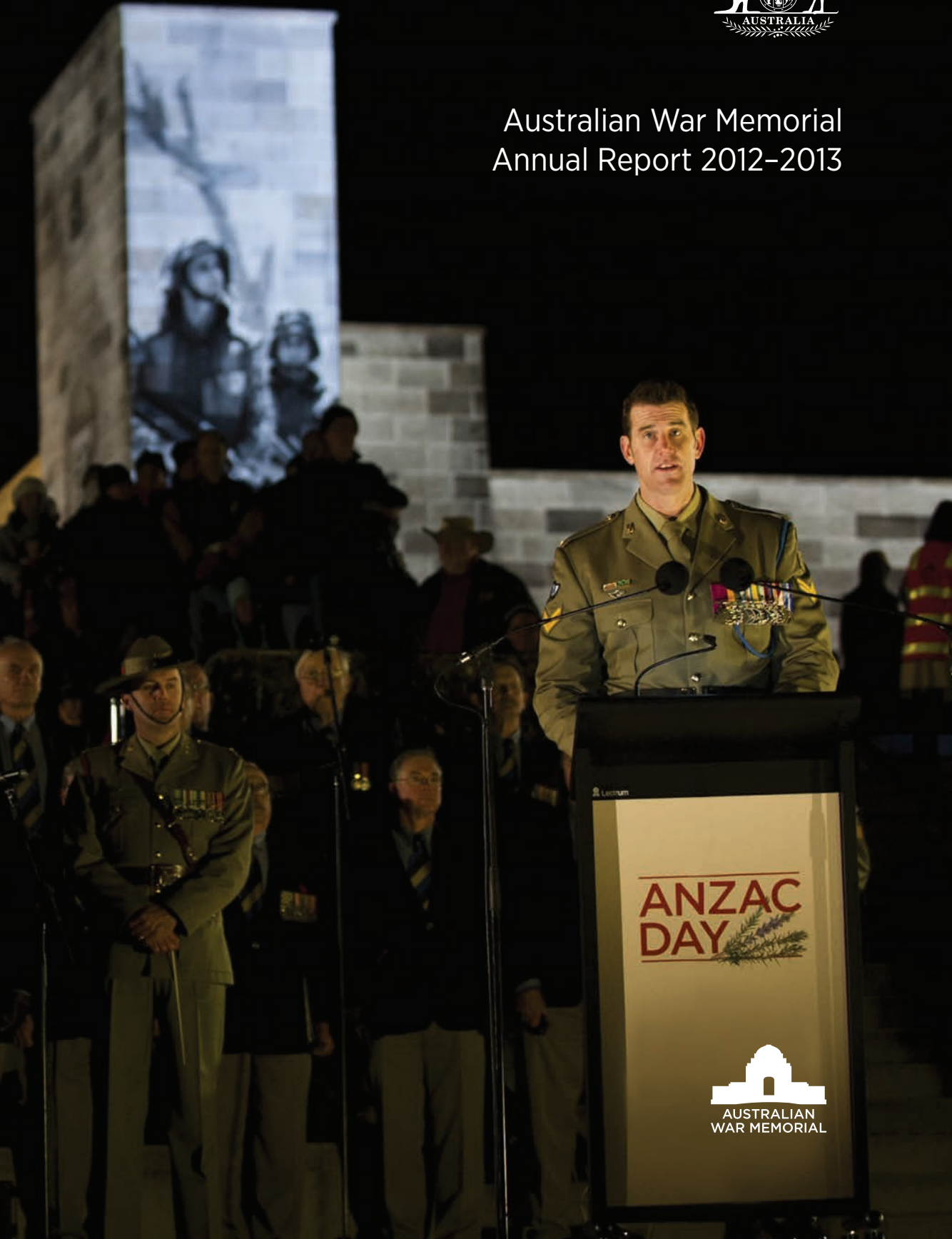




Australian War Memorial Annual Report 2012–2013



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DAY





Australian War Memorial Annual Report 2012–2013



Annual report for the year ended 30 June 2013, together with the financial statements and the report of the Auditor-General

Corporal Mark Donaldson VC, Mr Keith Payne VC OAM, Corporal Daniel Keighran VC, and Corporal Ben Roberts-Smith VC MG at the inaugural Last Post Ceremony.



Images produced courtesy of the Australian War Memorial, Canberra

Cover image:

Enhancements to the Dawn Service included projections on the building, and Corporal Ben Roberts-Smith VC MG (pictured) reading letters from soldiers before the service. Photo courtesy *The Canberra Times*.

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ISSN 1441 4198

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Australian War Memorial
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Canberra, ACT 2601
Australia

www.awm.gov.au



Mrs Elaine Doolan, Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman of the Council of the Australian War Memorial, His Royal Highness the Prince of Wales, Her Royal Highness the Duchess of Cornwall escorted by Ms Nola Anderson, then Acting Director, through the Commemorative Area.



14 August 2013

The Hon Warren Snowdon, MP
Minister for Veterans' Affairs
Parliament House
CANBERRA ACT 2600

Dear Minister

We have pleasure in submitting the 2012-2013 Annual Report of the Australian War Memorial in accordance with section 9 of the *Commonwealth Authorities and Companies (CAC) Act 1997*.

It has been prepared in accordance with the requirements referred to in subsection 9(1) of the *CAC Act* and has been approved by the Council of the Australian War Memorial.

Subsection 9(3) of the *CAC Act* requires the Minister to cause a copy of the report to be laid before each House of the Parliament within fifteen sitting days after the day on which the Minister received the report.

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

Dr Brendan Nelson
Director

ONE OF THE WORLD'S GREAT MUSEUMS

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ACCEPTANCE OF THE REPORT

The Council of the Australian War Memorial is responsible under section 9 of the *Commonwealth Authorities and Companies Act 1997* for the preparation and content of the report of operation of the Australian War Memorial. The 2012-2013 Annual Report has been prepared in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Order 2008*.

In accordance with a resolution of the Council of the Australian War Memorial, passed on 14 August 2013, the members of Council accept the 2012-2013 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

Air Vice-Marshal Julie Hammer AM CSC (Ret'd)
Chair of Finance, Audit, and Compliance
Committee

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The Honourable Julia Gillard, then Prime Minister of Australia, Her Excellency the Honourable Quentin Bryce AC CVO, the Governor-General of the Commonwealth of Australia, and Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman of the Council of the Australian War Memorial viewing the *Remember me: the lost diggers of Vignacourt* on Remembrance Day 2012.

INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2013 follows the format for an Annual Report for a Commonwealth Authority in accordance with the *Commonwealth Authorities and Companies (CAC) (Report of Operations) Orders 2008* under the *CAC Act 1997*. Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

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

Part One

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

Part Two

Corporate Operations includes the Director's highlights and overview of the Memorial's performance during 2012–13.

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.

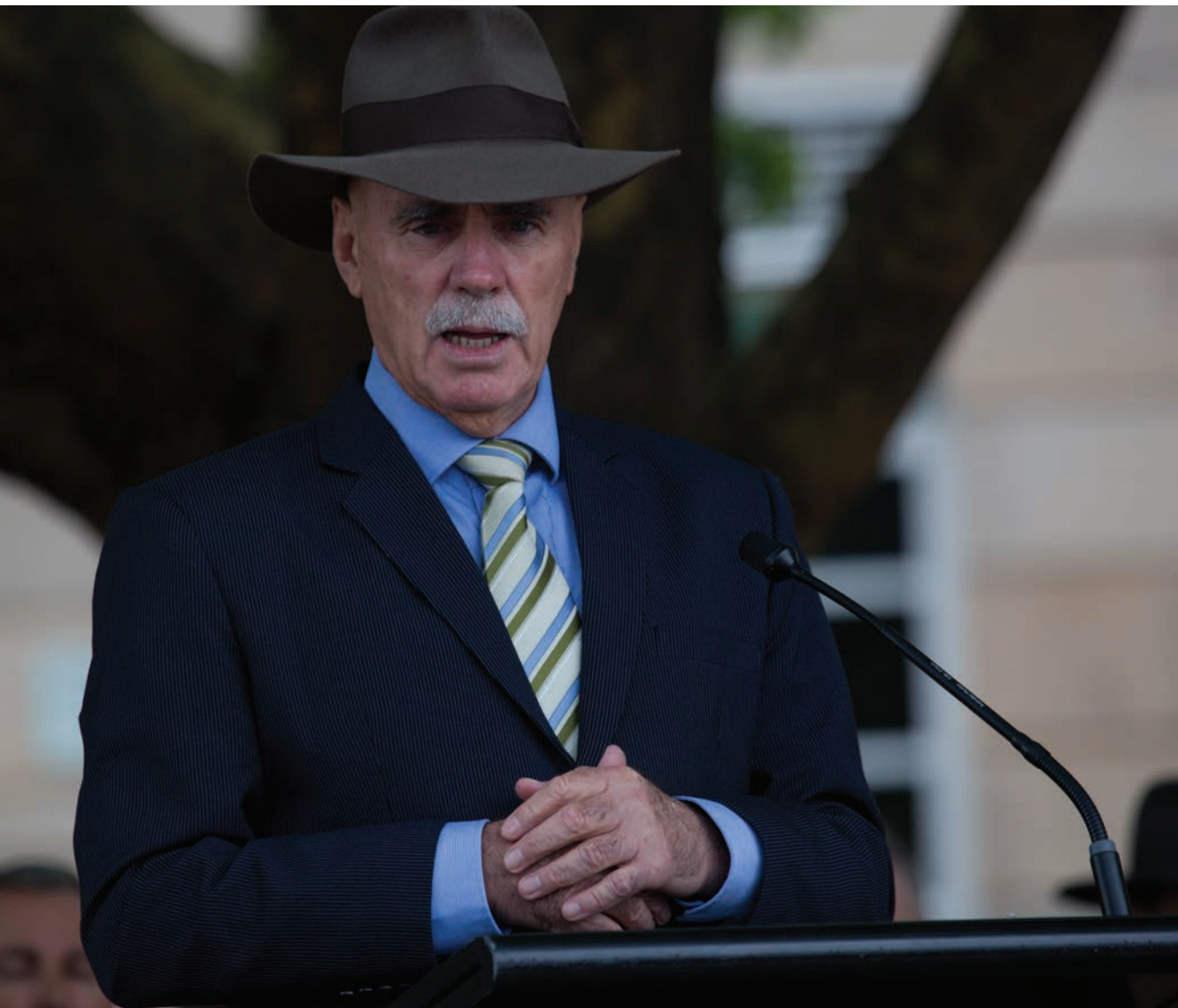
Contact Officer

The contact officer for enquiries about this report is:

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Corporate Services
Australian War Memorial
GPO Box 345
Canberra ACT 2601

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Fax: (02) 6243 4330
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A copy of this report may be found on the Memorial's website at www.awm.gov.au



The Honourable Warren Snowdon MP, Minister for Veterans' Affairs.

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Excited visitors welcome royal visitors



Parliamentary leaders lay a wreath in the Hall of Memory



New exhibitions:
Ben Quilty: After Afghanistan
Remember me: the lost diggers of Vignacourt



Increased sponsorship and partnerships





New publications and new acquisitions



Last Post Ceremony



Fully subscribed conference



Record crowds at the enhanced Dawn Service



Over 20,000 attended Open Day and Beating Retreat



The year in figures ...

Visitors:

- Over **900,500** visitors to Memorial and its storage facility in Mitchell, Canberra
- Over **286,000** visitors made their first visit to the Memorial
- High attendances at ceremonies:
 - **25,000** at the new Last Post Ceremonies
 - **35,000** at the ANZAC Day Dawn Service
 - **17,500** at the ANZAC Day National Ceremony
- Over **1.1 million** visitors to Memorial exhibitions and Travelling Exhibitions
- Over **200,400** visitors to Travelling Exhibitions
- Over **193,000** visitors attended Memorial programs including **20,000** visitors at Open Day and **6,000** at Beating Retreat
- At least **12** free highlight tours conducted by voluntary guides each day
- Media coverage to an audience of over **46 million** during the ANZAC Day period

Collection:

Over **10,000** items acquired for the National Collection

Over **336,000** National Collection items that can be accessed via online public databases

Education:

- **73** Memorial Boxes loaned across the country used by over **38,000** students
- Over **127,000** school student visitors
- Over **93,000** students participating in facilitated programs
- Over **4,500** students participated in a school wreathlaying ceremony

Research and online access:

- Over **4.167 million** visits to the website, a **13** per cent increase from last year
- Over **20,000** visitors to the Reading Room accessed over **17,290** collection items
- Over **22,400** research enquiries answered
- Over **8.8 million** page views accessing online research facilities



Ms Nola Anderson, then Acting Director (left), and Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman of the Council of the Australian War Memorial (right), escort His Excellency Benigno S. Aquino III, President of the Republic of Philippines, by the Roll of Honour during his visit.



Projections on the Memorial building for ANZAC Day 2013.

CORPORATE GOVERNANCE

Throughout the financial year 2012-13 the commemorative, educative, research, and historical display activities of the Australian War Memorial continued to evolve and improve. In many instances these changes exceeded the expectations of Australians and deeply impressed our fellow citizens and our many visitors from other lands.

These outstanding achievements were due in large part to the dedication, professionalism, and hard work of the Memorial's paid and volunteer staff. The expert teams of specialists in so many disciplines who make up the paid staff continue to provide excellent results.

We also derive enormous benefit from the efforts of those who volunteer in so many ways to help on a day-to-day basis. The Council is especially grateful to these dedicated people and thanks them for their outstanding contribution.

Council also commends the outstanding service rendered by the Director, the Honourable Dr Brendan Nelson, his distinguished predecessor, Major General Steve Gower AO

AO(Mil) (Ret'd), and the Acting Director for much of 2012, Ms Nola Anderson.

We are deeply appreciative of all that has been and is being done by the many dedicated Australians whose efforts are directed at ensuring the Memorial remains the pre-eminent national commemorative icon.

A particular focus in the lead-up to the centenary of the First World War is the redevelopment of the Memorial's First World War galleries. These were closed to the public in June 2013 to allow this work to progress. Members of staff have begun the task of moving or removing the dioramas and artefacts, and structural work is now under way. Council remains confident that this project will be completed in time for reopening at an appropriate time during the centenary of the First World War.

Another centenary project with which the Memorial is involved in conjunction with the ANZAC Centenary Advisory Board is the ANZAC Centenary Touring Exhibition.

The Government recently announced an allocation of \$10 million in seed funding to the Memorial to allow work on this project to commence. Concepts are now being developed in the expectation that supplementary funds to support the tour will be made available from the ANZAC Centenary Public Fund.

Two exhibitions of particular importance opened at the Memorial during the year. The first was the display of the Long Tan cross on loan from the Dong Nai Museum and the Ministry of Culture, Socialist Republic of Vietnam. Her Excellency the Governor-General graced the Memorial with her presence when this exhibition opened, and Major Harry Smith SG MC (Ret'd) and many of the veterans of the battle of Long Tan were present both then and when the exhibition closed in June 2013. The second equally important exhibition was *Remember me: the lost diggers of Vignacourt*, made possible by the generosity of Council member Mr Kerry Stokes AC and Seven Group Holdings. This historically outstanding exhibition continues to attract praise from visitors to the Memorial.

An issue of concern to Council during the past year was advice from the Department of Finance and Deregulation about the Commonwealth Financial Accountability Review proposals. To ensure our concerns regarding the possible deleterious impact these proposals might have on the operations of the Memorial were made known to Government, Dr Nelson and I met with the then Prime Minister, the Honourable Julia Gillard MP, and, separately, with the Minister for Veterans' Affairs, the Honourable Warren Snowdon MP. We continue to closely monitor the ongoing development of these proposals.

The major national commemorative ceremonies on Remembrance Day 2012 and ANZAC Day 2013 were well attended, with the ANZAC Day Dawn Service drawing a crowd of 35,000, a marked increase on previous years. On Remembrance Day 2012, in the presence of families and the Chief of Army, Lieutenant General David Morrison AO, the names of nine soldiers who had been killed in action were added to the Afghanistan panel of the Roll of Honour. This private commemorative ceremony for those who grieve for their loved ones is an especially poignant reminder of the importance of the Roll of Honour in paying tribute to the nation's fallen. The exclusion of officials and representatives of the news media from this event ensures the solemnity and dignity of the occasion and is much appreciated by those who mourn.

One Council decision of particular note during the year was the inclusion on the Roll of Honour of the names of Australian servicemen and servicewomen who have died on operational service, including non-warlike service. Council agreed that these names, formerly listed in the Remembrance Book, will now be included on a new bronze panel on the Roll of Honour.

The Memorial continues to benefit greatly from the ongoing generosity of several major benefactors. The Council particularly thanks one of its members, Mr Kerry



Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman of the Council of the Australian War Memorial, with His Excellency Mr Lee Hsien Loong, Prime Minister of the Republic of Singapore, walking along the Roll of Honour.

Stokes AC of Seven Group Holdings. It also wishes to thank Boeing Australia, the State Governments of New South Wales and Western Australia, as well as the ACT Government, BAE Systems, Qantas, Kingold, the De Lambert Largesse Foundation and Visions Australia (Office of the Arts). The generous support of these and others allows for ongoing development of the Memorial and the staging of significant public programs. Just as important are the kind and very generous bequests and donations the Memorial receives from the general public. I must also acknowledge the many members of our loyalty program, Friends of the Memorial. The Council is most grateful for this sustained support.

Ms Wendy Sharpe retired as a Council Member towards the end of the financial year, and I join the other members of Council in wishing her all the best for the future. Wendy has made an enormous contribution to the effectiveness of the

Council since being appointed in 2005, and we thank her for her efforts on behalf of the Memorial.

Members of Council extend their congratulations to the Honourable Graham Edwards AM on his reappointment as a member of Council for a further three years and to Ms Gabrielle Trainor on her recent appointment.

Particular thanks are due to two long-serving and highly valued members of staff of the Australian War Memorial. Major General Steve Gower retired from the demanding position of Director on 31 August 2012 after 16 years' outstanding service. He leaves a remarkable legacy of development and expansion, and has every right to be enormously proud of his achievements as Director. All members of Council join with me in conveying thanks and our gratitude to Steve, along with our very best wishes for the future.

We also commend and thank Ms Nola Anderson for her work, not only as Acting Director during much of 2012 but also as a senior member of the staff of the Australian War Memorial over two decades. Nola made a huge contribution to the Memorial during this period, and the publication of her book *Australian War Memorial: treasures from a century of collecting* during the year was a crowning achievement of her illustrious career.

Council welcomed the appointment of Dr Nelson as Director of the Memorial from 17 December 2012 and has been fully supportive of the initiatives he has taken since he took up his post. The enhancements he instigated to the ANZAC Day Dawn Service at the Memorial were a great success and augur well for Dr Nelson's vision for the future of the Memorial.

Finally, on behalf of Council, I thank the Australian Government and the Department of Veterans' Affairs for their essential ongoing support of the Australian War Memorial.

Rear Admiral Ken Doolan AO RAN (Ret'd)

Chairman

Corporate Governance Structure

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

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

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

Council of the Memorial

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

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

- establishes the strategic direction and vision of the Memorial
- approves the goals and key objectives of the Memorial
- approves the annual budget and monitors expenditure and financial reporting, including for major projects
- ensures agreed corporate objectives are met
- adopts a strategic plan, which includes a business plan with objectives and key reporting measures
- ensures the Memorial has adequate financial resources to meet known and planned future commitments
- ensures that systems, processes, and internal controls are in place for effective management and monitoring of the principal risks to which the Memorial is exposed
- ensures that satisfactory procedures are in place for auditing the Memorial's financial affairs and that the scope of internal and external audit is adequate
- 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 annually in terms of the achievement of targets associated with the outputs specified in the Business Plan. A report on Council activities is included under Output 1.9.

New Council members are expected to undertake orientation training 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.

Council of the Australian War Memorial 2012-13

Back (left to right): Dr Allan Hawke AC; Major General Paul Stevens AO (Ret'd); Mr Peter FitzSimons AM; Air Marshal Geoff Brown AO, Chief of Air Force; Vice Admiral Ray Griggs AO CSC RAN, Chief of Navy; Lieutenant General David Morrison AO, Chief of Army.

Front (left to right): The Honourable Graham Edwards AM; Ms Wendy Sharpe; Rear Admiral Ken Doolan AO RAN (Ret'd); Air Vice-Marshal Julie Hammer AM CSC (Ret'd); Mr Kerry Stokes AC; Mr Kevin Woods CSC OAM; Dr Brendan Nelson, Director. Absent: Ms Jane McAloon. Ms Gabrielle Trainor (appointed 30 June 2013)



ANZAC Day 2013





One of the two Australian Light Armoured Vehicles (ASLAVs) at the conclusion of the ANZAC Day 2013 march.



Dr Brendan Nelson, Director, lays the first wreath during the inaugural Last Post Ceremony.

CORPORATE OPERATIONS

It is a privilege and an honour to step into the role of Director as we head towards the centenary of the First World War. The contribution of Major General Steve Gower AO AO(Mil) (Ret'd) over 16 years is a towering one for which our nation owes him a great debt. So too, after 25 years of loyal service to the Memorial, culminating in the publication of her book, *Australian War Memorial: treasures from a century of collecting*, Nola Anderson steered us through much of the past year as Acting Director before her departure. Both left their significant marks on the Memorial, and through it on Australia.

With the centenary of the First World War keenly in our sights, the focus has extended to enriching some of our commemorative ceremonies. The Closing Ceremony has been enhanced, renamed the Last Post Ceremony, and officially launched on 17 April 2013. It now includes singing the National Anthem, a representative from the Australian Defence Force reading the Ode and the story of a person from the Roll of Honour, as well as the sounding of the Last

Post and the laying of wreaths by members of the public. The ceremony is also filmed and streamed live over the internet so that it can be viewed across Australia and all around the world.

The National Remembrance Day ceremony was conducted on 11 November 2012. It was attended by just over 3,800 people, including Her Excellency Ms Quentin Bryce AC CVO, the Governor-General of the Commonwealth of Australia, and the Honourable Julia Gillard MP, Prime Minister of the Commonwealth of Australia. The commemorative address was given by General David Hurley, Chief of the Defence Force. One hundred and two students, from around Australia, laid poppies symbolising the more than 102,000 Australian servicemen and women who have died in war. The ceremony also included the Tri-Service Guard of Honour, mounted by Australia's Federation Guard, accompanied by the Band of the Royal Military College. Prior to the national ceremony, family members, representatives from the Defence Force, the Acting

Director, and the Chairman were in attendance at a ceremony for the addition of nine names to the Roll of Honour.

Several new elements were introduced for the Dawn Service and National Ceremony on ANZAC Day 2013. These included the projection of still images from our rich archive and the names of battlefields onto the iconic Memorial building; the reading of personal letters and diaries by actor Leith Arundel and Corporal Ben Roberts-Smith VC MG; and the provision of large screens that allow visitors to view the ceremony from a distance. From all accounts these enhancements have been well received. Attendance for the three ceremonies increased from last year with a record 35,000 (a 40 per cent increase) attending the Dawn Service and a further 17,500 (a 25 per cent increase) attending the National Ceremony. We will continue to work to further refine these ceremonies in the lead-up to 2015.

Then Prime Minister the Honourable Julia Gillard MP and Opposition Leader, the Honourable Tony Abbott MP, both attended the Memorial on the first parliamentary sitting day of 2013 and each laid a wreath – together. This was in itself a significant milestone in the evolution of the Memorial's role as a place of national commemoration.

This past year saw the redevelopment of the First World War galleries progress steadily. This project is the centrepiece of the Memorial's centenary activities. The statutory approval process was successfully completed and the design for the new galleries was considered and approved by senior management and Council. The current galleries closed in June 2013, allowing primary works to commence. The current painstaking conservation work on the dioramas will ensure that they will continue their significant role in telling the story of the First World War. A temporary exhibition, *ANZAC voices* will provide a First World War experience in the galleries. It focuses on the collection of personal diaries and letters from soldiers to their loved ones and will be a moving visitor experience.

Progress also continued on a number of other projects the Memorial will deliver for the centenary. These include ANZAC Connections, which will make the collection more accessible online; Exhibition in a Box, which will provide communities what they need to do their own centenary display; a joint history conference with the Australian National University; and a Centenary Touring Exhibition on behalf of the Australian Government and ANZAC Centenary Advisory Board. I expect the Memorial to be heavily involved in the creation of the touring exhibition, which will include items from our collection, light and image projections of the First World War onto buildings of visited communities, and an electronic storyboard among other initiatives.

Memorial Open Day on 6 April was a great success. All sections of the Memorial, as well as a number of private and community organisations, contributed to the day. Significant support from the Australian Defence Force was

provided, including the Roulettes, helicopters, Beating Retreat and a concert by the Band of the Royal Military College. More than 20,000 people attended the Open Day and an estimated 6,000 attended Beating Retreat.

I was very pleased to open the *Ben Quilty: after Afghanistan* travelling exhibition at the National Art School in Sydney on 20 February 2013. Ben is an acclaimed and gifted artist befitting the Memorial's tradition of commissioning official war artists. The other key exhibition opened during the year was *Remember me: the lost diggers of Vignacourt*, featuring superb images from the glass photographic plates from the Louis and Antoinette Thuillier First World War collection donated by Mr Kerry Stokes AC and Seven Group Holdings. Both exhibitions will travel the country as part of the Travelling Exhibitions program.

We were delighted to welcome over 900,500 visitors to the Memorial during the year, including His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall; His Excellency Mr Sebastián Piñera, President of the Republic of Chile; and His Excellency Benigno S. Aquino III, President of the Republic of Philippines.

The Memorial grounds and building are important aspects of our visitors' experience, and as such we have plans to develop the commemorative area to augment the visitor experience provided by the galleries. These include implementing the Site Lighting Plan; bringing the Roll of Honour to life through audio recording by children from the length and breadth of Australia of the names on the First World War Roll of Honour; introducing long-term displays of objects in the grounds; and, in preparation for its 20th anniversary, giving greater prominence to the powerful speech given by the Honourable Paul Keating MP at the reinterment of the Unknown Australian Soldier.

The ongoing maintenance and development of the National Collection continued to be a key focus for 2012–13 with key acquisitions being made across the breadth of the collection. These included *In the trenches*, c. 1917, an extremely rare work by Napier Waller produced during or in immediate response to action on the Western Front in the first months of 1917; and *The dance*, 2000, a major work by Julie Dowling, a senior Indigenous painter, reflecting on her father's career in the Royal Australian Air Force. A 4.5-inch QF howitzer, the type used extensively by Australian artillery during the First World War, was acquired from the Royal Australian Artillery Historical Company, and the Australian Defence Force Joint Operations Command donated part of an engine cowling from a Black Hawk helicopter which crashed in Afghanistan in June 2010, killing three Australians. The cowling was used as a stretcher to assist in the recovery of the injured. As part of the ongoing video diary program, volunteers from the Royal Australian Navy filmed daily life and activities on an Australian submarine, HMAS *Farncomb*, while on Rim of the Pacific (RIMPAC) exercises. The Research Centre added the Chief of Army's Order of the Day for the awarding of the

Victoria Cross to Corporal Daniel Keighran on 1 November 2012, and handwritten and typed nominal rolls of the 2/10th Field Company, Royal Australian Engineers, while it was held in Changi prisoner-of-war camp.

The Collection Development Program also includes ongoing official commissions of artists, photographers and cinematographers as well as field visits by curators. Artist Tony Albert was commissioned to cover NORFORCE operations in the Northern Territory and has produced 20 small watercolours and one large collage, which have substantially strengthened the representation of Indigenous service in the National Collection.

Two photographers were commissioned to travel to Afghanistan: Gary Ramage in 2011 and Stephen Dupont in 2012. These commissions have resulted in almost 1,000 photographs and 16 hours of video footage of the Australian Defence Force in Afghanistan. Memorial curators earmarked a range of Improvised Explosive Devices and components on previous visits, which have now been donated to the National Collection by the Department of Defence. Memorial curators also donated private records, maps, and leaflets collected during their visits.

A significant legislative change high on our radar relates to the proposed replacement of the *Commonwealth Authorities and Companies Act 1997*, as part of the Commonwealth Financial Accountability Review. This is a significant piece of legislation that will certainly have implications for the Memorial and many other institutions, especially in terms of funding governance, performance reporting, and risk management. While there has been opportunity, albeit in a limited timeframe, to review and comment on the draft legislation, we are still awaiting more detail about how the new framework will operate.

I am pleased to note that the Memorial's financial position is strong, and that accumulated reserves generated from both Government and independent sources are available to apply to key projects during the centenary of the First World War and beyond. It is important to note that while the Income Statement reports an operating loss, this relates to changes in the funding arrangements for the National Collection that came into effect in 2009–10. The Federal Government continues to provide the Memorial with an annual budget for the ongoing care and development of the collection; however, this contribution is no longer reported as revenue, resulting in the reported loss. No longer is the Memorial funded to offset depreciation of the collection. The Memorial's well-established budget framework applies effective resource management techniques to deliver corporate priorities within the level of available funding, which ensures our ongoing financial strength.

Independent funding sources are key to ensuring the Memorial's ongoing success. We are very grateful for the ongoing generosity of all donors and benefactors, in particular, Mr Kerry Stokes AC and Seven Group Holdings, Boeing Australia, Qantas, BAE Systems, Kingold,

the De Lambert Largesse Foundation, ActewAGL, and Thales in Australia.

