 June 2014

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

### Council Committee Membership

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

### Finance, Audit, and Compliance Committee

Air Vice-Marshal J.M. Hammer AM CSC (Retd) – Chair till 6 April 2014

Rear Admiral K.A. Doolan AO RAN (Retd)

The Honourable G.J. Edwards AM

Major General J.P. Stevens AO (Retd) – Chair from 22 May 2013

Mr K.J. Woods CSC OAM



***In attendance:***

Director, Australian War Memorial

Assistant Director, Corporate Services

Chief Finance Officer

***Invited members for relevant portions of the meeting:***

Representatives from Australian National Audit Office

Representatives from Internal Audit

***Terms of reference***

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

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

***Membership of the Committee***

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

***Frequency of meetings, quorum, and operation of the Committee***

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

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

Minutes of Committee meetings will be provided to Council for each quarterly meeting based on the agenda of the

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

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

***Skills, experience, and qualities of Committee members***

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

Members must have an understanding of the business of the Memorial and the ability to ask relevant questions of management and internal and external auditors. Members should have sufficient understanding of the Memorial's financial reports and audit requirements and some broad business and/or financial management experience. At least one member of the Committee should have accounting or related financial management experience and/or qualifications and an understanding of accounting and auditing standards. If necessary, the Committee will seek external financial advice.

The Chair of the Committee should have the qualities and abilities necessary 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 should 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***

Rear Admiral K.A. Doolan AO RAN (Retd)

Air Vice-Marshal J.M. Hammer AM CSC (Retd) – until 6 April 2014

***In attendance:***

Director, Australian War Memorial

***Terms of reference***

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

The Committee's tasks will therefore include:

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

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

### Remuneration Committee

Rear Admiral K.A. Doolan AO RAN (Retd)

The Honourable G.J. Edwards AM

Air Vice-Marshal J.M. Hammer AM CSC (Retd) – until 6 April 2014

Ms G. Trainor – from 5 March 2014

#### Terms of reference

The Remuneration Committee will:

- on Council's behalf, agree annually with the Director of the Australian War Memorial, the basis for his/her performance appraisal
- on Council's behalf, conduct the performance appraisal of the Director of the Australian War Memorial in accordance with the agreed Performance Appraisal and the Remuneration Guidelines laid down by the Minister for Veterans' Affairs

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

### Council Membership Committee

Rear Admiral K.A. Doolan AO RAN (Retd)

Ms J.F. McAloon – until 6 April 2014

Air Vice-Marshal J.M. Hammer AM CSC (Retd) – until 6 April 2014

#### Terms of reference

The Council Membership Committee will provide advice to the Minister for Veterans' Affairs through the Chair.

### Corporate Support Committee

Mr K.M. Stokes AC – until 6 April 2014

Members of Council as required

#### Terms of reference

The Corporate Support Committee will recommend to Council a strategy to identify, engage, and maintain key corporate supporters of the Australian War Memorial.

### Council members' attendance

Member	Council		Committees	
	Eligible Meetings	Att	Eligible Meetings	Att
Air Marshal G.C. Brown AO	4	3 (1 <sup>a</sup> )	-	-
Mr L. Carlyon AC	0	-	-	-
Rear Admiral K.A. Doolan AO RAN (Retd)	4	4	4	4
The Honourable G.J. Edwards AM	4	3	4	3
Mr P.J. FitzSimons AM	4	4	-	-
Vice Admiral R.J. Griggs AO CSC RAN	4	2	-	-
Air Vice-Marshal J.M. Hammer AM CSC (Retd)	3	3	3	3
Dr A. Hawke AC	4	3	-	-
Ms J.F. McAloon	3	1	-	-
Lieutenant General D.L. Morrison AO	4	3(1 <sup>a</sup> )	-	-
Ms J. Segal AM	0	-	-	-
Major General J.P. Stevens AO (Retd)	4	4	4	4
Mr K.M. Stokes AC	3	2	-	-
Ms G. Trainor	4	2	-	-
Mr K.J. Woods CSC OAM	4	4	4	4

<sup>a</sup> - attended by deputy

## APPENDIX 2

### Council Profiles

#### Chairman

**Rear Admiral Ken Doolan AO RAN (Retd)** was appointed to the Council in November 2009 for a three-year term and again in 2012 for a further three years. He was elected Chairman on 8 March 2012. Admiral Doolan joined the Royal Australian Navy as a 13-year-old cadet midshipman in 1953 and completed full-time service in 1993 in the rank of rear admiral. He served in the destroyer *Vampire* during 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 was Operational Commander of all Australian combatant forces deployed to that conflict. He was appointed an Officer in the Order of Australia in January 1991. 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 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 & Services League of Australia (RSL). In September 2009 he was elected National President of the RSL and has subsequently been re-elected annually to this position. From 2010 to 2011 Admiral Doolan was a member of the National Commission for the Anzac Centenary and in mid-2011 was appointed as an *ex-officio* member to its successor, the Anzac Centenary Advisory Board. Other appointments include Chairman of the Forces Entertainment Board; Vice President of the Australian Institute of Navigation; member of the Defence Reserves Support Council and member of the Hoc Mai Australia Vietnam Medical Research Foundation.

#### Council members

**Air Marshal Geoff Brown AO** was appointed to Council in July 2011. Air Marshal Brown joined the RAAF in 1980, graduating from No. 111 Pilots Course in 1981. During the first half of his career, Air Marshal Brown served in a number of positions, including 12SQN Amberley flying Chinooks, 2FTS Pearce as a Flying Instructor, CFS East Sale, as a member of the Roulettes, at Williamtown for Hornet conversion, 77SQN, and 75SQN Tindal as a Flight Commander. In 1993 he Brown was posted back to 77SQN as the Executive Officer and in 1995 and was posted to HQ Air Command as Staff Officer Operational Evaluation. From 1997 to 2000 Air Marshal Brown commanded 3SQN. In 2000 he completed F-111 conversion and assumed the position of Officer Commanding 82WG. In 2003 he commanded all F/A-18 and C-130 operations in Operation Iraqi Freedom and was appointed a Member of the Order of Australia and a Legion

of Merit for his service in the operation. He was Officer Commanding Airborne Early Warning and Control Systems Program Office from June 2003 until December 2004 and spent 2005 at the Centre for Defence and Strategic Studies. He then commanded Air Combat Group from 2006 until taking up an appointment as Director General Capability Planning in Air Force Headquarters. Air Marshal Brown was appointed Deputy Chief of Air Force in June 2008 and Chief of Air Force in July 2011. He was appointed an Officer in the Order of Australia (AO) in the 2012 Australia Day Honours List for his outstanding contribution to the RAAF and the Australian Defence Force.

**Mr Les Carlyon AC** was appointed to Council in June 2014 for a three-year term. He has previously served on Council from May 2006 and April 2009, each for three-year terms. 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 bestseller 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. Mr Carlyon was made a Companion of the Order of Australia June 2014.

**The Honourable Graham Edwards AM** was appointed to Council in June 2010 for a three-year term and again in 2013 for a further three years. He is a Vietnam veteran and former MP. He attended the Christian Brothers' College in Perth and later Leederville Technical College. Following school Mr Edwards was employed by WA Government Railways and served in the regular army for three years (1968–71), seeing active 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 land mine. After discharging from the army and a period of rehabilitation he spent ten years with the Commonwealth Public Service in the Department of Defence, the Department of Veterans' Affairs and the Vietnam Veterans' Counselling Service. Mr Edwards was elected as a Councillor with the City of Stirling in 1980 and in 1983 he was elected to the Parliament of Western Australia, where he served for 14 years, including seven as a minister. In 1998 he was elected to the House of Representatives and retired in 2007. Mr Edwards was recognised by the RSL with the Anzac of the Year Award in 1991 for service to the veteran community and has also been awarded the Rotary Paul Harris Fellow and the Lions Melvin Jones Fellow. He is a Life Member of the Vietnam Veterans Association. Mr Edwards was recently made a Freeman of the City of Wanneroo in Western Australia. Mr Edwards was appointed as a Member of the Order of Australia in the 2012 Queen's Birthday Honours List for service to the parliament

and to the community through contributions to veterans and disabled welfare.

**Mr Peter FitzSimons AM** was appointed to Council in March 2012. Mr FitzSimons is a renowned sports columnist, writer, journalist, and author. He was Australia's bestselling non-fiction writer in 2001 and 2004 and is author of nearly 20 books, including *Kokoda*, *Tobruk*, and his biographies of Kim Beazley, servicewoman Nancy Wake, and several sportsmen. He is a former Australian Rugby Union player and radio host on Sydney's 2UE. He was a member of the Anzac Centenary Advisory Board. Mr FitzSimons was appointed as a Member of the Order of Australia in the 2011 Queen's Birthday Honours List for service to literature as a biographer, sports journalist, and commentator; and for service to the community through contributions to conservation, disability care, social welfare, and sporting organisations.

**Vice Admiral Raymond Griggs AO CSC RAN** was appointed to Council in June 2011. During the first half of his career, Vice Admiral Griggs served in a number of vessels, including the aircraft carrier HMAS *Melbourne*, HMA ships *Yarra*, *Advance*, *Cessnock*, *Torrens*, *Tobruk*, *Jervis Bay*, HMS *Jersey*, and twice in HMAS *Perth*. Between 1995 and 1997 Vice Admiral Griggs served as commissioning Executive Officer of HMAS *Anzac* and in 2001 assumed command of HMAS *Arunta*, which was involved in border protection duties and deploying to the Persian Gulf to enforce sanctions against Iraq and in support of the war on terror. He was promoted to commodore in 2006 and appointed as the Deputy Maritime (Fleet) Commander until assuming the position of Director General Navy Strategic Policy and Futures. In 2009 he attended the UK Higher Command and Staff Course and was subsequently promoted to rear admiral and appointed as Deputy Head Strategic Reform and Governance. In June 2011 Vice Admiral Griggs was promoted to his current rank and appointed Chief of Navy. He was awarded the Conspicuous Service Cross in 1997 and a Commendation for Distinguished Service in 2003 for his work in the Persian Gulf. Vice Admiral Griggs was made a Member of the Order of Australia in 2009 and was upgraded to an Officer of the Order of Australia in June 2012.

**Air Vice-Marshal Julie Hammer AM CSC (Retd)** was appointed to Council in April 2011. She joined the Royal Australian Air Force in 1977 and served for 28 years as an electronic engineer in the fields of aircraft maintenance, technical intelligence, electronic warfare, and information and communications technology. She was the first serving Australian Defence Force female to achieve one and two star ranks, and to command an operational RAAF unit. From 1996 to 1998 she was one of the Prime Minister's representatives on the Governor-General's Australian Bravery Awards Council. She is an active member of professional associations representing engineers, and has served as the National President of Engineers Australia. Her contribution has been recognised through a number of awards, including: the Conspicuous Service Cross in 1997; Member of the Order of Australia in 2004; the

2003 University of Queensland Alumnus of the Year; ACT Australian of the Year in 2005; and a Doctor of Engineering Honoris Causa by the University of New South Wales. She is a non-executive Director of the .au Domain Administration Ltd, the administrator of the Australian country code top-level internet domain. Air Vice-Marshal Hammer concluded her term on Council on 6 April 2014.

**Dr Allan Hawke AC** was appointed to Council in March 2012. Dr Hawke was previously High Commissioner to New Zealand, President of the Repatriation Commission, Secretary of the Department of Veterans' Affairs, the Department of Transport and Regional Services, and the Department of Defence. He is a Fellow of the Australian Institute of Public Administration, the Australian Institute of Management, and the Australian Institute of Company Directors. He served a three-year term as Chancellor of the Australian National University from 2006 to 2009 and now serves on a range of public and private sector boards. He was the inaugural Chair of the Prime Ministerial Advisory Council on Ex-Service Matters and is also involved in charitable, community, and sporting organisations. He was appointed a Companion of the Order of Australia in the 2010 Queen's Birthday Honours List and is a recipient of the Centenary Medal.

**Ms Jane McAloon** was appointed to Council in April 2011 for a three-year term. She has extensive business expertise and experience in government and business administration. She is currently the Group Company Secretary of BHP Billiton and has held senior positions in the Australian Gas Light Company. She previously held various state and Commonwealth government positions, including Director General of the New South Wales Ministry of Energy and Utilities and Deputy Director General for the New South Wales Cabinet Office, as well as working in private legal practice. She is a Fellow of the Institute of Chartered Secretaries. Ms McAloon concluded her term on Council on 6 April 2014.

**Lieutenant General David Morrison AO** was appointed to Council in June 2011. He joined the Army in 1979 and graduated from the Officer Cadet School, Portsea, to the Royal Australian Infantry Corps. Senior appointments include Commanding Officer of the 2nd Battalion, Royal Australian Regiment (2RAR); Chief Instructor Command, Staff Operations Wing; Colonel Operations, Headquarters International Force East Timor (INTERFET); and Chief of Staff Deployable Joint Force Headquarters. On promotion to brigadier in 2002 he commanded the 3rd Brigade until 2004. Lieutenant General Morrison was appointed Director General Preparedness and Plans for the Australian Army in 2004 until his promotion to major general in 2005. Between 2006 and 2008 he was Commander of the Australian Defence Colleges, Head Military Strategic Commitments, and the Deputy Chief of Army. He was appointed Land Commander Australia in 2008 and became the Australian Army's first Forces Commander in 2009. Lieutenant General Morrison was made a Member of the Order of Australia

in 1999 for his services as Brigade Major, Director of Preparedness and Mobilisation, and as CO 2RAR, and was upgraded in 2010 to an Officer in the Order of Australia for his service as Commander Australian Defence College, Head Military Strategic Commitments, and Deputy Chief of Army. Lieutenant General Morrison was appointed Chief of Army in June 2011.

**Ms Jillian Segal AM** was appointed to Council in June 2014 for a three-year term. Currently, Ms Segal is a Non-Executive Director of the National Australia Bank, ASX Limited, the Garvan Institute of Medical Research, and the Australia-Israel Chamber of Commerce. She is Deputy Chancellor of the University of New South Wales, and Chair of the General Sir John Monash Foundation, a national scholarship organisation. She is a Trustee of the Sydney Opera House Trust. Previously she has held a range of other corporate and government board positions, including as a member of the federal government's Remuneration Tribunal, as Chair of the Administrative Review Council, and as Chair of the Banking Industry Ombudsman Board (now FOS). From October 1997 to June 2002 Ms Segal was a Commissioner and later Deputy Chair of the Australian Securities and Investments Commission. Prior to this, Ms Segal was a partner at Allen, Allen & Hemsley (now Allens Linklaters). Ms Segal has a BA/LLB from the University of New South Wales and an LLM from Harvard Law School.

**Major General Paul Stevens AO (Retd)** was appointed to Council in March 2012. Major General Stevens was previously the Repatriation Commissioner from 1997 to 2003, and Director of the Office of Australian War Graves from 2006 to 2010. He graduated from the Royal Military College Duntroon in 1967 and served in Vietnam with the 105th Field Battery and the Headquarters of the 1st Field Regiment, Royal Australian Artillery. At the completion of his military career he was the Australia Army's Chief of Personnel from 1993 until his retirement in 1997. General Stevens was made an Officer of the Order of Australia in 1999. He holds a BA from Queensland University; is a graduate of the Institute of Company Directors and has served on the Administrative Review Council.

**Mr Kerry Stokes AC** was appointed to Council in August 2007, April 2011 and again in August 2014. Mr Stokes is Chairman of Seven Group Holdings and Seven West Media. Seven Group Holdings – through WesTrac, one of the five biggest Caterpillar dealerships in the world – has a market-leading presence in media in Australia and the resources services sector in Australia and China. The company also has a significant investment in media with major shareholdings in Seven West Media and Consolidated Media. Seven West Media brings together a market-leading presence in broadcast television through the Seven Network, in magazines and newspaper publishing through Pacific Magazines and West Australian Newspapers, and online through Yahoo!7 and other expanding new communications platforms. Through his private holdings, Australian Capital Equity, Mr Stokes has broad business interests and

investments in a range of major business sectors: property, construction, mining resources, oil, and gas exploration. In 2008 Mr Stokes was the recipient of the Companion in the General Division in the Order of Australia, then Australia's highest honour, having been awarded the Officer in the General Division of the Order of Australia in 1995. He was awarded the Centenary Medal for Corporate Governance, and presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. Mr Stokes holds a Life Membership of the Returned and Services League of Australia and is a recipient of the Rotary Paul Harris Fellow Award. He is also a former Chairman of the National Gallery of Australia. Mr Stokes concluded his term on Council on 6 April 2014.

**Ms Gabrielle Trainor** was appointed to Council in June 2013 for a three-year term. Her chair and director roles span public, private, not-for-profit, and government organisations in industries including tourism, urban development, transport, education, the arts, and sport. Ms Trainor was a founding partner and co-owner of John Connolly & Partners, a communications and public affairs firm. Her present appointments include Chair of the National Film and Sound Archive, a member of the advisory board of Leighton Contractors, Director of the Cape York Group, and a member of the board of trustees of the University of Western Sydney. She co-chaired the 2012 federal government review of the Australia Council for the Arts. Ms Trainor holds a Bachelor of Laws from the University of Melbourne is presently studying for an MA in Cultural and Creative Practice. She is an Honorary Associate in the Graduate School of Government at Sydney University and a Fellow of the Australian Institute of Company Directors.

**Mr Kevin Woods CSC OAM** was appointed to Council in June 2011. Mr Woods joined the Army in 1973, and after Recruit Training was allocated to the Royal Australian Infantry Corps. Early postings included the 10th Independent Rifle Company and the 5th/7th Battalion, Royal Australian Regiment. Promoted to sergeant in 1981 he served as an instructor at the 2nd Training Group, and as Rifle Platoon Sergeant and Reconnaissance Platoon Sergeant in the 5th/7th Battalion. In 1986 he was promoted to warrant officer class 2 and posted to the Land Warfare Centre Detachment, Singleton, and later back to 5th/7th Battalion as a Company Sergeant Major. Promoted to warrant officer class 1 in 1990, postings in this rank include: Wing Sergeant Major, Field Training Wing, Royal Military College, Duntroon; Instructor and later Regimental Sergeant Major, School of Infantry; Regimental Sergeant Major, 49th Battalion, Royal Queensland Regiment; instructor, Land Warfare Centre; Regimental Sergeant Major, 3rd Brigade (which included the brigade deployment to East Timor); Regimental Sergeant Major, Training Command Army; and Academy Sergeant Major, Australian Defence Force Academy. Mr Woods was appointed Regimental Sergeant Major Army in December 2003 and retired from the regular army in February 2008.

## APPENDIX 3

### Senior Staff Profiles

#### Director

##### Dr Brendan Nelson

Dr Brendan Nelson commenced as Director of the Australian War Memorial on 17 December 2012. Prior to this he was the Australian Ambassador to Belgium, Luxembourg, the European Union, and NATO (2009-12). Apart from overseeing a major transformation in Australia's relationships with the European Union and NATO, Dr Nelson forged deep links with the communities of Flanders, where almost 13,000 Australians lost their lives during the First World War.

Dr Nelson studied at Flinders University, South Australia, where he graduated with a Bachelor of Medicine and Surgery. He worked as a medical practitioner in Hobart from 1985 to 1995. In 1993 he was elected unopposed as National President of the Australian Medical Association.

In 1996 Dr Nelson was elected to the Commonwealth Parliament of Australia. After the 2001 election he was promoted from Parliamentary Secretary for Defence to Cabinet in the senior portfolio of Minister for Education, Science and Training, in which he drove major reforms to universities and a focus on school standards and reporting. In 2006 he became Minister for Defence when troops were deployed to Iraq, Afghanistan, East Timor, and the Solomon Islands. He oversaw major new investments in Defence, including the decision to purchase 24 FA-18F Super Hornets, three air warfare destroyers, two Landing Helicopter Docks (LHDs), two additional battalions for the Australian Army, and a multi-billion-dollar recruitment and retention package. In November 2007 Dr Nelson was elected leader of the Liberal Party of Australia, serving as Leader of the Opposition until September 2008. The following year he retired from federal politics before taking up his ambassadorial appointment.

#### Senior Staff

**Rhonda Adler** was appointed 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 at the Memorial. 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, has managed a number of initiatives, and has 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. Rhonda also holds the position of Company Secretary for the Australian War Memorial Anzac Foundation.

**Anne Bennie** is currently acting as Assistant Director, Branch Head Public Programs retaining her role as coordinator for Centenary of First World War projects. Anne joined the Memorial in 2003 as e-Business Manager and in 2004 was appointed Head of 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. In 2012 Anne moved into the Centenary of First World War coordinator role to assist in managing the demand for Memorial services and projects in the lead-up to 2014. She completed the Cultural Management Development Program in 2005 and a Graduate Certificate in Public Sector Management in 2009.