Sixteen years in any position is certainly a feat, but as the Director of a complex and high-profile national institution, it is an exceptional achievement. During Steve Gower's time as Director, the Memorial enjoyed many remarkable successes – not least securing three Australian Tourism Awards and induction into the Tourism Hall of Fame. These awards, along with the gallery redevelopment program, reinstatement of the official commissions program, and the development of the grounds, are a testament to Steve's leadership and commitment. The Memorial also said farewell to longstanding senior staff member Nola Anderson in December 2012. Nola made a substantial contribution to the Memorial over many years, across all its branches. She was the Council Secretary for many years, followed by a period as Head of Photographs, Film and Sound before being appointed as Assistant Director, Branch Head National Collection. During her time as Assistant Director she established the Collection Coordination Group, which links the Memorial directly to active units and has ensured that the current conflicts are well-represented in the Collection. Nola also authored an important book, *Australian War Memorial: treasures from a century of collecting*, detailing the development of the National Collection over 100 years, which was published in November 2012. I am sure that all the staff and volunteers join me in acknowledging and thanking both Steve and Nola for their great contributions and wishing them well for their future endeavours.

In May 2013 we welcomed Tim Sullivan to the position of Assistant Director, Branch Head National Collection. Tim comes to the Memorial with a wealth of experience in managing and promoting museums. Most recently, he was Deputy CEO and Museums Director at The Sovereign Hill Museums Association, Ballarat. He was responsible for overseeing the development of the Association's museum facilities – the Sovereign Hill Outdoor Museum, the Gold Museum – and the delivery of environmental education programs at Narmbool. Also newly arrived at the Memorial is Ryan Johnston, who was appointed as Head of Art in October 2012, replacing Lola Wilkins, who retired earlier in the year. Prior to coming to the Memorial, Ryan was Acting Director of the Shepparton Art Museum, where he oversaw a major redevelopment of the museum and its subsequent re-launch. He has substantial experience in both the academic and curatorial aspects of art collections.

I thank Rear Admiral Ken Doolan AO RAN (Ret'd), Chairman, and all members of Council for their highly valued oversight and strategic direction. Thanks also to Ms Wendy Sharpe, who retired from Council after eight years of great service.

I would like to thank the Memorial's talented, professional staff, supported by our wonderful group of volunteers, for welcoming me to the Memorial. Their ongoing dedication and passion are as impressive as they are infectious.



The Corporate Management Group views the progress of the conservation of the dioramas for the redeveloped First World War galleries. Left to right: Dr Brendan Nelson, Director; Ms Rhonda Adler, Assistant Director, Branch Head Corporate Services; Ms Linda Ferguson, Assistant Director, Branch Head Public Programs; Mr Tim Sullivan, Assistant Director, Branch Head National Collection.

Together, the staff and volunteers continue to achieve the highest standards that are expected from this national institution. In particular, I would like to thank Rhonda Adler, Linda Ferguson, Peter Pedersen, Janda Gooding, and Tim Sullivan for their support and commitment.

The Business Plan for 2013-14 has been developed and the next 12 months will be even busier for Memorial staff. The primary and secondary works for the redevelopment of the First World War galleries will be completed. Further additions to our commemorative ceremonies will be finalised in preparation for ANZAC Day 2015 and Remembrance Day 2018, and Open Days will be planned for delivery in 2015 and 2018. We will continue to improve our outreach programs, using new technologies as appropriate to reach the broadest audience possible. We will also continue the refocusing of commemoration

at the Memorial through the increasing use of personal stories and the attention given to the stories of veterans of recent conflicts and serving personnel. Arguably the most powerful example of this is the *Afghanistan: the Australian story* exhibition, which will open in August 2013. We owe it to the veterans of this and other recent conflicts, as we do to our nation, to tell their stories and tell them now.

We are – and we will.

Brendan Nelson
Director

SPOTLIGHT ON THE COLLECTION

Lost diggers

On 9 August 2012, Mr Kerry Stokes AC presented a collection of 800 fragile First World War photographic glass plates to the Australian War Memorial.

These plates form part of the Louis and Antoinette Thuillier Collection; they were discovered in the attic of a farmhouse in the French town of Vignacourt in February 2011 by a Channel 7 news crew and Memorial historian Peter Burness. The collection had lain undisturbed for nearly a century. The 800 glass-plate negatives feature Australian soldiers in informal settings in the Thuillier's Vignacourt studio, which had been set up in the barnyard next to their home.

The discovery of these photographs represents an important recent find of photographic material from the First World War as they depict Australian soldiers who served on the Western Front between late 1916 and early 1919. The majority of the images show men in front of a

distinctive backdrop, often posing with their fighting unit or friends, or just larking about in front of the camera. They provide a significant insight into the lives of our troops in France while on rest from the front line.

The collection formed the basis for a unique and very popular exhibition, *Remember me: the lost diggers of Vignacourt*, that was displayed at the Australian War Memorial from 2 November 2012 to 31 July 2013, before travelling to other states. For the first time, the Memorial employed interactive digital technologies to enable members of the public, both in the exhibition space and within the broader internet environment, to see all 800 photographs, comment on them and contribute information that would assist the Memorial in identifying the unknown soldiers. Over the life of the exhibition, more than 90 soldiers in the photographs were identified.



In front of the photographer's house, Vignacourt. AWM P10550.145

Louis and Antoinette Thuillier Collection, courtesy of the Kerry Stokes Collection



An unknown Australian soldier. AWM P10550.187

Louis and Antoinette Thuillier Collection, courtesy of the Kerry Stokes Collection



A despatch rider. AWM P10550.113

Louis and Antoinette Thuillier Collection, courtesy of the Kerry Stokes Collection



An unknown soldier with Robert Thuillier, the photographer's son. AWM P10550.134

Louis and Antoinette Thuillier Collection, courtesy of the Kerry Stokes Collection



Two unknown Australian soldiers. AWM P10550.019

Louis and Antoinette Thuillier Collection, courtesy of the Kerry Stokes Collection



Open Day 2013





The spectacular Beating Retreat performance lit up the Memorial on Open Day 2013.



Precision and skill on display during the Beating Retreat performance on Open Day 2013.

CORPORATE SUMMARY

Purpose

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

Mission

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

Vision for the Future

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

Values

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

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

Planning and Reporting Framework

The Memorial is a statutory authority within the Veterans' Affairs portfolio, and 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 2012–13 has been provided by the Memorial's Corporate Plan 2011–14. The plan includes, among other things, the outcome to be achieved by the Memorial, its vision, corporate priorities, and values. The Corporate Plan, approved and regularly reviewed by Council, provides the framework for drafting the annual Business Plan and its related budget. This identifies the outputs that relate to the priorities: all Memorial activities are linked directly to these outputs with associated performance targets. Performance information related to these outputs is contained later in this report.

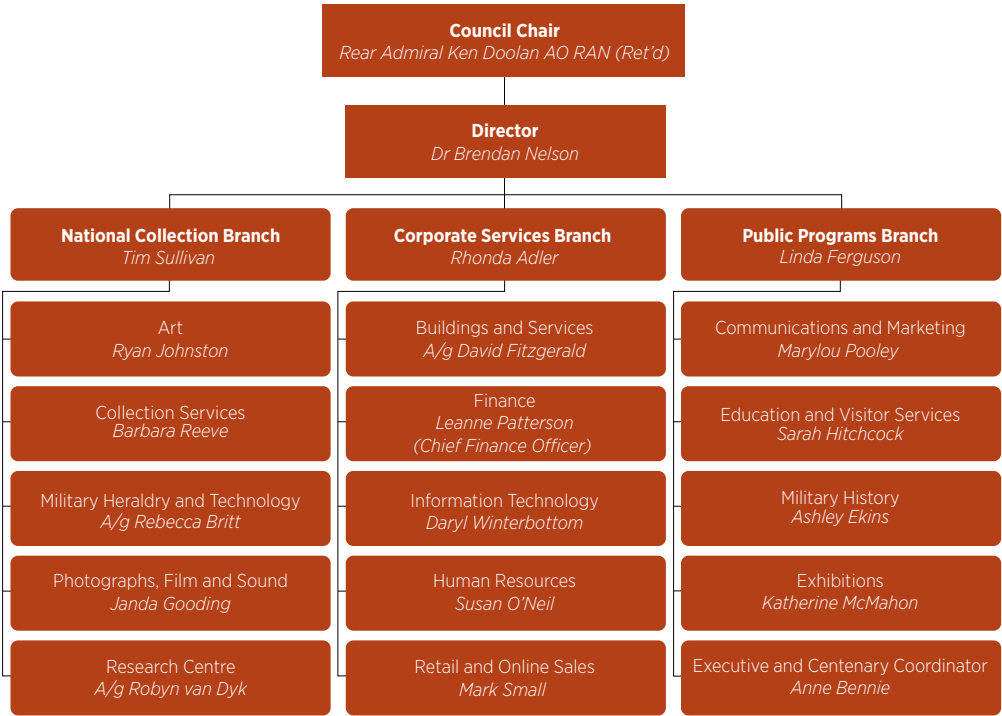
The Memorial has a number of other plans that focus on particular activities, including collection development, collection documentation, collection conservation, gallery and site development, audit, business risk, business continuity, budget, fraud control, information technology, workplace diversity,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

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

Organisation Chart and Senior Staff

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

Project teams for particular tasks are established as required. These draw on staff from sections across the Memorial, and are managed and coordinated by the Memorial's senior executive committee, the Corporate Management Group (CMG), comprising the Director



As at 30 June 2013

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.

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 enhances access to it via the internet. Collection Services staff are responsible for the conservation, storage, movement, and physical control of collection items, and for maintaining 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 exhibitions, education, interpretive, and marketing services.

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war, in particular ANZAC Day and Remembrance Day. Through the Exhibitions program, the branch contributes to the remembrance and understanding of the Australian experience of war by developing and maintaining world-class museum exhibitions, incorporating multimedia 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 the Memorial's collection to be seen across Australia.

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

The branch is also responsible for seeking, managing, and servicing development and sponsorship opportunities; developing and coordinating marketing initiatives across the Memorial; providing public relations direction and support; supplying authoritative historical research and interpretation; maintaining and developing the Memorial's website; and researching and writing the official history of Australia's involvement in Peacekeeping, Humanitarian, and Post-Cold War Operations.

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 co-ordinated 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.

SPOTLIGHT ON THE COLLECTION

The *Ascot* boat

The start of the redevelopment of the First World War galleries has been an exciting time for the Memorial, with the removal of many significant collection items from the current galleries into temporary storage. A notable part of this project has been the move of the iconic *Ascot* boat from the Orientation Gallery.

Weighing in at over 1,570 kilograms, the *Ascot* boat needed a purpose-built frame to hoist it from its current position. A team from Collection Services ensured the boat remained unharmed during its move.

Used by the 13th Battalion, AIF, during the 25 April 1915 landings on Gallipoli, the lifeboat came from HMT *Ascot*, a transport vessel that carried the battalion's B, C and D companies from Egypt to Turkey.

The 13th Battalion started disembarking around 9.30 in the evening of the first day. The *Ascot*'s lifeboats were lowered and hitched to the torpedo boat destroyer HMS *Chelmer*. The troops climbed the rope nets onto the *Chelmer*, which took them close to the beach. They then climbed into the *Ascot*'s lifeboats and rowed for shore.

The *Ascot* departed Gallipoli at the end of April, filled with wounded soldiers. This lifeboat was one of three from *Ascot* that was not recovered from the beach. It remained there until 1921, when it was finally shipped to Australia, having been earmarked for the Memorial's collection by Charles Bean in 1919.

The lifeboat suffered extensive damage from bullets and shrapnel while lying on the shore, and many holes are visible in the hull. When recovered, the boat was cut in half to facilitate transport. This was necessary in order for it to be manoeuvred up and along the steep coastal road built by the Imperial War Graves Commission. The two halves were re-united for display in Australia.

The *Ascot* boat has long been a striking feature of the Orientation Gallery. It will feature prominently at the entrance to the new First World War galleries currently being developed once they reopen in 2015.

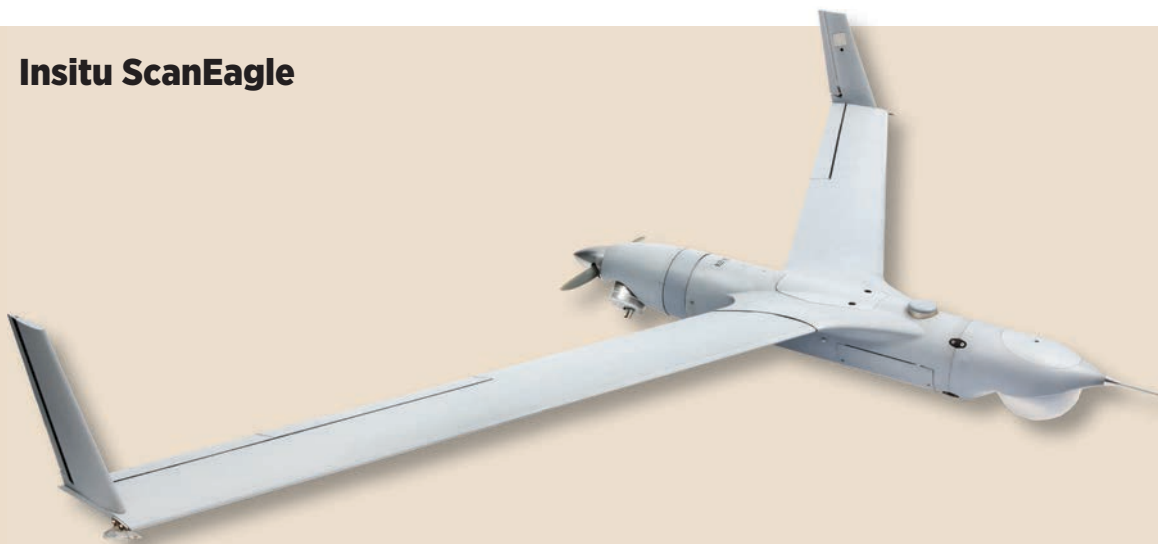


Steel lifeboat from HMT *Ascot* used in the landings on Gallipoli.

AWM RELAWM05086.001

SPOTLIGHT ON THE COLLECTION

Insitu ScanEagle



Insitu Pacific Ltd, a Boeing subsidiary, recently donated a ScanEagle unmanned aerial vehicle. Lightweight and unarmed, the ScanEagle is designed to supply real-time video surveillance back to operators on the ground.

From 2006 to 2012 ScanEagle UAVs were an ever-present and watchful eye in the skies over Iraq and Afghanistan, racking up over 41,000 hours over that period, with over 32,000 of those hours in Afghanistan alone. The Memorial's new acquisition, ScanEagle aircraft No. 274, had its first flight from Tallil Air Base in Iraq on 14 December 2006. In all, it served the Australian Army for approximately one year, providing real-time intelligence, surveillance and reconnaissance in support of Australian troops. During one mission, it had to perform an emergency landing.

The ScanEagle can carry a number of interchangeable surveillance and target acquisition payloads depending on the need. Currently, the system includes a stabilised colour electro-optical camera and an infrared camera for night operations. The gimballed cameras allow the operator to easily track both stationary and moving targets.

The ScanEagle has a 3.1-metre wingspan and is 1.4 metres long; it weighs 20 kilograms fully laden. It is fabricated largely from carbon fibre, which has extremely high strength-to-weight properties. It has a maximum effective ceiling of 5,944 metres, a cruising speed of 48 knots, and is propelled by a 1.9-horsepower two-stroke unleaded petrol engine.

The vehicle is launched using a pneumatic launcher, and recovered using the "Skyhook" retrieval system, which uses a hook on the end of the wingtip to engage with a cable suspended from a telescopic boom. This system allows the aircraft to be launched and recovered from virtually any location, including on board ships.

The Memorial's ScanEagle has been mounted in a "flying" attitude in the *Afghanistan: the Australian story* exhibition, which opened in August 2013.



General David Hurley AC DSC, Chief of the Defence Force, delivering the Commemorative Address on Remembrance Day 2012.



Major General Peter Phillips AO MC (Ret'd) (left) and Major General Bill Crews AO (Ret'd) (right) both former members of the Council of the Australian War Memorial and former National Presidents of the RSL commemorate at the Remembrance Day 2012 ceremony.

PERFORMANCE REPORT

Outcome and Outputs Structure

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

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

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

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

External Outputs

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

Internal Outputs

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

Overall Performance against the Outcome

It had always been in the mind of many Australians soldiers that records and relics of their fighting would be preserved in some institutions in Australia, and to several of us it had seemed that a museum housing these would form the most natural, interesting, and inspiring memorial to those who fell. C.E.W. Bean, Gallipoli mission, 1948.

This year the Memorial continued to provide an excellent museum experience for a diverse range of visitors, while preparing to take a leading role in the commemoration of the centenary of the First World War. This has involved enhancing or expanding its range of programs while also responding to the needs arising from increasing levels of public interest and attendance.

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.

The number of people actively involved in Memorial-facilitated commemorative activities increased by 13,000 to an estimated 69,000. Attendance levels at the Memorial's three major commemorative ceremonies increased by just over 30 per cent this financial year. An estimated 3,850 people attended the Remembrance Day 2012 ceremony and the number attending the ANZAC Day Dawn Service and the ANZAC Day National Ceremony rose to just over 52,000, around 13,000 more than the previous year.

Slightly more than 6,500 people attended wreathlaying or other dedicated commemorative ceremonies and more than 4,500 students participated in school wreathlaying ceremonies. Among their comments:

It is a family tradition, it is a very important thing for me to do, because it is a way to say thank you for all of our serving members' efforts.

I am from a military family, we are fifth generation Australian Defence force, my great Uncle was killed in the Shell Gully [sic] on this day the 25th, ANZAC Day. I am currently a serving member and both my family and myself always want to turn up to the Dawn Service as we find this the most respectful part of ANZAC Day as a service and we love coming here.

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 4.1 million visitors to the website, more than 900,500 visitors to the Memorial and its storage facility in Mitchell, Canberra, more than 200,000 visitors to travelling exhibitions and assistance with more than 22,400 research enquiries.

The Memorial's on-site visitation welcomed more than 127,700 student visitors this year. In addition, over 20,000 people visited the Memorial's reading room and more than 193,700 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, 100 per cent of the Memorial's visitors responding in the General Visitor Survey rated the Memorial as either exceeding or meeting their expectations. Visitors aged 15 to 24 years were more likely to say that their visit had exceeded their expectations. Those visiting the Memorial for the first time accounted for 32 per cent of visitors, and 15 per cent said that the Memorial was the main reason for their visit to Canberra; these people were more likely to be aged 65 to 74 years.

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. Results from visitors' interviews as they exited the *Nurses: from Zululand to Afghanistan* exhibition revealed that 85 per cent could recall at least one thing they had learned in the exhibition. Of these people, 42 per cent remembered facts or had a new understanding relating to the working conditions of nurses, and 35 per cent mentioned an historical event:

I didn't realise that married women were not allowed to be nurses.

They had to pay their own way and were aged 21 to 40.

I was surprised at the weight of clothing and conditions they worked under.

I learned our first real involvement was the Boer War, and about the funding for nurses.

In the General Visitor Survey, visitors are asked to rate how important they think the Australian experience of war was in shaping the Australian identity. This year 80 per cent of respondents rated it as being important to extremely important, compared with 76 per cent last year. These visitors were more likely to be aged 55 years or over.

The *Size and effect of school excursions to the national capital* report, produced by the Centre for Tourism Research at the University of Canberra, was released in June 2013. The results of this study show that the Australian War Memorial was the most-visited attraction in Canberra for school excursions. The Memorial also received the highest mean satisfaction score for an attraction from the school teachers leading these excursions.

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

(PBS) for each of the Memorial's eight external and five internal outputs. Much of this data is drawn from the Memorial's continuing program of evaluation and visitor research.

OUTPUT 1.1 Commemorative Ceremonies

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

Overview

There has been an increased emphasis on commemorative activities in 2013. A number of new elements were introduced into the Dawn Service, including live telecasting for the first time; readings from letters and diaries by actress Leith Arundel and Corporal Ben Roberts-Smith VC MG; projections of images of servicemen and women from the Memorial's extensive photographic collection onto the Memorial building, beginning at midnight; and large screens to provide improved viewing for audiences.

Feedback from attendees regarding these new elements was extremely positive:

I had the pleasure of attending today's Dawn Service at the AWM. I have been attending for decades and I must congratulate you all on an awesome experience today. The use of technology, much better audio for the choir elevated the whole occasion to a new level.

The Closing Ceremony has also been enhanced. Now known as the Last Post Ceremony, the improved ceremony allows visitors to participate by laying a wreath at the Pool of Reflection. It also commemorates those on the Roll of Honour through the reading of a serviceman or woman's story, the reading of the Ode by a current serviceman or woman, and playing the National Anthem and the Last Post. This moving ceremony at the end of each day conveys to our visitors the ongoing commitment to commemorate the sacrifice of those Australians who have died in war and the legacy and vision of our founder, Charles Bean. The ceremony is also filmed and streamed live over the internet so that it can be viewed across Australia and all around the world.

Performance information:

Key performance indicator

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

Result

Just over 160,000 people attended commemorative ceremonies during 2012-13.

Deliverable 1

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

Result

The Memorial held three major commemorative ceremonies during 2012-13. Each was attended by large audiences, in particular the ANZAC Day Dawn Service which attracted record attendance.

1. ANZAC Day Dawn Service: approximately 35,000 visitors (25,000 last year)
2. ANZAC Day National Ceremony: 17,500 visitors (14,500 last year)
3. Remembrance Day Ceremony: 3,835 visitors (3,230 last year)

Deliverable 2

At least 10 other commemorative ceremonies.

Result

The Memorial conducted 32 other commemorative ceremonies in association with various groups, including the Battle for Australia wreathlaying ceremony, National Council for Women Australia wreathlaying ceremony, Nurses and Midwives Annual Commemorative ceremony, and the Bomber Command Annual Commemorative Day wreathlaying.

The Memorial facilitated 1 plaque dedication ceremony for the 2/23rd Battalion, Australian Imperial Force (AIF).

Commemorative ceremony	Number	Attendees
Major ceremonies	3	56,335
Plaque dedications	1	50
Other ceremonies	32	6,603
Head of State visits	10	1,043
VIP wreathlayings	36	367
School wreathlayings	107	5,767
Closing ceremonies *	268	64,811
Last Post ceremonies #	97	24,837
TOTAL	556	160,208

* included as public program last year # new ceremony for 2012-13

Deliverable 3

Result

At least two ceremonies per week for the school wreathlaying program.

The school wreathlaying ceremony program continues to be an engaging educational experience for students visiting the Australian War Memorial; 107 ceremonies were held throughout the year, attended by almost 5,800 students. This important program includes the involvement of a guest veteran, who provides a personal perspective on service and sacrifice by answering student questions about his or her military service. The ongoing funding support by the Department of Veterans' Affairs Commemorations Program enables this successful program to continue.

Other commemorative activities

Additions to the Roll of Honour

In a private ceremony held on Remembrance Day, the names of nine servicemen who lost their lives while serving in Afghanistan were added to the Roll of Honour. Family members and representatives from the Australian Defence Force were in attendance. The servicemen were Captain Bryce Robert Duffy, Corporal Ashley Craig Birt, Lance Corporal Luke Nathan Gavin, Sergeant Blaine Flower Diddams, Lance Corporal Stjepan Milosevic, Private Robert Hugh Frederick Poate, Sapper James Thomas Martin, Private Nathanael John Aubrey Gallagher, and Lance Corporal Mervyn John McDonald.

Commemorative Crosses

The Memorial supported a commemorative program that enabled schoolchildren from across the country to play a part in commemorative activities in Europe. Students who visited the Memorial to learn about the experience of Australians at war wrote personal messages on small wooden crosses. The messages to those fallen servicemen of the First World War provided an opportunity for students to reflect on and recognise the significance of sacrifice. The crosses were despatched with assistance from the Department of Foreign Affairs and Trade to be placed on headstones, grave markers, and commemorative walls by delegates and members of the public at ANZAC Day ceremonies in France, Belgium, and Turkey. Visitors to those sites have made contact with the schools to thank them for the students' contribution and to share photographs of the crosses. One student's message encapsulates the spirit of the project: "Thank you Digger, we have not forgotten."

VIP visits

The Memorial conducted over 80 VIP visits, including ten visits by a Head of State or Head of Government. These visits included His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall; His Excellency Mr Sebastián Piñera, President of the Republic of Chile; and His Excellency Benigno S. Aquino III, President of the Republic of Philippines.

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 and the Hall of Memory are also being developed to be implemented next financial year. These include the addition of the names of those killed on operational service to the Roll of Honour; image and sound projections of the names on the Roll of Honour for the First World War; projection of images from the Memorial's photographic collection onto the building; and enhancements to the Hall of Memory for the 20th anniversary of the entombment of the Unknown Australian Soldier. Heritage and aesthetic considerations in the Commemorative Area are important, as they enhance the visitor experience, so they are being carefully managed.



Children with their crosses as part of the Commemorative Crosses program.

Performance information

Key performance indicator	Attending the National Memorial is an explicit act of remembrance. Therefore, the KPI is the total attendance figure at the Australian War Memorial in Canberra.
Result	Over 900,500 visitors attended the National Memorial.
Deliverable 1	The Memorial heritage building, commemorative area, and surrounding grounds maintained and presented to highest standard
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 Remembrance.</p> <p>The cracked and slumping roads and footpaths in the Eastern Precinct were replaced before Christmas, thus completing all planned works in the area. Overall, the new Eastern Precinct landscape has performed well and is contributing greatly to the aesthetics of the site and to visitor experience at the Memorial.</p> <p>Rabbits continue to inhabit the grounds in moderate numbers, despite efforts to remove them. A change of landscaping in key areas, to make the site a less suitable habitat for rabbits, has been considered as an alternative control program. This will be reviewed further next year, starting with the Administration Building and <i>Westringia</i> beds in the western Sculpture Garden.</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>
Deliverable 2	Access to the Memorial and visitor facilities of the highest standards
Result	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 lighting between the Main Building and ANZAC Hall and between the Administration Building and the executive car park were completed. Dedicated motorcycle parking was installed in the underground car park, and following requests from the public, six additional bike racks were installed within the Eastern Precinct.
Deliverable 3	Building works that comply with relevant standards, codes, and regulations
Result	All building works at the Memorial are undertaken in accordance with relevant standards, codes, and regulations.
Deliverable 4	Management and conservation of heritage elements using the Australia ICOMOS Burra Charter
Result	<p>International Conservation Services consultancy, has been engaged to review the Memorial's 1997 Heritage Conservation Master Plan; to advise on future long-term heritage conservation requirements for the Memorial building; and to review the ongoing monitoring and maintenance requirements for the building fabric. This review has been more complex and taken longer than first anticipated. The consultant's report was delivered in late June 2013. Implementation of the recommendations will be considered and undertaken as appropriate and as time and budgets allow.</p> <p>Heritage specialists continue to provide advice, when required, for proposed building works in heritage-sensitive areas, including the Hall of Memory and Commemorative Area. Bird deterrent installations used around the Main Building continue to be refined. Other general heritage conservation activities have included regular conservation and cleaning of key sculptural elements and stonework.</p> <p>A regular maintenance regime for the Lone Pine tree (<i>Pinus halepensis</i>) continues to assist with its longevity. As part of this regime, and under the direction of a qualified arborist, cabling was installed and the crown thinned to reduce the risk of damage by wind shear.</p>

Deliverable 5

Result

Timely completion of works to minimise impact on visitors

All minor works at the Memorial, including regular maintenance and cleaning, are scheduled when possible out-of-hours 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 for visitors are made, and that the public is informed.

Some work being undertaken for the redevelopment of the First World War galleries will have an impact on visitor experience, including increased noise levels and changes to visitor circulation. Plans have been developed to ensure that these changes have minimal impact on visitors.

Other Related Activities**Plaque Dedication Program**

Interest in the program from unit associations waned this year, with two plaques being installed, bringing the total number of unit plaques installed in the Memorial's grounds to 202. There are currently 21 vacant plaque positions remaining. A further five plaques are expected to be installed by the end of December 2013, showing a possible renewal of interest in the program.

Roll of Honour

The Memorial's bronze Roll of Honour panels were updated for accuracy and a number of *in situ* amendments to panels were made.

The Afghanistan panel was recast to include an additional nine names.

At their March 2013 meeting, Council determined to extend eligibility for the Roll of Honour to include members of the Australian Defence Force who die during or as a result of non-warlike and certain peacetime service. Council's decision will result in new "operational service" bronze panels being cast to include the 48 names currently listed in the Remembrance Book. A reorganisation of the panels is under way to accommodate this change. The Post-1945 Conflicts panels will be relocated to be adjacent to the Second World War panels. This will enable the new panels to be installed where the Post-1945 Conflicts panels are currently located. Work is expected to commence in early July 2013. A ceremony for the unveiling of the new panels is planned for late August 2013.

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 conserving, documenting, and developing the collection, in particular with important First World War and Afghanistan acquisitions.