**Rebecca Britt** has been the Acting Head of Military Heraldry and Technology since March 2011. She joined the Memorial in 2001 and has worked with MHT since 2003. Following a curatorial collecting deployment to Afghanistan in 2012, Rebecca curated the new gallery *Afghanistan: the Australian story* with journalist and author Chris Masters. Rebecca also curated the travelling exhibition *Of love and war* in 2009 and co-curated *Sport and war* in 2006. She is the author of *Stories of love and war*, published by New Holland in 2010. Rebecca is a graduate of the Australian National University and the University of Canberra and also holds an MA specialising in material culture studies from the University of Brighton in the UK. In 2010 she completed a graduate diploma in Public Sector Management.

**Major General Brian Dawson AM CSC (Retd)** was appointed to the position of Anzac Centenary Travelling Exhibition Executive Manager on 11 December 2013. Prior to taking up this role Brian was a member of a consultant project team that developed a proposal for the New South Wales Department of Transport regarding the implementation of a grain harvest management scheme (May to October 2013). In April 2013 he retired from the Australian Regular Army at the rank of major general, having completed 40 years' service. Senior appointments held during his time in the Army included Australia's first Military Representative to the North Atlantic Treaty Organisation (NATO) and the European Union from 2010 to 2013; Head of the Australian Department of Defence Public Affairs organisation (2008-10); Deputy Commander of the Australian Joint Task Force in Iraq, based in Baghdad (2007-08); Commandant of the Australian Defence Force Academy (2006-07); and Chief of Staff Land Headquarters (2002-05). He was made a Member of the Order of Australia in 2000 for his work in Defence logistics and awarded the Conspicuous Service Cross (CSC) for service in Somalia in 1995.



**Ashley Ekins** is Head of the Military History Section and has worked as a military historian at the Memorial for almost 25 years. A graduate of the University of Adelaide, he specialises in the history of the First World War and the Vietnam War. He has published widely, presented at international conferences, and led the Memorial's annual battlefield tours to Gallipoli. His publications on the First World War include: *1918 year of victory: the end of the Great War and the shaping of history* (published in 2010, shortlisted for the Templer Medal); *War wounds: medicine and the trauma of conflict* (with Elizabeth Stewart, 2011); and *Gallipoli: a ridge too far* (2013). He wrote the introduction to a special third edition of *The Anzac book*, the classic anthology of soldiers' writings and art from Gallipoli (published in 2010). He also wrote two volumes of the *Official history of Australian involvement in Southeast Asian conflicts 1948-1975*, covering Australian Army ground operations in Vietnam (volume 8, *On the offensive: the Australian Army in the Vietnam War, 1967-1968*), with the late Dr Ian McNeill (published in 2003); and the final volume of the same official history, *Fighting to the finish: the Australian Army and the Vietnam War 1968-1975* (published in 2012).

**David Fitzgerald** joined the Memorial in 2006 in the Corporate Services Branch as Manager, Buildings, and became acting Head of Buildings and Services in January 2013. David came to the Memorial from private enterprise and has substantial facilities management experience. He has trade certificates for electrical and refrigeration services and completed various facilities and business management courses. He was previously employed as Building Manager on Canberra Total Asset Management contracts, including the Department of Foreign Affairs and Department of Immigration buildings. David completed the Cultural Management Development Program in 2008.

**Dr Janda Gooding** joined the Memorial in 2005 as Senior Curator of Art and was appointed Head of the Photographs, Film, Sound, and Multimedia Section in August 2010. Previously she had worked in curatorial positions at the Art Gallery of Western Australia since 1979. Dr Gooding was a Visiting Scholar at the British Museum in 1991 and in 1998 was awarded a Fellowship at the Yale Centre for British Art. 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. She has curated two exhibitions for the Memorial: *George Lambert: Gallipoli and Palestine landscapes* (2007) and *Remember me: the lost diggers of Vignacourt* (2012). In 2010 she authored the book *Gallipoli revisited*, examining the work of the 1919 Australian Historical Mission to Gallipoli. In March 2014 she took up a temporary appointment as Head of Collection Services at the Memorial.

**Frances Henderson** has been acting Head of Human Resources since April 2014. She joined the Memorial in May 2013 as the Manager of Performance and Employee Relations. Frances has held senior HR roles within both

the public and private sectors, including ten years with the US Department of State, providing regional HR expertise throughout the South Pacific region. Frances has a business degree from Monash University and is a Certified Professional of the Australian Human Resources Institute.

**Sarah Hitchcock** first joined the Memorial's Education and Visitor Services Section in August 2008 after 12 years with Australian Capital Tourism, serving her final year as general manager. From 2010 to 2012 Sarah returned to the ACT government and held the position of Director of the Centenary of Canberra. Working with Creative Director Robyn Archer AO, Sarah led the formation and establishment of the Centenary of Canberra team, governance arrangements, and she prepared the program of events and activities scheduled for the centenary. Sarah rejoined the Memorial in September 2012 as Head of the Education and Visitors Services Section. She has academic qualifications and significant work experience in human resources, and is an active member of the Board of Management of the Tidbinbilla Nature Reserve and Birragai Education Centre.

**Ryan Johnston** was appointed Head of Art in October 2012. Before joining the Memorial he was Acting Director of the Shepparton Art Museum, where he oversaw a major redevelopment of the Museum and its subsequent re-launch. Ryan has also worked as a lecturer in the School of Creative Arts at the University of Melbourne. He is currently finalising his PhD on Scottish artist Eduardo Paolozzi, also at the University of Melbourne. His research has been published in local and international journals including the *Australian and New Zealand journal of art*, *Visual culture in Britain*, and the *Journal of surrealism and the Americas*, and recognised with several awards, including a Yale University Fellowship. Ryan was also a founding editor of *emaj*, Australia's first online refereed journal of art history, and he is a current member of the boards of Canberra Contemporary Art Space and Canberra Youth Theatre.

**Jane Murray** is currently acting Head of Exhibitions. Since joining the Memorial's Travelling Exhibitions Program in November 2000, she has project managed the development and tours of a number of Memorial travelling exhibitions. She was appointed Manager, Travelling Exhibitions in 2007. Prior to moving to Canberra in late 1999, Jane worked as the Curator for the Royal Australasian College of Surgeons, Melbourne. She holds a Bachelor of Arts (Visual Arts and English Literature) from Monash University, and a Graduate Diploma of Museum Studies from Deakin University.

**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 was primarily focused on developing the framework to support the funding, valuation, and depreciation of the Memorial's billion-dollar collection of heritage and cultural assets. As CFO, Leanne has successfully influenced the outcome of government-wide financial and budget reforms as they relate to the Memorial,

through regular participation in formal working groups, inquiries, and other consultative processes. She is a CPA and has a Bachelor of Commerce (Accounting) from James Cook University. Leanne is an active member of the ACT CPA Public Sector Accountants Committee.

**Hans Reppin:** As a digital advocate and innovator, Hans Reppin is applying his expertise to digital content management and preservation within a museum environment. His background includes a range of managerial positions and technical responsibilities. Since March 2014 Hans has been acting Head of Photographs, Film, Sound and Multimedia Services. Substantively, he manages the Multimedia and Digital Asset Management System. Hans' specialised professional background encompasses Prolab experience within the television industry (motion picture, news, traditional film base processing, exhibition, and commercial print outputs), with over 20 years of press and production photography experience.

**Mark Small** was appointed Head of Retail and Online Sales in October 2012. Mark has over 20 years' experience in the management and marketing of multi-site commercial retail and wholesale operations and services within public, private, and not-for-profit organisations, with a special interest in the cultural sector. He has held senior management roles at the National Trust of Australia, the Botanic Gardens Trust, the Historic Houses Trust of New South Wales, and the University Co-Op Bookshops. After managing the bookshop at the University of New South Wales he had a long involvement with the Historic Houses Trust of New South Wales as their Retail Business Manager. In 2000 Mark oversaw the development of retailing and e-business at the Royal Botanic Gardens, Sydney. Prior to joining the Memorial, Mark was Director, National Trust Enterprises, where he had overall responsibility for the way that the trust utilised and leveraged its brand to generate commercial income. Mark is responsible for managing both the Department of Veterans' Affairs and the Australian War Memorial Centenary merchandising programs.

**Tim Sullivan** was appointed Assistant Director Branch Head National Collection in May 2013. He graduated from the University of Sydney, where he studied history, English literature, and education. Tim has qualifications in earth sciences and a masters in management with a focus on museum development from the University of Technology, Sydney. His career has encompassed technical and managerial roles in the Geological Survey of New South Wales, the New South Wales Department of Mineral Resources, the Australian Museum, and the Sovereign Hill Museums Association, Ballarat. In 1999-2000 he was a Visiting Fellow with the Smithsonian Institution's National Museum of the American Indian in Washington DC. He is a member of the National Cultural Heritage Committee, a Senior Visiting Fellow of the University of Ballarat, and a member of the Museums Board of Victoria. He has served on a range of committees promoting regional research and development, heritage management, commemorative

projects, and museum development. He has contributed to national and international forums on museum practice and development and has written widely on the role of museums in promoting learning and developing regional heritage tourism.

**Robyn van Dyk** joined the Memorial as part of the Research Centre in 2002 and has been the Head of the Research Centre since December 2011. Robyn is co-curator of the current First World War centenary exhibition *Anzac voices*. She is the concept leader for *Anzac connections*, the Memorial's major centenary web initiative to increase the National Collection's online availability and enhance the collection in the digital environment. With postgraduate degrees in history and library and information management, Robyn has published widely and delivered research papers at major national conferences. In October 2012 Robyn travelled to Afghanistan as the Memorial's Official Curator, and spent several weeks observing conditions and collecting records and objects for the National Collection.

**Daryl Winterbottom** joined the Memorial in 1989 to direct implementation of the Collection Management System. He established the Information Technology Section in 1992. Previously, his career involved electronics and computer technology, including the development of astronomy instrumentation at Mount Stromlo; the establishment of electronics support sections at the Royal Military College, Duntroon; and the implementation of computer networks at the Australian Defence Force Academy, University of New South Wales. He holds a Diploma of Applied Science from the University of Canberra and has managed the establishment, maintenance, and development of the Memorial's information technology infrastructure and business critical applications. He is an active member of IMSG, 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.

**Allan Yates** joined the Memorial as the Head of Communications and Marketing in March 2014. Allan comes to the Australian War Memorial with a strong background as a communications and marketing manager and as a practitioner to state and federal government agencies, as well as national and international organisations in the public and private sectors. He worked as a journalist in national and international media for almost 20 years, including 12 years in the Federal Parliamentary Press Gallery. He has a strong understanding of the requirements of institutional and corporate communications and marketing areas - including iconic national institutions, including the Australian Institute of Sport in the lead-up to the Sydney Olympics.

## APPENDIX 4

### Selected VIP Visits, Events and Ceremonies

#### List of VIP visits during 2013/14

4 July 2013	The Honourable Boka Kondra, Minister for Tourism, Arts and Culture, Papua New Guinea
8 July 2013	His Excellency Mr Taur Matan Ruak, President of the Democratic Republic of Timor-Leste
9 July 2013	Mr João Corte-Real, Director General, Secretariat of State for Defence, the Democratic Republic of Timor-Leste
10 July 2013	His Excellency Mr Bonghyun Kim, Ambassador, Republic of Korea
1 August 2013	Air Chief Marshal Prajin Jantong, Commander in Chief, Royal Thai Air Force
6 August 2013	Mr Martin Donnelly, Permanent Secretary of the Department of Business, Innovation and Skills, United Kingdom
8 August 2013	Mr Akihisa Nagashima, Member of the House of Representatives, Japan
4 September 2013	General Bikram Singh, Chief of Army Staff, India
9 September 2013	Admiral Robert Papp, Commandant, US Coast Guard, United States of America
17 September 2013	Vice Admiral Sayyid Khawar Ali, Deputy Chief of Naval Staff (Training and Evaluation), Pakistan
1 October 2013	Brigadier General Tau'aika 'Utu'atu, Commander of the Tonga Defence Services
2 October 2013	The Right Honourable John Key, Prime Minister of New Zealand
3 October 2013	Lieutenant General Alexander Schnitger, Commander, Royal Netherlands Air Force
16 October 2013	Major General Nugroho Widyotomo, Commander II Sriwijaya, Indonesia
17 October 2013	Lieutenant General Sir David Capewell KCB OBE, Chief of Joint Operations, United Kingdom
23 October 2013	Mr Roy Clare CBE, Director, Auckland War Memorial Museum
23 October 2013	Mr K.J.S. Cheema, Special Principal Secretary to the Chief Minister of Punjab, India
6 November 2013	Mr John Borghetti, Chief Executive Officer, Virgin Australia
13 November 2013	Lieutenant General Yvan Blondin CMM CD, Commander, Royal Canadian Air Force
13 November 2013	Lieutenant General To Lam, Deputy Minister of Public Security, Socialist Republic of Vietnam
14 November 2013	Australian Political Exchange Council delegation, United States of America
14 November 2013	Major General Dato' Abd Samad bin Hj Yaakob, Assistant Chief of Staff, Army Training and Operation Branch, Malaysia
20 November 2013	Mr Haji Adi Ihram bin Dato Paduka Haji Mahmud, Acting Director of Defence Policy, Brunei Darussalam
26 November 2013	Minister Kader Arif, Junior Minister for Veterans, France
26 November 2013	Dr Yu Chul Hi, Director General, Information Planning Bureau, Republic of Korea
11 December 2013	Lieutenant General Nem Sowath, Director General, Department of Foreign Affairs and International Cooperation, Cambodia
12 December 2013	Mr Ryota Takeda, Parliamentary Senior Vice Minister of Defense, Japan
18 December 2013	Ms Betty Sapp, Director, National Reconnaissance Office, United States of America
18 December 2013	Brigadier General Dirk D. Smith, Deputy Director for Operations, Headquarters, US Pacific Command, United States Air Force
23 December 2013	His Excellency John Berry, Ambassador to Australia, United States of America
23 December 2013	Mr Daniel Ritchie, Chairman and Chief Executive Officer, Denver Center for the Performing Arts, United States of America
29 January 2014	His Excellency Mr Chris Seed, High Commissioner to Australia, New Zealand
2 February 2014	Rear Admiral Matthew Klunder, Chief of Naval Research/Director of Innovation, Technology Requirements, and Test and Evaluation, United States Navy

6 February 2014	Mr Kenneth Handelman, Deputy Assistant Secretary of State, Bureau of Political–Military Affairs, Defense Trade Controls Office, United States of America
7 February 2014	Vice Admiral Michael Rogers, US Fleet Cyber Command, United States Navy
13 February 2014	Lieutenant General Pasquale Preziosa, Chief of Air Force, Italy
18 February 2014	Lieutenant General Ng Chee Meng, Chief of Defence Force, Singapore Armed Forces
19 February 2014	His Excellency General Bismillah Mohammadi, Minister of Defense, Afghanistan
24 February 2014	The Honourable John Baird, Minister of Foreign Affairs, Canada
26 February 2014	Mr Gordon Flake, CEO, Perth USAsia Centre, Australia
26 February 2014	Mr Ahmad Hariri, Secretary General, Future Movement, Lebanon
3 March 2014	Major General Hoo Cher Mou, Chief of Air Force, Singapore
4 March 2014	Brigadier General John Fletcher, Chaplain General, Canadian Armed Forces
4 March 2014	Ms Maureen Dougherty, President, Boeing Australia and South Pacific
11 March 2014	Mr Zoran Milanovic, Prime Minister, and Mr Ante Kotromanović Defence Minister, Croatia
25 March 2014	The Right Honourable David Carter MP, Speaker of the New Zealand House of Representatives
26 March 2014	Her Excellency the Honourable Dame Quentin Bryce AD CVO, Governor-General of the Commonwealth of Australia
8 April 2014	Senior Lieutenant General Nguyen Chi Vinh, Deputy Defence Minister and Chief of the Standing Board, Vietnam
8 April 2014	Vice Admiral Charles Henri du Ché, Admiral, International Relations and Partnerships, French Navy HQ
9 April 2014	Major General Erhard Drews, Commander, Army Concepts and Capabilities Development Centre, Germany
22 April 2014	His Excellency Mr Abel Guterres, Ambassador to Australia, the Democratic Republic of Timor-Leste
23 April 2014	The Honourable Stephen W. Preston, General Counsel of the Department of Defense, United States of America
23 April 2014	Vice Admiral Serdar Dülger, Chief of Staff, Turkish Naval Forces
25 April 2014	Their Royal Highnesses The Duke and Duchess of Cambridge
13 May 2014	Brigadier General Lim Hock Yu, Chief of Staff, General Staff, Singapore Army
15 May 2014	Captain Thomas Raivet, Chief of Defence Intelligence, Papua New Guinea Defence Force
22 May 2014	Lieutenant General Georgios Petkos, Chief of Staff, Hellenic National Defense General Staff, Greece
25 May 2014	Major General Ido Nehushtan, former Commander in Chief, Israeli Air Force, Israel
28 May 2014	Lieutenant General Muhammad Munir, Deputy Chief of Staff, Indonesian Army
28 May 2014	General Emmanuel Trinidad Bautista, Chief of Staff of the Armed Forces, Philippines
28 May 2014	General Patrick de Rousiers, Chairman, European Union Military Committee
4 June 2014	General Sergei Bobrov, Advisor to the Governor of Zabaykalsky Krai, Russia
16 June 2014	His Excellency Mr Bogdan Borusewicz, Speaker of the Senate of the Republic of Poland
16 June 2014	President of the Republic of Singapore His Excellency Dr Tony Tan Keng Yam, and Mrs Mary Yam
23 June 2014	Mr Marcus C. Blackmore, Chairman of Blackmores, Australia
24 June 2014	The Honourable Chamal Rajapaksa, Speaker of the Parliament of Sri Lanka
25 June 2014	Major General Tariq Javed, Director General Personnel Administration, Pakistan Army

## List of ceremonies and events during 2013/14

10 July 2013	Defence Indigenous wreathlaying ceremony
28 July 2013	Australian Army Training Team Vietnam Association wreathlaying ceremony
6 August 2013	Afghanistan Gallery official launch
14 August 2013	Vietnam Conference welcome reception
15-16 August 2013	Vietnam Conference and dinner
22 August 2013	Lambert commemorative ceremony
22 August 2013	<i>Salute: Canberra's military heritage</i> exhibition launch
30 August 2013	Operational Service Roll of Honour Panel ceremony
30 August 2013	National Malaya and Borneo Veterans Association wreathlaying ceremony
4 September 2013	Battle for Australia wreathlaying ceremony
6 September 2013	National Servicemen's Association of Australia wreathlaying ceremony
6 September 2013	2/33rd Battalion Association wreathlaying ceremony
13 September 2013	ACT Battle of Britain commemorative wreathlaying ceremony
15 September 2013	<i>Big things in store</i>
23 September 2013	Liam Haven's One Foot Forward March welcome home
23 September 2013	RSL National Conference wreathlaying ceremony
24 September 2013	Australian Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women wreathlaying ceremony
24 September 2013	24th Australian Infantry Battalion plaque dedication ceremony
26 September 2013	Daffodil Squadron wreathlaying ceremony
4 October 2013	National Council of Women of Australia wreathlaying ceremony
9 October 2013	Defence Widows Support Group wreathlaying ceremony
13 October 2013	ACT Solo Piping and Drumming Championship
5 November 2013	Campbell High School wreathlaying ceremony
7 November 2013	Sophisticated Swing performance
8 November 2013	Royal Australian Corps of Signals wreathlaying ceremony
11 November 2013	Roll of Honour ceremony
11 November 2013	Remembrance Day National Ceremony
11 November 2013	Eulogy for the Unknown Australian Soldier plaque unveiling
22 November 2013	57/60th Battalion plaque dedication ceremony
23 November 2013	Salvation Army performance
24 November 2013	2/17th Battalion Royal New South Wales Regiment wreathlaying ceremony
26 November 2013	Wangaratta High School Symphonic Band and Stage Band performance
27 November 2013	<i>Anzac voices</i> exhibition launch
29 November 2013	No. 80 Wing Royal Australian Air Force plaque dedication ceremony
2 December 2013	5/7th Battalion Royal Australian Regiment plaque dedication ceremony
2 December 2013	Army chaplains plaque dedication ceremony
4 December 2013	No. 460 Squadron Royal Australian Air Force function
25 January 2014	Royal Australian Navy Band performance
10 February 2014	Parliamentary Opening wreathlaying ceremony
12 February 2014	<i>Art, war and truth</i> conference opening
14 February 2014	National Servicemen's Association of Australia (ACT Branch) wreathlaying ceremony