The largest and most complex conservation and collection management project was the thorough examination of the First World War dioramas in preparation for their cleaning, partial dismantling, movement, reinstallation,

and conservation as the chronological backbone of the refurbished First World War galleries. The nine small Evacuation Series dioramas were safely moved to storage at Mitchell, while the Transport Series remains in the Palestine Gallery for *in situ* conservation.

In excess of 100 Private Records have now been described in depth, digitised, and copyright clearance obtained for ANZAC Connections, which will be launched in December 2013. More than 2 million existing digitised archival pages are being migrated to a platform where they can be further developed and enhanced for ease of access.

Collection development included the continuing strong relationships with Defence organisations and the deployment of curators to the Middle East Area of Operations. The Official Records Working Group, with representatives from the Australian War Memorial and Department of Defence, met regularly to share information related to current operational records and the transfer of records to the Memorial. Two major photographic commissions were undertaken. Photographers Stephen Dupont and Gary Ramage travelled to Afghanistan in October 2012 and March 2013 respectively. This is the second component of a three-part project using photography and oral history to document a group of Australian Defence Force personnel before, during, and after their Afghanistan deployments.

Raising the profile of the collection through exhibitions and publications is an important activity. The Official War Art commissioning scheme was recognised nationally and internationally with the reception of *Ben Quilty: after Afghanistan*, which is currently touring Australia, and *Point of view – Afghanistan*, Shaun Gladwell, which was exhibited in Washington DC, USA. The research for and preparation of collection material, including hand-crafting the exhibition prints in the darkroom from the original glass-plate negatives, for *Remember me: the lost diggers of Vignacourt* was a significant undertaking which resulted in an outstanding exhibition.

Notwithstanding the already busy program, the refurbishment of the Administration Building necessitated moving three collection stores: the art print room (18,000 items), the mixed collections store, and the Military Heraldry and Technology Core Store, where the 1,538 uniform items alone required more than 400 hours to relocate.

Performance information:

Key performance indicator	The existence of an outstanding National Collection provides the necessary foundation for other programs to be able to occur. The KPIs for the effectiveness of this program are:
KPI 1	The number of new items acquired, in accordance with the Collection Development Plan
Result	10,186 items were acquired
KPI 2	The number of items disposed of, in accordance with the Collection Development Plan
Result	65 items were deaccessioned
KPI 3	The number of items for which documentation has been enhanced or corrected
Result	Documentation was enhanced or corrected for 213,069 items.
KPI 4	At least 80 per cent of the collection in storage that meets conservation standards for environmental conditions
Result	Photographs, Film and Sound – 93 per cent Art – 100 per cent Military Heraldry and Technology – 85 per cent Official records, private records, and printed and special collections – 99 per cent
KPI 5	Number of collection items that can be accessed via the Memorial's online public databases
	A total of 336,571 items in the National Collection meet Collection Access System (CAS) requirements for public access via online public databases.
Deliverable 1	The Australian War Memorial will deliver an outstanding National Collection of historical material with provenance that is related to Australia's military history.
Result	<p>The depth and breadth of the National Collection is extraordinary. It covers over a century of conflicts, all arms of the defence forces, and the home front. Its range includes artwork, large technology objects, letters and diaries, uniforms and medals, photographs, film and sound recordings.</p> <p>Key acquisitions during 2012–13 included over 870 original glass-plate negatives from the First World War taken by the Thuillier studio, Vignacourt, donated by Mr Kerry Stokes AC; paintings by Tony Albert as part of his official commission to NORFORCE; and John Frith's collection of 97 drawings spanning his career as a political cartoonist with the Melbourne <i>Herald</i> and focusing on the Cold War and the lead-up to the Vietnam War.</p> <p>An Insitu ScanEagle unmanned aircraft, used in Iraq, and of the type also used in Afghanistan, to provide intelligence, surveillance, and reconnaissance support, was donated by Insitu, a subsidiary of Boeing. A collection was purchased relating to Squadron Leader John Reynolds Cock, including the Distinguished Flying Cross won during the Battle of Britain and the gunsight from his crashed Hurricane.</p> <p>A cricket scoring book for the ANZAC Divisional Headquarters Cricket Club in Egypt in 1919 was acquired. This book records postwar matches against a variety of Australian, British, and Indian units. Also acquired were private records, maps, and leaflets collected by Australian War Memorial staff curators in the field during visits to Middle East Area of Operations, including Afghanistan.</p> <p>Over 900 photographs by Stephen Dupont, taken during his commission in Afghanistan in 2012, and 16 hours of footage and 80 photographs by Gary Ramage, taken during late 2011 when he was embedded with the Australian Defence Force in the area of Doan, Afghanistan, were also accessioned into the collection.</p> <p>Two Victoria Cross portrait commissions were completed – the first for Corporal Ben Roberts-Smith VC MG and the second for Corporal Daniel Keighran VC.</p> <p>A list of key acquisitions and disposals is in Appendix 5.</p>

Other Collection Activities

Documentation

Major projects included documentation enhancement of First World War records for the First World War gallery development. These include sketchbooks by George Lambert, posters (in particular, First World War propaganda posters), paintings, prints, and sculpture, as well as photograph albums from the 1914–18 period, heraldry and technology objects, and books, maps, and serials. Documentation enhancements were completed for the exhibitions *ANZAC voices*, *Salute: Canberra's military heritage*, *Afghanistan: the Australian story*, and *Remember me: the lost diggers of Vignacourt*.

Collecting of Afghanistan material continues, with photographs and video taken during curatorial deployments. Another major project this year has been to document large collections relating to the Vietnam War. Work progresses on the Denis Gibbons and Andy Mattay collections, two of the most significant Vietnam collections held by the Memorial.

The ANZAC Connections project continued, with over 100 historically significant private records selected, described in depth, and digitised for preservation for access by researchers and visitors in a new approach to integrating databases.

A project to survey and rehouse the vinyl disc collection was completed after reviewing nearly 5,000 vinyl discs and rehousing them in archival-quality storage materials.

In response to the refurbishment of the Administration Building, over 3,000 catalogue records were enhanced to provide better information for searching, as well as the successful physical transfer of material from Campbell to Mitchell. While not yet available on the public database, these catalogue enhancements have made objects more accessible for curators in order to meet the needs of future exhibitions and to respond to public demand.

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*. The travelling exhibitions *Ben Quilty: after Afghanistan* and *Point of view – Afghanistan*, *Shaun Gladwell* were on tour, while *Reality in flames: modern Australian art and the Second World War* was in development.

Opportunities for public interaction have also been numerous though a large number of enquiries and events. They include two Bring in Your Memorabilia events, the ever-popular Big Things in Store in September 2012, and a very successful Open Day in April 2013. There were also a number of curatorial tours of the Collection stored at the Treloar Technology Centre in Mitchell, ACT.

Memorial staff worked with the C.E.W. Bean Foundation toward the completion of the memorial to war correspondents. The advisory group has considered several designs and has agreed on a preferred option. A location in the Memorial grounds has been agreed and the C.E.W. Bean Foundation continues its fundraising efforts.

The Collection in Action initiative, managed through the Collection Coordination Group, continued to progress the acquisition program and to strengthen connections between the Memorial and the Australian Defence Force. Three senior curators and one senior historian visited the Middle East Area of Operations (including the United Arab Emirates and Afghanistan) with official photographers Stephen Dupont and Gary Ramage. These deployments resulted in over 900 photographs by Stephen Dupont, 16 hours of footage and 80 photographs by Gary Ramage, and over 70 interviews with an extensive cross-section of personnel in preparation for the writing of an official history of the war in Afghanistan.

Serving members of the Royal Australian Navy on HMAS *Farncomb* and the Royal Australian Air Force at Al Minhad air base and the Middle East Area of Operations completed video diaries of everyday life.

Indigenous artist Tony Albert completed his NORFORCE commission, with 20 small watercolours on paper and one large collage accessioned into the Collection. This commission has substantially strengthened the representation of Indigenous service in the art collection, and was the first time an Indigenous artist was officially commissioned. It is also the most significant body of work to explore the history of NORFORCE.

Significant curatorial support was provided for publications, including *Australian War Memorial: treasures from a century of collecting* by Nola Anderson, published in November 2012, and *The Gallipoli collection book* (working title) by Peter Pedersen, due for publication in 2014 as a major contribution to the Centenary program.

Conservation–preservation activities

The conservation of the First World War dioramas has been a major conservation project. Many of the dioramas have been carefully relocated for preservation work which will include, where necessary, new backdrops by commissioned artists. In addition, conservation has continued on large technology items selected for display in the new First World War galleries.

Other conservation projects have included the preparation of paintings, works on paper, sculptures, and textiles for display in the permanent galleries and for loan to other institutions. New acquisitions have been prepared for storage and display; priority has been given to the ongoing preservation of the poster collection, matting and backing removal, and the Paintings Protection Plan, with a focus on First World War collection items.



Artist's impression of the new First World War galleries.

Conservation work on the Hudson bomber and the Japanese Ha-Go tank was advanced, as well as preparation of items required for exhibitions and display changeovers, including Improvised Explosive Device components from Afghanistan and medals for the Hall of Valour.

Digital preservation of photographs, film and sound was a major priority, with 7,182 preservation scans undertaken, including 1,435 scans from "at risk" acetate negatives related to the Malayan Emergency.

Conservation of physical collection items included an audit and review of the sound vinyl disc collection. Approximately 5,000 items were reviewed, documented, and rehoused in appropriate archival storage. A project to rehouse the Memorial's panorama photographic prints and negatives was begun and will be completed in the next year. Continual monitoring and improvement of physical storage conditions for the collection is a high priority. The section has this year prepared for the imminent move of all its original acetate material to a new purpose-built storage facility.

Over 43,000 pages of archival documents were digitised for preservation as part of the Research Centre's ongoing digitisation programs. These included the completion of over 100 Private Record collections selected for the ANZAC Connections centenary project.

OUTPUT 1.4 Exhibitions

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

Overview

Redevelopment of the First World War galleries

The First World War galleries closed progressively between April and June 2013 to enable work to begin on the

redevelopment. Preliminary cleaning and survey of four Western Front dioramas was completed before the gallery closures, and further work to relocate and restore those that will be on display in the redeveloped galleries will continue onsite intermittently until November 2014.

The project architect, Johnson Pilton Walker, completed architectural design and documentation in June 2013. The first major procurement for the project was completed in June 2013 with the appointment of Built Pty Ltd to undertake the primary building works. Construction began in June 2013 and is scheduled for completion in early 2014. The works include construction of a mezzanine plant room that will require external modifications to the roof of the Main Building.

The exhibition concept design was completed and endorsed by Council and the Corporate Management Group (CMG) in November 2012. The exhibition developed design was subsequently completed and endorsed by the CMG in June 2013 and will be presented to Council in August 2013.

The project was referred to the Joint Standing Committee on Public Works in November 2012. The committee tabled its report on 18 March 2013, recommending that the project proceed. The National Capital Authority approved the construction of the mezzanine plant room and associated external modifications to the roof in February 2013. A heritage impact assessment was completed in December 2012 to evaluate the potential impacts of the redevelopment on the Memorial's heritage values and attributes. It concluded that the project will have an impact on the national and Commonwealth heritage values of the Memorial; however, the level of impact is below the threshold of significant impact.

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:
KPI 1 Result	The total attendance figure at the Memorial exhibitions and travelling exhibitions A total of 1,101,055 people visited Memorial exhibitions and travelling exhibitions.
KPI 2 Result	Qualitative or quantitative evidence about increases in visitors' understanding The <i>Of love and war</i> exhibition toured to Glasshouse Arts Centre at Port Macquarie, NSW, for just over two months and 8,095 people attended this exhibition. Half of those who completed visitor feedback could recall one thing learned from the exhibition. Of these, 28 per cent cited a specific historical fact and 20 per cent shared an aspect of the personal experience of those involved: <i>Japanese war brides given only 5 year stays at first.</i> <i>The writing on the ration biscuits.</i> <i>That there was a "cheering up" society.</i> <i>How lonely the servicemen and women would have been.</i> <i>The suicide of a Vietnam veteran's wife the day after she heard of his death, this was sad.</i> In addition to increased understanding, 8 per cent of the visitors gained some affirmation of their own experiences during wartime: <i>A reminder of my own life, how I met my husband and wed.</i> <i>I lived through this period it brought back memories.</i>
KPI 3 Result	Qualitative or quantitative evidence of affective or attitudinal change As part of the evaluation of the exhibition <i>Nurses: from Zululand to Afghanistan</i> , 17 per cent of those surveyed mentioned ways in which the exhibition content had affected them or provoked them to think about the nature of war: <i>The worst thing was their having to leave when married, the uniform they wore, and that they were prisoners.</i> <i>The terrible destruction of war.</i> When relaying information that had been learned, the service conditions experienced by nurses struck a particular chord with the modern audience: <i>That they were not recognised and marriage had an impact.</i> <i>Not until the 70s that they were paid equally.</i> <i>I had only thought about soldiers as prisoners of war.</i> <i>Life was tough and the women had great courage.</i>
Deliverable 1 Result	Permanent exhibitions developed and maintained to the highest standard All permanent exhibitions are carefully maintained throughout the year. Exhibition maintenance is performed by both curatorial staff and staff volunteers supervised by curators. A strong focus on maintaining the high standard of exhibitions and exhibition audio-visual infrastructure was maintained throughout the year. While the development of permanent exhibitions focused on the redevelopment of the First World War galleries, other projects were undertaken. The Long Tan cross, on loan from the Dong Nai Museum and the Ministry of Culture, Socialist Republic of Vietnam, was displayed alongside a number of related photographs and collection items in the <i>Conflicts 1945 to today</i> galleries from August 2012 to June 2013. Planning was begun for a major upgrade to theatrical lighting in ANZAC Hall. The upgrade will involve the installation of energy efficient infrastructure which will result in significant cost benefit and improved reliability. This project will be completed in 2014.

Deliverable 2**Result****Travelling exhibitions exhibited at different venues across Australia**

The Travelling Exhibitions program is funded by the Department of Veterans' Affairs Commemorations Program, support which is greatly appreciated. The program is highly regarded by regional and state host venues and audiences across Australia.

During the past year, six travelling exhibitions were exhibited at 19 different venues across Australia in New South Wales, Queensland, the Northern Territory, and Western Australia.

These exhibitions were:

- *Framing conflict: Iraq and Afghanistan* – Lyndell Brown and Charles Green
- *Of love and war*
- *Perspectives: Jon Cattapan and eX de Medici*
- *Shaun Gladwell: Afghanistan*
- *Nurses: from Zululand to Afghanistan*
- *Ben Quilty: after Afghanistan*.

See Appendix 6 for location details.

In addition, a special joint exhibition and publication of work by official war artist Shaun Gladwell was developed by the Memorial and the Australian embassy in Washington. The exhibition, *Point of view – Afghanistan, Shaun Gladwell*, and its associated publication, presented a number of works from this commission. It was displayed in the Australian embassy in Washington from 18 April 2013 to 19 June 2013.

Development was started on *Reality in flames: modern Australian art and the Second World War*, which will focus on modern Australian artists' responses to the Second World War.

This exhibition will start to tour in February 2015.

Deliverable 3**Result****A minimum of two temporary exhibitions displayed per year in the Special Exhibitions Gallery**

The temporary exhibitions program featured two exhibitions in the Special Exhibitions Gallery:

Nurses: from Zululand to Afghanistan (1 December 2011 to 17 October 2012) tells personal stories of army, air force and navy nurses across all conflicts: from the first known Australian combatant in the Zulu War of 1879 to the experiences of nurses serving in recent conflicts and peacekeeping operations. While it was displayed at the Memorial, the exhibition attracted approximately 400,000 visitors, making it one of the Memorial's most highly visited temporary exhibitions. It has now begun a national tour.

Remember me: the lost diggers of Vignacourt (2 November 2012 to 31 July 2013) includes 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 focuses on Australian soldiers billeted in the French town of Vignacourt between 1916 and 1919. Planning is currently under way for a national tour of the exhibition from August 2014 to November 2018 to all states in Australia.

Other Exhibition Activities**Temporary exhibition development**

Development of two temporary exhibitions has continued throughout the year:

- *Salute: Canberra's military heritage* will open in the Special Exhibitions Gallery in August 2013. This exhibition is one of the Memorial's key contributions to the 2013 centenary of Canberra program.
- *ANZAC voices*, a First World War exhibition, will open in December 2013 to mark the centenary of the First World

War. This exhibition will provide an important First World War presence at the Memorial while the permanent galleries are closed for redevelopment. It will feature treasures from the Memorial's archives, presenting the voices of ANZACs through their letters and diaries.

The Research Centre collection was displayed through topical showcases in the Memorial's Tier One gallery, the Treasures showcase, and the Reading Room. Reading Room displays have included Victoria Cross ephemera, Iraq ephemera from 2003 to 2013, and "Knitting for the troops".

International exhibition

Point of view – Afghanistan, Shaun Gladwell was a joint exhibition and publication of work by official war artist Shaun Gladwell, developed by the Memorial and the Australian embassy in Washington. Gladwell was commissioned by the Memorial to travel to Afghanistan and the Middle East as an official war artist in October 2009. The exhibition and associated publication presented a number of works from this commission, displayed in the Australian embassy in Washington from 18 April 2013 to 19 June 2013, attracting approximately 10,000 visitors.

Bring in Your Memorabilia program

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

The Department of Veterans' Affairs funds this highly successful program, which is run in conjunction with the Memorial's Travelling Exhibitions. Two events were conducted in conjunction with the travelling exhibition *Of love and war* at venues in New South Wales and Queensland during 2012–13.

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

Open Day 2013

On 6 April 2013 the Australian War Memorial delivered a highly successful Open Day as part of the Centenary of Canberra celebrations. Over 20,000 visitors enjoyed the tremendous range of displays, activities, talks, and presentations, and despite the inclement weather in the evening, over 6,000 attended the Beating Retreat performance by Australia's Federation Guard and the concert by the Band of the Royal Military College.

A highly popular element of the Open Day, ensuring good media coverage for the event, was the display of Large Technology Objects on the Memorial's grounds.

The Open Day was made possible through a \$100,000 funding commitment from the ACT Government, matching funding from the Memorial, and significant in-kind support from the Australian Defence Force.

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)		
Result	Type	Number	Attendees
	Education programs	1,680	93,775
	Public programs	691	24,519
	Tours	171	5,280
	VIP tours	71	392
	Events	20	30,175
	Offsite programs (including Treloar Technology Centre tours and Memorial Box loans)	488	39,265
	TOTAL	3,121	193,729
	Note: the Closing Ceremony was included as a Memorial program in 2011–12 but has been moved to Commemorative Ceremonies for 2012–13.		
	In addition to special programs and events, each day a minimum of 12 free highlight tours of the Memorial were conducted by voluntary guides.		
KPI 2	Qualitative or quantitative evidence about increases to participants' understanding		
Result	Almost 80 per cent of those attending the Big Things in Store event in September 2012 provided feedback that they had learned something from their visit to the Memorial's storage facility. Examples of new knowledge include:		
	<i>Sabres were built in Australia.</i>		
	<i>All sides had howitzers.</i>		

Qualitative or quantitative evidence of affective or attitudinal change

The Big Things in Store event prompted visitors to think about Australia's involvement in war and the role of the Australian War Memorial. Examples of feedback provided include:

Proud of our Air Force heritage and of the military.

That we are old – vehicles we served in are museum pieces!

How lucky we are to have it all preserved.

I learned about the incredible range of the Memorial's holdings.

Delegates to the Memorial's conference, *Kokoda: beyond the legend*, were generally highly satisfied (71 per cent) with the content presented in the event. Almost all (98 per cent) indicated that they would consider attending a conference in the future, reinforcing their overall satisfaction with this conference. The following are indicative of the comments received:

I find them very valuable for my professional development and knowledge that I can pass on.

I always enjoy the variety of speakers and the challenging content.

Feedback is routinely sought from participants in the Memorial Box program. The program continues to be a valued and important tool for students and community groups to engage with and learn more about the experiences of Australians at war. The average satisfaction rating from users of the box is 8.7 out of 10; among the comments received:

Karonga Special School: *Our students all have moderate to severe intellectual and physical disabilities so it was invaluable for our students to understand the content and concepts of the Gallipoli campaign.*

Bowen Public Library: *I feel having all this on display in the library got people to think about the sacrifices and bravery of the Australians who died and fought at Gallipoli.*

Parklands High School: *Students could clearly connect to the events of then to modern day situations.*

Mezenod College: *Love them as an opportunity to open young minds.*

Bethany College: *Kids enjoyed hands on activities – brought the Second World War alive.*

Deliverable 1

Result

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

The Memorial provided a range of programs designed to engage different audience groups and to enhance their experience.

Introduced during the year, the daily commemorative Last Post Ceremony provides interpretation through personal stories presented from the Memorial's Roll of Honour. These stories are often presented on anniversaries of significant events and battles, or are linked to community participation. This combination of key events in Australia's military history, and the personal stories of the men and women who lost their lives in the service of our nation, provides a powerful commemorative and interpretive experience.

Twice a month, the Last Post Ceremony is enhanced by an Australia's Federation Guard catalfalque party mounted at the Tomb of the Unknown Australian Soldier.

Public program activities were delivered to 24,519 visitors. These programs included Hands-on History, an interpretive program which allows people to handle military artefacts and objects; gallery talks; family tours; holiday craft workshops for children; and live museum theatre performances of Radio Silence and Last Letters during school holiday visitation periods.

Deliverable 2

Result

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

Education programs at the Australian War Memorial are a key educational activity for Australian schools. In total, 127,742 school students visited the Memorial during 2012–13, of whom 93,775, or 73 per cent, participated in a facilitated program. These are designed to assist students to remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society.

The Discovery Zone continues to deliver a highly interactive and educational experience for school students and family visitors alike.

This year the Memorial produced a resource for schools in collaboration with the Department of Veterans' Affairs (DVA) titled *Devotion: stories of Australia's wartime nurses*. The book was distributed to schools across Australia through the DVA, and is planned to be the first in a series commemorating a century of service.

Deliverable 3

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

Result

The Memorial Box program continues to be a consistently requested and highly regarded outreach resource. These unique boxes contain a variety of items, including resource books, models, case studies, and DVDs, and military paraphernalia such as uniforms and ration-pack items. The boxes continue to be an important tool that helps students and community groups to learn more about the experiences of Australians at war.

Ongoing funding by the Department of Veterans' Affairs enables the program to continue.

The 73 Memorial boxes were loaned across all states and territories and were used by 38,700 students. An ongoing survey of all teachers who hired a Memorial Box indicated high satisfaction, with an average rating of 8.7 out of a possible 10.

Deliverable 4

An education-specific section of the Memorial's website

Result

During 2012–13, the education-specific section of the Memorial's website recorded 196,300 page views. A major addition to the website was the inclusion of a digital copy of the publication, *Devotion: stories of Australian wartime nurses*. In addition, and in support of the national Simpson Prize competition, student activities were added to the website that enabled engagement with the Memorial's collection, such as diary extracts and photographs.

The Gallipoli-related diary blog has continued to be a popular teacher resource, with over 23,000 page views for the year, in addition to over 8,200 page views of the related online teacher resources. These analytics are helping to inform product development in the lead-up to the centenary of the First World War.

Scheduled improvements to the education website for the coming financial year will further assist in disseminating information to teachers and students and to provide increased connection between the education curriculum, schools, and the Memorial.

Other Interpretive Activities

Public programs

The Memorial conducted a variety of public programs and other events designed to engage the full range of audiences. The Memorial increased the number of programs to 679 this year, compared with 560 programs last financial year. Public programs included gallery talks by Memorial staff and expert guests, curator-led gallery tours, and activities for children. The Australia's Federation Guard ceremonial program, which incorporates mounting a catafalque party at the Tomb of the Unknown Australian Soldier, was conducted twice monthly.

Education

The Memorial was also able to deliver programs to school students not only from around Australia, but around the world. Over 127,700 students visited the Memorial, engaging in learning activities that ranged from visiting our experiential learning area, the Discovery Zone, to participating in commemorative ceremonies and curriculum-linked programs.

First World War film screenings

During January and February 2013, the Memorial screened a series of five classic films that all present distinct visions of the First World War. The screenings complemented *Remember me: the lost diggers of Vignacourt* and its unique images of Australians on the Western Front. The films included: *Gallipoli* (1981), *All quiet on the Western Front* (1930), *The dawn patrol* (1938), *Paths of glory* (1957), and *A very long engagement* (2004) and were accompanied by a short introduction which offered insight into the films. The program was very popular, with an average of just under 150 visitors attending each session in the BAE Systems Theatre.

OUTPUT 1.6 Promotions and Community Services

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

Overview

The Memorial continued its strategy of a national approach to marketing communications, positioning the Memorial as a significant national institution and a place for all Australians. The ongoing integrated marketing communications strategy incorporated all major channels and platforms, including online, social media, print, television, and radio.

International media coverage was received for the arrival of the Long Tan cross from Vietnam. Live television coverage was received for the official opening of the Long Tan cross display, attended by the Governor-General, Her Excellency

the Honourable Quentin Bryce AC CVO, as well as many Vietnam veterans; the ANZAC Day and Remembrance Day ceremonies; the launch of the Last Post Ceremony; and the official visit by His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall.

Remembrance Day and ANZAC Day at the Memorial were covered nationally by all major media outlets, and ANZAC Day included live crosses with the majority of major television networks. Corporal Ben Roberts-Smith VC MG and his family graciously agreed to be ambassadors for ANZAC Day at the Memorial and were consequently the focal point of the marketing communications campaign for ANZAC Day.

Television, radio, and print advertising, supported by a strong publicity campaign, including social media, are building the profile of the national ANZAC Day commemorations at the Memorial in the lead-up to the centenary of the First World War.

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:
KPI 1	Number of visits to the Memorial's website
Result	There were 4,167,436 visits to the Memorial's website.
KPI 2	Number of people to make their first visit to the Memorial
Result	It is estimated that 286,376 people visited the Memorial for the first time during the year.
KPI 3	Number of people to visit the Memorial's travelling exhibitions
Result	Over 200,427 visitors attended travelling exhibitions this year.
Deliverable 1	An engaging website with accurate information
Result	<p>There was a 13 per cent increase in visitation to the website this year. April, always our busiest month, saw a 19 per cent increase in traffic compared with April 2012. From 22 to 26 April, there were over 371,000 visits to the site, slightly higher than for the same period in 2012. The trend of an increasing proportion of new visitors evident in the 2011-12 year continued this year. New visitors tend to look at fewer pages per visit than returning visitors: there was a 9 per cent reduction in pages viewed per visit.</p> <p>Digitised collection material, including biographical data and the catalogued descriptions of collection items, continues to be the most visited areas of the site. The rate of return visitation – an average of 46 per cent for the year – indicates the value of this material to visitors to the website.</p> <p>Content to support the <i>Remember me: the lost diggers of Vignacourt</i> exhibition was added to the site, and all 800 Thuillier images in the collection were made available. For the first time, public comments on the photographs were enabled, and comments made on the website and on the large touch screen in the gallery were simultaneously displayed in both places. A new feature which enabled visitors to search just the photographs in the exhibition was added to the website and was well received, with many searches being conducted. There have been over 170,700 views of these webpages, which is our highest visitation for any exhibition's webpages.</p>

Deliverable 2

Result

A media website with current and accurate information and images

Media alerts and releases were routinely added to the media section of the website to ensure that journalists were informed of upcoming events and exhibitions. A review has been undertaken of the password-protected section of these webpages, which provides access for media to additional information and images.

The functionality of this section of the website, and the content of the overall media webpages, were identified for redevelopment in the lead-up to the centenary of the First World War. The purpose is to provide effective and efficient management of an expected increase in the content required and requested by media. It is intended that the functionality will include improved access to content and images, and individual logins for journalists, so that the Memorial can track access and usage.

Deliverable 3

Result

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

The Memorial has continued to build upon its strong existing relationship with 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.

For significant anniversaries, events, and visits, the Memorial liaised closely with media to manage onsite logistics, ensuring that media could effectively report on events and to maximise the coverage for the Memorial – particularly in the case of live television.

To assist presenters and journalists in their preparation and delivery of coverage for ANZAC Day this year, a booklet of frequently asked questions and traditions was developed. The Memorial worked closely with the Australian Broadcasting Commission around ANZAC Day to produce the national broadcast of ANZAC commemorations at the Memorial, which this year for the first time included live coverage of the Dawn Service. The media coverage over the ANZAC period reached an estimated cumulative audience of 46,964,000.

Planning has commenced for significant events occurring during the centenary of the First World War, working closely with media to review the Memorial's website to ensure additional media requirements can be accommodated.

Deliverable 4

Result

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

The Memorial worked with Australian Capital Tourism promoting Canberra and its national attractions at the Australian Tourism Exchange organised by Tourism Australia. At this international trade show the Memorial and Canberra were promoted to an audience of several hundred tour operators and tourism businesses from around the world. Regionally, the Memorial worked with Australian Capital Tourism and the National Capital Attractions Association to promote the Memorial and its exhibitions at the Canberra on Display promotional events in Wagga Wagga and Albury. To encourage corporate events and venue hire, the Memorial participated in the Australasian Incentives Meetings Expo in Melbourne with the Canberra Convention Bureau, and also in delivering the "Top Secret" incentives and familiarisation program to the corporate venue hire market.



Nick Fletcher, Concept Team Leader for the redevelopment of the First World War galleries, outlines the concept for the new galleries for members of the media.

Other Promotion and Community Services Activities

Marketing exhibitions and the collection

The donation of the Thuillier collection by Mr Kerry Stokes AC, and the associated exhibition, *Remember me: the lost diggers of Vignacourt*, formed a central part of the marketing communications campaigns for the year. The Memorial partnered with Seven Group Holdings for the promotion of this exhibition.

In addition to exhibitions on display at the Memorial, a marketing communications campaign was undertaken for the *Ben Quilty: after Afghanistan* exhibition, launched in Sydney. This campaign profiled the Official War Art scheme and the Memorial's engagement with contemporary artists.

As part of the national approach, a marketing campaign profiling the Memorial and its collections was undertaken in partnership with *The Australian* newspaper. Taking the form of regular advertorial pieces with stories from the collection appearing in *The Weekend Australian*, this campaign received a strong response, with the public actively contacting the Memorial to compliment the series.

Friends of the Memorial

The Friends of the Memorial, the Memorial's loyalty program, provides an opportunity for people to support the Memorial through monetary commitments and donations, offering them in return members-only events, discounts on Memorial products and services, and special customer service through the Friends Coordinator. The program's members are made up of individuals, families, clubs, and organisations. The program has continued to maintain a sound membership base with members from all states and territories across Australia, and several international Friends.

Events were hosted in conjunction with ANZAC Day, Remembrance Day, and the opening of exhibitions at the

Memorial, including *Remember me: the lost diggers of Vignacourt*. In addition, Friends are invited to the launches of travelling exhibitions such as *Ben Quilty: after Afghanistan* in Sydney and *Nurses: from Zululand to Afghanistan* in Launceston, Tasmania.

Centenary of the First World War

The communications plan for the First World War galleries was approved by Corporate Management Group. In the lead-up to the centenary of the First World War, the communications plan will focus on dispersing information electronically through newsletters and social media, in the galleries, and through media moments. A web series documenting the redevelopment of the First World War galleries will also be created to keep the public involved with the project until its opening in 2015.

Social media

Social media continues to be a growing and increasingly important part of the Memorial's approach to marketing communications.

This year saw an increased use of social media in the Memorial's integrated marketing communication strategies, with overwhelmingly positive results. Highlights included Facebook posts in April reaching over 360,000 people; these posts also attracted universally positive comments. 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.

The popularity of the Australian War Memorial as a must-see destination was reinforced by the Tripadvisor Travellers Choice Awards 2013. This year the Australian War Memorial was voted third in the Landmarks category.



Ambassador for ANZAC Day at the Memorial, Corporal Ben Roberts-Smith VC MG, addresses the media on ANZAC Day 2013.

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 activities were undertaken during the year, including digitisation of private records in the Research Centre, publication of curatorial and military history books, individual research projects, and the provision of research assistance through the Reading Room and the research enquiry service.

ANZAC Connections

The ANZACS Online project was renamed ANZAC Connections during the year. This project will enhance the community's access to the Memorial's online collections and provide the opportunity to create linkages between individual collection items, as well as improved collection searches.

Over 100 private record collections were selected, based on set criteria that include value, use, and fragility. They have now been described in detail and digitised. These collections include personal records of ordinary Australians who served, as well as those of commanders such as Field Marshal Lord William Birdwood and Brigadier General Henry Goddard.

Work on the web infrastructure required for ANZAC Connections continued, with the completion of the first release of the single search function made available to stakeholders for testing and feedback. Work also continued to improve interface design. The migration of the Research Centre databases into the new information architecture began and is ongoing.

ANZAC Connections is expected to be launched in December 2013 to coincide with the opening of the temporary First World War exhibition, *ANZAC voices*.

Roll of Honour and the Commemorative Roll

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.

At their March 2013 meeting, the Council of the Australian War Memorial agreed that members of the Australian Defence Force commemorated in the Remembrance Book would be added to the Roll of Honour. Further to this, at their May 2013 meeting the Council formally defined "operational service" to include "non-warlike and some peacetime humanitarian" service.

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:
KPI 1 Result	Number of visits to the Research Centre Reading Room and Online Gallery It is estimated that just over 20,000 people visited the Reading Room and an estimated 316,400 visited the Online Gallery. The Online Gallery was closed in May 2013 to allow the development of the <i>Afghanistan: the Australian story</i> exhibition. The services provided to visitors in this space continue in the Reading Room and elsewhere in the Memorial.
KPI 2 Result	Number of collection items retrieved for and accessed by Reading Room clients Almost 17,290 collection items were requested by just over 20,000 Reading Room clients. Last year 16,359 items were retrieved and accessed by approximately 22,500 Reading Room clients. This indicates an increase in the number of collections being viewed by clients during their visit.
KPI 3 Result	Number of page views accessing the Memorial's online research facilities Just over 8,819,000 page views of the Memorial's online research facilities were recorded.
KPI 4 Result	Number of research enquiries answered by Memorial staff 22,400 research enquiries were answered by Memorial staff in 2012–13.

KPI 5

Result

Total attendance at Memorial conferences

The *Kokoda: beyond the legend* conference attracted a full capacity of 191 delegates.

KPI 6 & 7

Result

Number of lectures and conference papers given by Memorial staff**Number of books and articles written by Memorial staff**

In total, Memorial staff presented 12 conference papers or lectures (16 last year) and wrote 4 books, 7 book chapters and 57 articles (43 last year) during the year.

They also delivered 113 onsite talks (71 last year), 41 offsite talks (65 last year) and completed 48 interviews (94 last year).

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

KPI 8

Result

Sales figures for *Wartime* magazine and other publications produced by the Memorial

Type	Sales
<i>Wartime</i>	24,384
Books*	3,391
Exhibition catalogues	938
Souvenir publications	14,361

* Sales of books through e-Business and the Shop only. Does not include sales through other book stores.

Deliverable 1**Support for research about Australian military history including:**

- a. the Official History of Australian Peacekeeping, Humanitarian and Post-Cold War Operations**
- b. the Summer Scholars program**
- c. a range of internal research projects.**

a. Official History

The Memorial continues to support the six-volume Official History of Australian Peacekeeping, Humanitarian and Post-Cold War Operations through the contribution of one full-time historian.

Volume 3, *The good international citizen: Australian peacekeeping in Asia, Africa, and Europe, 1991–1993*, by Professor David Horner and Dr John Connor, has been cleared by the relevant government departments and is in production with the publisher for expected release in 2014.

Volume 5, *Good neighbour operations: Australian peace operations in the South Pacific, 1980–2006*, by Dr Bob Breen, was completed in 2012 but is still awaiting clearance by the relevant government departments before publication.

Volume 6, *In their time of need: Australia's overseas emergency relief operations*, is being researched and written by Memorial historian Dr Steven Bullard and is expected to be completed in 2014.

b. The annual Summer Scholars program.

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:

- Jessica Bretherton (Monash University) undertook a study of the experiences of Australian soldiers “behind the front lines”, in the rear areas of the Western Front from 1916 to 1918.
- Lucy Robertson (University of Adelaide) examined the enforcement of discipline among prisoners of war within Changi prison camp during the Second World War.
- James Brien (University of New England) conducted a detailed operational study of the beachhead battles of Buna, Gona, and Sanananda in 1942–43.

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

c. A range of internal research projects, including:

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

Memorial staff disseminated military history in 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 programs
- 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 Memorial 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*

d. exhibition and education publications.

a. Curatorial monographs

- *Australian War Memorial: treasures from a century of collecting* by Nola Anderson was published in October 2012.
- *The Gallipoli collection book* (working title) by Peter Pedersen continued to progress well and is on track for publication in 2014 as a major contribution to the Centenary program.

b. Military history publications

- *MacArthur's secret bureau: the story of the Central Bureau – General MacArthur's signals intelligence organisation* by Dr Jean Bou was published in December 2012.
- *The Nek: the tragic charge of the Light Horse at Gallipoli* by Peter Burness (revised edition) was published in October 2012.
- *Gallipoli: a ridge too far* conference papers were compiled and edited by Ashley Ekins and published in April 2013.
- *Australians at the Great War 1914–18* by Peter Burness (forthcoming)

c. *Wartime*

Production of the Memorial's popular magazine, *Wartime*, continued during 2012–13. Four issues (numbers 59–62) 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: 1942: the world at war (issue 59); Vignacourt photographs and *Remember me: the lost diggers of Vignacourt* (issue 60); air warfare (issue 61); and the Navy at war (issue 62).

d. Exhibition and education publications:

- Catalogue to accompany *Point of view – Afghanistan*, Shaun Gladwell presented in Washington DC, USA.
- Catalogue to accompany *Ben Quilty: after Afghanistan* exhibition.

- 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. Just over 20,000 people visited the Reading Room and there were almost 17,290 requests for collection items through the Reading Room.

b. An authoritative research enquiry service

Research Centre staff answered 16,334 enquiries made online or by telephone, fax or letter. This is over 5,000 more enquires than last year. Telephone and online enquiries (via ReQuest and email) vastly outnumber letter enquiries. Research Centre clients are satisfied with the quality of service: some 1,504 emails and letters of appreciation were received in 2012-13.

Military History Section staff also answered over 2,400 research enquiries during 2012-13. The enquiries include those made online, by telephone, and by mail from the public, the media, and those referred by the Minister's office and other government agencies. 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, *Kokoda: beyond the legend*, was fully subscribed with 191 delegates. Supported by Boeing Australia and the Department of Veterans' Affairs, the successful two-day conference offered a range of international speakers, including keynote speaker and inaugural Boeing Visiting Fellow, the renowned British historian Antony Beevor, with Professor David Horner AM, Richard B. Frank and Dr Edward J. Drea. The papers from the conference will be compiled and edited for publication.

d. Online research facilities

The web platform for public access to digitised private records continues to be developed through the major centenary project, ANZAC Connections. Over 100 selected private record collections are expected to be available online in December 2013.

Preservation scanning of AWM78 RAN Reports of Proceedings continued, with almost 27,000 images captured during the year. The total number of images available online for AWM78 now totals 77,000 and more images will become available as scanning progresses.

Across all of the Research Centre's digitisation programs, a combined total of almost 44,000 images were captured during the year.

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

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

See Output 1.12 for more detail.

Other Research Activities

Publications

Nola Anderson's *Australian War Memorial: treasures from a century of collecting* was published in October 2012. It is a high-quality book with over 1,000 images demonstrating the extent of the collection as well as highlighting the story of how the collection was developed. Dr Jean Bou's much-anticipated *MacArthur's secret bureau: the story of the Central Bureau – General MacArthur's signals intelligence organisation* was published in December 2012 and Peter Burness's *The Nek: the tragic charge of the Light Horse at Gallipoli* (revised edition) was published in October 2012. *Gallipoli: a ridge too far* (edited by Ashley Ekins) was published in April 2013.

Family history outreach

The Research Centre continues to offer an outreach training program for research into Australians who served. The workshops focus on how to use the collections and services of the Australian War Memorial and other institutions, so researchers may discover their family's military service story. This financial year has seen visits to West Wyalong and Boorowa, and talks delivered at the Heraldry and Genealogy Society of Canberra and National Archives of Australia's "Shake Your Family Tree" day.

Research Centre database migration

Another major project undertaken this year is the migration of biographical information, war diaries, and official histories, together with their associated images, into the Memorial's collection management system. This change is to facilitate better dynamic linkages with the rest of the collection, increased display on the web, and to streamline some data clean-up processes. The preparation for migration has improved definitions of terms, population of empty fields, and corrections to database field names. Ongoing documentation and enhancement of online digitised records and biographical information continued, with 339 additions and amendments.

Joint AWM-ANU history conference

Memorial staff collaborated with Professor Joan Beaumont of ANU to organise a joint AWM-ANU history conference on the Australian prisoner-of-war experience in the 20th century, convened at the Australian National University on 5–6 June 2013. The conference was formally opened by the Minister for Veterans' Affairs, the Hon. Warren Snowdon MP, and the Memorial's Director, Dr Brendan Nelson, delivered the conference dinner address. Supported by funding from the Commemorations Branch of the Department of Veterans' Affairs, this highly successful event attracted 140 attendees, including historians, veterans, and former prisoners of war and their relatives. The 20 speakers included Memorial historians Dr Lachlan Grant, Dr Karl James and Mr Aaron Pegram, who presented papers and chaired sessions. The event attracted considerable public and media interest and the papers will be compiled for publication.



Floral tributes on the Stone of Remembrance for Remembrance Day 2012.

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 front-of-house team consists of paid full-time, part-time, and casual staff, as well as a dedicated group of volunteers. Their commitment to service excellence ensured that visitors received an engaging and enhanced experience at the Memorial and in its galleries.

Their success is evaluated in terms of visitor satisfaction, formally measured by visitor survey results that indicated a 99 per cent satisfaction rate. Service is also demonstrated by the many comments and letters of appreciation received each year.

An example of feedback received via the Canberra and Region Visitor Centre follows:

This visit we took more time out to see that Sanctuary of Sanctuaries, the [Australian] War Museum – the heart and soul of Australia – a spirit that still guides, not divides us. I cannot think of a superlative that would suffice to praise the officers, staff and volunteers of the [Australian] War Museum. Their patience, knowledge and expertise was truly professional—and how heartening to see the school students, accoutred with pen and paper continuing that most Sacred of all Pilgrimages, ANZAC. I watched as every eye was transfixed on the WWII bombing raid and came away breathless ... surpasses any war movie I have ever seen. (October 2012)

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:
KPI 1	At least 90 per cent of surveyed visitors believe that their visit had met or exceeded their expectations.
Result	99 per cent of surveyed visitors stated that their visit to the Memorial had met or exceeded their expectations.
KPI 2	At least 80 per cent of surveyed visitors believe that the Memorial has maintained or improved its standard of service since their last visit.
Result	98 per cent of surveyed visitors who were making a repeat visit to the Memorial said that the Memorial had maintained or improved its standard of performance since their last visit.
Deliverable 1	Front-of-house staff and volunteers are trained in customer service and have at least an introductory level of military history.
Result	<p>The front-of-house staff and volunteers are trained to deliver a high standard of customer service in a responsive and flexible manner. All front-of-house staff received extensive training in emergency and evacuation procedures and were encouraged to attend all in-house training relating to military history and the galleries.</p> <p>This year a new intake of voluntary guides started the three-month training program run by the Memorial, which is accredited by the Canberra Institute of Technology and provides the guides with a Statement of Attainment in Guiding.</p> <p>In addition, monthly continuing training sessions with guest speakers were coordinated by the voluntary guides committee. This year guest speakers included Dr Janda Gooding, Head of Photographs, Film, and Sound on <i>Remember me: the lost diggers of Vignacourt</i> and Lachlan Grant, Memorial historian, on "A Pacific War postscript: the AIF and the Indonesian independence movement".</p>
Deliverable 2	High-quality and suitable public facilities such as restrooms, café, and way-finding signage
Result	<p>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 both internal and external signage.</p> <p>Hudson's Catering continued as the provider of café services in two purpose-built facilities: the Landing Place in ANZAC Hall and the Terrace at the Memorial in the grounds.</p>

Deliverable 3

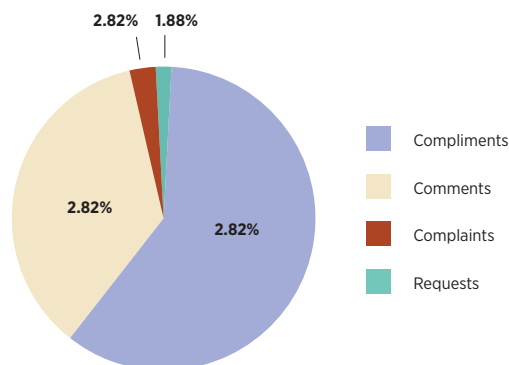
Opportunities for visitor feedback, such as Service Charter, Visitors' Book, and evaluation services

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

Six complaints were received via the Service Charter and Visitors' Book. These comprised one about captions, three about the quality of café services, one about the opening hours for the Discovery Zone, and one about the opening of Treloar to the public. A written response was made to each complainant and action was taken where appropriate.



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 a significant contribution, with over 250 people volunteering their time, skills, and expertise to support both front-of-house functions and projects in curatorial and conservation areas. This level of service and dedication is gratefully acknowledged.

The voluntary guides delivered 12 free highlight tours each day in addition to guiding many VIP, family, and conducted visits throughout the year. The Memorial's volunteers also assisted the public to gain access to family history information, and engaged with family and student visitors in the Discovery Zone.

Volunteer veterans participated in the Memorial school wreathlaying program and engaged with students about their service experiences. This successful program enhances the visiting school groups' understanding of commemoration.

The Memorial continued to provide structured and ongoing training for volunteers, together with regular information and development sessions.

INTERNAL OUTPUTS

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

OUTPUT 1.9 Corporate Governance

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

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

The Chair of the Council and Director provided a briefing to the Minister after each meeting. The Memorial's senior management team also met 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:

- review of the eligibility criteria for the Roll of Honour, which resulted in a decision to include the names of

those who have died in or as a result of non-warlike operational service

- monitoring of progress associated with the redevelopment of the First World War galleries and the development of *Afghanistan: the Australian story*
- development of a broader program of events relating to the Centenary of the First World War
- progress in relation to the Official History of Peacekeeping, Humanitarian, and Post-Cold War Operations and the summary volume of the Official History of Southeast Asian Conflicts 1948-1975
- incorporation of the speech given by former Prime Minister the Hon. Paul Keating at the interment of the Unknown Australian Soldier
- enhancements to the 2013 ANZAC Day Dawn Service
- proposed changes to legislation resulting from the Commonwealth Financial Accountability Framework Review (CFAR) and the potential impacts on the Memorial.

On 1 July 2012, PricewaterhouseCoopers (PWC) commenced as the Memorial's new Internal Auditor for an initial period of four years. Members of the Australian National Audit Office (ANAO) and PWC attended each of the committee meetings. New arrangements for attendance by external and internal audit were agreed and implemented in May 2013. Auditors will now be in attendance for discussion on all audit and risk related matters. 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.

In accordance with terms of reference, Council reviewed its performance in August 2013 via a survey completed by Council members, the Director, and senior management. Overall, the results of the review indicate that performance of Council during 2012-13 was highly satisfactory, with 18 of the 20 criteria achieving an average score of 4 out of 5 or above.

Council membership changes during the year included the completion of Ms Wendy Sharpe's term and the appointment of Ms Gabrielle Trainor from 30 June 2013. The Council Chair, Rear Admiral Ken A. Doolan AO, and the Honourable Graham Edwards AM were reappointed. Both the new appointments and the reappointments are for a period of three years.

Air Vice-Marshal Julie M. Hammer AM CSC continued as Chair of the Finance, Audit and Compliance Committee.

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. During 2012-13 there were important changes for CMG and SMG. Major General Steve Gower formally retired as Director at the end of August 2012 after 16 years in the position. With the Director being on carer's leave, Ms Nola Anderson acted as Director from 1 July until her retirement in mid-December 2013. On 17 December 2013 Dr Brendan Nelson took up the position. In May 2013 Tim Sullivan was appointed to the position of Assistant Director, Head of National Collection Branch.

Within SMG, Ryan Johnson was appointed to the Head of Art, Mark Small was appointed for a three-year period as Head of Retail and Online Sales, and Susan O'Neil was appointed as Head of Human Resources for a 12-month period.

CMG meets weekly and considers a wide range of matters either brought forward by its members or via papers from section heads. Monthly reports are presented to monitor performance against the approved Business Plan, 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 women. Funding from general Appropriation is being quarantined for this purpose. A number of new positions have already been established and further new roles are planned for 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 has been identified as a key resource requirement. Additional professional project managers have been recruited to ensure that a more coordinated and cross-agency approach to project delivery is achieved.

The Information Management Steering Group (IMSG) meets monthly and is key in the 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.

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 performance of other collecting institutions.

Planning continued during the year for the upcoming 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.

With the arrival of the new Director, efforts have been refocused on securing 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, Thales, and Kingold have all partnered with the Memorial in delivering programs for Memorial visitors and students. In addition, the Premier of Western Australia, the Honourable Colin Barnett MLA, has agreed to provide a financial contribution towards the Western Australian tour of *Remember me: the lost diggers of Vignacourt*, as has the Premier of New South Wales, the Honourable Barry O'Farrell MP, for the New South Wales leg of the tour. 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, Project Control Groups (PCGs) met monthly to monitor performance of major projects being undertaken. The focus of these meetings was to ensure projects were being delivered in terms of their objectives, timeframe, and budget. The Memorial's well-developed and mature project delivery model and associated governance arrangements were adopted for major projects including the Electronic Records Management system upgrade, refurbishment of First World War galleries, and ANZAC Connections.

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 presented to Council in May 2013. 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.

Centenary of the First World War

The Memorial commenced preparations for the centenary of the First World War in a number of ways.

A Centenary of ANZAC Co-ordinator was appointed in July 2012, in response to the forecast increased demands on Memorial services and resources. The staff resource commitments to existing and potential projects were evaluated to identify resource requirements for the upcoming centenary period.

An ANZAC Centenary Interdepartmental Taskforce was established by the Department of Veterans' Affairs to assess how the centenary of the First World War can be best commemorated across various government departments and institutions. The Memorial is represented on this body by the Assistant Director, Branch Head Public Programs.

During 2012–13, the Memorial played an important role in assisting the ANZAC Centenary Advisory Board (the Board) in shaping a program of activities and events for the ANZAC Centenary. The Memorial's Director was invited to attend the meetings of the Board as a guest. In addition, several working groups which report back to the Board were established. Former Head, Research Centre, Peter Pedersen, and Head, Education and Visitor Services, Sarah Hitchcock, were members of the Military and Cultural History, and Education and Curriculum groups, respectively.

The Centenary of ANZAC Co-ordinator represents the Memorial on the ACT Working Group, chaired by the ACT Government in support of Centenary activities and events in the ACT. The Memorial's Director has consulted with other ACT cultural institutions to ensure that a comprehensive and complementary program of events, activities and exhibitions is developed to communicate the complete story of the impact of the First World War in Australia.

In April 2012, based on the Board's final report and recommendations, the Government announced the ANZAC Centenary program of activities and events. The flagship initiative is an ANZAC Centenary touring exhibition to be developed by the Memorial, which is accompanied by seed funding of \$10 million. Other projects within the program to be delivered by the Memorial, through its own and partnerships funds, include a joint Memorial and Australian National University 2015 Gallipoli conference, and an outreach exhibition toolkit to allow communities to design and produce their own First World War displays. The Memorial has been nominated as the lead agency to manage the development and implementation of the official merchandise program for the ANZAC Centenary. A tender was released in May 2013 for a partner to deliver this program.

In addition to the major redevelopment of the Memorial's First World War galleries, work has begun on a number of commemorative projects to enhance visitors' understanding of the First World War. ANZAC Connections

is a redevelopment of the website search to increase access to the Memorial's digitised collections. A soundscape featuring children speaking the names and ages of those on the First World War Roll of Honour will be developed for the commemorative area. These names will also be projected onto the Memorial building during the period of the centenary.

Risk Management and Business Continuity Planning

The Memorial's Risk Management and Fraud Control Plans for 2011–14 were implemented during the 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. Emergency evacuation of the main building was reviewed and adjusted as required in preparation for the closure of the First World War galleries for redevelopment. As part of this preparation, alternative fire egress paths and evacuation plans were developed and tested to ensure visitor safety.

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 short-notice closure of the main building as a result of asbestos removal. The discussion focused on communication, as the site would be managed by ACT Emergency Services and the clean-up of the asbestos would be managed by contracted experts. It was noted that it will be key to manage social media.

The Memorial participated in Comcover's annual risk management benchmarking survey in 2013 and achieved a good rating of 7.4 out of 10, which was an improvement on the 2012 rating. The Memorial achieved its target for all the elements, and management and Council are 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.

Copyright

The Memorial continues to make progress on the development of specific policy for administering orphaned works in the National Collection. A series of "use cases" have been established by the Memorial for the use of unpublished orphan works using Section 200AB of the *Copyright Act 1968*. The Memorial is an active member of Copyright in Cultural Institutions (CICI), a working group of copyright and intellectual property managers in cultural institutions in Australia. The Memorial made a submission to the Australian Law Reform Commission review *Copyright and the Digital Economy* (IP 42) in November 2012.

Evaluation and Visitor Research

Evaluation

A primary focus area for evaluation and audience research this year was supporting the next stage of the Memorial's major redevelopment of the First World War galleries. Colmar Brunton was engaged to undertake a formal focus group-based study to provide the exhibition project team with an insight into how their exhibition design and concept proposals are viewed by target audience groups.

The objectives of this study were to:

- provide an insight to the significance of the First World War to the Australian community and how this can best inform the redevelopment of the First World War galleries
- understand the key knowledge gaps in the community, as well as the perceived knowledge gaps, in relation to our First World War heritage
- gain feedback on the specific types of interpretive techniques and content to generate and retain audience engagement
- understand community expectations and desires in relation to specific aspects of the redevelopment, such as the use of modern technology to enhance the visitor experience.

The results of this study showed that our visitors regard it as extremely important to commemorate the First World War because it made Australia what it is today. They are interested in learning about the reality of the ANZAC experience within the whole story of the First World War. Our audience will be turning to the expertise of the Memorial to assist them to understand a war that arose from what they see as a complex political and historical context.

The audience groups were receptive to the new proposals for chronological flow and layout, the emphasis on personal stories, and the stylistic approaches to gallery design. Discussion relating to their expectations and the use of technology indicates that while they assume technology will be included, they expect it will be used in conjunction with traditional media. There is still great potential, however, for the team to realise and develop exciting new media to enhance visitor engagement in this area of interpretation.

Evaluation of the Memorial's conference *Kokoda: beyond the legend* was also completed and confirmed that this event had been very successful, with very high levels of satisfaction recorded against all aspects of the conference. A general interest in military history attracted the participants. Past and projected attendance data indicate that the Memorial is strongly positioned to convene future conferences, owing to its reputation as an authoritative commentator on military history and as offering an academic forum for discussion.

Visitation

Attendance levels were recorded at the Memorial's three major days this year. All three, ANZAC Day, Remembrance Day, and Open Day, had increased attendances, in line with growing community interest in commemoration in the lead-up to the centenary of the First World War.

Increased visitation was also recorded at the Memorial's Big Things in Store event held in September. Over 4,600 people took advantage of the opportunity to explore the Memorial's storage facility in Mitchell, ACT. Evaluation of this event provided useful demographic information: more males attended than females, with most motivated by general interest and coming as part of a family group. Half of the respondents rated the event as of very high standard and only 2 per cent rated it at the lower end of the spectrum. This study also reinforced that the Memorial holds iconic collection items that attract audiences to this event, and that there is a high level of general interest within the community in learning about Australia's military heritage.

Visitor surveys

The General Visitor Survey was completed again this year. These surveys provide valuable demographic and satisfaction levels for the Memorial site and its services. This year 642 randomly selected visitors completed the survey. Results from this survey have been used to report on performance throughout this report. In addition are the following points of interest.

While most visitors (73 per cent) came for a general visit to the whole Memorial, females were more likely to visit for a special exhibition than males. *Nurses: from Zululand to Afghanistan* closed and *Remember me: the lost diggers of Vignacourt* opened during this period. One in six visitors had visited Canberra mainly to see the Australian War Memorial. As part of ongoing research into war and Australian identity, a new question was included in the survey that asked visitors to rate how important they thought the Australian experience of war was in shaping the Australian identity.

Significantly, 80 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. Those who thought this were more likely to be over 55 years old.

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.

Over the last five years, there has been detailed consideration of the Mitchell precinct's capacity for increased storage of the collection. In 2012, a formal plan for the development of the Mitchell precinct was completed. 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 has a three-year lease agreement for use of this property, which includes an option to purchase from July 2014.

An accommodation and storage redevelopment master plan was developed to deliver much-needed additional meeting, storage, and office space. Stage 1 of the two stages was completed in June 2013, with the IT section moving into their fully refurbished office space. This stage has consolidated all of IT staff into one area and provided an additional Training Room for the team. Collection Services has also gained a Mixed Collection room, allowing for the much-needed storage and transit of Collection items. The Military Heraldry and Technology and Art Stores have also been consolidated into one location. Stage 2 will involve Art, Photographs, Building Services, Collection Services and Records Management being consolidated into refurbished office space. These works were completed in early July 2013.

The upgrade of the air conditioning and main switchboards for the Enrico Taglietti-designed Annex A building is under way. The mechanical and electrical design and documentation was completed last year and the design respects the Commonwealth heritage criteria of the building. Early purchase of the new mechanical equipment occurred, to take account of supply time, and the installation is scheduled for completion by December 2013.

A range of general building and infrastructure initiatives have also been undertaken. Asbestos Management Plans for all buildings have been completed, and removal of asbestos mastic in the Main Building sandstone blocks in preparation for the new First World War mezzanine plant room has been completed. Other initiatives undertaken include improvements to uninterrupted power supply (UPS) for critical IT equipment in the Administration Building; minor improvements to collection storage access; repainting of external façade features of the Main Building; and the ongoing consolidation and digitisation of building drawings and manuals.

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 PA systems.