19 February 2014	Centenary Logo launch
22 February 2014	Napier Waller reflection ceremony
22 February 2014	Chief of Defence Force pledge ceremony
23 February 2014	<i>Of animals in war</i> event
25 February 2014	<i>Stoker's submarine</i> book launch
28 February 2014	HMAS <i>Perth</i> wreathlaying ceremony
3 March 2014	Australian Army birthday wreathlaying ceremony
4 March 2014	Reservoir RSL wreathlaying ceremony
5 March 2014	Margaret MacMillan lecture
13 March 2014	Red Cross 100th anniversary launch
14 March 2014	United States Embassy Silver Star presentation ceremony
19 March 2014	Taree Historic Motor Club event
20 March 2014	<i>Australia and the Vietnam War</i> book launch
26 March 2014	Her Excellency the Honourable Dame Ms Quentin Bryce AD CVO, Governor-General of the Commonwealth of Australia, commemorative ceremony
28 March 2014	51st Field Regiment plaque dedication ceremony
2 April 2014	Aged care Anzac wreathlaying ceremony
15 April 2014	C.E.W. Bean Foundation dinner
16 April 2014	Australian Defence Force theatre event
24 April 2014	Remembrance Ride welcome
25 April 2014	Anzac Day Dawn Service
25 April 2014	Anzac Day National Ceremony
25 April 2014	Commemorative tree planting by Their Royal Highnesses The Duke and Duchess of Cambridge
6 May 2014	Nurses and midwives wreathlaying ceremony
14 May 2014	Australian Hospital Ship <i>Centaur</i> wreathlaying ceremony
23 May 2014	Submarines Association Australia ACT plaque dedication ceremony
29 May 2014	National Sandakan Remembrance Day wreathlaying ceremony
1 June 2014	Bomber Command Annual Commemorative Day wreathlaying ceremony
13 June 2014	ACT Returned and Services League Congress wreathlaying ceremony
18 June 2014	Keith Payne VC OAM handover event
28 June 2014	Reserve Forces Day wreathlaying ceremony
29 June 2014	23rd Field Regiment Royal Australian Artillery Association wreathlaying ceremony
29 June 2014	<i>Montevideo Maru</i> wreathlaying ceremony



## APPENDIX 5

### Key Acquisitions and Disposals

#### Acquisitions

##### Art

- 1) John Brack, 20 watercolours and sketches, 1942–46. One of Australia's most celebrated artists, Brack produced these works depicting internment camps in Victoria, New South Wales, and Queensland while serving in the AIF. This donation, by the artist's widow, Helen Brack, is a major addition to the Memorial's collection of modern art.
- 2) Horace Moore-Jones, *The landing at Anzac April 1915*, c. 1915 (watercolour on paper). One of the earliest known depictions of the landing on Gallipoli that was, furthermore, painted by an artist who was also a participant. This work was acquired with the support of the Ministry for the Arts through the National Cultural Heritage Account.
- 3) Michael Cook, *Majority rule* (Memorial), 2014 (inkjet print on paper). A major work by a contemporary Indigenous artist that explores the legacy and commemoration of Indigenous military service.
- 4) William Edwin Pidgeon, 600 items including more than 400 works of art. This donation from the estate of the artist, a war correspondent from the Second World War and three-time Archibald Prize winner, includes paintings, watercolours, illustrated letters, scrapbooks, and ephemera. With this donation the Memorial now holds the most comprehensive collection of Pidgeon's work in Australia.
- 5) Hans Sachs poster collection. A rare collection of 13 French, German, Italian, Hungarian, Russian, and Polish First World War propaganda posters purchased from the Hans Sachs Collection auction in New York. Sachs was one of the foremost poster collectors of the early twentieth century. His entire collection was confiscated by the Nazis during the Second World War. In 2012 it was finally repatriated to his grandson in America by the German government and was subsequently offered at auction. This collection of extremely rare posters significantly enhances the Memorial's international poster collection.

##### Military Heraldry and Technology

- 1) The Memorial acquired the Victoria Cross and medal group of Warrant Officer Class 2 Keith Payne VC OAM. The group, comprising 24 medals, will be installed in the Vietnam War section of the Hall of Valour.
- 2) The Memorial also acquired the Victory Medal of Corporal Alexander Burton VC and the Military Medal and campaign medals of Sergeant Stan McDougall VC. The Victoria Crosses belonging to these men, both

awarded during the First World War, were already on display in the Hall of Valour.

- 3) The Australian Defence Force donated two battle-damaged Bushmaster Protected Mobility Vehicles. Both vehicles were hit by improvised explosive devices in Uruzgan province, Afghanistan.
- 4) A rare Victorian Permanent Infantry Officer's uniform (c. 1890) was purchased. It comprises a scarlet tunic, mess jacket, waistcoat, sidecap, waist belt and buckle, cross belt, and pouch.
- 5) Two heritage items from the Tarin Kot base in Afghanistan were delivered to the Memorial by the Prime Minister the Honourable Tony Abbott MP on 30 October 2013. They were the Task Force symbol of a kangaroo and boomerang, previously mounted on the wall of "Poppy's" Recreation Area, and an improvised bell which hung at the chapel.

##### Photographs, Film and Sound

- 1) A donation of approximately 3,000 images in two albums from the No. 458 Squadron RAAF Association. The association started gathering photographs and other memorabilia in the late 1940s, and each album weighs 12 kilograms. This comprehensive collection is a unique and captivating record.
- 2) A collection of 11 images relating to Corporal Gerry Carroll. Corporal Carroll was deployed to Afghanistan from 2 April 2009 to 6 March 2010, and held the rank of Craftsman (CFN) Metalsmith in the Mentoring and Reconstruction Task Force Workshop. The images display Carroll's entrenching tool for the removal of IED's. Before this donation the National Collection did not hold anything of this genre. Included are images of him welding a memorial for Australian soldiers who died during his deployment; this memorial will be donated to the Memorial.
- 3) A collection of 1,500 photographs taken by renowned photo-journalist Stephen Dupont in Afghanistan. The Memorial commissioned Dupont to document changes to the landscape as a result of war and the daily activities of Australian Defence Force personnel in Afghanistan in 2012.
- 4) Ten silver gelatine vintage prints relating to the activities of Turkish forces during the First World War.
- 5) A collection of 12 images of Xena, an Explosives Detection Dog, on a route search in Afghanistan in 2012.

##### Research Centre

- 1) Letter and diary relating to the First World War service of Private Henry George (Harry) Whiting. The letter, dated 17 April 1919, vividly describes Private Whiting's work with the Graves Registration Unit at the end of the war, where he and two of his brothers volunteered to help exhume, identify, and re-inter soldiers killed in

France, including his brother Walter and cousin Henry. Diary covers December 1917 to March 1918.

- 2) Collection of more than 60 letters written by painter, cartoonist, illustrator, and newspaper critic William Edwin Pidgeon to his wife while working as a war correspondent and artist with Consolidated Press in New Guinea, Borneo, and Morotai in 1943–45. Also includes his War Correspondent's Licence and Identification Card.
- 3) Letter dated 28 September 1969 written by Brigadier Stuart Paul "Bill" Weir, Commander 1st Australian Task Force South Vietnam, to Australian entertainer Lorraine Desmond MBE in appreciation for the concert she and her team put on for the troops at Luscombe Bowl on 19 September 1969.
- 4) Hand-drawn map of Lone Pine trenches, dated 28 November 1915, drawn by Tom Oswald Butcher.
- 5) Order of Service for memorial service for Lieutenant Marcus Case, who died of wounds on 30 May 2011. The service was held in Kandahar, Afghanistan, in 2011

## Disposals

### Art

- 1) Will Dyson, duplicate set of 32 lithographs printed by the Australian High Commission in 1918. This set was given to the Canadian War Museum on the occasion of Prime Minister Tony Abbott's visit in June 2014.
- 2) Will Dyson, duplicate set of ten lithographs printed by the Australian High Commission in 1918. This set was given to Museum of the Great War, Péronne, France, via the Office for Australian War Graves.

## Military Heraldry and Technology

- 1) Royal Australian Army Nursing Corps service dress hat, dated 1968. This example was acquired as new and without provenance, and two other hats worn by known nurses have since been acquired. This hat was given to the National Vietnam Veterans Museum at Phillip Island.
- 2) Deletion of six catalogue records as part of a program of data clean-up. These accession records were given to five entirely clothed and equipped mannequins in the 1940s, representing the Royal Flying Corps, Royal Air Force and Australian Flying Corps in the First World War. When the display was dismantled in the early 1980s the individual items on the figures were retained each with their unique accession number. The mannequins were not kept and thus the numbers have been deleted.

## Research Centre

- 1) Several uncatalogued duplicate maps from the series OW85/6 showing the boundaries between different zones of responsibility for American and British Empire forces in the eastern hemisphere during the Second World War – transferred to the Sea Power Centre.
- 2) A "salary payment slip" (or paybook) that belonged to Superior Private Kobayashi Ichir of the Imperial Japanese Army was returned to his family. The document was captured at Hansa Bay on the north coast of New Guinea on 10 July 1944 (AWM82, item 1/2/500213).



The Honourable Tony Abbott MP, Prime Minister of Australia, presents the boomerang and kangaroo sign that was mounted on the original Poppy's recreational centre in Tarin Kot, Afghanistan to Rear Admiral Ken Doolan AO RAN (Retd), Chairman and Dr Brendan Nelson, Director.

## APPENDIX 6

### Travelling Exhibitions

Total travelling exhibitions visits: 4,023,463 to 30/06/2014

	From	To
<b><i>Perspectives: Jon Cattapan and eX de Medici</i></b>		
1. Museum and Art Gallery of the Northern Territory, Darwin, NT	13/04/2013	14/07/2013
2. Wanneroo Library and Cultural Centre, Wanneroo, WA	10/08/2013	22/09/2013
3. Wagga Wagga Art Gallery, Wagga Wagga, NSW	30/11/2013	02/02/2014
<b><i>Shaun Gladwell: Afghanistan</i></b>		
4. Academy Gallery, University of Tasmania, Launceston, TAS	10/07/2013	15/09/2013
5. McClelland Sculpture Park and Gallery, Langwarrin, VIC	20/10/2013	02/02/2014
6. Anne & Gordon Samstag Museum of Art, Adelaide, SA	04/04/2014	18/07/2014
<b><i>Nurses: from Zululand to Afghanistan</i></b>		
7. Museum and Art Gallery of the Northern Territory, Darwin, NT	07/12/2013	09/02/2014
8. Wanneroo Library and Cultural Centre, Wanneroo, WA	28/02/2014	27/04/2014
9. Roma on Bungil Gallery, Roma, QLD	27/06/2014	03/08/2014
<b><i>Remember me: the lost diggers of Vignacourt</i></b>		
10. Queensland Museum, Brisbane, QLD	05/07/2014	20/07/2014
<b><i>Ben Quilty: after Afghanistan</i></b>		
11. Tweed River Art Gallery, Murwillumbah, NSW	21/06/2013	29/09/2014
12. Blue Mountains Cultural Centre, Katoomba, NSW	12/10/2013	08/12/2013
13. Western Plains Cultural Centre, Dubbo, NSW	01/02/2014	30/03/2014
14. Griffith University Art Gallery, Brisbane, QLD	12/04/2014	07/06/2014
<b><i>Reality in flames: modern Australian art and the Second World War</i></b>		
15. S.H. Ervin Gallery, National Trust Centre, Sydney, NSW	07/03/2014	13/04/2014
16. New England Regional Art Museum, Armidale, NSW	24/04/2014	13/07/2014