In June 2013, architects Johnson Pilton Walker completed concept design options to better represent the Eulogy for the Unknown Australian Soldier in the Hall of Memory. The Memorial engaged heritage consultants Godden Mackay Logan to undertake a Heritage Impact Assessment for each of the design concepts.

Grounds

A grounds maintenance contract is managed to ensure outstanding grounds presentation at all times. In addition, a specialist gardener is contracted for garden maintenance of the Commemorative Area and the Eastern Precinct area to ensure these locations are presented at a very high standard.

This year an extensive pruning exercise was undertaken to improve the look of the site's deciduous trees and to enhance visitor safety. Further *Eucalyptus sp* and Kurrajong plantings have occurred in the Parade Ground and Eastern Precinct.

Work was completed on the design and documentation required for the implementation of the Memorial's Lighting Master Plan, and tenders closed in June 2013. The intention is to deliver a significant lighting upgrade for the Memorial building and Hall of Memory, well in time for the 2015 ANZAC Centenary. The external lighting upgrade will greatly enhance the appearance of the Main Building's façade, emphasising its architectural features while still achieving major energy savings.

Minor external grounds improvements continue, such as additional permanent power and water supplies in strategic and discreet locations to support events such as Open Day and ANZAC Day; the installation of automated irrigation systems for the Commemorative Area garden beds; and further garden mulching regimes across the Campbell site.

Security (including 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. There is a particular focus on building upon the already positive relationship with AFP (ACT Policing) for liaison, coordination, and the specific role they play in relation to the Memorial's high-profile events and ceremonies, such as ANZAC Day and Remembrance Day.

The secure master key system was reviewed this year and the existing electronic secure key system was enhanced to provide greater capacity for key storage and to improve audit and reporting capability of secure areas.

The Emergency Planning Committee met four times, and planning for and conducting emergency evacuation drills for all Memorial buildings has continued. An initiative to standardise Emergency Warning and Intercommunication System (EWIS) tones across all Memorial buildings to the latest standard has been budgeted and scheduled for 2013-14. This will assist with fire warden training and with building occupants' ability to clearly understand emergency evacuation messages.

Workshop services

The Memorial's workshop supports a wide range of Memorial activities, and work this year included trades support for *Remember me: the lost diggers of Vignacourt* and the installation of travelling exhibitions interstate. Workshop staff have also been heavily involved in the preparations for 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

The unit continues the processing of new e-file requests and the scanning of mail in accordance with internally documented procedures, and the electronic document management system (EDMS). The unit's other principal achievements during the year included the transfer of additional seldom-accessed records to the Treloar D storage facility at Mitchell. This has helped to alleviate pressure on the records management storage facility at the main Campbell site. Once the updated SharePoint system has been rolled out in late 2013, it is proposed to reconfigure the area's primary function to that of a mail room.

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

The Memorial's plant and equipment assets were formally revalued during 2012-13, resulting in a net increase in fair value of \$0.4 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 submitted to the Commonwealth Financial Accountability Review, which proposed a number of reforms which may potentially change the Memorial's current resource management arrangements. The Memorial's position was presented to the Joint Committee of Public Affairs and Audit inquiry on the draft Public Governance, Performance, and Accountability Bill, which was subsequently passed on 29 June 2013. The Memorial will continue to be represented throughout the consultation process associated with development of the rules that will underpin the new legislation.

The CFO was also involved in activities to ensure the funding strategies for major capital projects are 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 (FBT), 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 have been delivered to inform staff of the key features of Government policy. An additional procurement resource was allocated during the year to further support increased procurement activity across the Memorial, particularly for major projects.

Several financial management induction and training sessions were presented 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

Support was maintained for the full range of corporate business systems which overall saw greater than 99.6 per cent availability.

Specific achievements include:

- upgrade of the SharePoint-based electronic document and records management system (EDRMS) to achieve compliance with electronic record-keeping requirements

established by the National Archives of Australia, which will be progressively rolled out, starting in July 2013

- implementation of a webcast facility for the daily Last Post Ceremony
- migration of numerous Research Centre databases to Memorial Integrated Collection Access system (MICA) in preparation for website delivery enhancements which are part of the ANZAC Connections project
- completion of the shop inventory and point-of-sale system (Advance Retail) upgrade
- replacement of systems for the handling and editing of video material
- implementation of a solution to make preview copies of collection video material available on the web for public access and pre-sale viewing
- selection of a service management application to enhance the management of HelpDesk and other services provided by IT and other sections which will be implemented in the coming year, and
- application of software updates and patches for the Human Resources and Finance system required before end of the financial year.

Network infrastructure

The overall infrastructure saw no major downtime during the year.

Specific achievements include:

- acquisition of a replacement storage area network (SAN) to support the virtualised server environment
- completion of the network switching infrastructure through replacement of core switches to achieve a 10 Gbps network backbone with high resilience
- upgrade of the uninterruptible power supply (UPS) to provide increased endurance in the event of power outages, which have occurred on several occasions at the Campbell site
- replacement and upgrade of the data cabling in the Administration Building ground floor, associated with the staff accommodation changes
- acquisition of additional data storage to provide for assessment of digital acquisitions and temporary management of video material, and
- planning for an enterprise wireless network.

There were no major network outages during the period. However, the website was unable to cope with the volume of traffic on ANZAC Day 2013. With assistance from experienced consultants, causal factors were identified and these will be addressed well before Remembrance Day, which has the second heaviest traffic load annually.

Strategic planning and governance

The Information Management Steering Group (IMSG) continued monthly meetings to direct IT strategy and policy. The group has had a particularly busy agenda in

setting and monitoring the IT priorities and workload associated with the increase in Centenary of ANZAC activities, many of which require IT input.

The Head of IT continued to represent the Memorial at meetings of the whole-of-government CIO forum and the Commonwealth Managers Forum on IT (CMFIT).

People Management

Strategic people management – workforce planning

The Memorial's People Strategy identifies strategic workforce priorities for the Memorial. These priorities are:

- consolidating our workforce planning
- aligning people and our business through a positive performance culture
- promoting organisational health and wellbeing
- building leadership and management capability
- attracting and retaining the right people
- encouraging innovation and agility.

The Memorial is committed to building and sustaining a diverse workforce to deliver its current and future business objectives. This will be achieved by attracting, developing, and retaining skilled, engaged, and committed employees.

Workforce planning activities have increasingly been aligned with the business and budget planning processes, recognising that they are a critical business activity to achieve the Memorial's strategic objectives. The agency continues to use a variety of strategies such as capability development, health and wellbeing programs, and targeted recruitment processes to enhance productivity and reduce the turnover of ongoing employees.

Workforce development

The Performance through People Scheme (*Perform*) is the framework that outlines the Memorial's approach to managing and enhancing the performance of our employees. *Perform* allows the Memorial to manage performance and understand and achieve business outcomes, and aligns with its role to commemorate the sacrifice of those Australians who have died in war. *Perform* was introduced in 2013 and implementation will continue into 2013–14. Enhancements include:

- changes to the performance management scheme
- improvements to the performance agreement templates
- establishment of core expectations for the Memorial, and
- training for all employees on the performance management approach.

All ongoing and non-ongoing staff were required to participate in the Memorial's Performance Framework, with pay-point progression subject to achieving a satisfactory performance rating.

People management and services

The Memorial seeks to foster a culture of professional development by enhancing the capabilities of its staff,

for example, leadership and technical expertise, through a range of in-house and externally provided learning opportunities.

During 2012–13, all employees were able to access the Memorial's Studies Assistance Scheme, which provided support to 20 employees, enabling them to undertake formal courses of study relevant to their work.

The Memorial Workplace Relations Committee (WRC) is the primary consultative committee for employment and conditions-related matters. The Committee's membership includes management, staff from across the Memorial, and union representatives. This committee continues to play an important role in informing people strategy and policy for the agency. The committee met on four occasions during the year.

The Memorial's Work Health Safety (WHS) Committee met on six occasions during the year. The Committee's membership includes management and health and safety representatives from across the Memorial. There are a number of early intervention strategies to facilitate work-life balance and reduce WHS risks. These included:

- access to an Employee Assistance Program for employees and their immediate family members
- workstation assessments
- various health programs, such as health awareness and exercise classes.

OUTPUT 1.12 Revenue Generation

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

Memorial Shop

Shop revenue of \$1,653,117 was achieved against a target of \$1,600,000. The net profit for the Shop was \$286,410 before notional overhead costs.

Key indicators of Shop performance are the average transaction value (\$19.50), the number of Shop transactions (76,988), and the overall profit margin (57 per cent). While the transaction value and number of transactions are slightly lower than last year, the profit margin is up by 1 per cent.

Memorial souvenir publications continued to perform strongly. The *Australian War Memorial guide, A place to remember* and *Hall of Memory* are sold through the Orientation Gallery and Shop. The *Australian War Memorial guide* is both a guide and an attractive memento, and generated \$53,833 in revenue.

The Shop supported a number of new Memorial publications, most notably *Australian War Memorial: treasures from a century of collecting* by Nola Anderson. Also released were *Gallipoli: a ridge too far*, edited by Ashley Ekins, and *MacArthur's secret bureau: the story of the Central Bureau – General MacArthur's signals intelligence organisation* by Dr Jean Bou.

A number of new products were introduced through the year. Many of these products were developed using material from the National Collection and included:

- a range of “nose art” shirts featuring reproductions of cartoon images originally painted on wartime aircraft
- First World War replica trench signs
- a commemorative Long Tan poster
- a range of poppy merchandise developed with Australian designers exclusively for the Memorial, including jewellery, fine bone china mugs, and linen.

e-Business

e-Business revenue of \$814,401 was 11 per cent below 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 use of the material is for educational, private, or commemorative purposes
- Shop products sold online.

Centenary-based activities have not yet had a significant impact on e-Business revenue. Collection sales, user fees, and the value of waivers were lower than in previous years. In contrast, revenue from the online sale of Shop products continued to grow. This growth was due in part to several major releases and associated marketing activities. The most popular items included *Australian War Memorial: treasures from a century of collecting* and a die-cast replica of the Lancaster bomber “G for George”. Over 800 of these replicas were sold through e-Business.

Other popular titles included the *Ben Quilty: after Afghanistan* exhibition catalogue and *MacArthur's secret bureau: the story of the Central Bureau – General MacArthur's signals intelligence organisation* by Jean Bou. *The lost diggers* by Ross Coulthart, which is related to the *Remember me: the lost diggers of Vignacourt* exhibition, also sold well.

Marketing activities included email newsletter campaigns, printed flyers sent out with e-Business mail orders, and advertising online goods and services in Wartime magazine. A brochure promoting education resources was distributed to schools through DVA.

Much of the Memorial's film collection is now available to view online via downloadable time-coded clips. It is hoped that this enhancement will generate increased revenue from the sale of broadcast-quality footage (and associated user fees) to commercial clients.

Other Revenues

Overall, non-government revenue was \$8.2 million, which is 1.27 per cent higher than the 2012–13 target. Total revenue (including the value of goods and services provided free of charge) was \$10.9 million. Strong contributions to

revenue were made by shop sales, interest, and education programs.

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 Work Place 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.

A formal change management process continued throughout the year to assist staff to understand and adapt to proposed changes in policies and procedures associated with the implementation of electronic records management.

A formal consultation and change management process was also established in relation to a major accommodation review and implementation. New accommodation arrangements for a number of staff were completed in June 2013. As a result of changes made, there are additional meeting, training, and conference facilities and space for review and receipt of collection donations.

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

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.

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

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

Research

Steve Bullard, Historian, Official History of Australian Peacekeeping, Humanitarian and Post-Cold War Operations

Australia has been committed to the war in Afghanistan for 12 years. By the end of 2014, international forces will have gone – but what legacy will they have left? I recently travelled to Afghanistan on a month-long deployment to interview serving members about their roles and experiences for an official history that will one day draw conclusions about the war.

As a military historian, I jumped at the opportunity to travel to Afghanistan to witness first-hand how operations are conducted. During the trip, I interviewed 74 people, mostly from the Australian Defence Force, but including several coalition personnel and civilians, who were stationed in the United Arab Emirates and Bahrain, and at Tarin Kot and Kabul in Afghanistan. They were of all ranks of the Australian Army, Royal Australian Air Force, Royal Australian Navy, and Special Operations, and included a proportional representation of men and women.

The most recent Australian official histories cover three aspects of our war experience. The first is political: why do we get involved in conflict, what decisions do we take, and what relationships do we have with other coalition partners and allies in order to go to war? The second is narrative: what we actually did, when we did it, and how we went about it. The third is individual: to try to understand their experiences, their motivations, and their individual challenges.

The interviews I was conducting were really trying to flesh out the last two aspects. I started by establishing the subjects' background – such as the length of service, their motivation for choosing one service over another, their preparation for deployment – before getting into operational details about each person's individual role and how that fitted into the larger unit and coalition structure. They were asked about security and the hazards or threats

Steven Bullard outside Kabul.



they might face; their living conditions and contact with home; and their assessment of what they were doing in terms of Australia's overall commitment, as well as its ultimate legacy. Often, people were willing to open up about specific experiences they'd had that were quite hard or emotionally trying. With a few people, we had to stop to let them gather themselves because it was obviously still difficult to talk about quite personal and very emotional experiences.

It was interesting to see the range of activities in which Australians are involved, from logistics and supply to weapons advisory roles, intelligence, and counter-terrorism maritime security. It's a really large coalition military environment there, and Australians are involved in a range of activities right across the board. At the moment not a lot of Australians are involved in combat operations, with Special Forces being the exception. Most Australians now are working long hours to ensure a successful transition to the Afghan National Army and the Afghan government.

Australia will withdraw most of its force from Afghanistan by the end of this year, and while some Australians will stay on indefinitely in training, advisory, and counter-terrorism roles, it is expected that Afghanistan will be responsible for its own security. An official history of the mission will be important to the veterans of the campaign, as well as

the broader public. I'd always tell people before we did the interview that they weren't doing it for me or the Memorial, but that it was their opportunity to tell their story and the story of the people that they work with. I think that resonated with people.



The memorial at Camp Holland, Tarin Kot, to those who have died in Uruzgan province.

Street scene in Kabul.





The conservation of the First World War dioramas is a key component of the redevelopment of the First World War galleries.





The Long Tan cross, on loan from the Dong Nai Museum in Vietnam, was displayed at the Memorial from August 2012 to April 2013.



Private Wayne Wright; Private Michael Wilson; Private Ken Cooper; Private Ian Cochrane; Private Graham Sawtell and Corporal Ronald Wilson. Vietnam veterans and members of Assault Pioneer Platoon, 6 RAR NZ(ANZAC), Second Tour 1969–1970 with the Long Tan cross which they erected on the site of the Long Tan battle on 18 August 1969.

ACCOUNTABILITY

Legislation, Functions, and Powers

Enabling Legislation

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

Functions of the Memorial

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

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

- (b) to develop and maintain, as an integral part of the national Memorial referred to in paragraph (a), a National Collection of historical material;
- (c) to exhibit, or to make available for exhibition by others, historical material from the Memorial Collection or historical material that is otherwise in the possession of the Memorial;
- (d) to conduct, arrange for, and assist research into matters pertaining to Australian military history; and
- (e) to disseminate information relating to:
 - (i) Australian military history;
 - (ii) the national Memorial referred to in paragraph (a);
 - (iii) the Memorial Collection; and
 - (iv) the Memorial and its functions.

Powers of the Memorial

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

- to do all things necessary or convenient to be done for or in connection with the performance of its functions, including the power:
 - (a) to purchase, take on hire, accept as a gift, or take on deposit or loan historical material;
 - (b) to lend or hire out or otherwise deal with (other than by way of disposal) historical material;
 - (c) to accept gifts, devises, bequests, or assignments made to the Memorial, whether on trust or otherwise, and whether unconditionally or subject to conditions; to act as a trustee or to comply with the condition, as the case may be;
 - (d) to collect and make available (whether in writing or in any other form and whether by sale or otherwise) information relating to Australian military history;
 - (e) to make available (whether by sale or otherwise) reproductions, replicas, or other representations (whether in writing or in any other form) of historical material;
 - (f) to make available (whether in writing or in any other form and whether by sale or otherwise) information relating to the Memorial and its functions;
 - (g) to provide facilities to stimulate interest in Australian military history;
 - (h) to assist educational institutions in matters relating to Australian military history;
 - (i) to train members of the staff of the Memorial, and other such persons as the Council approves, in developing, caring for, and undertaking research in relation to the Memorial collection;
 - (k) to assist, on request, in the creation and maintenance of military museums in Defence Force establishments;
 - (m) to occupy, use, and control any land or building owned or held under lease by the Commonwealth and made available to the Memorial under section 7;
 - (n) to erect buildings;
 - (o) to purchase or take on hire, or to accept as a gift or on deposit or loan, and to dispose of or otherwise deal with furnishing, equipment, and other goods;
 - (p) to act as trustee of monies or other property vested in the Memorial on trust; and
 - (q) to act on behalf of the Commonwealth or of an authority of the Commonwealth in the administration of a trust relating to historical material or related matters.

Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Honourable Warren Snowdon MP was the minister responsible for the Memorial for 2012–13.

Powers of the Minister

The Minister has the following powers under the Act:

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

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

Internal and External Audits

Internal Audit

The Memorial's internal audit services are outsourced to PriceWaterhouseCoopers (PWC).

The *Internal Audit Plan 2012–13* was approved by Council in May 2012 and audits were completed as follows:

- review of Leave and Recruitment Policies and Processes
- review and update of Fraud Control Plan
- review of Weapons Management
- review of the effectiveness of security and stocktake procedures associated with backlogs of Collection items awaiting assessment and accessioning, and
- review of IT Security against requirements of Protective Security Policy Framework (PSPF).

The reviews resulted in no major concerns or weaknesses being identified. Minor recommended actions have been addressed or incorporated into the 2013–14 Business Plan.

The Internal Audit Plan 2013–14 was approved by Council in May 2013. The new plan will include:

- 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

External Audit

The audit of the 2012–13 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 2012–13 Financial Statements is at page x.

Fraud Control

As required by the *Commonwealth Fraud Control Guidelines 2011*, the Memorial implements practices and procedures for effective fraud control. During 2012–13 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. There was one incident of providing false information to secure a position reported in the 2012–13 Annual Fraud Survey. The matter was handled in accordance with established procedures and was referred to the Australian Federal Police.

Implementation of the new Protective Security Policy Framework is progressing and the development of online fraud control training continued during the year. The Memorial responded to the 2011–12 annual survey by the Australian Institute of Criminology in August 2012.

The Memorial has one identified 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
- continuing to seek funding to ensure continual improvements to storage area security systems and stocktake procedures.

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 2012–13. 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 2012–13, including the 7.75 per cent discount received through the annual Risk Management Benchmarking Survey in 2012, was \$255,808 (excluding GST) which was just over \$29,000 lower than 2011–12. The policy provided comprehensive cover for property and general liability, with the premiums being \$154,258 and \$55,916 respectively. Council members are provided with indemnity insurance through directors' and officers' liability cover and the premium for this was \$10,095.

Legal Actions

A claim against the Memorial relating to a fall on the internal eastern steps in the front foyer area during 2005 was settled without admission of liability for \$460,000 during 2012–13.

Investigations into two further claims for potential liability against the Memorial were completed and liability was denied in both cases. The claimants were advised of this by Comcover's appointed lawyers and no further action has been pursued. The matters are therefore considered closed.

Ombudsman

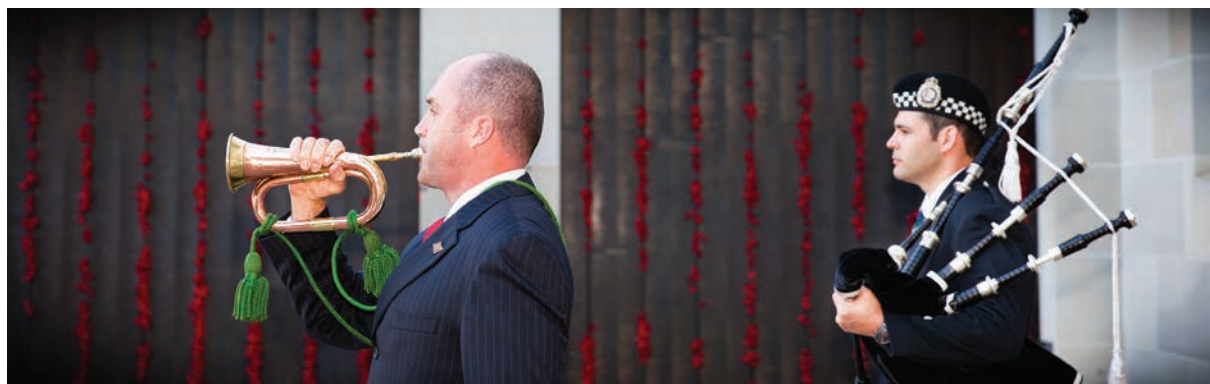
No issues were raised with the Ombudsman during 2012–13.

Social Justice and Equity

The Memorial is committed to social justice and equity and routinely researches changing audience needs in order to ensure that diverse Australian and international audiences can access the Memorial's physical grounds, facilities, ceremonies and public programs.

The Memorial routinely performs a satisfaction survey throughout the year which informs our audience profile. Results for 2012–13 indicate:

- About 3 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:
 - 95 per cent – mobility-impaired access within galleries and between floors
 - 94 per cent – mobility-impaired access into the building
 - 71 per cent – free wheelchairs
 - 69 per cent – accessible toilets
 - 69 per cent – mobility-impaired parking.
- The percentage of Australian visitors to the Memorial who identified themselves as Aboriginal or Torres Strait Islanders (2.5 per cent of the Australian population) remained at around 1 per cent. Indigenous Australians were as satisfied by their visit to the Memorial as non-Indigenous Australians.
- About 11 per cent of Australian visitors to the Memorial were born overseas – a lower proportion than that found in the Australian population (30.2 per cent). Satisfaction levels were equal for all Australian visitors regardless of their country of birth
- About 12.6 per cent of Australian visitors to the Memorial speak a language other than English at home, a lower percentage than that found in the Australian population (23.2 per cent). Satisfaction levels were equal for all Australian visitors regardless of whether they spoke a language other than English at home.
- This year the Memorial acquired portable Invacare ramps to assist with visitor access into the Commemorative area adding to the existing range of facilities and services which include:
 - strollers for visitors with children
 - walkers and wheelchairs for visitors
 - hearing loop within BAE Systems Theatre
 - support for special needs groups attending activities, such as the Aged Care Wreathlaying program
 - seating area for visitors with special needs, including the provision of seating for veterans who march on ANZAC Day
 - restroom facilities provided for veterans who march on ANZAC Day
 - first aid support for ANZAC Day and Remembrance Day Ceremonies
 - lifts in galleries where appropriate.



Bugler and piper at the Last Post Ceremony which is held daily at the Memorial.

Service Charter report

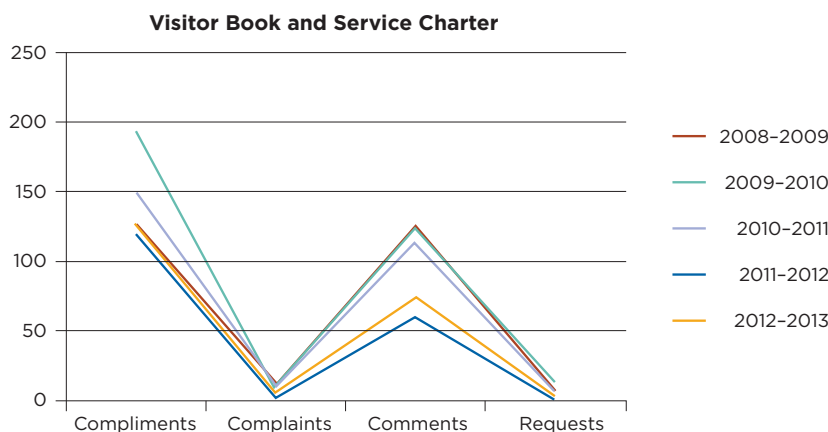
The Memorial's Service Charter, *Setting the standard*, addresses the full range of services provided by the Memorial. It was introduced on 1 July 1998 and reviewed and updated during 2012–13. It provides clear statements of the expected standards of service and who is responsible should the expected service not be provided. It also provides guidance on how to lodge a complaint if service falls short of expectations.

A total of 127 compliments, 76 suggestions, comments or requests, and six complaints were received through the Service Charter or the Visitors' Book during 2012–13.

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

Of the comments and suggestions received, almost 45 per cent (34 out of 76) related to the Memorial's galleries and to the correction of captions. All comments and suggestions were considered, and action taken where appropriate. Other comments made by visitors related to facilities (e.g., seating, parking), signage, shop products, and changes to the Roll of Honour, the Last Post Ceremony, and the Online Gallery.

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



The Memorial's invaluable volunteers outside the Terrace at the Memorial café.

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 NSW Pty Ltd	General Memorial advertising	\$44,360.00
Canberra FM Radio Pty Ltd	General Memorial advertising	\$21,710.00
City News	General Memorial advertising	\$14,123.66
Grey Advertising Canberra Pty Ltd	General Memorial advertising	\$60,341.08
Grey Advertising Canberra Pty Ltd	Recruitment advertising	\$31,237.90
Capital Magazine Publishing	General Memorial advertising	\$13,097.00
Bearcage Productions	General Memorial advertising	\$26,192.20
Whitefox Communications	General Memorial advertising	\$15,254.00
Nationwide News Pty Ltd	General Memorial advertising	\$191,675.99
Hardie Grant Magazines	General Memorial advertising	\$21,700.00
Canongate Partners Pty Ltd – Highlife	General Memorial advertising	\$10,800.00
Wingrove Design	General Memorial advertising	\$10,430.00
Act Economic Development Director	General Memorial advertising	\$26,863.64
Adshel Street Furniture Pty Ltd	General Memorial advertising	\$21,000.00
Prime Media Group Limited	General Memorial advertising	\$38,526.00
Newstate Media Pty Ltd	General Memorial advertising	\$10,390.00
Canberra Times Fine Print	General Memorial advertising	\$25,966.88
Hays Personnel Services Aust Pty Ltd	Recruitment advertising	\$26,426.97
	<i>Advertising Expenditure</i>	\$610,095.32
Colmar Brunton Pty Ltd	<i>Market Research Expenditure</i>	\$34,960.00
	Total	\$645,055.32

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 accessed 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

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 four categories are:

- Administrative files and papers relating to all aspects of the Memorial's functions. These are subject to the Act, and charges relating to the provision of these are applied and calculated in accordance with the nature and extent of the request.
- Items in the Memorial collection within the meaning of the *Australian War Memorial Act 1980*, other than documents placed in the Memorial collection by any agency. By virtue of section 13(1) of the Act, these are not deemed to be documents of an agency, and therefore are not subject to the provisions of the Act. They are, however, made available to the public as part of the Memorial's public reference facility.

- (c) Items in the Memorial collection, within the meaning of the *Australian War Memorial Act 1980*, that have been placed in the collection by or on behalf of an agency. By virtue of section 13(2) of the Act these are deemed for the purposes of the Act to be in the possession of the agency that placed them in the Memorial collection. Access to these documents under the Act is through the controlling agency.
- (d) Commonwealth records owned by other agencies but in the custody of the Memorial. These are documents of the controlling agency and access to them under the Act is through that agency.

Facilities for Access

The Memorial caters for public access to its collections, with reading rooms and staff available to assist with reference inquiries. The Memorial's Research Centre specialises in the provision of public reference services. The facilities are available to any member of the public having gained approval for access to documents under the Act. The access point at which members of the public may make inquiries on Freedom of Information (FOI) matters, submit formal requests for access to documents, or inspect documents to which access has been granted, is given below. The access point is open for business from 8.30 am to 4.51 pm, Monday to Friday (excluding public holidays). Information about access for people with disabilities can be obtained by contacting the FOI officer at the access point given below.

FOI Procedures and Initial Contact Points

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

Reception Desk
Australian War Memorial
ANZAC Parade
CAMPBELL ACT 2612

or

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

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

- (a) by mail to an address specified by the applicant;
- (b) at the official FOI access point; or
- (c) at the information access office located within the regional office of the 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 Act and FOI (Charges) Regulations are set out below:

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Executive Officer
Corporate Services
Executive Level 1

Executive Officer
National Collection
Australian Public Service Class 6

Executive Officer
Public Programs
Australian Public Service Class 6

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

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Freedom of Information Act 1982, Statistics 2012-13

In 2012-13 the Memorial received two requests for access to documents under the FOI Act. One of the requests was granted in full with all charges waived and one request is being processed in accordance with the legislated timeframes. No outstanding requests were carried over from 2011-12.

Environmental Protection and Biodiversity Conservation (EPBC) Act 1999, Section 516A Statement

In accordance with section 516A of the *Environmental Protection and Biodiversity Conservation (EPBC) Act 1999* (Cwth), 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 does not administer any legislation nor have 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.

Energy Consumption and Environmental Management

Consumption of electricity, gas and water continues to be monitored closely and continues to be 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 was completed on the lighting design and documentation required for the implementation of the Memorial's Lighting Master Plan and the tenders closed in June 2013. The intention is to deliver a significant lighting upgrade for the Memorial building and Hall of Memory, well in time for the Centenary of the First World War in 2015. The external lighting upgrade will greatly enhance the appearance of the Main Building, emphasising its architectural features, while still achieving major energy savings.

Other energy-saving initiatives undertaken includes the commissioning of electricity sub-meters in the Main Building to allow monitoring of consumption by individual areas to allow a proactive response to any consumption spikes. Planning is also underway to include electronic monitoring of gas sub-meters.

In addition to the recycling of paper, cardboard, glass, and plastic bottles, toner cartridges and fluorescent tubes in the administration areas, the Memorial has also commenced providing recycling facilities for public events in the Memorial's grounds, including ANZAC Day, Remembrance Day and Open Day.

Heritage Management

The Memorial's endorsed Heritage Management Plan (HMP) continues to guide management of the Memorial's heritage precinct. A panel for consultant heritage expertise was established. Following that process, International Conservation Services was engaged to review the Memorial's 1997 Heritage Conservation Master Plan and advise on future long-term heritage conservation requirements for the memorial building. The work also includes review of the ongoing monitoring and maintenance requirements for the building fabric. The consultant's report will be delivered by the end of the 2012-13 financial year. Heritage specialists continue to provide advice, when required, for proposed building works in heritage-sensitive areas, including the Hall of Memory and Commemorative Area.

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 and stonework.

Under the direction of a qualified arborist, cabling was installed and the crown thinned in the Lone Pine tree (*Pinus halepensis*) to reduce the risk of damage by wind shear. To assist with its longevity, a regular maintenance regime for the tree continues.

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 illness through systematic management. Furthermore, the Memorial is committed to supporting and promoting the holistic wellbeing of its employees.

Work Health and Safety Committee

The Work Health and Safety Committee meets four times per year and assists the Memorial to develop, implement and review 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 Well-being Program

The Memorial promotes health awareness among employees by supporting an annual program, the Health and Well-being Program, which is focused on health and lifestyle initiatives to create positive health changes for workers.

The Memorial's 2012–13 Well-being Strategy included health checks for staff, targeted physical activity programs and men's and women's health workshops. Disease prevention strategies were also implemented, including "quit smoking" programs, influenza vaccinations, and workshops focused on arthritis and osteoporosis, mental well-being, and dental health.

Manual handling training was also provided twice to staff undertaking such tasks.

Employees will continue to have a say on the development and operation of future health and well-being programs.

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. 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 of accidents and incidents and the early management of reported accidents and incidents. These processes have continued to keep the Memorial's claim numbers low and workers' compensation premium rates remaining relatively constant at 0.93 per cent in 2011–12 and 0.97 per cent in 2012–13.

No directions or notices under the *Occupational Health and Safety Act 1991* or the *Work Health and Safety Act 2011* were given to the Memorial.

Focus on ...

Conservation

Alana Treasure, First World War diorama conservation team

In November 2012 we embarked on a two-year project to bring the First World War dioramas to their best possible condition for display in the redeveloped First World War galleries. This is the first time such extensive conservation has been performed on the dioramas, which were originally constructed in the 1920s and 1930s and which have been relocated and modified to varying degrees over the years.

Before beginning conservation treatment on any item in our National Collection, the first step is to inspect and document its condition. We look at how the item is made, what materials are used, what state it is in, and whether there are any damaged or unstable/fragile areas or components. We can then safely handle and move the item and determine what conservation treatment is required.

Following this assessment and documentary photography of the dioramas, our treatment work has included cleaning away the decades of dust and debris from the surface, adhering broken and loose pieces of plaster and other components, inpainting lost paint and plaster, repairing or replacing broken or missing components such as rifles and bayonets, and re-adhering flaking paint on backdrops. The structural integrity of the framework of each is also being addressed.

While the existing First World War galleries remained open, we worked on *Pozières*, *Somme Winter*, *Bullecourt*, and *Ypres* dioramas behind hoarding, with much of our work conducted on scaffolding installed with a counterweighted

Conservator Nicholas Flood treating flaking paint on a domed backdrop of a diorama in the *Transportation* Series



Conservator Jocelyn Evans inpainting a loss on a figure on the *Bullecourt* diorama

platform out over the diorama enabling us to lie in prone position to work on the surface of the diorama. We removed and shifted the timber planks (supported by ladder beams) as necessary – swag mattress and pillow were essential!

With the closure of the galleries from April 2013, more extensive conservation work has begun on *Mont St Quentin* and the *Transportation* series. Additional activities during the course of the project will include the movement of the dioramas into chronological order and re-design of their displays.

Work is also under way on the *Semakh* and *Desert Patrol* dioramas, currently in storage at our Mitchell site, which will be brought back to public display for the first time in three decades. New backdrops created by artists are being commissioned for these dioramas.

Conservator Alana Treasure brush vacuuming dust from the surface of the *Somme Winter* diorama



Focus on ...

Education

Carlie Walker, Senior Education Officer, Education and Lifelong Learning Team

Herbert Andrew Smythe, better known as “Bert”, was the eldest of nine children, born in Toorak, Melbourne.

When the First World War broke out, he enlisted as a signaller. Joined by three of his brothers, Bert set sail for Egypt, before finding himself on the front line on Gallipoli. An injury saw him shipped to England, before once again seeing action in France in 1917.

He was to last only two months on the Western front.

He died at Bullecourt. He was 26 years old.

This is just one of the thousands of stories we hold at the Australian War Memorial. During the daily Last Post Ceremony at the Memorial, we relate the life story of a serviceman or woman who is listed on the Roll of Honour. Bert's story featured in the Last Post Ceremony on 3 May 2013.

As a member of the Education and Lifelong Learning Team, I am privileged to share personal stories that illustrate the Australian wartime experience with our visitors every day. Our job is to engage pre-school children with songs and animal puppets, share anecdotes with families, interact with general visitors through gallery talks and tours, and take part in commemorative activities such as recording the lives of past Australians for a publication or web resource, or hosting a ceremony with Australia's Federation Guard.

Recently, a little girl who took an educational tour at the Memorial wrote us a letter. In it, she said: “The Roll of Honour has people who loved us before they died ... the people that died for us were caring for us. We love them and they love us.”

These words reveal how a new generation of Australians who understand the service and sacrifice of Australian servicemen and women, and who will help to keep their memory alive. In my role as education officer, I am able to contribute to creating and fostering this understanding.



Presenting an education program to a school group in the former First World War galleries



Carlie Walker during Friday morning story time.



Members of the public lay a wreath together at the inaugural Last Post Ceremony.



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 2013, which comprise: a Statement by Council, Director and Chief Finance Officer; the Statement of Comprehensive Income; Balance Sheet; 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.

Council's Responsibility for the Financial Statements

The Council of the Australian War Memorial is responsible for the preparation of the 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 the 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 2013 and of its financial performance and cash flows for the year then ended.

Australian National Audit Office



Peter Kerr
Executive Director
Delegate of the Auditor-General
Canberra
14 August 2013

Australian War Memorial

STATEMENT BY COUNCIL, DIRECTOR AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2013 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

14 August 2013



Air Vice-Marshal Julie Hammer AM CSC (Ret'd)
Chair of Finance, Audit and Compliance
Committee

14 August 2013



Dr Brendan Nelson
Director

14 August 2013



Ms Leanne Patterson
Chief Finance Officer

14 August 2013

	Note	2013 \$	2012 \$
EXPENSES			
Employee benefits	3A	22 804 448	20 187 062
Supplier	3B	16 223 443	14 082 531
Depreciation and amortisation	3C	18 123 869	18 210 383
Write-down and impairment of assets	3D	14 939	91 675
Losses from asset sales	3E	2 495	802
Total expenses		57 169 194	52 572 453
Less:			
OWN-SOURCE INCOME			
Own-source revenue			
Sale of goods and rendering of services	4A	3 185 032	3 367 691
Interest		3 161 777	3 000 284
Resources received free of charge	4B	2 154 013	2 051 562
Donations and sponsorships	4C	2 227 408	2 652 569
Other revenue	4D	171 654	173 663
Total own-source revenue		10 899 884	11 245 769
Total own-source income		10 899 884	11 245 769
Net cost of services		46 269 310	41 326 684
Revenue from Government	4E	39 353 000	40 418 000
(Deficit) Surplus		(6 916 310)	(908 684)

OTHER COMPREHENSIVE INCOME**Items not subject to subsequent reclassification to profit or loss**

Changes in asset revaluation surplus		398 435	70 069 090
Total other comprehensive income		398 435	70 069 090
Total comprehensive (loss) income	19	(6 517 875)	69 160 406

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

BALANCE SHEET as at 30 June 2013

	Note	2013	2012
		\$	\$
ASSETS			
Financial assets			
Cash and cash equivalents	5A	2 372 598	4 440 095
Trade and other receivables	5B	808 529	1 462 974
Investments	5C	66 000 000	52 500 000
Other financial assets		1 230 433	1 342 029
Total financial assets		70 411 560	59 745 098
Non-financial assets			
Land and buildings	6A, F	116 160 061	119 233 198
Property, plant and equipment	6B, F	4 116 567	3 761 475
Heritage and cultural assets	6C, F	1 020 381 434	1 023 057 033
Exhibitions	6D, F	23 663 088	23 186 717
Intangibles	6E, F	5 273 335	4 984 811
Inventories	1.17	687 385	649 343
Other non-financial assets	6G	298 105	193 831
Total non-financial assets		1 170 579 975	1 175 066 408
Total assets		1 240 991 535	1 234 811 506
LIABILITIES			
Payables			
Suppliers	7A	1 607 487	789 455
Other payables	7B	822 391	643 013
Total payables		2 429 878	1 432 468
Provisions			
Employee provisions	8A	8 343 238	7 767 744
Total provisions		8 343 238	7 767 744
Total liabilities		10 773 116	9 200 212
NET ASSETS		1 230 218 419	1 225 611 294
EQUITY			
Contributed equity		58 450 000	47 325 000
Asset revaluation reserves		599 155 457	598 757 022
Retained surplus		572 612 962	579 529 272
Total equity		1 230 218 419	1 225 611 294

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

STATEMENT OF CHANGES IN EQUITY for the period ended 30 June 2013

	Retained earnings		Asset revaluation surplus		Contributed equity / capital		Total equity	
	2013	2012	2013	2012	2013	2012	2013	2012
	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance								
Balance carried forward from previous period	579 529 272	580 437 956	598 757 022	528 687 932	47 325 000	39 589 000	1 225 611 294	1 148 714 888
Adjusted Opening Balance	579 529 272	580 437 956	598 757 022	528 687 932	47 325 000	39 589 000	1 225 611 294	1 148 714 888
Comprehensive Income								
Other comprehensive income	-	-	398 435	70 069 090	-	-	398 435	70 069 090
Surplus (Deficit) for the period	(6 916 310)	(908 684)			-	-	(6 916 310)	(908 684)
Total comprehensive income attributable to the Australian Government	(6 916 310)	(908 684)	398 435	70 069 090	-	-	(6 517 875)	69 160 406
Transactions with owners								
Equity injection	-	-	-	-	11 125 000	7 736 000	11 125 000	7 736 000
Sub-total Transaction with owners					11 125 000	7 736 000	11 125 000	7 736 000
Closing balance at 30 June	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

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

CASH FLOW STATEMENT for the period ended 30 June 2013

	Note	2013 \$	2012 \$
OPERATING ACTIVITIES			
Cash received			
Receipts from Government		39 353 000	40 418 000
Sales of goods and rendering of services		4 017 117	2 165 027
Interest		3 273 373	2 783 554
Net GST received		1 218 509	1 145 196
Donations and sponsorships		1 719 958	2 578 044
Other		171 654	173 663
Total cash received		49 753 611	49 263 484
Cash used			
Employees		(22 228 954)	(19 629 479)
Suppliers		(14 634 214)	(13 454 767)
Total cash used		(36 863 168)	(33 084 246)
Net cash from operating activities	9	12 890 443	16 179 238
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		3 836	2 668
Proceeds from sale of investments		67 500 000	43 000 000
Total cash received		67 503 836	43 002 668
Cash used			
Purchase of property, plant, equipment and intangibles		(12 586 776)	(10 170 827)
Purchase of investments		(81 000 000)	(56 500 000)
Total cash used		(93 586 776)	(66 670 827)
Net cash used by investing activities		(26 082 940)	(23 668 159)
FINANCING ACTIVITIES			
Cash received			
Contributed equity		11 125 000	7 736 000
Total cash received		11 125 000	7 736 000
Net cash from financing activities		11 125 000	7 736 000
Net (decrease) / increase in cash held		(2 067 497)	247 079
Cash and cash equivalents at the beginning of the reporting period		4 440 095	4 193 016
Cash and cash equivalents at the end of the reporting period	5A	2 372 598	4 440 095

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

	Note	2013 \$	2012 \$
BY TYPE			
Commitments receivable			
Sponsorship		(1 786 871)	(566 500)
GST recoverable on commitments		(2 146 109)	(2 205 065)
Total commitments receivable		(3 932 980)	(2 771 565)
Commitments payable			
Capital commitments			
	1.18		
Land and buildings		2 424 428	-
Infrastructure plant and equipment		103 095	-
Exhibitions		2 339 673	56 282
Intangibles		159 276	-
National Collection		-	151 024
Total capital commitments		5 026 472	207 306
Other commitments			
Operating leases	1.18	1 087 375	838 753
Project commitments		769 337	191 333
Other		18 510 882	23 584 825
Total other commitments		20 367 594	24 614 911
Total commitments payable		25 394 066	24 822 217
Net commitments by type		21 461 086	22 050 652

BY MATURITY

Commitments receivable			
One year or less		(2 319 626)	(1 475 073)
From one to five years		(1 613 354)	(1 296 492)
Total commitments receivable		(3 932 980)	(2 771 565)
Commitments payable			
Capital commitments			
One year or less		3 806 021	177 860
From one to five years		1 220 451	29 445
Total capital commitments		5 026 472	207 305
Operating lease commitments			
One year or less		496 280	465 574
From one to five years		591 095	373 179
Total operating lease commitments		1 087 375	838 753
Other commitments			
One year or less		13 846 931	11 698 272
From one to five years		5 433 288	12 077 887
Total other commitments		19 280 219	23 776 159
Total commitments payable		25 394 066	24 822 217
Net commitments by maturity		21 461 086	22 050 652

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

Note	Description
1	Summary of Significant Accounting Policies
2	Events After the Reporting Period
3	Expenses
4	Income
5	Financial Assets
6	Non-Financial Assets
7	Payables
8	Provisions
9	Cash Flow Reconciliation
10	Remuneration of Council Members
11	Related Party Disclosures
12	Senior Executive Remuneration
13	Remuneration of Auditors
14	Financial Instruments
15	Financial Assets Reconciliation
16	Compensation and Debt Relief
17	Assets Held in Trust
18	Reporting of Outcomes
19	Net Cash Appropriation Arrangements

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 unless otherwise specified.

Unless an alternative treatment is specifically required by an Accounting Standard or the FMOs, assets and liabilities are recognised in the Balance Sheet when and only when it is probable that future economic benefits will flow to the Memorial, 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 executor 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 judgments and estimates

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

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

1.4 New accounting standards

Adoption of new Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. Of the new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to the current reporting period, none have had a 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 AASB 1055. This new Standard requires reporting of budgetary information and explanation of significant variance 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. The changes will apply to reporting periods beginning on or after 1 January 2015.

- *AASB 13 Fair Value Measurement (issued December 2012)*

This Standard has been issued as a result of the International Accounting Standards Board (IASB)'s project to ensure consistency of fair value measurement and disclosure within financial statements. AASB 13 defines fair value, sets out a framework for measuring fair value, and requires disclosures about fair value measurements. The definition of fair value focuses on assets and liabilities because they are a primary subject of accounting measurement. However, the Standard does not specify when fair value should be applied. Guidance on when fair value measurements are to be applied is set out in other standards (e.g. AASB 116 *Property, Plant and Equipment*). Key features included in AASB 113 are the requirement to value non-financial assets at their highest and best use; identification of a principal (or most advantageous) market; and disclosure of all fair value measurements based on the fair value hierarchy. The changes will apply to reporting periods beginning on or after 1 January 2013.

- *AASB 119 Employee Benefits (issued September 2011)*

The revised version of AASB 119 aims to improve the useability and comparability of post-employment benefits. The changes applicable to the Memorial amend the definition of short-term and long-term employee benefits (such that annual leave balances not expected to be used within twelve months will require discounting) and change the timing of the recognition of termination benefits. The changes will apply to reporting periods beginning on or after 1 January 2013.

- *AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle (AASB 1, 101, 116, 132, 134 and Interpretation 2) (issued June 2012)*

This Standard makes amendments arising from the IASB's annual improvements process. The Standard clarifies that a balance sheet as at the beginning of the comparative period only needs to be presented where it is materially affected by a retrospective change resulting from an error, change in accounting policy or reclassification. When such a balance sheet is presented, notes to that balance sheet are not necessary, except as required by *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The Standard also clarifies that spare parts, stand-by equipment and servicing equipment are accounted for as property, plant and equipment whenever they meet the definition of property,

plant and equipment in *AASB 116 Property, Plant and Equipment*. Otherwise, such items are classified as inventory. Spare parts and servicing equipment are no longer automatically treated as property, plant and equipment because they can be used only in connection with an item of property, plant and equipment. The changes will apply to reporting periods beginning on or after 1 January 2013.

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:

- the risks and rewards of ownership have been transferred to the buyer;
- the Memorial retains no managerial involvement or effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Memorial.

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

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

Revenues from government

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

Resources received free of charge

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

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

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

1.6 Gains

Sale of assets

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

1.7 Transactions with the Government as Owner

Equity Injections

Amounts that are designated as equity injections for a year 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 due within twelve months of the end of 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 present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Memorial is estimated to be less than the annual entitlement 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 2013. In determining the present value of the liability, including related on-costs, attrition rates and pay increases through promotion and inflation have been taken into account.

Superannuation

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

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance and Deregulation’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 of the superannuation entitlements of the Memorial’s employees. The Memorial accounts for the contributions as if they were contributions to defined contribution plans.

1.9 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and 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 and cash equivalents includes cash on hand and any deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

Pursuant to Section 18 of the *Commonwealth Authorities and Companies Act 1997*, 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 2013 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:

- held-to-maturity investments
- 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 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. Cost includes expenditure that is directly attributable to the acquisition of the asset including the cost of direct materials and labour and any costs directly attributable to bringing the assets to a working condition for their intended use. 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. Significant donated National Collection items are recognised at the time of acquisition, and other donated Collection items are brought to account at the time of revaluation.

1.14 Property, Plant and Equipment

Asset Recognition Threshold

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

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:

	2013	2012
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 2013. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

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.

1.15 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.austlii.edu.au/au/legis/cth/consol_act/awma1980244/

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:

http://www.awm.gov.au/about/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 such that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Depreciation

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

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

1.16 Intangible Assets

The Memorial's intangibles comprise purchased 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 range from 2 to 10 years (2012: 2 to 10 years).

All software assets were assessed for indications of impairment at 30 June 2013.

1.17 Inventories

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

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

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

1.18 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.

1.19 Contingent Assets and Contingent Liabilities

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

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

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

1.20 Taxation

The Memorial is exempt from all forms of taxation except Fringe Benefits tax (FBT) and the Goods and Services Tax (GST). Revenues, expense and assets are recognised net of GST except:

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

2 EVENTS AFTER THE REPORTING PERIOD

There are no events occurring after balance sheet date that materially affect the financial statements.

	2013	2012
	\$	\$

3 EXPENSES

3A. Employee benefits

Wages and salaries	17 670 875	15 086 900
Superannuation		
Defined benefit plans	1 788 868	1 866 150
Defined contribution plans	1 371 792	1 301 633
Leave and other entitlements	1 517 885	1 444 378
Other employee benefits	455 028	488 001
Total employee benefits	22 804 448	20 187 062

3B. Supplier expenses

Goods and services

Property and support services	4 989 153	4 697 886
Professional services (contractors and consultants)	1 709 880	1 596 563
Staff support	2 143 219	1 995 783
Advertising and promotions	2 338 744	2 013 449
Cost of goods sold	1 000 584	975 496
IT services	1 084 443	751 519
Exhibitions	919 518	248 759
Travel	474 808	421 982
Other	1 174 782	810 059
Total goods and services	15 835 131	13 511 496

Goods and services are made up of:

Provision of goods - related entities	5 688	1 688
Provision of goods - external parties	1 906 235	1 612 409
Rendering of services - related entities	731 887	1 584 542
Rendering of services - external parties	13 191 321	10 312 857
Total goods and services	15 835 131	13 511 496

Other supplier expenses

Operating lease rentals – external parties		
Minimum lease payments	264 631	439 368
Workers compensation expenses	123 681	131 667
Total other supplier expenses	388 312	571 035
Total supplier expenses	16 223 443	14 082 531

2013	2012
\$	\$

3C. Depreciation and Amortisation

Depreciation:

Buildings and building improvements	3 788 317	3 766 434
Property, plant and equipment	1 240 595	1 208 336
Heritage and cultural assets	10 027 726	10 128 429
Exhibitions	2 374 969	2 458 517
Total depreciation	17 431 607	17 561 716

Amortisation:

Intangibles (Computer Software)	692 262	648 667
Total amortisation	692 262	648 667
Total depreciation and amortisation	18 123 869	18 210 383

3D. Write down and impairment of assets

Asset write downs and impairment from:

Impairment of receivables	(11)	65 687
Impairment of inventories	14 950	25 988
Total write down and impairment of assets	14 939	91 675

3E. Losses from asset sales

Property, plant and equipment:

Proceeds from sale	(3 836)	(2 668)
Carrying value of assets sold	6 331	3 470
Total losses from asset sales	2 495	802

3F. Operating expenditure for Heritage and Cultural Assets

Operating expenditure	7 737 096	7 176 052
Total operating expenditure	7 737 096	7 176 052

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

	2013	2012
	\$	\$

4 INCOME

Own-source revenue

4A. Sale of goods and rendering of services

Provision of goods - related entities	37 049	31 799
Provision of goods - external parties	2 176 120	2 280 358
Rendering of services - related entities	38 999	36 373
Rendering of services - external parties	932 864	1 019 161
Total sale of goods and rendering of services	3 185 032	3 367 691

4B. Resources received free of charge

Resources received – related entities	372 540	889 733
Resources received – external entities	1 781 473	1 161 829
Total resources received free of charge	2 154 013	2 051 562

4C. Donations and sponsorships

Donations	658 736	1 000 640
Sponsorships	1 061 222	1 577 404
Donated Collection Items	507 450	74 525
Total other revenue	2 227 408	2 652 569

4D. Other revenue

Friends of the Memorial – membership income	153 178	131 004
Royalties income	18 476	42 193
Other	-	466
Total other revenue	171 654	173 663

Revenue from Government

4E. Revenue from Government

Department of Veterans' Affairs		
CAC Act body payment item	39 353 000	40 418 000
Total revenue from Government	39 353 000	40 418 000

5 FINANCIAL ASSETS

5A. Cash and cash equivalents

Cash balance comprises:

Cash on hand	8 950	9 600
Deposits	2 363 648	4 430 495
Total cash and cash equivalents	2 372 598	4 440 095

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

	2013 \$	2012 \$
5B. Trade and other receivables		
Goods and services		
Goods and services – related entities	171 852	1 250 105
Goods and services – external parties	310 940	272 305
Total receivables for goods and services	482 792	1 522 410
Other receivables		
GST receivable from the Australian Taxation Office	318 332	-
Other receivables	7 405	6 382
Total other receivables	325 737	6 382
Total trade and other receivables (gross)	808 529	1 528 792
Less impairment allowance (goods and services)	-	(65 818)
Total trade and other receivables (net)	808 529	1 462 974

Receivables are expected to be recovered in no more than 12 months (2012: no more than 12 months).

Current terms for receivables are net 30 days (2012: 30 days).

Receivables are aged as follows:

Not overdue	647 080	1 304 812
Overdue by:		
- less than 30 days	112 100	62 446
- 31 to 60 days	44 037	45 963
- 61 to 90 days	5 024	79 047
- more than 90 days	288	36 523
Total trade and other receivables (gross)	808 529	1 528 791

Reconciliation of the impairment allowance account:

	Goods & services 2013 \$	Goods & services 2012 \$
Opening balance	(65 818)	(218)
Amounts written off	65 578	-
Amounts recovered and reversed	507	1 019
Increase /decrease recognised in net surplus	(267)	(66 619)
Closing balance	-	(65 818)

	2013	2012
	\$	\$

5C. Investments

Deposits	66 000 000	52 500 000
Total investments	66 000 000	52 500 000

Total investments are expected to be recovered in:

No more than 12 months	66 000 000	52 500 000
Total investments	66 000 000	52 500 000

The Memorial's investments represent term deposits held with Australian banks with terms greater than 90 days. Maturity dates range from June 2013 – June 2014. Effective interest rates range from 3.95% to 5.14% (2012: 5.09% to 6.23%).

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

6 NON-FINANCIAL ASSETS

6A. Land and buildings

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

Buildings – at fair value	122 905 412	122 190 232
Accumulated depreciation	(15 935 351)	(12 147 034)
Total buildings	106 970 061	110 043 198
Total land and buildings	116 160 061	119 233 198

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.

6B. Property, plant and equipment

Property, plant and equipment – at fair value	4 842 900	9 305 074
Accumulated depreciation	(726 333)	(5 543 599)
Total property, plant & equipment	4 116 567	3 761 475

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.

6C. Heritage and Cultural Assets

National Collection – at fair value	1 035 390 203	1 028 038 076
Accumulated depreciation	(15 008 769)	(4 981 043)
Total Heritage and Cultural Assets	1 020 381 434	1 023 057 033

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.

	2013 \$	2012 \$
6D. Exhibitions		
Assets under construction – at cost	4 105 748	1 257 219
Exhibitions – at fair value	25 950 378	25 947 878
Accumulated depreciation	(6 393 038)	(4 018 380)
Total exhibitions	23 663 088	23 186 717

Assets under construction comprise the redevelopment of the First World War galleries and the new Afghanistan Exhibition.

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 \$398,435 (2012: \$0) for property, plant and equipment was credited to the asset revaluation reserve by asset class and included in the equity section of the Balance Sheet; no increments were expensed (2012: nil expensed).

The Memorial's property, plant and equipment was revalued as at 31 December 2012 by an independent valuer, in accordance with the policy stated in note 1.14. 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 6F below.

6E. Intangibles

Computer software:

Purchased	10 531 615	9 549 811
Accumulated amortisation	(5 258 280)	(4 565 000)
Total intangibles	5 273 335	4 984 811

No indicators of impairment were found for intangible assets.

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

Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2012-13)

6F. Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2011-12)

	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
By donation/gift	-	-	-	-	-	-	-	-
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)
	9 190	106 970	116 160	4 117	1 020 381	23 663	5 273	1 169 594

6F. (Con't) Reconciliation of the opening and closing balances of property, plant & equipment and intangibles (2011-12)

	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 2011								
Gross book value	9 190	121 589	130 779	8 237	1 002 209	25 910	8 477	1 175 612
Accumulated depreciation / amortisation	-	(8 381)	(8 381)	(4 414)	(45 219)	(1 560)	(3 916)	(63 490)
Net book value 1 July 2011	9 190	113 208	122 398	3 823	956 990	24 350	4 561	1 112 122
Additions:								
By purchase	-	601	601	1 258	6 052	1 295	1 073	10 279
Revaluations recognised in other comprehensive income	-	-	-	-	75	-	-	75
Depreciation / amortisation expense	-	-	-	-	70 069	-	-	70 069
Assets transferred in / (out)	-	(3 766)	(3 766)	(1 208)	(10 129)	(2 458)	(649)	(18 210)
Disposals	-	-	-	(112)	-	-	-	(112)
Net book value 30 June 2012	9 190	110 043	119 233	3 761	1 023 057	23 187	4 985	1 174 223
Net book value as at 30 June 2012 represented by:								
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)
	9 190	110 043	119 233	3 761	1 023 057	23 187	4 985	1 174 223

	2013 \$	2012 \$
6G. Other non-financial assets		
Prepayments	298 105	193 831
Total other non-financial assets	298 105	193 831

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 (2012: no more than 12 months).

7 PAYABLES

7A. Suppliers

Trade creditors	1 607 487	789 455
Total supplier payables	1 607 487	789 455
Supplier payables expected to be settled within 12 months.		
Supplier payables – related parties	53 858	-
Supplier payables – external parties	1 553 629	789 455
Total supplier payables	1 607 487	789 455

Settlement was usually made within 30 days (2012: 30 days).

7B. Other payables

Salaries and wages	791 492	580 107
Payments received in advance	16 000	2 229
Paid parental leave	1 749	5 376
GST payable	-	35 134
Customer orders not yet supplied	13 150	20 167
Total other payables	822 391	643 013

Other payables are expected to be settled in no more than 12 months (2012: no more than 12 months).