## APPENDIX 7

## Selected Staff Publications, Lectures, and Talks

- Alexander, Kristen "Desmond Sheen: story of a Battle of Britain pilot", talk, Friends of the Memorial, Australian War Memorial, 13 September 2013.
- Atkinson, Cameron "Mapping their service", talk, Australian War Memorial, 25 March 2014.
- Baddeley, Claire "Place, commemoration, and design: the forgotten landscape heritage of the Australian War Memorial", conference paper, *Imagined pasts: imagined futures*, International Council on Monuments and Sites (ICOMOS) Conference 2013, Canberra, 1 November 2013.
- "Colonial contingents – Australian visual imagery of the Boer War: the empire & the reality", conference paper, *Art, war and truth* conference, School of History, Australian National University, 14 February 2014.
- "Aliens on our shores – internee and prisoner of war images in the art collection", talk, Australian War Memorial, 7 February 2014.
- Life is beautiful*, talk, Sunday film screening series, Australian War Memorial, 23 February 2014.
- "Landscape and memory: Australian War Memorial architecture and landscape design history", talk, University of Canberra Landscape Design students, Australian War Memorial, 19 March 2014.
- "Art and empire: visual imagery of the Boer War (1899–1902)", talk, Australian War Memorial, 21 March 2014.
- "With their service: Australian visual imagery of the Red Cross during the First World War and the Second World War", talk, Australian War Memorial, 12 May 2014.
- Bailey, George "Objects of engineering significance at the Australian War Memorial", conference paper, Engineering Heritage Conference, National Portrait Gallery, Canberra, 19 November 2013.
- "A critical review of the 1996 conservation treatment of a World War Two aircraft carried out at the Australian War Memorial", conference paper, *Aluminium: history, technology and conservation 2014*, Foundation of the American Institute for Conservation of Historic and Artistic Works conference, Smithsonian American Art Museum, Washington DC, 8 April 2014.
- "How museums work", talk, Rosary Primary School, Watson, ACT, 28 May 2014.
- "How museum displays are prepared", talk, Rosary Primary School, Watson, ACT, 15 August 2013.
- "The impact of iron stabilisation treatments on industrial paints", conference paper, *Metal 2013*, interim meeting of the Metal Working Group, International Council of Museums Committee for Conservation, Edinburgh, 19 September 2013.
- "A retrospective look at large technology treatments at the Australian War Memorial from the 1960s to the 1980s", conference paper, *Saving big stuff in tight economic times*, Big Stuff Conference 2013, Canada Science and Technology Museum, Ottawa, 26 September 2013.
- Barnes, Katherine "The most marvellous monsters: Mapping our world: *terra incognita* to Australia", talk, National Library of Australia, Canberra, 16 January 2014.
- "Vietnamese propaganda: exploring national character", talk, Australian War Memorial, 14 April 2014.
- "Histories, heritage, and museums: the Vietnam art collection", talk, Australian National University students, Museums, Art and Society in the Asia-Pacific postgraduate course, Australian War Memorial, 7 May 2014.
- Bell, Adam "Knight lab timeline", talk, Australian Library and Information Association URLs Group ACT, National Library of Australia, Canberra, 4 June 2014.
- Bennie, Anne "Anzac Centenary: engaging with regional and remote communities", talk, Regional Stakeholder Forum, New South Wales Regional Museums and Galleries, Powerhouse Museum, Sydney, 7 November 2013.
- Bennington Stuart "The Research Centre's role and collection in the Australian War Memorial", talk, Records and Information Management Professionals of Australasia (RIMPA) National Conference, Australian War Memorial, 10 September 2013.
- "Autumn leaves", talk, Australian War Memorial, 17 May 2014.

Berelle, Craig	"Effects of war: prisoner of war Europe; Carley float", talk, Narrabundah Early Childhood School, Australian War Memorial, 9 April 2014.
Boyle, Stephanie	<p>"Through hyper-tinted spectacles: adaptations of archival film in television", article, <a href="http://www.thevision.machine.com">www.thevision.machine.com</a>, 13 August 2013.</p> <p>"War through the lens: a screening of archival footage for Vietnam Veterans Day", talk, <i>Vietnam: international perspectives on a long war</i>, Australian War Memorial International History Conference, Australian War Memorial, 28 August 2013.</p> <p>"Recording from the front line", conference paper, <i>She said, he said</i>: Conference of the Oral History Association of Australia, University of South Australia, Adelaide, 27 September 2013.</p> <p>"Recording from the front line", conference paper, Conference of the Australian Sound Recording Association, National Film and Sound Archive, Canberra, 24 October 2013.</p> <p>"Recording from the front line: Australian veterans of Afghanistan", article, <i>Oral History</i>, vol. 42, no. 1, February 2014.</p> <p>"Recording from the front line", article, <i>Wartime</i>, 66, April 2014.</p> <p>"Collecting and preserving film and sound at the Australian War Memorial", lecture, School of Information Studies, Charles Sturt University, Bathurst, New South Wales, 27 May 2014.</p>
Britt, Rebecca	"How to curate a current conflict: lessons from the front line", conference paper, <i>Connecting the edge: within and beyond the museum</i> conference, Museums Australia, Launceston, Tasmania, 17 May 2014.
Bullard, Steven	<p>"Japanese language resources at the Australian War Memorial", conference paper, Japan Studies Association of Australia 2013 Conference, Australian National University, Canberra, 9 July 2013.</p> <p>"Australia in Afghanistan: 2001-2013", article, <i>Wartime</i>, 64, October 2013.</p>
Burgess, Kelly	"Changing art displays: uncover the process", talk, Australian War Memorial, 13 December 2013.
Burness, Peter	<p>"Military sites around Canberra (north)", talk, Friends of the Memorial, coach tour, 17 August 2013.</p> <p>"Australian War Memorial", talk, Department of Foreign Affairs and Trade, Australian War Memorial, 2 October 2013.</p> <p>"Military sites around Canberra (south)", talk, Friends of the Memorial, coach tour, 22 February 2014.</p> <p>"Exhibition text for travelling exhibition", exhibition catalogue, <i>Camera on Gallipoli: the photographs of Sir Charles Ryan</i>, Australian War Memorial, June 2014.</p> <p>"G for George", talk, Human Brochure Discovery Group, Australian War Memorial, 11 June 2014.</p>
Campbell, Emma	<p>"Behind the scenes", article, <i>Wartime</i>, 64, October 2013.</p> <p>"The Salvo on the trail", article, <i>Wartime</i>, 65, January 2014.</p> <p>"Behind the scenes", article, <i>Wartime</i>, 65, January 2014.</p> <p>"A correspondent's view", article, <i>Wartime</i>, 66, April 2014.</p> <p>"Behind the scenes", article, <i>Wartime</i>, 66, April 2014.</p> <p>"Anzac Day on Gallipoli", talk, Red Hill Primary School, 18 May 2014.</p>
Considine, Gabrielle	"The partners project", article, Australian War Memorial website, 8 May 2014.
Ekins, Ashley	<p>"Echoes of Vietnam: 'lessons' from a long war", conference paper, <i>Vietnam: international perspectives on a long war</i>, Australian War Memorial International History Conference, Australian War Memorial, 16 August 2013.</p> <p>"Gallipoli: who do you think you are?", talk, Shrine of Remembrance, Melbourne, 8 April 2014.</p>
Ekins, Ashley; Schyvens, Juliet	"First in, last out: the Australian Army Training Team in Vietnam", article, <i>Wartime</i> , 63, July 2013.
Flood, Nicholas	<p>"Better bench-top photography: tips to improving your during treatment photos of reflective and complex metal objects", conference paper, <i>Metal 2013</i>, interim meeting of the Metal Working Group, International Council of Museums Committee for Conservation, Edinburgh, 14 September 2013.</p> <p>"It goes to show: presenting the conservation of cultural heritage to the public", conference paper, <i>Connecting the edge: within and beyond the museum</i> conference, Museums Australia, Launceston, Tasmania, 18 May 2014.</p>



- "Conference report – Metal 2013", article, Australian Institute for the Conservation of Cultural Material (AICCM) National Newsletter, No. 126, November 2013.
- Gist, David; Heath, Lenore "Tragedy and triumph", article, *Queensland RSL news*, edition 2, April 2014.
- Gooding, Janda "Kimberley Photographic Award", talk, West Kimberley Shire Council, Derby Civic Centre, Derby, Western Australia, 14 September 2013.
- "Physical to virtual: an historical archive in the digital world", book chapter, *The versatile image: photography, digital technologies and the internet*, Leuven University Press, Belgium, February 2014.
- "Fighting for Australianness: Charles Bean, photography and the censor 1916–17", conference paper, *The British Empire and the Great War – colonial societies/cultural responses* conference, Nanyang Technological University, Singapore, 22 February 2014.
- "Angels' work", article, *Wartime*, 64, October 2013.
- Grant, Lachlan "Operations in the Markham–Ramu valleys", book chapter, in Peter Dean (ed.), *Australia 1943: the liberation of New Guinea*, Cambridge University Press, October 2013.
- "D-Day: 70 years on", article, *Wartime*, 66 April 2014.
- "On the Great Crusade: Australian participation in Normandy and the liberation of Western Europe", article, *Wartime*, 66, April 2014.
- "The Last Post: Leslie John Gilbert", article, *Wartime*, 66, April 2014.
- "A neglected role in history", article, *The Canberra Times*, 6 June 2014.
- "They also served: why D-Day matters to Australia", article, *Sydney Morning Herald/The Age/Brisbane Times*, 6 June 2014.
- "They called them 'Hellships': prisoners at sea faced an uncertain fate", article, *Wartime*, 63, July 2013.
- Grant, Lachlan [with Karl James] "The liberation of Australian New Guinea", article, *Wartime*, 64, October 2013.
- Gunn, Anthea "The Australian Official War Art Scheme", talk, Perc Tucker Regional Gallery, Townsville, Queensland, 26 April 2014.
- "The listening angel of the Australian War Memorial", article, *Percevalsangels.com*, exhibition website, Shepparton Art Museum, Victoria, 05 May 2014.
- Heath, Lenore "On commission in the Middle East Area of Operations", article, *Wartime*, 63, July 2013.
- Hewitt, Lauren "*Remember me: the lost diggers of Vignacourt*", talk, Australian War Memorial, 3 July 2013.
- "*Remember me: the lost diggers of Vignacourt*", talk, Australian War Memorial, 24 July 2013.
- "A fragile legacy – *Remember me: the lost diggers of Vignacourt*", talk, Military History Society of New South Wales, History House, Sydney, 12 September 2013.
- "*Remember me: the lost diggers of Vignacourt*", talk, Queensland Museum, Brisbane, 3 and 4 April 2014.
- Heywood, Warwick "*Shaun Gladwell: Afghanistan*", talk, McClelland Sculpture Park and Gallery, Langwarrin, Victoria, 18 October 2013.
- "*Reality in flames*", article, exhibition catalogue, *Reality in flames: modern Australian art and the Second World War*, Australian War Memorial, February 2014.
- "*Reality in flames: modern Australian art and the Second World War*", article, *Icon Magazine*, issue 3, March–April 2014.
- "*Reality in flames: modern Australian art and the Second World War*", article, *Qantas Spirit*, Autumn, February 2014.
- "*Reality in flames: modern Australian art and the Second World War*", talk, S.H. Ervin Gallery, Sydney, 9 March 2014.
- "*Reality in flames*", talk, Armidale Regional Gallery, New South Wales, 24 April 2014.