8 PROVISIONS

8A. Employee Provisions

Leave	7 860 304	7 305 539
Other	482 934	462 205
Total employee provisions	8 343 238	7 767 744
Employee provisions are expected to be settled in:		
No more than 12 months	5 355 582	3 408 691
More than 12 months	2 987 656	4 359 053
Total employee provisions	8 343 238	7 767 744

2013	2012
\$	\$

9 CASH FLOW RECONCILIATION

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

Cash and cash equivalents as per:

Cash Flow Statement	2 372 598	4 440 095
Balance Sheet	2 372 598	4 440 095
Difference	-	-

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

Net cost of services	(46 269 310)	(41 326 684)
Add revenue from Government	39 353 000	40 418 000
Surplus (Deficit)	(6 916 310)	(908 684)

Adjustment for non-cash items

Depreciation and amortisation	18 123 869	18 210 383
Net write down of other assets	14 939	91 675
Loss (gain) from disposal of assets	2 495	802
Donated assets	(507 450)	(74 525)

Change in assets/liabilities

Decrease/(Increase) in net receivables	654 455	(1 162 828)
(Increase)/Decrease in inventories	(61 600)	(36 389)
Decrease/(Increase) in accrued interest	111 596	(216 730)
(Increase)/Decrease in other non-financial assets	(104 274)	3 400
Increase/(Decrease) in trade creditors	819 600	(317 137)
Increase in other payables	177 629	125 073
Increase/(Decrease) in employee provisions	575 494	464 198
Net cash from operating activities	12 890 443	16 179 238

Credit arrangements

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

Credit facilities:

Credit card limit	80 000	80 000
Credit used	(963)	(1 338)
Credit unused	79 037	78 662

11 REMUNERATION OF COUNCIL MEMBERS

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

	2013	2012
The number of Council members included in these figures are shown below in the relevant remuneration bands:		
Nil - \$30,000	10	11
Total	10	11
Total remuneration received or due and receivable by the Memorial Council members	\$165 238	\$141 728

12 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*.

12 SENIOR EXECUTIVE REMUNERATION

12A. Senior executive remuneration expenses for the reporting period

	2013	2012
	\$	\$
Short-term employee benefits		
Salary	654,697	730 905
Annual leave accrued	25,306	62 705
Performance bonuses	87,477	44 088
Motor vehicle and other allowances	112,165	175 419
Total short-term employee benefits	879,645	1 013 117
Post-employment benefits:		
Superannuation	102,666	101 778
Total post-employment benefits	102,666	101 778
Other long-term benefits:		
Long-service leave	22,426	43 728
Total other long-term benefits	22,426	43 728
Termination benefits	-	-
Total senior executive remuneration expenses	1,004,737	1 158 623

Note 12A is prepared on an accrual basis (the performance bonus expenses disclosed above may differ from the cash 'Bonus paid' in Note 12B).

Note 12A excludes acting arrangements and part-year service where total remuneration expensed for a senior executive was less than \$180,000.

Note 12A includes the remuneration expense during the reporting period for the Memorial's retiring Director and current Director.

6

Average annual reportable remuneration ¹	Senior executives	As at 30 June 2012					Total
		No.	Reportable salary ²	Contributed superannuation ³	Reportable allowance ⁴	Bonus paid ⁵	
			\$	\$	\$	\$	\$
Total remuneration (including part-time arrangements)							
less than \$180,000	1		144 838	21 036	-	-	165 874
\$180,000 - \$209,999	1		182 181	23 827	-	-	206 008
\$210,000 - \$239,999	1		198 815	23 369	-	-	222 184
\$240,000 - \$269,999	1		229 479	33 546	-	-	263 025
Total	4						

Notes:

1. This table reports substantive senior executives who received remuneration during the reporting period. Table B includes the retiring Director, Acting Director, incoming Director, Assistant Director Corporate Services, Assistant Director Public Programs and Assistant Director National Collection. 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. exempt foreign employment income; and
 - d. salary sacrificed benefits.
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 entity during the financial year.

12C. Other highly paid staff

During the reporting period, there were 0 employees (2012: 0 employees) whose reportable remuneration was \$180,000 or more.

13 REMUNERATION OF AUDITORS

	2013 \$	2012 \$
The cost of financial statement audit services provided to the Memorial was:	55 350	54 000

The Memorial's auditor is the Australian National Audit Office who 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).

14 FINANCIAL INSTRUMENTS

14A. Categories of financial instruments

	2013	2012
	\$	\$
Financial assets		
Held-to-maturity financial assets		
Deposits on short-term investment	66 000 000	52 500 000
Total held-to-maturity	66 000 000	52 500 000
Loans and receivables		
Cash at bank	2 363 648	4 430 495
Trade and other receivables	490 197	1 462 974
Accrued interest revenue	1 230 433	1 342 029
Total loans and receivables	4 084 278	7 235 498
Carrying amount of financial assets	70 084 278	59 735 498
Financial Liabilities		
At amortised cost:		
Trade creditors	1 607 487	789 455
Total	1 607 487	789 455
Carrying amounts of financial liabilities	1 607 487	789 455

14B. Net income and expense from financial assets

Held-to-maturity financial assets		
Interest revenue	3 003 249	2 758 125
Net gain held-to-maturity	3 003 249	2 758 125
Loans and receivables		
Interest revenue	158 528	242 159
Impairment	-	(65 818)
Net gain loans and receivables	158 528	176 341
Net gain from financial assets	3 161 777	2 934 466

14C. Fair value of financial instruments

Financial Assets

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

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.

14D. Credit risk

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

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

	2013	2012
	\$	\$
Financial assets		
Trade and other receivables	808 529	1 528 791
Cash at Bank	2 363 648	4 430 495
Accrued interest revenue	1 230 433	1 342 029
Deposits on short-term investment	66 000 000	52 500 000
Total	70 402 610	59 801 315

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

	Not past due nor impaired 2013 \$	Not past due nor impaired 2012 \$	Past due or impaired 2013 \$	Past due or impaired 2012 \$
Financial assets				
Deposits on short-term investments	66 000 000	52 500 000	-	-
Cash at bank	2 363 648	4 430 495	-	-
Trade and other receivables	647 080	1 304 812	161 449	223 979
Accrued Interest Revenue	1 230 433	1 342 029	-	-
Total	70 241 161	59 577 336	161 449	223 979

Ageing of financial assets that are past due but not impaired for 2013:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	112 100	44 037	5 024	288	161 449
Total	112 100	44 037	5 024	288	161 449

Ageing of financial assets that are past due but not impaired for 2012:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	62 446	45 963	49 408	344	158 161
Total	62 446	45 963	49 408	344	158 161

14E. Liquidity risk

The Memorial's financial liabilities are trade payables. The exposure to liquidity risk is based on the notion that the Memorial will encounter difficulty in meeting its obligations associated with financial liabilities. This is highly unlikely due to appropriation funding and internal policies and procedures put in place to ensure there are appropriate resources to meet the Memorials' financial obligations. All trade payables will mature within 1 year (2012: within one year).

14F. Market risk

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

Interest rate risk

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

The table below details the interest rate sensitivity analyses of the Memorial at the reporting date, holding all other variables constant. A 120 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	
		Profit or loss 2013 \$	Equity 2013 \$	Profit or loss 2012 \$	Equity 2012 \$
Interest rate risk	Interest	+1.20% (2012: +1.40%)	820 471	820 471	797 161
Interest rate risk	Interest	-1.20% (2012: -1.40%)	(820 471)	(820 471)	(797 161)

The method used to arrive at the possible risk of 120 basis points was based on both statistical and non-statistical analysis. The statistical analysis has been based on the cash rate for the past five years issued by the Reserve Bank of Australia (RBA) as the underlying dataset. This information is then revised and adjusted for reasonableness under the current economic circumstances.

15 FINANCIAL ASSETS RECONCILIATION

	2013	2012
	\$	\$
Financial assets		
Total financial assets as per balance sheet	70 411 560	59 745 098
Less: non-financial instrument components	8 950	9 600
Total financial assets as per financial instruments note	70 402 610	59 735 498

16 COMPENSATION AND DEBT RELIEF

	2013	2012
	\$	\$
No 'Act of Grace payments' were expended during the reporting period. (2011-12: Nil)	-	-
No waivers of amounts owing to the Memorial were made during the reporting period. (2011-12: Nil)	-	-
No payments were provided under the Compensation for Detriment caused by Defective Administration (CDDA) Scheme during the reporting period. (2011-12: Nil)	-	-
No ex-gratia payments were provided for during the reporting period. (2011-12: Nil)	-	-
No payments were provided in special circumstances relating to APS employment pursuant to section 73 of the Public Service Act 1999 (PS Act) during the reporting period	-	-

17 ASSETS HELD IN TRUST

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

17A. Florance Foundation Trust Fund – monetary asset

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

	2013	2012
	\$	\$
Total amount held at the beginning of the reporting period	20 819	21 528
Interest received	688	729
Payments made	-	(1 438)
Total amount held at the end of the reporting period	21 507	20 819

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

17B. Australian War Memorial Krait Trust Fund – monetary asset

In April 1985 the Memorial received the *MV Krait* and \$50,000 from the Z Special Unit Association Krait Public Museum Fund. The monies, together with interest, are held in a separate bank account as provided for in the agreement with the trustees of the Krait Fund. These funds are for the conservation of the *MV Krait*. The interest earned is transferred to the National Maritime Museum for maintenance work on the *MV Krait*. The financial position of the Fund, which is reported on a cash basis, is as follows:

	2013	2012
	\$	\$
Total amount held at the beginning of the reporting period	40 234	41 646
Interest received	1 328	1 410
Payments made	-	(2 822)
Total amount held at the end of the reporting period	41 562	40 234

18 REPORTING OF OUTCOMES**18A. Outcome of the Memorial**

The Memorial is structured to meet the following outcome:

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

18B. Net cost of outcome delivery

	Outcome 1	
	2013	2012
	\$	\$
Expenses	57 169 194	52 572 453
Own-source income	10 899 884	11 245 769
Net cost (contribution) of outcome	46 269 310	41 326 684

18C. Major Classes of Departmental Expense and Income by Outcome

	Outcome 1	
	2013	2012
	\$	\$
Expenses	57 169 194	52 572 453
Income from non-government sector		
Activities subject to cost recovery	3 108 985	3 299 520
Interest	3 161 777	3 000 283
Resources received free of charge – external entities	1 781 473	1 161 829
Other	2 379 062	2 544 547
Total income from non-government sector	10 431 297	10 006 179
Other own sourced income		
Sale of goods and services – to related entities	76 047	68 172
Resources received free of charge – related entities	372 540	889 733
Other	20 000	281 685
Total other own sourced income	468 587	1 239 590
Net cost (contribution) of outcome	46 269 310	41 326 684

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

19 NET CASH APPROPRIATION ARRANGEMENTS

	2013	2012
	\$	\$
Total comprehensive income (loss) less depreciation/amortisation expenses previously funded through revenue appropriations	3 509 851	79 288 835
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	10 027 726	(10 128 429)
Total comprehensive income (loss) – as per the Statement of Comprehensive Income	(6 517 875)	69 160 406

From 2009-10, 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.

SPOTLIGHT ON THE COLLECTION

Tank crew face mask

Facial wounds were extremely common during the First World War, particularly when an unthinking soldier popped his head over the trench parapet. But even soldiers serving within the enclosed “safety” of a tank were not immune from such wounds: small pieces of steel could splinter off the inner surface of the tank when shells struck the outside, causing serious wounds to those inside.

Looking almost like a piece of medieval armour, this leather and chain-mail face mask offered tank crewmen some protection against facial wounds. It was supplied to members of the British Tank Corps, who trained with Australian troops in order to ensure infantry-tank

cooperation, from 1917. Constructed from a thin steel plate that has been moulded to a face shape, the mask is covered with brown leather with slits cut for both eyes. The chain-mail skirt is attached by rings to lugs on the steel plate. The inside of the mask is lined with a thinly padded, buff-coloured chamois for comfort. On each side of the mask is a length of cotton tape, used to fasten it behind the wearer’s head.

Souvenired by an Australian soldier, this mask is one of the many objects expected to go on display in the Memorial’s redeveloped First World War galleries.



Focus on ...

The Collection

Garth O'Connell, Curator, Military Heraldry and Technology

I have been a Curator with the Military Heraldry and Technology team for around eight years, after having first worked in our Education section for five years.

A typical working day can include assisting members of the public or staff with a diverse range of questions about uniforms, equipment or weapons; assessing potential acquisitions for the National Collection; and researching and cataloguing the Memorial's collection.

One of my areas of specialisation here is in recent and contemporary Australian Defence Force (ADF) operations. As a serving infantryman since 1995, I have developed an extensive network of currently serving and ex-members of the Australian Army.

In 2011 a friend of mine, Andrew Horne, donated a limited-edition unofficial T-shirt. He served in the initial ADF-led operations in 1999 to East Timor with 5/7th Battalion Royal Australian Regiment (5/7RAR). We served together in Butterworth, Malaysia, in 2002–03.

These T-shirts were made by Andrew and some of his mates and worn during the strenuous work in the heat during the deployment in East Timor; it features a fictitious Surf Life Saving Club called the "Batugade Beach Patrol". During the handover, Andrew and I talked about his time in Timor and the shirt. I explained the donation process and the conditions under which we accept such items into the National Collection.

This shirt is an example of Australian digger humour, and a reminder of the beach culture that many of the boys left behind, and longed for while deployed. As a Curator at the Memorial, I have targeted ephemeral objects like this for the National Collection, as they help convey the personal, humorous side of these servicemen and women





Visitors interacting with the *Remember me: the lost diggers of Vignacourt* exhibition.



The *Remember me: the lost diggers of Vignacourt* exhibition was very well attended and is now travelling throughout Australia.



The Hall of Memory on ANZAC Day 2013 after visitors have placed poppies on the Tomb of the Unknown Australian Soldier in a gesture of remembrance.

APPENDICES

APPENDIX 1

Council Membership

Chairman

Rear Admiral K.A. Doolan AO RAN (Ret'd) – reappointed 12 November 2012

Members

Air Marshal G.C. Brown AO, Chief of Air Force

The Honourable G.J. Edwards AM – reappointed 3 June 2013

Mr P.J. FitzSimons AM

Vice Admiral R.J. Griggs AO CSC RAN, Chief of Navy

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)

Dr A.D. Hawke AC

Ms J.F. McAloon

Lieutenant General D.L. Morrison AO, Chief of Army

Ms W.E. Sharpe – appointment expired 29 June 2013

Major General J.P. Stevens AO (Ret'd)

Mr K.M. Stokes AC

Ms G. Trainor – appointed 30 June 2013

Mr K.J. Woods CSC OAM

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 (Ret'd) – Chairman

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

The Honourable G.J. Edwards AM

Ms W.E. Sharpe – until 22 May 2013

Major General J.P. Stevens AO (Ret'd) – 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 (ANAO)

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

before becoming Chair. An alternative Chair will be appointed at any meeting where the Chair is unable to attend.

Gallery Redevelopment Committee

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

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)

Ms W.E. Sharpe – until 29 June 2013

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 (Ret'd)

The Honourable G.J. Edwards AM

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)

Terms of reference

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

Council Membership Committee

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

Ms J.F. McAloon

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)

Terms of reference

To provide advice to the Minister for Veterans' Affairs through the Chair.

Corporate Support Committee

Mr K.M. Stokes AC – Chairman

Members of Council as required

Terms of reference

To recommend to Council a strategy to identify, engage, and maintain key corporate supporters of the Australian War Memorial.

Council Members' Attendance

Member	Council		Committees	
	Eligible Meetings	Att	Eligible Meetings	Att
Air Marshal G.C. Brown AO	4	3 (1 ^a)	–	–
Rear Admiral K.A. Doolan AO RAN (Ret'd)	4	4	5	5
The Honourable G.J. Edwards AM	4	4	5	4
Mr P.J. FitzSimons AM	4	1	–	–
Vice Admiral R.J. Griggs AO CSC RAN	4	3 (1 ^a)	–	–
Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)	4	4	5	5
Dr A. Hawke AC	4	4	–	–
Ms J.F. McAloon	4	2	–	–
Lieutenant General D.L. Morrison AO	4	2 (1 ^a)	–	–
Ms W.E. Sharpe	4	4	4	4
Major General J.P. Stevens AO (Ret'd)	4	4	–	–
Mr K.M. Stokes AC	4	2 (1 ^b)	–	–
Ms G. Trainor	0	0	–	–
Mr K.J. Woods CSC OAM	4	4	4	4

a – Attended by Deputy

b – Briefed separately by the Acting Director

APPENDIX 2

Council Profiles

Chairman

Rear Admiral Ken Doolan AO RAN (Ret'd) 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 and 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 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 Pilot's Course in 1981. During the first half of his career, Air Marshal Brown served in a number of positions, including No. 12 Squadron, RAAF Base Amberley, flying Chinooks; No. 2 Flying Training School, RAAF Base Pearce, as a flying instructor; Central Flying School, RAAF Base East Sale, as a member of the Roulettes; RAAF Base Williamton for Hornet conversion; No. 77 Squadron; and No. 75 Squadron, RAAF Base Tindal, as a flight commander. In 1993 Air Marshal Brown was posted back to No. 77 Squadron as the Executive Officer and in 1995 was posted to HQ Air Command as Staff Officer Operational Evaluation. From 1997 to 2000, Air Marshal Brown commanded No. 3 Squadron. In 2000 he completed F-111 conversion and assumed the position of

Officer Commanding No. 82 Wing. 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 Australia Day 2012 Honours List for his outstanding contribution to the RAAF and the Australian Defence Force.

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 Christian Brothers College, 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 Defence, 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. Graham was recognised by the RSL with the ANZAC of the Year award in 1991 for service to the veterans' 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, and is a member of the Prime Minister's Advisory Council on Veterans. Mr Edwards was appointed 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.

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* 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 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 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 appointed a Member of the Order of Australia in 2009 and upgraded to an Officer of the Order of Australia in June 2012.

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 the author of nearly 20 books, including *Kokoda*, *Tobruk* and 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 is currently a member of the ANZAC Centenary Advisory Board. Mr FitzSimons was appointed 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.

Air Vice-Marshal Julie Hammer AM CSC (Ret'd) was appointed to Council in April 2011. She joined the Royal Australian Air Force in 1977 and served for 28 years as an electronics 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: she was awarded the Conspicuous Service Cross in 1997, appointed a Member of the Order of Australia in 2004, named the 2003 University of Queensland Alumnus of the Year, named ACT Australian of the Year in 2005, and awarded 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.

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 Departments of Veterans' Affairs, Transport and Regional Services, and 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 (2006–09) and now serves on a range of public and private sector boards. Until recently he was Chair of the Prime Ministerial Advisory Council on Ex-Service Matters. He is also involved in charitable, community and sporting organisations and was appointed a Companion of the Order of Australia in the 2010 Queen's Birthday Honours List.

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 NSW Ministry of Energy and Utilities, and Deputy Director General for the NSW Cabinet Office, as well as working in private legal practice. She is a Fellow of the Institute of Chartered Secretaries.

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 – 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 Army's first Forces Commander in 2009. Lieutenant General Morrison was made a Member of the Order of Australia (AM) in 1999 for his services as Brigade Major, Director of Preparedness and Mobilisation and as Commanding Officer 2RAR, and was upgraded in 2010 to an Officer in the Order of Australia (AO) 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 Wendy Sharpe was appointed to Council in June 2005, reappointed in 2008, and again for a further two years in 2011. She is a major Australian artist who in 1999 was commissioned by the Australian War Memorial as an official war artist to East Timor. She was the first woman to have such a commission since the Second World War. She has won many awards, including the Sulman Prize, the Portia Geach Memorial Award (twice) and the Archibald

Prize. She was commissioned by the city of Sydney to paint an Olympic-Pool-sized mural for the Cook and Philip Park Aquatic Centre and has been awarded two important travelling scholarships. In 2011 she held a major retrospective of her work at S.H. Ervin Gallery Sydney, and a monograph has been published on her work. She exhibits regularly in Sydney, Brisbane, Perth and Melbourne and is a visiting lecturer in painting at the National Art School, Sydney. She holds a Bachelor of Arts (Visual Arts), a Graduate Diploma (Art), a Graduate Diploma of Education (Art), and a Master of Fine Arts. Ms Sharpe concluded her final term on Council on 29 June 2013.

Major General Paul Stevens AO (Ret'd) 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. He was the Australian Army's Chief of Personnel from 1993 until his retirement in 1997. He was made an Officer of the Order of Australia in 1999 and was recently appointed Chair of the Ceremonial and Commemorative Working Groups of the ANZAC Centenary Advisory Board. General Stevens holds an Arts Degree and is a member of the Australian Institute of Company Directors. He has been a member of the Administrative Review Council and the Human Research Ethics Committee at the University of Canberra.

Mr Kerry Stokes AC was appointed to Council in August 2007 and again in April 2011. 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. Mr Stokes was the recipient of Australia's highest honour, the Companion in the General Division in the Order of Australia (AC) in 2008, having earlier been awarded the Officer in the General Division of the Order of Australia (AO) in 1995. He holds a 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.

Ms Gabrielle Trainor was appointed to Council in June 2013. 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, member of the advisory board of Leighton Contractors, director of Cape York Group, and 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 and 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 Australian 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 (5/7RAR). Promoted to sergeant in 1981, he served as an instructor at the 2nd Training Group and as Rifle Platoon Sergeant and Reconnaissance Platoon Sergeant at 5/7RAR. In 1986 he was promoted to warrant officer class 2 and posted to the Land Warfare Centre Detachment Singleton and later back to 5/7RAR as a company sergeant major. He was promoted to warrant officer class 1 in 1990. His 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, The Royal Queensland Regiment; Instructor – Land Warfare Centre; Regimental Sergeant Major – 3rd Brigade (which included the brigade's 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 (AMA).

In 1996 Dr Nelson was elected to the Federal Parliament of Australia. After the 2001 election, he was promoted, from his role as Parliamentary Secretary for Defence, to Cabinet in the senior portfolio of Minister for Education, Science and Training, driving 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 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 to the position of Assistant Director, Branch Head Corporate Services, in December 2007. Before taking up this role, she held the position of Chief Finance Officer and Head of the Finance Section. She has a Bachelor of Economics from the Australian National University, majoring in accounting. Since joining the Memorial in 1981 she has held a number of different positions across all branches within the Memorial, project managed a number of initiatives, and sponsored the implementation of e-Business. She has instigated many accounting reforms within the Memorial and has been recognised for her contribution to "whole of government" initiatives. She participates actively in external forums, especially to represent cultural agencies, and attended the 2003 Museum Leadership Program at the University of Melbourne Business School.

Anne Bennie joined the Memorial in 2003 as e-Business Manager and in 2004 was appointed Head, Retail and Online Sales, which brought together the e-Business Unit and Memorial Shop. Anne's background is in private enterprise, where she held numerous analytical roles with Nielsen market research, followed by senior account management roles in advertising agencies. She delivered strategy across a number of websites and e-commerce initiatives with a strong focus on web integration, usability, and business outcomes. 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 2015. 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 2011, Rebecca is curating 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 also 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.

Ashley Ekins was appointed Head of the Military History Section in 2007. A graduate of the University of Adelaide, he specialises in the First World War and the Vietnam War. He has published widely, presented at international conferences, and led the Memorial's battlefield tours to Gallipoli. His books include *1918 year of victory: the end of the Great War and the shaping of history* (2010); *War wounds: medicine and the trauma of conflict* (2011); and *Gallipoli: a ridge too far* (released April 2013). 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 eight, *On the offensive: the Australian Army in the Vietnam War, 1967–1968*, with the late Dr Ian McNeill and published in 2003; and the final volume, *Fighting to the finish: the Australian Army and the Vietnam War 1968–1975*, released in February 2012.

Linda Ferguson was appointed Assistant Director, Branch Head Public Programs, in early 2011. Prior to this, she was the Memorial's Evaluation and Visitor Research Manager. She is a founding member of the Evaluation and Visitor Research National Network of Museums Australia, and served on its Executive as Treasurer (1996–2001) and President (2001–05). She has contributed to two significant research projects funded by the Australian Research Council, and has published and delivered papers at national and international conferences in the areas of museology,

tourism research, organisational learning and exhibition text writing. Linda holds a Master of Assessment and Evaluation from the University of Melbourne and a Bachelor of Arts (Communications) (Honours) from the University of Technology, Sydney.

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 Foreign Affairs and 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 from 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*, which examines the work of the Australian Historical Mission to Gallipoli, 1919.

Sarah Hitchcock first joined the Memorial's Education and Visitor Services Section in August 2008 after 12 years with Australian Capital Tourism, 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 this year joined the Board of Management of the Tidbinbilla Nature Reserve.

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 and as a curator at La Trobe University. 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 board member of Canberra Contemporary Art Space.

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

Susan O'Neil joined the Memorial in February 2013 as the Head of Human Resources. Susan holds a Master of Management from the Australian National University. Her masters focused on strategic human resource management and leadership. Susan has held senior leadership roles spanning the government, education, and telecommunications sectors. She has provided HR leadership in senior roles at the Australian National University, the Department of Immigration and Telstra Corporation. In 2012, Susan was awarded the Vice Chancellor's award for Excellence from the Australian National University. She is a Member of Australian HR Institute, Australian Institute of Management, and the Business Continuity Institute.

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.

Marylou Pooley is Head of Communications and Marketing and joined the Memorial in 1997. She leads a team responsible for all aspects of print and electronic media, publishing, branding, and the Memorial's online presence to ensure that the Memorial has an integrated marketing communications strategy. She is a member of

the National Capital Attractions Association, the Australian Capital Tourism's Events Assistance Panel, the Canberra Business Council – Arts Sport and Tourism Group. She is a member of the ACT Tourism Awards judging panel and was a national judge in 2013. She holds a Master of Tourism Management from the University of Canberra and is an honorary ambassador for Canberra. In 2008 Marylou was recognised by the tourism industry for her outstanding contribution. The Australian Marketing Institute also recognised Marylou's outstanding contribution to the profession of marketing in the ACT in 2013.

Barbara Reeve has been the Head of Collection Services since 1998. She was the inaugural Head of Conservation at the Australian National Maritime Museum, 1993 to 1998. She holds a BSc (Hons) in Archaeological Conservation and Materials Science from the University of London, and a BA (Hons) in Classical and Near Eastern Archaeology from Bryn Mawr College. She completed the Museum Leadership Program at the University of Melbourne Business School (2001) and was a Visiting Scholar at Wolfson College, Cambridge, in 2010. She has extensive international experience, including the establishment of conservation training at Hong Kong University; conservation and collection management work for museums, collectors, and archaeological excavations in Europe, the Asia-Pacific, and the Middle East; and teaching for Cambridge University's Classical Tripos. Her professional interests and publications include collection management, conservation, community engagement, bushfire recovery, and eco-effectiveness in the heritage sector.

Mark Small was appointed Head, 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, 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 utilises and leverages its brand to generate commercial income.

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 NSW, the NSW 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 diverse 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 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 Acting Head of the Research Centre since December 2011. Robyn was assistant curator for the *Lawrence of Arabia and the Light Horse* exhibition in 2006 and is currently co-curating the 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 and then established the Information Technology Section in 1992. Previously his career involved electronics and computer technology, and included development of astronomy instrumentation at Mount Stromlo; the establishment of electronics support sections at the Royal Military College, Duntroon; and implementation of computer networks at the Australian Defence Force Academy, the University of New South Wales. He holds a Diploma of Applied Science from the University of Canberra. He has managed the establishment, maintenance, and development of the Memorial's information technology infrastructure and business critical applications. He is an active member of 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.