Holloway, Eleni	<p>"The Enigma Machine", talk, Australian War Memorial, 3 March 2014.</p> <p>"Yarns: First World War stories and patterns from the Memorial's knitted collections", talk, Tuggeranong VIEW Club, Canberra, 25 June 2014.</p>
Hong, Tamsin	<p>"Cotton shield", talk, 2/33rd Battalion commemorative event, Australian War Memorial, 6 September 2013.</p> <p>"Prisoner of war: Gatenby's embroidered blanket", talk, Australian War Memorial, 20 January 2014.</p> <p>"Helmet and camouflage in eX de Medici's work", talk, Australian War Memorial, 7 April 2014.</p>
James, Karl	<p>"The Salamaua magnet", book chapter, in Peter Dean (ed.), <i>Australia 1943: the liberation of New Guinea</i>, Cambridge University Press, Port Melbourne, 2013.</p> <p>"Remembering the Pacific War", lecture, <i>War in the islands: the Second World War in the Pacific</i>, Australian National University, 28 October 2013.</p> <p>"Tobruk and Kokoda", talk, Australian Command and Staff College (ACSC), Australian War Memorial, 14 February 2014.</p> <p>"Spitfires on the continent", article, <i>Wartime</i>, 66, April 2014.</p> <p>"Where you can see Monty in Melbourne", article, <i>Wartime</i>, 66, April 2014.</p> <p>"Not just 'mopping up': Australian aspirations and frustrations in the Pacific war, 1944-45", conference paper, <i>1944: seventy years on: an international conference</i>, the Royal Military Academy Sandhurst, Camberley, Surrey, United Kingdom, 14-17 April 2014.</p>
James, Karl [with Lachlan Grant]	<p>"The liberation of Australian New Guinea", article, <i>Wartime</i>, 64, October 2013.</p>
Johnston, Ryan	<p>"Eduardo Paolozzi: surrealism, sci-fi and pop", book chapter, <i>Making worlds: art and science fiction</i>, Surplus Books, 15 August 2013.</p> <p>"Highways and roadblocks: the First World War and utopian public memory in Australia, then and now", conference paper, <i>War in the visual arts: an international, interdisciplinary conference</i>, University College Cork, Ireland, 12 September 2013.</p> <p>"Thomas Hirschorn: destroyed human bodies", talk, Institute of Modern Art, Brisbane, 24 October 2013.</p> <p>"Between surrealism and pop: the early career of Eduardo Paolozzi", lecture, National Gallery of Victoria, Melbourne, 26 October 2013.</p> <p>"Reality inflamed", article, exhibition catalogue, <i>Reality in flames: modern Australian art and the Second World War</i>, Australian War Memorial, February 2014.</p> <p>"Ben Quilty exhibition opening speech", talk, Western Plains Cultural Centre, Dubbo New South Wales, 7 February 2014.</p> <p>"Conference welcome", talk, <i>Art, war and truth</i> conference, School of History, Australian National University, Canberra, 12 February 2014.</p> <p>"The traffic in history: Australian public memory and the First World War", conference paper, <i>Art, war and truth</i> conference, School of History, Australian National University, Canberra, 14 February 2014.</p> <p>"Competitive memory and comparative commemoration at the centenary of the First World War", conference paper, <i>The British Empire and the Great War – colonial societies/cultural responses</i> conference, Nanyang Technological University, Singapore, 22 February 2014.</p> <p>"Shaun Gladwell: Afghanistan", talk, Samstag Museum, Adelaide, 10 April 2014.</p> <p>"Walking around history", conference paper, <i>Talking the walk/Walking the talk</i>, Walking, the Environment, and Art symposium, School of Art, Australian National University, Canberra, 22 May 2014.</p> <p>"Battlelines: the onward march of war art in Australia", article, <a href="http://www.theconversation.com">www.theconversation.com</a>, 17 June 2014.</p>

- Johnston, Ryan; Butler, Rex; Hawker, Rosemary; Platz, William; Stephens, Elizabeth; and Stephens, Scott
- Johnston, Ryan; Heywood, Warwick
- Jones, Emma; Firth, Jessie
- Kelly, Michael
- Kindred, Emma
- Macgillicuddy, Bridie
- Neale, Kerry
- Nelson, Brendan
- Nelson, Brendon; Willis, Dean; Croker, Jamie; O'Connell, Garth; & Hong, Tamsin
- Nichols, Robert
- "Thomas Hirschorn's touching reality", article, *Photofile*, autumn/winter, April 2014.
- "*Reality in flames: modern Australian art and the Second World War*", talk, S.H. Ervin Gallery, Sydney, 6 April 2014.
- "Pimp my data: a case study of the changes to conservation documentation at the Australian War Memorial", conference paper, Museum Computer Network conference, Montreal, Canada, 23 November 2013.
- "Samichon River, 'The Hook', 24–26 July 1953: the battle that ended the Korean War", talk, Australian War Memorial, 26 September 2013.
- "The Last Post: Corporal John Jackson", article, *Wartime*, 64, October 2013.
- "Korea, Malaya and Vietnam", talk, Australian Command and Staff College, Australian War Memorial, 14 February 2014.
- "Keeping faith with the devils", article, *Wartime*, 66, April 2014.
- "Alan Moore," talk, Australian War Memorial, 5 July 2013.
- "Artists' response to being a prisoner of war in Europe during the Second World War", talk, Australian War Memorial, 20 September 2013.
- "A long way from home: artists in Europe during the Second World War", article, *Wartime*, 66, April 2014.
- "Australian women modernists in the exhibition *Reality in flames*", talk, S.H. Ervin Gallery, Sydney, 23 March 2014.
- "*Disabled, disfigured or both?* Exploring the postwar experiences of facially disfigured Great War soldiers", conference paper, *Commemorating the disabled soldier, 1914–1945* conference, Ypres, Belgium, 6 November 2013.
- "Faces 'from the furthest ends of the earth': disfigured Great War soldiers of Australia and New Zealand", conference paper, 1914FACES2014 project workshop, Exeter, United Kingdom, 13 November 2013.
- "Art calls surgery to its aid: representing the truth of First World War facial wounds at Queen's Hospital, Sidcup", conference paper, *Art, war and truth* conference, School of History, Australian National University, Canberra, 13 February 2014.
- "The national context – the politics of defence", talk, Australian Defence College, Canberra, 24 July 2013.
- Guest speaker, talk, 2013 President's dinner, Sovereign Hill, Ballarat, Victoria, 26 July 2013.
- "Official address as patron of Lifeline", talk, Lifeline Gala Ball, Canberra, 27 July 2013.
- Guest speaker – leadership development seminar, talk, University of Western Sydney Medical Society, Campbelltown Campus, Sydney, 5 August 2013.
- "Boeing leadership dinner", talk, Australian War Memorial, 12 August 2013.
- "Canberra marketing and communications forum", talk, Canberra Convention Centre, 20 August 2013.
- "National military treasures", talk, Novus Foundation, Australian War Memorial, 12 September 2013.
- "The brave new world of digital labels", conference paper, *Connecting the edge: within and beyond the museum* conference, Museums Australia, Launceston, Tasmania, 17 May 2014.

- Pegram, Aaron "Informing the enemy: Australian prisoners and German intelligence on the Western Front", talk, University of the Third Age, Southern Cross Club, Jamieson, ACT, 15 August 2013.
- "Informing the enemy: Australian prisoners and German intelligence on the Western Front", article, *Journal of First World War Studies*, vol.1, August 2013.
- "Informing the enemy: Australian prisoners and German intelligence on the Western Front", talk, Shrine of Remembrance, Melbourne, 21 August 2013.
- "Australian Red Cross in the First World War", talk, The Celtic Club, Canberra Irish Club, Weston, ACT, 15 November 2013.
- "Australian prisoners of war of the First World War", conference paper, Narratives of War Research Group Symposium, *Traces of war*, University of South Australia, Adelaide, 20 November 2013.
- "Highlights of the Australian War Memorial gallery", talk, Human Brochure Group, Australian War Memorial, 11 June 2014.
- "The war the infantry know: Australian soldiers' impressions of Afghanistan", talk, Friends of the Memorial, Australian War Memorial, 11 June 2014.
- "An Australian at First Ypres", article, *Stand to! The Journal of the Western Front Association* (UK), no. 100, issue 1, 2014, pp. 78–79, 20 June 2014.
- "Australian War Memorial/Boronia battlefield tour Western Front", talks, France–Belgium, 18 April to 1 May 2014.
- Preston, Lenny; Wray, Jeff "Ready aim record", conference paper, Conference of the Australian Sound Recording Association, National Film and Sound Archive, Canberra, 23 October 2013.
- Prosser, Cherie "French propaganda: posters from the First World War", talk, Australian War Memorial, 10 February 2014.
- "French propaganda and the depiction of women via posters from the First World War", conference paper, *The British Empire and the Great War – colonial societies/cultural responses* conference, Nanyang Technological University, Singapore, 21 February 2014.
- "A world in flux: an essay on Colin Colahan", article, exhibition catalogue, *Reality in flames: modern Australian art and the Second World War*, Australian War Memorial, February 2014.
- "Men and machines: the art of Colin Colahan", talk, *Reality in flames: modern Australian art and the Second World War* exhibition, S.H. Ervin Gallery, Sydney, 23 March 2014.
- "An artistic view of commemoration from the Boer War to contemporary conflict", talk, Australian War Memorial, 16 May 2014.
- Rebbeck, Amanda "Salute: Canberra's military heritage", talk, Australian War Memorial, 22 and 29 August 2013.
- "Salute: Canberra's military heritage", talk, Friends of the Memorial, Australian War Memorial, 24 August and 13 September 2013.
- "Salute: Canberra's military heritage", talk, Australian War Memorial, 1, 4, and 18 September 2013.
- "Salute: Canberra's military heritage", talk, Australian War Memorial, 2, 9, and 23 October 2013.
- "Salute: Canberra's military heritage", talk, Australian War Memorial, 1, 6, and 13 November 2013.
- Reeve, Barbara "The identification, management, and display of radioactive items at the Australian War Memorial", lecture, *Hazards in museum collections conference*, Vienna, 27–29 March 2014.
- Reeve, Barbara; Lewincamp, Sophie "Veterans and students: enhancing community engagement at the Returned and Services League LifeCare War Museum, Narrabeen", article, *Journal of the Institute of Conservation*, vol. 37, issue 1, March 2014.
- Roche, Ally "Curator-led tour of *Salute: Canberra's military heritage*", talk, Australian War Memorial, 11 September 2013.
- "Curator-led tour of *Salute: Canberra's military heritage*", talk, Australian War Memorial, 19 September 2013.
- "Salute: Canberra's military heritage", talk, Australian War Memorial, 16 October 2013.
- "Salute: Canberra's military heritage", talk, Australian War Memorial, 30 October 2013.
- "Salute: Canberra's military heritage", talk, Australian War Memorial, 10 November 2013.