APPENDIX 4

VIP Visits, Events and Ceremonies

List of VIP Visits during 2012–13

5 July 2012	General Håkan Syrén, Chairman of the European Union Military Committee, European Union
11 July 2012	His Excellency Rafael Barak, Director General International Affairs, Israel
14 July 2012	Admiral Samuel J. Locklear III, Commander US Pacific Forces, United States of America
18 July 2012	General Raymond Odierno, Chief of Staff, United States Army
20 July 2012	Lieutenant General Stuart Beare, Commander Canadian Expedition Force, Canada
22 July 2012	The Honourable Pehin Dato Lim Jock Seng, Minister of Foreign Affairs, Brunei
24 July 2012	Mr Andrey Nikulishchin, First Deputy Chief Military Prosecutor, Lieutenant General of Justice, Russia
25 July 2012	Major General Tim Keating, Chief of Army, New Zealand
25 July 2012	General Michael Carns (Ret'd) United States Air Force, United States of America
8 August 2012	General James F. Amos, Commandant of the Marine Corps, United States of America
15 August 2012	Senator Denis O'Donovan, Deputy Speaker of the Senate, Ireland
16 August 2012	Kim Sung-Han, Minister of Foreign Affairs and Trade, South Korea
22 August 2012	Ms Pauline Latham MP and Mr David Morris MP, UK Parliamentary Delegation
21 August 2012	The Honourable Gordon Darcy Lilo, Prime Minister of Solomon Islands and Madam Bronwyn Lilo
5 September 2012	Mr Martinho Maia Gonçalves, National Director Strategic Policy and International Relations, Secretariat of Defence National Directors, East Timor
11 September 2012	His Excellency Mr Sebastián Piñera, President of the Republic of Chile
13 September 2012	Delegation of High Court of Australia
25 September 2012	Mr Charlie Williams, Defence Contract Management Agency Director
29 September 2012	Commodore Mohammad Saiful, Bangladesh Navy, Bangladesh
1 October 2012	General Nicanor A. Bartolome, Chief of Police, Philippines
3 October 2012	Mr Christian Schmidt, Parliamentary State Secretary to the Federal Minister for Defence, Germany
3 October 2012	Major General Abdul Hamid, Commander of the Afghanistan National Army, Afghanistan
4 October 2012	Major General Atilla Ozturk, Head of Foreign Relations Division, Turkey
9 October 2012	Mr Bernd Neumann, Federal Commissioner for the Arts and Media, Germany
11 October 2012	His Excellency Mr Lee Hsien Loong, Prime Minister of the Republic of Singapore, and Mrs Lee Hsien Loong
24 October 2012	His Excellency Wunna Maung Lwin, Foreign Minister of Myanmar
24 October 2012	His Excellency Benigno S. Aquino III, President of the Republic of Philippines
2 November 2012	General Khalid Shameem Wynne, Chairman Joint Chiefs of Staff Committee, Pakistan
9 November 2012	Lieutenant General Tserendejid Byambajav, Chief of Defence Force, Mongolia
9 November 2012	General Sir Nicholas Houghton, Vice Chief of Defence Staff, United Kingdom
10 November 2012	His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall
20 November 2012	Gungor Azim Tuna, Governor of Çanakkale, Turkey
23 November 2012	His Royal Highness the Duke of Brabant, Prince Philippe of Belgium
29 November 2012	Colonel Robert Akam, former Commander Combined Team – Uruzgan, Afghanistan
6 December 2012	Lieutenant General Mario Marioli, Italian Defence Department, Italy
11 December 2012	General Tan Zulkifli, Chief of Army, Malaysia
14 January 2013	General William Fraser, US Transportation Commands, United States of America
21 January 2013	General Sir David Richards, Chief of Defence Staff, United Kingdom
25 January 2013	Rear Admiral Pieter Bindt, Director of Military Intelligence and Security Service, Kingdom of the Netherlands
12 February 2013	Delegation from the European Parliament
12 February 2013	General Prayut Chan-O-Cha, Commander in Chief, Royal Thai Army, Thailand

12 February 2013	General Mehmet Erten, Chief of Turkish Air Force, Turkey
17 February 2013	M. Bernard Delattre, Mayor of Pozières, France
26 February 2013	General Tanassak Patimapragorn, Chief of Defence Forces, Thailand
28 February 2013	Mr Carl Bildt, Foreign Minister for Government of Sweden
12 March 2013	Major General Frank Turner III, United States Army Security Assistance Command, United States of America
13 March 2013	Minister Paul Kehoe, Government Chief of Whip and Minister of State Departments of An Taoiseach and Defence, Ireland
14 March 2013	President Armando Emilio Guebuza, President of Mozambique
19 March 2013	General Phung Quang Thanh, Minister of National Defence, Vietnam
21 March 2013	Dr Zalmay Rassoul, Minister of Foreign Affairs, Islamic Republic of Afghanistan
9 April 2013	Ambassador Mr Mel Sembler, former US Ambassador to Australia, United States of America
10 April 2013	Pakistan National Defence University Delegation
17 April 2013	His Excellency Mr José Luís Guterres, Senior Minister and Minister of Foreign Affairs and Cooperation, Democratic Republic of Timor-Leste
23 April 2013	Lieutenant General Aplasan Erdogan, Chief of General Plans and Policy, Turkey
1 May 2013	The Honourable Bill Graham, Former Minister of Foreign Affairs and International Trade, Canada
1 May 2013	Lieutenant General Peter Devlin, Commander Canadian Army, Canada
2 May 2013	Delegation from the Japanese Diet – Mr Kensuke Onishi, Mr Shinji Oguma, Mr Taku Otsuk, Mr Hidemich Sato
6 May 2013	Lieutenant General Inmoo Hwang, Deputy Chief of Army, Republic of Korea
7 May 2013	General Herbert Carlisle, Commander US Pacific Air Force, United States of America
8 May 2013	The Right Honourable Hugh Robertson, UK Minister for Sport and Transport, United Kingdom
14 May 2013	Major General Olivier Tramond, Commander, Forces Employment Doctrine Centre, France
15 May 2013	Mr Chang-bum Jun, Head of Yang-Gu Council, Republic of Korea
23 May 2013	Vice Admiral Alexandros Theodosiou, Deputy Chief of the Hellenic National Defence General Staff, Greece
26 May 2013	Dr Yoo Seong-min, Chairman, National Assembly Defense Committee, Republic of Korea
29 May 2013	Air Chief Marshal Ida Bagus Putu Dunia, Chief of Air Force, Indonesia
5 June 2013	Minister AK Antony, Minister of Defence, India
5 June 2013	Mr Justino Filomeno Da Costa Martins, National Director of Procurement, Timor-Leste

List of Ceremonies and Events during 2012–13

1 July 2012	Rabaul and <i>Montevideo Maru</i> Memorial Dedication
1 July 2012	Salvation Army Melbourne Staff Band Performance
4 July 2012	Department of Defence Indigenous Wreathlaying Ceremony
22 July 2012	Australian Army Training Team Vietnam (AATTV) Wreathlaying Ceremony
8 August 2012	Volunteers Award Night
17 August 2012	Long Tan Cross Opening
4 September 2012	RSL and Services Clubs Association Commemorative Ceremony
5 September 2012	Battle for Australia Wreathlaying Ceremony
7 September 2012	National Servicemen's Association Wreathlaying Ceremony
6–7 September 2012	<i>Kokoda: Beyond the Legend</i> Conference
14 September 2012	Battle of Britain Wreathlaying Ceremony
16 September 2012	Big Things in Store
18 September 2012	The Totally and Permanently Incapacitated Annual Congress Wreathlaying Ceremony
21 September 2012	National Student Leadership Forum Wreathlaying Ceremony
26 September 2012	Daffodil Squadron Wreathlaying Ceremony
2 October 2012	Defence Widows Support Group Ceremony
5 October 2012	National Council of Women Australia Wreathlaying Ceremony

22 October 2012	<i>Australian War Memorial: treasures from a century of collecting</i> Book Launch
24 October 2012	Royal Military College Alamein Company Wreathlaying Ceremony
26 October 2012	Australian Capital Tourism Human Brochure
1 November 2012	<i>Remember me: the lost diggers of Vignacourt</i> Exhibition Launch
6 November 2012	Campbell High School Wreathlaying Ceremony
8 November 2012	Royal Australian Corps of Signals Wreathlaying Ceremony
11 November 2012	Roll of Honour Ceremony
11 November 2012	Remembrance Day National Ceremony
12 November 2012	Anniversary Oration, "Reflections on Service and Sacrifice"
13 November 2012	Woden Valley RSL and Veterans of the Second World War Wreathlaying Ceremony
19 November 2012	Department of Veterans' Affairs, Ministerial Summit Wreathlaying Ceremony
4 December 2012	U3A Wreathlaying Ceremony
24 January 2013	Classical guitarist Callum Henshaw: A Musical Offering
5 February 2013	Parliamentary Opening Wreathlaying Ceremony
14 February 2012	National Servicemen and Women's Association of Australia (ACT Branch) Wreathlaying Ceremony
15 February 2013	Australian Capital Tourism Human Brochure
16 February 2013	Order of Australia Wreathlaying Ceremony
22 February 2013	2/23rd Battalion Plaque Dedication Ceremony
28 February 2013	HMAS <i>Perth</i> Wreathlaying Ceremony
1 March 2013	Army Birthday Ceremony
5 March 2013	Reservoir RSL Wreathlaying Ceremony
9 March 2013	Australian Ariel Registry Bike Rally Display
12 March 2013	Boeing Sponsor Function
14 March 2013	Veteran and Vintage Car Club of ACT Display
22 March 2013	49-59 Customline Car Club of Victoria Display
31 March 2013	Alfa Romeo Owners Club of Australia Display
3 April 2013	ANZAC Aged Care Wreathlaying Ceremony
6 April 2013	Open Day
6 April 2013	Beating Retreat
17 April 2013	Last Post Ceremony Launch
25 April 2013	ANZAC Day Dawn Service
25 April 2013	ANZAC Day National Service
7 May 2013	Nurses and Midwives Wreathlaying Ceremony
14 May 2013	AHS <i>Centaur</i> Wreathlaying Ceremony
29 May 2013	Sandakan Wreathlaying Ceremony
2 June 2013	Bomber Command Wreathlaying Ceremony
11 June 2013	ScanEagle Handover
12 June 2013	Long Tan Cross Farewell
14 June 2013	ACT RSL Annual Congress Wreathlaying Ceremony
17 June 2013	British-Irish Lions Wreathlaying Ceremony
29 June 2013	Reserve Forces Day Wreathlaying Ceremony
29 June 2013	23rd Field Regiment Wreathlaying Ceremony

APPENDIX 5

Key Acquisitions and Disposals

Acquisitions

Art

1. Tony Albert NORFORCE commission comprising: Green Skins, 2012–13 (20 watercolour paintings on paper) and Be Deadly – NORFORCE, 2012–13 (acrylic, collage elements and mixed media print with silver leaf on paper).
2. Napier Waller, *In the trenches*, c. 1917 (watercolour on paper).
3. Julie Dowling, *The dance*, 2000 (acrylic red ochre and gold on canvas).
4. John Frith collection, 1962–69 (97 drawings for political cartoons on paper).
5. Tom Nicholson, *Comparative monument (Palestine)* 2012 (mixed media installation with 10 photographic prints).

Military Heraldry and Technology

1. Insitu Pacific donated a Boeing ScanEagle unmanned aircraft. These were used in both Iraq and Afghanistan, providing intelligence, surveillance and reconnaissance support.
2. A 4.5-inch QF Howitzer was acquired from the Royal Australian Artillery Historical Company. The Howitzer was of the type used extensively by Australian artillery during the First World War.
3. The ADF's Joint Operations Command donated part of an engine cowl from a Blackhawk helicopter which crashed in Afghanistan in June 2010, killing three Australians. The cowl was used as a stretcher to assist in the recovery of the injured.
4. Improvised Explosive Devices and components, captured from Taliban insurgents, were donated by Defence. These items had been earmarked by Memorial curators in the field.
5. A collection relating to Squadron Leader John Reynolds Cock was purchased, including the Distinguished Flying Cross which he won during the Battle of Britain and the gunsight from his crashed Hurricane.

Photographs, Film and Sound

1. Over 900 photographs by acclaimed photographer Stephen Dupont taken during his commission in Afghanistan 2012.
2. Sixteen hours of footage and 80 photographs by Gary Ramage taken during late 2011, when he was embedded with the ADF in the Doan area, Afghanistan.
3. Two video diaries conducted with volunteers from Defence; RAN video diary 2012, daily life and activities on an Australian submarine HMAS *Farncomb* while on RIMPAC exercises; RAAF video diary 2011, Al Minhad and Middle East Area of Operations, completed 2012.
4. Over 870 original glass plate negatives from the First World War taken by the Thuillier studio, Vignacourt, donated by Mr Kerry Stokes AC.

Research Centre

1. Chief of Army's Order of the Day on the awarding of the Victoria Cross to Corporal Daniel Keighran, 1 November 2012.
2. Handwritten and typed nominal rolls of the 2/10th Field Company, Royal Australian Engineers, while held as prisoners of war in Changi; and Second World War Services Reconnaissance Department (Special Operations) nominal rolls including casualty information.
3. A variety of ephemera, maps and leaflets collected by Robyn van Dyk and Alison Wishart during curatorial visits to Afghanistan.
4. A large framed illuminated address awarded to Mr R.B. Orchard MHR by the people of the Nepean Electorate on 11 November 1916. Orchard, known as "the Soldier's Friend" had championed the interests of the ordinary soldier and worked towards improving conditions at the Liverpool military camp in his constituency. He also toured the Western Front in 1916 as a member of the British Empire Parliamentary Association.
5. A cricket scoring book for the ANZAC Divisional Headquarters Cricket Club in Egypt in 1919. This book records postwar matches against a variety of Australian, British, and Indian units.

Disposals

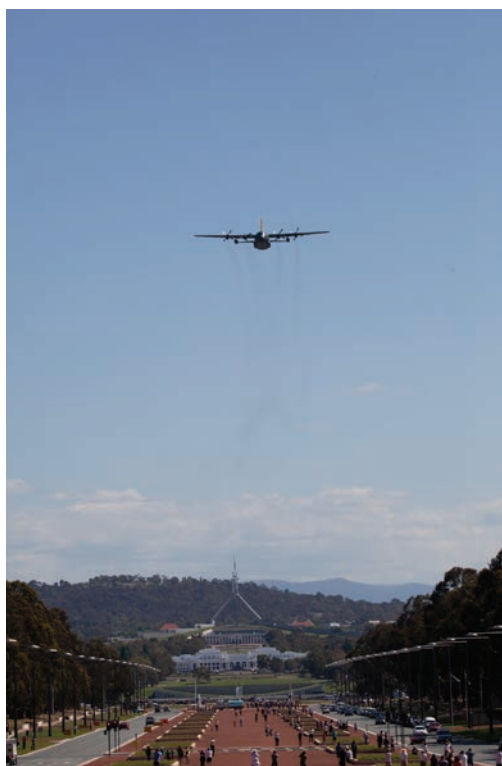
No significant disposals were made during 2012–13.



Corporal Daniel Keighran VC at the Roll of Honour after loaning his VC to the Memorial.



The British Lions Rugby team lay a wreath at the Tomb of the Unknown Australian Soldier during their visit.



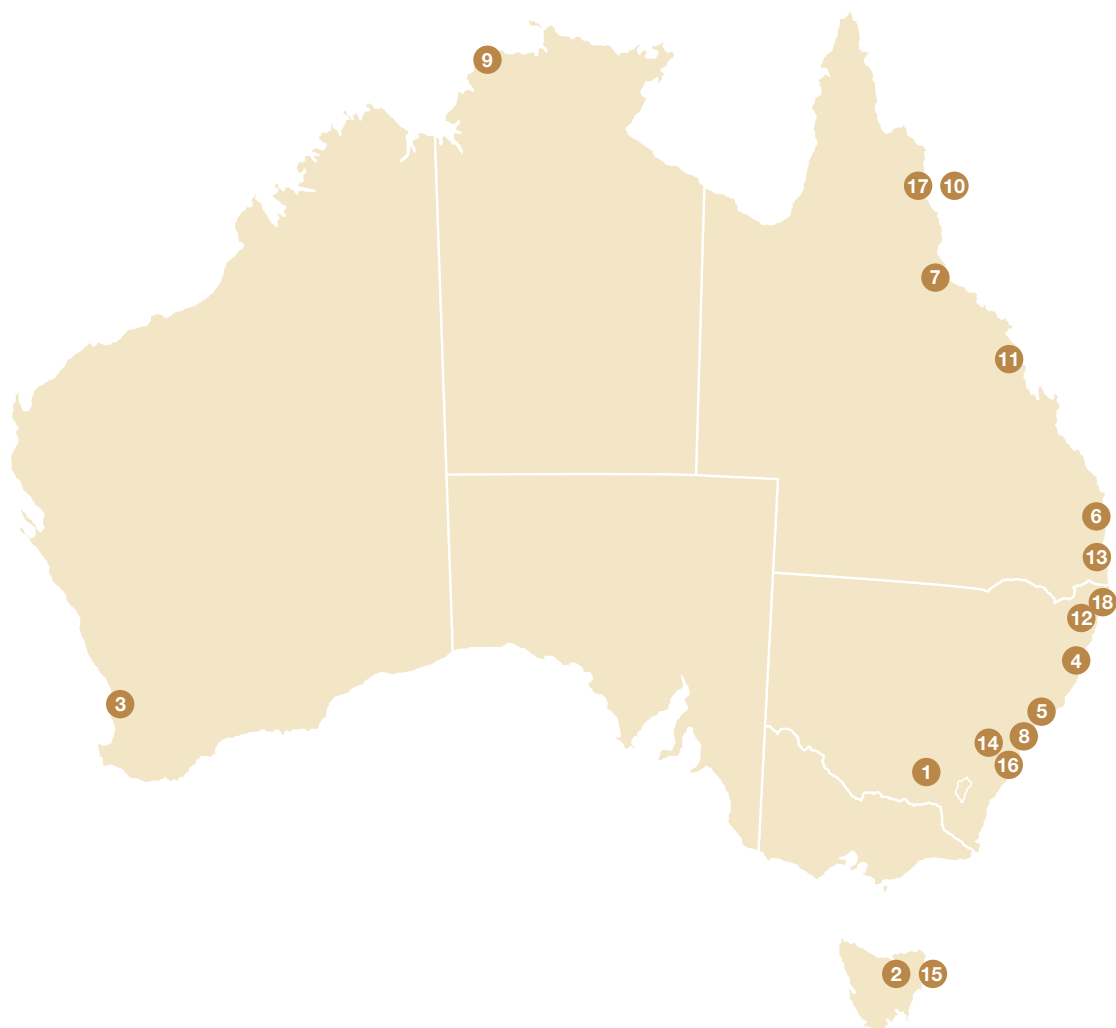
The Lockheed C-130H Hercules flies over the Memorial during its last flight in November 2012.

APPENDIX 6

Travelling Exhibitions

Total Travelling Exhibitions visitation 3,812,370 to 30 June 2013

	From	To
<i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i>		
1. Wagga Wagga Regional Art Gallery, Wagga Wagga, NSW	4/5/2012	15/7/2012
2. Academy Gallery, University of Tasmania, Launceston, Tas.	17/8/2012	14/9/2012
3. Katanning Gallery, Katanning, WA	29/9/2012	18/11/2012
<i>Of love and war</i>		
4. The Glasshouse, Arts, Conference and Exhibition Centre, Port Macquarie, NSW	30/6/2012	9/9/2012
5. Newcastle Museum, Newcastle, NSW	13/10/2012	25/11/2012
6. Hervey Bay Regional Gallery, Hervey Bay, Qld	30/3/2013	12/05/2013
<i>Perspectives: Jon Cattapan and eX de Medici</i>		
7. Perc Tucker Regional Gallery, Townsville, Qld	6/7/2012	2/9/2012
8. Gosford Regional Gallery, Gosford, NSW	2/2/2013	31/3/2013
9. Museum and Art Gallery of the NT, Darwin, NT	13/4/2013	14/7/2013
<i>Shaun Gladwell: Afghanistan</i>		
10. Cairns Regional Gallery, Cairns, Qld	15/6/2012	19/8/2012
11. Artspace Mackay, Mackay, Qld	1/9/2012	13/10/2012
12. Lismore Regional Gallery, Lismore, NSW	26/10/2012	9/12/2012
13. Queensland University of Technology Art Museum, Brisbane, Qld	23/1/2013	10/3/2013
14. Casula Powerhouse Arts Centre, Casula, NSW	30/3/2013	12/5/2013
<i>Nurses: from Zululand to Afghanistan</i>		
15. Queen Victoria Museum and Art Gallery, Launceston, Tas.	16/2/2013	19/5/2013
<i>Ben Quilty: after Afghanistan</i>		
16. National Art School, Sydney, NSW	21/2/2013	13/4/2013
17. Cairns Regional Gallery, Cairns, Qld	24/4/2013	9/6/2013
18. Tweed River Gallery, Murwillumbah, NSW	21/6/2013	29/9/2013
<i>Bring in Your Memorabilia days</i>		
The Glasshouse, Arts, Conference and Exhibition Centre, Port Macquarie, NSW, in association with <i>Of love and war</i>	25/8/2012	
Hervey Bay Regional Gallery, Hervey Bay, Qld in association with <i>Of love and war</i>	11/5/2013	



Selected Staff Publications, Lectures, and Talks

Affleck, Ian	"Projected image heritage of Australian and New Zealand", talk, Symposium on lantern slides, Australian National University, Canberra, ACT, 14 December 2012
Anderson, Nola	<i>Australian War Memorial: treasures from a century of collecting</i> , book, Murdoch Books, Loftus, NSW, 2012
Baddeley, Claire	"Lambert and Friend – official war artists", talk, Canberra Art Workshop group, Australian War Memorial, 19 October 2012 "The work of art in Germany during the First and Second World Wars", talk, Australian Decorative and Fine Arts Society (ADFAS), Pokolbin (NSW) Branch, Australian War Memorial, 12 November 2012 " <i>Perspectives: Jon Cattapan and eX de Medici</i> , official war artists", talk, Gosford Art Gallery, Gosford, NSW, 1 February 2013 "Behind the scenes art tour", talk, Chevaliers du Tastevin, Australian War Memorial, 24 March 2013 "Introducing the Memorial's art collection", talk, Florance Foundation Junior Legatees, Australian War Memorial, 22 April 2013 "Changing organisations and a changing focus?: The role of the curator in Australian museums", conference paper, <i>How museums work: people, industry and nation</i> , Museums Australia National Conference, National Convention Centre, Canberra, ACT, 17–20 May 2013
Baines, Stuart	"Challenging perceptions in your classroom", talk, History Teachers Association of Australia, ACT Branch, National Archives of Australia, 10 September 2012 "The Australian Light Horse – letting sources tell us stories", talk, <i>My history, your history, our history</i> , National Conference of the History Teachers Association of Australia, Perth College, Perth, WA, 2–4 October 2012
Bou, Jean	<i>MacArthur's secret bureau: the story of the Central Bureau, General MacArthur's signals intelligence organisation</i> , book, Australian Military History Publications, Loftus, NSW, Australia, 2012
Boyle, Stephanie	"Through hyper-coloured spectacles: adaptations of archival film in television", conference paper, <i>Media, war and conflict's</i> fifth anniversary conference, Royal Holloway, University of London, United Kingdom, 11–12 April 2013
Britt, Rebecca	"Love and war on the Sydney home front during the Second World War", education material, Museum of Sydney's "Connected Classroom" program, 13 August 2012
Burness, Peter	<i>The Nek: a Gallipoli tragedy</i> , book, Exisle Publishing, Wollombi, NSW, 2012 "Private Giles's uniform", article, in Nola Anderson, <i>Australian War Memorial: treasures from a century of collecting</i> , Murdoch Books, Loftus, NSW, 2012 "The early wars", article, in Nola Anderson, <i>Australian War Memorial: treasures from a century of collecting</i> , Murdoch Books, Loftus, NSW, 2012 "The great air race", article, in Nola Anderson, <i>Australian War Memorial: treasures from a century of collecting</i> , Murdoch Books, Loftus, NSW, 2012 "The Victoria Cross", article, in Nola Anderson, <i>Australian War Memorial: treasures from a century of collecting</i> , Murdoch Books, Loftus, NSW, 2012 "Truscott's Spitfire", article, in Nola Anderson, <i>Australian War Memorial: treasures from a century of collecting</i> , Murdoch Books, Loftus, NSW, 2012 "Battle of The Nek revisited", article, <i>Legacies of war</i> , ed. Nigel Starck, Australian Scholarly Publishing, North Melbourne, Vic., 2012 "Searching through ruins of war", article, <i>Wartime</i> , 61, January 2013 "Recognising valour", talk, Shrine of Remembrance, Melbourne, Vic., 13 March 2013 "In search of Hooky Walker", talk, National Museum of Australia, Canberra, ACT, 19 March 2013

- "Hidden history of the Memorial", talk, Open Day, Australian War Memorial, 6 April 2013
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- "An enduring silence: to mark the 94th anniversary of Remembrance Day", talk, Australian War Memorial, 11 November 2012
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- "Australians in Afghanistan", talk, Department of Veterans' Affairs Staff Forum, Australian War Memorial, 26 September 2012
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- "The Battle of Dernancourt – 5 April 1918", talk, Australian War Memorial, 6 April 2013
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- "Battlefield guide and tour leader, Western Front", talk, Australian War Memorial/Boronia Battlefield Tours, France/Belgium, 17 April 2013–3 May 2013
- "The Holzminden illusion: Australian prisoners in Germany and the realities of escape in the Great War, 1916–1918", conference paper, *Prisoners of war: a conference on the Australian experience of captivity in the 20th century*, Australian National University, Canberra, ACT, 5–6 June 2013
- Prosser, Cherie "Australian soldiers in Vignacourt", conference paper, *Together <> apart*, Art Association of Australia and New Zealand Annual Conference 2012, University of Sydney, Sydney, NSW, 12 July 2012
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- "Colin Colahan, official war artist: re-defining Australian nationhood through portraiture", talk, *How museums work: people, industry and nation*, Museums Australia National Conference, National Convention Centre, Canberra, ACT, 17–20 May 2013
- "Somewhere in France", article, *Weekend Australian*, 15 June 2013
- "Code name: Force Benedict", article, *World of antiques and art*, 83, August 2012 – February 2013
- Reeve, Barbara "Veterans and students: enhancing community engagement at the RSL LifeCare War Museum, Narrabeen", conference paper, *Positive futures in an uncertain world*, the Institute of Conservation Conference 2013, University of Glasgow, Glasgow, Scotland, 11 April 2013
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- Smedley, Joanne
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- Tibbitts, Craig
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- Webster, Laura
Ben Quilty: after Afghanistan, exhibition catalogue, Australian War Memorial, February 2013
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"Ben Quilty: after Afghanistan", talk, Tweed River Art Gallery, Murwillumbah, NSW, 21 June 2013
- Wishart, Alison
"Strategies for getting a job in the museum sector", talk, Macquarie University post-graduate history students, Sydney, NSW, 9 August 2012
"Fifty shades of bully beef: food at Gallipoli in 1915", talk, *Making Sense of Food*, Interdisciplinary. net Conference, Sydney, 30 January 2013
"An ounce of history and a pinch of nutrition: doing collaborative research", talk, *How museums work: people, industry and nation*, Museums Australia National Conference, National Convention Centre, Canberra, ACT, 17–20 May 2013

APPENDIX 8

Staffing Overview as at 30 June 2013

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

Ongoing and non-ongoing staff

	Female	2012-13 Male	Total
Ongoing full-time	121	117	238
Ongoing part-time	19	5	24
Non-ongoing full-time	46	25	71
Non-ongoing part-time	3	0	3
Casual	16	9	25
Total	205	156	361

Senior Executive staff

	Female	2012-13 Male	Total
Band 1	3	1	4
Total	3	1	4

Staff by classification

	Female	2012-13 Male	Total
APS 1	0	0	0
APS 2	18	20	38
APS 3	41	29	70
APS 4	21	11	32
APS 5	18	13	31
APS 6	30	23	53
AWM BBB	1	1	2
AWM BB1	0	4	4
AWM BB2	0	1	1
AWM BB3	38	17	55
AWM BB4	2	3	5
EL 1	23	23	46
EL 2	10	9	19
SES	3	1	4
Statutory Officer	0	1	1
Total	205	156	361

Representation of equal employment opportunity groups as a percentage of staff by occupational groups

	Total Staff			ATSI		BO		BO+ENFL		PWD	
	No	Women	%	No	%	No	%	No	%	No	%
APS 1-2	40	18	45.0			2	5.0	1	2.5		
APS 3-4	103	62	60.2			6	5.82	1	0.9		
APS 5-6	84	48	57.1			3	0.3	1	1.2	1	1.1
AWM BBB-BB1	6	1	16.6								
AWM BB2-BB3	56	38	67.8	3	5.3	4	7.1			4	7.14
AWM BB4	5	2	40.0							1	20.0
EL 1	47	23	48.93			9	19.14			1	2.1
EL 2	19	10	52.6			3	15.7				
SES and STAT	5	3	60.0								
Total	361	205	56.7	3	0.84	27	7.48	3	0.8	7	1.9

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

People Development and Training Report 2012-13

In line with the Memorial's Teamwork Agreement 2011-14, the Memorial continued to develop employees' skills and knowledge through formal and informal learning and development opportunities.

In addition, the Memorial offers Studybank for employees, allowing them to undertake targeted professional development and attend relevant conferences or seminars. During the year 22 employees were approved for Studybank.

A key corporate objective for the Memorial during 2011-12 was developing capability. A range of programs were

delivered to ensure our employees were healthy and safe as well as increasing their ability to work as professional public servants.

To continue this theme in the financial year 2013-14, the Memorial will review its Corporate Induction Program, its performance management framework and its learning and development strategy.

Courses will be developed and delivered internally as well as through external consultants, in order to obtain the best value for money, just-in-time training and development.

APPENDIX 9

Major Sponsors

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AC	Companion in the Order of Australia	MBE	Member of the British Empire
ACT	Australian Capital Territory	MC	Military Cross
ADF	Australian Defence Force	MG	Medal for Gallantry
AIF	Australian Imperial Force	MICA	Memorial Integrated Collection Access System
AM	Member in the Order of Australia	MP	Member of Parliament
ANAO	Australian National Audit Office	NSW	New South Wales
ANU	Australian National University	NT	Northern Territory
ANZAC	Australian and New Zealand Army Corps	OAM	Medal of the Order of Australia
AO	Officer in the Order of Australia	PICTION	Collection management and ordering system
APS	Australian Public Service	Qld	Queensland
AWM	Australian War Memorial	RAAF	Royal Australian Air Force
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>	RAN	Royal Australian Navy
CAS	Client Access System	RIMPAC	Rim of the Pacific
CEO	Chief Executive Officer	RSL	Returned and Services League of Australia
CFO	Chief Finance Officer	SA	South Australia
CIT	Canberra Institute of Technology	SG	Star of Gallantry
CMG	Corporate Management Group	SMG	Senior Management Group
Comcover	Commonwealth insurance 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		
LTO	Large Technology Object		

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