- Rutherford, Dianne "We send you the following report", article, *Inside History Magazine*, March/April 2014.  
 "The mystery of the Emden bell", talk, Australian War Memorial, 28 April 2014.  
 "Archaeology week – Gallipoli and Fromelles", talk, Friends of the Memorial and Canberra Archaeological Society, Australian War Memorial, 19 May 2014.  
 "'From your dead soldier son': the conscription referenda 1916–17", article, *Icon Magazine*, issue 1, November–December 2013.  
 "Anzac voices: the conscription referendum 1916", article, *Qantas Spirit of Regional Australia*, Summer, 2013–14.
- Smedley, Joanne "Nurses: from Zululand to Afghanistan", talk, Wanneroo Cultural Centre, Wanneroo, Western Australia, 27 and 28 February 2014.
- Torrens, Alex "Tony Albert: NORFORCE", talk, Australian War Memorial, 7 March 2014.  
 "Han Sachs posters", talk, Australian War Memorial, 6 June 2014.
- Torrens, Alex; Zihrul, Nick "TASS poster studio", talk, Australian War Memorial, 4 April 2014.
- van Dyk, Robyn "Copyright and the digital economy DP79", article, Australian Law Reform Commission inquiry: copyright and the digital economy – discussion paper 79, 31 July 2013.  
 "Anzac connections: the Australian War Memorial's centenary digitisation and web initiative", conference paper, NSW and ACT Family History Associations annual conference, Canberra, 22 September 2013.  
 "Anzac voices: the notebook from Gallipoli that saved Private John Croft's life", article, *Highlife Magazine*, October 2013.  
 "Anzac voices", talk, Australian War Memorial, 1 and 4 December 2013.  
 "Anzac voices", talk and tour for musicians Lee Kernaghan and Garth Porter, Australian War Memorial, 19 December 2013.  
 "Researching Indigenous service at the Australian War Memorial", talk, Stolen Generation Link-Up researchers, AIATSIS Family History Unit, Canberra, 1 April 2014.  
 "Wartime records of General Sir John Monash available online", talk, Parliament House, Canberra, 25 June 2014.  
 "Anzacs and the Empire", article, *Inside History Magazine*, November–December 2013.
- van Dyk, Robyn and Tibbitts, Craig "Anzac voices", talk, Australian War Memorial, 6 December 2013.
- Wadman, Ashleigh "Medal group of NX32179 Corporal Leslie John Cook, 2/33rd Battalion", talk, veterans and relatives of 2/33rd Battalion, Australian War Memorial, 6 September 2013.  
 "Cricket and Changi prisoners of war", talk, Australian War Memorial, 17 March 2014.
- Walker, Carlie "Audacity: stories of heroic Australians in wartime", book, Department of Veterans' Affairs, Canberra, March 2014.
- Webb, Jessie "Knitting for the troops", talk, Australian War Memorial, 12 September 2013.  
 "Knitting for the troops", talk, Australian War Memorial, 10 October 2013.
- Webster, Laura "Bellona and Bomber Command: Sculpture and commemoration in the Memorial's sculpture garden", talk, Australian War Memorial, 13 March 2014.  
 "Ben Quilty: after Afghanistan and the Australian War Memorial", talk, Griffith University Art Gallery, Brisbane, 11 and 12 April 2014.
- Wishart, Alison "Reading between the recipes of *Our cookery book*", article, *Text*, no. 24, November 2013.  
 "Review of the National Library of Australia's *City of trees* exhibition", article, *reCollections*, vol. 8, no. 2, November 2013.  
 "Conducting oral history interviews", talk, Curtin Turns 50 Oral History Group, Curtin Community Hall, ACT, 17 May 2014.  
 "29 blog posts: deploying to the Middle East Area of Operations", article, Australian War Memorial website, 12 March to 9 April 2014.

## APPENDIX 8

### Staffing Overview as at 30 June 2014

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

#### *Ongoing and non-ongoing staff (excludes Statutory Officer)*

	2012-13			2013-14		
	Female	Male	Total	Female	Male	Total
Ongoing full-time	121	117	238	133	123	256
Ongoing part-time	19	5	24	13	3	16
Non-ongoing full-time	46	25	71	27	21	48
Non-ongoing part-time	3	0	3	5	3	8
Casual	16	9	25	19	9	28
<b>Total</b>	<b>205</b>	<b>156</b>	<b>361</b>	<b>197</b>	<b>160</b>	<b>357</b>

#### *Senior Executive Staff*

	2012-13			2013-14		
	Female	Male	Total	Female	Male	Total
Band 1	3	1	4	2	1	3
<b>Total</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>3</b>

#### *Staff by classification and gender*

	2012-13			2013-14		
	Female	Male	Total	Female	Male	Total
APS 1	0	0	0	0	0	0
APS 2	18	20	38	13	18	31
APS 3	41	29	70	39	26	65
APS 4	21	11	32	20	15	35
APS 5	18	13	31	16	16	32
APS 6	30	23	53	33	25	58
AWM BBB	1	1	2	2	1	3
AWM BB1	0	4	4	0	3	3
AWM BB2	0	1	1	0	1	1
AWM BB3	38	17	55	33	20	53
AWM BB4	2	3	5	1	4	5
EL 1	23	23	46	29	17	46
EL 2	10	9	19	9	12	21
SES	3	1	4	2	1	3
STAT OFF	0	1	1	0	1	1
<b>Total</b>	<b>205</b>	<b>156</b>	<b>361</b>	<b>197</b>	<b>160</b>	<b>357</b>



	Total Staff		Women		ATSI		BO		BO+ENFL		PWD	
	No.		No.	%	No.	%	No.	%	No.	%	No.	%
APS 1-2	31		13	41.9	0	0	3	9.7	1	3.2	0	0
APS 3-4	100		59	59.0	0	0	5	5.0	0	0	1	1
APS 5-6	90		49	54.4	1	1.1	6	6.7	1	1.1	1	1.1
BBB-AWMBB1	6		2	33.3	0	0	0	0	0	0	0	0
AWMBB2-BB3	54		33	61.1	1	1.9	6	11.1	1	1.9	2	3.7
AWMBB4	5		1	20.0	0	0	2	40.0	1	20.0	1	20.0
EL 1	46		29	63.0	0	0	5	10.9	0	0	1	2.2
EL 2	21		9	42.9	0	0	2	9.5	0	0	0	0
SES and STAT	4		2	50.0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>357</b>		<b>197</b>	<b>55.2</b>	<b>2</b>	<b>0.6</b>	<b>29</b>	<b>8.1</b>	<b>4</b>	<b>1.1</b>	<b>6</b>	<b>1.7</b>

ATSI = Aboriginal and Torres Strait Islander; BO = born overseas; BO+ENFL = born overseas and did not speak English as a first language; PWD = people with a disability

## APPENDIX 9

### Major Sponsors

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AC	Companion in the Order of Australia	LTO	Large Technology Object
ACT	Australian Capital Territory	MBE	Member of the British Empire
ADF	Australian Defence Force	MC	Military Cross
AIF	Australian Imperial Force	MG	Medal for Gallantry
AM	Member in the Order of Australia	MICA	Memorial Integrated Collection Access System
ANAO	Australian National Audit Office	MP	Member of Parliament
ANU	Australian National University	NSW	New South Wales
Anzac	Australian and New Zealand Army Corps	NT	Northern Territory
AO	Officer in the Order of Australia	OAM	Medal of the Order of Australia
APS	Australian Public Service	PICTION	Collection management and ordering system
AWM	Australian War Memorial	Qld	Queensland
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>	RAAF	Royal Australian Air Force
CAS	Client Access System	RAN	Royal Australian Navy
CEO	Chief Executive Officer	RIMPAC	Rim of the Pacific
CFO	Chief Finance Officer	RSL	Returned and Services League of Australia
CIT	Canberra Institute of Technology	SA	South Australia
CMG	Corporate Management Group	SG	Star of Gallantry
Comcover	Commonwealth insurance company	SMG	Senior Management Group
Comcare	Commonwealth Workers Compensation company	Tas.	Tasmania
CPA	Certified Practising Accountant	UK	United Kingdom
CSC	Conspicuous Service Cross	UPS	uninterruptable power supply
CVO	Commander of the Royal Victorian Order	USA	United States of America
DFC	Distinguished Flying Cross	VC	Victoria Cross
DVA	Department of Veterans' Affairs	Vic.	Victoria
EDRMS	Electronic Document and Record Management System	VIP	Very Important Person
EPBC	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>	WA	Western Australia
FACC	Finance, Audit, and Compliance Committee	WHS	Work Health and Safety
FBT	Fringe Benefits Tax		
FOI	Freedom of Information		
GST	Goods and Services Tax		
HMAS	His/Her Majesty's Australian Ship		
HMP	Heritage Management Plan		
HR	Human Resource		
ICT	Information and Communications Technology		
IMSG	Information Management Steering Group		
INTERFET	International Force for East Timor		
IT	Information Technology		
KPI	Key Performance Indicator		

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